



# Council Orientation Package



## Welcome from Jacques Dubé, Chief Administrative Officer

On behalf of the HRM team, I welcome you, the newly elected Mayor and Councillors, to Halifax Regional Municipality.

Congratulations on your election! It takes special people to serve as an elected official.

The Mayor and Regional Council play a critically important role in shaping and guiding our regional economic and social prosperity in a fiscally prudent manner. For both new and returning members, November 2020 is the starting point of four years of exciting and important work on behalf of the residents of HRM and our organization. The new Regional Council has an opportunity to build on the success of previous Regional Councils and contribute to the continued strong growth of our region and all its distinct communities.

We are Atlantic Canada's largest urban area, largest suburban area, and largest rural area. This unique make-up presents both unique opportunities and challenges rarely found in other municipal jurisdictions. HRM is strong when all of its areas are strong, and teamwork is an essential ingredient in building on the positive momentum we enjoy notwithstanding the impacts of COVID-19.

To help ensure a smooth transition, we have been working diligently for the past few months to develop an orientation program and associated materials that will inform you about the opportunities and challenges you will face in your role as a member of Regional Council. Whether you are newly elected or have been re-elected for another term, we hope the material presented herein is helpful in relation to exercising the duties bestowed upon you by the electorate.

We very much look forward to working with you over the next four years to collectively ensure we are providing excellent customer service to our residents, continuing the legacy of evidence-based decision-making in the public interest, and achieving Regional Council's priorities.

Sincerely,

***-Original Signed-***

Jacques Dubé

Chief Administrative Officer

Halifax Regional Municipality

**HALIFAX**

# Table of Contents

- 1. Schedule of Orientation**
- 2. Business Unit Overview**
- 3. Role of the Council Support Office**
- 4. Introduction to Technology Services**
- 5. Introduction to Municipal Law**
- 6. Municipal Clerk's Office**
- 7. Access and Privacy**
- 8. Role of Corporate Communications**
- 9. Issues and Initiatives by Business Unit: Briefing Notes**
  - A. Planning & Development**
    1. Centre Plan and Secondary Plan & By-law Simplification Program
    2. HalifACT 2050
    3. Regional Plan Review
    4. Green Network Plan
    5. Integrated Mobility Plan
    6. Heritage Property Program
    7. Culture and Heritage Priorities Plan
    8. Municipal Design Guidelines
    9. Taxi and Limousine
    10. M200: Residential Rental Registry
    11. Strategic Transportation Planning
    12. Permitting, Licensing and Compliance Project
    13. Suburban and Rural Planning Work
    14. Secondary Planning – Ongoing Local Planning Projects

## **B. Finance, Asset Management & ICT**

1. Halifax Convention Centre
2. Fiscal Sustainability
3. 2021-2025 Strategic Priorities Plan
4. Land Acquisition Strategy
5. Industrial Lands Projects and Initiatives
6. Former Memorial Library Site
7. New Mi'kmaw Native Friendship Centre
8. Cyber Security Overview
9. Volta Innovation Outpost
10. Business Transformation Program

## **C. Transportation & Public Works**

1. Cogswell District Redevelopment Project
2. Parking Technology Project
3. Strategic Road Safety Framework
4. Solid Waste Resources – Management and Processing of Organics

## **D. Corporate & Customer Services**

1. Performance Excellence Program
2. Halifax Forum Redevelopment
3. Mackintosh Depot
4. New St. Andrew's Community Centre
5. HRFE Headquarters, Fire Station 8 and Fire Station 62
6. Customer Contact Centres (311) – Email and Chat Integration
7. Customer Contact Centres (311) – After Hours Urgent Calls
8. Fleet Rationalization and Asset Management
9. Client-Centric Service Model for Corporate Communications

## **E. Halifax Transit**

1. Moving Forward Together Plan
2. Rapid Transit Strategy
3. Electric Bus Proposal
4. Access-A-Bus Continuous Service Improvement Plan
5. Transit Fare Technology

## **F. Parks & Recreation**

1. Legend Software Implementation
2. 2020 North American Indigenous Games
3. Blue Mountain-Birch Cove Wilderness Park
4. Fee By-laws/Administrative Orders Implementation "Fee Review"
5. Current Parks and Recreation Strategic Plans

## **G. Human Resources**

1. Flexible Work Arrangements Guide
2. Learning Management System (LMS)
3. Health and Wellness Strategy
4. Employee Engagement
5. Succession Planning Program
6. Gender Pay Equity / Gender Pay Gap Analysis
7. SAP Success Factors – Employee Central Business Transformation
8. Collective Bargaining
9. Recruitment Initiatives
10. Safe Workplaces
11. Employment Equity / Diversity and Inclusion

## **H. Chief Administrative Office – Diversity & Inclusion/ANSAIO**

1. Accessibility Initiatives at Halifax Regional Municipality
2. Anti-Black Racism Plan
3. Women’s Advisory Committee of Halifax
4. Cornwallis Report

## **I. Chief Administrative Office – Government Relations & External Affairs**

1. Halifax COVID-19 Economic Response and Recovery Plan Update
2. Social Policy
3. Public Safety Strategy 2018-2022
4. Police Services and Public Safety Review
5. Road to Economic Prosperity – African Nova Scotian Economic Action Plan
6. Regulatory Modernization Project
7. Intergovernmental Infrastructure Funding – ICIP Bilateral Agreement
8. COVID-19 Intergovernmental Support Funding
9. Business Improvement Districts (BIDs)

## **J. Halifax Regional Fire & Emergency**

1. Halifax Regional Fire and Emergency Administrative Order
2. Conversion of Station #28 (Sheet Harbour) to 24/7 Composite Staffing Model
3. Firefighter Recruitment and Retention
4. Upcoming Union Contract
5. Participation in Federal Heavy Urban Search and Rescue (HUSAR) Program
6. HRFE Emergency Management

## **K. Municipal Police Services**

1. Halifax Regional Police
2. Halifax District RCMP
3. Board of Police Commissioners

## **10. Planning and Development Overview**

## **11. Budget and Business Planning Process**

## **12. Partners and Stakeholders: Briefing Notes**

1. Discover Halifax
2. Federation of Canadian Municipalities (FCM)
3. Events East Group
4. Halifax Harbour Bridges
5. Halifax International Airport Authority (HIAA)
6. Halifax Partnership
7. Halifax Port Authority
8. Halifax Public Libraries
9. Halifax Regional Centre for Education and Conseil scolaire acadien provincial
10. Halifax Regional Water Commission
11. Intergovernmental Partnerships: Province of Nova Scotia and Government of Canada
12. Municipal Auditor General
13. Nova Scotia Federation of Municipalities (NSFM)
14. Property Valuation Services Corporation (PVSC)

**1**

# **Schedule of Orientation**

## 2020 Council Orientation Schedule

Thursday, October 29		
Time	Topic	Location
6 p.m.	Swearing In Ceremony	Halifax Convention Centre
Friday, October 30		
Time	Topic	Location
10 a.m. – 3 p.m.	IT Onboarding/Device Set-up <i>*Staggered Attendance</i>	Councillor Support Office – 4 <sup>th</sup> floor City Hall
Monday, November 2		
Time	Topic	Location
9:30 a.m. – 10 a.m.	Mayor’s Introduction / Role of Mayor’s Office	Halifax Hall
10 a.m. – 11 a.m.	Role of Councillor Support Office	Halifax Hall
12 p.m. – 1 p.m.	Lunch	Halifax Hall
1 p.m. – 3 p.m.	Getting Started (Onboarding) <i>*Staggered Attendance</i>	Councillor Support Office – 4 <sup>th</sup> floor City Hall
Tuesday, November 3		
Time	Topic	Location
10 a.m. – 10:30 a.m.	Chief Administrative Officer (CAO) Introduction	Halifax Hall
10:30 a.m. – 12 p.m.	Local Government Overview and Municipal Law for the Elected Official	Halifax Hall
2 p.m. – 2:30 p.m.	Microsoft Teams Test Run	Microsoft Teams
Wednesday, November 4		
Time	Topic	Location
1 p.m. – 2 p.m.	Administrative Order (AO) 1: Procedures of Council (Overview)	Halifax Hall
2 p.m. – 3:30 p.m.	In-person Mock Council	Council Chamber



<b>Thursday, November 5</b>		
Time	Topic	Location
10 a.m. – 11 a.m.	HRM Committees of Council	Microsoft Teams
11 a.m. – 12 p.m.	Tools of the Trade: An Introduction to HRM's Technology Tools	Microsoft Teams
12 p.m. – 1 p.m.	Lunch Break	
1 p.m. – 2 p.m.	Access and Privacy Overview	Microsoft Teams
2 p.m. – 3 p.m.	Diversity and Inclusion Presentation	Microsoft Teams
<b>Monday, November 9</b>		
Time	Topic	Location
9 a.m. – 11 a.m.	Major Projects and Current Issues Briefing	Microsoft Teams
11 a.m. – 12 p.m.	Returning/Former Councillor Panel	Microsoft Teams
12 p.m. – 1 p.m.	Lunch Break	
1 p.m. – 3 p.m.	AO 1 Refresh / Virtual Mock Council	Microsoft Teams
<b>Tuesday, November 10</b>		
Time	Topic	Location
TBD	Regional Council meeting	Microsoft Teams
<b>Wednesday, November 11</b>		
Remembrance Day – No Sessions		

<b>Thursday, November 12</b>		
Time	Topic	Location
10 a.m. – 11 a.m.	HRM Auditor General	Halifax Hall
11 a.m. – 12:30 p.m.	HRM Planning and Development Overview	Halifax Hall
12:30 p.m. – 1:30 p.m.	Lunch	Halifax Hall
1:30 p.m. – 3:30 p.m.	HRM Budget and Business Planning Overview	Halifax Hall
<b>Friday, November 13</b>		
Time	Topic	Location
10 a.m. – 11 a.m.	Media Relations Presentation	Microsoft Teams
11 a.m. – 12 p.m.	Social Media Tips and Tools	Microsoft Teams

\*Please note that due to COVID-19, the orientation schedule is subject to change. Council will be notified by email of any changes to the orientation schedule.

**2**

# **Business Unit Overview**

# Business Unit Overview

## Public Safety Services

### Halifax Regional Fire & Emergency

Halifax Regional Fire & Emergency (HRFE) serves and protects over 430,000 permanent residents in a 5,577 km<sup>2</sup> area. Strategically located in 51 fire stations throughout the municipality, career and volunteer fire crews provide a full range of services including: fire prevention (fire inspections and 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), pre-hospital emergency medical services, and emergency preparedness.

### Halifax Regional Police

Halifax Regional Police (HRP) is responsible for delivering an effective and efficient police service for the municipality in partnership with the Halifax District of the Royal Canadian Mounted Police. Our mission is to make ongoing and meaningful contributions to the well-being and safety of our communities. HRP is committed to providing this service to build and maintain citizen confidence, trust and safety in partnership with the citizens of the Halifax Regional Municipality.

## Public Services

### Halifax Transit

Halifax Transit provides public transit services supporting approximately 20 million passenger trips, 27 million passenger boardings annually. Halifax Transit operates 353 conventional buses, 5 ferries and 47 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 1,000 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 13 Park & Ride lots. Halifax Transit supports community organizations and economic development by providing donations to not-for-profit groups, free transit to volunteers of large events and the use of vehicles and infrastructure to video production companies.

## **Corporate & Customer Services**

Corporate & Customer Services is focussed on two key areas: Customer Service (customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service provided). With a focus on efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality. Services offered include: Corporate Facility Design & Construction, Municipal Facilities Maintenance & Operations, Corporate Fleet (excluding buses and ferries), Corporate Safety, Customer Contact Centres/311, Corporate Communications and Organizational Performance Excellence.

## **Parks & Recreation**

Parks & Recreation enhances the health and quality of life for citizens through accessible programs, services, facilities and open spaces offering diverse recreation, leisure and cultural choices; and delivering civic events. Services provided through recreation and facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields and skateboard parks.

## **Planning & Development**

Planning & Development delivers services designed to build a municipality with a healthy, vibrant and sustainable future. Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, energy and environmental management, licensing, compliance and building standards.

## **Transportation & Public Works**

Transportation & Public Works (TPW) consolidates critical and operational-based services that contribute to solid waste management, sustainable public infrastructure and transportation networks. TPW is responsible for: maintenance of roads, sidewalks, bridges, signalized intersections, street lights, traffic signals and crosswalks; street and sidewalk cleaning; snow and ice control; street trees; street signage and traffic markings, emergency event response, road safety, parking services and strategy, delivery of road and active transportation capital programs, collection of recyclables, organics and refuse licensing of sites that divert construction and demolition material; and contract management for the operation and maintenance of solid waste processing facilities.

## **Governance and Support Services**

### **Chief Administrative Office**

The Office of the Chief Administrative Officer (CAO's Office) 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's Office oversees all municipal Business Units and provides administrative and legislative support to the Mayor and Regional Council. The CAO's Office also oversees the Councillor Support Office, the support staff in the Mayor's Office, Government Relations & External Affairs (GREA), Regulatory Modernization, the Public Safety Advisor, and the Office of Diversity & Inclusion/African Nova Scotian Affairs Integration Office (ANSAIO).

### **Finance, Asset Management & Information, Communication & Technology**

Finance provides financial stewardship services and advice to internal clients, Council and residents. Corporate Planning assists business units in strategic and operational decision-making; performance management and maximizing collaboration on Regional Council's priorities. Corporate Real Estate and Asset Management improves the way that municipal assets are managed. Information, Communication & Technology (ICT) focuses on improved internal and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.

### **Legal & Legislative Services**

Legal & Legislative Services delivers professional support to Regional Council as well as provision of legal services (including solicitor services, litigation, and prosecutions), and risk and insurance services. The Office of the Municipal Clerk provides administrative and legislative support to the Mayor and Regional Council.

### **Human Resources**

Human Resources (HR) is responsible for providing a framework to guide the application of all aspects of the municipality's human resource practices to support organizational effectiveness. HR is committed to advancing the administrative priority outcomes of an *Engaged Workforce*, a *Diverse and Inclusive Environment*, and a *Healthy and Safe Workplace*. 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. Human Resources 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. We help ensure that the efforts of our employees and their contributions to public service are appreciated, recognized, and fairly rewarded.

# 3

## **Role of the Councillor Support Office**

**\*Insert Tab 3 – Role of the Councillor Support Office - Presentation**



**4**

# **Introduction to Technology Services**

**\*Insert Tab 4 – Introduction to HRM Technology Services - Presentation**

# 5

## Introduction to Municipal Law

HALIFAX

# Municipal Law for the Elected Official

John Traves, Q.C.  
Municipal Solicitor  
Director Legal and Legislative Services

Presentation to Regional Council | November 2020

November 2020

# Where does HRM get its authority?

- HRM is a “creature of statute”, created by the Province through legislation
- HRM’s primary governing legislation is the *Halifax Regional Municipality Charter*, S.N.S. 2008, c. 39
- *HRM Charter* incorporates by reference certain parts of the *Municipal Government Act*: Part V “Deed Transfers”, Part XVI “Boundaries”, Part XIX “Municipal Affairs”, Part XX “Freedom of Information and Protection of Privacy”
- Other legislation

# How can HRM exercise its authority?

- The powers of the municipality are exercised by the Council
- HRM can only act in accordance with the powers granted to it in the *Charter* or other legislation
- Council can pass resolutions, policies (Administrative Orders), and by-laws

# Four Powers of the Municipality

## 1. Administrative Powers

- Allows the municipality to carry on business day-to-day
- Includes:
  - May own and maintain real property (including power to lease, buy, sell)
  - May provide police service, public transportation service, library service, deal with trees, etc.
  - May set tax rates and collect revenue
  - May make expenditures for budgeted Municipal purposes.

# Four Powers of the Municipality

## 2. Power to make and enforce By-laws:

- By-laws of general application
  - Regulate activities
  - Must be for a “municipal purpose”
  - General powers – i.e. “safety and protection of property”
  - Specific powers – i.e. regulating dogs
- Planning by-laws
  - Regulate land use



# Four Powers of the Municipality

## 3. Planning

**Municipality regulates land-use through:**

- Planning and Development
  - Municipal planning strategies, land-use by-laws
  - Development Agreements
  - Site plan approvals
  - Variances
- Subdivision

# Four Powers of the Municipality

## 4. Adjudicative Powers

- Appeals Standing Committee
  - Appeals from decisions of staff made pursuant to a By-Law
  - Dangerous & Unsightly Orders, taxi appeals, encroachment licenses, etc.
- Planning and Development
  - Appeals from the granting or refusal of a site plan or variance by a development officer
  - Appeals from a decision of the Design Review Committee for the HRM By Design Downtown Plan Area

# How does Council manage HRM?

- Council employs a Chief Administrative Officer
- CAO is “responsible to Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council”
- Council communicates with employees through the CAO and may not instruct or give direction to employees

# How does Council make decisions?

1. Resolutions (motion) – means of carrying on daily business
2. Policies (Administrative Order) – deal with administration of the organization
3. By-laws – regulate activities of the public

**All may originate from Regional Council, Community Councils, or recommendations from staff.**

# The Role and Responsibilities of the Mayor

- Presides at all meetings of the Council and maintains order
- The Mayor may:
  - Monitor the administration and government of the Municipality; and
  - Communicate such information and recommend such measures to the Council as will improve the finances, administration and government of the municipality
- Ex officio member of all committees with the power and privileges of a member, including the right to vote

# The Role of Councillors

- To attend regular meetings of Council
- To make decisions in the best interests of HRM without bias or personal interest in outcome
- To bring to Council constituents' interests and concerns
- To participate on various committees

# The Role of the CAO

- Council hires the CAO and establishes priorities
- The CAO is responsible for:
  - Preparing the annual budget and submitting it to Council
  - Hiring, management, and leadership of municipal employees
  - Management of HRM resources
  - Contract negotiations
  - Carrying out the decisions of Council

# Auditor General

- Appointed by Council for 7 year term
- Assists Council in holding itself and the Municipality's administrators:
  - “Accountable for the quality of stewardship over the public funds and for achievement of value for money in the Municipality's operations”, *HRM Charter*, s. 50(1).
- Examines accounts, programs, procedures of the Municipality, municipal bodies, people or body corporate receiving a grant from the Municipality



# The Role of the Municipal Solicitor

- Unique role
- Coordinates the provision of legal advice and support to Regional Council, the CAO and Business Units of HRM
- Attends all meetings of Regional Council
- Attends (or delegate) public hearing and in camera portions of Community Council meetings
- Municipal Solicitor is the only staff person, other than the CAO, authorized by the Charter to report and make recommendations directly to Regional Council

# Legal and Legislative Services

- Through three teams of lawyers and support staff, each headed by a team lead:
  - Provides legal advice to Council and business units
  - Represents HRM before courts and boards/tribunals
  - Prosecutes infractions of municipal by-laws and some provincial legislation
- Prosecutors make independent decisions regarding charges before court
- Risk and Insurance Services team provides risk management advice, insurance services, and claims' management

# In Camera Council Meetings

- *HRM Charter* permits Council (including committees and community councils) to go in camera in specific circumstances:
  - Acquisition, sale, lease, and security of municipal property
  - Setting a minimum price to be accepted at a tax sale
  - Personnel matters
  - Labour relations
  - Contract negotiations
  - Litigation or potential litigation
  - Legal advice eligible for solicitor-client privilege
  - Public security
  - To protect the confidentiality of information from Government of Canada, Province of Nova Scotia, their agencies or a public body
- Failure to go in camera can negatively impact HRM

# Privacy

- **HRM is subject to Part XX of the *Municipal Government Act*, Freedom of Information and Protection of Privacy**
  - More in-depth presentation from Access & Privacy Officer
  - Statutory obligation to provide information when requested, subject to privacy provisions
  - It is an offence to maliciously collect or disclose personal information – max \$5,000 fine, 6 months imprisonment
- Recent Ontario case with tort liability for invasion of privacy

# Conflict of Interest

*Municipal Conflict of Interest Act* requires a member of Council having any direct or indirect pecuniary interest in a matter being decided to:

1. Disclose the interest and the general nature thereof;
  2. Withdraw as member for the discussion of that issue
  3. Refrain from taking part in discussion and from voting
  4. Refrain from attempting to influence the decision
- Justice of Supreme Court determines whether a contravention.
  - Possible consequences:
    - Forfeiture of office, disqualification for office for 10 years, restitution where personal financial gain, max \$25,000 fine or 12 months imprisonment

# Bias

- Bias occurs where a councillor has made up his or her mind and is not open to persuasion based on the evidence heard
- “Statements by individual members of Council while they may very well give rise to an appearance of bias will not satisfy the test unless the court concludes that they are the expression of a final opinion on the matter, which cannot be dislodged.”

Supreme Court of Canada

- “They must not enter the decision making forum with a bias or closed mind.”

Nova Scotia Supreme Court

# Defamation

- Test for defamation:
  - Words would tend to lower the plaintiff's reputation in the eyes of a reasonable person
  - Words in fact refer to plaintiff
  - Words were published (which requires communication to one person other than the plaintiff)
- No requirement to show carelessness or an intent to do harm
- Defences:
  - Qualified Privilege
  - Fair Comment
  - Justification
  - Responsible Communication (on a matter of public interest)

# When could a councillor be personally liable?

- Section 19(6) of *HRM Charter*
  - Councillor who discloses a report submitted to, or details of matter discussed at, in camera Council meeting, with the result that the municipality suffers a financial loss or the councillor or an employee gains financially, is liable in damages to the municipality for the amount of the loss or gain.
- Section 500(1) of the *MGA*
  - Malicious collection or disclosure of personal information
- Section 10 of the *Municipal Conflict of Interest Act*
  - disqualification for office for 10 years, restitution where personal financial gain, max \$25,000 fine or 12 months imprisonment



# Questions?

**HALIFAX REGIONAL MUNICIPALITY  
ADMINISTRATIVE ORDER 52  
CODE OF CONDUCT  
FOR  
ELECTED MUNICIPAL OFFICIALS**

**BE IT RESOLVED AS AN ADMINISTRATIVE ORDER** of the Council of the Halifax Regional Municipality as follows:

**I. SHORT TITLE**

1. This Administrative Order may be cited as Administrative Order 52, the *Code of Conduct for Elected Officials*.

**IA. PURPOSE**

2. The public expects the highest standards of professional conduct from Members elected to local government. The purpose of this Code is to establish guidelines for the ethical and inter-personal conduct of Members of Council (“Members”). Council is answerable to the community through democratic processes and this Code will assist in providing for the good government of the Halifax Regional Municipality.

**II. STANDARDS OF CONDUCT**

3. Members shall uphold the law and at all times:

(a) Seek to advance the common good of the municipality as a whole while conscientiously representing the communities they serve.

(b) Perform the functions of office truly, faithfully and impartially to the best of their knowledge and ability in accordance with the following core values:

(i) **Integrity** – giving the municipality’s interests absolute priority over private individual interests;

(ii) **Honesty** – being truthful and open;

(iii) **Objectivity** – making decisions based on a careful and fair analysis of the facts;

(iv) **Accountability** – being accountable to each other and the public for decisions taken;

(v) **Leadership** – confronting challenges and providing direction on the issues of the day.

(c) Uphold this Code as a means of promoting the standards of behaviour expected of members and enhancing the credibility and integrity of Council in the broader community.

### **III. COUNCIL RESPONSIBILITIES**

4. The Council (or its designated committee) will:

- (a) review the Halifax Regional Municipality's Code of Conduct for Elected Officials as required and make any amendments considered appropriate.
- (b) review, consider or take other action concerning any violation of this Code of Conduct which is referred to Council for consideration.
- (c) where there is any conflict between this Code of Conduct and the requirements of any statute of the provincial or federal government, provincial or federal statutes shall take precedence.

### **IV. MEMBER RESPONSIBILITIES**

#### ***Conduct to be Observed***

5. Members are agents of the public whose primary objective is to address the needs of the citizens. As such, they're entrusted with upholding and adhering to the by-laws of the municipality as well as all applicable provincial and federal laws. As public servants, Members must observe a high standard of morality in the conduct of their official duties and faithfully fulfill the responsibilities of their offices, regardless of their personal or financial interests.

#### ***Dedicated Service***

6. All Members should faithfully work towards developing programs to address the needs of the citizens in the course of their duties. Members should strive to perform at a level which is expected of those who work in the public's interest.

#### ***Respect for Decision-Making Process***

7. All Members recognize the responsibility of the Mayor to accurately communicate the Decisions of the Council, even if they disagree with such decisions, such that respect for the decision-making processes of Council is fostered.

#### ***Conduct at Meetings***

8. Members shall respect the chair, colleagues, staff and members of the public present during Council meetings or other proceedings of the municipality. Meetings shall provide an environment for transparent and healthy debate on matters requiring decision-making.

#### ***Release of Confidential Information Prohibited***

9. No Member shall disclose or release to any member of the public any confidential information acquired by virtue of their office, in either oral or written form except when required by law or authorized by the municipality to do so. Nor shall Members use confidential information for personal or private gain, or for the gain of relatives or any person or corporation.

#### ***Gifts and Benefits***

10. No Member shall show favouritism or bias toward any vendor, contractor or others doing

business with the municipality. Members are prohibited from accepting gifts or favours from any vendor, contractor or others doing business with the Municipality personally, or through a family member or friend, which could give rise to a reasonable suspicion of influence to show favour or disadvantage to any individual or organization.

#### ***Use of Public Property***

11. No Member shall request or permit the use of municipal-owned vehicles, equipment, materials, or property for personal convenience or profit, except where such privileges are granted to the general public. Members shall ensure that the business of the municipality is conducted with efficiency and shall avoid waste, abuse and extravagance in the provision or use of municipal resource.

#### ***Obligations to Citizens***

12. No Member shall grant any special consideration, treatment, or advantage to any citizen or group of citizens beyond that which is accorded to all citizens.

#### ***Interpersonal Behaviour***

13. Members shall treat every person, including other Members, corporate employees, individuals providing services on a contract for service, and the public with dignity, understanding and respect and ensure that their work environment is free from discrimination, bullying and harassment.

#### ***Community Representation***

14. Members shall observe a high standard of professionalism when representing the municipality and in their dealings with members of the broader community.

### **V. GOOD GOVERNANCE**

15. Members accept that effective governance of the municipality is critical to ensuring that decision are taken in the best interests of all stakeholders and to enable the municipality to function as a good corporate citizen.

### **VI. GOVERNMENT RELATIONSHIPS**

16. Members recognize the importance of working constructively with other levels of government and organizations in Nova Scotia and beyond to achieve the goals of the municipality.

### **VII. CONFLICT OF INTEREST AVOIDANCE**

17. Members are committed to making decision impartially and in the best interests of the municipality and recognize the importance of fully observing the requirements of the *Municipal Conflict of Interest Act*, R.S.N.S. 1989, c. 229 with regard to the disclosure and avoidance of conflicts of interest.

### **VIII. REPORTING BREACHES**

18. Persons who have reason to believe that this Code has been breached in any way are encouraged to bring their concerns forward. No adverse action shall be taken against any Member or municipal employee, who, acting in good faith, brings forward such information.

**IX. CORRECTIVE ACTION**

19. Any reported violations of this Code will be subject to an investigation by Council. Council may retain an external consultant or panel with relevant experience to conduct an investigation and provide a report and recommendation to Council. If an investigation finds a Member has breached a provision of this Code, Council may take corrective action which may include censure of the Member, an apology to those affected by the breach, counselling, and withdrawal of appointment from any committee of Council.

**X. COMPLIANCE WITH CODE**

20. Members acknowledge the importance of the principles contained in this Code which will be self-regulated by Council. Councillors are required to sign a “Statement of Commitment to the Code” (Attachment A) within seven (7) days of taking the Councillors’ oath pursuant to section 147 of the *Municipal Elections Act*, R.S.N.S. 1989, c. 300.

**XI. OVERALL RESPONSIBILITIES**

21. The Halifax Regional Municipality Code of conduct for elected Municipal Officials applies to all members of Council.

Done and passed in Council this 23<sup>rd</sup> day of July, 2013.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Municipal Clerk

I, Cathy Mellett, Municipal Clerk of Halifax Regional Municipality, hereby certify that the above noted Administrative Order was passed at a meeting of Halifax Regional Council held on July 23, 2013.

\_\_\_\_\_  
Cathy Mellett, Municipal Clerk

**ATTACHMENT A**

**STATEMENT OF COMMITMENT TO THE ELECTED OFFICIALS CODE OF  
CONDUCT  
OF THE HALIFAX REGIONAL MUNICIPALITY**

I, (Full Name) \_\_\_\_\_ declare that as a member of  
**HALIFAX REGIONAL COUNCIL** acknowledge and support the elected official's Code of  
Conduct.

Signed: \_\_\_\_\_

Declared this \_\_\_\_ day of \_\_\_\_\_, 20\_.

Before me:

\_\_\_\_\_  
**Municipal Clerk**

**6**

# **Municipal Clerk's Office**

# Municipal Boards and Committees

## Staff Contact

Phoebe Rai, Deputy Clerk

## Responsible Business Unit

Legal & Legislative Services – Municipal Clerk's Office

## Background

The Halifax Regional Municipality governance structure includes a number of different types of Boards, Committees and Commissions, including:

- Community Councils;
- Standing Committees;
- Regional Council Advisory Boards, Committees and Commissions; and
- Community Council Advisory Committees.

Halifax.ca contains a section on Boards and Committees:

<https://www.halifax.ca/city-hall/boards-committees-commissions>

Council makes appointments to a range of boards and committees. In some cases, Council appoints one or more of its members to sit on a committee. In other cases, Council appoints citizens to sit on a committee.

There are also several external and community boards to which Halifax Regional Council provides nominations or appointments.

## Community Councils

The four Community Councils, each consisting of five to six districts, consider local matters, make recommendations to Regional Council, and provide opportunities for public input. Membership of the Community Councils is comprised of the elected Councillors for the districts making up the Community Council:

- North West Community Council - Districts: 1, 13, 14, 15 & 16
- Harbour East-Marine Drive Community Council - Districts: 2, 3, 4, 5 & 6
- Halifax and West Community Council - Districts: 7, 8, 9, 10, 11 & 12

In December 2019, Council established the Regional Centre Community Council to review, address and render decisions on matters relating to appeals of site plan approval applications, variances, and land use by-law amendments over lands within the Regional Centre Plan area.

- Regional Centre Community Council – Portions of Districts: 5, 6, 7, 8, & 9



Following the Swearing In ceremony, Community Councils will resume meeting as follows:

- North West Community Council (NWCC) – November 9, 2020 at 7pm
- Harbour East-Marine Drive Community Council (HEMDCC) – November 12, 2020 at 6pm
- Halifax and West Community Council (HWCC) – November 18, 2020 at 6pm
- Regional Centre Community Council (RCCC) – November 24, 2020 at 6pm

## Standing Committees

Regional Council conducts a significant component of its business through a series of Standing Committees. Standing Committees are also the primary forum for public input at Council outside of public hearings. There are six separate Standing Committees:

- Appeals Standing Committee (ASC)
- Audit & Finance Standing Committee (AFSC)
- Community Planning & Economic Development Standing Committee (CPED)
- Environment & Sustainability Standing Committee (ESSC)
- Executive Standing Committee (ESC)
- Transportation Standing Committee (TSC)

Each committee has a terms of reference which has been included as part of Administrative Order 1 (AO1), respecting the Procedures of Council, and are subject to the procedural rules of AO1.

More information on Standing Committees can be found at <https://www.halifax.ca/city-hall/standing-committees>

Current appointments to these Standing Committees expire in November 2020.

## Board and Committee Structure

In addition to Standing Committees there are a number of other Boards, Committees and Commissions on which members of Regional Council sit. These include:

- Accessibility Advisory Committee
- Active Transportation Advisory Committee
- Board of Police Commissioners
- Community Design Advisory Committee
- Grants Committee
- Heritage Advisory Committee
- Investment Policy Advisory Committee
- Special Events Advisory Committee
- Women's Advisory Committee
- Various Community Council Advisory Committees
- Various External Bodies

## Appointment of Councillors

With a newly constituted Halifax Regional Council, one initial task is to appoint Councillors and residents to the various Boards, Committees and Commissions so they can resume meetings. In order to have Councillor appointments made as soon as possible following the Swearing in Ceremony, the Municipal Clerk's Office implements a tiered approach that prioritizes constituting the bodies that will make nominations in turn to other bodies.

Beginning on Friday, October 30, 2020, the Clerk's Office will issue a call for expressions of interest for Committees.

### Round 1

Committee	Councillor Appointments
Appeals Standing Committee	2 Councillors from each of HWCC, NWCC, and HEMDCC
Standing Committees (Except Appeals & Executive) <ul style="list-style-type: none"> <li>- Audit and Finance</li> <li>- Community Planning &amp; Economic Development</li> <li>- Environment &amp; Sustainability</li> <li>- Transportation</li> </ul>	1 from each of HWCC, NWCC, and HEMDCC 3 Councillors at large
Accessibility Advisory Committee	Up to 3 Councillors at large
Active Transportation Advisory Committee	Up to 3 Councillors at large
Board of Police Commissioners	3 Councillors at large
Alderney Landing Association	Up to 2 members at large (Councillors or Citizens)
Canada Games Centre	Up to 1 Councillor at large
Canadian Urban Transit Association	1 Councillor at large
Cole Harbour Place	Up to 1 Councillor at large
Community Monitoring Committee	Districts 11 & 12 (ex officio) and 1 Councillor at large
Discover Halifax Board of Directors	1 Councillor at large
Halifax Forum Community Association	Up to 1 Councillor at large
Halifax Harbour Bridges Board of Commissioners	2 Councillors at large
Halifax Partnership	2 Councillors at large
Halifax Regional Library Board	2 Councillors at large
Halifax Water Board of Commissioners	3 Councillors at large, 1 Councillor from ESSC
Nova Scotia Federation of Municipalities	2 Councillors at large
Shubenacadie Canal Commission	Up to 2 Councillors from HEMDCC
Zatzman Sportsplex	Up to 1 Councillor at large

## Round 2

<b>Committee</b>	<b>Councillor Appointments</b>
Executive Standing Committee	1 Councillor from each Standing Committee
Community Design Advisory Committee	Districts 5, 7 & 8 (ex officio) 1 Councillor each from CPED, TSC, and ESSC
Grants Committee	1 Councillor from each of HWCC, NWCC, HEMDCC, and AFSC
Halifax Peninsula Planning Advisory Committee	2 Councillors from HWCC
Heritage Advisory Committee	2 Councillors at large
Indigenous Community Liaison	1 Councillor at large
Investment Policy Advisory Committee	1 Councillor from AFSC
North West Planning Advisory Committee	2 Councillors from NWCC
Special Events Advisory Committee	Up to 1 Councillor at large
Western Common Advisory Committee	1 Councillor from HWCC
Women's Advisory Committee of Halifax	1 Councillor at large, 1 Councillor from ESC
National Zero Waste Council	1 Councillor at large
Nova Scotia Solid Waste-Resource Management Committee	1 Councillor from ESSC

## Attachments / References

HRM Board & Committee Organizational Chart:

<https://www.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/BoardsCommitteesOrganizationalChart.pdf>

HRM Public Appointment Policy:

<https://www.halifax.ca/city-hall/boards-committees-commissions/volunteer-boards-committees/public-appointment-policy>

Administrative Order One: The Procedures of the Council:

<https://www.halifax.ca/sites/default/files/documents/city-hall/legislation-by-laws/AO1.pdf>

**\*Insert Tab 6 – Municipal Clerk’s Office – HRM Boards and Committees Presentation**

# Corporate Information Management Guideline

## Managing Information and Records for Elected Officials

Following is guidance for managing information and records of the Mayor and members of Regional Council.

### Scope

This guidance applies to:

- all incoming, returning, and departing elected officials, and municipal staff who provide administrative support to elected officials, and;
- all municipal records. As outlined in Administrative Order 2015-001-GOV, the effective management of municipal records ensures information is retained and available to authorized users for ongoing municipal operations, to meet legal requirements, and for the preservation of municipal records of historical significance. Some information generated in the course of business by the Mayor and members of Council may be municipal records.

This guidance does not apply to:

- Personal or political papers of the Mayor and individual councilors. Personal papers are not considered municipal records and do not fall under HRM's information management program. However, the Mayor and councilors may wish to donate their personal papers to the Municipal Archives.
- The official proceedings of Council and its boards, commissions and committees, or municipal legislation considered by Council. Active proceedings of Council and municipal legislation are managed and disseminated by the Office of the Municipal Clerk. Records of Council older than 10 years and expired legislation is available to Council and the public at the Municipal Archives.

### Definitions

**Copies/Duplicates:** copies and duplicates of records in any format that are made and preserved only for mass distribution, convenience, or reference.

**Municipal Archives:** the permanent repository for archival records of business units of the Municipality and former municipal units. The Archives houses municipal records that are no longer required for current administrative, legal, financial or audit purposes, but have been appraised as having enduring historical, informational, evidential or research value as described in the HRM Records Retention Plan. The Archives also preserves archival records of donations from private sources that document the history and development of HRM and that do not fall within the acquisition mandate of another repository.

**Non-Records:** recorded information that does not provide evidence of a business transaction, action, decision, obligation or right of the Municipality, including emails containing personal conversations and documents used for general research.

**Personal Papers:** correspondence that did not result in a municipal business action, transaction, initiative, or decision. Examples include campaign records, records from a Mayor's or a councilor's community involvement not specifically as a representative of Regional Council, records from personal research interests, etc.

**Record:** the record of any information, in any form or media, that:

- (i) is designated in the retention plan to serve as the Municipality's official record of a transaction, action, decision, obligation or right;
- (ii) serves as the most complete, final, and accurate and authentic record of the Municipality; and
- (iii) serves as the best source of evidence.

**Records Retention Plan:** a comprehensive classification scheme which identifies and describes the municipality's official records and provides retention schedules showing how long they are retained and how they will be disposed of at the end of their lifecycle.

**Transitory records:** records of temporary usefulness that are not required for evidence or to complete the official record, including preliminary drafts, input documents, notes, calculations and drafts used in the preparation of reports and other documents.

## Guidelines

The follow guidelines apply to both paper and electronic records, including e-mail and electronic documents (word processing, spreadsheets, etc.) stored on network drives, etc.

### 1. Cull all copies/duplicates, non-records, and transitory records from filing, electronic file cabinets (e-mail and directories) when no longer required:

- Use **recycling bins** for disposing of information that is already in the public domain and does not require secure shredding. Includes non-records such as junk mail, promotional materials, flyers/brochures, books, newspapers and magazines, public newsletters, vendor catalogues (so long as they do not contain competitive pricing offered as an incentive to HRM), and copies of information actively disseminated without redaction on HRMs website, such as Council packages (public meetings only).
- Use **confidential shred bins** for disposing of records and information that must be securely stored until they can be destroyed. Includes transitory records, copies/duplicates of confidential business information (Halifax Regional Municipality and other organizations), personal records (employees and the public), internal memos, and unused municipal business cards.
- Regularly **delete** electronic files and periodically empty recycle bins of deleted items from all device and software directories/folders (e.g. personal computer Recycle Bin; email Deleted Items folder).

### 2. Separate Personal Papers from Municipal Records

- Mayor and councilors' personal papers are not municipal records and are yours to dispose of if and when you see fit. However, personal papers may have historical significance; please consider donating your personal papers to the Municipal Archives. Contact the Municipal Archivist to discuss the types of records that may be of historical interest and the terms of donation.

### **3. Manage Municipal Records**

- All remaining records are municipal records. The management and preservation of municipal records is guided by Administrative Order 2015-001-GOV and a number of associated corporate policies, procedures and standards, most notably, the Records Retention Plan.
- For assistance with the management of municipal records, please contact Corporate Information Management, as below.

#### **Related Policies and Procedures**

Halifax Regional Municipality Charter  
Administrative Order 2015-001-GOV Respecting Corporate Information Management  
Records Retention Plan  
Municipal Archives Acquisition Policy

#### **More Information**

For assistance with managing municipal records, please contact:

Municipal Records Centre  
902.490-4156  
[recordservice@halifax.ca](mailto:recordservice@halifax.ca)

Municipal Archives  
902.490.4643  
[archives@halifax.ca](mailto:archives@halifax.ca)

## Email Etiquette:

- **Be clear in the subject line.** Briefly explain the content of your message to prevent people from ignoring your emails.
- **Keep your message simple and clear.** Edit unnecessary words to focus your recipient on what's most important. Short sentences and bullet points are effective.
- **Avoid personal opinions.** Focus on the issue at hand and maintain your professionalism.
- **Answer all questions and be proactive.** Avoid wasting time with back-and-forth emails. Answer all the questions asked of you.
- **Respond quickly.** Email is built for speed—try to respond within 24 hours. If your response will take longer, let the sender know you received their email and are working on a response.
- **Use polite greetings and closings.** "Please" and "thank you" go a long way to convey a positive tone.
- **Use proper spelling, grammar, and punctuation.** Be professional and show you care. Always use spell check and proofread your emails.
- **Do not use all caps.** It isn't appropriate to "yell" at your recipients.
- **Avoid special formatting, backgrounds, colored text, emojis, etc.** These can appear unprofessional or too informal for a work environment and may also violate municipal branding standards.
- **Double check for correct email addresses and attachments.** Avoid being embarrassed or disseminating proprietary information.
- **Be careful sending large attachment files.** Check with recipients in advance about how they would like to receive attachments.
- **Use the Cc field as an FYI.** The Cc field means "this is for your information, but you are not expected to take action." Use it as a courtesy to keep others informed.
- **Only "reply all" when appropriate.** If everyone on the chain doesn't need to see your response, why fill up their inboxes?
- **Never send an email when you're upset.** Step away and consider how to best resolve the issue.
- **Don't hide behind email.** Don't avoid difficult conversations by sending an email instead; conflicts can escalate and last longer over email.
- **Don't be afraid to pick up the phone.** Email isn't always the best way to deliver complex information. A phone call or face-to-face conversation is often more effective.



**\*Insert Tab 6 – Municipal Clerk’s Office - Administrative Order 1 Presentation**

**\*Insert Tab 6 – Municipal Clerk’s Office - Mock Council Presentation**

**7**

# **Access & Privacy**

# Access & Privacy Councillor Guide 2020

## Staff Contact

Nancy Dempsey, Access & Privacy Officer

## Responsible Business Unit

Legal & Legislative Services

## Background

### FOIPOP

*Part XX of the MGA, Freedom of Information & Protection of Privacy (FOIPOP)*, purpose is two-fold: provides the right of public access to records held by the municipality, subject only to limited and specific exemptions to disclosure and requires that the municipality protect the personal information contained in its records by ensuring proper requirements govern the collection, use, retention, disclosure and disposal of personal information.

### PIIDPA

The *Personal Information International Disclosure Protection Act (PIIDPA)* builds upon the privacy protection provided by other legislation, including FOIPOP. The purpose of this *Act* is to ensure Nova Scotia's that their personal information will be protected and that it will remain in Canada unless it is absolutely necessary to meet the requirements of a public body or municipality's operation. Public sector organizations and the service providers who collect, access, use or disclose personal information for them, must abide by this new law.

### CASL

*Canada's Anti-Spam legislation (CASL)* requires that consent be obtained when electronic messages about paid programs, services and events, contests and/or promotional offers are being sent. Once consent is obtained, each electronic message sent has to have a contact name and contact information as well as an unsubscribe link so that an individual can withdraw consent whenever they wish.

## Privacy Policy & Associated Procedures/Processes

The Privacy Policy helps the municipality meets its legislated and regulatory responsibilities in the life cycle management of personal information from collection to disposition.

### Routine Access Policy

The Routine Access policy is intended to make routinely accessible as many municipal records as possible and to decrease the administrative time associated with the disclosure of records.

## Discussion

The **FOIPOP** legislation supports the belief that every document held by government, regardless of format, is subject to release to the general public. Exemptions from release are designed to protect against the unreasonable invasion of personal privacy; to prevent unfair advantages occurring in commercial or government transactions; to protect law enforcement activities; and to safeguard the business conducted by government.

The **PIIDPA** legislation primarily impacts the municipality in two ways – contracts with service providers and employee travel. Service providers must state whether they are able to comply with the legislation. Non-compliance does not mean non-acceptance - but the municipality needs to be able to justify why the risk is acceptable. If staff travel outside of the Country with any tool that contains personal information, the municipality has a non-compliance PIIDPA issue and we need to report that to the Minister of justice for the Province of Nova Scotia on a yearly basis. Every time a tool is taken outside of the country, we run a risk that personal information could be inappropriately disclosed and used.

Councillors electronic newsletters are subject to **CASL** – these newsletters often promote community events and detail services that are available within the district. The records providing consent and the records withdrawing consent must be retained in accordance with retention schedules.

The goal of the **Privacy Policy** is to ensure that the municipality is consistent in its practices and procedures in administering these legislated and regulatory responsibilities and to ensure effective protection and management of personal information.

Under the **Routine Access Policy**, records can be released either through routine access or disclosure –

the record has been requested and is part of the Routine Disclosure Plan - or through active dissemination

- records are released using the internet, libraries or another public facing entity.

## Key Messages

All applications for access are processed in the Access & Privacy Office. Access & Privacy will notify the applicable Business Unit or staff (including Councillors) that could have records that would be responsive to the request. A period of one week is provided for searching and providing the records. The Access & Privacy Office will review the records, identify any third-party issues, consult with the third party if necessary and prepare a fee estimate if warranted. The records will then be reviewed in more detail, Business Units are consulted on release and if necessary, Legal Services will be consulted. A decision will then be made - grant in full or part, deny, advise the applicant that the record(s) is not in the custody/control of the municipality or that no records exist. The provincial Office of the Information & Privacy Commissioner is the oversight body that will hear appeals on any decision made by the municipality and provide a non-binding recommendation.

An established process and associated documentation exists for seeking approval of activities with

**PIIDPA.** This process ensures proper approval is received and that yearly reporting is accurate

Fines for not complying with **CASL** have been substantial.

Appended to the **Privacy Policy** is the procedure that is to be followed when an employee discovers a privacy breach or when a complaint is lodged about an alleged breach. The completion of a Privacy Compliance Checklist is mandatory for all activities whenever personal information is being collected, used and/or disclosed.

### **Attachments / References**

Appendix A - Privacy Policy

Appendix B – Routine Access Policy

# ACCESS & PRIVACY

## Privacy Policy

### Privacy Statement

Halifax Regional Municipality (HRM) is committed to respecting the privacy rights of all individuals whose personal information it has collected and to ensuring the confidentiality and security of that personal information and to excellence in the management of that personal information. HRM will ensure adherence to the privacy protection provisions of Part XX (*Freedom of Information & Protection of Privacy*) of the *Municipal Government Act* (MGA), the *Personal Information International Disclosure Protection Act (PIIDPA)* and other applicable legislation. Violations of this policy whether intentional or inadvertent, may result in disciplinary action up to and including termination of employment. Where appropriate, legal sanctions may be pursued.

### Definitions

- Employee:** includes a person retained under an employment contract to perform services for HRM. For the purpose of this policy, an employee also includes individuals seconded to HRM and volunteers, students and interns who have access to records.
- FOIPOP:** *Freedom of Information and Protection of Privacy*, Part XX of the *Municipal Government Act*.
- Personal Information:** Personal information is recorded information about an identifiable individual including:
- the individual's name, address or telephone number;
  - the individual's age, sex, sexual orientation, marital status or family status;
  - the individual's race, national or ethnic origin, colour, or religious or political beliefs or associations
  - an identifying number, symbol or other particular assigned to the individual;
  - the individual's fingerprints, blood type or inheritable characteristics;
  - information about the individual's health-care history, including a physical or mental disability;
  - information about the individual's educational, financial, criminal or employment history;

- anyone else's opinions about the individual; and
- the individual's personal views or opinions, except if they are about someone else.

<b>PIB</b>	Personal Information Bank is a collection of paper records or electronic documents that are sorted by a personal identifier such as name, employee number or a database that is indexed by one or more personal identifiers.
<b>PIIDPA</b>	<i>Personal Information International Disclosure Protection Act</i>
<b>Privacy Breach</b>	the event of unauthorized collection, access, use, disclosure, storage or alteration of personal information.
<b>Record</b>	record as defined in Part XX of the MGA, includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records.

## Policy Objectives

The objectives of this policy are:

1. To ensure Halifax Regional Municipality meets its legislated and regulatory responsibilities in the management of personal information;
2. To ensure consistency in practices and procedures in administering the legislated and regulatory responsibilities;
3. To ensure effective protection and management of personal information by identifying, assessing, monitoring and mitigating privacy risks in municipal programs and activities involving the collection, retention, use, disclosure, storage and disposition of personal information;
4. To ensure only the minimum amount of personal information required for a specific purpose is collected, used or retained; and
5. To ensure that appropriate consent is obtained and that systems used for storing personal data comply with legal and regulatory requirements.

## Policy Directives

1. This privacy policy applies to all municipal employees and all personal information in the custody and/or control of the municipality.
2. This privacy policy will be posted on the municipality's website.
3. All municipal employees will be advised of the privacy policy and privacy awareness training will be available and delivered to employees.



4. HRM will collect, access, store, use, and disclose personal information only where authorized by law or agreement.
5. HRM will make reasonable efforts to ensure that the individual understands the purpose for which the personal information is being collected and the need for the collection.
6. HRM will limit its collection of personal information to that which is required for its programs and services; reasons for collection of this information will be provided at the time that consent is sought. Where an Act, Regulation or Municipal By-law requires that information be provided, consent will not be required for the collection of that information.
7. HRM will use and disclose an individual's personal information only for the purpose for which it was collected, for a use consistent with that purpose, for other purposes for which consent has been obtained, or for other purposes required or permitted by law.
8. HRM is committed to protecting personal information through appropriate administrative, technical and physical security measures and safeguards, regardless of the format in which the personal information is held.
9. HRM will retain personal information in accordance with legislative requirements and will ensure that proper care is taken in the disposal of personal information.
10. HRM will make every reasonable effort to ensure its records of an individual's personal information are accurate and complete and will allow a person access to their own information to verify, update and correct it.
11. HRM will ensure that this policy is considered for all new and significantly amended programs or services that collect, use or disclose personal information.
12. HRM will establish a privacy breach/complaint protocol as per Appendix A.
13. The HRM website will post and adhere to a policy statement developed in compliance with this privacy policy.
14. Complaints or questions with respect to this policy may be directed to the applicable Business Unit or to the HRM's Access & Privacy Officer at 490-4390 or [accessandprivacy@halifax.ca](mailto:accessandprivacy@halifax.ca)

## Accountability and Security Roles and Responsibilities

**Employees:** All HRM employees are required to know and understand their obligations under this policy. Employees are expected to respect the confidentiality of personal information and report any breaches of privacy to their immediate supervisor. Employees will make reasonable efforts to ensure personal information is protected.

**Supervisors and Managers:** along with the responsibilities noted above, Managers and Supervisors are required to ensure that their staff follow this policy and the applicable Acts.

**Business Unit Directors:** along with responsibilities noted above, BU Directors are responsible for making reasonable security arrangements for personal information in the custody of their BU, ensuring that staff receive privacy awareness training, and ensuring that service providers are compliant with this policy.

**Access & Privacy Officer:** will provide advice and guidance to Elected Officials, Executive & Senior Management, Business Units and employees with respect to the treatment of personal information within HRM and will monitor and report on HRM's compliance with this policy.

**CAO:** along with the responsibilities noted above, the CAO is responsible for the proper application of Part XX of the MGA, PIIDPA and other Acts or policies with respect to an individual's personal information.

### **Monitoring and Review**

The Access & Privacy Officer will be responsible for monitoring compliance with this policy and conducting an annual review of this policy.

### **References**

*Freedom of Information and Protection of Privacy, Part XX , Municipal Government Act Freedom of Information and Protection of Privacy Regulations*  
*Personal Information International Disclosure Protection Act*  
Administrative Order 31 - Respecting Corporate Records and Information Management in Halifax Regional Municipality  
Halifax Regional Municipality Privacy Breach/Complaint Protocol (Appendix A) Halifax Regional Municipality Mobility Policy  
Halifax Regional Municipality Routine Access Policy

Approval Date: 15/11/2012

Updated: 28/10/2013

# Privacy Breach/Complaint Procedure

## A. Statement

Halifax Regional Municipality, in accordance with section 483 and 485 of the MGA, has the responsibility to:

- 1) be accountable to the public for the information it collects and manages; and
- 2) protect the privacy of each individual whose information it holds, and to allow the individual access to that information.

## B. Objectives

This procedure is intended to assist employees in their response to:

- 1) the discovery of a privacy breach or a disclosure of sensitive information; or
- 2) a complaint from an individual about an alleged privacy breach or breach of sensitive information.

## C. Definitions

**“Sensitive Information”** means information which, if disclosed, could result in harm, disruption of government affairs or other negative consequences but does not include personal information;

All other definitions take the same meanings as those set out in the Halifax Regional Municipality Privacy Policy.

## D. Directive: Security Arrangements

HRM is responsible for protecting personal and sensitive information by making reasonable security arrangements against risks such as unauthorized access, collection, use, disclosure or disposal.

## E. Accountability

Employees are required to adhere to this Procedure.

Employees who are involved in the engagement of external agents or contractors by HRM are required to advise these parties that any privacy breach or potential privacy breach of personal or sensitive information must be immediately reported to the Access & Privacy Officer.

Managers and supervisors are responsible for monitoring compliance with this Procedure and should address comments or concerns to both their Business Unit Director and the Access & Privacy Officer.

## **PART 1**

### **F. Procedures for Managing and Reporting a Privacy Breach**

**Step 1** - Identify the Privacy Breach and take Immediate Action to Contain or Remedy it.

**Step 2** - Notify the appropriate people about the Privacy Breach

**Step 3** - Manage the Privacy Breach

**Step 4** - Investigate and Document the Privacy Breach

**Step 5** - Follow-up and Long Term Action

#### **Step 1 - Identify the Privacy Breach and take Immediate Action to Contain or Remedy it.**

The employee responsible for the privacy breach or the employee who discovers the privacy breach must identify what happened and make his or her best effort to contain, minimize and remedy the damage from the privacy breach. For example:

- a) If an electronic data device, such as a laptop or blackberry, is lost or stolen the employee must notify ICT Service Desk who will notify the Access & Privacy Officer.
- b) If a fax is sent to the wrong number, the employee must call the recipient and ask them to destroy the document and any copies that were made.
- c) If an e-mail is sent to the wrong person, the employee must call the recipient and ask them to securely destroy any e-mail printouts that were made and delete the e-mail. If the e-mail is sent through the GroupWise system, and has not been opened, the sender may delete the e-mail from the recipient's mailbox.
- d) If an employee discovers that an unauthorized person has or may have access to a database or computer system, the employee must notify the ICT Service Desk which can disable accounts or change passwords and identification numbers.
- e) Some circumstances may create the impression that a privacy breach has occurred. If an employee is uncertain whether a privacy breach has occurred, they should contact the Access & Privacy Office for direction.

## **Step 2 - Notify the appropriate people about the Privacy Breach**

The employee must report the incident as follows:

- a) To the police if a theft or other crime has occurred (for example, an office break-in, laptop or Blackberry stolen from car);
- b) To the employee's immediate supervisor;
- c) To the Office of the Business Unit Director, who will notify the Access & Privacy Officer who will help manage the privacy breach; (employee will complete appropriate form and forward to the Access & Privacy Officer); and
- d) To the ICT Service Desk to have passwords reset or to have a lost or stolen device wiped if applicable.

## **Step 3 - Manage the Privacy Breach**

The appropriate Business Unit Director, in consultation with the Access & Privacy Officer, is responsible for coordinating the response to the incident. The Access & Privacy Officer is responsible, after appropriate consultation, to make recommendations to the Business Unit Director as to notification to the individual(s) whose personal information was the subject of the breach.

## **Step 4 - Investigate and Document the Privacy Breach**

The employee's immediate supervisor must:

- Complete form A.1 at the end of this Appendix;
- Follow-up on the privacy breach, which may include documenting:
  - recovery of the record or data device
  - identification of any additional loss of information

## **Step 5 - Follow-up and Long-Term Action**

The Access & Privacy Officer will review the circumstances of the privacy breach to determine if policies, procedures or work practices are adequate to protect personal and sensitive information and to prevent future privacy breaches.

The Access & Privacy Officer, together with staff, will determine what recommendations, if any, will be made to the Business Unit in regard to follow-up and long-term remedial action to prevent the privacy breach from occurring again. This determination includes considering whether the privacy breach protocol was followed and whether any new or amended policies, procedures or work practices are required or if any training is required to prevent recurrence of the privacy breach.

## **PART 2**

### **G. Privacy Complaint Procedure**

Employees may receive a call, e-mail or letter from a citizen or another employee complaining of an alleged privacy breach of that person's personal information or a breach of sensitive information. Getting as much detail as possible and notifying the right people is the key to handling this type of communication.

#### **Step 1 - Receive and Document the Complaint**

- a) When a complaint is received by telephone or in person, discuss the details of the alleged privacy breach with the complainant and document what the complainant believes has happened. This is a critical step and must be completed in writing so that it can form part of HRM=s recorded response to the complaint. (See form A.2 at the end of this Appendix)
- b) When a complaint is received by e-mail or letter, or once the details given by phone or in person have been captured on Form A.2, the complaint should be forwarded to the employee's immediate supervisor and to the Access & Privacy Office for appropriate action.

#### **Step 2 - Notify the Appropriate People**

The employee should report the complaint to his or her immediate supervisor.

The immediate supervisor should report the complaint to the Office of the Business Unit Director who will notify the Access & Privacy Officer.

The appropriate Business Unit Director, in consultation with the Access & Privacy Officer, is responsible for coordinating the investigation of the reported incident. The Access & Privacy Officer is responsible, after appropriate consultation with the Business Unit Director or their designate to make recommendations to the Business Unit and to notify the CAO of the privacy breach if the Access & Privacy Officer considers it appropriate.

#### **Step 3- Complainant Communication**

Communication with the complainant will be done by the Access & Privacy Office and will consist of the following:

- a) A written acknowledgement to the complainant, restating the details presented by the complainant and indicating HRM will be performing an investigation;

- b) A written report updating the progress of the investigation (stage of investigation, follow-up activities, expected time frames) after no more than 60 calendar days has elapsed since the initial acknowledgement; and
- c) A report of the results of the investigation - where a breach has been verified, the report will include a description of mitigating activities and any other follow-up activities.

#### **Step 4 – Follow-up and Long-Term Action**

The Access & Privacy Officer will review the circumstances of the privacy breach to determine if policies, procedures or work practices are adequate to protect personal and sensitive information and to prevent future privacy breaches.

The Access & Privacy Officer after consultation with staff, will determine what recommendations, if any, will be made to the Business Unit with regard to follow-up and long-term remedial action to prevent the privacy breach from occurring again. This determination will consider whether the privacy breach protocol was followed and whether any new or amended policies, procedures or work practices are required or if any training is required to prevent recurrence of the privacy breach.

# Halifax Regional Municipality

## Routine Access Policy

### Routine Access Statement

Halifax Regional Municipality (HRM) is committed to being open and accountable to the residents of HRM, providing the public with access to government information and to providing individuals with an opportunity to obtain certain types of records without having to make a request under Part XX, *Freedom of Information and Protection of Privacy, Municipal Government Act (MGA)*.

### Definitions

**Routine Access:** the routine or automatic release, in full or in part, of certain types of administrative or operational records as a matter of course in response to a request without the need for an applicant to make a request for records under Part XX of the MGA.

**Active Dissemination:** the periodic and proactive release of information or records in the absence of a request using the Internet, libraries or other mechanisms.

**FOIPOP Access:** the release of a record in response to a request under Part XX, *Freedom of Information and Protection of Privacy, Municipal Government Act (MGA)*.

**Record:** record as defined in Part XX of the *Municipal Government Act*, includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records.

### Routine Disclosure

**Plan:** a document, created by the Business Units, which will identify records that are available either by Routine Access or Active Dissemination.



## Policy Objectives

The objectives of this policy are:

1. To make routinely accessible those records which have been identified in the Routine Disclosure Plan.
2. To provide some certainty of access and ease of access for those requesting information.
3. To decrease the administrative time required by staff to disclose the records identified in the Routine Disclosure plan.
4. To apply the policy in a manner that will protect an individual's personal privacy.
5. To ensure records subject to this policy shall be considered for release and any required severing will be done in a manner consistent with the provisions of Part XX of the *Municipal Government Act*.

## Policy Directives

1. The Routine Access Policy applies to all HRM employees and to all records in the custody or control of HRM that are designated as a Routine Disclosure record or an Active Dissemination record.
2. The Routine Access Policy will be posted on the HRM website.
3. All HRM employees will be advised of the Routine Access Policy.
4. The Routine Access Policy will apply to information created after the effective date of the policy and after Routine Disclosure plans have been developed by the Business Unit.
5. Business Units in HRM are required to develop a Routine Disclosure Plan that identifies the type of records within the custody and control of the Business Unit that may be accessed under Routine Disclosure or Active Dissemination. The Access & Privacy Office must review and approve the Routine Disclosure Plans before they can become effective.
6. Business Units are required to keep a record of requests for Routine Access, including the records provided or the response given, in order to enable an audit of Business Unit compliance with the policy.

7. The application of the Routine Access Policy shall not unreasonably interfere with the day-to-day operations of HRM as determined in the sole discretion of the Director of the Business Unit.
8. This policy applies to requests for reasonable quantities of records and does not apply to a request for more than 50 pages of records.
9. This policy does not apply to the records listed under Section 463(2) of the MGA and to the exceptions to the right of access in the MGA and to any other records that the Access & Privacy Officer determines should be exempted.
10. Personal information will be severed using the same criteria and in the same manner as requests made under Part XX of the MGA.
11. A request for Routine Access to a particular record, or set of records, can be made in writing, in person or by phone to the Office of the Director of the Appropriate Business Unit.
12. If this policy applies to the requested records, the records shall be provided to the applicant within a reasonable period of time, but no later than 30 days from receipt of the request.
13. If the policy does not apply to the requested records, a response to the applicant shall be provided promptly and shall indicate to the applicant other means that may be available to the applicant to obtain the information (for example, by filing a FOIPOP application).
14. Individuals who apply under FOIPOP for records available under the Routine Access Policy will have their application fee returned and the records provided.

## **Accountability**

### **Roles and Responsibilities**

**Employees:** HRM employees must know and understand their obligations under this policy.

**Supervisors and Managers:** along with the responsibilities noted above, Supervisors and Managers shall issue instructions to their staff in order to ensure the adherence to this policy and designate appropriate staff to establish a listing of records subject to this policy.

**Business Unit Directors:** along with the responsibilities noted above, BU Directors shall demonstrate a solid commitment to access to information and to embedding access into the Business Unit's operations. The Business Unit Director is the final decision-making authority with regard to Routine Access.

**Access & Privacy Officer:** will provide advice and guidance to Elected Officials, Executive & Senior Management, Business Units and employees with respect to Routine Access and will monitor and report on HRM's compliance with this policy.

**CAO:** along with the responsibilities noted above, the CAO is responsible for the proper application of Part XX of the MGA, PIIDPA and other Acts or policies with respect to access to information.

## **Compliance, Monitoring and Review**

The Access & Privacy Officer will be responsible for monitoring compliance with this policy and conducting an annual review of this policy.

Questions with respect to HRM's compliance with this policy may be directed to the applicable Business Unit or the HRM's Access & Privacy Officer at 490-4390 or [accessandprivacy@halifax.ca](mailto:accessandprivacy@halifax.ca)

## **References**

*Freedom of Information and Protection of Privacy, Part XX , Municipal Government Act*  
*Freedom of Information and Protection of Privacy Regulations*  
*Personal Information International Disclosure Protection Act*  
*Halifax Regional Municipality Privacy Policy*  
*Administrative Order 31 - Respecting Corporate Records and Information Management in Halifax Regional Municipality*

Approval Date: 15/11/2012

# HALIFAX

## **Access & Privacy**

Municipal Clerk's Office

November 5, 2020

# Purpose

- Access to Information – provides the public with the right to request a copy of any record within the custody or control of the municipality.
- Protection of Privacy – provides individuals with the right to access their own personal information and prevents the unauthorized collection, use and disclosure of that information.

# Access & Privacy Office

- An office solely dedicated to access and privacy
- Mandate:
  - Receive and respond to access requests
  - Develop and implement policies, procedures and guidelines to ensure compliance with legislation
  - Communicate policies, procedures and guidelines to employees and residents
  - Provide education and training to employees
  - Monitor and report on compliance
  - Central resource on access and privacy issues

# Why?

- Legislated responsibility
  - FOIPOP - Part XX of the MGA
  - PIIDPA - Personal Information International Disclosure Protection Act
  - CASL – Canada’s Anti-Spam Legislation
  - Policies – Privacy & Routine Access
  - Procedures – Privacy Breach & Privacy Compliance
- Corporate responsibility
  - Commitment to open, accountable government
  - Commitment to protecting the privacy of personal information

# Access

- All records in the custody or control of the municipality
- Formalized process with time lines & fees
- Limited number of legislated exemptions can be applied to withhold the release of records
- Independent appeal and oversight



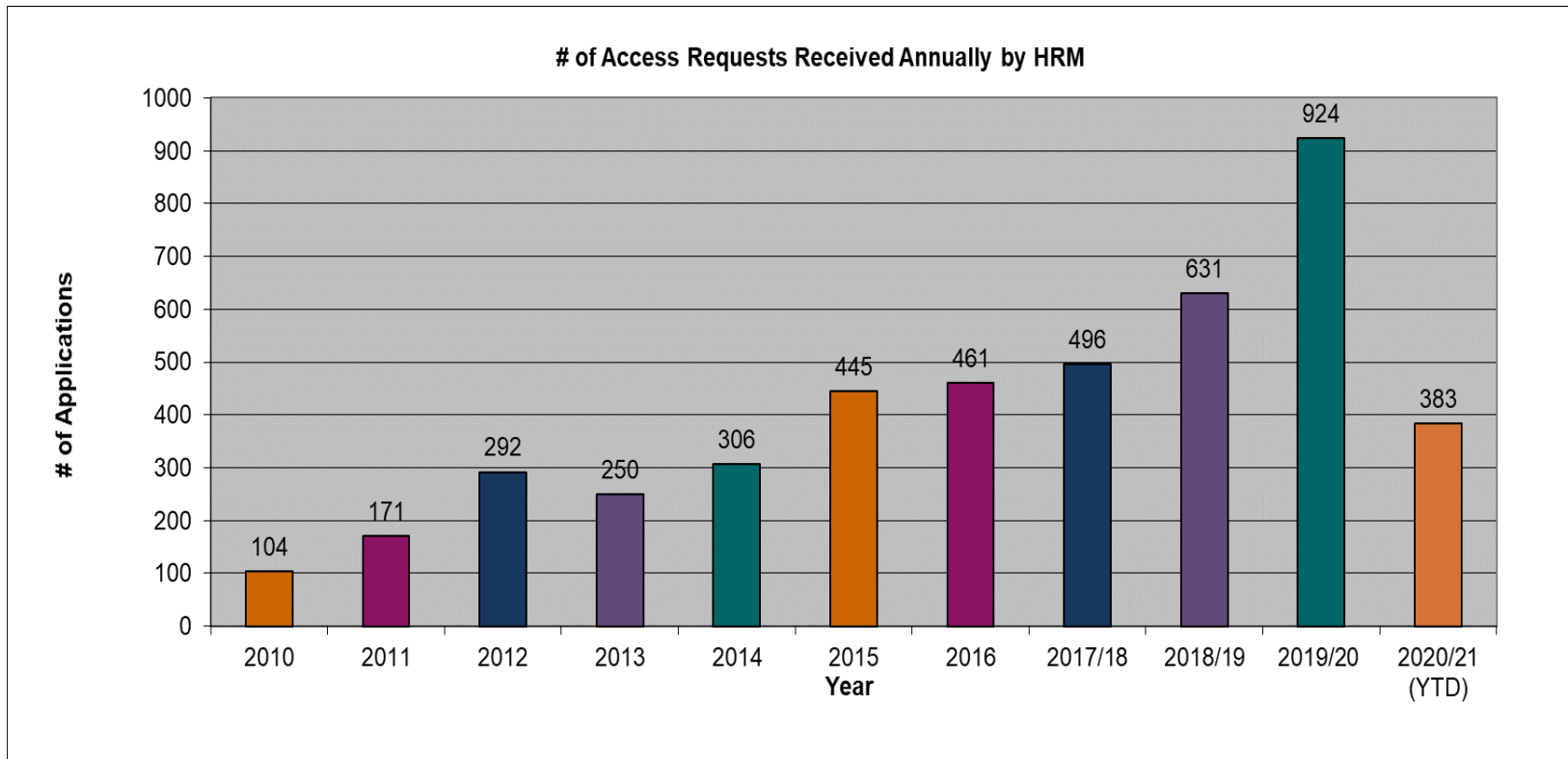
# Councillor's Access

- Councillors do not have any special right of access to information under the FOIPOP legislation
- Council as a whole does have access in limited and specific circumstances to personal and/or confidential information for the sole purpose of making an informed decision
- Any access to confidential or personal information outside of the formal process, requires a certain level of protection – which is dictated in the legislation

# What is a Record?

- **Anything recorded in any form**
  - Written & Post-it notes
  - Typed reports/correspondence/notes/etc.
  - E-mails including smart phone and text messaging and other forms of electronic communication
  - Notebooks/day-timers/journals/etc.
  - Office files, working files
  - Invoices/expense claims/accounting records/etc.
  - Anything capable of reproduction – maps/drawings/photos/audio and video tapes/etc.

# Stats



# Access Requests

- Complaint records: By-Law complaints and Animal Control complaints
- Planning/Development/Property Records
- Major Project or Issue Records
- Procurement Records
- Personnel Records

# Routine Access Policy

- Halifax Regional Municipality is committed to being open and accountable to the residents of the municipality, providing the public with access to government information and to providing individuals with an opportunity to obtain certain types of records without having to make a formal access – FOIPOP – request.
- Applies to all records in the custody or control of the municipality that are designated as a Routine Disclosure record.

# Access Best Advice

- When sending emails, try and include only one subject per message – if not, we need to sever
- When creating records, if you need to identify a person by name (other than an employee), only do it once and then if possible, in the remainder of the record refer to the person as resident or complainant etc. – avoid using the persons name if possible
- As soon as you receive notification of an access request, begin to search for responsive records

# Privacy

- Personal Information:
  - Collection
  - Use
  - Disclosure
  - Transport - PIIDPA

# CASL

- Canada's Anti-Spam Legislation
- July 1, 2014; substantial fines
- Need consent to send electronic messages about paid programs, services and events, contests and/or promotional offers
- After consent – electronic messages must have name and contact info in each message and the ability to withdraw consent, through an unsubscribe mechanism must be included in each message
- Councillor's electronic newsletters – potential CASL implications



# What is Personal Information?

- **About an identifiable individual**
  - Name, address, phone number, email address
  - Characteristics
  - Status
  - An identifying number, symbol or other particular assigned to an individual – SIN, employee#
  - Educational & employment history
  - Personal history
  - Opinions, references about the individual
  - Individual's own views or opinions

# Privacy Policy

- The municipality is committed to respecting the privacy rights of all individuals whose personal information it has collected, to ensuring confidentiality and security of that personal information and to excellence in the management of that personal information.
- Policy contains a number of directives and applies to all personal information in the custody and/or control.
- Two processes that improve how we manage personal information:
  - Privacy compliance procedure
  - Approval process for activities with PIIDPA implications.

# Privacy - Best Advice

- Do not leave records containing personal information on your desk, in your car, in your home or other areas where others may have access
- Do not share your passwords with anyone
- Do not let anyone else use the communication tools that the municipality has provided to you
- Do not leave a laptop in your car, even in the trunk
- Ensure personal information on your computer screen is not visible to others
- Ensure files in your office are secure

# Continued ...

- Do not discuss personal information of others in open areas.
- Do not disclose an individual's personal information without written consent; this applies even if the individual has already disclosed information about themselves.
- If a constituent provides you with their personal information for a specific purpose, it cannot be used for another unrelated purpose...unless you have written consent.
- only use encrypted USB.

# Continued ...

- Do not forward emails that contain personal information from your halifax.ca account to your private email account. This would not only be an inappropriate disclosure of personal information, it could potentially be a violation of the PII/DPA legislation if the email account is hosted outside of Canada – like hotmail or gmail.
- Access & Privacy has a presence on the intranet.
- On-line training is mandatory for all municipal employees and is available on the intranet site.

# Thank You!

- Access & Privacy Officer – Nancy Dempsey, CIPP/C
  - Delegated authority and Responsible Officer by CAO
- Access & Privacy Coordinator – Angie Williams, CIPP/C
- Privacy Specialist – Frans Sanders, CIPP/C
- Administrative Assistant/Intake Analyst – Rowena Dill, CIPP/C

Report through Municipal Clerk's Office

**8**

# **Role of Corporate Communications**

# Corporate Communications Overview

## Staff Contact

Breton Murphy, Managing Director, Corporate Communications

## Responsible Business Unit

Corporate & Customer Services

## Overview

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. Services include: communications planning, marketing, brand management, social media management, creative design, printing and mail distribution, internal communications, media relations and issues management.

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 role of Corporate Communications is, by definition, corporate and apolitical. The division supports the administration in delivering information related to municipal initiatives undertaken at the direction of Regional Council. Corporate Communications does not provide direct communications support to the Mayor, Councillors or Chairs/ Co-chairs of committees, boards and commissions – with the exception of printing business cards and facilitating the production of Councillor newsletters and select community ads. The Councillors' Support Office provides assistance to Councillors for communications efforts including issuing news releases/ announcements and developing content for Councillor newsletters and community ads.

## Structure

The Corporate Communications division consists of four sections:

- **Public Affairs**
- **Marketing**
- **Internal Communications**
- **Print Services**



## Public Affairs

Delivers strategic communications advice, organizational leadership for issues management/crisis communications and media relations expertise to help manage the municipality's reputation and image with all external audiences. With the exception of 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 Senior Communications Advisors and, where appropriate, subject matter experts from Business Units. Senior Communications Advisors are the only members of the corporate communications team who liaise with media, with the exception of the Manager, Public Affairs and the Managing Director, Corporate Communications, when appropriate.

Key metrics (annual average):

- Projects supported: 250+
- Public service announcements/news releases (English and French): 1,400+
- Media inquiries: 1,500+

## 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 communications material produced by the municipality (e.g. advertising, design, copy and digital assets) is brand compliant and aligns with the corporate style guide. Marketing also leads social media management for the organization, administering four primary accounts and providing oversight of the multi-departmental social media team of approximately 50 staff that Marketing has trained and authorized to administer 18 designated municipal accounts.

Key metrics (annual average):

- Design requests: 1,000+
- Promotion projects: 200+
- Social media posts and replies\*: 5,000+

*\* Estimate for primary social media accounts: @hfxgov (Twitter); @hfxgov (Facebook); @hfxmoments (Instagram) and the municipal YouTube channel. Note: Does not include*

*additional 18 municipal accounts administered by the multi-departmental social media team overseen by Corporate Communications.*

## **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 future 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.

Key metrics (annual average):

- Projects supported: 100+
- Employee bulletins: 50+

## **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.

Key metrics (annual average):

- Units printed: 4,000,000+
- Printing projects: 3,400+
- Outgoing and incoming mail: 1,000,000+

## **Key areas of focus:**

### **(1) Brand Management**

All sections of Corporate Communications work with Business Units and senior administration to ensure information shared with our internal and external audiences reflects our brand. More than a logo, our HALIFAX brand represents our values as an organization. Consistency in adhering to established standards for brand and quality assurance are critical to reputation management and effective communications.

The following resources and services are available to help our internal clients **be on brand**:

- Brand standards and guidelines

The logo for HALIFAX, featuring the word "HALIFAX" in a bold, blue, sans-serif font.

- All creative design for the organization
- Approval for use of brand (e.g. logo, visual identity)
- Templates via the digital storefront: *My Print Jobs*

## **(2) Communicating with external audiences**

External audiences include: residents; community and business associations; partner agencies; special interest groups; other levels of government; and media.

Our Public Affairs and Marketing advisors provide expert communications counsel, working collaboratively with Business Units and senior administration to develop communications strategies and execute media relations and marketing tactics that support organizational objectives and initiatives. Print Services also helps fulfil strategies through the printing and distribution of communications materials to target audiences.

Proactive marketing and media relations practices are among the most effective means by which the municipality can inform citizens and the broader public about municipal initiatives and activities within the Halifax region. These practices also help us to promote and protect the reputation of our municipal government, garner public understanding and influence behavior that supports the advancement of Regional Council's strategic priorities. Integrated communications planning and support is provided for more than 250 municipal projects each year, including major initiatives such as the Cogswell District, Integrated Mobility Plan, HaliFACT, Centre Plan, Rapid Transit Strategy and the annual year-round road safety awareness campaign Heads Up Halifax.

Due to organizational structures and operating needs, Halifax Regional Police, Halifax Regional Libraries and Halifax Water are responsible for managing and delivering their own communications activities. However, their communications personnel regularly collaborate with Corporate Communications to ensure awareness and understanding of significant issues and initiatives.

Councillors should access Corporate Communications through the Councillor's Support Office. For basic printing services (e.g. business cards, manuals and forms), the self-serve *My Print Jobs* is available on the employee intranet ([intranet.halifax.ca](http://intranet.halifax.ca)).

## **(3) Communicating with internal audiences**

Internal audiences include: employees; management; executive and senior leaders; and mayor and council.

Through an integrated approach to employee communications and engagement, the Internal Communications section of Corporate Communications supports connectivity, two-way dialogue and meaningful participation.

Internal Communications develops the tools and processes to deliver efficient and consistent messages across the organization as well as support for senior administration

communication with Regional Council.

Leveraging organizational communications channels, we inform and connect employees to important news and information on municipal programs and services as well as employee focused initiatives. In support of our values and key priorities as an organization, we partner with Business Units to develop solutions that work for them — ensuring employees are informed, engaged, and empowered to actively contribute to the municipality's overall success.

Internal Communications plays a critical role in supporting employee awareness, alignment and engagement with the strategic priorities of Council and associated municipal initiatives. By leveraging internal print and electronic channels—including the Employee Hub (hrmmatters.ca), all-employee newsletter (Employee Bulletin) and the internal digital screen network— the section works to inform and inspire all members of the workforce, while regularly soliciting feedback to ensure messages are heard, understood and acted upon where appropriate.

## **Media Relations and Issues Management**

To ensure the most current and accurate information is provided to media, municipal staff are to direct media to Public Affairs which will then facilitate all media inquiries (apart from responses provided by staff hosting public meetings). It is important to note that, while media inquiries are facilitated by Public Affairs, all citizen inquiries directed at the administration are responded to by the individual Business Unit and/or the 311 Citizen Contact Centres.

By vetting all media inquiries directed at the administration, Public Affairs is able to assess the inquiry, determine if similar questions have been asked/ answered, identify potential issues and opportunities for communication, ensure responses align with the municipality's commitment to established priorities of Council and the administrative, and provide the most accurate, consistent and up-to-date information to media and the public.

Media relations, issues management and crisis communications functions are supervised and approved by the Manager of Public Affairs or the Managing Director of Corporate Communications. The Senior Communications Advisors in Public Affairs act as spokespeople for the vast majority of media inquiries; however, staff members from across the organization can and will be called upon by Public Affairs to speak to media regarding matters in which they have expertise and/ or accountability. The use of subject matter experts demonstrates to the media, and their public audiences, that the municipality is a source of credible information.

Public Affairs also assists municipal staff members who anticipate a high degree of public and/ or media interest in matters to be discussed at a public meeting. Anything said at a public meeting is considered on the record and staff must expect to answer questions at these meetings. Staff speaking on behalf of the municipality must restrict their comments to their field of knowledge and not offer up personal opinions or speculate on the

outcome of Council deliberations or provide an opinion of a Council decision.

On occasion, at the direction of the Chief Administrative Officer, Corporate Communications will facilitate the provision of an Issues Brief to the Mayor and members of Regional Council. These briefing documents, which typically outline a significant issue/ initiative and include key messages that have been crafted for our municipal spokespeople, are provided as a reference for Councillors when addressing questions from constituents and/or media outlets. To be clear, any messaging shared with Councillors by Corporate Communications is simply to provide awareness of the official position of the municipality, recognizing that each elected official will publicly share their own opinion/ position on any given matter at their own discretion.

Councillors who wish to engage Corporate Communications regarding issues management and/or media interest concerning municipal activities should contact the Manager of Public Affairs or Managing Director of Corporate Communications.

### **Social Media and Public Engagement**

As with all other forms of communication, the municipality's use of social media must ensure credibility, authority and accountability. To that end, Corporate Communications is responsible for the governance of municipal social media platforms and oversight of the Social Media Strategy. This includes authority for granting approval, where appropriate, for the creation and/ or decommissioning of municipal social media accounts (these do not include the accounts of elected officials).

Corporate Communications is also responsible for creating the criteria needed to moderate social media and, in cooperation with the municipal Access and Privacy Officer and Legal Services, for updating the organization's Social Media Policy and public Social Media Usage Guidelines as required.

Our social media channels have been created to provide a forum for residents to communicate and engage with each other and municipal staff about municipal programs, services and initiatives.

Corporate Communications also manages the municipality's online community engagement portal, Shape Your City Halifax. This platform complements traditional consultation activities like open houses and town halls. Additionally, these tools help make broader engagement programs more inclusive, accessible and easier to share opinions through tools like discussion forums, quick polls and surveys.

**\*Insert Tab 8 – Corporate Communications Training Presentations**

**9**

# **Issues & Initiatives Briefing Notes by Business Unit**

## ISSUES & INITIATIVES: BRIEFING NOTES

<b>A. Planning &amp; Development</b>	
1.	Centre Plan and Secondary Plan & By-law Simplification Program
2.	HalifACT 2050
3.	Regional Plan Review
4.	Green Network Plan
5.	Integrated Mobility Plan
6.	Heritage Property Program
7.	Culture and Heritage Priorities Plan
8.	Municipal Design Guidelines
9.	Taxi and Limousine
10.	M200: Residential Rental Registry
11.	Strategic Transportation Planning
12.	Permitting, Licensing and Compliance Project
13.	Suburban and Rural Planning Work
14.	Secondary Planning – Ongoing Local Planning Projects
<b>B. Finance, Asset Management &amp; ICT</b>	
1.	Halifax Convention Centre
2.	Fiscal Sustainability
3.	2021-2025 Strategic Priorities Plan
4.	Land Acquisition Strategy
5.	Industrial Lands Projects and Initiatives
6.	Former Memorial Library Site
7.	New Mi'kmaw Native Friendship Centre
8.	Cyber Security Overview
9.	Volta Innovation Outpost
10.	Business Transformation Program
<b>C. Transportation &amp; Public Works</b>	
1.	Cogswell District Redevelopment Project
2.	Parking Technology Project
3.	Road Safety Initiative
4.	Solid Waste Resources – Management and Processing of Organics
<b>D. Corporate &amp; Customer Service</b>	
1.	Performance Excellence Program



2.	Halifax Forum Redevelopment
3.	Mackintosh Depot
4.	New St. Andrew's Community Centre
5.	HRFE Headquarters, Fire Station 8 and Fire Station 62
6.	Customer Contact Centres (311) – Email and Chat Integration
7.	Customer Contact Centres (311) – After Hours Urgent Calls
8.	Fleet Rationalization and Asset Management
9.	Client-Centric Service Model for Corporate Communications
<b>E. Halifax Transit</b>	
1.	Moving Forward Together Plan
2.	Rapid Transit Strategy
3.	Electric Bus Proposal
4.	Access-a-Bus Continuous Service Improvement Plan
5.	Transit Fare Technology
<b>F. Parks &amp; Recreation</b>	
1.	Legend Software Implementation
2.	2020 North American Indigenous Games
3.	Blue Mountain-Birch Cove Wilderness Park
4.	Fee By-laws/Administrative Orders Implementation "Fee Review"
5.	Current Parks and Recreation Strategic Plans
<b>G. Human Resources</b>	
1.	Flexible Work Arrangements Guide
2.	Learning Management System (LMS)
3.	Health and Wellness Strategy
4.	Employee Engagement
5.	Succession Planning Program
6.	Gender Pay Equity / Gender Pay Gap Analysis
7.	SAP Success Factors – Employee Central Business Transformation
8.	Collective Bargaining
9.	Recruitment Initiatives
10.	Safe Workplaces
11.	Employment Equity / Diversity & Inclusion
<b>H. Chief Administrative Office – Diversity &amp; Inclusion / ANSAIO</b>	
1.	Accessibility Initiatives at Halifax Regional Municipality

2.	Anti-Black Racism Plan
3.	Women's Advisory Committee of Halifax
4.	Cornwallis Report
<b>I. Chief Administrative Office – Government Relations &amp; External Affairs</b>	
1.	Halifax COVID-19 Economic Response and Recovery Plan Update
2.	Social Policy
3.	Public Safety Strategy 2018-2022
4.	Police Services and Public Safety Review
5.	Road to Economic Prosperity – African Nova Scotian Economic Action Plan
6.	Regulatory Modernization Project
7.	Intergovernmental Infrastructure Funding – ICIP Bilateral Agreement
8.	COVID-19 Intergovernmental Support Funding
9.	Business Improvement Districts (BIDs)
<b>J. Halifax Regional Fire &amp; Emergency</b>	
1.	Halifax Regional Fire and Emergency Administrative Order
2.	Conversion of Station #28 (Sheet Harbour) to 24/7 Composite Staffing Model
3.	Firefighter Recruitment and Retention
4.	Upcoming Union Contract
5.	Participation in Federal Heavy Urban Search and Rescue (HUSAR) Program
6.	HRFE Emergency Management
<b>K. Municipal Police Services</b>	
1.	Halifax Regional Police
2.	Halifax District RCMP
3.	Board of Police Commissioners

**9A**

**Planning &  
Development**

# Centre Plan and Secondary Plan & By-law Simplification Program

## Staff Contact

Ben Sivak, Community Policy Program Manager

## Responsible Business Unit

Planning & Development

## Background

The Centre Plan is a comprehensive planning process aimed at establishing a new Secondary Municipality Planning Strategy (SMPS) and Land Use By-law (LUB) for the Regional Centre, including Peninsula Halifax and Dartmouth inside the Circumferential Highway. The Centre Plan is being developed in two phases. Package A, which applies to major growth areas, was approved by Council in September of 2019 and is currently in effect. Package B, which applies to all other areas of the Regional Centre, is currently in progress with draft plans and engagement materials available for public feedback. Package B incorporates the Downtown Halifax Plan into the Centre Plan framework and includes industrial, institutional, park and established residential areas.

The Centre Plan represents the first phase of Planning & Developments efforts to simplify and modernize the Municipalities 22 Secondary Municipality Planning Strategies (SMPS) and 23 Land Use By-laws (LUBs), some of which date back to the 1970s and 80s. The Secondary Plan & By-law Simplification Program will clarify and modernize inconsistent land use controls, address current planning issues and implement the direction contained in the Regional Plan and applicable priority plans. Following the Centre Plan, the work program will focus on updating the planning documents for suburban and rural areas of the Municipality.

## Discussion

Draft Package B was published for community, stakeholder and committee feedback in late February 2020, and by March 13, 2020, 12 pop-up events and 10 stakeholder sessions were completed. However, eight public meetings scheduled from March and April were cancelled until further notice in response to the COVID-19 pandemic. Centre Plan Package B had ambitious timelines, which included bringing the planning documents to a public hearing by September of 2020. The project timelines have been impacted by the pandemic because the project cannot move forward until residents are adequately consulted.

Given the impacts of COVID-19 on community engagement, staff have enhanced on-line engagement opportunities on the draft Package B planning documents by:

- publishing a series of online surveys on key themes that were open from June 11 to August 31 and received 1,615 responses
- continuing to correspond and received feedback from residents and stakeholders by phone, email and virtual meetings
- holding virtual meeting with the Community Design Advisory Committee (CDAC)

Staff are currently working to update the Package B engagement strategy and overall project timeline and will update Council when more information is available.

### Key Messages

- The Centre Plan is a comprehensive planning process aimed at establishing a new Secondary Municipality Planning Strategy (SMPS) and Land Use By-law (LUB) for the Regional Centre.
- The Centre Plan represents the first phase of the Secondary Plan and By-law Simplification Program that aims to simplify and modernize the Municipalities 22 Secondary Municipality Planning Strategies (SMPS) and 23 Land Use By-laws (LUBs).
- Centre Plan Package A, which applies to major growth areas in the Regional Centre, was approved by Council in September 2019 and is currently in effect.
- Centre Plan Package B, which applies to all other areas of the Regional Centre, is currently in progress with draft plans and engagement materials available for public feedback.
- The Package B engagement strategy and overall project timeline has been impacted by COVID-19 and staff are currently working to update the engagement strategy and project timeline.

### Attachments / References

Please visit [Centreplan.ca](http://Centreplan.ca) for more information and links to key documents.

# HalifACT 2050: Acting on Climate Together

## Staff Contact

Peter Duncan, Manager, Infrastructure Planning

## Responsible Business Unit

Planning & Development

## Background

In January 2019, Regional Council declared a Climate Emergency and subsequently adopted The Climate Plan in June of 2020. HalifACT 2050: Acting on Climate Together, is the municipality's long-term climate change plan to reduce emissions and help communities adapt.

The plan guides efforts to reduce emissions by conserving energy and increasing access to clean energy sources. It also helps communities adapt by raising awareness and helping residents prepare. The plan includes both corporate and community-level climate change mitigation and adaptation measures.

## Discussion

HalifACT 2050 was developed through stakeholder and public engagement, technical modeling and analysis, and, most importantly, through a lens of social equity and inclusion. As the success of HalifACT 2050 relies heavily on community action, stakeholder and public engagement is important for evaluating and finding solutions to address the complex issue of climate change.

The HalifACT 2050 team held meetings with over 250 internal and external stakeholders, including all levels of government, utilities, non-profits, advocacy groups, academics, industry, indigenous peoples, African Nova Scotian communities, Acadian groups, youth and more.

The municipality contracted Sustainable Solutions Group (SSG) to develop a 2016 baseline GHG inventory, a low carbon scenario, an actions catalogue, and an adaptation report. SSG has worked with more than 60 Canadian municipalities to develop climate action plans.

HalifACT 2050 establishes the municipality's corporate emissions target to net zero by 2030 and a community missions target of net zero by 2050. The municipality will need to continue to work with community stakeholders (e.g. utilities, NGOs, businesses, academic institutions, government departments and agencies) to implement and achieve targets and actions.

Regional Council prioritized critical core areas on which to focus efforts as follows:

1. retrofit of existing homes and businesses and renewable energy programming
2. retrofit municipal buildings

3. electrification of transportation
4. net-zero standards for new buildings
5. risk and vulnerability assessments
6. capacity building for climate adaptation
7. a sustainable financing strategy to operationalize the plan

HalifACT 2050 will also be used to inform other official municipal plans and policies, including the update to the Regional Plan.

### **Key Messages**

- The plan is both corporate as well as community wide and will require the municipality to lead by example.
- The plan will save money, cut emissions, prevent loss, and strengthen our communities.
- HalifACT 2050 encourages every individual to be aware of, and respond to, climate change in any way they can. Only through our collective efforts can we make our 2050 targets and priorities a reality.
- The plan is aggressive, and to be successful will be transformative, forward looking, and will need to heavily leverage public and private funding to be successful.

### **Attachments / References**

Additional information, including the full HalifACT 2050 and staff report can be found at:

<https://www.halifax.ca/about-halifax/energy-environment/halifact-2050-acting-climate-together>

# Regional Plan Review

## Staff Contact

Kate Greene, Regional Policy Program Manager

## Responsible Business Unit

Planning & Development

## Background

Originally adopted in 2006, the Halifax Regional Municipal Planning Strategy (the Regional Plan) is a legal document that provided the first comprehensive guide for future growth for the entire municipality after the 1996 municipal amalgamation. The Regional Plan sets out a common vision and long-range, region-wide planning policies, which outline where, when, and how future growth and development should take place between now and 2031. The 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 sustainable environment. The Regional Plan established policy for a 25-year horizon, from 2006-2031, with reviews expected every five years. The current Regional Plan can be found here:

<https://www.halifax.ca/about-halifax/regional-community-planning/regional-plan>

## Discussion

The first Regional Plan review (RP+5) was initiated in 2011 to make sure the Plan still reflected the municipality's goals for growth and development, and a new version of the document was re-adopted in 2014. In February 2020, Regional Council initiated a second review. This work will continue over the next two years and includes a region-wide public engagement program. Over the past number of months staff have been meeting with stakeholders and establishing the core policy directions of this review. Our next step will be to publish a Themes & Direction report, which will highlight these directions and ask for further public feedback before moving forward with drafting the policy and by-law amendment package. This report will be presented to Community Planning and Economic Development Committee in advance of the public engagement program. The public facing Shape Your City page and more information on the review can be found here:

<https://www.shapeyourcityhalifax.ca/regional-plan>



## Key Messages

The main objectives of this Regional Plan review are to:

- Evaluating the effectiveness of the policies and programs contained in the 2014 Regional Plan.
- Proposing revised policies as necessary based on any new policy direction contained in the Priority Plans (the Integrated Mobility Plan, Halifax Green Network Plan, Halifax’s Economic Growth Plan, Sharing Our Stories: Culture & Heritage Plan, and HalifAct 2050: Community Energy & Climate Action Plan).
- Establishing policy direction to continue guiding the Plan & By-law Simplification program.
- Identifying key emerging trends and planning research that might be required to establish the policy program for the next significant review period, expected to begin in 2026.

# Green Network Plan

## Staff Contact

Kate Greene, Regional Policy Program Manager

## Responsible Business Unit

Planning & Development

## Background

Open spaces are interconnected and interdependent and offer multiple benefits when they are well-managed and considered holistically. However, these benefits can degrade or disappear if spaces are not maintained or protected. The Halifax Green Network Plan (HGNP) defines an interconnected open space system for the entire Municipality, highlights ecosystem functions and benefits, and outlines strategies to manage open space.

## Discussion

On August 14, 2018, Regional Council approved the HGNP and provided direction to use the Plan as a framework for amending the existing Regional Plan and Secondary Planning Strategies. As part of its approval, Regional Council also provided direction to carry out the actions contained in the HGNP through the multi-year budgeting and business planning process. An annual report is delivered by staff to update Regional Council on progress with the key initiatives. The 2019 report is available here:

<https://www.halifax.ca/sites/default/files/documents/about-the-city/regional-community-planning/Report%20to%20CPED%20-%20Halifax%20Green%20Network%20Plan%20Annual%20Progress%20Report.pdf>

## Key Messages

The HGNP provides land management and community design direction to:

- maintain ecologically and culturally important land and aquatic systems
- promote the sustainable use of natural resources and economically important open spaces and
- identify, define and plan land suited for parks and corridors

## Attachments / References

Halifax Green Network Plan webpage:

<https://www.halifax.ca/about-halifax/regional-community-planning/community-plans/halifax-green-network-plan>

# Integrated Mobility Plan

## Staff Contact

Peter Duncan, Manager, Infrastructure Planning

## Responsible Business Unit

Planning & Development

## Background

The Integrated Mobility Plan (IMP) was adopted by Regional Council in December 2017. The Plan creates a vision for moving people and goods around the Halifax region, and helps direct future investment in transportation demand management, transit, active transportation, and the roadway network.

Transportation systems have a direct influence on the density, form, and location of growth. The IMP stems from policy direction in the Regional Plan for public transit and transportation, land use and growth centres, and is intended to be fully integrated with regional growth patterns.

## Discussion

The IMP is a strategy that supports growth, development and the transportation of goods and people of all ages and abilities using all modes, including walking, cycling, transit, and motor vehicles. It identifies 137 integrated actions that are executed by three different Business Units (Planning and Development, Transportation and Public Works, and Halifax Transit).

The IMP is built around four central themes (referred to as “pillars”): Connected; Healthy; Sustainable; and Affordable.

Implementation of the IMP will offer citizens improved access to destinations, lower GHG emissions, reduce the need for car ownership, and support vibrant, liveable neighbourhoods and healthy lifestyles. It is a strategic document in the truest sense, which relies on performance measurement to monitor success. This means that selected actions are anticipated to have the maximum effect with due consideration given to the level of effort, with impact and success being measured and reported during implementation.

A large part of the success of the IMP depends on changing travel patterns. The current COVID-19 health crisis has presented an entirely new set of conditions and circumstances, which make the future of travel more uncertain than ever before. Travel modes and patterns have been disrupted since March 2020, and it is important to ensure that transportation demands are managed in accordance with the IMP goals, as we progress towards a “new normal”.

## Key Messages

- The IMP guides transportation investments and seeks to improve the link between residents and their communities while providing alternatives to the automobile.

- The IMP will provide more affordable, sustainable and healthy transportation systems for the region, and it is critical that these goals are integrated with the post-COVID economic recovery.
- Disrupted journey to work patterns during COVID-19 pose both a risk as well as an opportunity to influence change.

### **Attachments / References**

A full copy of the Integrated Mobility Plan can be found here:

[https://www.halifax.ca/sites/default/files/documents/about-the-city/regional-community-planning/IMP\\_report\\_171220-WEB.pdf](https://www.halifax.ca/sites/default/files/documents/about-the-city/regional-community-planning/IMP_report_171220-WEB.pdf)

# Heritage Property Program

## Staff Contact

Kurt Pyle, Program Manager, Heritage and Social Planning

## Responsible Business Unit

Planning & Development

## Background

The municipality currently has over 500 registered heritage properties and three Heritage Conservation Districts (HCDs), including Barrington Street, Schmidville and Old South Suburb. An additional HCD for the Historic Properties area was initiated by Regional Council in 2020 and is currently being drafted. The Centre Plan has also identified an additional 9 proposed HCDs in the Regional Centre.

The Municipality has an annual heritage grants program, which was increased in 2020 from \$150,000 to a total budget of \$300,000. The program offers private registered property owners individual grants up to

\$15,000, and commercial owners up to \$25,000, to help with repairs and maintenance of heritage properties. A recent example of work undertaken under the program is the roof replacement for the Hydrostone Market in 2019.

There are currently four Heritage Planners working within Planning and Development and their roles are:

- Advising heritage property owners on conservation options and regulations
- Administering the heritage grants programs
- Drafting reports to the Heritage Advisory Committee (HAC) under the *Heritage Property Act*
- Drafting development agreements for heritage properties
- Working with Regional Planning staff to draft new policy
- Issuing Certificates of Appropriateness for developments in HCDs

In addition to the *HRM Charter*, the legislative authority for all heritage work within the Municipality comes from the NS *Heritage Property Act*, which provides municipalities with the ability to create and maintain a registry of heritage buildings and sets out the tools by which the municipality can preserve heritage buildings and sites. Based upon the *Act* and *HRM Charter*, the municipality has created:

- Heritage Property By-law (H200) was approved under the *Act* to lay-out the framework of the HRM heritage property program and to set the terms of reference for the Municipality's HAC
- Heritage Advisory Committee, established under the *Act*, advises Council on:
  - The inclusion of properties, sites and districts in the municipal heritage registry
  - Applications to substantially alter or demolish a registered heritage property
  - The preparation, revision or repeal of Conservation District Plans and Bylaws
  - The administration of heritage grant programs
  - The creation of, or amendments to, municipal heritage policy
- Regional and Secondary Planning policies created under the *HRM Charter*, contain policies for heritage conservation within specific geographic areas throughout the Municipality, including direction on appropriate development in a heritage context.
- Heritage Agreements enable the Municipality to provide special funding to conserve registered heritage properties. An example is St. Paul's Church, where the Municipality provided a grant to restore a historic wall in exchange for increased public access and waived demolition of the building.

Currently, staff are working on a fifth option - a Cultural and Heritage Priorities Plan, which will provide strategic direction at the Regional Plan level to the development of policies and programs that will further strengthen heritage conservation and enhance cultural initiatives.

There are several other major projects staff are currently working on, including:

- Drafting new heritage policy for the Regional Centre Plan
- Drafting a new Heritage Conservation District Plans for Downtown Halifax
- Creating a financial incentives program for our new HDCs and historic buildings within Downtown Halifax
- Revising HRM's evaluation criteria for heritage registration to better reflect indigenous groups, African Nova Scotians and Acadian achievements

### Key Messages

The aim of the municipality's Heritage Property Program is to preserve and enhance the unique character of our communities and to commemorate our shared history. The program is quickly evolving in reaction to an increased interest in heritage conservation from both the public and the development community. Much of this increase is the result of an expanded incentives program and recent changes in municipal planning policy direction that encourages the preservation of historic properties by enabling expanded development options.

A Registered Heritage Property or site is one that contributes to the common history of the municipality due to a combination of age, association with important people or events, represents the work of a well-known architect or builder, and represents an important or rare architectural style. Significant changes to the exterior of heritage buildings or to features on heritage sites must be approved by Regional Council. Registered properties are identified with a plaque and protected from demolition or redevelopment.

A Heritage Conservation District (HDC) is an area or neighbourhood that represents a significant era or architectural style that merits protection and recognition. Once an area has been delineated, area-specific conservation policies and development rules are created. i.e. Schmidville.

A Cultural Landscape is an area that has been identified for protection due to its connection with culturally significant human activity over time. Such areas can have associations with one or more specific cultural groups, such as first nations, and may rely more on geography than built form to embody the site's history. The Province is still drafting a proposed evaluation framework and guidelines to further clarify how these areas will be delineated and administered. i.e. Shubenacadie Canal.

# Culture and Heritage Priorities Plan

## Staff Contact

Aaron Murnaghan, Principle Heritage Planner

## Responsible Business Unit

Planning & Development

## Background

The municipality supports culture and heritage in many ways, including festivals, public art, heritage buildings, natural landscapes, archives, and museums, just to name a few. The 2014 Regional Plan identified the need to create a Culture and Heritage Priorities plan to assist the Municipality in clarifying its vision, principles and priorities so as to more effectively guide investments and decisions related to culture and heritage.

## Discussion

On December 11, 2019, the Community Planning and Economic Development Standing Committee (CPED) heard a project update on the Sharing Our Stories (Culture and Heritage Priorities Plan) Plan. The presentation outlined a draft framework, including a Vision, Pillars, and Goals for the Plan. View the presentation via the link below to learn more about the suggested direction for the Plan: [https://www.halifax.ca/sites/default/files/documents/city-hall/standing\\_committees/191211cped1211.pdf](https://www.halifax.ca/sites/default/files/documents/city-hall/standing_committees/191211cped1211.pdf)

Staff had been in the process of preparing to conduct more engagement on the Cultural and Heritage Priorities Plan over the fall, however, this work has been delayed due to the COVID-19 pandemic. Staff anticipate returning to CPED with a final draft of the document before March 2021.

## Key Messages

The Sharing Our Stories project will clarify the Municipality's role in supporting culture and heritage by:

- Analyzing the municipality's current support for culture and heritage by reviewing existing programs, policies and undertaking best practices research;
- Completing targeted stakeholder engagements and provide opportunities for broader public input; and
- Developing and prioritizing a set of actions with timelines to improve how the Municipality supports culture and heritage.



# Municipal Design Guidelines

## Staff Contact

Peter Duncan, Manager, Infrastructure Planning

## Responsible Business Unit

Planning & Development

## Background

The Municipal Design Guidelines (commonly referred to as the “Red Book”) were developed to provide uniform standards for the construction of infrastructure within Halifax. After amalgamation in 1996, four sets of municipal standards were combined to produce the first edition of the Guidelines in 2000.

In December 2017, Regional Council adopted the Integrated Mobility Plan (IMP), and as part of this, directed staff to update the Design Guidelines to incorporate best practices for all transportation design elements.

## Discussion

The current Design Guidelines are primarily intended for application to greenfield development in a suburban setting and are adopted by the Subdivision By-law. The new Guidelines will be adopted by Administrative Order and will create a set of uniform standards that can be easily applied to all municipal infrastructure, whether associated with development or capital projects, in greenfield subdivisions, or construction in mature urban areas.

The last formal update of the Guidelines was in 2014. This project was initiated in August 2019, and the Guidelines are expected to be presented to Regional Council by the end of 2020.

In keeping with the principles identified in the IMP, the new Design Guidelines will be entitled the “Complete Streets Guidelines”. The Guidelines will include a “Complete Streets” design approach, stormwater management guidelines, tree guidelines, streetscaping standards in the Regional Centre, streetlighting guidelines, and a process for consideration of design exceptions<sup>1</sup> (also called “variances”).

This work was completed under the direction of a professional team responsible for reviewing existing guidelines and industry best practices, including National Association of City Transportation Officials (NACTO) and the Transportation Association of Canada (TAC). The Guidelines will align with the Regional Plan, Active Transportation Priorities Plan, Moving Forward Together Plan, Urban Forestry Master Plan, draft Centre Plan, and HalifACT 2050.

Adopting the Guidelines by Administrative Order, as opposed to a by-law, will also make it easier to regularly review and update the guidelines.

## Key Messages

- Aspects of the Design Guidelines that align with the IMP, such as Complete Streets guidelines and multi-modal level of service guidelines, are actively being applied to municipal projects.
- The new Guidelines will create uniform standards that apply to all municipal infrastructure, whether associated with development or capital projects in all areas of the Municipality.

# Taxi and Limousine

## Staff Contact

Hilary Hayes, Supervisor, Licensing

## Responsible Business Unit

Planning & Development

## Background

Taxi and Limousine services are an integral piece to the transportation network in the municipality. There are approximately 1200 licensed taxi drivers, 600 licensed taxi owners, five active accessible taxi licenses and 150 active limousine licenses in the Halifax region.

On September 22, 2020, Regional Council passed second reading of By-law T-1000 Respecting the Regulation of Taxis, Accessible Taxis, Limousines and Transportation Network Companies. The By-law amendments include licensing taxi brokers, converting independent taxi owners into independent taxi brokers, and the licensing of Transportation Network Companies (TNCs) such as Uber and Lyft.

## Discussion

The licensing of brokers and TNCs provides the Licensing Authority with the ability charge an annual fee and, most importantly, collect data. This data will allow internal Business Units to make informed decisions that will provide direction to programs such as the Integrated Mobility Plan, Curbside Management, and Halifax Transit's Moving Forward Together Plan.

The staff report outlining the By-law amendments noted the Municipality's inability to charge TNCs a per-trip fees. For this to be feasible, changes must be made to the *HRM Charter* and the *Motor Vehicle Act*. Staff have requested that the Province make these changes and continue to work with them on this issue. When permitted, a portion of the per-trip fee will be allocated to an Accessibility Fund. This fund is intended to assist accessible taxis with the cost of maintaining accessible vehicles, which will help keep accessible taxis on the road.

## Key Messages

- Vehicle for Hire options are important and needed in the Municipality.
- Licensing taxi brokers and TNCs to operate in HRM provides additional revenue and new data.
- Visit [Halifax.ca/taxi](https://www.halifax.ca/taxi) for more information.

## Attachments / References

Council Report - Amendments to By-law T-1000 and Administrative Order 15:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200818rc11110.pdf>

# M200: Residential Rental Registry

## Staff Contact

Sergio Grbac, Supervisor, Building Standards

## Responsible Business Unit

Planning & Development

## Background

The M-200 By-Law sets out the minimum standards to which existing residential buildings in the municipality, including houses, apartment buildings, and rooming houses, must be maintained. Most types of residential occupancies are covered under this By-Law; however, the municipality does not have jurisdiction over public housing programs that are run by the provincial or federal governments. The M-200 By-Law is intended to maintain all existing residential buildings to the standard to which they were required to be built.

All renovations, new construction, repairs to existing buildings, and replacement of structures, must meet current code requirements and require permits. If it is reported that suspected work has taken place without a permit, or if a building is suspected of being non-compliant with the M-200, an inspection will take place.

If any non-compliant issues are found during an M-200 inspection, the owner of the property will be ordered to bring the property into compliance. The owner will be given an amount of time to complete the work required, which may be extended at the discretion of the inspector handling the case. The case will remain with the assigned inspector until it has been resolved. If necessary, the inspector may use alternate means to bring the building into compliance.

## Discussion

On April 30, 2019, Regional Council approved the following motion:

- “THAT Halifax Regional Council direct the Chief Administrative Officer to:
  - draft amendments to By-law M-200, Respecting Standards for Residential Occupancies, that include provisions for mandatory registration of residential rental accommodations following the principles as described in the “Proposed Framework” section of the staff report dated March 21, 2019.
  - the report shall also address concerns outlined in the Investment Property Owners Association of Nova Scotia (IPOANS) email of April 29, 2019, including municipal and property owner financial Implications, managing the By-law in relationship to the Tenancy Act especially in terms of cases before Residential Tenancies or Small Claims Court, and the public release of minor landlord Bylaw violations.

- release all available By-law M-200 violation records, as available, on HRM’s open data website following the requirements as set out in Administrative Order 2011-006-ADM, the Open Data Administrative Order.”

The implementation of By-law M-200 has raised the standard of living in HRM for many properties, with a focus on a “Safe, Warm, Dry” methodology. On April 30, 2019, Regional Council further directed the CAO to prepare amendments to By-law M-200 to include program changes to enhance standards in the following focus areas:

- a rental registry
- strategic inspection and regulation
- new safety requirements
- community integration and education
- accountability

The current report contains the proposed amendments to By-law M-200 as well as Administrative Order 15, which, among others, includes removing the fee for rooming house licensing. A Regulatory Impact Analysis was completed for the report with the determination that it meets the objectives specified under the Administrative Order 2017-002-ADM.

### Key Messages

In response to Council direction, several changes are necessary:

- Amendments to the existing By-law M-200
- Creation of a Residential Rental Registration By-law
- Development of an educational package
- Public release of By-law M-200 violations on HRM’s Open Data site

The current report is limited to the M-200 amendments. The suggested amendments to M-200 are intended to improve the focus areas and support the introduction of the residential rental registry but are not dependent on the registry. The M-200 amendments focus on technical requirements that enhance the regulatory framework of the current By-law. The Registration By-law is estimated for presentation to Regional Council by the end of 2020. The coming into force of the By-law may be delayed after its approval depending on budget flexibility and cost of software upgrades or purchases.

An educational package should coincide with the coming into force of the Registration By-law. The municipality is currently in position to include a requirement that a landlord distribute a copy of the M-200 By-law and our existing M-200 information card to all tenants. The remainder of the educational package should be complete by mid-2021.

**Attachments / References**

M-200 By-Law:

<https://www.halifax.ca/sites/default/files/documents/city-hall/legislation-by-laws/By-lawM-200.pdf>

# Strategic Transportation Planning

## Staff Contact

Peter Duncan, Manager, Infrastructure Planning

## Responsible Business Unit

Planning & Development

## Background

Transportation Planning is a service area created to support the integration of Land Use and Transportation Planning and plays a key role in implementing the Integrated Mobility Plan (IMP). Transportation Planning provides support and direction to the Mobility Steering Committee, a committee of senior management which oversees the implementation of the IMP. A joint five-year Transportation Capital Plan has been developed to integrate all mobility related capital investments, which includes transit, active transportation, new and expanded infrastructure, street renewal, and streetscaping.

To adapt to changes and growth in regional mobility needs, Transportation Planning is developing a Transportation Demand Management (TDM) program, a data strategy which includes KPIs and a computerized travel demand model, and integrating the IMP with the next Regional Plan.

Part of implementing the IMP entails the development of functional designs and public engagement relating to strategic and public facing transportation projects.

## Discussion

The IMP is implemented by 3 Business Units: Planning and Development, Halifax Transit, and Transportation and Public Works. Front end work carried out by Transportation Planning relating to planning and functional design is discussed below:

### Corridor Planning

Significant investment is currently being made in transit priority corridors such as Bayers Road, Robie Street, Young Street, and Gottingen Street. This work is identified in the IMP, Bus Rapid Transit Study, and the Moving Forward Together Plan.

Corridor planning for which functional designs are currently underway include the Dartmouth Waterfront, Bedford Highway, Dutch Village Road, Portland Street, Herring Cove Road, and Windmill Road. These designs are in various stages of completion and include both utility coordination and public engagement. Functional Design options are developed, presented to the public for comment, then presented to Regional Council for selection of a design solution.

Windsor Street Exchange Upgrade

The IMP acknowledges that upgrades at bottlenecks in the transportation network can provide significant benefits, which need not be restricted to passenger vehicles. The Windsor Street Exchange is one such upgrade and was identified in conjunction with the Port of Halifax. It is a rare project that provides benefits to commuter traffic as well as for the movement of goods. The project will provide a more direct connection from the Bedford Highway to Robie Street for buses and active transportation, as well as passenger vehicles. It will also provide better rail and freight movements for the Port of Halifax. The project, jointly funded by the Port of Halifax, attracted federal investment to the benefit of both the Port as well as the Municipality.

Tactical Urbanism

This is a program to “get ahead of the pavers” and test pedestrian friendly design elements in advance of street renewal projects. Public acceptance of design elements such as “bump-outs”, turn restrictions, and bike lanes are implemented and monitored before expensive design and construction is carried out.

**Key Messages**

- The implementation of the IMP is carried out by multiple Business Units, and is overseen by a steering committee of the Directors from Planning and Development, Transportation and Public Works, and Halifax Transit.
- Transportation Planning in the Municipality is a strategic function, informing initiatives such as the Bus Rapid Transit Study and Regional Plan, and must be fully integrated with Land Use Planning.
- Transportation Planning also involves tactical level planning and coordination. Key performance measures are critical to ensure that projects are designed and executed to meet strategic outcomes.



# Permitting, Licensing and Compliance Project

## Staff Contact

Margaret Pike, Manager, Business Services

## Responsible Business Unit

Planning & Development

## Background

In 2014, the Planning and Development Renewal Project was initiated to systematically examine and evaluate the work of the Business Unit. The main outcome of the Project was a four-year Planning and Development Strategic Plan (2015-2019) containing actions meant to transform the Business Unit in delivering as a civic leader and partner, providing a higher level of service and community engagement, and building a dynamic, professional work environment.

As part of this transformation, it was recognized that for the Business Unit to improve and change the way it supports customers and staff, it was a necessity to upgrade to a best-in-class technology solution. It was determined that Hansen, the existing software and associated tools used for most Planning and Development business processes and workflows, was past end of life and no longer supported outside of the organization. It was not able to support the changes sought through the Strategic Plan and Renewal.

## Discussion

The Permitting, Licensing and Compliance Project (PL&C Project) is enabling modernization of Planning and Development and the streamlining and reinvention of business processes. The new technology will improve the customer experience and overall service delivery by enabling online application submission and other online services (payment, status updates, inspection requests and customer dashboards), electronic documentation and circulation, use of field technology, and electronic permit generation. The new solution will create a more transparent and collaborative experience for the customer and will create time and resource savings for both the customer and the municipality.

The technology will strengthen evidence-based decision-making by assessing business process inputs and generation of data and dataset assembly parameters. The system can be designed to aid in providing current, real-time information to assist decision-making. The focus is on creating easy access to services, modernizing processes, and reflecting best practices.

The project is currently underway in 3 releases with the following estimated implementation timeframes:

- Release 1 – Permitting (Late Fall 2020);
- Release 2 – Licensing and Enforcement (Late Winter 2021); and
- Release 3 – Planning (Summer 2021).

## Key Messages

### Goals:

- Improved customer experience in ease of use, access to services, data and information, with a focus on online service delivery.
- Easier staff use and administration in delivering services, including identifying, maintaining or changing business process and improved key performance indicator reports.
- Improved data and records management, including receipt and circulation of electronic documentation and access to real-time data for all users.

### Benefits:

- Enhanced customer experience and access to real time information and services through online channels.
- Efficient administration and transparent, effective business processes.
- Improved decision-making.
- Modernized service delivery and reporting.

# Suburban and Rural Planning Work

## Staff Contact

Steve Higgins, Manager, Current Planning

## Responsible Business Unit

Planning & Development

## Background

Suburban and rural planning work is completed by a combination of teams within Planning and Development to reflect the diversity of policy and application projects our communities require. The Rural Policy and Application team is a program first created in 2016, consisting of six staff members (one Principal Planner, two Planner III's and three Planner II's). The focus of the team is to develop a rural land use management framework, which considers both planning applications and policy. This team also has the responsibility of acting as a window for the municipality on issues facing the residents and businesses of the region's rural areas. Their geographic specialty allows them to see planning issues through rural lens and ensure that planning decisions in these communities are considerate of their distinct physical and economic context.

Suburban planning applications are dealt with by two teams:

- one specializing in 'enabled' applications (those with existing planning policy support within the applicable Municipal Planning Strategy)
- one specializing in Municipal Planning Strategy amendments, where a land owner has made a request to change the policies within the applicable Municipal Planning Strategy against which all future applications would be assessed against

Updates to suburban policies and the creation of new policies for suburban communities are developed by the Regional Planning team of Planning and Development. This team handles longer range policy projects and ensures a balanced and considered approach in planning decisions from a municipal-wide perspective.

## Discussion

A significant number of projects are currently underway and nearing completion in 2020. While the COVID-19 pandemic has delayed several applications and projects due to difficulty in engaging with communities, the majority of projects have continued to progress over the past seven months. A brief, but incomplete list of suburban and rural planning projects currently underway can be found below. Links are provided in each of these examples to pages on Halifax.ca or staff reports where more details can be obtained:

- Musquodoboit Harbour Community Development Plan – A community-led plan has been created, which sets a new vision for the Musquodoboit Harbour community. The Plan touches on aspects of planning, parks and open space, connectivity and mobility, and commerce. Staff are now authoring a report to Council providing recommendations on how to action this vision using not only municipal resources, but also those that may be available at other levels of government.  
<https://www.halifax.ca/sites/default/files/documents/city-hall/standing-committees/170720cped1031.pdf>
- Akoma: Former Nova Scotia Home for Coloured Children (NSHCC) - Akoma proposes to re-develop the former Nova Scotia Home for Coloured Children (NSHCC) lands to create “a revitalized and energetic Nova Scotia Home for Colored Children, as the setting for a Centre of Excellence for the entire African Nova Scotian community”. Akoma wishes to enable a mix of housing, economic and recreational opportunities for the community. Public engagement for this proposal began in mid-October 2020.  
<https://www.halifax.ca/business/planning-development/applications/case-21875-wilfred-jackson-way-highway-7-westphal>
- Middle Sackville Comprehensive Planning Exercise - Regional Council initiated an internal land use design exercise for the proposed Middle Sackville Master Plan project located on 3 parcel quadrants immediately north and south of Highway 101 at the interchange on Margeson Drive.  
<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/181204rc1411.pdf>
- Port Wallace Secondary Planning - Regional Council initiated a planning process for the area in 2014, wherein municipal sewer and water services would be designed and implemented for this community. <https://www.halifax.ca/about-halifax/regional-community-planning/regional-plan/port-wallace>
- Rural and Suburban By-law Simplification – Following the conclusion of the Centre Plan in the coming year, the process of policy and regulation consolidation and simplification will continue with the development of a comprehensive Suburban Plan. This project will create increased levels of consistency and clarity between regulations, without sacrificing the regulations which ensure the unique character of these communities is lost.  
<http://legacycontent.halifax.ca/council/agendasc/documents/151201ca1422.pdf>

### Key Messages

- Planning and Development has a dedicated team in the Current Planning division that works on planning applications in the rural areas, which develops and refines rural planning policy in collaboration with our Regional Planning team.
- Suburban development applications are managed largely from within the Urban Enabled project team within the Current Planning division in Planning and Development.
- There are multiple municipal projects and initiatives underway at the present time that will

come before Community and Regional Council during the upcoming Council term.

- There is currently an active inventory of 25 planning applications from property owners in rural areas.

# Secondary Planning - Ongoing Local Planning Projects

## Staff Contact

Kate Greene, Regional Policy Program Manager

## Responsible Business Unit

Planning & Development

## Background

Within the municipality, there is one overarching plan for the Region called the Regional Municipal Planning Strategy (Regional Plan). The Regional Plan sets out a common vision and long-range, region-wide planning policies outlining where, when, and how future growth and development should take place between now and 2031. It is reviewed about every five years and is currently under review (See Regional Plan Review briefing note included in this package for further detail).

The municipality also has a group of planning documents that sit underneath the Regional Plan, which are called Secondary Municipal Planning Strategies. There are currently 22 Secondary Municipal Planning Strategies (each is also accompanied by Land Use By-law (LUB), which is the regulatory implementation tool). Each Secondary Municipal Planning Strategy and accompanying LUB applies to a specific geographic/community area within the municipality and includes locally-oriented policies, which direct development patterns.

The municipality is currently undergoing a major project to simplify this framework and bring these documents further in line with the strategic vision set out in the Regional Plan (See Centre Plan and Secondary Plan and By-law Simplification briefing note for further details). While these major initiatives are underway, Regional Council can also initiate smaller projects, which allow for the creation of local planning policies outside of these initiatives. This typically involves creating new planning policy to guide development at the neighbourhood-scale.

## Discussion

In addition to the Regional Plan Review and the Centre Plan and Secondary Plan and By-law Simplification Project, there are several smaller, neighbourhood-scale projects underway. These projects are strategic in nature and have been initiated by Regional Council in support of existing policy objectives. Once complete, these projects will result in new local planning policies for the respective neighbourhood. These often enable consideration of a specific development project. They can be referred to as Master Plan, Secondary Plan or Community Action Plan initiatives. A list of some of the largest ongoing local projects that have been initiated by Regional Council are as follows:

- Port Wallace Master Plan:  
<https://www.halifax.ca/about-halifax/regional-community-planning/regional-plan/port->

wallace

- Beechville Community Action Plan:  
<https://www.halifax.ca/business/planning-development/applications/case-20226-beechville>
- Akoma Master Plan:  
<https://www.shapeyourcityhalifax.ca/akoma-formernshcc>
- Middle Sackville Master Plan:  
<https://www.halifax.ca/business/planning-development/applications/case-21639-middle-sackville-master-plan>
- Sackville Rivers Floodplain Study:  
<https://www.halifax.ca/about-halifax/regional-community-planning/sackville-floodplains>

## Key Messages

There are several ongoing local planning projects that have been initiated by Regional Council:

- In addition to the Regional Plan Review and the Centre Plan and Secondary Plan and By-law Simplification Project, there are several smaller, local, neighbourhood-scale projects underway within the Municipality.
- These neighbourhood-scale projects are sometimes referred to as Master Plan, Secondary Plan or Community Action Plan initiatives.
- Some of the largest projects underway include the Port Wallace Master Plan, Beechville Community Action Plan, Akoma Master Plan, Middle Sackville Master Plan, and the Sackville Rivers Floodplain Study.
- These local planning initiatives are strategic in nature and have been initiated by Regional Council in support of existing policy objectives and often to enable consideration of a specific development project.
- Each of these projects has specific policy objectives and community engagement programs that influence the project outcomes and timelines.

**9B**

**Finance, Asset  
Management & ICT**



# Halifax Convention Centre

## Staff Contact

Bruce Fisher, Manager of Financial Policy and Planning

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

The Halifax Convention Centre (HCC) is part of a much larger private complex, the Nova Centre, which also includes an office tower, hotel, retail, and underground parking. The convention centre portion of the Nova Centre is leased by the Province of Nova Scotia for 25 years with the capital costs, debt and interest included in the lease payment. Events East operates the HCC as well as the Scotiabank Centre.

Halifax Regional Municipality is a 50/50 partner with the Province on the HCC. Under a Memorandum of Understanding (MOU) with the Province, Regional Council agreed to equally share in the costs of the new convention centre with the Province. The property tax that the municipality receives from the HCC is capped under the MOU at \$1.9M, but it receives the full tax on all other parts of the Nova Centre. The province and the municipality appoint the Board of Directors for Events East.

## Discussion

The HCC opened in December 2017 and offers 120,000 square feet of event space. It targets conventions in the national, regional, local and international markets. The HCC closed in March of 2020 before the fiscal year ended due to the COVID-19 pandemic, but was on track to reach its attendance targets.

	2019-20 Target	2019-20 Actual	2018-19 Actual*
<b>Total Events</b>	140	151	163
<b>Total Attendance</b>	95,000	89,740	102,203
<b>Total Direct Expenditures</b>	\$55M	\$50.4M	\$65.6M

**Note 1:** The Halifax Convention Centre began hosting events in January 2018. 2018-19 event and attendance figures are inclusive of the January 2018 to March 31, 2019 timeframe to reflect our first full year of operations of the facility.

**Note 2:** Developed in collaboration with Nova Scotia Department of Finance and Treasury Board.

Source: 2019-20 Accountability & Performance Analysis for Halifax Convention Centre & Ticket Atlantic, Events East

In 2020/21, the municipality budgeted to pay the Province \$5.4M for HRM's share of the HCC

lease. The municipality also budgeted to pay Events East \$2.8M for its share of the HCC operating costs, for a total cost of \$8.2M. These operating costs include the fixed costs of operating the facility (building costs, tax and full-time staff) as well as the revenues and costs for individual convention events.

As part of its funding strategy to pay for the HCC, the municipality established a Convention Centre Reserve (Q521). All commercial property taxes from the Nova Centre, including the office tower, hotel, retail, underground parking (\$2.8M) and the Convention Centre (\$1.9M) itself are placed within the reserve. Those revenues (and the funds for the former World Trade and Convention Centre) are used to offset the annual costs under the MOU. Currently, commercial taxes and funds meant for the former convention centre provide 65% of the reserves funding with the remaining \$2.8M coming from general revenues.

As with many areas of the economy, especially in tourism and accommodations, the COVID-19 pandemic has created considerable uncertainty. With the losses in revenues from the cancellation of many convention events, it is likely that Events East will face a significant deficit for 2020/21. The Municipality is working with Events East to determine the financial impact of COVID-19 on the operating costs for the current fiscal year. The cost of the Provincial lease is fixed at \$5.4M per year and will not change.

The costs that the municipality pays for the HCC are paid out of the Convention Centre Reserve. The reserve is budgeted to have a year end balance of \$3.3M for 2020/21. This balance does not account for any additional operating losses due to the pandemic.

### Key Messages

- Halifax Regional Municipality is a 50/50 partner with the Province in the HCC. The Province holds the lease for the Convention Centre, and Events East operates the facility. HRM pays the Province for 50% of the lease costs and Events East for 50% of the net operating requirements.
- The COVID-19 pandemic has created considerable uncertainty for the convention industry. Municipal staff are working with Events East to determine the extent of the financial loss.

# Fiscal Sustainability

## Staff Contact

Bruce Fisher, Manager of Financial Policy and Planning

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

The municipality operates in a dynamic financial and economic environment where it faces multiple cost pressures on services as well as demands to introduce new services. At the same time, there are limits to the municipality's ability to increase taxes, fees and other revenues to pay for these services. These limitations are both legislative as well as taxpayer's capacity to pay. The municipality operates a number of systems and has introduced various policies and strategies to help encourage financial sustainability.

## Discussion

### Fiscal and Economic Environment

Prior to the recent COVID-19 pandemic, the municipality's economy was growing at a robust pace with strong increases in both Gross Domestic Product (GDP) and population. The economy affects the municipal government in a number of ways, although the full impact of changes often lags any economic change. Broad changes in the economy such as GDP, sales and income changes are not immediately apparent and are difficult to tie into specific municipal actions. Inflation and demographic changes can be more immediate. For instance, inflation places upward pressure on municipal costs such as wages (collective agreements), contracts or fuel prices. Higher population numbers and new dwellings lead to greater demands for services (new subdivisions require additional snow clearing, streetlights, bus routes, etc.). This is balanced against increased tax revenue from the additional homes. A more immediate economic impact would be felt in construction with new homes and businesses paying additional taxes; however, even then, the impact may lag as new buildings that are not fully leased may be assessed lower.

### Financial Planning Systems

The municipality's financial planning system consists of both short-term and long-term components. The long-term components include six Council Priority Areas with associated outcomes, and the four-year Financial Framework. These are presented to Regional Council at the start of each budget process to help plan the year ahead. The Financial Framework outlines high-level direction for Regional Council on four key decision areas: the Operating Budget (and taxes), the Capital Plan, Debt, and Reserves. The Operating Budget includes the authorized expenditures for the fiscal year and sets the tax rate. In recent years, the municipality has been

doing a two-year operating budget with the second year as a planning year. The Capital Budget is a three-year plan and includes authorization for multi-year projects. To help guide sustainability efforts, capital projects are categorized as either “Growth” or “Renewal”. Debt targets are set through a Council Debt Policy. The municipality has 20 reserves, each with its own business case and a four-year plan. The Operating Budget, Capital Plan, Debt and Reserves are inter-related, each affecting the outcomes of the others.

Currently, the municipality is looking to engage the public on a 20-year strategic vision, as well as develop a 20-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.

### Halifax Regional Municipality's Financial Policies

The municipality has a number of financial policies and practices contributing to the long-term sustainability of the Halifax region. These include a long-standing Debt Policy that aligns any change in debt to demographic growth, a Reserve Policy that ties reserve requirements to municipal risk, future obligations, and potential opportunities, and tax relief for low income individuals and Non-Profit organizations. Other municipal policies have significant implications for sustainability, including the Regional Plan, the Subdivision By-Law, and Development Charges. HalifACT2050 and climate change are expected to have significant impacts on financial and environmental sustainability.

Property taxation represents 80% of the municipality's revenues. Commercial and residential general tax rates are set for urban, suburban and rural areas. In addition, there are area rates for local transit, regional transportation, mandatory provincial costs (Education, Corrections, Housing and Assessment) and supplementary education. Of note, the total commercial tax rates are nearly 3 times as high as the comparable residential tax rates. All tax rates are applied against taxable assessment, as determined by the Property Valuation Services Corporation (PVCS), an independent body. When budgeting and voting on tax rates, Regional Council normally considers the average municipal tax bill produced by that rate; currently \$2,003 for residential and \$43,185 for commercial.

### Current Fiscal Situation

The current COVID-19 pandemic has led to an estimated 6% decline in Halifax Regional Municipality's GDP. There have been significant losses in transit fare revenues and projected declined in deed transfer taxes. In addition, there were concerns over the ability of individuals and firms to pay their taxes on time. As a result, the municipality's 2020/21 Proposed Budget was substantially altered (by \$45M) and is now \$955.5M. The Capital Plan was decreased to \$150M. Debt levels remain modest at \$235.7M, although the municipality expects to borrow as much as \$130M in short-term funding to deal with cash flow. Reserve balances are estimated to be roughly \$207M at the end of 2020/21.

### **Key Messages**

- The economy, demographic pressures and demand for new and enhanced services place cost pressure on the municipality. At the same time there are limits the extent to which taxes, fees and other revenues can be increased.

- Halifax Regional Municipality uses a variety of short and long-term financial planning systems and policies in order to budget and plan for financial sustainability.
- The COVID-19 pandemic has created substantial uncertainty. The municipality has responded by focused on reducing its expenditures and ensuring flexibility in its cashflow.

# 2021 – 2025 Strategic Priorities Plan

## Staff Contact

Wendy Lines, Manager Corporate Planning

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

Halifax Regional Council adopted the Council Priority Area approach (formerly known as Council Focus Areas), in the 2006/07 budget year. This process engages a newly elected Council in strategic priority setting for its four-year mandate through the establishment of Council Priority Outcomes. The Priority Outcomes are strategic aspirations for the community that focus on medium to long-term desired outcomes. These are not operational or tactical objectives, rather, they describe a desired end-state sought for the overall betterment of the entire community. The initiatives and resources used to advance these outcomes are developed as part of the annual budget and business planning process and are presented for debate and approval by the CAO to Regional Council as the Multi-year Strategic Priorities Plan. Approval of this plan, normally in the November timeframe, formally kicks off the development of detailed business plans and budgets by the administration.

In 2016, Regional Council adopted a Strategic Planning Framework (Attachment A) and approved the 2017-2021 Council Priority Outcomes (Attachment B). Regional Council also adopted a multi-year approach to budget and business planning, which commenced for the 2017/18 and 2018/19 fiscal period. This approach provides for the presentation of a two-year planning view; however, budget approval is confined to the first year, with the second year approved in principle.

In the 2018/19 budget cycle, outcomes were developed for the Administrative Priority Areas (Attachment C) by the administration; these priorities are key pillars of the Municipality's Strategic Planning Framework (Attachment A). The definition of these outcomes enables the organization to advance Regional Council's strategic mandate as well as the administrative priorities of the organization.

During the 2019/2020 fiscal year, Regional Council elected to replace individual Council Priority presentations with one consolidated strategic plan referred to as HRM's Strategic Priorities Plan. This document is produced every four years with each newly elected Council and refreshed annually based on changes to the internal/external environment.

## Discussion

One of the first acts of the newly elected Regional Council will be the establishment of a new four-year strategic mandate, or 2021–2025 Strategic Priorities Plan. The establishment of Council Priorities and associated outcomes assists the organization in the alignment of resources to fulfill Regional Council's mandate.

Typically, a lunch and learn session is held in November to educate Regional Council on the municipality's approach to the business planning and budget process. During this session, a new 2021-2025 Strategic Priorities Framework will be proposed by the administration. This proposal will be based on the 2018 Citizen Survey as well as 2020/21 and 2021/22 business planning and budget public engagements; an assessment of the internal/external context in which Halifax Regional Municipality operates, jurisdictional scan of other municipalities; trends from past Councils, as well as guidance from the many targeted strategic plans approved and underway.

Councillors will have the opportunity to ask questions and make recommendations for changes to the proposal. Final debate and approval of the 2021-2025 Strategic Priorities Framework will take place in a public session of Regional Council in the December to January time frame.

The approval of the Framework will kick off the strategic planning process for the organization. Cross- functional strategic priority teams will meet to develop plans and initiatives in the furtherance of Regional Council's Strategic Priorities and associated outcomes. The work of these teams will be consolidated into the municipality's 2021-2025 Strategic Priorities Plan and presented to Regional Council's Committee of the Whole for debate and approval in early 2021.

As part of the longer-term planning process, staff will be presenting a process to facilitate community/stakeholder engagement for the development of a 20-year Strategic Vision for the Halifax Region. This information will assist in the development of mid range four-year plan and budget with a view to a longer- term perspective of how our community wants to grow and evolve. It will also assist the administration in the casting of long-term financial strategies to enable the actualization of the long-term vision and associated strategic outcomes.

## Key Messages

- The newly elected Regional Council will cast its new four-year mandate through the development and approval of the 2021-2025 Strategic Priorities Framework.
- Regional Council approved priorities form the basis for the budget and business planning process for the municipality.

Attachments / References

Attachment A: 2017 – 2021 Strategic Planning Framework

# HRM's Plan on a Page: 2017-2021

The Plan on a Page articulates the values of our organization and demonstrates our key priorities.





**Attachment B: 2017-2021 Strategic Priority Outcomes**

<b>Economic Development</b>	
HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community	
Priority Short Name	Priority Outcome
Attract and Retain Talent	Halifax is a welcoming community where the world's talent can find great opportunities.
Promote and Maximize Growth	Halifax promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.
Rural Economic Development	The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.
Focus on the Regional Centre	Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.
Supply of Industrial, Commercial and Institutional Lands	Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.
Arts, culture and heritage	Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

<b>Governance and Engagement</b>	
HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.	
Priority Short Name	Priority Outcome
Municipal Governance	Halifax citizens have confidence in the governance structures of the municipality.
Communications	Halifax citizens and communities participate in open and transparent communication with the municipality.
Public Engagement	Halifax citizens and communities are engaged in the development of public policy and plans.
Fiscal Responsibility	HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

<b>Healthy, Liveable Communities</b>	
HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities, civic life	
Priority Short Name	Priority Outcome
Public Safety	Halifax citizens and visitors are safe where they live, work, and play
Energy and Environment	Halifax builds resiliency by providing leadership in energy management, sustainability and environmental risk management both as an organization and in the community we serve.
Recreation and Leisure	Halifax citizens have access to facilities, natural assets and programs that enable a range of choices for structured and unstructured leisure, learning and recreation activities.
Community Well-Being	Halifax shall be an active partner in supporting community well-being.

<b>Service Delivery</b> HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality	
Priority Short Name	Priority Outcome
Service to our Business	HRM simplifies processes and delivers service to promote and encourage a vibrant business environment.
Service to our People	HRM understands the needs and perspectives of the people they serve, and provides quality service through a person focused approach.
Innovation	Halifax will foster a corporate culture that values innovation and bold ideas and supports the rapid deployment of experimental pilot projects and civic innovation project teams.

<b>Social Development</b> HRM's communities have access to social infrastructure that supports all segments of the community.	
Priority Short Name	Priority Outcome
Social Infrastructure	HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.
Accessible Community	Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.
Housing and neighborhoods	Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.
Equity and Inclusion	Halifax is a diverse and inclusive community that supports everybody.

<b>Transportation</b> Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.	
Priority Short Name	Priority Outcome
Interconnected, Sustainable and Strategic Growth	Halifax has an integrated mobility strategy that supports growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles, consistent with the Regional Plan.
A Well-maintained transportation network	The Halifax Transportation Network is comprised of well-maintained assets.
A Safe and Accessible Transportation Network	The Halifax Transportation Network is safe, accessible, and supportive of an enhanced multimodal user experience.
Pedestrian Safety	Drivers, cyclists and pedestrians all-share responsibility for travelling safely together. Through education, enforcement, and improved infrastructure (engineering), engagement and evaluation, pedestrians in Halifax are provided with a safe environment in which to walk.

**Attachment C: 2019-2021 Administrative Priority Outcomes**

<b>Financial Stewardship</b> We manage public funds equitably, sustainably, with integrity.	
Strategic Objectives	
Risk Management Framework	Develop a Risk Management Framework that supports decision-making
Strategic, Multi-year Business and Budget Plans	Advance strategic, multi-year business plans and budgets that are equitable and sustainable
Financial Position	Optimize HRMs' financial position

<b>Our People</b> HRM is a workplace that inspires our people to provide great service to the communities we serve.	
Strategic Objectives	
Engaged Workforce	Develop a skilled, engaged and diverse workforce that lives our values
Diverse and Inclusive Environment	Advance diversity and inclusion to foster innovation and support an improved understanding of the community
Healthy and Safe Workplace	Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time

<b>Service Excellence</b> Our community receives the services it values.	
Strategic Objectives	
Performance Excellence	Advance performance excellence through process improvement and technology utilization to deliver services to our community on their terms.
Inclusive Community Engagement	Community engagement that fosters inclusion in the services HRM delivers to our community

# Land Acquisition Strategy

## Staff Contact

Rudy Vodicka, Project Manager, Real Estate Development

## Responsible Business Unit

Finance, Asset Management & ICT

## Project Goal

The Land Acquisition Strategy (LAS) will provide Regional Council with a roadmap for acquiring a strategic land holdings portfolio for municipal Business Unit clients through to 2030.

## Background

Corporate Real Estate (CRE) and other Business Units do not currently have an intuitive and strategic approach to developing and reporting strategic land requirements in support of capital projects. Current data is largely available, but there are gaps and it can be difficult to navigate. It is often embedded within the body of supplemental sheets or individual accounts within annual capital budget documents.

There is a need to coordinate more strategically around future growth areas as they are planned through the Regional Plan. This will better position the need for land for municipal service provisions earlier in the planning and implementation process to provide services to the public at the right time and best value.

In some cases, land has either not been available to provide an optimal service delivery model (e.g., fire stations and libraries to serve growing communities), or rising property values considerably increased the cost to the Municipality (e.g., buying land at maturing-development prices vs. buying at green-field/pre- development/resource land prices).

At the administrative level, the LAS will strive to focus and present in one document the information about municipal service land needs that already exist within Business Unit business/budget plans. The result will be that Business Unit information is consistently presented and consolidated in a single document for consistency and ease of reference.

## Discussion

Using a collaborative stakeholder engagement approach, the LAS will start by building upon the identified growth areas in the Regional Plan and existing secondary plans. The Council approved LAS will guide the land candidate selection, evaluation and final real estate acquisition of land in a consistent and predictable manner so that available land acquisition funds are expended effectively, and the land asset is made available on time to achieve a municipally-owned portfolio of property holdings.

The LAS intends to define:

- a) the measuring tool that will guide candidate selection, objective measurement and evaluation;
- b) the real estate cost, schedule and scope management process for acquiring land; and
- c) recommend acquisition priorities.

Via the project charter, CRE will prepare a stakeholder register to guide the communication and influencing priorities to extract existing data and information from the annual budget and business planning process, cross-referencing with Business Unit strategic and service delivery plans.

The intent is to inform land assembly and acquisition opportunities and constraints well in advance to enable Regional Council to make data driven decisions.

### **Key Messages**

- The LAS initiative supports specific Council Priority Areas, pursuant to Regional Council's Strategic Plan.
- The LAS project will discover existing data to use as touch-points with client Business Units to record what may not be captured within capital plans.
- The LAS will identify key programme and business drivers to inform priorities and potential synergies.
- Business Unit property acquisition requirement/s are part of a Business Unit's respective capital project.
- Land acquisition should have approved funding and identified funding source (account /reserve number).
- Council Priority and Focus Areas support and coincide with acquisition needs of Business Units.
- There is an opportunity to make this part of the annual budget process.

# Industrial Lands Projects and Initiatives

## Staff Contact

Michael Wile, Manager, Acquisitions Disposals Industrial lands

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

The municipality ensures a supply of competitively priced industrial and related commercial lands for business attraction, growth and expansion.

The supply of industrial, commercial and institutional lands is a Regional Council priority outcome under economic development to ensure that there are sufficient industrial, commercial and institutional lands available to meet economic opportunities and growth of the commercial tax base. The risk is that there will not be sufficient land in the right locations available to support economic growth resulting in loss of economic opportunities.

The municipality's Industrial and Business Parks program is administered by the Acquisitions, Disposals and Industrial Lands unit of Halifax Regional Municipality's Corporate Real Estate for the strategic planning and capital management in the construction of streets, services and new industrial lot inventory within the municipally-owned industrial/business park lands. Halifax Regional Municipality owns the land and via tender, constructs new streets, services and lot inventory. Municipal Business Parks staff sell the new lot inventory for immediate development purposes.

Development of the industrial parks is a self-funded model with the net proceeds from the sale of industrial lot inventory used to fund the construction of new lot inventory, streets and services. Ongoing development of the business parks is funded by the Business/Industrial Park Expansion Reserve Account Q616.

### Economic Impact Snapshot:

In 2015, the municipality undertook a five-year update of the Economic Impact Assessment for Burnside and City of Lakes Business Parks. Canmac Economics Limited estimated the total economic impact of Burnside/City of Lakes at the base year 2014 represented:

- 23% of the municipality's employment.
- 18% of the municipality's Gross Domestic Product (GDP).
- 15.8% of the region's commercial assessment.
- Net sales of \$588 billion.

- Direct household income of \$1.53 billion.
- Direct employment of 30,921.9 full-time equivalent positions.
- Direct Provincial GDP of \$3.11 billion.
- An estimated \$144.7 million in construction and repair took place in Burnside/City of Lakes in 2014.

## Discussion

### Burnside Sackville Expressway / Provincial Highway 107 Extension

- Further to the planned Provincial Highway 107 Extension Project (Burnside /Sackville Expressway), in 2019, Council approved Halifax Regional Municipality entering into a Cost Sharing Agreement with the Province for the construction of two interchanges providing the access required to future Phase 13 and proposed Phase 14 Burnside.
- Under the Cost Sharing Agreement, the Province will construct the two required interchanges providing access to Phase 13 Burnside as Phase one of their total project, with opening planned for 2021.
- The total Provincial Highway 107 extension project from Burnside to Sackville is currently planned to be constructed in three Phases, with an expected completion date of December 2024.

### Development and Supply of Industrial Lands at Phase 13 Burnside

- Phase 13 Burnside comprises 425 acres of gross land and is planned to be developed in three sub-phases.
- Design and engineering consulting services for Detailed Design of Phase 13 lands were awarded to Crandell-Englobe. The Phase 13-1 detailed design is currently at the 90% stage, with the goal of going to tender in the fall of 2020.
- The construction of Phase 13-1 will result in the development of approximately 120 net acres of industrial lot inventory inclusive of natural gas, multi-purpose trails/sidewalks, bike lanes and streets.

### Ragged Lake Industrial Park

- One of the findings of the Business Parks Functional Plan - Part II, as approved-in-principle by Regional Council in 2009, is that the Ragged Lake area is well located to provide a supply of light industrial land over the long term, as supported by the land suitability analysis. Ragged Lake remains the last significant location on the western side of the municipality close to the central core for small, locally owned industries, such as service industries, manufacturers and distributors.
- In June 2018, Regional Council directed the CAO to develop terms of reference to guide the background studies needed to inform a future secondary planning process for

the identified +/- 2000 acres at, and adjacent to, the Ragged Lake Industrial Park.

- In 2019, the municipality awarded RFQ 19-327 for the natural systems conservation study – Ragged Lake Industrial Lands Reserve, which is a multi-seasonal study currently underway.
- Following the completion of the background studies, staff will return to Council to seek direction to initiate the subsequent secondary planning process for the lands.

#### Aerotech Industrial Park

- Municipal land holdings at Aerotech provide a good opportunity to support and accelerate the economic development cluster around the Halifax Stanfield International Airport.
- While there are substantial land holdings at Aerotech, current outdated specialty zoning does not meet the market demand requirements and further development of the park remains on hold until the MPS/LUB is amended to better reflect the desired target land use and meet market demand requirements.

#### **Key Messages**

- Industrial employment lands are an integral part of the municipality's economic development potential and accommodate a significant share of the municipality's businesses and employment.
- In contrast to other land uses (e.g. commercial and mixed-use areas), industrial employment lands accommodate export-based employment sectors that cannot be easily accommodated in other areas of the municipality.
- Industrial employment lands development typically generates high-quality employment opportunities, which can improve local socio-economic conditions (i.e. live/work opportunities).
- Industrial development also tends to produce more positive net fiscal benefits for the community than other types of development (e.g. residential and retail).
- Through development of its industrial employment land base, Halifax Regional Municipality will be better positioned to build more balanced, complete and competitive communities. To do this, the municipality needs to have a sufficient supply of industrial lands.



## Former Halifax Memorial Library

### Staff Contact

Rudy Vodicka, Project Manager, Real Estate Development

### Responsible Business Unit

Finance, Asset Management & ICT

### Project Goal

Staff are proceeding with a solicitation for market proposals in the fall of 2020 for the long-term lease and reuse of the former Memorial Library building at 5381 Spring Garden Road.

Regional Council's November 13, 2018 motion directed the CAO to develop a proposal for the reuse and redevelopment of the former Memorial Library building in partnership with the Province of Nova Scotia that would include a redevelopment and repurposing of the building to include a public space along with commercial and retail space.

Proposals will have to meet development parameters placed on the property as agreed to by the municipality and the province.

### Background

On the 19<sup>th</sup> day of October 1883, Her Majesty the Queen in Right of the Province of Nova Scotia granted to the City of Halifax, one and one quarter acres of land on the corner of Spring Garden Road and Grafton Streets in Halifax. The Grant specifically stipulated that:

*“the lands be protected by the City of Halifax and held for the use and enjoyment of the citizens of Halifax, as a public square or gardens forever and for no other purposes whatsoever”.*

In the 18<sup>th</sup> and early 19<sup>th</sup> centuries, the site had formed part of the grounds for the poor asylum or poor house and had acted as a public burial ground for the residents of those institutions since the late 1700s. The property also contains the graves of soldiers and victims of epidemics dating back as far as the early 1760s. Historical analysis has found that over 4,500 deceased could be buried on the property. By 1872 the cemetery had been turned into a public park with a gravel walkway crossing the site from Grafton Street to Spring Garden Road and was referred to as Grafton Park.

In 1949, the City of Halifax petitioned the Province to allow the building of a public library as a living memorial to the deceased soldiers of the First and Second World Wars. The Province granted the request and permitted the City of Halifax to erect the Memorial Public Library within the park, but it was limited to the northwest side of the diagonal path that traverses the park. The amendment only allowed a building for a “Public Library”. Failure to use the building as a public library, or the property as a public park, would result in forfeiture of the property to the Province.

The Province has since agreed, in principle, to lift its restrictions on title, provided the future reuse and development of the property adheres to the development parameters set out below.

## Discussion

### Heritage Registration

In consideration of plans to construct a new Central Library—and subsequently to close the Memorial Library—the Municipality’s Heritage Advisory Committee (HAC) passed a motion, in March 2010, to consider registering the site as a municipal heritage property. HAC evaluated the property and scored it 59 points out of a possible 100, which was then forwarded to Regional Council for consideration. Regional Council subsequently decided to defer holding a heritage hearing until staff returned to Council with a report outlining options about the future use of the property.

With the opening of the new Halifax Central Library in the fall of 2014, the existing Halifax Memorial Library closed. The building has been decommissioned and is fully winterized.

In November 2019, the HAC evaluated a third-party application to have the 5381 Spring Garden Road registered as a heritage area pursuant to the *Heritage Property Act*. Upon HAC’s positive recommendation for registration, Regional Council hosted a heritage hearing and duly approved the property and building as a heritage area on February 11, 2020.

Staff have also commissioned an archaeological assessment of the property, the results of which will be considered within the market solicitation process.

The Province has proposed that the following reuse and development parameters be included in an agreement (the Agreement) between the Province and the municipality regarding future changes in use of the site:

- a) Triangle Park (located on the south-east side of the main diagonal pedestrian path) remains a space open for public use.
- b) The Province, as represented by the Minister of Business, will be consulted on any future changes in use of the site.
- c) The existing footprint of the building is not increased below grade.
- d) At least 51% of total usable space—including all the usable space on the ground floor—remains open and accessible to the public as public space and is used for public purposes during regular open hours.
- e) Historical and cultural significance of the site, such as burial grounds and war memorials, is respected and acknowledged in any design and future use. The façade will be preserved.
- f) Comprehensive and inclusive public engagement process (including KMKNO – the Kwilmu’kw Maw-klusuaqn Negotiation Office, acting on behalf of the Assembly of Nova Scotia Mi’kmaq Chiefs), will be central to any decisions respecting future use.

- g) The Province's accessibility objectives will be met.
- h) The Province will not be required to bear any costs related to the future changes in the use of the site. "Future changes in the use of the site" includes the first use of the site after the Agreement has been entered into and any subsequent changes in use of the site.
- i) As the site is in the heart of the Halifax-area innovation district, the Province's and Halifax Regional Municipality's inclusive economic growth priorities will inform decisions respecting future changes in the use of the site to ensure alignment.
- j) A professional archaeologist will carry out an Archaeological Resource Impact Assessment and include the development of an archaeological / human remains contingency plan (in consultation with the Nova Scotia Department of Communities, Culture and Heritage).
- k) The planning and development of the future changes in the use of the site must consider placemaking principles, a commitment to social inclusivity, and an appropriate public engagement process (inclusive of, but not limited to: Nova Scotians with disabilities; Indigenous community; African Nova Scotian community; immigrant and refugee community; children and youth, seniors and veterans; low income Nova Scotians; entrepreneurs and the social enterprise community).

### Key Messages

- The park property continues to function as a vital and vibrant park; the building and park can continue to work in concert.
- The concept of continued public use of the property is appropriate given the history of the site and its current location adjacent to the Institutional, Cultural and Open Space Zone within the Spring Garden Road Precinct of the Downtown Plan.
- Any future change in use are subject to inclusive public engagement (including the KMKNO process) as set out in the development parameters herein.
- Proposed Provincial Reuse and Development Parameters are to be considered in any future uses.
- As a result of the above, a solicitation for market proposals will be released in the fall of 2020 for the long-term lease and reuse of the former Memorial Library building.

# New Mi'kmaw Native Friendship Centre

## Staff Contact

Rudy Vodicka, Project Manager, Corporate Real Estate

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

On November 22, 2016, Regional Council approved the property at 1940 Gottingen Street, Halifax, as surplus to municipal requirements and categorized it as 'Ordinary Sale', pursuant to Administrative Order 50 (AO50) respecting the Disposal of Surplus Real Property. On June 21, 2017, before the property was released for sale, Regional Council rescinded the November 22, 2016 surplus approval and requested that staff with a report exploring how the Mi'kmaw Native Friendship Society (MNFS) might be included in the process of disposal. The intention of MNFS has been to construct a new Mi'kmaw Native Friendship Centre (MNFC) on the site to replace their existing facility on the corner of Gottingen and Cornwallis Streets, which is at the end of its useful life and too small to serve community.

Subsequently, on December 12, 2017, Regional Council approved an Option Agreement (the Agreement), which provided the MNFS with a 12-month option to acquire the property at market value. Before the Agreement term was to end on April 16, 2019, MNFS requested that it be extended by another 12 months to permit more time for fund-raising efforts. The parties agreed to an extension to end on April 16, 2020.

In mid-2019, MNFS also requested Regional Council's financial support of the MNFC project. The request went before Regional Council on January 28, 2020 during an In Camera (in private) meeting, where a capital contribution in the approximate amount of \$4,000,000 was approved. The contribution will be used to help advance the project subject to funding approvals from the provincial and federal governments.

## Discussion

Following Regional Council's approval of capital support toward the MNFC, in April 2020, the Mi'kmaw Native Friendship Society exercised its option to acquire the Red Cross property at market value under the terms of the Option Agreement. The subsequent Agreement of Purchase and Sale, provided as follows:

The *Purchase Price* shall be established on the following basis:

1. Purchase Price will be determined by an appraisal report prepared by a national appraisal firm with an office in Halifax, to be chosen by Halifax Regional Municipality. If the Purchaser determines the price to be unreasonable, the Purchaser may retain another qualified national appraisal firm using the same

assumptions as Halifax Regional Municipality, and at the Purchaser's cost. The two valuations will serve as the basis of negotiations by which market value is established.

2. The appraisal will be based on the highest and best use, as if vacant. The valuation methodology shall be based on a mutually agreed design schematic and massing model of a marketable building applying the height precinct, setback requirements, and all other aspects of the current Downtown Halifax Secondary Municipal Planning Strategy and Land Use Bylaw.
3. The Purchase Price will recognize the actual costs associated with demolition, hazardous materials disposal, and any soil remediation, thus providing a market value for the property, as-is.
4. The valuation methodology shall be satisfactory to Treasury Board of Canada and Nova Scotia Treasury Board requirements.

Furthermore, Halifax Regional Municipality's Capital Grant Contribution shall be contingent on the execution of a Contribution Agreement, which shall form part of the Agreement of Purchase and Sale. The Contribution Agreement will include the following funding conditions:

- The capital funding provided by the municipality is solely intended in support of the MNFC project at 1940 Gottingen Street
- The capital funding provided by the municipality cannot be used toward renovation costs, purchase of equipment and fixtures, or operational costs
- Payment by the municipality shall represent the complete, one-time capital-related financial commitment from Halifax Regional Municipality
- There shall be no supplemental or incremental capital funds available. Other municipal support may, however, be possible from established municipal programs (e.g., Tax Relief for Non-Profit Organizations) where the organization meets program criteria
- Halifax Regional Municipality's funding is contingent on the Mi'kmaw Native Friendship Society securing funding for the 1940 Gottingen Street (MNFC) project from other funding parties as generally described herein, and in a written form acceptable to the CAO
- The municipality shall not be a guarantor, nor shall there be any contingent or direct liability either implied or expressed
- The funding is contingent upon Mi'kmaw Native Friendship Society's entering into a Buy- Back Agreement or other form of security, to be negotiated

## Key Messages

- Currently, final terms and conditions are under discussion between the parties toward conclusion of an Agreement of Purchase, which will be subject to Regional Council approval, anticipated in the winter of 2020/21.
- The Agreement of Purchase and Sale will be accompanied by a Buy-Back Agreement and Contribution Agreement prior to closing the transaction and the provision of capital grant contribution.

# Cyber Security Overview

## Staff Contact

Jody Hubert, Manager, Cyber Security

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

Halifax Regional Municipality's ICT Digital Security have developed a Cybersecurity Framework that provides guidelines for the municipality to follow when implementing information systems security controls. This includes a structured approach for evaluating and managing cybersecurity risks, detailed information security controls, and a modern approach to cybersecurity risk management.

The Cybersecurity Framework provides a proven approach to developing the policies and procedures necessary to secure the confidentiality, integrity, and availability of the municipality's information systems and data. This framework provides direction, focus, and guidance toward reducing risk, increasing security, improving personnel awareness, reducing downtime, and preventing breaches.

The Cybersecurity Framework is a living document for facilitating continuous updates and improvements.

## Discussion

Cybersecurity is the practice of ensuring the integrity, confidentiality and availability of information. Cybersecurity, computer security, or information technology security (IT security) is the protection of computer systems from theft or damage to hardware, software or electronic data, disruption or misdirection of the services they provide.

Cybersecurity applies in a variety of contexts and can be divided into several common categories:

- **Network security** is the process of taking physical and software preventative measures to protect the underlying networking infrastructure from unauthorized access, misuse, malfunction, modification, destruction, or improper disclosure.
- **Application security** encompasses measures taken to improve the security of an application often by finding, fixing and preventing security vulnerabilities.
- **Information security** protects the integrity and privacy of data, both in storage and in transit.
- **Cloud security** refers to a broad set of policies, technologies, applications, and

controls utilized to protect virtualized IP, data, applications, services, and the associated infrastructure of cloud computing.

- **Internet of things (IoT) security** is a set of policies, technologies, applications, and controls utilized to protect, among other things, industrial machines, smart energy grids, building automation, sensors, security cameras, emergency fleet vehicles.
- **Operational security** includes the processes and decisions for handling and protecting data assets.
- **Disaster recovery and business continuity** define how an organization responds to a cyber- security incident or any other event that causes the loss of operations or data. Disaster recovery policies dictate how the organization restores its operations and information to return to the same operating capacity as before the event. Business continuity is the plan the organization falls back on while trying to operate without certain resources.
- **End-user training** is an education process that teaches employees about cybersecurity, IT policies and best practices, how to avoid phishing and other types of social engineering cyberattacks, spot potential malware behaviors, report possible security threats as an organization's first line of cyber-defense.

## Key Messages

The following describes how the organization will approach cybersecurity:

- Create a high-level cybersecurity baseline.
- Incorporate cyber risks into existing risk management and governance processes.
- Identify capability maturity as it relates to cyber security.
- Begin cyber risk management discussions with the leadership team.
- Implement industry standards and a tailored cyber security program to address the threats the organization faces, don't rely on compliance:
  - Identify cyber security frameworks that apply to your industry.
  - Develop a cyber security program that leverages security frameworks.
  - Provide oversight and review.
  - Identify a roadmap that incorporates cyber security capability maturity.
  - Identify the gaps to the next level of capability maturity.
  - Implement work to address immediate risks and threats.
  - Develop and test incident response plans and procedures.



- Coordinate cyber incident response planning across the enterprise.
- Maintain **cybersecurity awareness training** of cyber threats.
- Establish an on-going cybersecurity program address risks and threats.

#### Cybersecurity – Security Policies

- A cybersecurity program is defined by its underlying policy.
- The security policy is the articulation of the organization's objectives agreed upon by management that establish those requirements that must be followed.
- The security policy establishes mandatory conduct.

Key elements of a policy include:

- Scope – all information, systems, facilities, programs, data networks, and all users of technology in the organization (both internal and external)
- Information classification – should provide content-specific definitions
- Management goals for secure handling of information in each classification category
- Placement of the policy in the context of other management directives and supplementary documents
- Specific instruction on organization-wide security mandates
- Specific designation of established roles and responsibilities
- Consequences for non-compliance
- Policy implementation is an iterative process revisited as business models, relationships, and technology changes

#### Third Party Risk Management:

The municipality is often asked to allow third parties to access either our information or our systems. This raises an additional risk. Which are risks associated with third parties, these can include the following:

- Geopolitical risk - Risk of doing business in a specific country and includes legal, regulatory, political and social economic considerations
- Reputational risk - Risk that the organization's brand and reputation is impacted should an event occur at the third party
- Financial risk - Risk that the third party cannot continue to operate as a financially viable entity

- Regulatory and compliance risk - Risk that a third party fails to comply with a required regulation, thus causing the organization to be out of compliance
- Digital risk - Risk that is associated with the third party's digital business processes
- Cyber and privacy risk - Risk that an organization's data is lost or security is compromised due to deficiencies in the cybersecurity and privacy controls of the third party
- Operational risk - Risk that a third party fails to meet the organizational needs from a service or product delivery perspective due to deficiencies in the third party's operations
- Strategic risk - Risk that the organization's and third party's strategic objective are misaligned

Third Party Risk Management Program:

- 1) Establish a governance structure.
- 2) Identify, categorize and assess existing third-party inventory and third-party owners.
- 3) Differentiate third parties based on risk, identify what further actions may need to be taken to remain protected.
- 4) Categorize third parties based on the level of risk in their third-party inventory.
- 5) Define the roles and responsibilities of accountable stakeholders.
- 6) Establish policies and procedures to set the standards and guidelines for managing third party risks across the enterprise.

# Volta Innovation Outpost

## Staff Contact

Sarah Teal, Chief Information Officer

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

In 2017, the Halifax Partnership (the Partnership) received \$2.5M over 3 years from the Nova Scotia Department of Business to establish, strengthen, and market the Halifax Innovation District (HID). By showcasing, promoting and creating stronger linkages between Halifax's incubator and accelerator hubs, start-ups, universities, research institutes, and diverse anchor firms, the Partnership intends to foster the private sector growth needed to realize the GDP and population goals of the Halifax Economic Growth Plan 2016-21.

The Innovation Outpost falls under the broader Halifax Innovation District, which engages stakeholders and partners in the business community, academia, not for profit organizations, provincial and municipal governments. While HRM is a participant in the HID, it is not a funding partner. Through engagement of the above-mentioned stakeholders, the HID will be leading several social policy innovation projects, such as the living lab, and poverty reduction/food security.

Partnerships between municipal governments and local start-ups can put new companies on a path to profitability by enabling the prototyping of new technology through agreements to leverage city assets. By engaging municipalities, start-ups can grow to understand the emerging requirements for technology to support cities to solve business issues and meet the increasing demands to maintain privacy and cybersecurity requirements.

Halifax Regional Municipality and the Partnership have each allocated funding in their 2019-2020 and 2020-2021 budgets to establish and build the Volta Innovation Bub outpost in downtown. The municipality invested \$125K for the 2019 fiscal year and budgeted \$250K in the 2020-2021 fiscal year with additional in-kind resourcing with co-op students in both years.

## Discussion

The outpost is still in its infancy with some key deliverables for Halifax Regional Municipality in the first 12 months impacted by unforeseen events, as well as the COVID-19 pandemic. There remains substantial work to demonstrate opportunities for the outpost and to streamline how the outpost will engage with various partners and stakeholders, how to engage others outside of the outpost, and how it can complement the municipality's existing technology strategy and innovation initiatives.

The outpost was established in September 2019 and had an official launch in November 2019. The first objective of the outpost was to support its development through networking to identify opportunities to partner with start-ups and the local community. These partnerships were to serve two purposes: build early success and a framework to foster the future growth of the outpost.

There were some early successes with the outpost with previous data transparency projects being launched through the municipality's Digital Services team. This project provided a dashboard for capital funding analysis, which was piloted with municipal directors. The project served as a prototype for future projects, leveraging Agile to deliver data visualization and analysis.

There are several engagements with start-ups to pilot software within the municipality:

- a pilot with LED roadway through TPW, allowing the vendor to test devices on streetlights.
- a pilot with HARBR for managing a small construction project management tool. Staff are now reviewing this to support the re-engagement to support use cases for the product and development of the solution.
- a possible pilot with Proofgov for an interim workflow management within ICT until the delivery of the Business Transformation Program.

These projects were placed on hold due to the municipality's COVID-19 physical distancing restrictions, during which time municipal IT resources had to be focused on remote access for Halifax Regional Municipality.

In fall 2020, the municipality posted and filled three intern positions to support the continuation of the data visualization and analysis projects. Halifax Regional Municipality will also be working to provide education sessions for start-ups within the outpost on cybersecurity and the growing and changing requirements to protect city assets.

As the outpost matures, it will transform into an entity that is uniquely Halifax to support the growing community with the goal to improve social and economic innovation within the city. Much of this will be accomplished through conversations within HRM, which means engaging start-ups, the community, partners, and outside people and vendors looking for opportunity to live and invest in the Halifax region.

### **Key Messages**

Halifax Regional Municipality's role in the outpost will:

- Provide opportunities for municipal staff to speak with and educate start-ups about technology requirements for cities.
- Provide opportunities for start-ups to leverage city assets, such as street lights, buildings, and other such infrastructure, for alpha and beta testing of new technology.
- Provide a greater presence for Halifax Regional Municipality into the innovation community

to build better connections.

- Broaden opportunities for start-ups, scale-up and local businesses to develop their technologies through better understandings of their needs and how city assets and processes, or those of other partners and the community, can be reasonably leveraged for testing to improve technologies.
- Build upon existing relationships with higher education to provide co-op student opportunities by enabling students to work from the outpost and gain valuable insight into the innovation community within Halifax Regional Municipality and potential opportunities.
- Develop a space where the Municipality can work in partnership with the innovation community, partners, other levels of government, and the community to improve the social economy of Halifax. This includes identifying integrator roles between the outpost, other innovation centres, Halifax Regional Municipality, the Halifax Partnership, and the community.
- Integrate the outpost with various teams already existing and functioning within the municipality, such as Performance Excellence, Regulatory Modernization, Digital Services, and Strategy, Innovation and Quality.

# Business Transformation Program

## Staff Contact

George Hayman, Program Manager

## Responsible Business Unit

Finance, Asset Management & ICT

## Background

The administrative functions of Human Resources, Finance and Procurement are frequently seen as expenses that reduce funding for improving service delivery. Frequently, financial resources are focussed on transforming the external facing business and solutions, rather than on back office or administrative systems. Often you need to connect the administrative services to the external facing systems in order to complete the business transformation. Thus, the administrative services have indirect impacts on service delivery such as:

- ensuring the organization had skill resources through hiring and training
- the ability to calculate, collect and account for such revenue as property taxes, parking, permits and licensing, and recreation
- the ability for the organization to work with Business Units and the vendor community to procure the necessary goods and services required to operate service delivery for citizens

Therefore, these services require much planning and funding support to drive HRM's vision to "...enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and sustainable environment".

## Discussion

On February 11, 2020, Regional Council approved the award for the resources and enabling technology (SAP) to support the Business Transformation Program Office. The program will impact every employee at some level and will have a multitude of changes and impacts, such as:

- Direct impacts to the daily work processes for all staff within HR and Finance, including payroll and procurement.
- The program will impact the business process within, and across the organization for HR and Finance through the development of online tools for self-service and workflow management.
- The program will allow easier adherence, e.g. fewer manual processes to collective

agreements and improved abilities for time reporting and payroll.

Driving factors for the program:

- The current revenue solution is unsupported and cannot be upgraded.
- The current finance and procurement solutions are highly integrated with the revenue solutions and have an expected decommissioning date from the vendor of 2025. Support contracts through the Province of Nova Scotia expire in 2023, with renewal options to 2026 plus another option to 2027.
- The current recruitment solution expires in October 2021, and the core HR solution also has a decommissioning date of 2025.
- Both Finance and HR are highly integrated with the payroll solution, which is not expected to be decommissioned until at least 2030.
- Given the 2025 date for both HR and Finance, there will be a large draw for experienced resources in an already competitive environment for business transformation, change management and technical expertise.

### **Demands for Improvement as One of Canada's top 20 Largest Municipalities**

There is also a growing demand from citizens for digital services comparative to those within the private sector. This coupled with a job market that is becoming more competitive, further pushing the envelope to replace a 20 years old solution. These organizational and citizen expectations are further heightened as Halifax Regional Municipality is in the top 20 of Canada's largest municipalities and is also the largest urban centre in Atlantic Canada.

The expense of the overall HR and Finance Business Transformation Program is estimated to be \$27M, with a project timeline of 24 months. Due to COVID-19, the program has had some delays and the team has been able to adjust to work through remote locations.

### **Key Messages**

The program is a foundational change for the municipality and aligned to many Council priorities. The program directly supports Council and Halifax Regional Municipality's mission to "...enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and sustainable environment".

The program supports service delivery to residents through the support for Fire, Planning, Police, Recreation, Transit, and Transportation and Public Works Business Units to manage human resources (hire, performance, compensation, learning etc.), manage budgets and revenues, and obtaining goods and services. The core back office or backbone services of HR, Finance and Procurement require modernized service delivery to meet the growing needs of HRM Service Delivery to align with the expediently technology changes and expectations from stakeholders from residents, vendors, and third parties, including other levels of government.

The program will support the growing demands of the organization for:

- performance excellence
- evidence based decision making
- digital user-friendly services
- tight solution-to-solution integrations
- security to meet the growing concerns for cyber threats to the confidentiality, integrity, and
- accessibility of Halifax Regional Municipality's systems and data



**9C**

**Transportation &  
Public Works**

# Cogswell District Redevelopment Project

## Staff Contact

John Spinelli, Cogswell District Project Director

## Responsible Business Unit

Transportation & Public Works

## Background

The Cogswell District Redevelopment is a city building initiative intended to transform the Cogswell interchange from an underutilized piece of road infrastructure into a new vibrant urban neighbourhood in the heart of the downtown Halifax. The proposed plan (Attachment A) will convert 22 acres of road infrastructure into a mixed-use neighborhood, extending the entrance of the downtown northwards and reuniting communities presently separated by the existing interchange lands. The urban street grid will be reinstated and create development blocks capable of supporting new residential and commercial environments for 2,500 people. High quality dedicated cycling lanes, multi-use trails, new parks and open spaces, a reimagined transit hub, and a significant central urban square transforms this vehicle-centric area into a livable pedestrian friendly area for people to live, work, and play.

The history of the project can be understood through a series of Regional Council reports and decisions:

- May 2014, Regional Council approved the Cogswell Lands Plan (CLP) for a comprehensively designed neighbourhood based on a revised street network configuration and directed a detailed design exercise be undertaken.
- September 2015, the Cogswell District Redevelopment Team was established with the hiring of a Director to oversee the design completion and eventual reconstruction.
- In 2016, the Prime Design Consultant, Cost Consultant and Traffic Engineering Consultant were engaged to undertake the design exercise.
- June 5, 2018, Regional Council approved the 60% Design Plan for Cogswell District redevelopment and authorized staff to release a Request for Qualification (RFQ) for Constructor services. Further, Council directed the CAO to complete negotiations with land owners for lands required to achieve the plan, complete the 90% design development, and present the final detailed public realm design elements in advance of proceeding to procure Constructor services.
- February 26, 2019, Regional Council approved the 90% construction design plan and directed staff to proceed with procurement of constructor services and return to Regional Council for approval of the contract award.

- On September 22, 2020 a report was presented to Regional Council, which summarized the completed activities over the past 18 months to ready the project for tender as well as those issues which are still outstanding and require further action. Regional Council reconfirmed direction to tender the project.

## Discussion

### Key elements of the project include:

- The Cogswell design exercise has been overseen by the Cogswell Senior Management Steering Committee and has involved the input of all key HRM Business Units and external utilities.
- Significant outreach and stakeholder engagement have been performed on an ongoing basis since 2016, with extensive engagement occurring throughout 2018 as the Cogswell team engaged the consultant services of Fowler Bauld & Mitchell (FBM) to assist in these efforts. The program included events throughout HRM such as community stakeholder sessions, surveys, email and telephone questionnaires, pop-up events, community focus groups, a four-day design charette, and engagement of the Business Improvement Districts (BIDs) and surrounding businesses.
- Focused engagement activities continue with Indigenous and African Nova Scotian (ANS) communities regarding the art and commemoration program in Cogswell.
- A District Energy System (DES), based on energy from effluent in the Halifax Wastewater Treatment Facility, will provide heating and cooling within the Cogswell area's future buildings.
- A rapid transit corridor along Barrington Street is planned.
- A Transportation Demand Management (TDM) plan has been developed which identifies strategies to mitigate the impact on the transportation network during the Cogswell construction phase.
- Based on the latest assessment of the construction drawings, Rick Hansen Gold Certification for Accessibility appears to be achievable by the project.
- Building design within the project is being considered through a Planning & Development led Municipal Planning Strategy (MPS) and Land Use By-law (LUB) Amendment process.
- The MPS/LUB amendment process will explore the issue of affordable housing in Cogswell. HRM as the owner of the newly created development properties also can require the provision of affordable housing as a condition of their sale.
- Quarterly updates on the project are being posted to the halifax.ca and Shape Your City websites.

- The estimated total cost of the project is based on a Class “B” estimate prepared by professional cost consultants. The land sales program is expected to start in fiscal 2022/23 and be gradually sold with the last parcel sold in fiscal 2029/30. Based on a conservative scenario for land sales the project will recoup 91% of its project costs through sales. At the higher end of the potential sales revenues, it will pay all project costs and return an additional 16% to the municipality.

### Project Status:

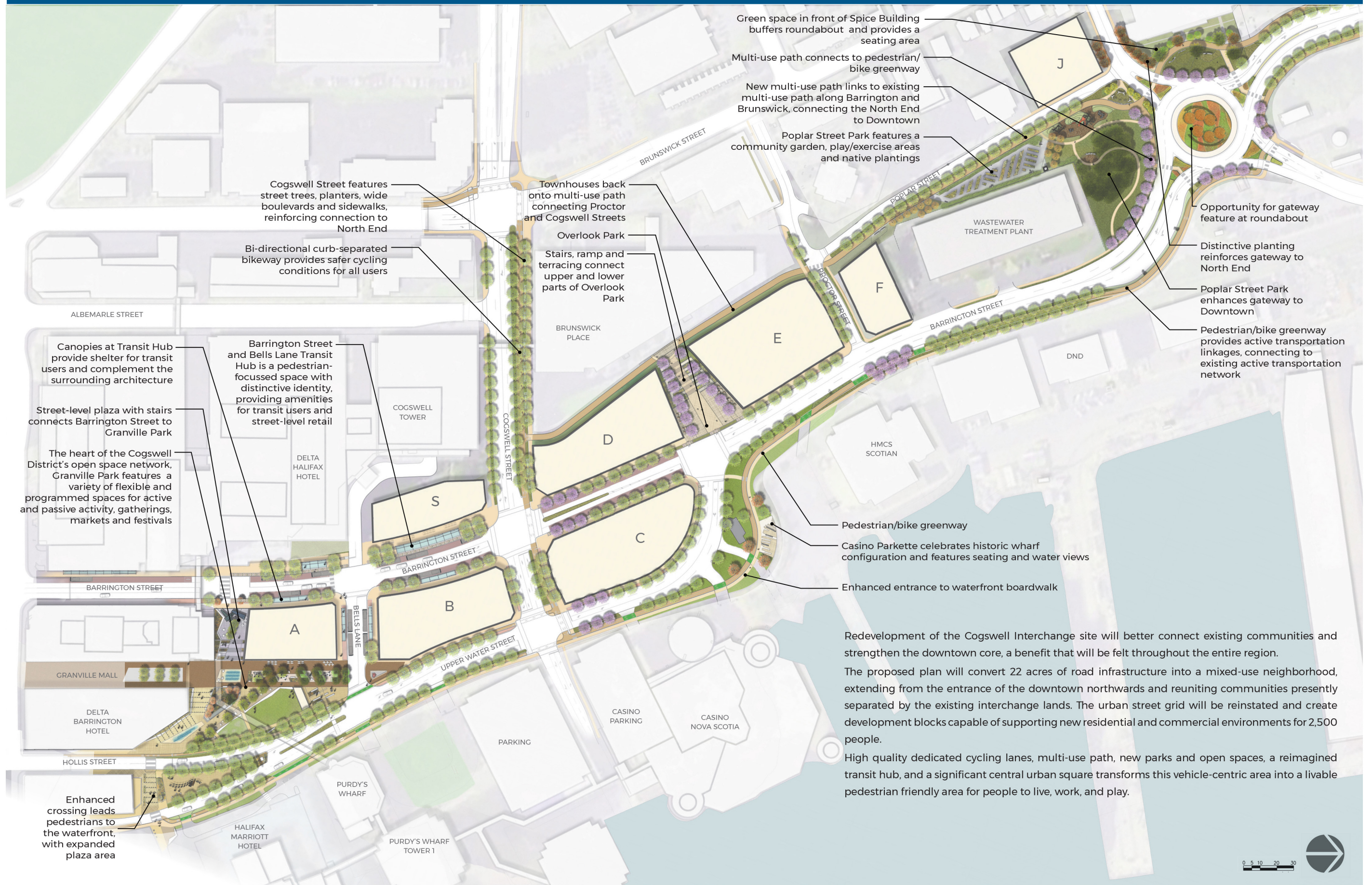
- A shortlist of three qualified bidding proponents was approved in the fall of 2018.
- All major land acquisitions for the project are near completion.
- The project is tender ready. It is intended that the tender package will be released to the three short listed bidders in January 2021. The tender will close 60 days after release, unless extensions are required. Following approval of the award report by Regional Council, the Cogswell Team will then engage with the successful bidder to complete preconstruction and execution planning. This could take 60-90 days. Site mobilization will follow, with construction being initiated once all execution plans are finalized and approved.

### **Key Messages**

- The Cogswell District Redevelopment Project is the largest “City-building” project ever undertaken by Municipality.
- Redevelopment of the Cogswell interchange site will better connect existing communities and strengthen the downtown core, a benefit that will be felt throughout the entire region.
- Encouraging thoughtful community feedback has been a cornerstone of the Cogswell District Redevelopment Project from the beginning and has continued through all design stages.
- The project is poised to achieve Rick Hansen Gold Certification for Accessibility.
- The project is tender ready.
- The project’s art and commemoration program provide an opportunity for Indigenous and ANS stories to be recognized.
- The project will take approximately four years to construct.
- The project has the potential to pay for itself.

### **Attachments / References**

Attachment A: Cogswell 90% Design Plan



# Parking Technology Project

## Staff Contact

Victoria Horne, Manager Parking Services

## Responsible Business Unit

Transportation & Public Works

## Background

On May 21, 2019, Regional Council approved the award for RFP #P18-335 with funding from capital project number CI990031 Parking Technology, to CALE Canada Inc. in the amount of \$2,108,888 (net HST included) and \$33,567 (net HST included) for subscription fees, support and maintenance fees for each month of operation; and directed the CAO to execute a contact with CALE Canada Inc. for a five year period with options to renew for up to fifteen additional years.

The Parking Technology Solution Project (PTSP) is a strategic Business Tools program that is focused on modernizing how parking services are delivered to citizens and visitors to the municipality.

On November 26, 2019, Regional Council passed second reading to Parking Program Changes: Amending By-Laws P500, P1200 and AO15, which adopted changes and price increases to the existing on-street parking permit program and rate changes for paid on-street parking (See References).

On September 22, 2020, Regional Council passed second reading to P500 Parking Meter By-law for fine increases as part of TPW's recast 2020/21 budget (See References).

This project achieves several deliverables of the Council approved [Integrated Mobility Plan](#): Actions 129, 132, 133, 134 and 135.

## Discussion

The PTSP project scope includes the design and implementation of a parking services framework, organization design and readiness, modernization of parking technology including the introduction of solar powered digital pay stations (replaces existing mechanical parking meters), introduction of a pay-by-plate, pay-by-zone parking system that includes an integrated suite of business applications to support ticket management, enforcement management, permit management, parking management and mobile payment capability through an enhanced version of HotSpot. The project launched on street on October 13, 2020 with the online permit portal launching on October 5, 2020. The launch of the technology also saw changes to By-laws P1200 and P500; permit, rate and ticket increases came into effect per Council direction.

## **Pay Stations and Pay Zones**

Effective October 13, 2020, all pay stations are live and pay zones came into effect. Residents can pay for and manage their parking session via the nearest pay station or on the HotSpot app. [https://www.youtube.com/watch?v=6oe\\_nGER\\_Tq&feature=emb\\_logo](https://www.youtube.com/watch?v=6oe_nGER_Tq&feature=emb_logo)

As approved by Council, the following are the new paid parking rates and infractions:

- Zones A,B,C,D,E,F & G (Halifax) \$2/hr for the first two hours and \$6/ hr for hours 3 and 4 up to a maximum of 4 hours in any zone.
- Zone H (Dartmouth) \$1.50/hr for the first two hours and \$4/hr for hours 3 and 4 up to a maximum of 4 hours in any zone.

The fee structure and daily maximums were developed with direction from the Parking Advisory Committee in an attempt to generate turn over of vehicles for business and amenities and to deter residents from parking all day on street.

Paid parking infractions increased from \$25 to \$35.

## **HotSpot App**

Effective October 13, 2020, the HotSpot app pushed an update to all users with “Halifax” listed as their home city. This update included reference to zone as opposed to meter number and offers a per-transaction payment option with 0.10 cents per transaction in addition to the existing options: monthly and annual memberships.

## **Customer Service**

Instructional videos and step-by-step instructions have been created and are available on [Halifax.ca/parking](http://Halifax.ca/parking). Staff in customer service and within parking services have been trained and are supporting residents as calls come through.

Since launch, staff have received feedback on the user experience and are currently working with the vendor to make necessary adjustments including:

- Increasing brightness of the screens;
- Simplifying on-screen instructions and options; and
- Adding additional pay stations to larger blocks.

The Parking Advisory Committee (comprised of representatives from the local Business Improvement Districts, private parking providers and other levels of government) is scheduled to meet mid-November and will discuss the project and how the rates and system is working for stakeholders.

## **Permit Parking and Online Ticket Management**

Residents now have a central location to pay for and manage their permits and parking tickets via our portal: <https://hrm.aimsparking.com/>

## Key Messages

- The municipality's existing parking infrastructure has reached the end of its useful life and requires replacement with modernized technology.
- A modernized parking solution will be introduced to the municipality in fall 2020, providing residents with an easy and efficient way to manage their parking sessions and parking permits.
- This new technology will offer more options to pay, including coin, credit, and both apple and android tap. It also provides a modern and convenient method for paying for parking using smart phones.
- Download the app and pay with Hotspot.

## Attachments / References

Council Report - Parking Program Changes Amending By-Laws P-500, P-1200 and AO15:  
<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/191126rc1511i.pdf>

Council Report - Parking Fine Increase - Amending By-Law P-500:  
<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200922rc1113.pdf>



# Strategic Road Safety Framework

## Staff Contact

Taso Koutroulakis, Manager, Traffic Management

## Responsible Business Unit

Transportation & Public Works

## Background

The Strategic Road Safety Framework (Framework), adopted by Regional Council in July 2018, is a 5-year (2018-2023) framework that focuses on reducing transportation related fatalities and injuries on roadways within HRM. The Framework incorporates a 'Towards Zero' approach, with the aim to reduce transportation fatalities and injuries to zero by the year 2038. The Framework sets a short-term goal of a 20% reduction of fatal and injury collisions within 5 years.

The Framework identifies 7 emphasis areas that will have the greatest impact on reducing the frequency and severity of collisions in the Halifax Region:

- Intersection-Related
- Young Demographic
- Pedestrian Collisions
- Aggressive Driving
- Distracted Driving
- Impaired Driving
- Bicyclist Collisions

The recent development of an internal collision database has provided the opportunity to establish a baseline from which to measure overall progress towards achieving the five-year goal of a 20% reduction in fatal and injury collisions. The database also ensures data-driven decisions are made with respect to countermeasures being implemented at strategic locations where they will have the greatest impact within each emphasis area.

## Discussion

Collision reporting is based on closed collision files from Halifax Regional Police and RCMP. The baseline has been defined as the average of fatal and injury collisions occurring within the road right-of-way (ROW) from 2018 and 2019, and does not include collisions which have occurred on private property. This equates to an average of 14 fatal collisions and 778 injury collisions per year. A reduction of 20% by 2023 translates to 158 fewer collisions resulting in

either injury or fatality.

Countermeasures related to engineering, education and enforcement have been tracked through the Framework since 2019. Evaluation of both ongoing programs and new targeted countermeasures at strategic locations will inform on their effectiveness at reducing fatal and injury collisions within the emphasis areas. These evaluations are based on collisions reported beyond the baseline.

The proposed evidence-driven actions outlined for 2020 have transitioned the Framework into the Strategic Road Safety Plan (The Plan). Countermeasures have been identified for all emphasis areas and include engineering measures (physical changes to infrastructure within the ROW), expanded public education and information campaigns, and targeted enforcement. Countermeasures will be evaluated and expanded on in subsequent years as we progress towards zero injury and fatality collisions.

### Key Messages

- Continuous analysis of the database will ensure appropriate countermeasures are applied where they will have the greatest impact in reducing injury and fatality collisions. Engineering countermeasures will be recommended where there are safety or design deficiencies identified, and education and enforcement efforts can be targeted towards specific behaviours contributing to collisions.
- Progress on countermeasures and the effectiveness of the Plan is available on the road safety dashboard. The dashboard will include updated collision statistics within each emphasis area and updated progress on the engineering countermeasures being implemented through the Plan. The dashboard can be found on the road safety website ([www.halifax.ca/roadsafety](http://www.halifax.ca/roadsafety)).

### Attachments / References

Strategic Road Safety Plan Annual Report 2020:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rci13.pdf>

# Solid Waste Resources – Management and Processing of Organics

## Staff Contact

Andrew Philopoulos, Manager, Solid Waste Resources

## Responsible Business Unit

Transportation & Public Works - Solid Waste Resources

## Background

In 2014, the municipality completed a review of its Integrated Solid-Waste Resource Management Strategy. As part of the review, it was identified that there was a need to review the adequacy of the 2 existing aging composting facilities: the Ragged Lake Facility located at 61 Evergreen Place in Goodwood, and the Dartmouth Facility located at 80 Gloria McCluskey Avenue in Dartmouth. Existing challenges included the capacity of the existing facilities, compatibility of the existing facilities to process wet commercial organics, and overall ability to meet more modern compost facility guidelines required by the 2010 NS Environment (NSE) Composting Facility Guidelines. Regional Council directed staff to develop a business case to explore options to overcome these challenges, including the option to employ an anaerobic digestion technology.

In 2014/2015, Solid Waste Resources (SWR) staff undertook a detailed assessment of the municipality's needs with respect to the management and processing of organic waste. It was identified that the Ragged Lake Facility would not meet the municipality's future needs due to the inability to meet the modern composting facility guidelines without requiring significant investment. While the Dartmouth Facility could possibly be part of a future solution, it would require investment acknowledging that the facility had aged due to the corrosive nature of the composting process. A business case was prepared which explored several different options, including building a new composting facility, and building a new anaerobic digestion facility, among others.

Ultimately, the municipality decided to move forward with a competitive bid process that was technology neutral to allow composting and anaerobic digestion technology centered bids to compete against each other, while being able to take advantage of existing infrastructure at both composting facilities. In addition, a two-stage procurement process was developed, which included public consultation. The procurement process was guided by the following objectives:

- Minimizes capital and operating costs, including reducing current processing costs
- Minimizes impact to the community (odors, noise etc.)
- Meets the 2010 NSE Guidelines for compost post 2019 (and as applicable to anaerobic

digestion technologies)

- Increases organics processing capacity from the existing 50,000 tonnes to 60,000 tonnes per year, with the option to increase to 75,000 tonnes per year in the future.

On April 25, 2017, Regional Council approved the Organics Management Strategy and directed staff to initiate the two-stage procurement process, through which four proponents and six technical solutions were pre-qualified. Regional Council directed staff to proceed with the RFP based on the key terms as part of the staff report presented.

The RFP and agreement were released to the four proponents on July 31, 2019. The agreement was developed based on the key terms approved by Regional Council, which included a 25-year operating term with an opportunity for two, 5-year extension terms and was modelled on similar procurement documents that have been used for procuring other waste management facilities in Canada. Specifically, the agreement is based on a design, build, own, operate and transfer (DBOOT) model of procurement.

A council report detailing the procurement process, the evaluation methodology and an award recommendation is expected to be presented to Regional Council in December 2020.

## Discussion

Once Regional Council determines the successful proponent, it is anticipated that final negotiations and completion of the necessary ancillary documents should take approximately 6 to 8 weeks. April 1, 2021 is the anticipated start date for the successful proponent to commence design and construction of the new organics management facility, as well as assuming the operations of the existing organics management facilities. This date also corresponds with expiration of the existing operating contracts at the Ragged Lake and Dartmouth facilities.

## Key Messages

- This is a significant procurement for the municipality, which has been reflected in the amount of planning that has been completed since 2014, including assessing existing facilities, developing a business case, completing public engagement, and implementing a two-stage procurement process.
- The RFQ and RFP are reflective of the Organics Management Strategy, as outlined above.
- SWR staff plan to present an award recommendation report to Regional Council in December 2020. If Regional Council approves the award recommendation, it is anticipated that the contract with the successful proponent will be executed by the end of January 2021, with the successful proponent taking over operations of the existing composting facilities on April 1, 2021.
- The new facility will be likely commissioned in 2023 or 2024, and will be located at one of the existing composting facility sites.
- The new organics management facility will:

## Transportation & Public Works – C4

- Be “state-of-the-art” providing municipal residents with a best in class means of managing its organic waste
- Meet or exceed all requirements of Nova Scotia Environment
- Be scalable in order to meet future demand and robust/adaptable to manage potential future program changes

### Attachments / References

- Staff Report presented at the January 14, 2014, Committee of the Whole Meeting: Integrated Solid-Waste Resource Management Strategy Review – Final Report
  - <http://legacycontent.halifax.ca/council/agendasc/documents/140114cow3report.pdf>
- Staff Report presented at the February 23, 2016, Regional Council Meeting: Organics Processing and Management
  - <http://legacycontent.halifax.ca/council/agendasc/documents/160223ca1431.pdf>
- Staff Report presented at the April 25, 2017, Regional Council Meeting: Organics Management Consultation and Strategy
  - <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/170425rc14111.pdf>
- Staff Report presented at the July 31, 2018 Regional Council Meeting: Organics Management RFP and Facility Operation Contract Extension
  - <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/180731rc1418.pdf>

**9D**

**Corporate &  
Customer Services**

# Performance Excellence Program

## Staff Contact

Marion Currie, Program Manager, Performance Excellence

## Responsible Business Unit

Corporate & Customer Services

## Background

### Organizational Performance Excellence (OPE) Office:

In April 2017, OPE was created to champion performance excellence throughout the Municipality. It provides expertise, project direction and mentorship support, as well as being the conduit for service excellence and improvement ideas.

### Performance Excellence Defined:

- Performance Excellence is a multi-year initiative to incorporate an effective, efficient and sustainable approach to program and service delivery, with a focus on improved employee engagement by encouraging front-line staff to identify, lead, and implement process improvements.
- The municipality implemented Performance Excellence in 2017 to align the organization on a common journey that is more customer focused, efficient, sustainable, and committed to excellence.
- Performance Excellence puts the customers' needs at the center of everything we do through focusing our collective efforts on continuously improving programs and services.
- Aligns with Council's Priority area of excellence in service delivery.

### Other Essential Definitions:

- **Cost Avoidance:** providing new services and/or maintaining current services without expanding budgets and avoiding costs now that may be incurred in the future.
- **Cost Savings:** the measurable dollars saved that can be achieved through general improvements.
- **Efficiencies:** the ability to do the same or better work using less resources.

## Discussion

### **BENEFITS OF PERFORMANCE EXCELLENCE**

#### **External:**

- Better/efficient allocation of resources resulting in increased public confidence
- Increased ability to manage public expectations
- Improved customer satisfaction

#### **Internal:**

- Increased engagement of staff
- Trained, empowered, and innovative employees
- Improved efficiency through reduced waste and non-value add activities  
Increased level of accountability.

#### **Financial Benefits:**

- Maximization of value by reducing/avoiding costs (including waste)
- Increased efficiencies and long-term savings
- Effective allocation of resources
- Delivery of required outcomes for less than it currently costs, while maintaining or improving service to our customers.

### **PROGRESS TO DATE**

#### **Performance Excellence Projects:**

- Eight corporate improvement projects were identified by Halifax Regional Municipality's leadership team in fall 2017. Since then, an additional six have been added to the list. By 2019/20, OPE completed 8 corporate improvement projects, improving service delivery to both internal and external customers. The completed projects have achieved a variety of benefits including an improved customer experience, improved processing times for new employees, consistent communication for new employees, and streamlined access to HRM's numerous forms and templates.
- The improvement projects allow municipal staff to examine current processes and make essential improvements to maximize program value while reducing waste.

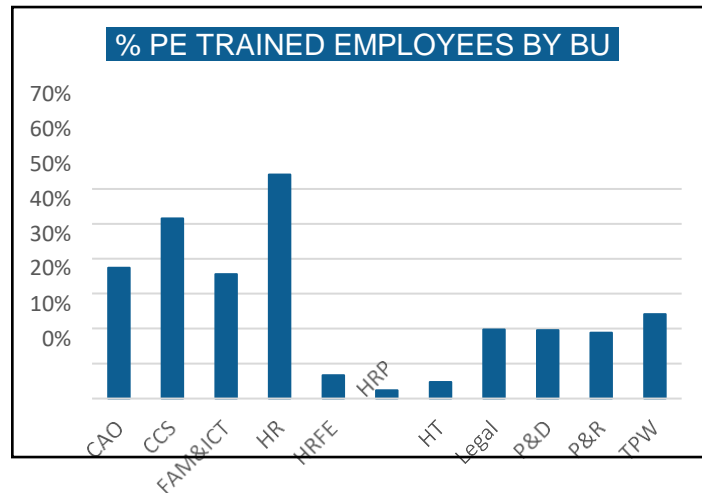


- The projects address internal and external pain points that have an impact on Halifax Regional Municipality’s collective ability to meet customer needs.
- To date, 14 Green Belt candidates have completed improvement projects as part of the course requirements and have received certification. 10 additional staff are actively working to complete their improvement projects to receive certification.

**Performance Excellence Training Program:**

- Performance Excellence Awareness for Leaders and Influencers launched in 2018. PE Awareness is an introduction to the ‘what’ and the ‘why’ HRM has embarked on this journey, and it sets up employees to understand their place in the new culture. For the first 2 years, the training was offered by an external resource. This training has since been revised and updated and is now being facilitated by OPE staff resources.
- In Q1 of 2020/21, OPE launched online training versions of PE Awareness for senior leadership, managers/supervisors, and front-line employees. Lean Six Sigma (LSS) is the leading methodology being used to guide us on our journey of Performance Excellence. LSS Yellow Belt and Green Belt

provide staff with the ‘how’ the municipality is going to achieve PE – namely, the LSS courses provide tools and techniques for implementing improvement projects of various scopes and complexities.



**Green Belt Mentorship Program:**

- Mentorship was introduced to support candidates who have completed the technical, in-class portion of the program but may require guidance to complete a workplace improvement project as part of final certification.
- Each candidate is assigned an OPE coach who has previously completed Lean Six Sigma training.

- Progress is monitored through tollgate reviews to ensure the correct application of tools and interpretation of results.
- To date, 14 candidates have already received certification with 10 actively working to complete their certification projects.

### **Benefits Tracking:**

- The Finance team was engaged in 2019 to develop a framework and toolset to quantify the impact of improvement projects generated through OPE training.
- While candidates were initially concerned with efficiency and quality outcomes, financial impacts have now been added to translate process metrics into economic terms.

### **HRM's PE Targets:**

- Performance Excellence is about more than cost cutting, it shifts the way we do our work every day. By focusing on continuous improvement, we are still able to achieve results while ensuring staff are trusting, engaged and committed.

### **Key Messages**

- Halifax Regional Municipality is implementing Performance Excellence to be more customer focused, efficient, sustainable, and committed to continuous improvement.
- Halifax Regional Municipality has been reactionary to budget pressures in the past, by implementing Performance Excellence, we can proactively address pressures.
- Halifax Regional Municipality's Business Units have been exhibiting Performance Excellence practices for some time. Performance Excellence is nothing new for the municipality, it is simply a targeted and coordinated way of conducting business in a proactive, rather than reactive way.
- This approach requires an organizational shift. Therefore, the quantifiable benefits will be achieved over time.

# Halifax Forum Redevelopment

## Staff Contact

John MacPherson, Manager, Facility Design & Construction

## Responsible Business Unit

Corporate & Customer Services

## Background

The plan for redeveloping the Halifax Forum site was presented to Regional Council in November 2019. The plan outlined the programming needs, heritage aspects and documented current building issues/limitations. The report to Regional Council also recommended determining the potential for a private partnership opportunity.

## Discussion

A market sounding will be performed beginning in September 2020. This will provide feedback to determine the market interest in a partnership and under what models. Based on this feedback, staff will assess the potential for a private partnership and make recommendations to Council.



Figure 1. Halifax Forum +VG Architects



Figure 2. Halifax Forum +VG Architects

# Mackintosh Depot

## Staff Contact

John MacPherson, Manager, Facility Design & Construction

## Responsible Business Unit

Corporate & Customer Services

## Background

The Mackintosh Depot provides for office, garage and storage space serving Transportation and Public Works, and Parks and Recreation. The current facility is well beyond its useful life and is in need of replacement.

## Discussion

The new facility will result in an improved working environment and improved operational efficiencies. The approved Capital Budget for this new facility is \$21M. The project is planned to be tendered in October 2020 and be completed October 2022.



**Figure 1. Mackintosh Depot Architectural Renderings**

# New St. Andrew's Community Centre

## Staff Contact

John MacPherson, Manager, Facility Design & Construction

## Responsible Business Unit

Corporate & Customer Services

## Background

Construction of the new St. Andrew's Centre on Barnstead Lane in Halifax is nearing completion. This project is part of the planned delivery of recapitalization of aging recreation assets.

## Discussion

The new facility is planned to be open to the public in October 2020. The facility will offer many features including: double gymnasium, daycare, senior's room, indoor play area, art room, dance studio, community kitchen and multi-purpose space.





# HRFE Headquarters, Fire Station 8 and Fire Station 62

## Staff Contact

John MacPherson, Manager, Facility Design & Construction

## Responsible Business Unit

Corporate & Customer Services

## Background

A number of capital projects are underway for Halifax Regional Fire and Emergency (HRFE) to improve response coverage, efficiencies and to reduce leasing costs.

## Discussion

**Headquarters and Fire Station 8:** A recent property acquisition will provide the location for a new HRFE headquarters and Fire Station 8. This project will allow for the consolidation of several HRFE departments in one location and will allow for improved fire response times to the growing area of West Bedford. The project is currently under design.

**Fire Station 62:** This new fire station in Williamswood is under construction and planned to be operational in December 2020.



Figure 1. Fire Station 62 in Williamswood



# Customer Contact Centres (311) – Email and Chat Integration

## Staff Contact

Kim Jollimore, Manager, Citizen Contact Centres

## Responsible Business Unit

Corporate & Customer Services

## Background

311 Customer Contact Centres is committed to supporting Regional Council priorities through easy access to municipal services by phone, in-person, or on-line. Customers can call 311 toll-free from anywhere in the Municipality and access a wide variety of municipal information and services in over 150 languages.

To provide continuous improvements and innovation to better serve our customers, 311 Customer Contact Centres will integrate email and chat functionality through the telephony system for customers to communicate, request and receive information and/or services.

### **The integration of email functionality will:**

- Improve response time for customer email inquiries
- Provide improved reporting, accuracy, timeliness and enhanced data analytics
- Ensure continued emerging and innovative service for customers

Email integration is expected to be live by the end of the third quarter of fiscal 2020.

### **The integration of chat will:**

- Increase service delivery channels for customers
- Provide accessibility opportunity
- Ensure continued emerging and innovative service for customers

Chat service will be introduced as a pilot in Phase 1 to the hearing-impaired community. The first phase of the Chat pilot is expected to be introduced before the end of the fourth quarter of fiscal 2020.

## Discussion

311 Customer Contact Centres currently responds to customer emails sent to [contactHRM@halifax.ca](mailto:contactHRM@halifax.ca) via regular Outlook email. Manual data analytics as well as quality and accuracy is checked; however, it is currently a manual process.

The integration of telephony email and chat will provide Customer Contact Centres with improved reporting, accuracy, timeliness, and enhanced data analytics to further strengthen our ability to ensure continual improvement to the customer experience.

The addition of email and chat as service options is in alignment with Halifax Regional Municipality's Corporate Customer Service Strategy. The integration of telephony email and chat will provide multichannel service delivery options, allowing customers to choose from many means of communication with 311. The proposed changes align with the public's changing behaviors (use of the Internet, online tools and applications), as well as Council's investment in technology and digital strategy.

## Key Messages

The 311 Customer Contact Centres is currently open seven days a week for full-service as follows:

- Monday to Friday 8:00 am-8:00 p.m.
- Saturday and Sunday 9:00 am-5:30 p.m.
- It is currently only closed 2 days of the year: Christmas Day and New Year's Day

Telephony email and chat will be available to municipal customers during full-service hours.

# Customer Contact Centres (311) – After Hours Urgent Calls

## Staff Contact

Kim Jollimore, Manager, Citizen Contact Centres

## Responsible Business Unit

Corporate & Customer Services

## Background

Corporate and Customer Services presented Service Changes to Council during the 2020/21 Recast Budget. Reduction of current after-hours service provided by the Customer Contact Centre (311) was included in the service changes and approved as part of the 2020/21 Budget.

Customer Contact Centres (311) handles tier 1, non-emergency calls regarding municipal government services and/or information requests. Customers can call 311 toll-free from anywhere within the Halifax region. Our knowledgeable agents provide a wide variety of municipal information and services in over 150 languages. 311 is the single point of contact for any customer inquiries regarding HRM services. In 2019/20 fiscal, the Centre handled over 410K customer calls. The Centre also processes service and or information requests from customers via on-line transactions and customer emails. 311 receives approximately 625 calls per month during after hours. Calls are typically higher in the winter months or during a weather event.

The types of calls received for after hour urgent service could include the following:

- road maintenance issues such as sinkholes, traffic light problems, and street obstructions.
- plumbing or electrical issues at municipal facilities.
- animal services like an injured or found dog, or an aggressive animal.
- illegally parked vehicles obstructing traffic or of a safety concern.
- urgent winter operations.

After-hour calls are currently handled by on-site security contractors via the 311-telephony system and dispatched through service requests, email, radio and telephone. Current contract services are paid for each hour of service regardless of the call volume.

The new service changes, effective October 1, 2020, will see after hour calls being handled by an outsourced answering service. The new outsourced service provider will charge Halifax Regional Municipality by call and duration of the call.

## Discussion

After-hours services provide customers with support and assistance for urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles, after the full-service 311 Contact Centre closes.

The new service change will eliminate on-site contractual full-time after-hours coverage of calls through the 311-telephony system. With the new service level change, urgent municipal service calls will continue to be supported after hours, but on a reduced scale by outsourcing services to handle safety critical and urgent calls that require immediate dispatch only. The outsource service, which will be handled by Answer 365, is currently the outsource answering service used by Halifax Water for after-hour urgent calls.

The service provider will accept telephone calls by live operators stationed at an offsite. The 24-hour call centre will dispatch urgent calls and forward messages and emails to designated staff. The provider will have the ability to evaluate and prioritize the severity of calls and provide detailed reporting of calls.

People who call 311 during off-hours will be prompted to a queue for after-hour inquiries that are urgent. Urgent calls that choose the urgent / dispatch queue will be directed to Answer 365 agents. All other calls will be provided information only via after-hours Interactive Voice Response (IVR) and instructed to call back for non-urgent issues during regular 311 hours.

311 will provide additional agent coverage as needed for extended hours during weather events.

## Key Messages

311 directly connects residents to important municipal services and information. This critical service is available in more than 150 languages, which is especially important during times of crisis. 311 core hours will remain the same during this fiscal. Corporate and Customer Services will continue to monitor data, including call volumes, abandonment rate, Q&A and peak times, and may revisit service levels and hours of operation to present to Regional Council next fiscal.

**Attachments / References**

## After Hour Call Volumes 2019

<b>Afterhours Call Volume Fiscal 2019</b>													
	<b>Ap r</b>	<b>Ma y</b>	<b>Ju n</b>	<b>Jul</b>	<b>Au g</b>	<b>S e p</b>	<b>Oct</b>	<b>No v</b>	<b>De c</b>	<b>Ja n</b>	<b>Fe b</b>	<b>M ar</b>	<b>Total/ Avg</b>
<b>AH Call Volume</b>	515	405	570	730	612	1,208	432	585	722	738	564	410	<b>7,491</b>
<b>Total Call Volume</b>	30,976	31,714	32,643	42,169	34,984	51,370	35,302	32,090	28,420	34,572	27,309	29,802	<b>411,351</b>
<b>Percentage of AH Calls</b>	1.66%	1.28%	1.75%	1.73%	1.75%	2.35%	1.22%	1.82%	2.54%	2.13%	2.07%	1.38%	<b>1.81%</b>
<b>Average AH Calls Per Day</b>	17	13	19	24	20	40	14	20	23	24	19	13	
<b>Afterhours Timeframes</b>													
Monday - Thursday 8:00 PM - 8:00 AM													
Friday 8:00 PM - 9:00 AM													
Saturday 5:30 PM - 9:00 AM													
Sunday 5:30 PM - 8:00 AM													

# Fleet Rationalization and Asset Management

## Staff Contact

Danielle Paris, Corporate Fleet

## Responsible Business Unit

Corporate & Customer Services

## Background

In April 2011, Corporate Fleet adopted the Halifax Regional Municipality's Fleet Guidelines (The Policy). The Policy was created as a result of a review initiated to determine if Halifax Regional Municipality's light fleet was being efficiently and effectively managed. The Policy have proven difficult to administer to date.

In March 2020, the Office of the Auditor General completed a review: 'Fleet Vehicle Use, Car Allowances and Mileage Audit', which concluded that overall, the municipality's management of light-duty fleet vehicle usage could be managed more effectively in order to decrease the risk of not obtaining value-for-money from its light fleet.

## Discussion

Corporate Fleet is committed to driving efficiencies and improving its fleet management practices. To ensure Halifax Regional Municipality is getting the best use of its non-emergency light fleet and clarifying expectations for right- sizing, use, budget management, and compliance, a review will be conducted to:

1. Verify the assumptions and guidelines made in 2011 and update the policy and practices as appropriate, in order to adequately meet fleet requirements
2. Identify areas for improved efficiencies and cost reductions through inventory levels (right fit for right job), allocation, usage, standardization, and management of the light vehicle fleet
3. Provide support for the existing or a modified Halifax Regional Municipality Fleet Policy with inherent management authority over compliance and decisions related to fleet right sizing

## Key Messages

There are two key success factors to this review:

1. **Stakeholder engagement:** Corporate Fleet will assemble a team of clients from across all departments to collectively review existing data and establish baselines for vehicle requirements and use. The established team will continuously review the use and

allocation baselines, the Policy, and compliance; and

2. Management support: The inventory of light fleet spans across multiple Business Units, therefore, management support will ensure effective administration of a revised policy adherence.

# Client-Centric Service Model for Corporate Communications

## Staff Contact

Breton Murphy, Managing Director, Corporate Communications

## Responsible Business Unit

Corporate & Customer Services

## Background

Prior to 2011, Corporate Communications was partially decentralized. There was a Corporate Communications Division as well as communications positions within several Business Units, including Halifax Transit, Planning and Development, and Halifax Regional Fire and Emergency. Several challenges were identified with this structure, including lack of organization-wide alignment, inefficiencies/duplication of resources, and an erosion of consistency with adherence to best practice standards and the municipal brand. To address these challenges, the decision was made to centralize all municipal communications roles within Corporate Communications, bringing the total count of full-time equivalent (FTE) positions to 26.

In 2015, as part of Corporate Communications' ongoing efforts to ensure alignment of resources to priorities, the number of FTEs was reduced from 26 to 22. From 2015 to 2020, staffing within Corporate Communications remained stable at 22 FTEs.

Growth in the municipality has placed an increased demand on municipal services, with more residents and employees having raised expectations for timely, effective engagement and communications via traditional and digital channels. To reflect the municipality's core values of diversity and inclusion, communications efforts have evolved to better resonate with, and encourage fuller participation of all members of the community. The escalating rate of change to the municipality's social and economic landscape requires ongoing review and modification of communications processes.

In keeping with the commitment to continuous improvement and performance excellence, senior management initiated an assessment of Corporate Communications' service delivery model to ensure appropriate adaptation to better support both current and future demands for client services. As part of this effort, in 2019, a third-party evaluation of our existing communications service was completed, which provided key insights into potential process enhancements. The purpose of the service review was to inform ongoing efforts to maintain strategic alignment of resources to priorities, improve customer value and effectively deliver outcomes that support Regional Council priorities.

Similar reviews have occurred in Human Resources, Legal, Finance and other administrative



functions, as well as in many operational Business Units. The primary goal is to help leaders make informed decisions about the strategic alignment of a given municipal function or service.

Client-centric service delivery approaches have been successfully implemented by other divisions within Corporate and Customer Services, including 311/Customer Contact Centres and Municipal Facilities Maintenance and Operations.

### Discussion

The new service delivery model adopted by Corporate Communications balances fiscal responsibility with requirements to support an increasing demand for communications deliverables by all Business Units. The need for increased capacity is being addressed with the introduction of 3 new FTEs and the conversion of 2 existing FTEs to better reflect a client-centric approach required to provide enhanced service delivery.

The service model restructuring reflects an ongoing commitment to adapt to changing needs and ensure resources align with the needs of our clients (Business Units) to fulfill Regional Council priorities. The introduction of 3 new FTEs does not create a budgetary pressure as it is funded from savings identified within the Corporate and Customer Service Business Unit. Efficiencies were identified within the Business Unit, allowing for financial resources to be reallocated towards the necessary right-sizing of the Corporate Communications division.

Due to the impacts of the COVID-19 pandemic on municipal services and the 2020/21 budget, efforts to stand-up the new service model have been delayed. It is anticipated that the restructuring will be completed in the coming months.

### Key Messages

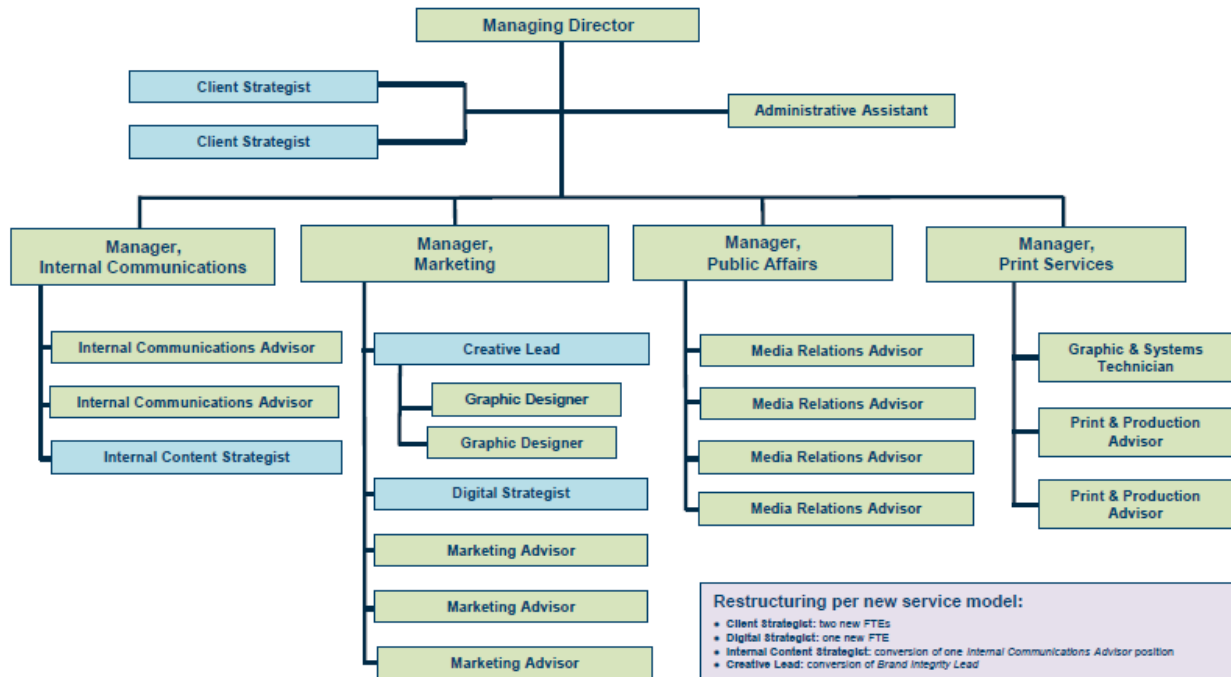
The primary goals of Corporate Communications' new service delivery model are as follows:

- **Evolve the current service delivery model** to improve ability to provide exceptional customer service to clients within the organization as well as external stakeholders.
- **Enhance processes and protocols** to ensure a better understanding of expectations, roles and responsibilities associated with delivering excellent service.
- **Improve strategic social media delivery** by increasing capacity to develop, execute and evaluate strategic social media initiatives as part of integrated communications approach.
- **Adopt a formalized client-centric approach** to service delivery that fosters authentic collaboration among team members and with clients.

Attachments / References

Attachment 1: Corporate Communications Organization Chart 2020-21

Corporate Communications | Org Chart 2020-21



**9E**

# **Halifax Transit**

# Moving Forward Together Plan

## Staff Contact

Patricia Hughes, Manager, Planning & Customer Engagement

## Responsible Business Unit

Halifax Transit

## Background

The Moving Forward Together Plan (MFTP or “The Plan”), approved by Regional Council in 2016, was intended to initiate the restructuring of the transit network and guide the implementation of service improvements. The Plan proposes new service types, service guidelines, and performance measures, along with a network redesign.

The changes outlined in the MFTP built on the strengths in the previous network by increasing the frequency of service, extending the service day, and enhancing reliability of service along key high transit ridership corridors. It also enhances popular, limited stop service for commuters during peak periods. These changes are intended to improve the overall attractiveness of the Halifax Transit network, improve the experience for existing users and make transit more competitive with private vehicles.

All service changes described in the MFTP are built around the ‘Moving Forward Principles’. These principles were developed to reflect the findings of the first round of public consultation on the Plan and were endorsed by Regional Council in January 2014. These are intended to be general, values-based statements to help direct the development of the MFTP, as well as to provide guidance to decision making over the life of the Plan. These principles are:

1. Increase the proportion of resources allocated towards high ridership services;
2. Build a simplified transfer-based system;
3. Invest in service quality and reliability; and
4. Give transit increased priority in the transportation network.

Based on a comprehensive review of existing transit service and current and expected travel needs, these principles were used to develop an improved transit network that will better serve today’s demands and accommodate the municipality’s growth more effectively.

## Discussion

### Moving Forward Together Plan Roll Out

The MFTP described a phased roll out over 5 years, starting in the 2016/17 fiscal year. At the end of 2019/20, 39 MFTP routes, or 51% of the total MFTP network, have been implemented.

Route Phasing	Number of MFTP Routes	Percent of Total MFTP Routes
MFTP Routes Implemented to Date	3 9	51%
MFTP Routes yet to be Implemented (2021 onwards)	3 8	49%
<b>Total MFTP Routes</b>	<b>7 7</b>	<b>100%</b>

*Figure 1: MFTP Implementation Summary*

Implementation of the MFTP routes has been met with noticeable ridership increases. In 2018/19, with only 26% of the routes implemented, overall transit ridership increased by 4.8% above the previous year. In 2019/20, overall ridership was on track to increase by 6.7% prior to being impacted by the COVID-19 pandemic. Furthermore, some individual routes, such as the Route 9A/B, have seen even more significant ridership increases, upwards of 50%.

Due to the impacts of COVID-19, Halifax Transit had to postpone the 2020/21 implementation phase of the MFTP. Staff are currently refining plans to implement the remaining MFTP routes as efficiently as possible over the next several years, subject to budget approvals.

### Key Messages

- Halifax Transit is implementing the Moving Forward Together Plan to respond to the municipality's evolving public transit needs. Service changes described in the MFTP are being implemented over several years.
- Halifax Transit is creating a simplified transfer-based system. Transfers make transit routes shorter, which means that they will be more efficient and less likely to be delayed by traffic. This also reduces redundancy in the network, freeing up resources that can be used elsewhere and benefit more passengers.

### Attachments / References

Moving Forward Together Plan:

[https://www.halifax.ca/sites/default/files/documents/transportation/halifax-transit/MFTP\\_PlanOnly.pdf](https://www.halifax.ca/sites/default/files/documents/transportation/halifax-transit/MFTP_PlanOnly.pdf)

# Rapid Transit Strategy

## Staff Contact

Patricia Hughes, Manager, Planning & Customer Engagement

## Responsible Business Unit

Halifax Transit

## Background

The Rapid Transit Strategy (RTS), approved by Regional Council in 2020, is a plan to create a Bus Rapid Transit (BRT) network and new ferry service in HRM by 2030. Rapid Transit is fast and reliable transit service that typically operates in a dedicated right of way and can shape land use patterns by attracting development near stations and terminals.

Through the Integrated Mobility Plan (IMP), the municipality adopted a progressive new vision for transportation that focuses on the movement of people rather than vehicles, strengthens the relationship between transportation and land use decisions, and provides an opportunity to rethink and redesign the region's transportation system and communities. The RTS represents the culmination of years of strategic planning and is a critical step in making the IMP's vision a reality, as well as supporting the achievement of other critical municipal goals identified through the Regional Plan and HalifACT 2050. It aims to improve sustainable transportation options and better support population growth by investing in high-quality transit service and infrastructure. These investments are key to improving the mobility of residents and building more sustainable, affordable, and equitable communities.

## Discussion

The RTS establishes a BRT network and new ferry service, both shown in Figure 1 below. The network is strategically aligned to serve the areas in the municipality most suitable for Rapid Transit and align with land use plans and other sustainable transportation priorities. The RTS also provides direction to update existing land use policy to better respond to the Rapid Transit Network.

## Bus Rapid Transit

The RTS will build a network of 4 BRT lines:

- BRT service will run at high frequency throughout the day, 7 days a week. On weekdays, BRT service will run every 10 minutes or better from 6 a.m.–10 p.m.;
- 120,000 people and 100,000 jobs are within 800m walking/rolling distance of BRT stations;
- BRT lines have less frequent stops than conventional bus routes. Stations are generally spaced between 500m and 1km apart at major intersections and destinations;

- BRT stations will include shelters with lighting, real-time bus arrival information, BRT system and route maps, and level platform boarding;
- The BRT network incorporates extensive transit priority measures, including a recommended network of transit priority lanes that allow buses to avoid traffic congestion.



Figure 1: Rapid Transit Network

## Ferries

The RTS will create 3 new ferry routes providing direct connections between downtown Halifax and new terminals at Mill Cove, Larry Uteck and Shannon Park.

- The proposed ferry routes would provide fast, reliable service with travel times to downtown Halifax likely to be faster than travel by private vehicle or bus;
- The routes are anticipated to use catamaran vessels with a 150-passenger capacity and a single deck, capable of operating at higher speeds while minimizing wake effects;
- The Halifax Ferry Terminal will require upgrades to support additional ferry service.

## Land Use

The municipality recognizes the need to align transit and land use planning to build transit-oriented complete communities and make transportation more sustainable.

- The proposed Rapid Transit Network serves a high proportion of the municipality’s existing population and employment centres;
- The RTS’s recommendations for land use aim to accommodate growth in a way that is more compact and less car-oriented, and ultimately more affordable and sustainable.

## Benefits of Rapid Transit

Investing in Rapid Transit will yield numerous benefits for residents, municipal finances and other levels of government. These benefits are detailed in the table below.

<p><b>Improves mobility options</b></p>	<ul style="list-style-type: none"> <li>• Provides more reliable, more frequent, faster, more connected and easier to use transit service.</li> <li>• Makes many types of trips possible, not just downtown commutes.</li> <li>• Costs significantly less to passengers than driving.</li> </ul>
<p><b>Orients land use toward transit</b></p>	<ul style="list-style-type: none"> <li>• Encourages development around stations and terminals, bringing more prospective riders and starting a transit-supportive cycle of development.</li> <li>• Promotes complete communities where residents can live, work, shop, learn and play within the community.</li> <li>• Reduces the need to invest in road infrastructure to support demand for auto travel.</li> </ul>
<p><b>Makes transportation more sustainable and equitable</b></p>	<ul style="list-style-type: none"> <li>• Helps residents reduce vehicle use or forgo vehicle ownership, decreasing greenhouse gas emissions.</li> <li>• Supports shifts toward more sustainable development patterns.</li> <li>• Builds more equitable communities by providing mobility options for those unable to access private vehicles.</li> </ul>

## Implementation

Implementation of the RTS is a complex undertaking that will take place over the next 7 to 8 years and require additional dedicated staff resources. Resourcing requirements will be outlined in future annual operating and capital budgets, as applicable.

An estimated \$297 to \$342 million in capital funding (not including land acquisition) is required to implement all 4 BRT lines and 3 ferry routes. Timely completion of the full scope of the RTS



will only be possible by partnering with other levels of government for funding. Given the role that Rapid Transit can have in reducing greenhouse gas emissions in the transportation sector, the RTS is well positioned to receive support from other levels of government, as they align with key provincial and federal priorities aimed at bolstering public transit and reducing greenhouse gas emissions.

### Key Messages

- The RTS will generate significant benefits for the Halifax Regional Municipality and the province.
- The RTS will provide more reliable, frequent, faster, connected and easier to use transit services, all at a lower cost than driving.
- Rapid Transit can reduce the need for the municipality and the province to invest in road infrastructure to support demand for travel, while still allowing for the efficient movement of goods.
- Investing in Rapid Transit infrastructure and service will provide the private sector with the certainty needed to spur development around Rapid Transit stations and terminals; creating a cycle of transit-supportive development and an economic boost.
- The RTS will promote the creation of more compact and walkable communities by encouraging and attracting development around transit stations and terminals.
- The RTS is key to achieving the achieving the modal split and emissions reduction targets.
- Complete implementation of the RTS will only be possible by partnering with other levels of government for funding.

### Attachments / References

Rapid Transit Strategy:

<https://www.halifax.ca/sites/default/files/documents/transportation/halifax-transit/Rapid%20Transit%20Strategy%20-%20Final%20-%20May%202020.pdf>

# Electric Bus Proposal

## Staff Contact

William Cutler, Manager, Bus Maintenance

## Responsible Business Unit

Halifax Transit

## Background

On May 26, 2020, Regional Council approved the “Electric Bus Proposal” described in the Strategic Transit Projects – Rapid Transit Strategy and Electric Buses recommendation report.

Halifax Transit recommends the acquisition of low carbon emission public transit buses, subject to securing external funding. The target source of external funding is through submitting the Electric Bus Proposal for joint intergovernmental funding consideration under the Green Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP). Further information on the ICIP provided in another briefing note on intergovernmental infrastructure funding.

## Discussion

Halifax Transit operates 350 conventional diesel buses (40 ft and 60 ft) and 2 hybrid-diesel (60 ft) buses, consuming approximately 11.3 million litres of diesel fuel in the year 2019/2020. This presents an opportunity to transition to electric buses as Halifax Transit plans to procure over 180 buses between the years 2023/2024 and 2026/2027.

To date, several GHG reduction initiatives have taken place. The 2017 Halifax Transit Battery-Electric Bus Feasibility Study and the 2019 Sustainable Fuel Study are 2 reports that were referenced to support a recommendation for the municipality to transition to Electric Buses and overall deployment strategies of the technology.

The 2017 Halifax Battery Electric Bus Feasibility Study indicated that full adoption of electric buses would result in a reduction of 131,062 tonnes of GHGs as well as reduced maintenance and fuel costs in the amount of approximately \$127 million over a 20-year period. The report also provided information about the feasibility of deployment and a suggested charging strategy. Overall, it was concluded that 89% of Halifax Transit’s system could be electrified with on-route charging, whereby the bus connects to an overhead automated pantograph and can be charged within minutes.

The 2019 Sustainable Fuel Study employed a triple bottom line approach to assess sustainable technologies. As per the report, over 82.8% of Halifax Transit’s route network can be electrified by using depot charging in which the bus plugs into a charger while parked for hours with the maximum battery capacity available in the market at the time of the study.

Based on the information provided from both reports and considerations for the goals set in HalifACT 2050, Halifax Transit has recommended adopting electric buses and depot charging to transition to a sustainable fleet. Depot charging requires less changes to the routing system and renders less risk to the charging equipment since all chargers would remain at Halifax Transit depots.

As the Ragged Lake Transit Centre (RLTC) requires an expansion to deploy the Moving Forward Together Plan, the first phase of electrification would be the design and build of the depot expansion to accommodate charging infrastructure. This would allow 54 40-foot equivalent buses to be stored in the expansion.

The second phase of the fleet electrification would require Burnside Transit Centre (BTC) to be rebuilt to support electric fleet. At the completion of the BTC rebuild, this location will be able to support approximately 300, 40ft equivalent buses.

The third phase of electrification would consider transformation of the RLTC to achieve 100% sustainable fuel fleet. This phase would also look at other available technologies, such as hydrogen fuel cell, CNG or RNG that can be implemented for a sustainable future.

An estimated \$710 million to \$782 million is required to complete both phase 1 and 2 projects. The total remaining potential investment through the Public Transit stream of the Investing in Canada Infrastructure Program (ICIP) is \$526.3 million, and the total remaining available funding through the ICIP Green Infrastructure stream is unknown but estimated to be several hundred million dollars. If successfully awarded funding through these ICIP streams, the municipality would be required to fund up to 26.7% of the cost of the projects itself. Although a small percentage of the costs, this still represents a significant municipal investment of approximately \$180 million to \$210 million over the next 8 years.

## Key Messages

- Electric buses and other forms of sustainable transportation are an effective means to reduce GHGs and lower long-term transportation costs. In 2016, the transport sector accounted for approximately 20% of overall community emissions in HRM. Complete electrification of transportation is a crucial action identified in HalifACT 2050 for achieving the recommendations set out by the Intergovernmental Panel on Climate Change and addressing the climate emergency.
- With zero-emission electric buses, tailpipe emissions are eliminated; however, upstream emissions from power generation are sustained. Therefore, annual greenhouse gas emissions would be reduced by approximately 59% on a per bus basis. Electric buses also reduce air contaminants and noise pollution compared to traditional diesel buses.
- Full adoption of electric buses would result in a reduction of 131,062 tonnes of GHGs and a savings in fuel costs and reduced maintenance of approximately \$127 million over a 20-year period.

- Halifax Transit is looking to secure external intergovernmental funding for the proposal through the Investing in Canada Infrastructure Program (ICIP), as well as any additional stimulus funding streams that may become available.
- Halifax Transit aims to expand the Ragged Lake Transit centre with the ability to accommodate depot charging infrastructure. If funded, the design work for this project can be completed in the current fiscal year (2020/21), and construction can be completed in 2021/22.
- Halifax Transit aims to procure Electric Buses during fiscal 2022/2023, subject to securing external funding.
- If successful in securing external funding, the next step would be to return to Regional Council with a contribution agreement for consideration.
- Currently, Halifax Transit has budget available to hire a full-time employee dedicated to the planning and deployment of a sustainable fleet and is anticipated to be employed by winter 2020.

### **Attachments / References**

Halifax Battery Electric Bus Feasibility Study:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/180306rc1434.pdf>

# Access-A-Bus Continuous Service Improvement Plan

## Staff Contact

Lynn Llewellyn, Manager of Transit Operations

## Responsible Business Unit

Halifax Transit

## Background

In January 2019, Regional Council approved the adoption of the Access-A-Bus (AAB) Continuous Service Improvement Plan (“The Plan”). The Plan was created in response to an extensive internal review that highlighted how Halifax Transit’s previous AAB model was inefficient, unreliable, and unable to respond to an increase in demand for paratransit services.

AAB improvements identified in the Plan are built on four areas of focus, each with short, medium, and long- term actions to achieve success. They include:

1. Continuous Improvement - create more capacity with what we already have;
2. New Technology - utilize technology to provide a better service;
3. Adaptable Service - give clients the best service that fits their abilities; and
4. Integrated Trips - become a holistic trip planner.

The Plan further outlines the key stakeholders that have actionable roles associated with being able to achieve the deliverables set out in the Plan, including AAB inside staff (trip reservationists, schedulers, dispatchers), AAB operators and supervisors.

## Discussion

Since the development of the AAB Continuous Improvement Service Plan, focus has been on area 1, Continuous Improvement. As the Plan outlined, successes in this area includes:

- Initiated discussions with service providers to better understand the provider’s and client’s needs;
- Improved reporting and metrics;
- Added ability to track how many clients are moved from the waitlist to demand bookings;
- Improved repeater templates, allowing for increased capacity for demand bookings;
- Data cleanup, allowing for better decision making and performance tracking;
- New Runcuts, aligning shift capacity with demand to reduce slack time;

- Updated map speeds to better reflect municipal road conditions; and
- Costing weights to improve how a schedule is formed in an efficient manner.

New Mobile Data Computer (MDC) technology will be key in truly being able to achieve the vision of same- day service and guaranteed accessible transit. The RFP for the MDCs is expected to be finalized and awarded in 2020/2021. Implementation of the MDCs is expected to follow in 1-2 years.

2020/2021 AAB Improvement focuses include:

- Review policies and practices:
  - Notably, the registration and eligibility criteria that will help to better ensure client needs are matched to available transit services.
  - A no show and cancellation policy that will help to deter repeat offenders and increase capacity and trips provided.
- Finalize the AAB User Guide; and
- Implement daily management practices to monitor real time performance and take corrective actions when necessary.

## Key Messages

- In April 2018, Halifax Transit upgraded the existing AAB scheduling system to a program called Trapeze PASS. The efficiency of the updated system contributed to significant improvements, including a 6% increase in the average number of daily passengers, equating to over 5000 more passengers transported from April 30 to October 31, 2018, than for the same 6 months of 2017.
- To build on this success, significant opportunities for improvement of the AAB service were identified and outlined in the AAB Continuous Service Improvement Plan, including a review of Client Eligibility Criteria, as directed by Regional Council.
- There have been many successes as a result of placing initial focus and efforts on increasing capacity with existing resources, through findings of efficiency.
- Further success is highly contingent on the implementation of new technology in the form of Mobile Data Computers.

## Attachments / References

AAB Continuous Service Improvement Plan:

<https://www.halifax.ca/sites/default/files/documents/city-hall/standing-committees/190124tsc1212.pdf>

# Transit Fare Technology

## Staff Contact

Marc Santilli, Manager, Technical Services

## Responsible Business Unit

Halifax Transit

## Background

In December of 2012, Halifax Transit, in partnership with Finance, Asset Management and ICT, completed the Halifax Transit Technology Program (HTTP) Roadmap, which identifies all technology-enabled business initiatives required to support Halifax Transit's key business drivers. The HTTP Roadmap recommended the sequence of projects over a multi-year period and estimated cost to develop and implement best practice business processes through sector-leading technology solutions.

After the Halifax Transit Technology Program Office was established in February 2014, the HTTP Roadmap of 33 projects was organized into 9 streams of activity, 1 of which is a fare management project. The first phase of the fare management project began in early 2017. Phase 1 of the project, focusing on farebox replacement, has been cancelled in order to develop a more comprehensive electronic fare-payment program which was set to roll out under phase 2 of the original fare management strategy.

The existing farebox replacement contract with Trapeze Software has been mutually terminated by both parties. The municipality is growing and changing faster than ever and Halifax Transit is committed to modernizing transit services to meet new demand. The rapid advancements in technology require a strategy that not only meets the needs of customers today but is also focused on meeting the needs of customers well into the future.

## Discussion

The following technologies were considered as possible future electronic fare media options for Halifax Transit:

1. Plastic reloadable smart card:

A plastic card, similar in size, shape, and appearance to a debit or credit card that utilizes an account-based system enabling a user to load funds as required. (e.g. Presto, Compass, etc.).

2. Limited-use pre-loaded smart card:

A thin plastic or thick paper card that is pre-loaded with a set number of fares which is disposed of once all fares have been used.

3. Mobile ticketing application:

An application installed on a mobile device that utilizes an account-based system enabling a user to load funds as required.

4. EMV contactless bank card:

Debit or credit cards with contactless payment functionality enabled.

Halifax Transit recommends the following phased approach for introducing alternative fare payment options:

1. A mobile ticketing application (utilizing visual validation);
2. Hardware validators that will enable automated validation of the mobile ticketing application;
3. A plastic reloadable smart card that can be utilized by the general public or limited to specific programs; and
4. EMV contactless bank cards.

While all options evaluated by Halifax Transit offer considerable advantages to both Halifax Transit and the public, a mobile (smartphone) ticketing application is the first electronic fare media recommended for implementation. The key advantages of a mobile ticketing application over the other considered options are:

• The lowest expected capital costs required for implementation compared to the other options:

A mobile ticketing application could be implemented with no hardware requirements initially. Visual validation by operators would be utilized at launch with automated validation implemented gradually. This flexibility would give Halifax Transit and the public ample time to evaluate and grow accustomed to the solution before committing to hardware installations.

• The least time required for implementation:

Mobile ticketing application vendors have solutions developed and ready for deployment. Some preparation work is required to launch a mobile ticketing application, specifically, infrastructure, privacy assessment, and security planning. However, the time required would still be significantly less than any of the other considered options.

• The lack of back-end systems and infrastructure to maintain:

Most mobile ticketing applications are hosted, supported, and maintained by the vendor. This would save the municipality and Halifax Transit from having to procure hardware, install, configure, and maintain the back-end system, and provide support for the solution.

To minimize risk, the implementation of a mobile ticketing application would be completed in a phased approach. The first phase of a mobile ticketing application would rely solely on visual validation by operators. If the implementation is successful, a second phase would be planned to implement automated validation. During the second phase, Halifax Transit would seek hardware validators that are compatible with smart cards and EMV contactless bank cards,



negating the need for additional hardware in future phases. All phases of this plan would be included in the initial RFP with an emphasis placed on vendors with the ability to deliver all phases, reducing the risk of compatibility issues to the municipality.

One of the primary concerns with a mobile ticketing application is that some residents do not have a smartphone/device. However, Consumer Technology Association's 4th Annual Consumer Technology Ownership and Market Potential Study found that 85% of Canadians and 78% of Atlantic Canadians currently own a smartphone. Although up to 22% of the public would not be able to utilize this fare payment method, subsequent phases of the project would focus on people most likely to not own/utilize smartphones. For the percentage of the public that does not own a smartphone, the current fare payment options will still exist.

After the successful implementation of hardware validators, future phases would then be planned to allow for the usage of smart cards and subsequently EMV contactless bank cards. An evaluation of the success of the implementation of the mobile payment application would be conducted and considerable planning would be required before proceeding with either of these options.

### **Key Messages**

- Halifax Transit will be implementing multiple electronic fare payment methods in the coming months/years.
- The first electronic fare payment method will be a mobile ticketing application utilizing visual validation. Other considered methods will be evaluated and added gradually following the implementation of the mobile ticketing application.
- Halifax Transit is no longer replacing the existing fare boxes.

### **Attachments / References**

Regional Council (July 21, 2020)

Report:

<https://www.halifax.ca/media/70291>

Minutes:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200721rc-mins.pdf>

**9F**

# **Parks & Recreation**

# Legend Software Implementation

## Staff Contact

Denise A. Ryan, Business Lead

## Responsible Business Unit

Parks & Recreation

## Background

In 2012, Regional Council directed staff to implement a centralized scheduling process to ensure more effective utilization of arenas (Long-Term Arena Strategy). In 2013, a separate motion was passed to implement compatible, integrated technology within the Multi-District Facilities (MDFs). Concurrent to those 2 motions, the existing recreation software was at the end of life and needed to be replaced. As a result, capital funding was approved for 2016-2017 to obtain and implement an integrated recreation software solution across all recreation facilities. The Recreation Software Solution Project began in June 2016, with a 5-year implementation schedule and an expected completion date of June 2021. A new SaaS (Software as a Service) solution, Legend Recreation Service Inc., was procured in 2017. The municipally owned/operated facilities received deployments with various modules beginning in 2018 and the roll out to the MDFs began in February 2019.

## Discussion

The implementation of the Legend software includes the deployment of new technology to support the following Parks and Recreation services: recreation programming, online registration, membership management, facility scheduling/rentals, drop-ins, equipment loans and on-line payment processing for all services. Over the course of the 5-year implementation plan, these varied recreation services will be deployed at 38 recreation sites/facilities, 17 ice pads (arenas), 9 pools, and 10 fitness centres and will support rentals in 138 Halifax Regional Centre for Education (HRCE) schools, 170 ball fields, 7 all-weather fields, 143 sport fields, 96 sport courts and 155 parks.

Most of the implementation has been completed. As the project implementation shifts into its final phases, the outstanding sites and/or functionality includes:

- Centennial Pool (Site go-live by October 2020)
- Canada Games Centre (Site go-live by November 2020)
- Equipment / Loans (2021 deployment)
- Online membership (2021 deployment)
- Online rentals (Purchase) (2021 deployment)

The final stages of deployment will be completed over the 2020/2021 business cycle. Once fully implemented in June 2021, the municipality will be able to report on data across all recreation services/facilities. Upon full deployment, the common enterprise technology system will complete approximately 500,000 transactions annually, including purchase, transfers, credits, Point of Sale transactions, manual adjustments, and refunds for all recreation services based on approved policy.

**Key Messages**

As of mid-September 2020, the system has created over 95,000 client accounts from all age groups (preschool, child, youth, adult and senior).

<b>Programming</b>	These services are offered seasonally and range from 10-12-week sessions to full week summer camps. Municipal and MDF programming provides 14,000 programs per year with over 70,000 registrants across all age categories. This module is currently providing online services for those facilities with implementation completed.
<b>Rentals/ Facility Scheduling</b>	These services allow clients to rent or book spaces within the municipality’s recreation assets – both indoor and outdoor facilities. The municipality annually processes 5000 rental contracts to individuals/organizations. Also, the municipality provides facility scheduling services for HRCE schools. This module is currently providing online services for arena availability and full online payment of rental contracts.
<b>Membership</b>	With the onboarding of MDF facilities to the Legend system, approximately 20,000 memberships will be processed through monthly or annual membership contracts. This module is currently provided as an in person, on-site service and will extend to online purchase in Winter/Spring 2021.
<b>Drop-Ins/ Classes</b>	Legend provides a “pay per visit” or punch pass functionality that offers approximately 67,000 drop-in sessions per year. Additionally, the system allows for bookings per activity type, so our facilities can monitor the clients’ usage of each of its service types. With COVID-19, this is particularly useful for capacity control and contract tracing. This module is currently providing online services for those facilities/sites that have implementation completed.

# 2020 North American Indigenous Games

## Staff Contact

Paul Forrest, Project Manager NAIG 2020

## Responsible Business Unit

Parks & Recreation

## Background

Halifax (K'jipuktuk) was chosen to host the 2020 North American Indigenous Games (NAIG), the largest multi-sporting event to be held in Nova Scotia. Halifax was selected through a competitive bid process in partnership with the Province of Nova Scotia in February 2018. Since that time, planning for the event has been ongoing. The event was originally scheduled to take place from July 12 to 18, 2020, and planned to include more than 5,000 Indigenous sport and cultural youth participants from over 750 nations in 15 sporting events. Competition and demonstrations were to be held at various locations in the Halifax Regional Municipality and Millbrook.

The Games are being organized by a local registered non-profit organization, the 2020 NAIG Local Organizing Committee, referred to as the Host Society. The Host Society works with NAIG Council (governing body), the Municipality, the Province of Nova Scotia and the Government of Canada to deliver the event. The Municipality has committed a total of \$1.5 million in support to the Games via an event grant of \$500,000 and value-in-kind contributions of \$1 million. The provincial and federal governments have both confirmed funding in the amounts of \$3.8 million each.

## Discussion

On March 25, 2020, the 2020 NAIG Host Society officially postponed the Games to the summer of 2021 due to the on-going COVID-19 pandemic. The decision to postpone was necessary to ensure the health, safety and well-being of all participants, volunteers and partners. The Host Society has been closely collaborating with Public Health over the summer months, and in September 2020, announced that the focus has been shifted to host the games in 2022 or beyond due to continuing public health protocols and travel restrictions. The Host Society has submitted additional funding requests to the province and the federal government for further financial support to ensure the Games can successfully occur in the new timeline. The municipality has not received any subsequent funding requests but continues to support the Host Society in planning for a rescheduled event.

## Key Messages

The Host Society and all partners are continuing to work towards hosting the NAIG Games in the Halifax Regional Municipality and Millbrook.

# Blue Mountain-Birch Cove Wilderness Park

## Staff Contact

Richard Harvey, Manager, Policy and Planning

## Responsible Business Unit

Parks & Recreation

## Background

With the adoption of the 2006 Regional Plan and its subsequent update in 2014, the Municipality has identified an interest in establishing the Blue Mountain-Birch Cove Lakes (BMBCL) Regional Park in conjunction with the Province, which owns approximately 930 hectares that have been designated as a protected wilderness area. The municipality's intent in the Regional Plan is as follows:

“Lands within the Blue Mountain-Birch Cove Lakes Park are both privately and publicly owned and a study has been completed to determine appropriate boundaries for the park. A conceptual geographic area for the park is shown on Map 11. It is the intention that, over time, the necessary private lands within the park be acquired for public use. Methods of acquisition range from provincial and municipal partnerships, as financial resources permit, land trades and conservation easements. Once acquired, public lands within the park will be re-designated as Open Space and Natural Resource and zoned Regional Park. Lands outside the park will be designated and zoned for development as appropriate.”

As noted above, the extent of the lands and a conceptual park boundary are contained in the Regional Plan. Details regarding the nature of this boundary and the form of park development that may be associated with it are found in a supporting study: *Blue Mountain/Birch Cove Lakes Assessment Study*, prepared by EDM Environmental Design and Management Limited (referred to as the EDM Plan). The EDM Plan is used as the primary reference for the project and identifies the prospective park as having the following elements:

- Core wilderness area, which is to be silent and isolated;
- Edge wilderness, which is to be comprised of wilderness recreation activities;
- Landscape corridors, which are to connect extensive crown holdings;
- Community development areas, which are to be around and interspersed with the edge wilderness landscape and may be comprised of subdivision development along with more formalized parkland;
- Regional accesses; and

- Linkages to all surrounding communities.

The idea of establishing the BMBCL Park has existed for a considerable amount of time but became an actual policy direction with the adoption of the first Regional Plan in 2006.

Subsequent decisions of Regional Council have affirmed Council's desire to establish the regional park.

### **Discussion**

Prior to 2017, municipal efforts to establish the park were focussed on lands on the east side of Suzies Lake through negotiations with 2 development companies that were also interesting in at least partially developing their lands. This resulted in negotiations and a subsequent facilitation process that failed and ultimately resulted in Regional Council refusing to consider a further process that would consider the development of the lands in question. Consequently, one of the development companies has taken legal action against the municipality and is seeking \$120M. These proceedings are currently underway with the municipality defending its actions.

Since 2017, other lands have been considered for the establishment of the wilderness park, with the municipality acquiring 3 substantial land holdings of several hundred acres. This is an on-going project which is the subject of an annual report to Regional Council.

Regional Council has recently passed new motions regarding an expanded boundary beyond what is outlined in the Regional Plan, and the development of a stakeholder committee with senior municipal staff to oversee and protect the future regional park. Staff are preparing reports to respond to those motions and will return to Council once finalized.

### **Key Messages**

The acquisition of lands in the support of the establishment of the Blue Mountain-Birch Cove Lakes Wilderness Park is an active project. Since 1997, several hundred acres have been acquired by the municipality. The project is the subject of annual reports to Regional Council.

# Parks and Recreation Fee By-laws/Administrative Orders Implementation "Fee Review"

## Staff Contact

Angela Green, Manager Recreation Programming

## Responsible Business Unit

Parks & Recreation

## Background

At the January 6, 2016, Committee of the Whole, Regional Council approved an initiative to assess recreation fees for facilities and program offerings, as well as to develop an on-going fee strategy as there had been no adjustments to recreation fees since 2011.

In 2017, the consulting firm KPMG assisted with analysis which included a jurisdictional scan of best practices. Based on its findings, it was recommended that the municipality implement a fee structure based on cost per utilized hour for each rental type.

In March 2018, Regional Council approved a motion to set interim rates for arenas and fields for the 2018/19 fiscal year and maintain other fees until the full Parks and Recreation Fee Structure Review returned to Regional Council in 2019.

In February 2019, staff presented a recommendation report to Council outlining the Fee Structure Review, which included a proposed rental rate structure based on the cost per utilized hour along with implementation guiding principles. Regional Council deferred the implementation of the rental rate changes until the 2020/21 fiscal, year regardless of the 2019/20 budget deliberations, so as to allow for the completion of new proposed recreation programming fees, administrative order and fee by-laws.

## Discussion

The municipality's recreation facilities are predominately split into 2 categories:

1. Municipally Owned / HRM Operated; and
2. Municipally Owned / Partner Operated.

The Fee Structure Review is a comprehensive examination of user fees in facilities that are owned and operated by the municipality. This analysis includes indoor rentals offered through arenas operated by Nustadia Recreation on behalf of the Municipality.

The analysis includes rental rates for a full range of facility types along with programming/services user fees. This includes arenas (indoor ice and dry floor), natural turf sport fields, all-weather sport fields, ball diamonds, sport courts, pools, tracks, parks, facility



rooms, gymnasias, registered programs, memberships, drop ins and vouchers.

User fees related to municipal facilities operated by community groups and the rates set by the Halifax Regional Centre for Education (HRCE) will not be included in the by-law. However, consideration of potential impacts of the fee structure on the budgets of partner facilities is discussed.

The proposed user fees are based on a cost recovery model (cost per utilized hour for facility rental rates and cost per unit for programming services). The municipality funds service delivery through the tax base and user charges. As municipal recreation is a public service, the cost recovery model is not intended to recover 100% of the entire cost to deliver all services. Rather, the model will help Council and staff to better understand and apply subsidy applications and recovery targets.

Staff have engaged with a representative sample of user groups, including provincial sport organizations, rental groups and facility partners to share information about the fee review.

### **Next Steps**

The Administrative Order (AO) Respecting Recreation User Charges and By-law U-100, the User Charges By-law, are the policy tools for the municipality to charge user fees. As part of the implementation of the new recreation fees, these documents will need to be adopted by Regional Council.

The AO outlines overarching principles for how user charges within Parks & Recreation will be determined with the aim of promoting participation, increasing transparency and consistency, while providing affordability for all participants. This legislation will set policy direction for the development of user charges, as well as classifying facilities and services. It also formalizes Parks & Recreation's current affordable access program and other discounts by setting out the eligibility criteria and application process. By-law U-100 is the municipality's User Charges By-law and will need to be amended with the addition of 2 new schedules: Schedule 3 for Recreation Services, and Schedule 4 for Recreation Facilities. In adopting these new schedules, Regional Council would be setting the user charges for these services, as well as the applicable discounts for recreation services.

This project is anticipated to be finalized and presented to Regional Council in Q3 2020/21, to align with the 2021-22 budget process.

### **Key Messages**

The Recreation Fee Review assesses recreation fees for municipally owned and operated facilities and program offerings to develop an on-going fee strategy with enabling legislation to update fees and rates based on best practices and applicable cost recovery. The strategy is based on the goals of promoting participation, increasing transparency and enhancing consistency, while also updating fees that have not been adjusted since 2011 and ensuring appropriate affordability for participants is still maintained.

# Current Parks and Recreation Strategic Plans

## Staff Contacts

Varied, see Background

## Responsible Business Unit

Parks & Recreation

## Background

Parks and Recreation undertakes a variety of strategic plans identified in any given year. These plans are presented to Regional Council for approval through the annual Business Planning process. Background information on 4 key strategic plans are provided below.

### 1. Halifax Common Open Space Master Plan

**Staff Contact:** *Richard Harvey, Manager Policy & Planning*

With its central location, there is increasing competition recreational use of the Halifax Common. The current Halifax Common Plan was approved in 1994 and outlines principles and values to guide the use of the Common. Staff began work on a new Halifax Common Open Space Master Plan in December 2017.

### 2. Museum Strategy

**Staff Contact:** *Elizabeth Taylor, Manager Culture & Events*

Regional Council is considering a municipal museum for the Halifax Regional Municipality. To inform decisions on a future museum, the first phase of a 2-phase Regional Museum Strategy project is underway. Phase 1 intends to provide a comprehensive report on the current state of museum models in the municipality in order to identify existing gaps and redundancies in the regional museum system.

### 3. Youth Engagement Plan 2

**Staff Contact:** *Lee Moore, Manager, Youth Programming*

In 2005, the municipality's Youth Engagement Strategy was approved to help ensure programs bridge gaps and meet the needs of youth in the region. An update of the strategy is now underway and is intended to reach both a broader youth audience and to include more municipal services.

### 4. Rural Recreation Strategy

**Staff Contact:** *Diane Levandier, Area Manager*

The provision of recreation services in rural areas of the municipality can be challenging due to the vast geography of the region, as well as smaller populations. The Rural Recreation Strategy is intended to inform Regional Council and staff on how best to provide recreation to citizens in the rural areas of the municipality.

## Discussion

### 1. Halifax Common Open Space Master Plan

To date, the project has included four public engagement sessions, several surveys and draft concept plans. The draft plans drew considerable attention regarding the potential replacement of ball diamonds with increased passive space and changes to the Bengal Lancers. Staff are currently working on the revisions to the Halifax Common Master Plan, including the analysis and response to the Province's QEII New Generation Health Care Services Master Plan.

The replacement of the aquatic facility on the Common is an immediate priority. Council has approved a replacement aquatic facility with funding starting in the 2020/21 Capital Budget. While the aquatic facility will go through a separate but connected process, the remainder of the Open Space Master Plan will be completed and subsequently presented to Regional Council for approval.

The municipality has requested that the Province make the necessary amendments to the *HRM Charter* for the project to proceed. This amendment would authorize the municipality to erect a permanent building as part of the Halifax Common Aquatic Area. This project is anticipated to be finalized through the Regional Council process in Q4 2020/21.

### 2. Museum Strategy

With 30 municipally owned and non-HRM owned museums, as well as the Municipal Archives, this comparative and statistical analysis will identify potential models for the municipality with respect to its role relative to a future municipal museum.

Several components of the first phase of the strategy are complete. A final stakeholder meeting was delayed due to COVID-19 and is being rescheduled for the late fall/winter 2020 to solicit feedback on the consultant's recommendations. Phase 1 is anticipated to be finalized in a report to Regional Council in Q1 2021/22.

### 3. Youth Engagement Plan 2

Staff have been implementing the objectives of the Youth Engagement Plan, including the creation of a Youth Division, which provides support and employment opportunities to vulnerable youth in the community. The update of the plan will include developing a wider youth outreach and consultation plan focussing on the broader range of municipal services, not just those provided by Parks & Recreation. For the next plan, seven key issues have emerged, which were developed into five strategic vision statements. Each vision statement has its own set of goals and objectives. Suggested action items on how to implement the goals and objectives will also be included in the final report. This Youth Engagement Plan 2 is

anticipated to be presented to Regional Council in Q4 2020/21.

#### **4. Rural Recreation Strategy (RRS)**

The Strategy will utilize a collaborative approach to encompass the needs and opportunities for innovative service delivery and equitable access to indoor and outdoor Parks & Recreation facilities. A comprehensive approach to this project will identify opportunities and partnerships to deliver recreation services to rural areas. Consultation with residents and stakeholders will be an important part of this project. This project anticipates finalization through the Regional Council process in Q2 2021/22.

### **Key Messages**

#### **1. Halifax Common Open Space Master Plan**

The Halifax Regional Municipality is currently developing an update to the Halifax Common Open Space Master Plan. A replacement aquatics facility on the Central Common will be advanced ahead of the Master Plan approval process due to its poor condition.

#### **2. Museum Strategy**

The Halifax Regional Municipality is currently undertaking the first phase of a 2-phase Regional Museum Strategy project. Phase 1 will provide a comprehensive report on the current state of museum models in the municipality to identify existing gaps and redundancies in the regional museum system in order to inform decisions on a potential future municipal museum.

#### **3. Youth Engagement Plan 2**

The purpose of Youth Engagement Plan 2 is to focus the efforts of the municipality over the next 3 to 5 years on how best to serve and support youth in the municipality, as well as to highlight the internal and external factors influencing youth.

#### **4. Rural Recreation Strategy**

The Rural Recreation Strategy will identify opportunities to enhance service delivery to the rural areas by establishing partnerships, maximizing usage and efficiencies of parks, and ensuring equitable access to diverse and meaningful parks and recreation opportunities.

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# **Human Resources**

# Flexible Work Arrangements Guide

## Staff Contact

Tatjana Zatezalo, Manager, Organizational Development

## Responsible Business Unit

Human Resources

## Background

The Flexible Work Arrangements Guide (“The Guide”) is a strategic business initiative responding to demographic, economic, and technological changes in the workplace. Building on existing Flexible Work Arrangements, Job Sharing, and Earned Day Off business practices, the new guidelines provide employees and supervisors/managers with resources to support and facilitate the use of flexible work tools, as well as procedures for applying, approving, and tracking these arrangements.

In April 2020, Regional Council passed a motion to direct the CAO to “promote and encourage the use of the Flexible Work Arrangements Business Practice for all non-union employees as an option for managing congestion and reducing single occupancy vehicle trips in alignment with the Integrated Mobility Plan (IMP) and that staff return to the Transportation Standing Committee in six months with an update on implementation of the flexible work arrangements business practice”. The timeline for this update has been impacted by the COVID-19 pandemic and it will be shared with the Transportation Standing Committee before the end of the year.

## Discussion

The implementation of Flexible Work Arrangements is intended to create the conditions that allow employees to perform at their best. By providing opportunities for managers to support when, where and how employees work, the benefits are realized in improved service delivery, better health and wellbeing, and more engaged employees. Flexible work arrangements can also be used as a traffic mitigation strategy and can be an asset in recruiting new employees, especially those who place greater value on flexibility and mobility than on traditional benefits.

Participation in a flexible work arrangement is voluntary and may not be suitable for all positions across the municipality. Factors such as the operational requirements, goals of the employee, or collective agreement requirements, past and present levels of performance, and client service delivery will determine if a flexible work arrangement is suitable.

## Key Messages

While the development of the Flexible Work Arrangements Guide predates the working-from-home arrangements put in place during the COVID-19 pandemic, it is different from the current development of Return to the Workplace Plans. Further, the Guide will assist managers and

supervisors transition employees currently working from home due to COVID-19 to appropriate flexible work arrangements that are not a direct response to the pandemic.

Flexible work arrangements have been available to non-union employees since 1999 through the existing business practice. The development of the Guide will support and encourage strategic use of these arrangements by providing tools and resources to make such arrangements successful. The Flexible Work Arrangements Guide is currently undergoing stakeholders review and will be shared with the organization through an internal communications campaign following its approval.

# Learning Management System (LMS)

## Staff Contact

Tatjana Zatezalo, Manager, Organizational Development

## Responsible Business Unit

Human Resources

## Background

The municipality is undertaking a major business transformation initiative for both Human Resources and Finance, Asset Management & ICT. This includes a re-platforming of the corporate tool, SAP. Over the past decade, there have been various business cases, opportunity assessments, roadmaps, gap analyses, requirements, and business processes documented to support the overall need to improve and upgrade this system. A key element of this transformation initiative is the development of a Learning Management System (LMS) for the administration, documentation, tracking, reporting, automation and delivery of training programs, or learning and development programs.

## Discussion

As part of the HR/Finance Business Transformation project, Organizational Development is responsible for leading the development of the SuccessFactors LMS module. This software will provide a permanent, consistent and reliable platform for both delivering and tracking training across the organization. Through this program, leaders will be empowered to approve requests, assign learning to their staff and have immediate access to employee learning records. Employees will be able to browse learning opportunities and enroll in advertised events, self-report on any completed learning (licenses, certifications) and review their learning records. The municipality will have the ability to accurately administer learning programs while providing a consistent user experience for staff across all Business Units.

## Key Messages

With a unified LMS, the municipality will benefit from the best practice sharing and collaboration of those staff members who currently administer, create or facilitate learning.

Organizational Development staff joined the Business Transformation project team in June 2020, and will lead the LMS development throughout the duration of this multi-year project.



# Health and Wellness Strategy

## Staff Contact

Tatjana Zatezalo, Manager, Organizational Development

## Responsible Business Unit

Human Resources

## Background

The Health and Wellness Strategy (“The Strategy”) is a 3-year plan focused on improving employee health and well-being, preventing absenteeism, and supporting mental health awareness.

## Discussion

Responding to requests from various Business Units, the Health and Wellness team have been providing wellness sessions on a variety of topics arising from the results of the employee engagement survey. The high demand for these sessions proves that a corporate strategy is needed to centralize information, promote an environment where employees can identify and achieve their wellness goals and support managers in responding to the needs of their employees.

The Health and Wellness team conducted a high-level audit and review of other organizations’ supports for employee wellness through undertaking a review of the Employee Family Assistance Program (EFAP) usage results, benefits plans, attendance support, Medavie Blue Cross benefits, WCB statistics and other indicators. This information forms the basis for the workplace wellness strategy framework. By identifying existing services and programs, this integrated approach to employee health and wellness will guide the development and implementation of results-focused goals to support the improvement of employee health and well-being. The purpose of this document is to encourage employees with their health and wellness goals while supporting the CAO, Directors and Managers in their efforts to provide a healthy working environment.

## Key Messages

The key components of the Health and Wellness Strategy will include physical, mental, emotional and social health and wellness. The draft Strategy has been reviewed by members of the Health Team to ensure clarity and role responsibility. The Strategy will expand on the methods for providing information on how to use data to drive change, where and how to locate data, and the actions that are required for robust data analysis. A revised draft will be before the Human Resources management team for review and finalization in the fall of 2020.

# Employee Engagement

## Staff Contact

Tatjana Zatezalo, Manager, Organizational Development

## Responsible Business Unit

Human Resources

## Background

In 2018, Human Resources partnered with Corporate Research Associates (CRA) to develop and implement an Employee Engagement survey. The Organizational Development Team will be facilitating a follow-up survey in 2021 to measure the current level of employee engagement and determine the impact of the work that followed the 2018 survey.

## Discussion

In 2018, the Municipality's overall mark was a B, with some results falling far below CRA's comparative database. The survey indicated there were six engagement drivers for municipal employees. Those included: trust, wellbeing, meaningful work, development, recognition and communication. To fully support all Business Units in addressing the results, Human Resources developed a "Leadership Engagement Accountability Plan" that provided support and suggestions on how to improve all six engagement drivers. Consequently, Business Units formed employee engagement committees to implement Business Unit specific recommendations and action plans. The forthcoming survey in 2021 will demonstrate whether employee engagement has been positively impacted by the Business Unit actions and whether the issues raised in the 2018 survey have been addressed.

## Key Messages

The development of the follow-up survey is currently in the early stages. The Organizational Development Team is researching potential providers prior to going to RFP and consultations with Procurement will occur prior to the initiation of the selection process. The Senior Leadership Team will need to be informed of the results achieved by the Business Unit Engagement Committees since the 2018 survey. The COVID- 19 pandemic may have a significant impact on the new survey results. It may also delay the distribution of the survey to staff, due to the logistics of connecting with individuals who require direct contact in the absence of regular computer access or a Halifax email account.

## Attachments / References

Attachment 1: Employee Engagement Survey Results Infographic

Attachment 1

# Halifax Employee Engagement Survey 2018

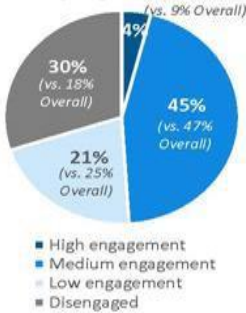
## Human Resources/Office of Diversity & Inclusion Results

### Key Highlights

**Methodology:**  
 HR/Office of Diversity & Inclusion: 48 surveys (46 online, 2 paper), response rate: 91%  
 Overall: 2,167 surveys (1,694 online, 473 paper), response rate: 61%  
 Data Collection: 11 April – 9 May, 2018

Report Card	HALIFAX	HR/D&I
Employee Commitment	3.9 B+	3.6 B
Personal Development	3.4 B-	3.4 B-
Communication	3.2 C+	3.1 C-
Work Environment	3.9 B+	3.6 B
Employee Value	3.3 C+	3.5 B-
Teamwork & Cooperation	3.7 B	3.8 B+
<b>Overall</b>	<b>3.6 B</b>	<b>3.5 B-</b>

### Employee Profile



### Employee Engagement

	HR/D&I	Overall	DB
Motivated to do a good job	72	76	81
Sense of pride in accomplishments of HRM	71	68	76
Recommend HRM as good place to work	66	71	74
Passionate about working for HRM	65	68	76
Look forward to coming to work	61	73	75
<b>Overall Employee Engagement</b>	<b>67</b>	<b>71</b>	<b>78</b>

### Commitment & Overall Satisfaction



### Personal Development



### Employee Value

DB	Overall	HR/OD&I	
65%	62%	79%	Fairly compensated (salary)
84%	73%	67%	Treated in a respectful manner
78%	66%	65%	Satisfied with benefits
58%	38%	57%	Recognized for achievements

### Work Environment



### Approachability of Management



### Teamwork & Cooperation



### Communication



Notes: Unless otherwise noted, percentages represent completely/mostly agree on a 5-pt. agreement scale  
 HR/D&I = Human Resources/Office of Diversity and Inclusion; Overall = HRM's Overall results; DB = CRA's Employee Opinion Database excluding HRM results; BU = Business Unit



# Succession Planning Program

## Staff Contact

Tatjana Zatezalo, Manager, Organizational Development

## Responsible Business Unit

Human Resources

## Background

The Organizational Development Team, in partnership with the Human Resources management team are currently developing a succession planning program that will guide managers in identifying high-potential employees and key positions that will inform strategic workforce planning. Working with employees to create learning and development plans, succession planning can ensure that critical leadership positions are not left vacant and that organizational knowledge is passed on prior to planned retirements.

## Discussion

The municipality has a long history of developing succession plans and in December 2016, the CAO began a formalized succession planning program. In partnership with Human Resources, Business Units were directed to identify 3 key positions as the first stage of what was intended to be a multi-stage process. Transportation and Public Works (TPW) identified a business need to expedite succession planning and piloted the model. It was then rolled out with other Business Units on an ad hoc basis.

Human Resources is in the process of redeveloping the succession plan to create a more manageable and comprehensive document. Upon completion, Human Resources will work in partnership with Senior Leadership Team on the execution of a succession planning program and a career path model to address upcoming retirements from critical positions. The program will help create and define an overarching framework for the municipality's succession planning process. The process is designed to identify high-potential employees capable of advancement to key positions of higher responsibility; ensure the systematic and long-term development of high potential employees to replace incumbents in key positions due to retirements, attrition, and other unexpected losses; and support the skill development of employees to enable achievement of the municipality's key priorities and business plan.

## Key Messages

An initial draft of the Succession Planning Program has been created and the work will continue with respect to further research and development, stakeholder input and a presentation to the CAO.

# Gender Pay Equity / Gender Pay Gap Analysis

## Staff Contact

Britt Wilson, Manager, Total Rewards

## Responsible Business Unit

Human Resources

## Background

As part of Human Resources' Diversity and Inclusion Strategy, and in response to concerns raised by Council on the issue of a gender pay gap among municipal staff, Human Resources is conducting an analysis of the municipality's pay structures to determine:

- a. If the municipality complies with general Gender Pay Equity principles; and
- b. If a Gender Pay Gap exists, and if so, how do our pay structures create barriers to equal pay for the same or similar work.

## Discussion

Gender Pay Equity means equal pay for work of equal value and refers to the payment of equal wages to males and females performing work that is determined to be of equal value. Unlike other provinces, Nova Scotia does not require employers to conduct pay equity compliance analysis. However, Human Resources staff are undertaking the analysis as a component of the Diversity and Inclusion Strategy as well as good governance practices. This analysis will use the Ontario Pay Equity regulations for measuring Gender Pay Equity to compare the municipality's pay for predominantly female jobs to pay for predominantly male jobs. This will determine if female work of equal value is paid less than male work.

A Gender Pay Gap refers to a situation where female employees are paid less than male employees for the same or similar work. This work will involve regression analysis to determine how pay differentials occur and if the cause may be gender based.

## Key Messages

- This analysis is not legally required but aligns with the municipality's commitment to a diverse and inclusive workplace.
- The results of this review will inform Human Resources' compensation and recruitment strategies to improve the municipality's ability to attract and retain female employees.
- It is anticipated that the review will be completed by the end of October 2020, with an information report being provided to Council in late 2020 or early 2021.

# SAP Success Factors – Employee Central Business Transformation

## Staff Contact

Britt Wilson, Manager, Total Rewards

## Responsible Business Unit

Human Resources

## Background

The Halifax Regional Municipality is undertaking a major business transformation initiative for both Human Resources and Finance, Asset Management & ICT. This includes a re-platforming of the corporate tool, SAP. Over the past decade, there have been various business cases, opportunity assessments, roadmaps, gap analysis, requirements, and business processes documented to support the overall need to improve and upgrade this foundational system. While the documentation was required to move individual projects forward, a decision in 2018 recommended all projects related to upgrading and enhancing SAP be amalgamated under a single program for consistency, efficiency, transparency and for budgeting purposes. The single program is known as the HR/Finance Business Transformation project. There are several modules included in Human Resources' transformation; Employee Central (SuccessFactors EC) is the foundation for Human Resources data, from which all other Human Resources Success Factors modules and business processes will be enabled.

## Discussion

Currently, the municipality primarily uses the human resource data capabilities of SAP to process Payroll. Information on organizational structures and positions is kept separately by each Business Unit. There is no dedicated central repository for this information and no formal process to ensure this information is kept up to date. This lack of a centralized source of data creates barriers to developing timely and accurate reporting on human resources.

The implementation of the Employee Central module of SuccessFactors will create a centralized platform for all Human Resources data and enable the implementation of centralized business processes to regularly maintain this core data. This will provide Human Resources with the ability to generate more timely and accurate reporting for managers and Council.

This module will become the backbone of employee data processing, enabling better workflow management and providing management with access to the data they need to make decisions throughout the employee life-cycle.

## Key Messages

- Having a centralized repository for Human Resources data will significantly improve timely and accurate reporting.
- The implementation of Employee Central will enable automated workflows that are currently completed manually, improving accuracy and efficiency of processes related to organizational management and the full employee life cycle.
- The Business Transformation Program is lead by Finance, Asset Management and ICT, with staff from the Total Rewards team in Human Resources participating as subject matter experts to support configuration, data readiness, process documentation, testing and implementation.

# Collective Bargaining

## Staff Contact

Laura Nolan, Manager, Employee Relations

## Responsible Business Unit

Human Resources

## Background

Labour Relations, on behalf of municipal administration, leads the negotiations of collective agreements between HRM and its 6 unions, listed as follows:

Union Group	Business Unit(s)	Size	Type of Jobs	Collective Agreement Term
Halifax Regional Police Association (HRPA)	Police	650 employees	Police Officers up to rank of Staff Sergeant, civilian positions including 911 Operators	April 1, 2015 to March 31, 2020 (expired)
Canadian Union of Public Employees, Local 4814 (CUPE Crossing Guards)	Police	150 employees	Crossing Guards (part-time employees who work during the school year only)	April 1, 2015 to March 31, 2020 (expired)
Amalgamated Transit Union (ATU)	Halifax Transit; Finance & ICT	900 employees	Bus Operator, Mechanic, Ferry Operator, Hostler	September 1, 2016 to August 31, 2021
Nova Scotia Union of Public and Private Employees (NSUPE)	All business units except HR	700 employees	Wide range of jobs, mostly administrative or inside work but includes some trades like Electricians	November 1, 2017 to October 31, 2021
International Association of Firefighters (IAFF)	Fire; C&CS	420 employees	Firefighters, Fire Prevention Officers, Mechanics	June 1, 2016 to May 31, 2021
Canadian Union of Public Employees, Local 108 (CUPE 108)	TPW; Parks & Rec; C&CS; Finance & ICT	280 permanent ; 60 seasonals	Labourer, Gardener, Snow Plow Operator	November 1, 2017 to October 31, 2022 (tentative agreement, not yet ratified)



## Discussion

Labour Relations is committed to supporting administrative priorities and serves as the municipality's negotiator in collective bargaining with various unions representing municipal 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 collective bargaining, union-management relations, and collective agreement administration.

The Halifax Regional Municipality recently reached a tentative agreement with the Canadian Union of Public Employees, Local 108 (CUPE 108) and are awaiting ratification of that agreement. 2 other agreements, Halifax Regional Police Association (HRPA) and Crossing Guards (CUPE 4814), expired on March 31, 2020, and preparations are underway to commence bargaining in the fall of 2020. The remaining 3 agreements, International Association of Fire Fighters (IAFF), Amalgamated Transit Union (ATU) and Nova Scotia Union of Public and Private Employees (NSUPE), will expire in 2021.

## Key Messages

- The CUPE 108 tentative agreement will be ratified in September 2020 by the union membership and then brought to Regional Council for ratification.
- 2 rounds of bargaining, HRP and CUPE 4814, will commence in the fall of 2020. Staff will report back to Regional Council in the coming months with an update and to seek a financial mandate for those rounds of bargaining.
- Preparations will start late in 2020/early 2021 for the remaining 3 rounds of bargaining: IAFF, ATU and CUPE 108.

# Recruitment Initiatives

## Staff Contact

Laura Nolan, Manager, Employee Relations

## Responsible Business Unit

Human Resources

## Background

Human Resources is responsible for ensuring fair hiring processes across the organization and is committed to the municipality's diversity and inclusion goals. On average, Human Resources staff support management in the hiring of approximately 700 external employees per year.

## Discussion

To enhance our ability to secure talent and increase diversity to meet current and future operational needs, Human Resources, Diversity & Inclusion, and Corporate Communications will implement a Hiring and Community Engagement Strategy to help reach non-traditional or underrepresented candidates. Work is already underway to increase the municipality's presence at various recruitment and networking opportunities with the goal of attracting new talent.

Human Resources will also implement a revised Fair Hiring Policy to be rolled out across the organization. The revised Fair Hiring Policy is in final draft form. Next steps are for the policy to be internally reviewed and then rolled out to the union groups and the organization in the fall. Included in the Fair Hiring Policy is a requirement to have an individual from an underrepresented group on all interview panels. By the end of fiscal 2020/21, we anticipate that we will have approximately 40 individuals from across the organization who are trained and available to participate on hiring panels to assist with meeting this important objective.

The transition to our new online recruitment system is underway as part of the municipality's overall business transformation project. This will reinforce that our hiring and selection processes are aligned with best practices.

## Key Messages

- The Halifax Regional Municipality is committed to increasing diversity in its workplace at all levels of the organization.
- The new Fair Hiring Policy is a critical piece of the municipality's overall efforts to improve fairness and transparency in our processes, as it eliminates barriers in the hiring process and increases diversity in our workplace.

# Safe Workplaces

## Staff Contact

Laura Nolan, Manager, Employee Relations

## Responsible Business Unit

Human Resources

## Background

The Conflict Resolution team within Employee Relations consists of two dedicated Conflict Resolution Specialists who provide advice and support to Business Units on matters involving harassment, discrimination, bullying and interpersonal conflict. The Conflict Resolution Specialists also conducts internal investigations into allegations under the Harassment Prevention Policy.

The Harassment Prevention Policy came into effect on January 1, 2017. The policy requires that all allegations of harassment are deemed as either basic or complex. Basic complaints are dealt with by management at the Business Unit level, with support of Human Resources. Complex complaints are dealt with by the Conflict Resolution team.

## Discussion

In June 2018, in response to the Employment Systems Review (ESR) and the Human Rights Commission report in the matter of YZ vs. HRM, Regional Council expressed support for the actions and response from the CAO regarding the municipality's commitment to a safe workplace. Quarterly public progress reports would be provided to Regional Council with information on:

- the findings of the external Human Resources consultant regarding processes, procedures and implementation;
- the plan to implement the recommendations of the consultant;
- results to date;
- issues that may be identified during implementation of both the Employment Systems Review (ESR) and the external Human Resources consultant reports; and
- information on open and completed harassment and discrimination complaints involving workplace bullying, sexual harassment and race.

In December of 2019, Regional Council amended the June 2018 motion to require a semi-annual reporting schedule and to require that reports include the type of harassment complaint made

under the Policy, the method of conflict resolution employed, and the number of active files.

### **Key Messages**

- The conflict resolution process has been expedited for a timelier resolution of serious matters, speeding up the intake process to have complaints go directly to the conflict resolution team in Human Resources for quicker review/resolution and referring conflicts for alternate dispute resolution inhouse.
- The Harassment Prevention Policy is currently under review and it is anticipated that a revised policy will be developed in the next 12 months.

# Employment Equity / Diversity and Inclusion

## Staff Contact

Laura Nolan, Manager, Employee Relations

## Responsible Business Unit

Human Resources

## Background

In 2016, an Employment Systems Review (ESR) was conducted in the Municipal Operations division, which included a thorough analysis and review of the municipality's employment policies and practices. The goal was to identify and make recommendations for the elimination of systemic, cultural and attitudinal barriers to a diverse workforce and inclusive work environment.

In 2019, the CAO commissioned an external organization, KPMG, to undertake a comprehensive review of internal Human Resources policies, programs and organizational practices that support a safe, healthy, diverse, inclusive and harassment-free environment. The results of this review, including the recommendations made by KPMG, were presented to Regional Council in January of 2020. Work is currently underway to implement the recommendations that were accepted by Regional Council. Staff will return to Regional Council in 24 months with an update on the status of the implementation of the recommendations.

In 2020, the CAO supported the formation of an internal Anti-Black Racism working group with a mandate of developing recommendations for the organization that will improve the work experience for employees of African descent by addressing and eliminating discrimination in our workplace, highlighting the municipality's commitment to diversity, equity and inclusion, and, addressing crucial issues relating to the impacts of anti-Black racism on our employees of African descent.

## Discussion

The ESR recommendations have guided the work of the Human Resources team over the last 4 years and continues to be a significant priority. These recommendations will be combined with the recommendations of the KPMG report and the Anti-Black Racism Working Group to form a comprehensive work plan for the HR team over the next 18-24 months.

## Key Messages

To support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect, Human Resources will support the ongoing implementation of recommendations from the ESR, KPMG and the Anti-Black Racism Working Group.

**9H**

**Chief Administrative  
Office – Office of  
Diversity &  
Inclusion/African  
Nova Scotia Affairs  
Integration Office  
(ANSAIO)**

# Accessibility Initiatives at Halifax Regional Municipality

## Staff Contact

Melissa Myers, Accessibility Advisor

## Responsible Business Unit

Office of Diversity & Inclusion / ANSAIO

## Background

In 2017, the Province of Nova Scotia passed the *Accessibility Act*. The *Act* recognizes accessibility as a human right and sets a goal of an accessible Nova Scotia by 2030. The *Act* requires public sector bodies such as municipalities, post-secondary educational institutions, and crown corporations to:

1. Create an Accessibility Advisory committee to provide support and recommendations to public sector bodies; and
2. Develop and implement an Accessibility Strategy, which would focus on six key areas:
  - a. Built Environment;
  - b. Education;
  - c. Public Transportation and Transportation Infrastructure;
  - d. Employment;
  - e. Information and Communication; and
  - f. Goods and Services.

It is important to note that the Province is still developing the standards and regulations of the six key areas highlighted above.

The Halifax Regional Municipality's Accessibility Advisory Committee (AAC) was established in 1997 and provides valuable support to Regional Council and all Business Units on the accessibility elements of their projects. The key focus of achieving the 2030 goal is to develop a successful accessibility strategy.

## Discussion

Key initiatives aimed at supporting accessibility in the municipality include, but are not limited to:

- The Office of Diversity & Inclusion has a staff person dedicated to supporting accessibility. This staff person works directly with business units and supports the Accessibility Advisory Committee in its work.

- The municipality has committed to the establishment of an accessibility strategy. Work to develop the strategy has included:
  - Focus groups held in 2018, which including over 150 community members to identify priorities for accessibility in the municipality ([report](#)).
  - A follow-up consultation was done in October 2019 with the disability community to review the draft strategy.
  - A consultation was held in November 2019 with municipal Business Units to review the draft strategy and to have a presentation from the provincial representatives on the new *Accessibility Act*.
  - The Halifax Regional Municipality’s Accessibility Strategy has been drafted and includes action items which were developed to allow adaptation until the Provincial standards are released.
- Various Business Units continue to support accessibility, be it through accessible transit, inclusion in major municipal plans, or the development and revitalization of the municipality

### Key Messages

- The Province has an *Accessibility Act* to which municipalities need to comply by 2030.
- One of the requirements set out under the *Act* is for municipalities to create an Accessibility Strategy which covers six key areas, outlined above.
- The Accessibility Strategy is currently in development.



# Anti-Black Racism Plan

## Staff Contact

Ayo Aladejebi, Senior Advisor, ANSAIO

## Responsible Business Unit

Office of Diversity & Inclusion / ANSAIO

## Background

According to the 2016 Census, Black people make up 2.4% of Nova Scotia's population. Over 70% of this population lives in the Halifax Regional Municipality. The municipality is also home to dozens of historic Black communities, including North Preston, which is often celebrated as the largest multigenerational Black community in Canada. The region is also the location of Africville, a historic Black community demolished in the late 1960s, which continues to attract national and international attention as "a symbol for the struggle against racism and segregation in Nova Scotia". As an organization with a workforce of nearly 4,000 individuals across the diversity spectrum, the municipality is not immune to the different manifestations of discrimination within our communities and beyond.

Understanding that racism is one of such manifestations, the municipality acknowledges the unique and nuanced impacts of Anti-Black racism (ABR) as a specific form of racism experienced by Black people around the world. ABR is reinforced in attitudes, beliefs, prejudices, stereotypes and other forms of discrimination directed towards Black people, which are rooted in the legacy of enslavement and colonization. These negative experiences are embedded within institutions, policies and practices, and consequently, have become a part of our systems.

As a public service organization that values the diversity of its residents, it is critical that the municipality acknowledges and addresses ABR within its structure. Moreover, our responsibility and commitment to combatting ABR has been heightened by recent events surrounding global social justice movement against ABR, and we must therefore respond promptly, decisively and appropriately.

## Discussion

While the events surrounding the death of George Floyd, an unarmed Black man who was killed at the hands of police officers in Minneapolis, Minnesota in 2020, have sparked a global movement around combating ABR, addressing ABR has been a key priority of the municipality in the last few years. Recent incidences within the organization have also served as impetus for bringing about key actions and organizational commitment to dismantling ABR. Key initiatives within the organization include but are not limited to:

### **Statements and Commitments**

- The CAO has issued statements – on multiple occasions – denouncing ABR and committing to tangible actions for addressing its manifestations.
- In June 2020, Mayor Savage gave a [public statement](#) denouncing ABR during a meeting of Regional Council.
- The senior leadership team has reached out their Business Units to speak against ABR and many have committed to taking actions to further address the issue. Individual managers and supervisors have also been reaching out to their staff.
- In July 2020, Regional Council proclaimed and adopted the UN International Decade for People of African Descent with a motion directing the CAO to bring actions around the pillars of the Decade for council's endorsement.

### **Learning Opportunities**

- The municipality had the opportunity to listen to Senator Wanda Thomas Bernard, a renown social worker, educator, researcher, community activist and advocate of social change, on 2 separate occasions:
  - October 2019 – *Unpacking Anti-Black Racism: An interactive Conversation with Senator Wanda Thomas Bernard* sponsored by the Office of Diversity and Inclusion/ANSAIO at City Hall. The event had over about 70 employees at all levels across the organization in attendance including the CAO, Directors and Managers.
  - June 2020 - *Unpacking Anti Black Racism in the HRM: Creating Sustainable Change for Our Community* was delivered during a special meeting of Regional Council.
- The Office of Diversity & Inclusion/ANSAIO offers *Reaching Out From an Afrocentric Place*, which gives employees an opportunity to learn about inclusivity and creative ways to engage and empower African Nova Scotian communities and all persons of African descent within the municipality. Through this workshop, participants learn how to use Afrocentric lens to build positive relationships with African Nova Scotian communities and improve service delivery to this population of residents.
- Several lunch and learn events have also been organized through the Office of Diversity & Inclusion/ANSAIO and by individual Business Unit to have a better understanding of the history and issues affecting the African Nova Scotian community.
- The Office of Diversity & Inclusion/ANSAIO created *Walking Together: A journey towards combatting anti-Black racism*, as a reflective ABR focused document and resource.

### **Specific Corporate Actions**

- The 2010 Africville apology and agreement, which resulted in a \$3 million municipal contribution to the creation of the Africville Heritage Trust, the construction and operation of the Africville Museum, the conveyance of 2.5 acres of land upon which the museum was built, the Park Maintenance Agreement between the Africville Heritage Trust and the municipality, and the subsequent creation of the African Nova Scotian Affairs Integration Office in 2012.

A 2016 Employment Systems Review was conducted to assess attitudes, decision making and behaviors within the organization to identify barriers to full employment of under-represented designated groups within the former Municipal Operations (MOPS) of Transportation and Public Works Business Unit (TPW). The report gives 90 recommendations with focus on key Human Resources cornerstones – recruitment, training, advancement, working condition, termination and workplace culture. It explicitly identified ABR as an issue that requires immediate attention.

- In 2018, an Employment Equity Policy was ratified, and it makes provision for an employment equity program focusing on the needs and experiences of Black/African Nova Scotians.
- The municipality's leadership development program, *Foundations for Aspiring Leadership Program*, has also created a cohort for African Nova Scotian/Black employees.
- Several Business Units have designated (and have successfully recruited) supervisory opportunities for Black/African Nova Scotian candidates.
- The development of *Road to Economic Prosperity Plan*, an African Nova Scotian Economic Action Plan, in alignment with action #12 of *Halifax Economic Growth Plan 2016 – 2021*.
- The development of an action plan by the Halifax Regional Police in response to *Halifax, Nova Scotia: Street Checks Report*.
- The commissioning of an ABR Working Group by the CAO in October 2019. The group was tasked with bringing forward a draft ABR action plan, which will establish “what will be done and by when as well as allocate the resources needed to implement them”. Key recommendations have since been submitted to the CAO and response to these recommendations will become the cornerstone for a corporate ABR Strategy.

### **Key Messages**

- Combating ABR is a corporate imperative that calls for deliberate and decisive actions to address an issue that continues to impact the relationship between the Halifax Regional Municipality and the Black community.

- Creating a plan to address ABR aligns with the Office of Diversity & Inclusion’s mission of “removing barriers that prevent the full participation of our residents, businesses, and municipal employees in municipal programs and services”.
- Recognizing that ABR is a problem within our organization and the society at large, its is incumbent on the municipality to begin a journey towards dismantling it. Stories and studies have shown how ABR is a root cause of systemic barriers in the socio-economic development of people of African descent. The municipality cannot ignore the immense cost of ABR, not just to the people being impacted but to our society at large.

# Women's Advisory Committee of Halifax

## Staff Contacts

Tracey Jones-Grant, Managing Director, Diversity and Inclusion

## Responsible Business Unit

Office of Diversity and Inclusion / ANSAIO

## Background

In 2016-2018, the Halifax Regional Municipality participated in the Diverse Voices for Change program, which engaged 250 participants who identified as women from diverse backgrounds on how gender inequality hinders their participation in the municipal decision-making processes, as well as to develop strategies to overcome these barriers. As a result of this program, staff gained insight into the systemic barriers to gender equity in the municipality. These barriers include a lack of women's involvement in municipal consultations, a lack of inclusive policies and practices, and a lack information, leadership, and resources on municipal governance and women among others.

In line with the recommendations outlined by the Federation of Canadian Municipalities (FCM), the Diverse Voices for Change program, and strategies already being used successfully in other municipalities (like the [City of Edmonton](#)), Regional Council approved the establishment of the Women's Advisory Committee of Halifax on November 26, 2019. The mandate of the Committee is to support the creation of a gender inclusive municipality and provide advice to Regional Council on matters relevant to the municipal mandate.

The Committee is comprised of 10 members, including eight women from diverse identities and communities across the region and two Councillors. The Terms of Reference for the Committee requires that it include women from:

- a. African Nova Scotian and Black communities;
- b. Indigenous/Aboriginal communities;
- c. LGBTQ+2S communities;
- d. Immigrant communities;
- e. women with disabilities; and
- f. Francophone/Acadian communities.

Other diversity factors considered included rural versus urban areas, as well as age representation.

## Discussion

Gender inequality is a complex issue facing women, gender diverse, and non-binary people in the Municipality. It is the result of systemic discrimination, inequitable distribution of household and caregiving responsibilities, policies, practices, and attitudes rooted in colonialism and patriarchy.

The municipality recognizes that women from different marginalized communities and intersecting identities may be more adversely impacted by gender inequality and gender-based discrimination. For example, a disabled woman may face physical and attitudinal barriers that an able-bodied woman would not.

Through the Women's Advisory Committee, the municipality can learn from the perspectives of women with different lived-experiences, beliefs, and identities through practices such as Gender Based Analysis Plus (GBA+). In short, by focusing on women's diverse experiences and strengths, the municipality will be able to better respond to the needs and priorities of the communities that we represent.

## Key Messages

- The Women's Advisory Committee is a new committee. Since members were selected, the Committee had one informal online meeting. Navigating COVID-19 has caused delays of regular meetings for Council Committees, including the Women's Advisory Committee. The first official meeting will be held in September 2020.
- The Committee will advise the municipality on the impact of municipal policies, programs, and services on women and gender variant persons and will take up responsibilities including:
  - Advising on women's and gender-based resolutions and opportunities, including matters relating to its participation in the [UN Safe Cities and Safe Public Spaces Programme](#);
  - Promote leadership development to empower women to fully participate in civic life and close the representation gap of women's' participation at all levels;
  - Support the municipality in learning about GBA+ and how to use it to advance gender equity and inclusion;
  - Highlight the benefits of empowering women across all diversity in leadership positions in Regional Council and administration; and
  - Utilize GBA+ as an analytical tool to assess how different people may experience municipal policies, programs and services.<sup>3</sup>

## **Attachments / References**

Women's Advisory Committee Staff Report:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/191126rc1521.pdf>

Federation of Canadian Municipalities' Diverse Voices – Tools and Practices to Support All Women: <https://fcm.ca/sites/default/files/documents/resources/tool/diverse-voices-tools-and-practices-wilg.pdf>

Women's Advisory Committee Terms of Reference:

<https://www.halifax.ca/sites/default/files/documents/city-hall/legislation-by-laws/2019-004-GOV.pdf>

# Cornwallis Report

## Staff Contact

Tracey Jones-Grant, Managing Director, Diversity & Inclusion

## Responsible Business Unit

Office of Diversity & Inclusion / ANSAIO

## Background

October 30, 2018, at the request of the Committee on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History, Regional Council authorized the establishment of a joint committee to reflect an equal partnership between Regional Council and the Assembly of Nova Scotia Mi'kmaq Chiefs ("The Committee"). The Committee assumed responsibility for determining the processes and procedures it would follow. The Committee's mandate was to provide advice and make recommendations to Regional Council on:

- a. proposed changes to the commemoration of Edward Cornwallis on municipal assets, including Cornwallis Park and Cornwallis Street; and
- b. recognizing and commemorating the indigenous history in the lands now known as Halifax Regional Municipality.

In December 2018, an administrative approach to the new governance structure was agreed to between HRM and Kwilmu'kw Maw-klusuaqn Negotiation Office (Mi'kmaq Rights Initiative) on behalf of the Assembly of Nova Scotia Mi'kmaq Chiefs and the Mi'kmaw of Nova Scotia. This addressed such things as staff support and cost sharing.

A motion was passed at the first meeting of the newly constituted committee on January 21, 2019, for the Special Advisory Committee to be renamed the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History (Task Force). Additional background on the Task Force can be found on Halifax.ca [here](#).

A detailed description of the activities of the Task Force is included in its final report, completed in April 2020. Due to delays within the municipality related to COVID-19, the report was formally submitted by the Co-chairs to the CAO on May 29, 2020, and presented to Regional Council on July 21, 2020, and to the Assembly of Nova Scotia Chiefs on July 22, 2020.

## Discussion

In preparation for the presentation of the final report, staff have conducted an initial review of the 20 recommendations of the Task Force and have provided a response to each recommendation, identified Business Unit lead(s), and anticipated timelines for implementation.



Staff agree in principle with each of the 20 recommendations in the report. Implementation of several recommendations are tied to existing municipal programs and initiatives, or require policy changes, and as such, will require staff to return to Council for additional direction. In some instances, the municipality is not the primary lead but can facilitate discussion or processes to advance the recommendation.

As noted in the recommendation section of this report, staff proposed to update Regional Council annually on the progress implementing the recommendations identified by the Task Force.

The report, along with its recommendations were approved by Regional Council. See attached minutes for the meeting.

Staff have taken the recommendations and separated them into Business Unit leads for implementation, with staff leads currently being identified. The Office of Diversity and Inclusion, with support from Government Relations and External Affairs (GREA), will take the lead in correlating progress of work and development supporting council reports.

## Key Messages

The following are the approved motions from the council meeting:

1. THAT Halifax Regional Council: 1. Accept the attached report of the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History (Attachment 1 of the staff report dated June 30, 2020). MOTION PUT AND PASSED. (15 in favour, 2 against);
2. Approve the proposed HRM responses to the recommendations of the Task Force report (Attachment 2 of the staff report dated June 30, 2020), with amending recommendation (5) to direct the establishment of a process to engage community and stakeholders regarding the street name change and not the direct renaming of Cornwallis Street. MOTION PUT AND PASSED. (14 in favour, 3 against); and
3. Direct the Chief Administrative Officer to return to Council annually to report on progress addressing the recommendations. MOTION PUT AND PASSED. (16 in favour, 1 against).

## Attachments / References

Task Force Webpage: <https://www.halifax.ca/city-hall/boards-committees-commissions/a-c/task-force-commemoration>

July 21, 2020 Council Minutes: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200721rc-mins.pdf>

Council Report: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200721rc11110.pdf>

**91**

**Chief  
Administrative  
Office –  
Government  
Relations &  
External Affairs**

# Halifax COVID-19 Economic Response and Recovery Plan Update

## Staff Contact

Jake Whalen, Senior Advisor, Economic Policy & Development

## Responsible Business Unit

Government Relations & External Affairs (GREA)

## Background

The Halifax Regional Municipality is a significant economic development stakeholder in the city. It manages six business and industrial parks; regulates businesses and land development; invests in major infrastructure; establishes and supports Business Improvement Districts (BIDs); collaborates with other levels of government and agencies on economic development issues; and provides financial and in-kind support to community organizations and special events.

The municipality also provides operational support to three key organizations to further its economic development objectives:

- **Discover Halifax**, which promotes Halifax as a destination for business and leisure travelers;
- **Events East Group**, which operates the Scotiabank Centre, the Halifax Convention Centre, and Ticket Atlantic; and
- **The Halifax Partnership** (the Partnership), which provides professional economic development expertise and services to the municipality and oversees much of the implementation of the city's economic strategy.

As a public-private economic development organization, the Partnership leverages funding from private investors and other levels of government as well. Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2020-21, the

The municipality's operational grant to the Partnership is approximately \$2 million.

## Discussion

In May 2020, at Regional Council's direction, the Partnership began developing a [Halifax COVID-19 Economic Response and Recovery Plan \(ERRP\)](#). Created in consultation with key economic development stakeholders, the plan outlines 38 actions the municipality and the Partnership will undertake to weather the urgent health crisis, prepare to restart and rebuild the economy when conditions allow, and return to Halifax's long-term growth trend and chart a path

forward for a stronger, more resilient municipality.

The CAO and the Partnership's CEO, Wendy Luther, presented an update on the Plan's development on April 2, 2020. Regional Council approved the Plan on July 7, 2020. The ERRP replaces the Economic Growth Plan 2016-21 as the Partnership's core reporting document to Council.

The municipality has responded to the urgent needs of businesses and residents during the crisis by:

- providing immediate relief to both residential and business taxpayers by moving the interim tax bill due date from April 30, 2020 to June 1, 2020, and lowering the interest rate on late payments;
- revising the 2020-21 municipal budget, which strikes a balance between stimulating the economy and being fiscally responsible;
- temporarily waiving parking fees at all municipal parking meters and suspending hourly and monthly permit parking;
- waiving sidewalk patio fees to help restaurants and cafes;
- moving permit, subdivision and planning applications online;
- launching Parks & Recreation's "Rec at Home" – a suite of online programs from arts and crafts to at-home workouts to help residents of all ages to stay active while following public health measures;
- implementing its Mobility Response Plan to adapt public spaces and municipal transportation networks in order to safely move residents and goods as the Municipality re-opens;
- distributing masks to homeless shelters and providing outside water resources to vulnerable populations in partnership with Halifax Public Libraries and Halifax Water;
- providing pandemic-related outreach and communications through the North Preston Pandemic Response Committee;
- implementing an emergency food response and redeploying YouthLive to the Mobile Food Market to address the loss of market volunteers;
- re-opening municipally owned/operated recreation centres and indoor pools and increasing Halifax Transit services levels in phases;
- working with both orders of government to advance cost-shared shovel-ready infrastructure projects; and,
- delivering extensive communications initiatives to inform residents and staff about these efforts.

The municipality's web page, [halifax.ca/coronavirus](http://halifax.ca/coronavirus), continues to be updated regularly with the

latest information about the status of municipal services.

An update on the ERRP's implementation will be provided to Regional Council on September 22, 2020.

### **Key Messages**

- The past few months have been a difficult time for residents and businesses. The impact of COVID will be felt by the Municipality for years to come in decreased tax revenue and potentially shrinking assessment base.
- The Halifax Regional Municipality and the Halifax Partnership are implementing the Economic Recovery and Response Plan to weather the urgent health crisis, prepare to restart and rebuild the economy when conditions allow, and return to Halifax's long-term growth trend and chart a path forward for a stronger, more resilient municipality.

# Social Policy

## Staff Contact

Mary Chisholm, Senior Policy Advisor

## Responsible Business Unit

Governmental Relations & External Affairs (GREA)

## Background

On several occasions in recent years, Regional Council has expressed a desire to have a social policy developed for Halifax Regional Municipality. In May 2020, the municipal Social Policy was presented to Regional Council, and was passed unanimously. A Social Policy formalizes a way of thinking about and responding to the social impact of changes in a community. It helps to guide decision making, set future direction, identify important connections, and support the alignment of policies and practices both inside and outside an organization.

Social policies exist in municipalities across many jurisdictions. While they often vary and reflect the social development priorities of their own individual communities, there are common themes that exist in many municipal social policies. Most identify priorities, clarify roles for addressing issues, and provide a foundation for a more integrated, coordinated, and sustainable approach to social policy. In doing so, a social policy helps to define the role of the municipality in responding to current and future social issues.

The level of involvement of municipal government in social policy also varies based on the legislation the municipality operates under. The municipality is governed by the *HRM Charter*, which outlines the municipality's roles and responsibilities. Although primary responsibility for health and social services in Nova Scotia rests with the Province, the municipality has the potential to significantly affect the health and wellbeing of citizens at the community level.

## Discussion

While the municipality is not mandated to deliver health or social services directly, it has an important role to play in building healthy, inclusive and vibrant communities and creating the conditions for residents to thrive by working with partners to promote health and well-being. The Social Policy has four main objectives:

1. Identify social policy areas of focus for the municipality;
2. Provide a foundation for a more integrated, coordinated, and sustainable approach for social policy in municipality;
3. Clarify the roles of the municipality, in conjunction with other stakeholders, in addressing social policy issues; and,
4. Increase internal capacity to understand and influence social policy.

Building healthy communities is complex and involves many institutions, organizations, government agencies and individuals. All partners have a role to play and no single partner can do it alone. To ensure work progresses and resources are allocated in a strategic manner that reflect municipal priorities and the community, focus areas have been formalized through the Social Policy. These focus areas were informed through conversations with internal staff, external community partners including United Way Halifax, provincial agencies, and through public engagement sessions that have been conducted for strategies and action plans linked to social policy. The 3 areas of focus include:

- **Food Security:** Facilitating food security has taken on increased significance and is now recognized as a critical element in supporting the health and well-being of residents. Food security is one of the seven focus areas for change from the United Way's Building Poverty Solutions Report and is included in both the municipality's Economic Growth Strategy and the Public Safety Strategy. The municipality has endorsed the HRM Food Charter and affirmed their membership on the Halifax Food Policy Alliance, which is committed to addressing food security.
- **Housing:** Like food, housing is a fundamental human need and a determinant of health. Without core housing needs that allow for affordable, suitable, and adequate shelter, it is challenging for individuals and their families to reach their full potential. With the region seeing increases in its population growth, along with increasing real estate prices and decreasing rental vacancies, responding to housing need across the municipality for all income levels is a key focus area.
- **Connected Communities and Mobility:** Connectedness and a sense of belonging are important for healthy communities and are essential to help solve larger problems like social isolation. Enhancing community cohesion and engagement builds resiliency in communities and is a priority objective from the Public Safety Strategy.

As part of the work of the Social Policy, a governance structure has been established through the Social Policy Administrative Order, which is attached to the Social Policy Council Report linked below. Since the approval of the Social Policy at Regional Council, an internal social policy team has been struck to inform and guide social policy work internally. The social policy team consists of representatives from multiple Business Units across the organization, which will enhance cross collaboration. The team has been tasked with helping to coordinate existing and future social policy work, and this work is currently underway.

### Key Messages

- The overarching purpose of the municipality's Social Policy is to provide a clearly defined, consistent, and collaborative approach to social policy. It is intended to guide decisions, activities and outcomes that are compatible with the vision, strategic directions, and principles that are outlined in the Social Policy Administrative Order (AO).
- To ensure work progresses and resources are allocated in a strategic manner that reflect the priorities of the municipality and the community, focus areas were formalized through the Social Policy AO, which include Connected Communities and Mobility, Food Security, and Housing.

- The Social Policy established a governance structure to help with the coordination of existing and future work. As outlined in the Social Policy AO, an existing internal working group is leading this work. This group consists of staff from multiple Business Units to enhance cross-collaboration across the organization.

### **Attachments / References**

Halifax Regional Council Social Policy Report:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200512rc813.pdf>



# Public Safety Strategy 2018-2022

## Staff Contact

Amy Siciliano, Public Safety Advisor

## Responsible Business Unit

Government Relations & External Affairs – Public Safety Office

## Background

In 2006, the municipality committed to a more holistic understanding of, and approach to, the root causes of crime and victimization in Halifax by convening a Mayor's Roundtable on Violence. Acting on a key recommendation from the Roundtable, the municipality established a Public Safety Office (PSO). In October 2017, Council approved the 2018-2022 Public Safety Strategy, an upstream, evidence-informed approach to strengthening and aligning assets from across and beyond municipal government to advance a common goal of community safety and wellbeing. The Public Safety Advisor provides Regional Council with annual updates on the implementation of the Strategy and the work of the PSO.

## Discussion

The Public Safety Strategy advances implementation through four priority areas:

### 1. Leverage Partnerships

The PSO builds and maintains relationships with key strategy stakeholders both within and beyond municipal government to cultivate a culture of shared responsibility for community safety and wellbeing.

Key deliverable for 2020/21: Implementation of the UN Women Safe Public Spaces for Women and Girls global flagship programme.

### 2. Build Capacity

The PSO supports strengthening of community assets and networks by working with Business Units and other organizations to build relationship with communities disproportionately impacted by crime, victimization, and poverty, and seeks to provide a holistic approach to preventing, preparing and responding to community-level violence and critical incidents.

Key deliverable for 2020/21: Implementation of Community Mobilization Teams in target communities.

### 3. Research and Innovate

The PSO supports the municipality in evidence-informed decision making, offering expert advice on programming, planning and policy design. The Public Safety Advisor is expected to be a repository for expert knowledge and innovative approaches to community safety. The advisor

mobilizes internal and external networks, makes better use of existing data, identifies opportunities for data sharing, and develops tools to facilitate more effective data analysis.

Key deliverable for 2020/21: Advancing Community Safety and Wellbeing Index prototype

#### **4. Knowledge Exchange and Communication**

The PSO leads and participates in knowledge exchange, mobilization and communication forums, networks. This includes ongoing membership in local and national crime prevention and criminal justice associations, and participating in, and provides opportunities for professional development.

Key deliverables for 2020/21: The Canadian Municipal Network on Crime Prevention's Annual General Meeting and conference was to be held in Halifax in October 2020 and be hosted by the municipality. Due to COVID- 19, the event has been scaled down and will be held virtually.

#### **Attachments / References**

HRM Public Safety Strategy: [https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/Public\\_Safety\\_Strategy.pdf](https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/Public_Safety_Strategy.pdf)

Public Safety Strategy Annual Update 19/20:  
<https://www.halifax.ca/sites/default/files/documents/about-the-city/regional-community-planning/Public%20Safety%20Strategy%20Annual%20Report%202019.pdf>

# Police Services and Public Safety Review

## Staff Contact

Amy Siciliano, Public Safety Advisor

## Responsible Business Unit

Government Relations & External Affairs (GREA)

## Background

On August 18, 2020, Regional Council unanimously approved the following motion:

THAT Halifax Regional Council direct the Chief Administrative Officer to outline a process and timeline for a broad review of policing and public safety, which shall examine the potential for shifting or creating programs for civilian delivery of non-core police functions. This review shall include but not limited to traffic enforcement, public safety, community standards, mental health, and municipal enforcement functions, and will include a plan for engaging with the public, stakeholders, subject matter experts and, subject to their agreement, participation of the Board of Police Commissioners.

This motion arises within the context of growing awareness and understanding of the impacts of Anti- Black Racism (ABR) in Halifax. ABR manifests in attitudes, beliefs, prejudices, stereotypes and other forms of discrimination directed towards Black people, with roots in the legacy of enslavement, colonization, and dispossession. Today, ABR is embedded within institutions, policies and practices that collectively contribute to the systemic oppression of Black people. For the Black population, the material manifestation of this oppression translates to persistently lower health, educational and employment outcomes, alongside higher rates of poverty and incarceration when compared to both whites, Indigenous and other racialized populations in Nova Scotia.

Halifax is home to 70% of the Province's Black population and dozens of Black communities, some with roots spanning centuries. This concentration magnifies the impacts of ABR in Halifax. A seismic moment symbolizing the harm inflicted upon Black people was the protracted disinvestment and eventual destruction of the historic Black community of Africville by the City of Halifax in the 1960s.

The killing of African America George Floyd during his arrest by police in Minneapolis, Minnesota in 2020 amid a worldwide pandemic, resonated widely with Black Haligonians, propelling the profile of the local Black Lives Matter (BLM) movement from periphery to centre. The groundswell of support for BLM's calls for police defunding following Floyd's death thus found fertile ground in Halifax given the prevalence of ABR, its pernicious effects on Black Haligonians, and the strength, perseverance, and growing capacity of local organizing efforts.

The Police Service and Public Safety review builds on a continuum of measures addressing ABR and public safety:

## Government Relations & External Affairs – 14

- In August 2020, the Board of Police Commissioners (BOPC) approved a motion to establish a Community Advisory Committee to assist with adopting a definition of defunding the police for review and discussion by the BOPC. At the previous BOPC meeting, the Public Safety Advisor and the Manager of the Youth Advocate Program were invited to present to the BOPC on defunding the police.
- On June 9, 2020, Mayor Savage opened Regional Council meeting by delivering a statement condemning ABR. Regional Council subsequently cancelled approval of an armoured vehicle slated for purchase by HRP, reallocating funds to ABR initiatives, Diversity and Inclusion and the Public Safety Office.
- In November 2019, HRP Chief Dan Kinsella apologized to the Black community for the harm caused to Black residents through the practice of street checks. This apology came in response to a report released in March 2018 by the Nova Scotia Human Rights Commission (NSHRC). The report, authored by policing and race relations expert Dr. Scot Wortley, demonstrated that Blacks in Halifax were six times more likely to be stopped by police for a street check. The practice of street checks has subsequently been deemed illegal and is now banned in Halifax. In addition to the apology, HRP and RCMP have developed an action plan to implement recommendations contained in the Street Checks Report, and ANS advisory group to the Chief. The Chief and CIO deliver monthly progress reports on recommendations to the BOPC.
- In November 2019, Regional Council received a consultant's report on a broad review of policing, aimed at enhancing public safety outcomes, operational excellence and effective and consistent integration among HRP and RCMP joint policing structure. While not specifically tasked with addressing systemic ABR in policing, some recommendations can support the improvement and monitoring of police-community relations including an annual Public Attitude Survey.
- The CAO has been a leader in denouncing ABR and promoting systemic change within the region. In October 2019, he established an ABR working group tasked with drafting an action plan and identifying appropriate resources to become the foundation for corporate-wide ABR strategy.

In October 2017, Regional Council unanimously approved the municipality's inaugural Public Safety Strategy. The Strategy provides a roadmap for a holistic, upstream approach to addressing public safety and wellbeing, with a focus on risk factors that make some populations more vulnerable to crime and victimization. At last fiscal end, 71 of the 76 actions in the Strategy were in various stages of implementation. The Public Safety Office also took the lead in partnership with ANSAIO and other Business Units in establishing Community Mobilization Teams for communities more deeply impacted by violent crime.

## Government Relations & External Affairs – 14

- In September 2017, the BOPC established a Police Diversity Working Group, dedicated to fostering police organizational change through inclusion and respect, while improving relationships between police and the communities through demographic, cultural and geographic representation.
- In 2009, the Municipality established a Public Safety Office. The establishment of this office was a key recommendation of a Roundtable report, commissioned by the Mayor to better understand and address the root causes of crime and victimization. The report called for greater municipal leadership in the public safety of minorities. The report drew specific attention to African Nova Scotians, noting how ABR has contributed to Black Haligonians—particularly young Black men— bearing disproportionate impacts of crime and victimization. This Roundtable was followed by a review in 2014, which again brought to Regional Council’s attention the continued pattern of Black Haligonians overrepresented in the criminal justice system both as victims and offenders.

### Discussion

At the CAO’s request, Government Relations and External Affairs (GREA) has been tasked with leading this review, with collaboration from the Public Safety Advisor and the Office of Diversity and Inclusion/ANSAIO. Currently, staff are developing a Project Charter for review and approval, with an information report on progress slated for a Regional Council meeting on March 9, 2021.

Key considerations for in the development of the project charter include:

- An approach that builds on a continuum of measures addressing ABR and public safety.
- An approach that aligns with and integrates findings and recommendations arising from the CAO-sponsored Anti-Black Racism Work Group to ensure that the review’s recommended course of actions centre on dismantling systemic ABR.
- An approach that aligns and integrates the development with a renewed three-year municipal Public Safety Strategy 2023-2025.
- An approach that includes a steering committee comprised of multisectoral champions able to lead organizational change as well as an Advisory Committee of subject matter experts of internal and external stakeholders.

# Road to Economic Prosperity – African Nova Scotian Economic Action Plan

## Staff Contact

Jake Whalen, GREA / Ayo Aladejebi, Office of Diversity & Inclusion

## Responsible Business Unit

Government Relations & External Affairs / Office of Diversity & Inclusion

## Background

The African Nova Scotian Affairs Integration Office (ANSAIO) and the Halifax Partnership (the Partnership) have enabled the municipality to strengthen its engagement with the African Nova Scotia community. Since its creation in 2012, ANSAIO has focused on working with Business Units and African Nova Scotian communities to improve municipal service delivery and increase employment equity. Recently, ANSAIO's collaboration with Business Units and the community has focused on:

- Resolving land title issues in East Preston, North Preston, and Cherry Brook in partnership with the Province;
- Establishing a community-endorsed Beechville ANS Liaison Group to strengthen relations between the Beechville community and Planning & Development;
- Supporting the process for community acquisition of surplus properties in Lake Look/Cherry Brook and Upper Hammonds Plains under the Community Interest Stream of the A050 Disposal of Surplus Real Property;
- Supporting the efforts of the community and working with Civic Addressing to rename the Lakeside Industrial Park to the Beechville Industrial Park;
- Engaging the East Preston Rate Payers' Association to explore the feasibility of extending municipal water service into the East Preston community;
- Supporting Transportation and Public Works' efforts to explore Active Transportation opportunities in Africville;
- Working with Planning & Development to support the development application for the former Nova Scotia Home for Coloured Children by Akoma Holdings;
- Working with Parks & Recreation Cultural Assets Team on an Africville Interpretive project;
- Hiring African Nova Scotians for M2 level supervisory position within Transportation

& Public Works and Parks & Recreation;

- Working with a CAO-endorsed anti-Black racism working group to address anti-Black racism within the organization; and,
- Working with Human Resources to design an African Nova Scotian stream of the municipality's Foundation of Aspiring Leader's program that teaches employees the essentials of effective leadership.

For its part, the Partnership has focused on ANS business development and workforce attachment, which have been achieved, in part, through its Memorandum of Understanding with the Black Business Initiative (BBI) and other stakeholders in the business community.

ANSAIO and the Partnership continue to leverage broader initiatives to advance their work, including the United Nation's International Decade for People of African Descent, the UN Working Group Report on the Condition of People of African Descent in Canada, and the facilitation of community development plans in East Preston, North Preston, Beechville, Upper Hammonds Plains, and Cherry Brook.

## Discussion

The municipality's five-year economic strategy, the *Halifax Economic Growth Plan 2016-21*, commits to developing and implementing an ANS Action Plan to advance ANS economic and community development priorities.

The Halifax Regional Municipality and the Partnership are engaging community, all Business Units, and an advisory committee to develop the *Road to Economic Prosperity – African Nova Scotian Economic Action Plan*. A two-day gathering of ANS organizations and communities in June 2018 featured presentations from ANS community-based organizations and individuals and identified community priorities. ANS communities, municipal Business Units, the Partnership, and the Nova Scotia Office of African Nova Scotia Affairs (ANSA) were engaged throughout 2019 and 2020. Representatives from these groups are part of the Advisory Committee that was established in 2019.

Engagement identified the following needs:

- Building unity, capacity, and leadership among and within ANS communities;
- Establishing land ownership and developing infrastructure in ANS communities;
- Improving education, employment, and entrepreneurship outcomes for African Nova Scotians;
- Creating tangible ANS economic benefits in redeveloping the Cogswell Lands since an African Nova Scotian community was relocated to build the interchange;
- Community economic benefit consideration for Africville as the Windsor Street Exchange gets reconfigured;

- Ways to address the displacement of ANS residents and businesses in gentrifying neighbourhoods and the concerns about boundaries and heritage protection; and,
- Better means for the municipality to understand and address the strained historic ANS and municipal relationship – in particular, where there have been socio-economic implications.

A staff report and presentation were provided to the Community Planning and Economic Development Standing Committee (CPED) on November 19, 2019 (See References).

On September 22, 2020, Regional Council endorsed the ANS Road to Economic Prosperity Action Plan and allocated \$175K in each of 2021/22 and 2022/23 (to be finalized through the budgeting process) for its implementation. The Partnership and ANSAIO will return to Council on a triannual basis to report on the plan's implementation.

### **Key Messages**

- ANSAIO and the Partnership have enabled the municipality to strengthen its engagement with the African Nova Scotia community.
- Based on input from ANS communities, and with the guidance of an advisory committee, The Road to Economic Prosperity Plan will enable the municipality, the Partnership, and other stakeholders to support and work with the African Nova Scotian community to address historic discrimination, systemic racism, and social-economic inequality in sustainable ways.
- The draft plan will be presented to Regional Council on September 22, 2020.

### **Attachments / References**

CPED Report - African Nova Scotian Economic Action Plan:  
<https://www.halifax.ca/sites/default/files/documents/city-hall/standing-committees/191119cped1211ii.pdf>



# Regulatory Modernization Project

## Staff Contact

Holly Richardson, Project Lead, Regulatory Modernization

## Responsible Business Unit

Government Relations & External Affairs (GREA)

## Background

Regulation is an effective tool to deliver municipal programs and services, but it is not always the right tool. Over time, a well-intentioned By-law or set of rules can turn into costly red-tape for the municipality, and for those being regulated. Red-tape is burdensome for businesses, residents and organizations and can impact government's ability to accomplish service outcomes. Since 2017, the municipality has been implementing the Regulatory Modernization Project to improve regulation through governing policy, regulatory impact assessment tools, and reducing red-tape. This is a corporate project supported by Business Units across the organization who are working to streamline processes and improve regulatory impact.

Regulatory Modernization is also supported by the Province of Nova Scotia and the Halifax business community through the Joint Project for Regulatory Modernization, an inter-governmental project to reduce red-tape for business and align regulatory approaches in specific areas. Making it easier to do business is a priority for both orders of government and working together on mutual objectives is key. The Joint Project for Regulatory Modernization Action Plan can be viewed here: <https://www.halifax.ca/business/doing-business-halifax/reducing-red-tape>

### ***Common Types of Regulatory Red-Tape***



The overall goal is a more agile and responsive regulatory environment that supports business

innovation, market activity, community well-being, and government outcomes without red-tape and added cost. It's a win-win for businesses, residents, communities, the municipality, and the Province, who will all benefit from better regulation and more efficient and effective public service.

The HRM Charter of Governing Principles for Regulation Administrative Order (AO) was adopted by Regional Council in 2018 to guide the Municipality in its regulatory modernization mission. It emphasizes that regulation should only be used when it is the most effective tool to address an issue and never when there is a better alternative. The AO and background can be viewed here: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/171212rc1421.pdf>

### Discussion

The Office of Government Relations and External Affairs (GREA) manages the corporate delivery of the Regulatory Modernization Project on behalf of the CAO's Office. Business Units that deliver regulatory programming also have a key role in its implementation. Success depends on collaboration and joint work- planning across service areas and policy mandates. The current work-plan includes:

#### Reducing Red-Tape in Priority Areas for Business:

- Improving customer service for permit and licence processes including:
  - Delivering enhanced customer service training for inspectors.
  - Reducing processing times for high-volume routine applications.
  - Implementing a new on-line planning and development application program.
  - Improving access to on-line and in-person services to help customers navigate and understand regulatory processes and compliance standards.
  - Amending regulations to simplify compliance like the Noise By-law and Streets By- law.

#### Strengthening Government-to-Government and Stakeholder Collaboration:

- Working with the NS Office of Regulatory Affairs and Service Effectiveness to Implement Phase II of the Joint Project for Regulatory Modernization including:
  - Legislative changes to reduce internal/government red-tape.
  - Regulatory alignment in key areas like the proposed *Traffic Safety Act* Regulations.
- Collaborating with the Joint Project Business Advisory Panel to help identify priorities.

#### Improving Regulatory Impact Assessment:

- Internal communication and operational tools to help build policy and technical capacity.
- Development of future Regulatory Impact Assessment and Corporate Policy

Development training through GREA.

- Cross Business Unit work-plans to advance red-tape reduction projects and priorities.

### Performance Measurement and Reporting:

- Improve implementation of the Business Impact Assessment calculator to systematically measure external - customer and internal - municipal red-tape reduction.
- Develop a Performance Measurement Framework for measuring regulatory improvement.
- Implement a pilot to measure red-tape reduced through the Joint Project and report results.

### **Key Messages**

- Regulatory modernization is not an effort to de-regulate, its about improving regulation.
- Regulation is one tool to deliver public policy, but not always the best tool to get results.
- Red-tape reduction is good for business, good for communities, and good for government.

# Intergovernmental Infrastructure Funding – ICIP Bilateral Agreement

## Staff Contact

David Perusse, Intergovernmental Relations Advisor

## Responsible Business Unit

Government Relations & External Affairs (GREA)

## Background

Recognizing that municipalities own a significant portion of Canada’s infrastructure, the other orders of government have in recent years sought more frequent partnerships with municipalities through joint infrastructure funding programs. Since 2018, the Investing in Canada Infrastructure Program (ICIP) bilateral agreements have been one of the main mechanisms for joint infrastructure funding for municipalities.

## Discussion

Part of the Government of Canada’s broader Investing in Canada Plan, the ICIP will see over \$33 billion in federal infrastructure funding be delivered to provinces, territories, municipalities, and other stakeholders. ICIP funding is administered through bilateral agreements between the federal government and each of the provinces, which set out funding commitments and how infrastructure investments will be cost-shared.

Announced in 2018, Nova Scotia’s Bilateral Agreement commits \$828 million in federal funding for infrastructure projects in the province over a 10-year period, or until 2028. Funding under Nova Scotia’s bilateral agreement is divided into the following four funding streams:

ICIP Funding Stream	Federal Commitment
1. <b>Public Transit Fund</b>	\$289,589,324
Focuses on projects that improve the capacity of, and access to, public transit infrastructure as well as the quality or safety of existing or future transit systems.	
2. <b>Green Infrastructure Fund</b>	\$381,914,606
<p>The Green Infrastructure stream is subdivided into three sub-streams:</p> <p>A. <u>Climate Change Mitigation</u> – Focuses on projects that increase capacity to manage renewable energy, increase access to clean energy transportation, increase energy efficiency of buildings, and increase the generation of clean energy.</p>	

<p>B. <u>Adaptation, Resilience and Disaster Mitigation</u> – Focuses on projects that increase capacity to adapt to climate change impacts, natural disasters and extreme weather events.</p> <p>C. <u>Environmental Quality</u> – Focuses on projects that increase capacity to treat or manage wastewater and stormwater, increase access to potable water, and increase capacity to reduce or remediate soil or air pollutants.</p>	
<p><b>3. Community, Culture and Recreation Infrastructure Fund</b></p>	<p>\$51,245,475</p>
<p>Focuses on projects that improve access to, or increase the quality of, cultural, recreational and/or community infrastructure.</p>	
<p><b>4. Rural and Northern Communities Fund</b></p>	<p>\$105,743,756</p>
<p>Focuses on projects that improve food security, broadband connectivity, education and health facilities, energy efficiency and reliability, and road, air and marine infrastructure in rural and northern communities. The municipality is generally not eligible for this stream as it is limited to communities with populations under 100,000.</p>	

Under the Bilateral Agreement, the province is responsible for identifying and prioritizing eligible projects, which it submits to the federal government for approval. The Bilateral Agreement requires the province to ensure that a fair balance of provincial and municipal projects are submitted for funding consideration. Approved municipal projects generally receive a 40% federal, and a minimum 33.33% provincial cost-share for all eligible expenditures. A municipality is responsible for covering the remaining 26.67%, as well as any additional ineligible expenditures.

Since the announcement of the Bilateral Agreement in 2018, the Halifax Regional Municipality has successfully applied for the following projects:

- Herring Cove Water and Wastewater Servicing Project Phase 2B - \$7.8 million under the Environmental Quality sub-stream.
- Halifax Regional Centre “AAA” Bicycle Network - \$25 million under the Public Transit stream.
- Beechville Lakeside Timberlea Community Centre - \$9.7 million under the Community, Culture and Recreation stream.
- Sheet Harbour Lions Club / Eastern Shore Lifestyles Centre - \$3.6 million under the Community, Culture, and Recreation stream.

With the outbreak of COVID-19, all orders of government have acknowledged a need for an increase in the pace of infrastructure stimulus spending, with the ICIP bilateral agreements being identified as a key channel to quickly roll out funding. Consequently, since the outbreak of the pandemic, Regional Council has endorsed a number of capital projects to be submitted for

ICIP funding consideration, which are outlined in Attachment A. At the time of writing, these projects are under review by the province. If approved, the funding will be administered via contribution agreements between the parties, which will require endorsement from Regional Council.

### **Key Messages**

- While there are several federal and provincial infrastructure funding programs that benefit municipalities, the ICIP bilateral agreements has been one of the main mechanisms for intergovernmental infrastructure funding for municipalities in Nova Scotia since 2018.
- The ICIP bilateral agreements are being utilized as a key channel for stimulus spending as the economy recovers from COVID-19.
- Regional Council has endorsed a number of capital projects to be submitted for ICIP funding consideration, which are currently under consideration by the Province and the Government of Canada.

### **Attachments / References**

Attachment A: Capital Projects endorsed by Regional Council for ICIP funding since COVID-19

Capital Projects Endorsed by Regional Council for ICIP Funding Consideration Since COVID-19 (as of October 2020)		
Project	ICIP Stream/Sub-stream	Council Endorsement Date & Report Link
Beechville Lakeside Timberlea (BLT) Community Centre	Community, Culture and Recreation	May 12, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200512rc816.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200512rc816.pdf</a>
Sheet Harbour Lions Club/Eastern Shore Lifestyles Centre	Community, Culture and Recreation	May 12, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200512rc818.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200512rc818.pdf</a>
Halifax Rapid Transit Strategy	Public Transit / Climate Change Mitigation	May 26, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200526rc917.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200526rc917.pdf</a>
Bus Electrification	Public Transit / Climate Change Mitigation	May 26, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200526rc917.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200526rc917.pdf</a>
Mineville Road Shoulder Paving	Public Transit / Climate Change Mitigation	July 7, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200707rc1118_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200707rc1118_0.pdf</a>
East Preston Active Transportation Facility	Public Transit / Climate Change Mitigation	July 7, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200707rc1118_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200707rc1118_0.pdf</a>
Renewable District Energy projects – Alderney, Forum, BMO, Scotiabank	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>
Community Building Energy Efficiency Projects	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>
Strategic Multi Modal Corridor Implementation, Bedford Highway	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>
Strategic Multi Modal Corridor Implementation, Dutch Village Road	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>

**Attachment A**

Strategic Multi Modal Corridor Implementation, Herring Cove Road	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>
Strategic Regional Active Transportation Connections	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>
Sackville-Bedford-Dartmouth Active Transportation Connections	Climate Change Mitigation	September 1, 2020 <a href="https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf">https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200901rc11122-new_0.pdf</a>



# COVID-19 Intergovernmental Support Funding

## Staff Contact

David Perusse, Intergovernmental Relations Advisor

## Responsible Business Unit

Government Relations & External Affairs (GREA)

## Background

The COVID-19 pandemic has resulted in unprecedented levels of spending from the federal and provincial governments, which have rolled out broad support programs to address the health and economic impacts of COVID-19. As these programs were introduced, municipalities were largely excluded from benefiting; this despite maintaining essential services while incurring significant additional costs and disruptions to revenue streams. In April 2020, the Federation of Canadian Municipalities (FCM) announced that municipalities faced a near-term operating shortfall of \$10- 15 billion resulting from the pandemic. Since then, several key intergovernmental support programs for municipalities have been introduced.

## Discussion

### **Municipal Loan Program – Province of Nova Scotia**

In April 2020, the Province announced a new \$380 million operating loan program to assist municipalities with financial operating losses resulting from COVID-19. Approved loans are provided through the NS Municipal Finance Corporation, and municipalities have 6 months to begin repayment and 3 years to fully repay loans. On July 7, 2020, Regional Council approved a Temporary Borrowing Resolution to seek an operating loan of up to \$130 million under the program.

### **Safe Restart Agreement – Government of Canada/Provincial Governments**

In July 2020, following months of negotiations with provincial premiers, the Government of Canada announced the Safe Restart Agreement. The Agreement will see \$19 billion in federal funding to help provinces and territories safely restart their economies and prepare for future waves of COVID-19 over the next 6 to 8 months. Under the Agreement, \$2 billion of the federal contribution will be allocated to municipalities to support COVID-19 related operating costs, which will be cost-matched by provinces. The federal government will also match up to \$2.3 billion in provincial spending for public transit operating support.

Nova Scotia will receive approximately \$289 million in federal funding under the Agreement, \$67.5 million of which will be allocated to support municipalities (\$51.5 million) and public transit (\$16 million). Provincial cost-matching will bring these amounts up to \$103 million for municipal support and \$32 million for public transit; however, provincial cost-matching will recognize

provincial investments for municipal operating support made since April 1, 2020. The distribution of funding for the support of municipalities will be made in accordance with the Federal Gas Tax formula, under which HRM is allocated approximately 45%.

### **Accelerated Federal Gas Tax Fund 2020-2021 – Government of Canada**

The Federal Gas Tax Fund is a long-term, indexed source of capital funding for local governments. For 2020-2021, the Government of Canada accelerated the payment of \$2.2 billion to local governments to assist in their response to COVID-19. Whereas funding is typically paid in two installments, for 2020-2021, the entire fund was distributed in one payment in June 2020. In accordance with the indexed formula, Nova Scotia received \$55.8 million, with the municipality's allocation being \$25.3 million.

### **ICIP COVID-19 Resilience Stream – Government of Canada/Province of Nova Scotia**

The Investing in Canada Infrastructure Program (ICIP) bilateral agreements (discussed in more detail in a separate briefing note) have been identified as a key channel for COVID-19 support and stimulus spending. In August 2020, Infrastructure Canada announced the creation of a new optional funding stream under the ICIP bilateral agreements: the COVID-19 Resilience stream. This provided provinces with the option to reallocate up to 10% of their ICIP federal funding to the new stream. The federal cost share for projects approved under the new stream is significantly increased from 40% for most projects, to 80%. Projects are limited in size to a maximum of \$10 million in eligible costs, and all projects must be started by September 30, 2021, and completed by the end of 2021.

On October 15, 2020, the Province announced that it would be opting into the COVID-19 Resilience stream. At the time of writing, further details are yet to be released. However, the Province will be able to reallocate up to \$82,849,316 into the new stream.

In May 2020, in anticipation of intergovernmental infrastructure stimulus funding, Regional Council approved a list of shovel ready capital projects to submit should any stimulus funding be announced. A link to the report can be found below.

### **Rapid Housing Initiative – Government of Canada**

In the fall of 2020, the Government of Canada announced the Rapid Housing Initiative (RHI), which will see \$1 billion in federal funding invested to create up to 3,000 new permanent, affordable housing units across the county. The program will cover the construction of modular housing, the acquisition of land, and the conversion of existing buildings to affordable housing, with the majority of the funding being committed to projects in 2020-2021. The RHI is administered through the Canada Mortgage and Housing Corporation (CMHC) and is divided into two funding streams: The Project stream (\$500 million) and the Major Cities stream (\$500 million), the latter of which will see funds flow directly to pre-selected municipalities across Canada.

In late October 2020, it was announced that Halifax Regional Municipality had been selected to receive \$8,659,527 under the Major Cities stream to create a minimum of 28 new units of

permanent affordable housing. To secure the funding, the municipality must create an investment plan outlining the capital projects that will be built with the allocation, which must be submitted to CMHC by November 27, 2020. At the time of writing, staff are in the process of preparing the investment plan.

### **Key Messages**

- Municipalities are facing increased operating costs and revenue shortfalls resulting from the COVID-19 pandemic.
- The federal and provincial governments have slowly rolled out programs to assist municipalities with short-term operating deficits, as well as increasing the flow of infrastructure spending.
- The municipality has already applied to receive funds under the Provincial Municipal Loan Program and is anticipating support under the Safe Restart Agreement.
- The municipality has approved a list of shovel ready infrastructure projects in the event that the new ICIP COVID-19 Resilience stream is announced.
- The municipality has been selected to receive \$8,659,527 in federal funding under the Rapid Housing Initiative. Staff are working to prepare an investment plan for the funding.

### **Attachments / References**

Shovel Ready Projects Endorsed by Regional Council:

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200522bc3i.pdf>

## **Business Improvement Districts (BIDs)**

### **Staff Contact**

Scott Sheffield, Community Developer

### **Responsible Business Unit**

Government Relations & External Affairs (GREA)

### **Background**

Business Improvement Districts (BIDs) in the municipality represent the interests of commercial property owners and commercial tenants within their respective geographic areas. Managed by not-for-profit organizations, they provide services like street cleaning, additional security, capital improvements, construction of pedestrian and streetscape enhancements, and area promotion and marketing, all with the aim of growing business within their area. There are nine BIDs in HRM:

- Downtown Halifax Business Commission;
- Downtown Dartmouth Business Commission;
- Main Street Dartmouth and Area Business Improvement Association;
- North End Business Association;
- Quinpool Road Mainstreet District Association;
- Sackville Drive Business Association;
- Spring Garden Area Business Association;
- Spryfield and District Business Commission; and
- Porters Lake Business Association

### **Discussion**

BIDs are established by municipal By-law (B-700) upon a formal request from community business leaders. Commercial property owner and commercial tenant support must be demonstrated in a formal BID- formation plebiscite/vote. BIDs play a key role in energizing commercial districts by providing services that attract, keep and grow businesses in their areas. As such, the municipality assists in the initiation, creation and ongoing administration of BIDs and the associations that manage them. BIDs are contractually obligated to provide annual activity plans, year-end activity reports and financial statements to the municipality.

Commercial property owners within each BID pay an area rate that HRM collects and transfers to the BID to manage on behalf of the district's membership. Each BID sets its own area rate and determines its own operating budget. The municipality collected \$2.692 million in BID area rate levies in 2019-20. Levies range from \$1.31 Million (Downtown Halifax) to \$10,500 (Porters Lake). BIDs' budgets are supplemented by discretionary funding under Administrative Order 2019-006-ADM (\$207,000 in 2020-21) and other municipal and non-municipal funding sources.

### Key Messages

**Commercial Taxation:** Commercial taxation is a function of both tax rates and property assessment values. Although municipal commercial taxation rates have remained relatively stable for several years, commercial taxes have risen in certain business districts due to rising commercial property values.

**9J**

# **Halifax Regional Fire & Emergency**

# HRFE Administrative Order

## Staff Contact

Ken Stuebing, Fire Chief & Director

## Responsible Business Unit

Halifax Regional Fire & Emergency

## Background

The mandate for Halifax Regional Fire and Emergency (HRFE) is outlined in a Council Administrative Order for Fire and Emergency Services throughout HRM. HRFE has four lines of defence to achieve its Mission:

- Public Safety Education;
- Prevention (Fire Code Inspection/Enforcement/Mitigation);
- Emergency Management and Response; and
- Fire and Rescue Service as well as recovery efforts.

The new HRFE Administrative Order introduced the following changes:

- Provided clear direction on the types of services that HRFE is to provide, and the level of service of each.
- Referenced updated technology and naming conventions.
- Included new language describing HRFE's responsibility for Emergency Management Coordination, fire prevention, and new language describing HRFE's responsibility as the Local Assistant to the Fire Marshall with respect to inspections, investigations and code enforcement.

## Discussion

HRFE is an amalgamated, metropolitan fire service, covering a large geographically diverse area, which is quite unique in Canada. The department is a composite model, where 50% of its membership is volunteer. HRFE's composite model, under which volunteers are paid an honorarium, has been recognized by the Municipal Benchmark Network of Canada (MNBC) as one of the most cost-effective fire service models in Canada. This includes the lowest cost per staffed in vehicle hour (\$70/hour) compared to the national average (\$300/hour).

In addition, HRFE has been successful at incorporating firefighters (which make up the majority of the workforce) in the first two lines of defence. Many Canadian Fire Departments have faced challenges deploying firefighters to conduct fire prevention inspection and public education programs. However, HRFE has successfully utilized firefighters to assist fire inspectors in

completing Phase 1 of the mandatory fire inspections as outlined in the Fire Code. HRFE is now training firefighters on the requirement for Phase II of the program.

HRFE is continuing to work with its union, volunteers, members, allied agencies and strategic partners to expand its services within the budget envelope to address other public safety and social needs. HRFE continues to implement performance excellence philosophies and has created a catalogue of KPIs to measure their performance and achievements.

### **Key Messages**

Since HRFE's new Administrative Order has come into effect, and consistent with Council's Plan on a Page, HRFE has completed the following items:

- Developed a set of Key Performance Indicators to ensure continuous improvement towards meeting new response time targets.
- Re-engaged in the federal Heavy Urban Search and Rescue (HUSAR) program.
- Proceeded with the staffing of an additional aerial platform in Dartmouth, as directed by Council.
- Increased staffing at Station 45 (Fall River) with 24-hour composite staffing.
- Introduced an Assistant Chief of Emergency Management to strengthen emergency management coordination and integration with the department.
- Introduced an Assistant Chief for Workplace Culture to amplify and champion the important diversity and inclusion work the department has committed itself to undertaking.
- Developed a preliminary community risk assessment tool for the municipality and presented to Regional Council with the largest area of concern in the Eastern Shore. Measures have been taken to address that risk, including volunteer recruitment efforts and standing up a 24-hour composite regional response out of the Eastern Shore fire station.
- The purchase of a fire rescue boat to achieve required levels of fire control on both harbour and shore.

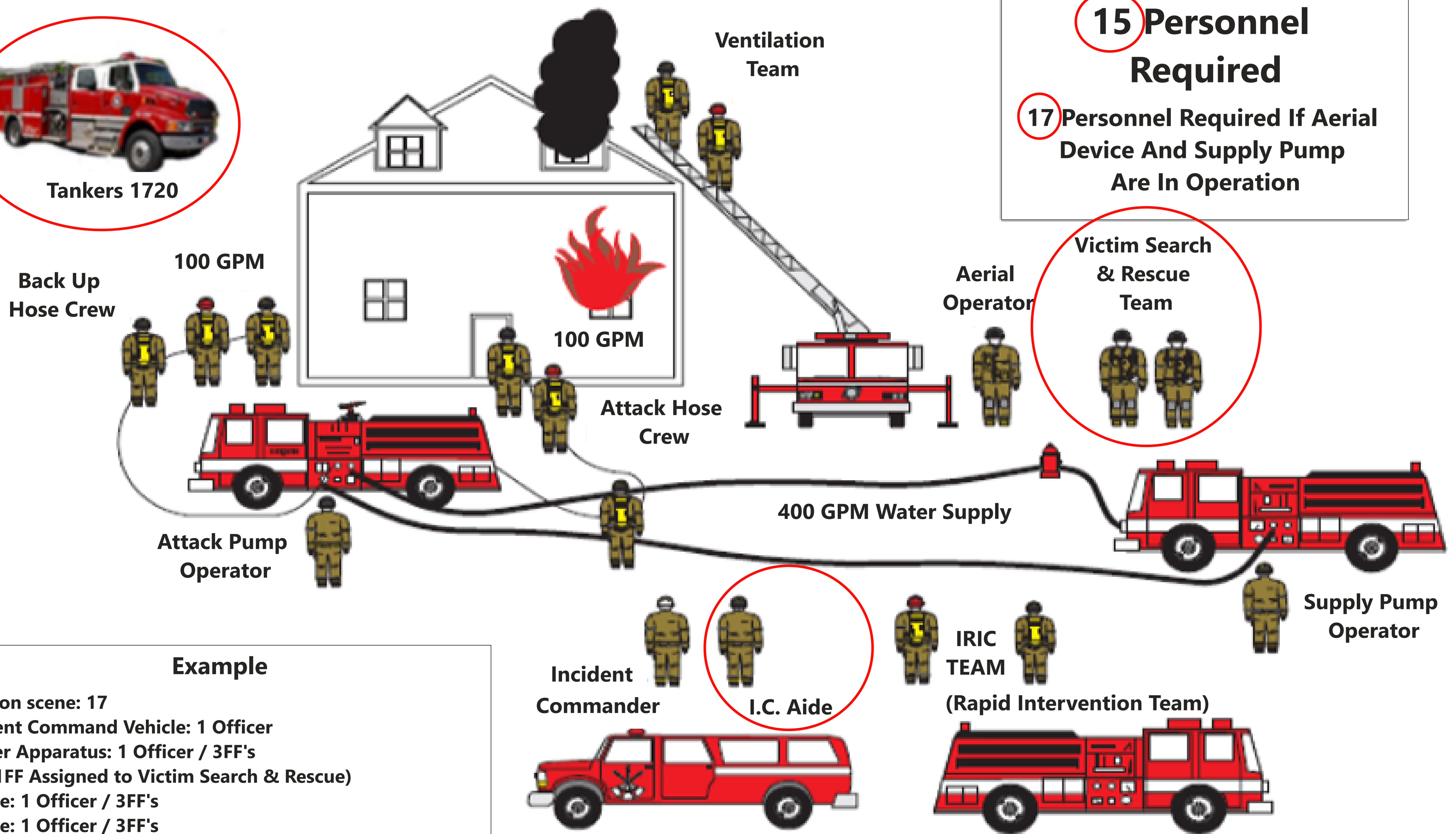
### **Attachments / References**

Attachment 1: How Many Fire Fighters Does it Take to Put Out a "Typical Fire"

Attachment 2: Response Targets



# How Many Firefighters Does It Take To Put Out A "Typical" Structure Fire? (NFPA 1710.5.2.4.2)



**15 Personnel Required**

**17 Personnel Required If Aerial Device And Supply Pump Are In Operation**

**Example**

Total on scene: 17

Incident Command Vehicle: 1 Officer

Ladder Apparatus: 1 Officer / 3FF's  
(1FF Assigned to Victim Search & Rescue)

Engine: 1 Officer / 3FF's

Engine: 1 Officer / 3FF's

Engine: 1 Officer / 3FF's

1 FF Assigned to Victim Search & Rescue

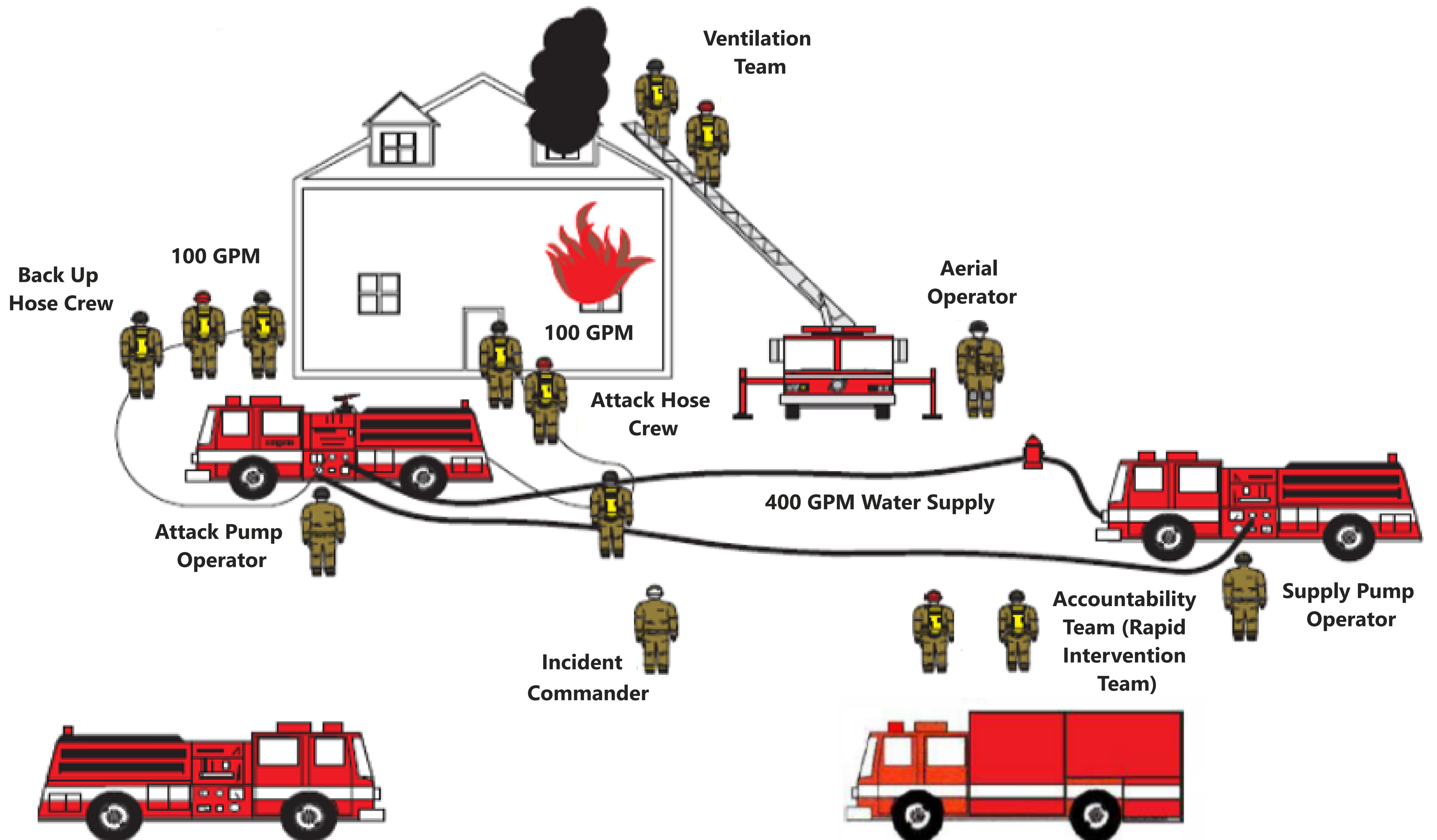
1 FF Assigned as I.C. Aide

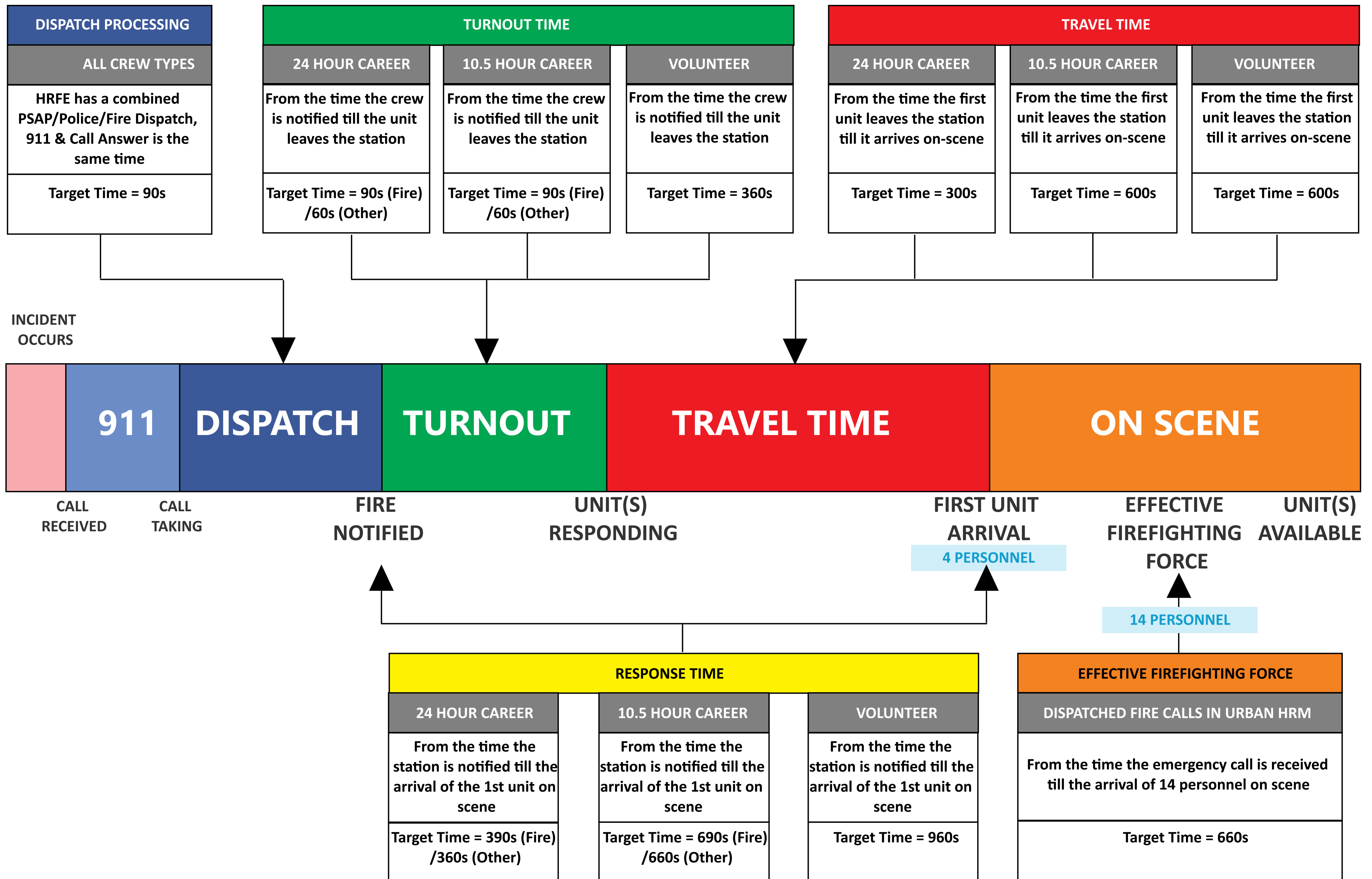
1 Officer / 1 FF Assigned to IRIC

**Note:** NFPA Recommended Response Force.  
Initial Full-Alarm Assignment Capability Deployed Within 8 Minutes (480 Seconds).  
HRM's Effective Firefighting Force is 14 .

# Initial Alarm Deployment of Firefighting Personnel

(Effective Firefighting Force 14 Personnel)





# ANATOMY OF A FIRE CALL

# Conversion of Station #28 to 24/7 Composite Staffing Model

## Staff Contact

Peter Andrews, Deputy Fire Chief Operations

## Responsible Business Unit

Halifax Regional Fire & Emergency

## Background

Assisted by a “Bridging the Gap” intern, HRFE conducted a community risk analysis and developed a draft Community Risk Tool. The community risk analysis included analyzing capabilities for emergency response as outlined in HRFE’s Administrative Order (2018-006-OP) throughout the region. This analysis considered fire risk, response resources, staffing levels, station locations, road infrastructure, changing demographics, historical response data and other factors to assess overall community risk. Although HRFE continues to fine tune the tool, preliminary findings validated anecdotal concerns of elevated risk in the areas along the Eastern Shore, particularly in the Sheet Harbour area. This analysis was initially presented to Regional Council in February 2020.

## Discussion

As part of the initial 20/21 Operating Budget and the re-cast budget presentation, HRFE advised Council of the need to address the risk on the Eastern Shore. The strategy to address this risk included shifting resources to convert Station #28 (Sheet Harbour) from a 10.5-hour composite staffing model to a 24/7 composite staffing model, among other initiatives. Composite refers to a response and staffing model that includes both career and volunteer firefighters. Council approved a re-cast 20/21 Operating Budget, which maintained all previous station staffing levels (career and volunteer), as well as the 24/7 composite model in Sheet Harbour.

## Key Messages

- HRFE will convert Station #28 (Sheet Harbour) from a 10.5hr composite staffing model to a 24/7 composite model within the 20/21 budget year.
- Minor renovations have begun on the station to accommodate a 24/7 career staffing presence (crew of 4).
- This improvement will significantly reduce community risk and improve fire and emergency services within the area.



# Firefighter Recruitment and Retention

## Staff Contact

David Meldrum, Deputy Fire Chief, Performance and Safety, 902.490.6552

## Responsible Business Unit

Halifax Regional Fire & Emergency

## Background

HRFE has not hired career firefighters since 2019. With the hiring freeze required to respond to the budgetary challenges of COVID-19, there will be no firefighters hired in 2020-21. Consequently, the earliest possible hiring is April 2021, if budget permits. Career firefighter training requires 15 weeks to complete, therefore the earliest date for new firefighters to be placed into fire stations would be July 2021. As of July 2020, HRFE has 21 vacant firefighter positions. Additional vacancies will occur due to retirements and promotions, as well as possible required sick time or isolation of firefighters due to COVID-19. As a result of these vacancies, HRFE is already experiencing difficulties maintaining staffing and service levels.

In fiscal year 2020/21, HRFE trained fewer volunteer firefighters than is customary. This was due to the need to reduce class size as part of COVID-19 safety protocols. In a normal year, HRFE runs two classes for volunteer firefighters annually, with each class having a student capacity of 40 persons. It is our intention to return to full class sizes in autumn of 2020, if pandemic conditions permit. As of July 2020, HRFE had 506 volunteer firefighters (of all ranks). This is 59% of our target “authorized complement” for our 32 stations, which are served by volunteer firefighters. As is the case across North America, our rural communities face the most serious shortages for volunteer firefighters. Volunteer firefighter training takes about 14 weeks to complete.

## Discussion

HRFE continues to develop strategies for attracting a diverse group of applicants for both career and volunteer firefighters, such as developing regional training props and opportunities for training to occur in communities. These initiatives have been somewhat hampered due to the necessary budget restrictions resulting from the COVID-19 recast budget.

We are working with internal and external stakeholders to plan a new career recruitment drive that will be structured to result in firefighter recruit classes which are reflective of the diversity of the region. From start to finish, approximately eight months are required to conduct a career firefighter recruitment.

## Key Messages

- HRFE is experiencing some challenges maintaining staffing and service levels as vacancies increase.

### Halifax Regional Fire & Emergency – J3

- Ongoing recruitment of volunteer firefighters continues to be a priority for our organization.
- Diversity and inclusion is a key element of recruiting efforts for both career and volunteer firefighters.
- A recruitment process for career firefighters takes about eight months to prepare a candidate list and training. Firefighter training requires three to four months to complete.

# Upcoming Union Contract

## Staff Contact

Dave Meldrum, Deputy Fire Chief, Performance and Safety

## Responsible Business Unit

Halifax Regional Fire & Emergency

## Background

The collective agreement between the municipality and the International Association of Firefighters Local 268 came into effect in June of 2016. This collective agreement expires on May 31, 2021. Either party can trigger renegotiation by serving notice not less than 90 days before the expiry of the contract.

The municipality/HRFE and the union enjoy good labour relations. As a result of this professional and positive working relationship, labor and HRFE has been able to work collaboratively with the Union to evolve the fire service to meet community needs. The parties have a record of successfully negotiating collective agreements without arbitration.

## Discussion

It is anticipated that the parties will once again freely negotiate a collective agreement.

## Key Messages

- The employer and the union enjoy good labour relations.
- The current contract expires on May 31, 2021.

# Participation in Federal Heavy Urban Search and Rescue Program

## Staff Contact

Peter Andrews, Deputy Fire Chief Operations

## Responsible Business Unit

Halifax Regional Fire & Emergency

## Background

In December of 2018, Council approved amendments to Administrative Order 2018-OPS-006, which included direction for HRFE to re-engage with the Federal Heavy Urban Search & Rescue (HUSAR) program. Back in 2010, HRFE had a 'medium' Urban Search and Rescue Program before the Federal program was cancelled. The HUSAR program was re-launched in September 2017. HUSAR is the most technically specialized form of USAR. HUSAR Task Forces are interdisciplinary teams comprised of specialists from across the emergency response spectrum. Capabilities include search and rescue, communications, logistics, emergency medical assistance, technical and canine search, structural assessment, or any large disaster response. There are currently six HUSAR teams in Canada (Halifax, Montreal, Toronto, Manitoba, Calgary and Vancouver). Halifax is known as HUSAR Canada Task Force 5.

## Discussion

Funding for this program is cost shared 25/75 (Municipal/Federal) and HRFE has developed a multi-year plan to implement HUSAR capability within the Halifax Regional Municipality. In 2020, HRFE trained and equipped 20 new building collapse technicians. HRFE purchased two emergency generators and two fueling pods to support critical infrastructure during domestic emergencies such as hurricanes, blizzards or power outages.

## Key Messages

- HRFE is in year two of a multi-year HUSAR implementation plan.
- Funding is cost shared 25/75 (Municipal/Federal).
- Halifax's HUSAR Team is designated as TF-5.
- Most HUSAR Teams are partnered with municipal, provincial or private partners.
- Halifax is currently the only HUSAR Team with Drone capability (five drones).





# HRFE – Emergency Management (EM)

## Staff Contact

Erica Fleck, Emergency Management Coordinator

## Responsible Business Unit

Halifax Regional Fire & Emergency

## Background

Halifax Regional Fire and Emergency (HRFE) is responsible for the municipality's Emergency Management (EM) response. HRFE's EM focus is on the following areas: prevention, mitigation, preparedness, response and recovery.

Provincial legislation dictates that every municipality must have an EM bylaw, organization, coordinator, executive planning committee, and approved emergency plans. The provincial *Emergency Management Act* gives municipalities authority under certain circumstances to declare a state of local emergency. These powers include: confiscating personal property, controlling travel to or from an area, ordering an evacuation, and entry upon land or building without a warrant. This would require approval from the Mayor and/or Council.

Some of HRFE's external partners include: Halifax Water, Port of Halifax, Emergency Health Services, Provincial and Federal EM, Red Cross, DND, Special Care Emergency Provider Association (SCEPA), and the Bridge Commission.

HRFE has six Joint Emergency Management (JEM) teams and works closely with the 4 Ground Search and Rescue (GSAR) teams. JEM teams are comprised of community volunteers. In times of crises, EMO will activate JEM groups to coordinate humanitarian responses within the JEM coverage area. One of the main tasks for these volunteers would be to establish comfort centres in times of crisis.

HfxALERT is the municipality's mass notification system, led by both HRFE and Corporate Communications as a key way to alert residents during times of emergencies. Unlike provincial or federal alerts, these are completely voluntary, and residents must sign up to receive alerts.

## Discussion

HRFE EM has a five-year strategic plan containing a number of important goals, which include, but are not limited to the following:

- Develop depth in Emergency Operations Command (EOC). Obtain training for 4 personnel for Level 3 response with the Province of Nova Scotia. Provide ICS Levels 300-400 for a minimum of 4 personnel from each applicable BU;
- The creation of an Incident Management Team (IMT) and training the IMT;

- Continued business continuity planning;
- Bi-annual exercise system internal/external;
- Maintain and increase a robust Emergency Management volunteer program;
- Begin to formalize the relationships with Ground Search and Rescue (GSAR) groups;
- Begin identification under the Critical Infrastructure Program and start risk assessments; and
- Obtain 40% citizen enrollment in hfxALERT.

### **Key Messages**

- HRFE is responsible for the municipality's legislated Emergency Management program.
- HRFE has a large compliment of JEM and GSAR volunteers and is working to increase this program and formalize the relationship with these groups.
- HfxALERT is the municipality's mass alert program. Participants must opt in.

**9K**

**Municipal Police  
Services**

# Halifax Regional Police (HRP)

## Staff Contact

Neera Ritcey, Public Relations and Communications Manager

## Responsible Business Unit

Halifax Regional Police (HRP)

## Background

- Halifax Regional Police (HRP) is the largest police service in Atlantic Canada with 516 sworn officers, 133 civilian employees, and a complement of part-time and contract staff including commissionaires, crossing guards, and volunteers.
- Halifax operates under an integrated policing model: HRP is responsible for policing the urban core of Halifax as well as the Sambro Loop and the Purcells Cove – Herring Cove Loop. The remaining areas are policed by the Halifax District RCMP.
- Last year, there were 188,621 calls to the Integrated Emergency Services (IES) dispatch centre, of which, 132,761 were calls to 911. Generally, HRP responds to 250-350 calls for service per 24 hours.
- Earlier this year, HRP renewed its leadership ranks and implemented an organizational restructuring to optimize HRP resources and performance while mitigating operational risks and addressing priorities. With that, the Chief's Office provides overall direction and strategic guidance to HRP's 4 operational divisions through 2 Deputy Chiefs: Patrol, Criminal Investigations Division, Administration and Support. The Corporate Affairs and Professional Standards divisions report directly to the Chief of Police.
- Due to the COVID-19 pandemic, a number of HRP units had to be redeployed both in the interest of employee and public health and safety, as well as to ensure readiness for operational priorities and contingencies. The redeployment continues to be assessed as the pandemic evolves, with some units, including traffic enforcement, back to dedicated enforcement as of late July and other functions like community and school liaison officers being returned partially.
- The death of George Floyd in Minneapolis at the hands of a police officer has significantly impacted the state of police-community relations, especially with members of the Black community. As protests and rallies are held, calls for defunding of police and prisons has become a common theme in the public narrative.

## Issue Summaries

- **Wortley Report Implementation:** HRP continues to work collaboratively and consult with the community and our partners in an effort to complete the recommendations outlined in the report. HRP has implemented several recommendations while we work on a number of areas requiring a coordinated response with others, notably, the Board of Police Commissioners (BoPC), Department of Justice and RCMP. It is also important to recognize that a number of the Wortley Report recommendations will require a long-term, concerted response, especially in the areas of community engagement, recruitment and training.

In a recent development, at the direction of the BoPC, HRP has altered the timing of the purging of HRP street checks data. As background, in October 2019, street checks were deemed illegal and HRP undertook to purge the data from its system by December 2020 while giving citizens until October 2020 to file for their personal records through the FOIPOP process. Recently, the original deadline of December 2020 was extended at the direction of BoPC. The data will now be held indefinitely (at this time) to allow members of the community access to their personal information, should they wish to apply.

- **Follow-up to the apology to African Nova Scotian Community:** Following an apology to the African Nova Scotian community on November 29, 2019, HRP is implementing various aspects of an action plan that includes coordination with stakeholders on the “Know Your Rights” public awareness campaign on police interactions, and working on a number of community relations, diversity recruitment and Afrocentric training initiatives. A community advisory committee to the Chief has been struck, which has been meeting regularly and providing valuable feedback on a regular basis.
- **Body Worn Camera Pilot Study:** At the request of the BoPC, HRP will be submitting a report related to the potential deployment of Body Worn Cameras for consideration. A report was completed in 2017 and presented to the BoPC. The decision was made to not pursue a pilot project at that time. With renewed interest, HRP has established a working committee to create a proposal for a potential pilot project. The committee includes subject matter experts in a variety of fields and will consider operational, privacy, technology, resource and financial implications.
- **2021 Cadet Class:** HRP launched its recruitment campaign for its 2021 cadet class on June 24, 2020, following on a successful round of recruitment that led to the hiring of 23 cadets by HRP who graduated in October 2019. We are committed to recruiting people who are reflective of the communities that we serve. To make the HRP Police Science Program accessible to even more people, HRP obtained designation as a private career college in 2018, which allows cadets to apply for financial assistance. We are currently collaborating with our community partners and working in tandem with the Office of Diversity & Inclusion, community partners, and the Chief’s African Nova Scotian advisory committee members to encourage applications from diverse groups, including new immigrants, racially diverse persons, African Nova Scotians, women in non-traditional positions, persons with disabilities, Aboriginal persons and persons of the LGBTQ+ community. The application deadline is September 30, 2020, and we are targeting a start in April 2021.

- **COVID-19 redeployment:** Our police service has been operating on an adjusted schedule and redeployment model during the COVID-19 pandemic. We are now beginning to return some of our operations to regular duties and schedules while ensuring operational continuity in the event we experience a second wave of COVID-19 in the months ahead. The safety and well-being of our employees and residents will continue to be a priority as we continue to adjust our plans and as guided by the most up-to-date public health directives. We continue to actively participate in the municipal COVID taskforce. A number of recent Council and BoPC motions have dealt with the issue of operational re-deployments, particularly in relation to the status of specialized units including Traffic and Community Relations.
- **Collective Bargaining:** HRP's collective agreement with its union, Halifax Regional Police Association (HRPA), expired in April 2020. We are now entering collective bargaining negotiations with the union.

### Key Messages

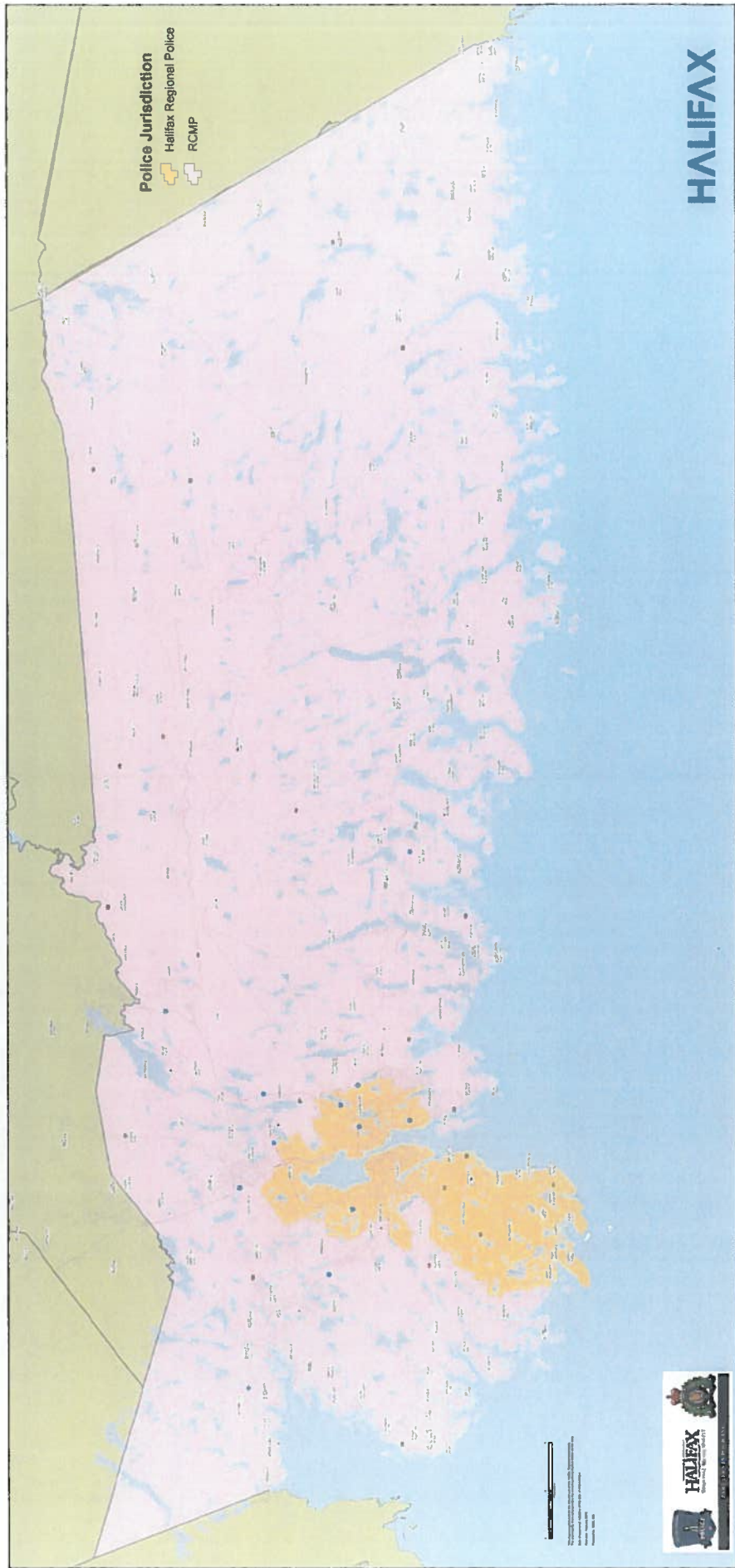
- Our goal as a police service is to build and sustain safe communities through enforcement, education and community partnerships. We recognize community relationships are key to preventing crime, increasing community safety and fostering the well-being of residents.
- We are committed to working with communities to build trust and confidence as well as being a partner in important conversations taking place on the future of policing.
- HRP aims to continually establish itself as a progressive and high-performing police service within the region by fostering a culture of learning and professional development within its ranks and across the organization.

### Attachments / References

Attachment 1: Jurisdictional Map of Policing Services in HRM

## Halifax Regional Police Jurisdiction







# Halifax District RCMP

## Staff Contact

Insp. Erin Pepper, Officer in Charge, Management and Administration

## Responsible Entity

Halifax District RCMP (External to HRM)

## Background

Halifax District RCMP includes 183 police officers and 35 civilian employees. In addition to these resources, the Halifax District is complemented by 15 provincially funded police officers and one provincially funded criminal analyst. With the RCMP being the Provincial Police, Halifax District RCMP has access to specialized units ranging from Polygraph and Bloodstain Pattern Analysis, to the Emergency Response Team, Traffic Services, and the Underwater Recovery Team.

Halifax District RCMP is divided into West and East Operations. West Operations includes detachments in Tantallon, Lower Sackville and Cole Harbour. East Operations includes detachments in North Preston, Musquodoboit Harbour, Middle Musquodoboit and Sheet Harbour. Halifax District RCMP serves 45% of the municipality's residents and covers 95% of its geographic area. In 2019, Halifax District RCMP experienced 47,835 calls for service, an average of 131 calls for service every 24 hours.

The Officer in Charge (OIC) of Halifax District RCMP, Chief Superintendent Janis Gray, provides strategic direction and oversight to West Operations, East Operations, the Integrated Criminal Investigation Division and the Management and Administration portfolio.

## Issue Summaries

- **Wortley Report Implementation:** Halifax District RCMP continues to work collaboratively with our partners and with input from the community to complete the recommendations outlined in the report. A number of the recommendations are being addressed by many initiatives the RCMP already has underway. As per recommendations in the report and subsequent discussions with the Board of Police Commissioners and community representatives, the street check data related to Halifax District RCMP will be securely held and later purged to give community members time to access to their personal information.
- **African Nova Scotian Communities:** The Halifax District RCMP is committed to enhancing our relationships with African Nova Scotian Communities. In September 2020, Corporal. B.J. Smith, who was born and raised in North Preston, NS, returned home to lead the North Preston Detachment, bringing with him 15 years of policing experience in Nova Scotia and beyond.

- **African Canadian Experience Workshop:** This five-day workshop, which was developed, and is facilitated by African Nova Scotian employees, focuses on history, discrimination, human rights and other topics that assist in our understanding of the obstacles and circumstances faced by African Nova Scotians and African Canadians. To date, 84 RCMP employees in Nova Scotia have attended the training and there will be further offerings in 2020-2021. This training is open to, and has been attended by, members of other police services, the Department of Justice and RCMP National.
- **Crime Reduction Strategy:** Halifax District RCMP conducts monthly crime reduction meetings, reviewing data to track criminal activity and planning operational initiatives to stop or reduce criminal activity.
- **Road Safety:** Halifax District RCMP analyzes motor vehicle collision (MVC) data to facilitate the deployment of our personnel to have the greatest impact on reducing serious injury/fatal MVCs. Halifax District RCMP is a strong member of the HRM's Strategic Road Safety Committee, targeting the primary casual factors of serious injury/fatal MVCs. Supplementing the efforts of both the Watches and the District Traffic Unit are the members of the Provincial South East Traffic Services (SETS), which is based in Dartmouth.
- **COVID-19 Pandemic:** In response to the COVID-19 pandemic, RCMPNS established an operational team to secure personal protective equipment for all police agencies in Nova Scotia to maintain safe and effective operations, coordinate and track COVID-19 enforcement for all police agencies, and ensure rigorous plans are in place to support RCMP operations and critical business recovery processes within the COVID-19 environment. The team continues to support and track the impacts of COVID-19 on all RCMP employees throughout the province. The result for Halifax District RCMP is assurance that we are well positioned to continue to serve the municipality amidst the global pandemic.
- **National Police Federation:** Represents all RCMP regular members across Canada. The Federation confirmed its first board of directors in January 2020.

### Key Messages

- The RCMP is proud to provide policing services in communities across the Halifax Regional Municipality. Our officers serve 45% of the Municipality's residents and cover 95% of its geographic area.
- Halifax District RCMP provides highly professional policing services to all communities we serve.
- Halifax District RCMP is committed to building trust and confidence in the communities we serve by working with our partners in policing, the Board of Police Commissioners, and community members.

# Board of Police Commissioners

## Staff Contact

Robyn Dean, Legislative Assistant, Municipal Clerk's Office

## Responsible Business Unit

Legal & Legislative Services

## Background

The Board of Police Commissioners (BOPC) is a municipal body required by provincial statute (*Police Act*, S.N.S. 2004 c. 31) for any municipality in Nova Scotia that establishes a municipal police department. The BOPC is mandated under the *Police Act* to provide civilian governance on behalf of Halifax Regional Council. This civilian governance extends to the enforcement of the law, the maintenance of law and order, and the administrative direction, organization and policy development required to maintain an adequate, effective, and efficient police department.

While the BOPC is responsible for the creation of the budget for the Halifax Regional Police (HRP), it has no power to raise revenue on its own behalf, and the final budget must be approved by Regional Council.

In the case of HRM, since Regional Council has elected to share the responsibility for policing within the Municipality between HRP and the Royal Canadian Mounted Police ("RCMP"), the BOPC has a dual role. First, it acts as a governing board for HRP (the municipal police department) on behalf of Regional Council. Secondly, it acts as an advisory board to the RCMP, Halifax District Detachment, pursuant to s. 57 (1) of the *Police Act*. As the RCMP is federally regulated, it is not subject to the jurisdiction of HRM and is not subject to civilian governance at the level of municipal government.

There are 7 members on the BOPC: 6 are appointed by Regional Council and 1 is appointed by the Nova Scotia Minister of Justice. Of the 6 appointed by Regional Council, 3 are Councillors and 3 are community members. Through this composition, the Board seeks to act as the link between the community and police services in the Municipality. The BOPC designates a representative to sit on the Nova Scotia Association of Police Governance and a commissioner also represents Nova Scotia on the board of directors of the Canadian Association of Police Governance.

## Discussion

In 2019, the BOPC underwent significant change. Former Councillor and BOPC chair, Steve Craig, resigned as he was elected MLA of Sackville-Cobequid in June 2019. A new chair, Natalie Borden, was appointed in July. Ms. Borden is the first African Nova Scotian chair in the history of the Board. She is employed as a Program Director with the Department of Health and Wellness and has previous experience with boards as a public member of the Nova Scotia Barristers' Society Council. The diversity of the current Board reflects the population of the

municipality, with representation from women, African Nova Scotian and Indigenous communities.

The BOPC was also impacted by the retirement of HRP Chief Jean-Michel Blais after over six years of service. A Canada-wide search was held for a new Chief of Police. Chief Dan Kinsella was appointed the new Chief of HRP in July 2019. Chief Kinsella came to HRP from the Hamilton Police Service, where he was Deputy Chief of Operations.

Leadership changes also occurred with the RCMP. After 2.5 years as the Officer in Charge of Halifax District, Chief Superintendent Lee Bergerman was promoted to Commanding Officer of H Division in Nova Scotia. She was replaced in July 2019, by Chief Supt. Janis Gray, who came from British Columbia where she was the Director of the RCMP's Canadian Air Carrier Protective Program.

During 2019, the BOPCs met 12 times between January 14, 2019, and December 16, 2019, and the major topics under consideration are outlined below. Additional information on the matters dealt with by the BOPC during 2019, as well as the minutes of Board meetings, can be viewed online at: <https://www.halifax.ca/city-hall/agendas-meetings-reports>.

### **2019/2020 Work Plan Deliverables**

The workplan for 2020 includes the following items:

Action Plan on Wortley Report:

- Develop and document an action plan with RCMP and HRP
- Monitor plan on a regular basis
- Collaborate with other stakeholders as required

Review BOPC Governance, Roles and Responsibilities to identify opportunities:

- Review staff report resulting from Governance Review
- Review the *Police Act* and By-Laws
- Review the BOPC budget to determine potential for additional resources/support
- Investigate the use external committees or advice to support the BOPC work
- Determine if the BOPC differs from other Regional Council committees managed by the Clerk's Office and what the impacts are

Explore increasing public participation in meetings:

- Board review of public participation guidelines
- Distribute report regarding regional processes for public participation

- Conduct more meeting in the community
- Develop recommendations for BOPC review
- Manage public expectations for off-site meetings
- Look at opportunities for external BOPC advisory input

Engage with the HRP Foundation:

- Assist with member recruitment
- Recommend grant recipients
- Promote the work of the foundation
- BOPC representative participates in foundation meetings

Provide training for BOPC members:

- Media training
- Financial literacy
- RCMP African Nova Scotian Experience
- Bias Awareness Training

Determine Evaluation Process for Work Plan Objectives:

- Establish a measurement for:
  - Transparency;
  - Trust;
  - BOPC functions; and
  - Public education and awareness.

Provide ongoing support for Commissioners:

- Review the BOPC Policy Framework
- Establish exit interviews
- Implement a transition period for members (i.e., mentorship)

Create awareness of BOPC and its role:

- Develop a Communications Plan for the BOPC

- Define collaboration with HRP and RCMP in communications
- Public education on and awareness of the role of the BOPC

**Attachments / References**

Attachment 1: Board of Police Commissioners' Work Plan for 2019/2020

## Halifax Board of Police Commissioners Work Plan - 2019/2020

Action Items			
Objective	Planned Action	Timeframe	Responsible Lead
1	Action Plan on Wortley Report Recommendations		<b>Commissioner Borden, Commissioner Smith</b>  Assisted by: Commissioner McDougall
2	Review BOPC Governance, Roles and Responsibilities to identify opportunities		<b>CAO and Municipal Clerk's Office</b>  Assisted by: Commissioner McDougall
3	Explore increasing public participation in meetings		<b>Commissioner Smith</b>  Assisted by: Commissioner Mancini
4	Engage with the Foundation		<b>Commissioner Borden</b>
5	Provide training for BOPC members:		<b>Commissioner Blackburn</b>

6	Determine Evaluation Process for Objectives	Establish a measurement for <ul style="list-style-type: none"> <li>• Transparency</li> <li>• Trust</li> <li>• BOPC function</li> <li>• Public education and awareness</li> </ul>		
7	Ongoing support for Commissioners	<ul style="list-style-type: none"> <li>• Review the BOPC Policy Framework</li> <li>• Establish exit interviews</li> <li>• Implement a transition period for members (i.e., mentorship)</li> </ul>		Assisted by: Commissioner McDougall
8	Awareness of BOPC and its role	<ul style="list-style-type: none"> <li>• Develop a Communications Plan for the BOPC</li> <li>• Define collaboration with HRP and RCMP in communications</li> <li>• Public education on and awareness of the role of the BOPC</li> </ul>		Assisted by: Commissioner McDougall

Questions		
Question	Response	
1	<p>Can BOPC meet in sessions other than the monthly meetings? Are all meetings required to be accessible to the public unless the topics are In Camera?</p>	<ul style="list-style-type: none"> <li>• The BOPC can arrange special meetings if necessary</li> <li>• The BOPC can meet privately if quorum is not reached</li> </ul>
2	<p>How do we keep the communication link with Regional Council when the BOPC Chair is not a Councillor?</p>	<ul style="list-style-type: none"> <li>• The Legislative Assistant will be updated by the Council Coordinator if/when items relevant to the BOPC are discussed at Council, the Legislative Assistant will then pass that information forward to the BOPC</li> </ul>
3	<p>How do we ensure continuity/institutional memory when there is staff turnover in the Clerk's office?</p>	<ul style="list-style-type: none"> <li>• The Clerk's Office has an instructional guide prepared for the Legislative Assistant assigned to the BOPC should there be any staff turnover</li> </ul>



**10**

# **Planning & Development Overview**

**\*Insert Tab 10 – HRM Planning and Development Overview - Presentation**

**11**

# **Budget & Business Planning Process**

**\*Insert Tab 11 – Budget and Business Planning Process - Presentation**

**12**

**Partners and  
Stakeholders Briefing  
Notes**

# PARTNERS AND STAKEHOLDERS:

## BREFING NOTES

Stakeholder		Type	Description
1.	Discover Halifax	NGO	Promotes HRM as a tourism and business destination
2.	Federation of Canadian Municipalities (FCM)	NGO	Promotes the interest of municipalities to the Federal Government
3.	Events East Group	Joint entity between the Province and HRM	Operates, maintains and manages the Halifax Convention Centre and the Scotiabank Centre
4.	Halifax Harbour Bridges	Provincial Crown	Operates the two harbour bridges
5.	Halifax International Airport Authority (HIAA)	NGO	Operates Stanfield International Airport
6.	Halifax Partnership	NGO	Acts as the economic development body for HRM
7.	Halifax Port Authority	Federal Crown Corporation	Administers Halifax Harbour and manages 260 acres of marine industrial land.
8.	Halifax Public Libraries	Corporation accountable to Regional Council through budget	Responsible for 14 branch libraries throughout HRM
9.	Halifax Regional Centre for Education / Conseil scolaire acadien provincial	Provincial Board	Operates Schools within HRM
10.	Halifax Regional Water Commission	Municipal Utility	Operates water, wastewater, and stormwater infrastructure

<b>11.</b>	<b>Intergovernmental Partnerships: Province of Nova Scotia and Government of Canada</b>	Government	Responsible for administration of federal and provincial programs and services
<b>12.</b>	<b>Municipal Auditor General</b>	Municipal employee accountable to Regional Council	Provides independent audits and advice to Regional Council
<b>13.</b>	<b>Nova Scotia Federation of Municipalities (NSFM)</b>	NGO	Promotes the interest of municipalities to the Province
<b>14.</b>	<b>Property Valuation Services Corporation (PVSC)</b>	Municipal Crown Corporation	Prepares the annual property tax assessment roll.

## Discover Halifax

[www.discoverhalifaxns.com](http://www.discoverhalifaxns.com)

### Description

Halifax's Destination Marketing Organization, Discover Halifax, was created in April 2002 as a partnership between the Province of Nova Scotia, the Halifax Regional Municipality, the Hotel Association of Nova Scotia (HANS) and participating industry members.

Discover Halifax's mandate is to promote Halifax as a year-round destination of choice for business and leisure travelers. To this end, it advertises in external markets and attends trade shows to attract and secure meetings and conventions. It also provides a variety of services to its members, including professional development and the promotion of member goods and services.

### Governance / Relationship to the Halifax Regional Municipality

Discover Halifax's Board of Directors includes an municipal staff representative, an elected representative of Council, and the Mayor, all of whom are voting members. Ross Jefferson is Destination Halifax's President and CEO.

On March 4th, 2014 Halifax Regional Council endorsed a Services Agreement with Discover Halifax. The body of the Services Agreement outlines the longer-term parameters of the Halifax Regional Municipality -Discover Halifax relationship, including: general services to be provided; audit and record keeping obligations; the disbursement of the municipal grant; municipal membership on the Board of Directors; the term of the agreement and termination provisions; and, insurance requirements.

Schedule A of the Services Agreement outlines shorter-term deliverables and targets and are subject to periodic review. The current Schedule A, approved by Regional Council in May of 2020, is intended to complement, and advance where applicable, the objectives of Halifax's new economic strategy, the *Halifax Economic Growth Plan 2016-21*.

### Funding

The organization receives the majority of its funding from the municipality, which is provided through an annual operating grant and 60% portion of the Marketing Levy, a percentage assessment levied on the rental of certain hotel rooms in the municipality. In 2018-2019, the operational grant was \$386,600 +HST. The levy disbursement to Discover Halifax for 2018-2019 was approximately \$2.49 million. The municipality's levy disbursement and operational grant to Discover Halifax accounted for approximately 83.6% of Discover Halifax's 2018-2019 budget. In December of 2019, Council approved a \$50,000 contribution to produce a market-based opportunities assessment and a five-year implementation, monitoring and evaluation plan.



## Federation of Canadian Municipalities (FCM)

[www.fcm.ca](http://www.fcm.ca)

### Description

With almost 2,000 members, representing over 90% of Canada's population, the Federation of Canadian Municipalities (FCM) advocates for the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's large cities, small urban and rural communities, and 21 provincial and territorial municipal associations. FCM member municipalities propose matters for consideration by the general membership. Through the annual conference, board meetings, committees, forums and programs, FCM discusses municipal concerns. FCM identifies priority areas that FCM staff research and analyse.

FCM staff develop policy statements for each priority area. The policy statements, which include FCM's formal position and a series of recommended actions, provide the direction for FCM's advocacy activities to influence public policy and programs at the federal level. FCM's current priorities include infrastructure, housing, transit and transportation, sustainability, and policing and public safety.

FCM programs address green initiatives, affordable housing, women in government, climate protection and partnerships with First Nations communities. They also provide an opportunity for Canadian municipalities to share best practices and resources domestically as well as overseas through international development initiatives. FCM's largest program, the Green Municipal Fund, is a \$625 million federal endowment to support municipal efforts to improve air, water and soil quality.

### Governance / Relationship to HRM

Halifax Regional Municipality is a member of the FCM, as well as the Big City Mayors' Caucus (BCMC). The BCMC is a group of Canada's 22 largest cities (generally those over 200,000).

The BCMC provides a forum for the mayors of Canada's largest cities to discuss issues of common concern, to undertake research, to influence the policies of the Federation of Canadian Municipalities, and to leverage its key place and role under a larger municipal umbrella to advance its policy interests. The Caucus has been effective in leveraging its political capital for visibility and to attract earned media for current FCM's policy positions. Meetings are built around and focus primarily on the ensuing media and political opportunities.

FCM and BCMC activities are handled mainly through the Mayor's Office, though Government Relations and External Affairs staff participates on key teleconferences and has attended some FCM and BCMC conferences. Staff from the Mayor's Office participates on the BCMC's working group for the Truth and Reconciliation recommendations.

The municipality hosted the FCM annual conference in 2018.

## Funding

In 2019 FCM had revenues of \$13.96 million, of which \$4.98 million were membership fees. The municipality's FCM membership fee for 2019 is \$55,928 (membership fees include a base fee and a per capita fee).

## Governance

FCM has a 75-member Board of Directors with representatives from all provinces and territories. On August 18, 2020 Halifax Regional Council passed a motion nominating Councillor Lindell Smith to the FCM Board of Directors as the representative from the Halifax Regional Municipality to June 2022

## Current Issues

COVID-19 – FCM is pressing for bottom-line requirements for safe-restart funds. As federal, provincial and territorial governments negotiate “safe economic restart” funding agreements, FCM has outlined four bottom-line requirements to ensure funds urgently protect frontline services for Canadians and support a nationwide economic recovery.

Climate and Sustainability – FCM advocates for the identification and adoption of climate and sustainability solutions for Canadian communities to become more sustainable and better prepared for extreme weather. It supports working with residents, businesses and other stakeholders to create jobs, lead economic recovery, lower emissions and significantly improve quality of life.

Public Safety – FCM advocates for more tools to help municipalities plan for and respond to emergencies, as well as for better collaboration among orders of government to provide safe communities and protect Canadians from health and security risks.

Infrastructure – FCM has a track record of securing federal tools that help municipalities succeed with their infrastructure. These include predictable Gas Tax Fund support for core infrastructure, and since 2015 FCM has fostered long-term investments in transit, social, rural and green infrastructure.

Housing – The federal government's National Housing Strategy, which was announced in 2017, responds to many of FCM's recommendations. FCM is now working to shape its rollout: replacing expiring social housing rent subsidies, tackling backlogged social housing repairs, and building the next generation of affordable housing.

Rural Broadband – FCM is advocating for federal government investment in broadband and wireless connectivity for rural, remote and northern communities.

Opioid Crisis – Cities and communities are on the front lines of the opioid crisis, working to stop overdose deaths. FCM is leading the call for a coordinated national response by all orders of government.

Inclusive Communities - Municipalities play leadership roles in settling immigrants and refugees, in reducing poverty, and in fostering reconciliation with Indigenous peoples. FCM is advocating for federal policies that promote inclusion, such as affordable housing and anti-homelessness strategies.

## Events East

[www.eventseast.com](http://www.eventseast.com)

### Description

Events East was created in 2014 under the Halifax Convention Centre Act with a mandate to operate, maintain and manage the activities of the Halifax Convention Centre (HCC) in a manner that promotes economic development, tourism and industry in the Province and the Municipality. This mandate was expanded in April 2017 to include the continued management and operations of Scotiabank Centre and Ticket Atlantic (formerly under Trade Centre Limited) in addition to the HCC.

The HCC reached substantial completion on March 1, 2018. The Convention Centre is part of a much larger private complex, the Nova Centre. The Nova Centre includes an office tower, hotel, retail, underground parking and the Convention Centre.

The Scotiabank Centre is the largest multipurpose facility in Atlantic Canada and serves as the region's premier venue for major entertainment and sporting events. Anchor tenants include the Halifax Mooseheads, the Halifax Hurricanes, the Halifax Thunderbirds, and the Royal Nova Scotia International Tattoo. Ticket Atlantic is the exclusive ticketing provider for Scotiabank Centre.

### Governance / Relationship to the Halifax Regional Municipality

Events East is a joint entity created under the Halifax Convention Centre Act as part of a government partnership between the Province of Nova Scotia and Halifax Regional Municipality. Management and control of the affairs of Events East is vested in a Board of Directors. The Board consists of the Deputy Minister of the NS Department of Business, the Chief Administrative Officer for HRM, and up to 4 members appointed by the Governor in Council and up to 4 members appointed by the Halifax Regional Council.

The HCC is leased by the Province with the capital costs, debt and interest included in the lease payment. HRM is not a party to the lease agreement but is a 50/50 partner with the Province on the Convention Centre.

The Scotiabank Centre is managed by Events East under a long-term operating agreement with HRM, the facility's owner. The Agreement was renewed and approved by Halifax Regional Council in February 2020.

## Funding

Through a series of negotiations, Halifax Regional Council signed a Memorandum of Understanding (MOU) with the Province, agreeing to equally share in the operating and capital costs of the HCC. The total cost of the HCC also includes the cost of supporting conventions at the Convention Centre through Events East, as well as those lifecycle costs not covered by the Province's lease arrangement.

As part of its funding strategy, HRM established a Convention Centre Reserve (Q521). All commercial property taxes from the Nova Centre including the office tower, hotel, retail, underground parking and the Convention Centre itself are placed within the reserve. Those revenues (and the funds for the existing World Trade and Convention Centre) are used to offset the annual costs under the MOU.

The Scotiabank Centre is owned by HRM and operated by Events East under an operating agreement. All operating income or losses generated accrue to HRM, and all capital improvements are funded by the Municipality.

# Halifax Harbour Bridges

[www.hdbc.ca](http://www.hdbc.ca)

## Description

Halifax Harbour Bridges (HHB) is a provincial crown corporation responsible for the operation, maintenance, and administration of the Angus L. Macdonald Bridge and the A. Murray MacKay Bridge. It was created in 1950 by a statute of the Province of Nova Scotia and now operates under a statute proclaimed in 2005 and amended in 2010. In 2020, the HHB released a Strategic Plan (2020-2025) to serve as a roadmap for achieving its mission of providing safe, efficient and reliable cross harbour transportation infrastructure in a cost-effective manner.

## Governance / Relationship to the Halifax Regional Municipality

HHB has nine Board members. The Province appoints five, including the Chair and Vice-Chair, and the municipality appoints up to four members. Municipal-appointed members are as follows: Chuck Bridges; David Hendsbee (Councillor); Jennifer LaPlante; and Lindell Smith (Councillor)

## Funding

Halifax Harbour Bridges is a commission of the Nova Scotia government but receives no provincial government funding. The operations and maintenance of the bridges are paid through the revenue generated through the tolls collected. The municipality does not fund HHB, nor does the municipality receive funds from HHB.

## Other / Current Issues

**Traffic:** The Harbour bridges are a major feature of the municipality's traffic system, and issues on either bridge can have a significant impact on traffic flow. In the fiscal year 2019/20, there were 33.9 million crossings. The average workday crossings on both bridges was 103,400 in fiscal 2019/20. The municipality and HHB often collaborate on efforts to improve traffic on the bridges.

**Ongoing Inspections:** Each year the bridges undergo a rigorous inspection to identify maintenance requirements. These inspections form the basis of a three-year maintenance plan. As the bridges enter their mid-life they become more expensive to maintain.

**Future of tolling:** For the safety of customers and employees, and for efficient traffic flow, HHB are evaluating whether the toll plazas should be rebuilt or whether the HHB should move to an all-electronic system.

# Halifax International Airport Authority

[www.hiaa.ca/airport-authority/who-we-are](http://www.hiaa.ca/airport-authority/who-we-are)

## Description

The Halifax Stanfield International Airport (HSIA) is the largest airport in Atlantic Canada, and a major economic generator. The most recent (2018) economic impact study calculated HSIA's contribution to Nova Scotia's economy to be \$3.8 billion. This encompasses not only the impact of airport and tenant operations, but also the benefit from exporter activity making use of HSIA cargo facilities and the impact of tourists who use the airport as a gateway to the region. Airport operations created 14,756 full-time equivalent jobs – including 5,600 on-site jobs, contributing \$355 million annually in labour income.

Halifax Stanfield is the eighth busiest airport in Canada by passenger traffic. It handled 4.18 million passengers in 2019 and 74,700 aircraft movements in 2019. It is a hub for Air Canada Express, Cougar Helicopters, Maritime Air Charter, PAL Airlines and SkyLink Express. The airport offers Canada Customs services on a 24-hour, seven day a week basis, and U.S. pre-clearance. HSIA is the first airport in Canada to achieve Level 1 of Airports Council International's Customer Experience Accreditation

## Governance / Relationship to the Halifax Regional Municipality

In 2000, Halifax International Airport Authority (HIAA) took over the management of Halifax Stanfield International Airport, as Transport Canada relinquished its role of operator in favour of a role as landlord and regulator. The HIAA is a locally controlled, non-share capital corporation, incorporated in 1995. HIAA is led by President and CEO Joyce Carter. The Board consists of 13 directors, 10 appointed by nominating entities (Federal, Provincial, and Municipal Governments and the Metro Halifax Chamber of Commerce) and three appointed by the Board itself. The municipality appoints up to four members of the Board.

## Funding

The Halifax Regional Municipality does not fund HIAA, but there is a tax agreement in place that calculates HIAA's tax bill, independent of the investments the authority makes to the airport facility. The term of the current agreement is 20 years, it expires March 31, 2039. In 2018/19, the municipal tax agreement revenue from HIAA was \$1,565,849. Taxes forgiven under the agreement were \$2,946,913 for the fiscal year. Property tax revenues from commercial tenants at the airport contributed an additional \$3,149,829. In 2019, HIAA's revenue was \$114.4 million and expenses were \$102.9 million. Capital investments totalled \$35.1 million in 2019, compared to \$41.4 million in 2018.

## Other / Current Issues

COVID-19 travel restrictions and public health regulations put in place to keep people safe during the pandemic have resulted in unprecedented economic impacts on a variety of industries, including aviation. The financial impacts of COVID-19 on the global aviation sector continue to be monitored and assessed as travel restrictions and public health measures are adjusted domestically, in the United States and internationally. While HIAA expects a significant downturn in passenger traffic and associated revenues in 2020, recovery planning is in progress to ensure Halifax Stanfield can support airlines, airport business and travellers again, when the time is right.

The municipality has worked collaboratively with the HIAA over the last number of years in a variety of areas, especially land use planning (By-laws to prohibit future noise-sensitive development within an area around the airport), public transportation, and infrastructure (water and sewer capacity).

On April 1, 2016, Halifax Regional Police began providing policing services at the HSIA. The contract is for 5 years with 2 additional years possible and is direct billed to the HSIA. Fire and emergency response to the Halifax Stanfield International Airport (HSIA) is shared between Halifax Regional Fire & Emergency (HRFE) and Halifax International Airport Authority (HIAA), serviced by the Airport Fire Department (AFD). Primary response to 'air side' emergencies (airfield and terminal areas beyond security) fall to AFD supported by HRFE. Public areas within the terminal, hotels and Aerotech Park are the primary responsibility of HRFE supported by AFD. In January 2019, Council approved the 24/7 Composite staffing of Station#45 (Fall River) to improve response to the HSIA and Aerotech Park area. HRFE is currently finalizing a Memorandum of Understanding with HIAA to formalize this arrangement.



# Halifax Partnership

[www.halifaxpartnership.com](http://www.halifaxpartnership.com)

## Description

Halifax's lead economic development organization, the Halifax Partnership (Partnership), was created in 1996 with a mandate to attract, keep and grow business, talent and investment in Halifax. It provides professional economic development expertise and services to the Halifax Regional Municipality and oversees much of the implementation of the municipality's economic strategy.

## Governance / Relationship to the Halifax Regional Municipality

The Partnership is a public-private partnership. Its Board of Directors includes two representatives of Regional Council (currently Waye Mason and Shawn Cleary) as voting members, as well as the Mayor or designate and the Chief Administrative Officer or designate as non-voting ex-officio members. The Chair of the Board is Ron L'Esperance President of Group ATN. Wendy Luther is the Partnership's President and CEO.

In June 2013, Regional Council endorsed a five-year Services Agreement with the Halifax Partnership. The body of the agreement outlines the general parameters of the relationship, including the services to be provided by the Partnership, audit and record keeping obligations, the municipality's membership on the Board of Directors, the term of the agreement and termination provisions, and insurance requirements.

Schedule A of the agreement outlines shorter-term deliverables and targets and is subject to periodic review. The current Schedule A was approved by Regional Council in September 2016 and is intended to advance the objectives of HRM's new five-year economic strategy, the *Halifax Economic Growth Plan 2016-21*, unanimously endorsed by Regional Council in April 2016.

## Funding

The municipality's 2018-2019 operational grant to the Partnership was approximately \$1.73 million (excluding HST). In fiscal 2018-2019, municipal funding accounted for approximately 30.9% of the Partnership's \$5.59 million budget.

## Other / Current Issues

**COVID-19 Recovery:** The Halifax Partnership and the municipality are proactively planning for and leading economic recovery efforts with private, public and post-secondary partners. In May of 2020 Regional Council endorsed a COVID-19 Economic Response and Recovery Plan. The three-stage plan lays out actions to restart and restore Halifax's economy and get back to a positive long-term growth trend. The Partnership's roll-out the municipality's five-year economic strategy, the *Halifax Economic Growth Plan 2016-21*, has been temporarily superseded by the COVID-19 recovery plan.

# Halifax Port Authority

[www.portofhalifax.ca](http://www.portofhalifax.ca)

## Description

The Halifax Port Authority (Port of Halifax or Port) is a federal Crown Corporation reporting to the Minister of Transport. It is responsible for administering Halifax Harbour and has a mandate to develop, market and manage 260 acres of federally-owned marine industrial land in the harbour.

The Port handles container, break bulk, bulk, roll-on/roll-off, and project cargo from more than 150 countries, making it the third largest container port in Canada. It has two locations: Halterm Terminal in Halifax's south end (adjacent to Point Pleasant Park), and Richmond Terminal in the north end (underneath the MacKay Bridge). Both are capable of handling fully laden Post-Panamax container ships.

All the Port's facilities except the Sheet Harbour Port are serviced by CN Rail. A range of products flow through the Port, from Western Canadian wheat and Maritime soy beans, frozen seafood and fries, to imported cars and tractors, engineering supplies destined for the Alberta Oil Sands, and components for the construction of Canada's new naval fleet.

In 2019 the container terminals handled a combined 546,416 twenty-foot equivalent units (TEU) of containerized cargo. The HPA handled 4,456,708 metric tonnes of cargo from over 1,400 cargo vessels. Gate truck wait time and service times are less than 30 minutes, making the HPA one of the lowest import container dwell times of any North American port. In 2019, cruise operations welcomed 323,709 cruise guests on 179 vessels, the most the Port of Halifax has ever seen in a single year.

## Governance / Relationship to the Halifax Regional Municipality

The municipality is not represented on the Port's Board of Directors. However, the municipality funds (through an operational grant to the Halifax Partnership) the Halifax Gateway Council whose mandate is to improve the competitiveness and efficiency of goods and passenger movements through Halifax. The Halifax Gateway Council is comprised of representatives of the municipality, the Halifax Partnership, the Port, CN Rail, Halifax International Airport Authority, Transport Canada, the Atlantic Canada Opportunities Agency, the Province of Nova Scotia and major transportation and shipping interests.

## Funding

The municipality does not provide direct funding to the Port Authority. However, the municipality's related infrastructure investments, management of the Atlantic Gateway-Halifax Logistics Park, and operational support to the Halifax Gateway Council are aimed at growing the movement of goods and people in and out of the municipality.

## Other / Current Issues

Economic impact studies done by the port show the cruise ship industry brings in about \$165 million a year to Halifax and the surrounding area. HPA cruise traffic was reduced to zero after a federal government Covid-19 decision (made in May of 2020) that cruise ships with overnight accommodations for more than 100 people would not be allowed to operate in Canadian waters until Oct. 31, 2020. Due to the cruise season being cancelled, the HPA did not hire any temporary workers this year. Permanent staff working for the HPA were diverted to other tasks that didn't involve the port's cruise operations. HPA projects that it could be two-to-three years before the cruise industry traffic returns to pre- pandemic levels.

In August of 2018, the Port of Halifax announced plans to further develop its infrastructure at the South End Container Terminal (SECT) to welcome more Ultra-Class Container Vessels (UCCV) by extending the length of the existing berth by 135 metres. This project's completion in 2020 allows the Port of Halifax to service UCCVs to preserve cargo-related jobs and ensure Canadian cargo does not flow through U.S. ports. In 2019, the Port handled thirteen (13) UCCV calls.

The Port of Halifax's vision for the future includes maintaining and enhancing cargo and cruise infrastructure and mitigating the effects of traffic congestion in the core of the city. The Halifax Port Authority is working with CN rail, the municipality and the federal and provincial governments to take most port- related cargo trucks out of downtown Halifax.

## Halifax Public Libraries

[www.halifaxpubliclibraires.ca](http://www.halifaxpubliclibraires.ca)

### Description

Halifax Public Libraries (HPL) provides library service to residents through a network of 14 branches, a website, Borrow by Mail, and Home Delivery Services. A collection of approximately one million items are available, including print, DVDs, CDs, and electronic resources such as e-books and audiobooks. A range of programs are offered including: reading development for children, homework help, teen volunteers, book talks and author visits, cultural/heritage events, literacy tutoring, tax clinics, computer training, and services for newcomers to Canada such as English learning. Library spaces are designated for reading, studying, access to technology, organized meetings, and socializing. The website offers services for residents in their homes. As part of the Nova Scotia Regional Library system, HPL lends items to other libraries. In 2018-2019, across HPL branches: 9,422 library programs were offered; 19,373 youth snacks were served; more than 3.6 million in-person visits happened; and almost 4 million Wi-Fi connections were made.

### Governance / Relationship to the Halifax Regional Municipality

The Nova Scotia Libraries Act regulates regional library service in the province. The Halifax Regional Library Board is a corporation separate from the municipality but accountable to Regional Council through the budget review process. The Halifax Regional Library Board is composed of 11 members: eight members who are appointed by the Halifax Regional Municipality (HRM), two members who are appointed by the Province of Nova Scotia, and the Mayor of HRM, who is an ex-officio member. Information on the role of the Board is contained in the Libraries Act. The Board is the policy-making body for the provision of regional library service and is the employer responsible for terms and conditions of employment. The Chief Executive Officer is responsible to the Board for carrying-out policy decisions and for the administration of library operations.

### Funding

The total gross operating budget for HPL in 2018/19 was \$27,671,927. This figure consists of four primary sources of funding: HRM (\$20,970,525), the Province of Nova Scotia (\$4,989,167), library-generated (\$948,711) and special projects/donations/gifts (\$763,524).

### Other / Current Issues

In August 2020 Halifax Public Libraries cleared all existing overdue fines and will no longer fine people for late returns. There were more than 37,000 people whose library cards had been blocked from borrowing due to overdue fines and other fees. Fines and fees disproportionately impacted the most vulnerable community members (due to limited access to childcare, transportation and other obstacles). The decision to eliminate

finer was made to help families who are hesitant to visit because they may need to make a choice between paying for food to feed their family or paying library fines.

Due to COVID-19 HPL locations began offering Curbside Pick-up as an added service. Although library locations have now re-opened, the curb-side option remains available to library patrons. Users are notified (via phone or email) of an item's availability for pick-up. Curbside Pick-up signage instructions are posted at the local branch to direct patrons arriving to pick-up items.

Hours for Curbside Pick-up vary at each location. Patrons are told the schedule for the Curbside Pick-up location when contacted about picking up items.

Community members can borrow items such as Chromebooks and iPads for a 2-hour loan period with their library card. These items can be taken outside a library branch and returned at the end of the 2-hour loan period. Borrowers are asked to sanitize the item upon check-out. Sanitizing wipes are made available to use. Technology items are sanitized by staff when they have been returned. Technology users are asked to follow recommendations from public health that will help keep them and others healthy when using these items.

The following online lending resources have been made available to use at home to help prevent the spread of COVID-19: (a) Ancestry Library Edition; (b) PressReader; (c) Public Library Video Online; (d) RomanceBook Cloud; (e) TumbleBooks Math

Various in-person services are being reintroduced in stages as the Halifax Public Libraries move forward. In-person services may look different at each branch. Patrons are encouraged to check the HPL's locations page for specific information for their local branch. Operational changes due to COVID-19 include the following:

- All Library branches have accessible washrooms to allow for frequent hand washing. Hand sanitizer is also available.
- Washroom cleaning frequency has increased.
- Easy-to-follow signage and decals has been posted at all branches to help visitors navigate library spaces.
- Gathering areas, such as group seating or computer stations, have either been separated or sectioned off to allow for physical distancing.
- High-touch surfaces such as desks, self-check machines, computers, and doors, are frequently sanitized. Depending on the Library branch, sanitizing of self-check machines or shared technology may be done by community members before use by using supplied sanitizing wipes.
- Most children's toys and games have been removed.
- Library staff frequently wash hands during their work shift.

# Halifax Regional Centre for Education and Conseil scolaire acadien provincial

[www.hrce.ca](http://www.hrce.ca) and [www.csap.ednet.ns.ca](http://www.csap.ednet.ns.ca)

## Description

The former Halifax Regional School Board (HRSB) was created in 1996 through the amalgamation of three individual boards that operated schools in Halifax, Dartmouth, Bedford and Halifax County. With the passage of the *Education Reform (2018) Act* on March 9, the HRSB was officially renamed the Halifax Regional Centre for Education (HRCE). As an entity, the HRCE operates English public schools throughout the Halifax Regional Municipality.

The HRCE operates 135 schools serving approximately 52,000 students and employing 11,000 teachers and support staff. The HRCE shares a geographic boundary with the Halifax Regional Municipality and schools located throughout the region. Serving urban, suburban and rural populations the HRCE works with a diverse population of ages, races, religions, abilities, orientations, origins, status, beliefs and incomes every day. The student enrollment in the HRCE is growing.

Conseil scolaire acadien provincial (CSAP) is the francophone school board. It was created by an *Act* of the Legislature in April 1996. CSAP oversees 22 schools across Nova Scotia that provide education in French as the first language. There are six CSAP schools within the municipality with a total of 2500 students. CSAP is the fastest-growing school board in Nova Scotia.

## Governance / Relationship to the Halifax Regional Municipality

There is no formal relationship between the municipality and HRCE/CSAP at the elected level, though there have been periodic discussions of ways to strengthen the relationship. Historically representatives from the municipality, HRSB, CSAP and the Department of Education have met to share information on transportation, planning, and infrastructure/capital plans. The municipality and HRCE have joint service agreements regarding access to schools after hours and property maintenance.

## Funding

For the 2019-2020 fiscal year, the HRCE will manage a General Fund budget of \$578,161,400, of which \$415,577,800 comes from the Province of Nova Scotia, \$143,678,800 comes from the Halifax Regional Municipality and the remainder from other sources. The HRCE also manages a Supplementary Fund budget of \$14,182,400 (provided by the municipality) which is spent equitably across the entire region.

The municipality provides funding to the schoolboards in two ways:

Mandatory contributions – The Halifax Regional Municipality contributes approx. \$161 million annually to the Province in the form of mandatory contributions for education, social housing and

corrections. Most of this funding goes towards education. Funds are transferred to the NS Department of Education's general revenues and the municipality has no input into how the contribution is spent. The mandatory education contribution is set annually by the

Province at the value of the Education Rate times the Uniform Assessment. The estimate for 2019-2020 is \$143.6 million, an increase of \$3.3 million from the prior year.

Supplementary funding – As required by the Halifax Charter, the municipality provides supplementary funding to HRCE, with a portion going to help support arts and music programs. As of 2007, the municipality also provides comparable funds to CSAP. Supplementary funding is currently governed by a MOU that provides predictability for all parties. Supplementary funding can decline by a maximum of 10% per annum (roughly

\$450,000 per fiscal year). In 2019-2020, the combined supplementary funding payment to CSAP and HRCE will be \$14,996,100 (proportional contributions are based on student enrolment).

## Issues

Education and Early Childhood Development (EECD) Minister Zach Churchill, along with Dr. Robert Strang, Chief Medical Officer of Health announced Nova Scotia's plan for the safe return to school for all students, teachers and staff on July 22, 2020. The plan has contingencies in place to support learning should a second wave occur, including scenarios for if there is COVID-19 activity in a specific part of the province, or if there is an outbreak in a specific school. The plan incorporates three scenarios as follows:

**Scenario 1 – In-class Instruction** -All Students Return to Class. Key points for this phase include:

- In-class instruction will resume in September.
- Regional Centres for Education and the CSAP will have plans for their schools.
- There will be enhanced cleaning measures in schools and greater emphasis on handwashing/sanitizing and physical distancing.
- Mask use will be required for some grade levels and staff, for some situations.
- School bus riders and drivers are required to wear masks while on the bus.
- Signs in schools will support physical distancing and health and safety practices.
- Other services students accessed in school (cafeteria, meal programs) will be delivered to students.
- No use of lockers.

**Scenario 2 – Blended Learning Model** - Some Students in Class, Some at Home. Key points for this phase include:

- Pre-primary to grade 8 students will receive in-class instruction in smaller class sizes.

- Grades 9 to 12 will be supported to learn from home.
- Students in all grades who need SchoolsPlus services will continue to receive them at school.
- Regional Centres for Education and the CSAP will have plans for those children, students, and staff, who need to be at school.
- School bus riders and drivers are required to wear masks while on the bus.
- Signs in schools will support physical distancing and health and safety practices.
- Other services students accessed in school (cafeteria, meal programs) will be delivered to students.
- Response plan can be applied province-wide, to a specific region, or to a specific school, at the direction of public health.

**Scenario 3 – At-home Learning** - All Students Learn at Home. Key points for this phase include:

- Schools will close.
- All students will be supported to learn from home.
- Students at home would continue to have access to services such as SchoolsPlus.
- A move to at-home Learning would be applied province-wide, at the direction of public health.



## Halifax Regional Water Commission

[www.halifax.ca/hrwc](http://www.halifax.ca/hrwc)

### Description

Halifax Water is the municipal water, wastewater and stormwater utility serving the residents of Halifax. In 1996, water utility amalgamation saw the formation of Halifax Regional Water Commission (HRWC). In 2007, wastewater/storm water services were transferred from the municipality to Halifax Water. This created the first regulated water, wastewater and storm water utility in Canada. Halifax Water has about 450 employees and serves more than 80,000 customers. Its head office is located at 450 Cowie Hill Road, Halifax, NS, with auxiliary offices throughout the municipality.

### Governance / Relationship to the Halifax Regional Municipality

Halifax Water is not a business unit of the municipality and operates in accordance with an Act of the Provincial Legislature (the *Halifax Regional Water Commission Act*) with rates, rules and regulations approved by Halifax Water Board of Commissioners and the Nova Scotia Utility and Review Board (NSUARB).

The Halifax Water Board of Commissioners includes four members of Halifax Regional Council appointed by Council (currently Councillors Steve Adams, Richard Zurawski and David Hendsbee), three residents of the municipality who are appointed by Council and the Chief Administrative Officer of the municipality or a Halifax municipal employee appointed by the CAO. Craig MacMullin chairs the Board. Cathie O'Toole is Halifax Water's General Manager.

### Funding

Halifax Water has a Cost of Service based rate structure for water, wastewater and stormwater services, as approved by the NSUARB. Rates are adjusted periodically when the cost of providing the service is out of line with the revenue generated by the existing rates. When an adjustment is required, Halifax Water makes an application to the NSUARB, and a formal public hearing process is held to ensure proposed rates are reviewed in an open, objective and transparent manner. Halifax Water is funded directly from user fees and fire protection revenue. Under the *Public Utilities Act*, NSUARB approval is required for capital acquisitions or construction projects costing \$250,000 or more. In 2019, Halifax Water's total operating expenditures were approximately \$1.327 billion with revenues of \$1.381 billion.

### Other / Current Issues

State of Infrastructure - Like many other Canadian municipalities, the municipality faces significant challenges with water and wastewater infrastructure. The municipality's underground wastewater and stormwater pipes are among the oldest in Canada and need significant upgrades to meet new federal regulations. Halifax Water's Integrated Resource Plan (IRP) lays out infrastructure requirements over a 30-year time frame. Overall \$2.6 billion (2013 dollars) is

needed to meet the three cost drivers of compliance (\$595 million), growth (\$598 million) and asset renewal (\$1.385 billion).

Climate change mitigation is the core driver for implementation of the Cogswell District Energy System as part of the Cogswell redevelopment. This initiative will lead to significant reductions in GHG emissions compared to the business as usual case for new development. Halifax Water is also implementing a solar photovoltaic system at the Halifax Wastewater Treatment Facility (WWTF) under the “Solar Electricity for Community Buildings Pilot Program”.

Over the past three years, Halifax Water has upgraded most customer meters to advanced metering infrastructure (AMI). This new technology will enable Halifax Water to put water consumption data in the hands of the customer through a web portal in 2020/21. Detailed information on water consumption will allow refinement of Halifax Water’s approach to water loss control to ensure it remains a world leader.

Lead Line Replacement Program – In 2016, the Halifax Water Board approved a comprehensive business plan to replace all lead service lines on the Halifax peninsula and downtown Dartmouth areas. In 2020/21 Halifax Water will expand the lead service line (LSL) rebate program to enable Halifax Water to meet its goals for LSL replacement by 2039 by integrating with the municipality paving renewal projects, and by replacing the portion of LSLs on private property at the utility’s expense. Halifax Water staff work closely with staff from the Halifax Regional Municipality to coordinate lead service line replacement work with planned street improvements being undertaken by the municipality.

COVID-19 Response – In response to COVID-19 Halifax Water announced operational decisions to protect employees, the public and continued service to customers. Measures to reduce the spread of the virus and protect the public, and Halifax Water include the following:

- Plans are in place to ensure that critical water, wastewater and stormwater services provided are not interrupted nor impacted.
- Non-essential customer or public interactions are limited for the duration of the COVID-19 response. This is to protect the public, and Halifax Water employees that are critical to continuity of service.
- Priority services including installation and maintenance of service connections, as well as operational activities to maintain service, environmental and regulatory compliance are maintained.
- Response to non-essential inquiries may be delayed as some staff may be required to cover duties normally performed by employees that are unable to report to work.
- Customers who face economic impacts due to the COVID-19 situation that cause them to struggle with paying their accounts are encouraged to contact Halifax Water to discuss payment arrangements.

## Intergovernmental Partnerships: Province of Nova Scotia and Government of Canada

<https://beta.novascotia.ca/> and <https://www.canada.ca/en.html>

### Description

#### Province of Nova Scotia

The Nova Scotia Department of Municipal Affairs and Housing (DMAH) is the municipality's main point of contact with the Province of Nova Scotia. Among other intergovernmental issues, the municipality works with DMAH on infrastructure funding programs, legislative requests, transit funding, and economic development. DMAH will direct issues outside of its jurisdiction to the appropriate provincial department (e.g., Communities, Culture and Heritage; Transportation and Infrastructure Renewal; Business; Environment). The municipality and DMAH staff are in regular contact on a variety of issues.

Government Relations and External Affairs (GREA) staff prepare a budget briefing note for Council and senior management each spring once the Provincial budget is introduced.

#### Government of Canada

The municipality's contact with the federal government is less frequent than with the Province and tends to be decentralized across Business Units who have direct relationships with federal departments. Examples of federal points of contact include the Atlantic Canada Opportunities Agency (ACOA) for economic development issues; Infrastructure Canada for infrastructure funding; Immigration, Refugees and Citizenship Canada (IRCC) for immigration issues; Canadian Heritage for cultural events; and CMHC for housing issues. The military is also a significant stakeholder as the Municipality's single largest employer and major landowner. Contact between elected officials is handled by the Mayor's Office.

Each spring, GREA staff prepare a federal budget briefing note for Council and senior management on the day the budget is introduced.

#### Intergovernmental Funding

The municipality receives funding from the Provincial and Federal governments through a number of different sources. Some of the major intergovernmental funding programs relevant to municipalities are outlined in separate briefing notes on infrastructure funding and COVID-19 intergovernmental support.

The municipality contributes approximately \$172.9 million annually to the Province in the form of mandatory contributions for property assessment (PVSC), education, social housing and corrections. These amounts are described as Provincial taxes which the municipality collects on the Province's behalf on municipal tax bills. This funding is a direct transfer to Provincial general revenues and the municipality has no input into how it is spent.

# Municipal Auditor General

[www.halifax.ca/auditorgeneral/index.php](http://www.halifax.ca/auditorgeneral/index.php)

## Description

In 2008, the Nova Scotia Legislature amended the HRM Municipal Charter to add the requirement for Halifax Regional Council to appoint a Municipal Auditor General (MAG). The municipality appointed its first Municipal Auditor General (MAG) in September 2009. A national recruitment was carried out in Spring 2009, and the Audit Committee made a recommendation to Council in August 2009.

Further details on the legislative requirements for the MAG are contained in Sections 49 to 54 of the HRM Charter. As defined in the Charter, the role of the MAG is to “. . . assist the Council in holding itself and the Municipality’s administrators accountable for the quality of stewardship over the public funds and for achievement of value for money in the Municipality’s operations”.

Further detail on the office of the MAG can be found at: <https://hrmauditorgeneral.ca/#>. Included on this site are a description of the MAG's role and authority as outlined in the HRM Charter, annual work plans, procedures manual, reporting structure and reports issued by the MAG.

## Governance

The Municipal Auditor General is an employee of Halifax Regional Council, and reports to Council through the Audit and Finance Standing Committee. The MAG is the only individual, aside from the Chief Administrative Officer, who reports directly to Council. The current practice of the Office of the Auditor General is to release reports at meetings of the Audit and Finance Standing Committee.

## Funding

The total gross 2020/21 operating budget for the Office of the MAG is \$1.1 million, provided directly from the municipal operating budget. The majority of the budget consists of compensation costs.

## Other / Current Issues

The MAG serves a seven-year term and cannot be re-appointed. Evangeline Colman-Sadd, the current MAG, began her term on October 17, 2016.

## **Nova Scotia Federation of Municipalities (NSFM)**

[www.nsfm.ca](http://www.nsfm.ca)

### **Description**

The Nova Scotia Federation of Municipalities (NSFM) (formerly Union of Nova Scotian Municipalities) has been the collective voice for municipal governments across the province since 1906. With 379 members comprised of Mayors, Wardens and councillors, NSFM represents the interests of municipalities on policy and program matters that fall within provincial jurisdiction. Members include all 50 of Nova Scotia's municipalities.

NSFM holds an annual conference in Halifax each November and a spring workshop. Every year at the conference, NSFM presents resolutions that were submitted by its membership and selected by the Resolution Committee for discussion and voting. These resolutions fashion the priorities and focus for NSFM. Due to COVID-19, NSFM's Board of Directors have made the decision to cancel the Fall 2020 Conference.

The NSFM Board has a formal Partnership Framework Agreement with the Province to work on matters of joint concern. Passed NSFM resolutions are submitted to the Province for consideration. A Provincial Municipal Roundtable is used as a forum for the NSFM Executive and provincial Ministers to meet and discuss joint priorities. Under the Terms of Reference for the Roundtable, a joint work plan is established reflecting the NSFM resolutions and provincial priorities. In addition to the Roundtable, NSFM's President and Board members meet periodically with provincial and federal elected representatives.

Provincial responses are shared with the membership and NSFM staff work with the Province on initiatives identified in the joint work plan. In preparation for the following fall conference, progress on the NSFM's resolutions is reviewed and a determination is made whether to continue with the action plan in place or if the resolution needs to be re-submitted for further attention.

### **Governance / Relationship to the Halifax Regional Municipality**

Municipal interests are represented through three caucuses – a Regional Caucus, Rural Caucus and Towns Caucus. The Board of Directors is comprised of twelve elected officials and one appointed voting member from the Association of Municipal Administrators. The Executive is comprised of the President, Vice-President, Immediate Past President and Chairs from the Rural, Town and Regional Caucuses.

NSFM has set Wednesday, December 2, for both the AGM and caucus meetings. Due to COVID-19, NSFM will be using the Zoom videoconferencing platform. More information, and invitations to take part, will be sent to members in the fall. The NSFM has a staff of six who work on behalf of the Board of Directors and general membership.

## Funding

As part of NSFAM's restructuring process the membership fee schedule has changed. The municipality's fees for 2019 were \$137,654, or 33% of NSFAM's total membership revenue. \$110,123 of this is for NSFAM and the remaining \$27,531 is a portion for Association of Municipal Administrators.

## Other / Current Issues

Resolutions – In 2019/20, the NSFAM's members passed the following resolutions:

- a. removing the CAP on property assessment;
- b. implementing extended producer responsibility;
- c. addressing inadequacies in funding levels and formula for municipal funding;
- d. acting to bring legislation to enable municipal modernization including new governance and collaboration models; and
- e. funding for roads including equitable funding for towns and former towns for shared arterial and collector and increased funding for J-Class roads.

# Property Valuation Services Corporation

[www.pvsc.ca](http://www.pvsc.ca)

## Description

Property Valuation Services Corporation (PVSC) is the independent, not-for-profit, municipally funded assessment authority for Nova Scotia. PVSC is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. In 2019, PVSC assessed 630,637 residential and commercial properties, representing \$111 Billion in total assessment. PVSC received 8,001 appeals (including late appeals) accounting for approximately \$5.6 billion of assessment. After the appeal process concluded, the assessment roll was adjusted downward by over \$220K.

## Governance / Relationship to the Halifax Regional Municipality

PVSC was incorporated under the *Property Valuation Services Corporation Act* in 2007. Every municipality in Nova Scotia is a member of PVSC. Each municipality must pay a share of the cost of operating the provincial assessment system. Municipal contributions are calculated according to a formula specified in subsection 35(4) of the PVSC Act.

The PVSC Board of Directors is comprised of between 9 and 11 members, including elected municipal officials, municipal administrators and independent members. The Executive Director of the Nova Scotia Federation of Municipalities (NSFM) is a non-voting member. Jane Fraser (Chief Financial Officer for the municipality) is currently a Director of the PVSC Board. Kathy Gillis is the CEO. PVSC employs 135 staff, working in offices located throughout the Province.

In 2018, PVSC developed a Service Level Agreement (SLA) with Nova Scotia municipalities to clarify the services PVSC administers and delivers. The SLA's are intended to form a foundation for open channels of communication and information sharing. The SLAs include provisions relating to annual report delivery, assessment appeal management, notification of assessment account changes, financial notification and payment processing, inquiry and appeal surveying and service delivery ratings (customer satisfaction).

## Funding

In 2020, PVSC's had revenues of \$17.79 million and expenditures totalling \$18.78 million. The cost estimate for the municipality's contribution to PVSC in 2019-2020 is \$7.27 million, an increase of \$201,800 from 2018/-2019

## **Other / Current Issues**

COVID-19 – The 2019-2020 fiscal year saw minor impacts of COVID-19 in quarter four including a work from home model. PVSC is expecting a more significant impact of COVID-19 on its operations in 2021 and 2022. As part of PVSC's regular budgeting process the corporation will be reviewing its reserves to help stabilize future budgets and minimize the funding requirements of municipalities.

Property Transfer Data – PVSC is undertaking a diagnostic review of the transfer of property identification and ownership data in partnership with Association of Municipal Administrators of Nova Scotia (AMANS) and Land Programs. PVSC will strike a joint Advisory Committee to address and act on the review's recommendations in the 2020-21 fiscal year



# 13

## Orientation Handouts

\*This section is for materials / handouts provided during the Orientation sessions.