

HALEFAX CITY COUNCIL
SPECIAL MEETINGS

1993-1994

SPECIAL MEETINGS - HALIFAX CITY COUNCIL

1993 - 1994

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
CAPITAL BUDGET
MINUTES**

CAPITAL BUDGET
17 FEBRUARY 1993

Council Chamber
Halifax City Hall
17 February 1993
7:00 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of beginning the review of the proposed 1993-1995 Capital Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Adams, Hanson, Jeffrey, Macdonald, Crowley, and Stone.

ALSO PRESENT: City Manager; Mr. B.G. Smith, Director of Finance; Mr. A. Leblanc, Budget Officer; and other members of staff.

A copy of the City of Halifax 1993-95 proposed capital budget was submitted.

A list of capital work to be done in 1993 was provided at this time.

CITY MANAGER'S OVERVIEW

The City Manager advised that he was reasonably satisfied with his letter of transmittal dated 28 January 1993 which indicates the level of expenditures and classifications. However, he noted that since writing his letter on 28 January, he has revised his thinking somewhat with respect to the capital budget and particularly as it relates to the City's operating budget.

Mr. Murphy went on to note that he had indicated, on another occasion, that it was his goal to try and achieve a zero percent tax increase for 1993 in the operating budget. However, he explained that a number of problem areas have occurred. Mr. Murphy advised that it appears that the City will not be able to adhere to the schedule that had previously been set out for the City of Halifax becoming debt free. He expressed the view that if the City wants to strive for a zero percent increase and maintain expenditures at the 1992 levels, the City will be unable to afford to maintain

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pay-as-you-go at the same rate as in the past and as was projected.

Mr. Murphy referred to his letter of transmittal where he indicates that the 1993/94 program of works totals a gross of \$20,343,000 with a net of \$10,805,000, of which amount \$6,784,000 is proposed to be financed under the pay-as-you-go program. Having regard to the tax rate, Mr. Murphy added that the City would be unable to spend that much money out of current budget for pay-as-you-go and, as a result, at this point it appears that instead of \$6,784,000, the amount would be \$2,884,000. He further noted that in order to maintain the same level of expenditures, some borrowing will be required.

The City Manager went on to continue with his overview and explained, as outlined in his transmittal letter, his concern about library expenditures.

The City Manager then responded to various questions from members of the Committee.

In response to a question from Alderman Hanson, the City Manager agreed that staff should consider the length of time between when they issue notices for local improvement charges and the time in which the actual bills are received. He suggested that it might be more cost effective to send out an interim bill before a final bill is issued.

Referring to **Cap 73, item 60 (Sheffield In The Park - Develop Sports Field)**, Alderman Stone requested that \$75,000 be very seriously considered for this year.

In response, Mr. Sullivan noted that the Recreation Department could address this item.

Alderman Stone requested that staff consider repaving and improvements for the Bedford Highway, from the Kearney Lake Road to City limits, for this year.

Referring to the **Montgomery Court Playground, CAP 72, item 43**, Alderman Stone asked that the Recreation Department review this item for this year.

With respect to **Wren Street, CAP 54, item 99**, Alderman Stone noted that a new situation has occurred. He went on to explain that Wren Street, between Starling and Pioneer, it appears as though there is going to be a development in this location. He added that the developer is willing to consider paving of this particular section with sidewalk if the City is willing to consider it.

In response, Mr. Sullivan indicated that staff could provide an estimate.

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Referring to CAP 51, item 65, Mountain Road, Alderman Hanson asked that this item be given a higher priority because of the Stanley Park Development.

PROTECTIVE SERVICES - CAP 9

Deputy Chief David MacKinnon addressed the Committee and presented information with regard to four specific items appearing in the Police Department's budget for this year. With respect to the Police Station, Deputy Chief MacKinnon advised that fencing of the driveway to the rear of the building is estimated at approximately \$60,000. He also made reference to the renovations proposed for the existing building as it pertains to the bio/chemical exhibits and processing. The Deputy Chief pointed out that just recently he had received a new estimate indicating that an additional \$50,000 should be added to the \$18,000 for a total of \$68,000 for that item. In addition, Deputy Chief MacKinnon advised that a request has been made for an expansion to the Police Department estimated at approximately \$100,000. The Deputy Chief noted that the final item presented deals with the Police Station renovations to QM Stores. He went on to present, with the use of the overhead projector, photographs illustrating the areas for proposed renovations.

Following a short questioning of Deputy Chief MacKinnon, it was MOVED by Deputy Mayor Fitzgerald, seconded by Alderman Downey that the following items on CAP 9, Protective Services, be approved for 1993/94:

| | | |
|-----|--|-----------|
| # 4 | Police Station - Fence Driveway Area | \$ 60,000 |
| # 5 | Police Station Construct Bio/Chem Exhibit Area (18,000 + 50,000) | 68,000 |
| # 7 | Police Station Expansion | 100,000 |
| # 8 | Police Station Renovate QM Stores Area | 20,000 |

Motion passed.

Fire Chief Thomas Power addressed the Committee and noted that while there were structural problems at the Herring Cove Road Fire Station, the North End Station, as well as the Knightsridge Station, those were not included in this year's capital budget. He indicated that it was his hope to include in the budget a station each year.

Chief Power went on to advise that the biggest concern for the fire stations has to do with the health and welfare of the employees in relation to the diesel fume exhaust system for the fire stations. Noting that it would

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be very costly to do all the fire stations in one year, he advised that only the central headquarters at West Street is included for this year at \$100,000 (item 2, Cap 9). The Fire Chief suggested that the funds would cover the costs for insulated doors as well as the furnace and heating system.

At approximately 9:00 p.m. Her Worship Mayor Ducharme retired from the meeting briefly with Deputy Mayor Fitzgerald assuming the seat of the Chair.

NEW SIDEWALKS / NEW CURB & GUTTER - CAP 10

Mr. Bill Sullivan, Chief Engineer, briefly reviewed the policy on new sidewalks as approved by City Council. There were no questions concerning these items.

SIDEWALK RENEWALS - CAP 15

Mr. Bill Sullivan, Chief Engineer, briefly reviewed the policy on sidewalk renewals which is based on deficiency ratings. He noted that staff are recommending that sidewalks with a greater than 80 percent deficiency rating be replaced in the current fiscal year. In addition, Mr. Sullivan advised that staff have brought forward those sidewalk renewals which were approved in principal in the budget last year for 1993/94. He added that there might also be the odd sidewalk which, because of certain conditions, are being recommended. Mr. Sullivan requested that, **item 347, Cap 40 Shirley St. (Vernon - Garden)**, the \$39,000 be brought forward to 93/94 because the sidewalk had been approved under the priority listing.

Mr. Sullivan pointed out that on **Cap 34, item 273, Oxford St. (Coburg - Jennings)**, \$69,000, this item should be deleted. He advised that these funds can be released because the sidewalk was installed last Fall and funded.

Alderman Crowley, questioning the rationale used for sidewalk renewals, expressed concern with respect to some sidewalks which have between a 75 percent and 80 percent deficiency rating. She made particular reference to the fact that in Ward 11 there were a number of sidewalks with a deficiency rating between 75 and 80 percent. The Alderman went on to suggest that by the end of the Spring season, these sidewalks would probably reach an 80 percent deficiency rating. Alderman Crowley reiterated the view that any sidewalk with a deficiency rating of 75 percent or more should be considered for 1993.

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17 FEBRUARY 1993**

Responding to the Alderman's concern, Mr. Sullivan advised that if Council wished to do sidewalks between 75 percent and 80 percent it would cost approximately \$214,000.00.

The Chairman suggested that staff submit a list of sidewalks which are between 75 and 80 percent deficient, as well as an indication of what it would cost to do these sidewalks this year.

Alderman O'Malley noted that it had just been brought to her attention that, at a recent meeting of the Concerns of the Aging, one of the members on the Committee had brought in some pictures of the sidewalks on Cabot Street showing evidence of a very dangerous situation. She referred to **Cap 19, items 64 and 65 (Cabot Street)**, noting that the deficiencies for these sidewalks were only listed as 58 and 50 percent.

In response, Mr. Sullivan indicated that staff could review the item.

SIDEWALK RENEWALS DUE TO DEVELOPMENT - CAP 46

There were no questions in respect of this section.

NEW PAVING - CAP 47

Mr. Sullivan noted that new paving consists basically of the following three projects:

| | |
|--|--------------|
| Cap 47, item 12, Borrett Ave. (Ross - Existing) | \$120,000.00 |
| Cap 52, item 69, Osborne St. (Withrod - End) | 250,000.00 |
| Cap 54, item 97, Withrod Dr. (Herring Cove Rd - Everest) | 150,000.00 |

In response to a question from Alderman Stone, Mr. Sullivan noted that he would provide further information relating to the sidewalk proposed for Borrett Avenue.

Alderman Hanson asked again that staff re-visit Mountain Road in terms of the fact that the Stanley Park development has taken place.

NEW PAVING - CAP 47

Mr. Sullivan pointed out that funding for new paving projects as listed in the budget book had been previously approved.

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Alderman Stone referred again to CAP 54, item 99, Wren St. (Starling - Pioneer) noting that this was just a small section which should also be considered in connection with (Starling to Forrest Hill).

With respect to street improvements, Alderman Stone indicated that he would like to know the improvements being proposed.

In response, Mr. Sullivan advised that the street improvements were a carry over from last year and that there was no money required for 1993/94. He added that there was approximately \$900,000.00 left and that there is a priority of streets under consideration at the moment. Mr. Sullivan further added that staff have not yet finalized the list noting that two lists would need to be provided - one showing those which are proposed for cost-sharing and another list showing staff's recommendations if cost-sharing was not forthcoming. He indicated that a report could be provided when completed.

Alderman Adams referred to paving renewals with respect to Athlone Avenue and Tartan Avenue from Athlone to Ardwell and, noting that the curbs were non-functional, asked that staff address this situation.

TRAFFIC IMPROVEMENTS

Mr. Bill Sullivan, Chief Engineer, provided a brief review of the proposed traffic improvements.

Alderman Adams indicated that he had a concern about the RA5's and how they are allocated. The Alderman went on to request that Engineering staff investigate not only pedestrian numbers, but the circumstances and surroundings of a particular site where a crosswalk RA5 installation could occur. He referred particularly to the Herring Cove Road noting that an RA5 was absolutely essential in this area. Alderman Adams asked that staff consider the matter and provide a report.

Mr. Peter S. Connell, Director of Engineering and Works, advised that the RA5's were a requirement of the Department of Transportation.

Alderman Stone asked for a list of the RA5's which are to be installed.

At approximately 9:20 p.m. Her Worship Mayor Ducharme returned to the meeting with Deputy Mayor Fitzgerald taking his usual seat on Council.

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Alderman Hanson asked for a reassessment of the situation at the corner of **Spring Garden Road and South Park Street** in terms of traffic flows and pedestrian flows. He suggested that delayed lights or arrows should be considered because of the "deadlock" of traffic at this intersection.

Alderman Holland requested that staff consider the possibility of installing a pedestrian crosswalk at the corner of **Victoria Road and South Park** due to the number of accidents in this area.

9:30 p.m. there being no further business to discuss, the meeting adjourned.

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/MS

SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
CAPITAL BUDGET
M I N U T E S

Council Chamber
Halifax City Hall
23 February 1993
7:00 P. M.

A further meeting to review the proposed 1993-95 Capital Budget for the City of Halifax was held at this time.

PRESENT: Her Worship Mayor Moira Docharme,
Chairman; Deputy Mayor Walter Fitzgerald; and Aldermen
Holland, Downey, Meagher, O'Malley, Pottle, Hanson,
Jeffrey, and Crowley.

ALSO: Mr. B. G. Smith, Director of Finance; Mr.
A. Leblanc, Budget Officer; and other members of City
staff.

Her Worship opened the meeting by reading from a 10-point document prepared by Mr. B. G. Smith, Director of Finance (and subsequently circulated to members of Council and to the press). In response to certain various questions which have recently been raised concerning the proposed Capital Budget. The following points were noted: -

1. The City is not abandoning pay-as-you-go.
2. In the past couple of years, the City has been including approximately 5.5% from current revenue to eliminate our debt.
3. Under the present scheme of payments, the City was scheduled to eliminate all debt payments by the year 2005-2007.
4. The proposed budget of the City Manager is an accommodation of the present economic downturn and a desire not to add unduly to the present difficulties of taxpayers, both commercial and residential.
5. The City Manager's proposed budget provides for only 4.4% of revenue to be applied to outstanding debt.

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6. The amount of debt being retired in 1993/94 is \$3.9 million in principal, and **\$3.3 million** [NOTE: Original statement reads **\$3.9 million** in error] in interest (interest is paid from general revenue).
7. 4.4% of revenue amounts to \$4.1 million.
8. The result is that the amount of new debt being incurred is \$3.9 million while the amount of old debt being retired is \$4.1 million.
9. It is important to re-emphasize the proposed budget has **not** abandoned the pay-as-you-go policy, but has simply, for the year 1992-93, slowed the rate of debt retirement.
10. It should be remembered the City Manager's budget is a proposal **only**. City Council will deal with it in the normal budgetary process.

It is City Council's responsibility to determine whether the pace of debt reduction will be maintained at its present level, or otherwise.

HALIFAX FORUM COMMISSION (CAP-71)

Mr. George Findlay, Chairman of the Halifax Forum Commission, and Mr. Al Driscoll, Manager, responded to questions from members of Council.

With reference to Item #24 ("Replace Civic Arena with New Ice Surface Incl. Land Acquisition"), Mr. Findlay clarified that \$324,000 of the \$424,000 proposed for 1993/94 had been pre-approved by Council for the purposes of acquiring this site from the Federal Government. He went on to note that the remaining \$100,000 is intended to be used for the architectural design of the new civic arena, with \$1.9 million proposed for the construction of that facility in 1994/95.

Alderman Jeffrey expressed concern that the \$324,000 had not been taken from the City's "Sale of Land Account," pointing out that it was his understanding that funds taken from that account do not impact on the municipal tax rate.

The City Manager advised that the Sale of Land Account is not normally used for projects such as this, adding that if the \$324,000 **were** to be taken from this account, it would mean that the fund would have to be

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replenished from alternate sources in order that other projects might proceed.

Concurring with Alderman Jeffrey's comments, Alderman Pottie pointed out that when this site was originally sold to the Federal Government some years ago, it was his assumption that the revenues would have been deposited in the Sale of Land Account. Taking that factor into consideration, therefore, the Alderman indicated that, when he had raised the matter of purchasing the property back from the Government during the summer of 1992, it had been his intention that the necessary funds would be taken from the Sale of Land Account.

Alderman Jeffrey concluded the discussion by asking the Director of Finance to reexamine the situation to determine whether funding for this project could, in fact, be taken from the Sale of Land Account. The Alderman went on to request that, should this approach be deemed inappropriate, Mr. Smith be asked to provide Council with an explanation. Alderman Jeffrey further suggested that if funds in the Sale of Land Account have diminished below an acceptable level, the City should give serious consideration to selling off as much of its surplus land as possible so that the Account could be replenished.

There being no further questions, Messrs. Findlay and Driscoll retired from the meeting at approximately 7:45 p.m.

MISCELLANEOUS ITEMS (CAP-60)

Mr. W. A. Sullivan, Chief Engineer, provided members of Council with a brief overview of the Miscellaneous Items proposed for inclusion in the 1993/94 Capital Budget.

With reference to **Item #16 ("Granville Mall Upgrading")** and a question from Alderman Meagher, Mr. Sullivan advised that it is staff's intention to replace the existing cobblestones with a combination of concrete block and some other type of surface compatible with the heritage character of the Granville Mall area. In this context, Mr. Sullivan indicated that the City's Heritage Planner has discussed the matter of an appropriate street surface with area merchants, and added that the cobblestones, when removed, will be stored at City Field for possible future use.

Referring to **Item #19 ("Hogan's Point Park")**, which has been recommended for deletion, Mr. Sullivan advised that this project has instead been included in the Recreation Department's budget as Item #2, CAP-70 ("Birch Cove Park").

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With reference to Item #20 ("Horseshoe Island - Construct Washrooms"), Mr. Sullivan advised that staff have recommended this project for deletion as there would not appear to be any requirement for washrooms at this site.

Responding to a question from Alderman Downey concerning Item #32 ("Mainstreet Program - Revised: Gottingen Street Area'), Mr. Simpson McLeod, Supervisor of the City's Real Estate Division, advised that staff have been working with the members of the Gottingen Street Merchants Association to prepare a three-year plan which will concentrate on the upgrading of infrastructure in this area. Mr. McLeod added that these plans, when finalized, will be submitted to Council for information purposes.

On another but related matter, Mr. McLeod referred to the increased concern which has lately been expressed with regard to the condition of the City's downtown area, and, on that basis, urged that Council consider increasing its expenditures (under the Mainstreet Program) for this part of the City over the next several years. He added that staff has recommended that the original allocations be doubled and emphasized that these are \$.50 cost-shared dollars.

Responding to a question from Alderman Holland, the City Manager suggested that, once the public meeting (tentatively scheduled for early March) has been held with area merchants and other interested members of the public, staff will be in a better position to make recommendation as to specific areas of improvement. Mr. Murphy added that a report on this matter will be brought back for Council's consideration subsequent to the public meeting.

Expressing his support for this approach, Alderman Holland suggested that staff give priority to labor intensive projects, pointing out that providing work while at the same time revitalizing a geographic area would have significant advantages during these difficult economic times.

With reference to Item #35 ("Yew City Cemetery Development"), Mr. Peter S. Connell, Director of Engineering and Works, advised that a full report on this matter will be included on the agenda of the 3 March Committee of the Whole Council meeting. He emphasized that staff are seeking direction with regard to the matter of an additional cemetery site, given the fact that the existing Fairview Cemetery will no longer be available in approximately 12 months' time.

Alderman Jeffrey referred to Item #41 ("Percy Street - Joseph Howe Drive Walkway") and noted that there continues to be considerable difficulty in acquiring the land for this project. Under the circumstances, therefore,

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the Alderman requested (and it was so agreed) that the project (at an estimated \$50,000) be **deleted** from the 1993/94 proposed Capital Budget.

Responding to a question from Alderman Crowley with regard to **Item #53 ("St. Andrews School - Partial Demolition and Reroofing")**, Mr. McLeod advised that the present plans are to demolish the front of the facility (i.e., that portion facing Bayers Road) as quickly as possible, and to subsequently put the site out to tender for possible residential development. He added that it is intended that the rear section of the building be retained and renovated as a recreation/community centre.

Mr. McLeod indicated, however, that problems have arisen regarding the supply of water to the sprinkler system in that portion of the Centre slated for retention. Under the circumstances, therefore, demolition of the front portion of the facility has been delayed until the Halifax Water Commission can investigate the matter further.

Alderman Crowley sought assurances from staff that recreation groups now using the facility will not be unduly inconvenienced as a result of any "sudden changes" to the St. Andrews School.

Responding to Alderman Crowley's concerns, Mr. McLeod advised that no changes to the current rental arrangements are being contemplated at this time.

Alderman Meagher expressed concern that a portion of this facility is being proposed for demolition, indicating that, in his opinion, the overall matter of the future use of the St. Andrews School should be brought back to a Committee of the Whole meeting for further discussion.

The Chairman suggested (and it was so agreed) that the staff report on this matter, as well as the Minutes containing Council's deliberations, be recirculated for reference purposes. She added that, having reviewed this information, Council may then decide whether or not to discuss the matter further.

Referring to comments made earlier by Mr. McLeod, Alderman Pottie observed that the water lines may also have to be rerouted in order to provide necessary services to that portion of the site designated for housing. Under the circumstances, therefore, the Alderman suggested that staff comment on the feasibility of including, as part of the tender process, the condition that the successful bidder must also pay for the rerouting of those lines.

With reference to **Item #57 ("Underground Wiring - C.B.D.")**, Alderman Downey asked for information as to the

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suggested timeframe for extending this project to the Spring Garden Road area.

Mr. Sullivan advised that, unfortunately, Spring Garden Road had not been included in the original agreement between the City of Halifax and the Nova Scotia Power Corporation with regard to underground wiring. He went on to suggest that, now that the NSPC is a privately-owned company, it is doubtful whether it would be receptive to the concept of extending this cost-sharing agreement to include the Spring Garden Road area.

Alderman Downey emphasized that the Spring Garden Road Merchants Association has expressed considerable interest in having underground wiring installed, and asked that staff prepare a report (including cost estimates) on how this could be accomplished.

8:35 p.m. - Her Worship Mayor Ducharme retires from the meeting, with Deputy Mayor Walter Fitzgerald assuming the Chair.

Alderman Meagher made reference to Item #63 ("**Yale and Yukon at Monastery Lane - Ornamental Barriers**"), noting that this project has been proposed for "Later." The Alderman pointed out that, unlike the residents of Briarwood Crescent in Mainland North, the residents of the Yale/Yukon Street area have been forced to live with what he considered to be extremely unsightly barriers for the last several years. Alderman Meagher therefore proposed that Item #63 be moved up to 1993/94 and that ornamental barriers similar to those on Briarwood Crescent be installed as quickly as possible.

On the recommendation of Alderman Jeffrey, it was generally agreed that Item #16 ("**Yale and Yukon at Monastery Lane - Construct Ornamental Street Barriers**") be included in the 1993/94 Capital Budget; and further, that the \$50,000 originally allocated to Miscellaneous Item #41 ("**Percy Street - Joseph Howe Drive Walkway**"), previously deleted at the request of Alderman Jeffrey, be used toward the Yale/Yukon Street project.

In addition to the projects listed in the official Capital Budget document, Mr. Sullivan proposed to include the following two items:-

**Upgrade Lighting - Willett Street
Between Westridge and Lacewood**

Mr. Sullivan advised that, when Willett Street was originally constructed, street lighting had been placed on the east side only. He went on to emphasize that a

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sidewalk has now been installed on the west side of the street, but, in staff's opinion, is improperly lighted. It has therefore been recommended that this project (estimated at approximately \$30,000) be included in the 1993/94 Capital Budget.

**Installation of Lighting
- Service Road (Pier 9 - Fairview Cove)**

Mr. Sullivan advised that the Province of Nova Scotia has recently completed construction of a service road connecting Barrington Street (Pier 9) to the Fairview Cove area. He went on to point out that a building to house the Africville Genealogy Society is proposed for this area, adding that if the facility is to be used at night, lighting will be required. Staff are therefore recommending that an amount of \$50,000 be included in the 1993/94 Capital Budget for this project.

Mr. Sullivan added, however, that staff will make every attempt to persuade the Province to either pay for the project outright or to share in its cost.

On another but related matter, Alderman O'Malley indicated that some time ago she had submitted a request to have staff look at the possibility of installing a light on the City-owned lane off Novalea Drive leading into the parking lot of the Acadia Square senior citizens complex. She went on to note that because this area is very dark, it has been subjected to considerable vandalism.

Mr. Sullivan suggested that this project might have been included under the City Field Division's current budget, indicating that he would investigate the matter with that Division and report back to Alderman O'Malley.

SEWER DEVELOPMENT (CAP-65)

Mr. Sullivan presented a brief overview of the items proposed for inclusion in the 1993/94 Capital Budget under this heading.

There were no questions from members of Council.

SEWERS GENERAL (CAP-66)

Referring to Item #17 ("Leiblin Park Storm Sewer"), Mr. Sullivan advised that a portion of the requested funds will be used to undertake a study of the Leiblin Park area in which there have been numerous complaints about flooding. In addition, a portion of the 1993/94 funds will be used to divert certain sanitary flows

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down Leiblin Drive (as opposed to around Guildwood Crescent), and to install a small piece of storm sewer to resolve the situation of one particular resident who is experiencing substantial flooding problems.

8:50 p.m. - Alderman Adams enters the meeting.

Alderman Jeffrey made reference to **Item #26 ("Rosemount Avenue Storm Sewer Upgrading")** and to **Item #29 ("Walton Drive Storm Sewer to Dutch Village Road")**, and pointed out that between 4-6 homes on Rockwood Avenue have suffered extensive flooding in their basements over the last several weeks. The Alderman suggested that this situation is directly linked to problems with the Rosemount and Walton Drive storm sewers which are located directly above Rockwood Avenue. Having said that, Alderman Jeffrey expressed concern that there did not appear to be anything in the 1993/94 budget which might address this situation and asked for clarification from staff.

Mr. Sullivan advised that, while he was unaware of the situation referred to by Alderman Jeffrey, there were three sewer upgrades that had to be undertaken in conjunction with each other, those being **Item #7 ("Brook Street)**, **Item #26 ("Rosemount Avenue")** and **Item #29 ("Walton Drive")**.

Alderman Jeffrey strongly recommended that, of the above-noted projects, the one which represents the first in the cycle of sewer installations be included in the 1993/94 Capital Budget.

With reference to **Item #19 ("MacIntosh Run - Auburn Drive: Storm Sewer Easement")**, Alderman Adams asked that staff consider the feasibility of installing an extra catchbasin adjacent to Civic No. 72 Auburn Drive, particularly one which has a grate on the face of the curb. In making this request, the Alderman emphasized that there would appear to be a considerable problem with water overflowing the curb onto adjacent properties, adding that a grate on the curb face itself might serve to alleviate the situation.

POLLUTION CONTROL (CAP-68)

Mr. Sullivan provided a brief overview of these projects for the benefit of members of Council.

HOUSING AND DEVELOPMENT (CAP-69)

Mr. Sullivan noted that **Item #4 ("Spring Garden Road - Renovations")** refers to the renovations which may be required to the property located on the corner of Spring

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Garden Road and Robie Street. He emphasized, however, that this matter is still under review.

RECREATION (CAP-70)

Mr. Nick Murray, Superintendent of Planning for the Recreation Department, provided Council with a brief overview of the projects proposed to be included in the 1993/94 Capital Budget.

With regard to **Item #15 ("Conrose Ballfield Expansion")**, Alderman Meagher made reference to a letter previously received from Mr. Gerry Whalen. In this context, the Alderman asked for a brief report concerning the Recreation Department's plans to address the problem area in front of the players' benches as well as for the expansion of the Conrose Field facility.

9:01 p.m. - Her Worship Mayor Ducharme returns to the meeting, with Deputy Mayor Fitzgerald assuming his usual seat on Council.

Alderman Downey expressed concern that the first phase of **Item #25 ("George Dixon Centre Pool")** has been scheduled for 1995/96, and asked for information as to why this project cannot be undertaken within an earlier timeframe.

Mr. Murray indicated that he would submit a report on this matter, outlining suggested phases of funding.

Alderman Jeffrey asked that **Item #60 ("Sheffield in the Park - Develop Playground")** and **Item #61 ("Sheffield in the Park - Develop Sports Field")** be deferred for discussion until Alderman Stone can be present.

Alderman Crowley expressed concern that **Item #78 ("Westwood Park Playground")** had been placed in the 1994/95 Capital Budget. In her remarks, the Alderman emphasized that, in her view, there is a very urgent need for recreational services in this area, adding that the existing playground equipment is badly in need of repair and/or replacement. Alderman Crowley went on to point out that Westwood Park is the only playground area in this neighborhood, and asked that staff give consideration to moving this project up to the 1993/94 budget year.

Mr. Murray indicated that he would submit a report on this matter.

Alderman Crowley also made reference to **Item #79 ("Westwood Youth Soccer Field")** and indicated that it had been her understanding that this project had been placed on

hold. The Alderman went on to emphasize that when this project had first come to light, it appeared that neither area residents nor the Alderman herself had been consulted in this regard. Alderman Crowley added that because this situation had given rise to concerns about the possibility of soccer balls intruding on private property, etc., she would appreciate receiving a report on the matter before proceeding.

Alderman O'Malley asked to be provided with a staff report on the specifics of the improvements that are proposed under **Item #59 ("Seaview Park Lookoff")**.

On another matter, Alderman O'Malley suggested that it would be beneficial to many members of Council if an agenda of the items to be discussed at each budget review meeting could be circulated in advance of the meeting in question.

The Chairman advised that this request would be taken into consideration for future meetings.

There being no further business to be discussed, the meeting was adjourned at approximately 9:30 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
AND
DEPUTY MAYOR WALTER FITZGERALD
CHAIRMEN

*K

HEADLINES

| | |
|---|---|
| Halifax Forum Commission (Cap-71) | 2 |
| Miscellaneous Items (Cap-60) | 3 |
| Sewer Development (Cap-65) | 7 |
| Sewers General (Cap-66) | 7 |
| Pollution Control (Cap-68) | 8 |
| Housing and Development (Cap-69) | 8 |
| Recreation (Cap-70) | 9 |

**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
CAPITAL BUDGET
MINUTES**

Council Chamber
Halifax City Hall
24 February 1993
7:20 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of continuing the review of the proposed 1993-1995 Capital Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, O'Malley, Hanson, and Stone.

ALSO PRESENT: City Manager; Mr. B.G. Smith, Director of Finance; Mr. A. Leblanc, Budget Officer; and other members of staff.

CULTURAL SERVICES - CAP 77

Ms. Diane MacQuarrie, Secretary and Chief Librarian, and Dr. Mark Ludman, Vice-Chairman, addressed the Committee and presented the Halifax City Regional Library 1993-1995 proposed capital budget. On behalf of the Library Board, Dr. Ludman requested Council's approval of their proposed budget.

Dr. Ludman began the presentation by advising that their 1993/94 capital budget includes two items which he would like to address primarily this evening. He also noted that he had prepared a summary of the remarks he would be making this evening which he advised would be distributed following his presentation.

Dr. Ludman addressed first the item on the upgrading of the Main Library building. He then commented on the Mainland South Branch Library Space Expansion, the New Main Library, and the Thomas Raddall Branch Library Service. Following Dr. Ludman's presentation, a copy of his submission was circulated to members of Council (a copy of which is included in the official file for this meeting). Dr. Ludman and Ms. MacQuarrie went on to address various questions from members of the Committee.

Responding to a question from the City Manager, Ms. MacQuarrie advised that the Library Board has been examining the question of the windows at the Main Library for some

**CAPITAL BUDGET
24 FEBRUARY 1993**

time. She noted that the original advice with respect to the replacement came from the City Architect. Ms. MacQuarrie indicated that with respect to the windows, the difficulty is that it is very hard to replace this original type of window easily. She explained that there has been one or two accidents with the windows creating a safety hazard.

In response to a further question from the City Manager, Ms. MacQuarrie advised that the City Architect did not give a specific schedule with respect to the replacement of the windows and that he did not advise that all 25 windows had to be replaced.

During the questioning of the Library representatives, the question was put forth as to whether or not some of the proposed upgrades could be phased in over two years. The question was also raised with respect to what the Library Board would list as their order of priorities. In response, the City Manager indicated that staff, in consultation with Library representatives, could provide a report in this regard.

Alderman Holland raised a concern with respect to the purchase of what he believed to be a sexist, erotic, and very abusive piece of literature. He indicated that he would like to know the rationale behind this purchase.

In response, Ms. MacQuarrie advised that the new Library Board would be having its first regular meeting this coming Monday. She added that they have not yet had an opportunity to consider in full the concerns raised by Alderman Holland. Ms. MacQuarrie went on to add that a report on the matter has been prepared for the consideration of the Board and that the Board was considering the best way to address the issue. She indicated that the Board had great respect for Alderman Holland's view. She also pointed out that the Board had received a considerable number of letters in support of the position of the Board. Ms. MacQuarrie advised that Library staff will be recommending to the Board that there be a special Board meeting to address the issue at which time she advised that they would welcome the presence of her Worship Mayor Ducharme and any member of Council.

At approximately 7:50 p.m. Alderman Crowley entered the meeting.

Following a further questioning, Her Worship Mayor Ducharme, on behalf of members of the Committee, extended thanks and appreciation to Ms. MacQuarrie, Dr. Ludman, and all of the members on the Library for their efforts and the number of volunteer hours they give to the City.

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INDUSTRIAL COMMISSION - CAP 76

Mr. Douglas R. Corkum, Executive Director of the Halifax Industrial Commission, addressed the Committee and presented a breakdown of the Commission's proposed budget. He noted that the Commission was presenting a 5 year budget and that they have in their current budget a total budget of \$18,439,000.00. However, he explained that their current budget has been carried over from last year at \$4,429,000.00 which has been adjusted to read \$4,425,000.00. He noted that this figure was derived from the projections in the Master Plan.

After a brief questioning of Mr. Corkum, it was MOVED by Deputy Mayor Fitzgerald, seconded by Alderman Hanson that the 1993-1995 proposed capital budget for the Halifax Industrial Commission be approved.

Motion passed.

COMPLETION OF THE CAPITAL BUDGET

Alderman Stone referred to an item he raised at a prior budget meeting with respect to **CAP 73, item 60, Sheffield In The Park - development Sports Field.** The Alderman re-emphasized his desire to have funds included in this year's budget to begin this development. He asked that staff consider including some funds for this year in order to get the project started.

Alderman Stone also noted that there were two new paving projects in his Ward and that he had questioned whether new sidewalks would be included. He added that he had discussed the matter with a resident on each of the streets who indicated that there is no need for sidewalks. Alderman Stone referred to the sidewalk deletion for **Borrett Avenue** and the sidewalk deletion on part of Pioneer, not the part where the development is taking place, but the lower end from Wren to Forrest Hill where the residents are cost sharing on. He suggested that the residents do not want these sidewalks so therefore there should be some reduction.

Alderman Hanson referred to the item with respect to new **paving for Mountain Road** and asked whether this item could be brought forward into the 93/94 budget from 95/96.

Alderman Crowley, recognizing that she had just received a report with respect to **sidewalks over 75 percent deficiency**, she asked if staff could provide a further report concerning the cost factor involved for sidewalks with a 75%

**CAPITAL BUDGET
24 FEBRUARY 1993**

A M E N D E D P A G E

INDUSTRIAL COMMISSION - CAP 76

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After a brief questioning of Mr. Corkum, it was MOVED by Deputy Mayor Fitzgerald, seconded by Alderman Hanson that the **1993-94** proposed capital budget for the Halifax Industrial Commission be approved.

Motion passed.

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Alderman Hanson referred to the item with respect to new **paving for Mountain Road** and asked whether this item could be brought forward into the 93/94 budget from 95/96.

Alderman Crowley, recognizing that she had just received a report with respect to **sidewalks over 75 percent deficiency**, she asked if staff could provide a further report concerning the cost factor involved for sidewalks with a 75%

CAPITAL BUDGET 24 FEBRUARY 1993

and over deficiency in Ward 11. She indicated that there were approximately six areas in Ward 11 that had ratings in the high 70's and requested that they be moved into the '93 capital budget i.e. Isnor, Abbott, Archibald, Romans, etc.

The City Manager, in response to the Alderman's concern, noted that staff have reported that in order to do sidewalks that are 75 percent deficient and over it will mean an additional \$291,000.00. He added that staff had concluded that Council, through Alderman Crowley's question, by consensus indicated they would like sidewalks 75 percent and above done this year.

Alderman O'Malley referred to **CAP 56, Paving Renewals, item 25, Livingstone Place**, noting that for the last four years during almost every rainstorm she has been called to this location. She went on to advise that the curb and gutter in this area has been deteriorating for years and that while staff have attempted to construct an asphalt curb, the two homes at the end of Livingstone at Isleville still flood when there is rainfall. Noting that these items are slated for later years, the Alderman questioned whether there was any thing that could be done to help alleviate this problem which occurs whenever there is a rainfall.

Mr. Sullivan advised that, in order to correct the problems of ponding in this area, the street would need to be reconstructed with new curb and gutter and also new concrete sidewalk. He added that to the best of his knowledge the water does not go over the sidewalk onto the properties. However, he noted that he could be mistaken. Mr. Sullivan also noted that staff did install a new catch-basin on the corner. He went on to note that the asphalt curbing was done specifically because the pond of water was going over the curb near the Isleville Street intersection. Mr. Sullivan pointed out that there is no cheap fix and that the only way is to install all new curb and gutter which mandates new sidewalk. Further, he added that this would also necessitate a cutting into the street which he noted is due for renewal when funds become available.

Responding to a further question from Alderman O'Malley, Mr. Sullivan advised that the sidewalk deficiency for Livingstone Place on the north side is approximately 50 percent.

Alderman Stone referred to the Oakley Park playground area in Rockingham Ridge explaining that there was a street in the lower part of this area called Dillon Avenue. He explained that this street goes up to Oakley Avenue and that, between these two streets, there is a piece of City owned land. The Alderman indicated that the residents on Dillon Avenue would like to have some type of walkway through

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24 FEBRUARY 1993**

this piece of City owned land so that their children could access this playground.

Alderman Stone suggested that this could involve cutting a few trees, blazing the trail, and putting some crusher dust down. He asked that the Parks and Grounds or Recreation Department consider allocating funds from perhaps the Rockingham Ridge account, \$10,000, or whatever it would take to provide this walkway from Dillon Avenue to Oakley Avenue.

Noting that a number of Aldermen were absent and that there were reports pending, the City Manager suggested that a decision in respect of the capital budget and future budget meetings could be considered at the next meeting of City Council to be held on 25 February 1993.

At approximately 9:00 p.m. there being no further business to discuss, the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

HEADLINES

Cultural Services.....1
Industrial Commission.....3
Completion of the Capital Budget.....3

/MS

**SPECIAL MEETING
COMMITTEE OF THE WHOLE
OPERATING BUDGET
MINUTES**

Council Chamber
Halifax City Hall
8 March 1993
7:30 p.m.

A Special Meeting of the Committee of the Whole Council, Operating Budget, was held on the above date.

PRESENT: Her Worship Mayor Ducharme, Chairman; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Adams, Hanson, Macdonald, Crowley, and Stone.

ALSO PRESENT: Mr. Donald F. Murphy, City Manager; Mr. Bernard G. Smith, Director of Finance, and Mr. Al LeBlanc, Budget Officer.

1993-1994 Proposed Operating Budget (Overview)

The City Manager addressed the members of Council and advised that the purpose of the meeting was to table the 1993/94 Proposed Operating budget and to provide an overview to Council.

Referring to his letter to Council dated 4 March 1993, the City Manager outlined the proposed budget. He advised that all departments were requested to bring in a budget which would allow for a 0 percent tax increase. The City Manager added that, in order to achieve this, a 2 percent reduction in expenditures across the board was required. He indicated that this was difficult to achieve particularly with the "people related" departments. The City Manager pointed out that Council's goals and aspirations with respect to these particular departments could not be achieved if their budgets were cut by 2 percent, therefore, an across the board reduction of 2 percent was not possible.

The City Manager noted that there were factors affecting the budget which staff had no control over such as the Metropolitan Authority. In this regard, he advised that there were increases in the cost of solid waste disposal which will be passed on to the City. As well, he

**Budget
8 March 1993**

added that the slow down in the economy has affected the transit operations.

The City Manager noted that some months ago he advised Council that it should not be talking about a zero percent tax increase for this year, but rather, it should be talking in terms of keeping the same level of taxes as last year. He explained that the reason for this was because this year was a reassessment year and, as such, there was a decline in the City's business assessments and a slight increase in residential assessments. The City Manager suggested that the only way it could be said that there would be no tax increase this year is if last year's assessment role was used. The City Manager advised, therefore, staff's goal was to control expenditures and to try and raise the same number of tax dollars as last year.

The City Manager then reviewed the overall budget impact, outlining the expenditure and revenue summaries and the impact of the budget on the tax rate.

In his remarks, he noted that the School Board had not yet submitted their budget. He pointed out that in 1992/93 the gross budget of the School Board was \$77,379,025, of which \$38,671,947 was the City's share. The City Manager noted that the Department of Education has increased its contribution to the School Board by 4.5 percent. He advised that in order to show a figure for this item, he applied the -2 percent of the City's share. Noting that the School Board has had trouble in meeting staff's guidelines in the past, the City Manager indicated that the figure in the budget for the School Board may be unrealistic.

On another matter, the City Manager noted that user fees were in the budget at \$66,000, the amount recommended by the Recreation Committee.

Referring to the impact on the tax rate, the City Manager advised that last year the residential rate on a \$100,000 home was \$1.45, which would produce \$1,460 in taxes. He added that in 1993, because of the change in assessments, a tax rate of \$1.50 produces \$1,503 which is a 2.9 percent increase in the rate and, in applying this rate to a \$100,000 home, it will result in an increase in taxes of \$43.40 or \$3.62 a month.

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8 March 1993**

In concluding his remarks, the City Manager thanked all staff members and Departmental Directors responsible for the development of their departmental budgets. He advised that he felt they were very conscientious in preparing their budgets. In particular, the City Manager expressed his gratitude to Mr. B. G. Smith, Director of Finance and Mr. A. LeBlanc, Budget Officer.

The City Manager and the Director of Finance then responded to questions from members of City Council.

Alderman Holland referred to the Operating Budget Summary (page 1) and requested that the figure of the 1993/94 12 Month Net Budget for Education be broken down to illustrate the Mandatory Tax amount and Discretionary amount.

Alderman Crowley expressed some concern that the School Board had not yet submitted its budget, noting that it represented 30 percent of the City's budget. She requested that a letter be forwarded to Dr. G. Young, the Director of Education, requesting him to advise Council of when the School Board Budget will be presented.

Alderman Crowley also noted that there were a number of requests made of the School Board last year and Council has not received these replies.

Alderman Macdonald noted that the discretionary funding for the School Board is approximately \$13 million, and this compares to about \$2 million that Halifax County provides. He questioned why there was such a wide disparity.

In response, the Director of Finance indicated that he would provide statistics on this.

At 8:15 p.m. Alderman Fitzgerald entered the meeting.

A further discussion ensued with staff responding to questions.

In response to a question by Alderman Stone, the City Manager advised that, at this point in time, it appears there will be a 2.9 percent increase in the tax rate.

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In response to a question raised by Alderman Stone regarding solid waste management, the Director of Finance pointed out that a number of Aldermen had asked questions on this matter previously, and he advised that staff was preparing a report in response to these questions, which he expected would be circulated within the next few days.

Mr. Bernard G. Smith, Director of Finance, addressed Council and provided an outline on the overall thrust of the budget. He noted that while most departments presented a budget of a -2 percent increase, this was very difficult for the "people related" departments which are the Police, Fire, Social Services, and Library and they have been given increases. Mr. Smith advised that to accommodate these increases, other reductions had to be made in order to bring in a budget with a net impact of zero percent. Mr. Smith then reviewed various graphs and charts which illustrate the City's standing in terms of other major cities across the country. In his comments, he advised that there is an anticipated surplus of 2.1 million dollars in the budget. Mr. Smith also noted that it is expected the snow removal budget will go over, however this has been taken into consideration in the budget which is presented.

In concluding his comments, Mr. Smith pointed out that increases in revenues were becoming an increasing problem and one reason for this was the reduction in interest rates. He noted that he expects the City will not be getting the same rates of return that it did three or four years ago.

Mr. Smith and the City Manager then responded to questions from members of City Council.

Alderman Stone questioned if the City was considering implementing an early retirement plan.

In response, the City Manager indicated that there has been consideration of this matter.

Her Worship advised that the matter would be forwarded to the Employee Relations Department for report.

Referring to the Young Street Lands on Page 5 of the Operating Revenue Summary, Alderman Pottie noted that

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8 March 1993**

the income from this for last year was \$83,525 and that the projected income for this year is \$41,600. Alderman Pottie advised that he was informed by the people who rent space in the mall which is located on this land, that the land lease with the City of Halifax increased to such an extent that their rent from the mall owner went up two and three times. Alderman Pottie questioned if this action could be reversed.

In response, the City Manager advised that he understood there was a re-evaluation of the land and consequently, the land rent increased.

Further to this, the Director of Finance noted that from 1991 to 1992 there was a large increase. He added, however, he wasn't sure whether there has been a reversal of this due to a realization that the situation doesn't warrant the increases proposed in 1992. He indicated that he would bring back a report on this matter.

Alderman Crowley noted that the City has various small parcels of land which are really of no use to the City but yet require summer and winter maintenance. She suggested that staff look at selling these pieces to abutting property owners. She added that the abutting property owner would probably like to have the additional land and it would remove the cost of snow removal and summer maintenance for these pieces of land from the City.

The City Manager noted that staff have looked at this matter in the past, and on a couple of occasions, staff have been able to dispose of some small parcels of land. He suggested that maybe it was time for staff to review the situation again.

There being no further business to discuss, **it was agreed** that the Tuesday, 9 March 1993 budget meeting would begin at 7:30 p.m. and not 7:00 p.m. as originally scheduled; and the Wednesday, 10 March 1993 budget meeting would be cancelled.

At 8:45 p.m. the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
OPERATING BUDGET
M I N U T E S**

Council Chamber
Halifax City Hall
9 March 1993
7:30 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of continuing the review of the proposed 1993-1995 Operating Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Adams, Hanson, Jeffrey, Crowley, and Stone.

ALSO PRESENT: City Manager; Mr. B.G. Smith, Director of Finance; Mr. A. Leblanc, Budget Officer; and other members of staff.

ENGINEERING AND WORKS DEPARTMENT - PAGE 31

Mr. Peter S. Connell, Director of Engineering and Works, addressed the Committee and introduced the following persons in attendance who joined him in presenting the 1993/94 operating budget for the Engineering & Works Department: Charlotte McInnis, Supervisor Works Admin.; Jim Edmonds, Supervisor Engineering Admin.; Stephen King, Superintendent Parks and Grounds; Mr. Doug Quinn, Operations Manager Works Division; and Mr. Bill Sullivan, Chief Engineer.

Mr. Connell advised that the Department submitted a budget 2 percent less than last year's budget. He added that the Department was able to meet this requirement with some difficulty. Mr. Connell went on to highlight some of the major increases and decreases as contained on page 31 of the operating budget book and, along with the other representatives of the Engineering and Works Department, responded to questions from members of the Committee.

In reviewing his budget, Mr. Connell noted that in order to attain the 2 percent reduction, one item proposed for deletion for this year was the **\$20,000.00 for the Natal Day Float**. A number of members of the Committee expressed concern with respect to the removal of this item and emphasized that it was very important for the City to enter a float in their Natal Day Parade.

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9 MARCH 1993

The City Manager clarified that very early in the development of the budget, Mr. Connell had informed him that, in order to meet the 2 percent guideline, the float was one item that had to be sacrificed. Mr. Murphy concurred that under the circumstances this item should remain in the budget.

Alderman Holland questioned whether the Natal Day Float was a proper item for the Engineering and Works budget noting that it is a City item and perhaps should come under another Department. He suggested that the item not be included in the Engineering and Works Department budget for next year and the City Manager indicated that he would consider the matter and perhaps have it included under General Government or another budget.

During the review, Alderman Adams referred to the **special items listing on page 31-29, 55047**, noting that three of the streets listed were located in Ward 7. He added that the paving on **Athlone Avenue, Tartan Avenue, and Thornhill Drive** was in fairly poor condition. The Alderman went on to note that it was his understanding from a recent memo he received from the Water Commission that they will be digging up Tartan Avenue and also Ardwel in order to replace some pipe. Because of this circumstance, Alderman Adams indicated that he would like to know whether there was any provision in the budget to have these particular streets resurfaced.

In response, Mr. Connell indicated that staff could consider the matter and provide an information report to the Alderman.

Alderman O'Malley raised a question with respect to the **sewer stack** at the foot of **Duffus Street**. While recognizing that she has been informed in the past that this item ties in with the Harbour Clean-up, Alderman O'Malley asked whether any action would be taken this year with regard to this site.

Mr. Connell indicated that it was his belief there would be no action taken this year with respect to this site in connection with the Harbour Clean-Up. He added that the item would have to be a maintenance item and that staff would look into the matter and provide a report back to the Alderman.

At approximately 9:00 p.m., Her Worship Mayor Ducharme retired from the meeting briefly with Alderman Stone taking the seat of the Chair.

Alderman Jeffrey referred to page 31-26, 55008, \$3000 for the purchase of 10,000 plastic parking meter bags and the total of 3000 parking meters. He questioned whether

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9 MARCH 1993

the City was purchasing new parking meters this year noting that he had requested in the past **parking meters along Dutch Village Road** in front of the White Cross Pharmacy and the Coffee Cup.

In response, Mr. Sullivan indicated that he would report back to the Alderman on this item.

During the presentation of the budget, members of Council extended thanks and praise to Mr. Connell and his staff for doing an excellent job with the snow removal throughout the City in recent snow storms. Mr. Connell expressed his thanks to members of Council for their appreciation in this regard and indicated that he would convey Council's comments to the staff of the Works Division.

At approximately 9:20 p.m. Her Worship Mayor Ducharme returned to the meeting with Alderman Stone taking his usual seat on Council.

POLICE DEPARTMENT - PAGE 10

Police Chief Vincent MacDonald addressed Council along with Deputy Chief David MacKinnon and Philip Moir (Mgr. Finance & Admin. Systems).

In presenting the 1993/94 budget for the Halifax Police Department, Police Chief MacDonald highlighted a number of important areas as contained on page 10 of the budget book and indicated that while this budget exercise was a "painful" one, he expressed the view that the budget produced can maintain the level and quality of service of policing in the City. He noted that any deeper cuts to this budget would most definitely cause an impact on the community.

Chief MacDonald went on to respond to questions from members of the Committee.

On behalf of members of Council, Her Worship Mayor Ducharme commended the Police Chief on an excellent Police force and expressed thanks and appreciation for all the work the Department does on behalf of the citizens of Halifax.

FIRE DEPARTMENT - PAGE 11

Fire Chief Tom Power addressed Council and indicated that the budget for the Fire Department represents an increase of 2.8 percent over last year's. He went on to note that the Department has encountered some unexpected increases that it has very little control over as presented on page 11-A of the budget book.

Fire Chief Power then responded to questions from members of the Committee.

Concern was raised with respect to the proposed elimination of funds in the amount of \$8100 allotted for attendance at professional conferences or meetings and also the elimination of the occupational education courses for Fire Prevention staff \$3000. Responding to a question, Chief Power noted that these courses and conferences have been very beneficial to the Department in the past.

A short discussion ensued with respect to removing these items from the budget and the City Manager was requested to review the matter and consider other sources where the \$11,100.00 could be taken from.

EMERGENCY MEASURES - PAGE 12

Mr. Tom Abraham, Co-ordinator of Emergency Measures, addressed the Committee noting that the budget for Emergency Measures was down 25 percent. He advised that this decrease was due to the decision not to fill the Confidential Steno position since 1 April 1992.

Mr. Abraham then responded briefly to questions from members of the Committee. Responding to a question, Mr. Abraham clarified that he was filling the duties of the Executive Assistant to the City Manager but not the position. It was therefore noted that the staff establishment for the City Manager should show that the position of the Executive Assistant is presently vacant.

At approximately 11:00 p.m. there being no further business to discuss, the meeting adjourned.

HEADLINES

| | |
|---------------------------------------|---|
| Engineering and Works Department..... | 1 |
| Police Department..... | 3 |
| Fire Department..... | 3 |
| Emergency Measures..... | 4 |

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**SPECIAL MEETING
HALIFAX CITY COUNCIL -
DOWNTOWN HALIFAX BIDC
MINUTES**

SPECIAL MEETING
CITY COUNCIL
10 MARCH 1993

1581 Barrington Street
Halifax, Nova Scotia
10 March 1993
4:00 P. M.

The following motion was approved by Halifax City Council at a regular meeting held on Thursday, 11 February 1993:

That Council authorize staff to set up a meeting in February or as soon as possible at which time the various downtown project initiatives can be reviewed and discussed by members of the Downtown Halifax Business Improvement District Commission . . .

In accordance with that motion, a meeting was convened between the Downtown Halifax BIDC and members of Halifax City Council at 1581 Barrington Street (site of the former "Desert Collection").

PRESENT: Her Worship Mayor Moira Ducharme, Co-Chair; Deputy Mayor Walter Fitzgerald, and Aldermen Holland and Crowley (Halifax City Council)

Mr. William B. Hardman, Co-Chair; Ms. Sue Kapsalis, Mr. Maurice E. Lloyd, Ms. Leila F. Gashus, Mr. Harvey W. Doane, Mr. Michel Lindthaler, Mr. David H. Reardon, Mr. Bill Perkins, Mr. William Lydon, Ms. Janice Manders, Executive Director (Downtown Halifax BIDC)

Mr. D. F. Murphy, City Manager; Mr. R. J. Matthews, Director of Development and Planning; Mr. W. B. Campbell, Senior Planner; Mr. Simpson McLeod, Supervisor of Real Estate; Mr. Austin French, Planner; Mr. W. A. Sullivan, Chief Engineer; Inspector G. Legge, Halifax Police Department (City of Halifax)

A document entitled Downtown Halifax Business Commission Three Year Action Plan (1993-1995) was distributed.

**SPECIAL MEETING
CITY COUNCIL/BIDC
10 MARCH 1993**

Mr. William Hardman opened the meeting by welcoming those members of City Council in attendance and introducing the members of the Downtown Halifax Business Improvement District Commission. Mr. Hardman went on to provide a brief overview of the events which had culminated in the development of the BIDC's proposed Three Year Action Plan.

Her Worship Mayor Moira Ducharme observed that it was perhaps appropriate that today's meeting was taking place in a vacant storefront on Barrington Street, emphasizing that the revitalization of Downtown Halifax is very much a concern that is shared by the BIDC and by Halifax City Council.

Mr. Austin French of the City's Development and Planning Department briefly overviewed a variety of projects currently being examined by staff (in collaboration with the BIDC) as part of the proposed revitalization of Downtown Halifax. Mr. French emphasized that the majority of these projects have been suggested for implementation on a cost-shared basis between the City of Halifax and the BIDC (the latter contributing its portion through funding obtained from the Provincial MAINSTREET program). He added that the proposals have been categorized under a variety of headings as follows:-

Economic. Under this heading, it was noted that a report on the economic status of the downtown area is submitted to City Council on an annual basis. In this report, staff examine Downtown Halifax in terms of its commercial space, development patterns, occupancy levels, etc. relative to other business centers in the metropolitan area, in Atlantic Canada and in other parts of Canada.

In addition, a market analysis of the downtown area was conducted in 1992 by the BIDC which served, among other things, to identify the public's perception as to the "strengths" and "weaknesses" of this area of the City. The findings indicated that both Spring Garden Road and Historic Properties ranked extremely high in terms of their attractiveness to the general public. The survey also showed that most people felt the downtown was appealing because of the "entertainment" it offered and for its "convenience." However, some of the "weaknesses" identified included insufficient parking, traffic congestion, level of cleanliness, safety (during the evening hours), and high prices.

Social. Under this category, Mr. French advised that staff are currently looking at a variety of improvements aimed at enhancing the overall appeal of the Downtown, creating a stronger sense of community, and

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generally dispelling the public's somewhat negative perceptions particularly of the Barrington Street area. As examples, it has been suggested that higher maintenance levels could be instituted to prevent the general deterioration of the streetscape. Various steps could also be taken to improve the care that is required of both public and privately-owned buildings.

Mr. French further noted that in their response to the BIDC's survey, the public had expressed strong concerns about "safety," particularly during the evening hours. He pointed out that one of the contributing factors to this negative perception of the Barrington Street area was the presence of an inordinate number of vacant storefronts which, because they emit no light, leave immediately adjacent areas in relative darkness. Mr. French advised that staff are now working with the BIDC on various solutions to this problem and, in addition, are reviewing the feasibility of promoting residential development in the downtown as another means of attracting the public to this portion of the Peninsula.

On another but related matter, Mr. French made reference to the problem of poor pedestrian circulation in Downtown Halifax, adding that staff are attempting to identify ways of increasing that circulation through such methods as promoting linkages between Spring Garden Road and Historic Properties. He went on to note that by motivating people to travel to and from these two points (perhaps through the use of special signage and such urban design features as banners, specially-marked sidewalks, flower pots and information kiosks), the areas in between, such as Barrington Street, will undoubtedly benefit from the "spill-over" effects.

As part of this pedestrian linkage concept, Mr. French suggested that such focal points in the downtown as the Grand Parade and Province House could be better promoted and utilized in order to increase the public's motivation to visit this portion of the City.

Heritage. Mr. French emphasized the historical significance of Downtown Halifax, suggesting that additional steps could be taken to make the public more aware of the City's heritage. In this context, he noted that consideration is currently being given to installing bronze markers at various locations to indicate the perimeters of the original palisades erected in the 1750's.

Open Space. Mr. French observed that the provision of "open space" ranked very high in the survey results, with the lack of sufficient seating being identified as one of the Downtown's weaknesses. While

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noting that there are a number of innovative approaches which could be taken in this regard, he emphasized that staff feel it is extremely important to maintain a certain consistency in terms of character and quality of design to enhance both aesthetic appeal and a sense of unity among the various districts of the Downtown.

In this context, Mr. French advised that staff are presently examining ways to better promote the existing pedway system as well as the design and placement of transit stops. He went on to suggest that design guidelines for downtown signage might also be developed, aimed at discouraging "visual clutter" and enhancing the image that the Downtown wishes to project.

Ms. Janice Manders, Executive Director of the Downtown Halifax BIDC, briefly outlined the projects which her Commission is prepared to undertake under the MAINSTREET Program as follows:

Under the auspices of the BIDC's Infrastructure and Streetscape Committee, several programs have been initiated including the Christmas Decoration project; the use of interesting window displays to promote and enhance the BIDC's relationship with the local business community, non-profit organizations, and tourism-related groups; and the distribution of pamphlets identifying parking facilities and other points of interest in the Downtown (with regard to this latter project, Ms. Manders noted that the BIDC would like to expand this project to include a parking validation system that would see the downtown businesses assist their clients and customers in defraying the cost of parking).

On another but related matter, Ms. Manders advised that in 1992 the BIDC had hired a number of students to keep certain downtown sidewalks free from litter. She went on to emphasize, however, that the BIDC is of the opinion that a much greater emphasis should be placed on maintenance programs for these streets and sidewalks, not only with regard to street sweeping and the removal of litter during the summer months, but also in the wintertime when snow and ice accumulation on the sidewalks act as a very strong deterrent to pedestrian traffic.

Ms. Manders went on to report that the BIDC's Business Development and Governmental Affairs Committee is presently working on a recruitment package aimed at promoting Downtown Halifax as a location for new business. She added that, as part of this project, the BIDC hopes to establish a data base program (in conjunction with the real estate community and the Building Owners and Managers Association), which could be of considerable value in

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providing key pieces of information to prospective businesses.

Under the auspices of the BIDC's Promotion and Marketing Committee, Ms. Manders reported that a new logo has been developed which is now being used in all BIDC advertising and marketing material as well as by local businesses to indicate their membership in the Commission. She added that this logo is highlighted in all material used to promote special events being held in the downtown, including those directly related to the tourism industry. It was further noted that publication of a BIDC newsletter was commenced in 1992 aimed at providing comprehensive information regarding Commission activities (this newsletter is distributed not only to BIDC members, but also to the media and to members of City Council).

In her closing remarks, Ms. Manders emphasized that the BIDC is extremely anxious to obtain MAINSTREET funding so that all of the aforementioned programs can be expanded and enhanced.

Mr. Hardman thanked Mr. French and Ms. Manders for their comments, and observed that, in general, many of the problems associated with the City's downtown could be resolved if a way could be found to reduce or eliminate the 15-18 percent of vacant office/retail space in this portion of Halifax. Referring to the recommendations put forward in the BIDC's Action Plan, Mr. Hardman suggested that the most expedient way of addressing these problems would be through the formation of a strong and united advocacy group dedicated to promoting the Halifax metropolitan area **as a whole** to the "outside."

Mr. Hardman then called for comments and/or suggestions from those in attendance.

Mr. Michel Lindthaler made reference to the fact that only recently Nova Scotia Power has moved to reduce lunch hours for its employees to 30 minutes. Pointing out that this change has already had an extremely negative effect on several downtown businesses, Mr. Lindthaler observed that, in many European cities, lunch hours last as long as three hours, a practice which serves to extend the working day while, at the same time, keeps the downtown areas "alive" for a longer period of time each day.

Alderman Holland noted that, during a recent visit to Edmonton, he noted that the City's transit system offers free transportation between the hours of 10:00 a.m. - 3:00 p.m. on routes destined for the downtown. The Aldermen went on to indicate that this practice appears to have been very successful in attracting people to that

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portion of the city, adding that this is perhaps one option which could be considered for implementation in Halifax.

Mr. William Lydon emphasized that, in his opinion, it is essential for everyone to realize that, given prevailing conditions in the City's downtown as well as the economic forecasts for the next ten years, it is evident that there can be no "quick fix" for the area's problems. He went on to point out that this is particularly unfortunate, given that the economic well-being of this part of the City is critical to the economic survival of Halifax as a whole. In this context he suggested that, since the revenues obtained from the City's Central Business District (approximately \$50 million annually in business taxes) are used in large part to pay for programs and services for the community at large, **every** member of Council (not merely the Alderman for Ward Three) should be concerned about the area's welfare.

Mr. Lydon went on to describe downtown Halifax as the "economic engine" for the entire City, adding that, at the present time, the area is in a fairly serious state of decline. He suggested that this deterioration first became apparent in 1991, the first year in the City's history in which Dartmouth built and absorbed more office space than did Halifax. Noting that there has been no significant development in Halifax for almost five years, Mr. Lydon cautioned that forecasts indicate that this situation will not change until after the year 2000, a state of affairs which has been exacerbated by the fact that corporations and government departments are steadily shrinking in size, and that the amount of transfer monies from senior levels of government to municipalities are also being reduced.

Under the circumstances, therefore, Mr. Lydon strongly recommended that the City take immediate steps to build on the resources available to it and to attempt to stem the outward migration of businesses and retailers to Burnside and to other municipalities in the metropolitan area. He went on to point out that at the present time businesses in the downtown are very much at the mercy of government-imposed regulations, regulations which were put in place almost 20 years ago when the development industry was at its peak. Mr. Lydon suggested that by cutting back on some of those regulations, the City might provide the encouragement that is needed for businesses to relocate in the downtown. He concluded his remarks by emphasizing that, in his view, "system-wide changes are needed to address problems that are systemic," adding that these problems **must** be addressed so that a reasonable future for the City's children can be ensured.

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Ms. Leila Gashus suggested that one of Barrington Street's primary problems is that it is "a long, dirty uninteresting street" which is used by pedestrians only for the purpose of getting from "A" to "B." She went on to make reference to the downtown cores of other communities of a similar size, and observed that downtown Halifax seems to be lacking in the kind of "charm" that could make it much more attractive to both residents and tourists.

In this same context, Ms. Gashus identified the lack of adequate and convenient parking as another of Barrington Street's deficiencies, suggesting that consideration might be given to allowing only one-way traffic on this thoroughfare and to providing angled meter parking adjacent to local businesses. She went on to emphasize that, in her opinion, few Haligonians are willing to make the sacrifice of walking for 15-20 minutes to reach a particular retailer or restaurant in the downtown, particularly when they can find the same services in outlying shopping malls at which ample parking is provided. In putting forward these comments, however, Ms. Gashus acknowledged that the problem represents a "chicken-and-egg situation" in that if additional parking could be provided in the downtown, it is reasonable to assume that more customers would be attracted to the area and more businesses would be encouraged to locate in this part of the City.

On another note, Ms. Gashus noted that on a recent trip to Scotland she had noticed the use of "happy" buses, small-scale buses that are used to transport passengers coming to the City's core from other parts of the community to any point in the downtown at which they wished to be dropped. She suggested that such a system, used in tandem with the regular transit services, might prove extremely advantageous not only to Haligonians but to visitors to the City as well.

Mr. Bill Perkins stated that, in his view, Barrington Street and its problems could not be examined in isolation from, for instance, Historic Properties or from the Spring Garden Road area. He also pointed out that the private sector, despite the current economic difficulties, must be prepared to shoulder more of the responsibility for the rejuvenation of the City's downtown core and must work to coordinate their efforts for the benefit of all.

Concurring with Mr. Perkins' comments, Ms. Sue Kapsalis observed that many of the retailers in downtown Halifax are looking for direction as to steps which they themselves might take to assist in the rejuvenation of the downtown core.

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On another but related matter, Ms. Kapsalis suggested that certain distinctive features of downtown Halifax have long been taken for granted. Using the waterfront area as an example, she recommended that a concerted effort be made to highlight this area and to connect it more specifically to Barrington Street as a means of attracting people to this part of the City.

Mr. Lindthaler expressed his personal disappointment that so few members of Council were in attendance at today's meeting, adding that the poor turnout would seem to indicate that Barrington Street's problems are not considered to be significant by the majority of Council.

Mr. Lindthaler went on to indicate that the matter of inadequate parking facilities in the downtown area has been the focus of most, if not all, of the meetings he had attended in the past. That notwithstanding, he emphasized that all previous attempts to resolve these difficulties appear to have been "stonewalled" since the BIDC have been consistently advised that "nothing can be done."

Mr. Lindthaler expressed the view that downtown Halifax at this point in time has a wonderful opportunity to become an exciting and dynamic regional center, not only for business interests but also for families and community events. He suggested that, while the City had this "spark" several years ago, that excitement has now been lost (particularly in the downtown core) with the immediate result being a very noticeable decline in convention and tourism business.

Mr. Lindthaler reiterated comments made by previous speakers; namely, that the businesses in the downtown area must learn to work together for the benefit of **all**. In this context, he made reference to Nova Scotia Power's decision regarding employee lunch hours, a decision which, despite its negative impacts on downtown businesses, had never been discussed with members of the City's business community.

Mr. David Reardon indicated that, in his opinion, the parking problems in the City's downtown are, to a considerable extent, the result of City policies that have been in place for over 20 years. He went on to suggest that, notwithstanding the fact that there are supposedly over 10,000 parking spaces in this part of Halifax, most of them are frequently occupied by vehicles owned by employees, rather than by cars belonging to business people, shoppers or tourists.

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Mr. Reardon also made reference to parking facilities such as Scotia Square, emphasizing that, despite the fact that parking spaces may be available, the location of these facilities is not always convenient for everyone who wish to shop or do business in the downtown. He therefore strongly recommended that consideration be given to providing a wide selection of parking choices throughout the downtown core so as to accommodate as many needs as possible. Mr. Reardon emphasized that "parking" should be of paramount concern, if the City wishes to discourage more business and retail operations from moving away from its Central Business District and further eroding its commercial tax base.

On another but related matter, Mr. Reardon made reference to the mandate of the Halifax Industrial Commission, indicating that it had been his understanding that the Commission is responsible for promoting not only the amenities of the Halifax industrial parks, but also of the City's downtown core. He stated that, in his view, this would not appear to be happening, and therefore strongly recommended that in any promotional strategy adopted by the City of Halifax attention should be focused on the downtown core as the first priority, followed by a promotion of the industrial parks.

While acknowledging that there are certain types of businesses and industries that are unsuitable for a downtown location, Mr. Reardon pointed out that there are many others who would find a Barrington Street site most convenient to their needs. He added, however, that it is often very difficult to encourage business owners to relocate to the downtown when the Industrial Commission is able to offer higher incentives in connection with their parks in the outlying areas. Mr. Reardon emphasized that, while he did not object to those incentives, it was very much his view that similar inducements should be available for those businesses considering a location in the City's downtown core. In closing, he emphasized that, in his opinion, the City is **not** paying the downtown business area the attention it deserves, particularly given the amount of municipal revenues that are generated in that part of Halifax.

Mr. Bill Perkins observed that the Halifax downtown is, in fact, extremely small and compact, characteristics that give it a considerable advantage over the downtown cores of other municipalities. He emphasized, however, that the City needs the will and the enthusiasm to pursue these advantages and opportunities to the benefit of all.

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On another but related matter, Mr. Perkins endorsed the concept of allowing additional residential uses in the downtown core, but cautioned that these should represent a "mix" of housing needs, not what he termed "\$1 million condos on the waterfront." He suggested that, if this concept is pursued, more people will be attracted to the downtown as permanent residents, and the perception of this part of the City as a "weekend wasteland of office towers" will be dispelled.

Concurring with comments made earlier by Ms. Kapsalis, Mr. Harvey Doane indicated that, in his view, the City of Halifax is extremely fortunate to have a waterfront which is not isolated from the rest of the downtown but is instead very much a part of it. Mr. Doane went on to emphasize that efforts must be made to build on these advantages and to take steps to address the problems (e.g., inadequate parking, lighting, litter) so that the downward trends of the last several years can be turned around.

Mr. Maurice Lloyd made reference to the BIDC'S Action Plan which includes a request for approximately \$1,200,000 to be contributed over a three-year period (half from the City of Halifax, the remainder from the Province). Mr. Lloyd emphasized that these funds are essential to the rejuvenation of Barrington Street, and urged Council's support for retaining it in the City's budget.

Mr. Lloyd went on to express his appreciation to the members of City staff who have worked with the BIDC over the past several years, adding that he personally had been very impressed with the calibre of their support and enthusiasm. He suggested that, through their discussions with the BIDC, City staff have become "sensitized" to the concerns faced by downtown business people, and now appear willing to make a positive contribution to the rejuvenation process. Mr. Lloyd concluded his remarks by saying that he was extremely optimistic that if everyone continues to work together on the problems in the downtown, the situation over time can be turned around.

Mr. David Garrett noted that, during his involvement with the BIDC, he has been heartened to note a change in the level of interest that has developed over the last three years with regard to the downtown, both in terms of Commission members, its general membership and at the City Council level. He suggested, however, that action must be taken quickly if the City is to take advantage of this renewed interest and concern.

Concurring with Mr. Garrett's remarks, Her Worship Mayor Moira Ducharme emphasized that, in her view, Halifax has a certain "character" which is unique to it as

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a city and which remains despite the onslaughts of difficult economic times. Her Worship went on to emphasize that the City must work to build on that potential and to ensure that Halifax (particularly its downtown core) remains competitive.

Deputy Mayor Fitzgerald observed that it had long been his view that a healthy downtown is the key to a healthy Halifax, and expressed the hope that, now that a concerted effort is being made both by the business community and by City Council, a solid process of rejuvenation can now commence.

Alderman Crowley advised that, through the work of the BID Commission, members of Council are more sensitive and more aware of the problems facing the City's downtown. In this context, the Alderman commended the BIDC and its membership on its efforts to date, and suggested that if communication lines are kept open and everyone continues to work together, great things will be realized.

Mr. R. J. Matthews, Director of Development and Planning, briefly addressed the gathering. In his comments, Mr. Matthews emphasized that while there can be no "quick fix" for the downtown, there are undoubtedly a variety of projects that can be undertaken over the next several months that will supply a much-needed sense of motion and impetus.

Mr. Matthews went on to comment on certain of the suggestions put forward by Commission members, emphasizing that the Halifax downtown is very much constrained by its 1749 streetscape which restricts what can be done in terms of moving traffic around and through the City. He pointed out, however, that there are a number of changes which can be made (some of them relatively easily) in order to alleviate certain of the long-standing problems.

Mr. Hardman concluded the meeting by emphasizing that the City now has a very keen and enthusiastic group of directors on the BIDC who are eager to work with City Council and its staff on the matter of the downtown's rejuvenation. He therefore urged that Council give these considerations its very serious attention and support so that the BIDC and staff can go forward together to resolve these problems.

The meeting was adjourned at approximately 6:00 p.m.

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
OPERATING BUDGET
MINUTES**

Council Chamber
Halifax City Hall
23 March 1993
7:30 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of continuing the review of the proposed 1993-1995 Operating Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Adams, Hanson, Macdonald, and Stone.

ALSO PRESENT: B.G. Smith, Director of Finance; A. Leblanc, Budget Officer; and other members of staff.

Social Planning Department - Page 14

The following staff of the Social Planning Department addressed Council: Harold D. Crowell, Director of Social Planning; Moira MacEachern and Sheena Phair, Acting Administrators of Community Development and Financial Services Division; Susan Gray-Marmaroff, Supervisor of Community Care; and Rod Nicholson, Administrative Accountant.

A copy of the Social Planning Department 1993/94 budget presentation was submitted at this time.

Mr. Crowell addressed Council and reviewed the proposed budget using graphs and statistical information. He began his presentation by indicating that he was pleased to be able to inform Council that in last year's budget for social assistance there was \$22,250,000 which was spent almost entirely, but that there was an extra \$400,000 in revenue. He added that in the homes for special care budget, they were underspent by approximately \$2,000,000 which had a net saving of approximately \$800,000 to the City. Mr. Crowell went on to advise that the total departmental budget is \$52,480,485 which is broken down as follows: Homes for Special Care, \$21,500,000; Social Assistance, \$25,050,000; Administration, \$4,296,675; Grants & Protection, \$1,633,810.

Mr. Crowell continued to review the Social Planning Departmental budget as contained in the material submitted.

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During his presentation, Mr. Crowell requested an increase to the gross amount in the budget by **\$25,000** for a grant to the **services for sexual assault**, to which the Committee agreed. In making this request, Mr. Crowell pointed out that the Province of Nova Scotia has agreed to reimburse the City 100 percent for this grant.

At the conclusion of his presentation, Mr. Crowell responded to various questions from members of Council.

Community Rehabilitation - Page 15

Mr. Crowell briefly reviewed the Community Rehabilitation section of the operating budget as contained on page 15 of the budget book. He explained that the City had owned the Abbey Lane Hospital at one point and after it persuaded the Province to buy the Abbey Lane Hospital, there was a rider attached that for ten years the City would provide a grant of \$250,000 to be used in rehabilitative services in the City. Mr. Crowell noted that this has been a most effective way of being able to get involved in new programs and providing services for disadvantaged citizens.

Before closing, Mr. Crowell advised that this would probably be his last budget presentation to the City of Halifax which he noted was his 25th. He added that he would like to say that budget time has always created a fair amount of anxiety on the part of staff and that there have been many difficult budget preparations due to financial restraints. However, Mr. Crowell indicated that Councils have always shown a great deal of compassion and a great willingness to try new programs. He further added that he has enjoyed working for Council, present and past, and for the administration immensely since his time with the City.

Her Worship Mayor Ducharme indicated that she was certain Councils, both present and past, have always appreciated the work of Mr. Crowell and his diligent efforts in making every attempt to get as much as he could for every dollar that he put in the budget.

Recreation Department - Page 16

Mr. Richard Cameron, Director of Recreation, addressed Council along with the following representatives of senior management staff: Alasdair Graham, Budget Officer;

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Mike Cadue, Chairman of the Recreation Committee; Nick Murray, Superintendent of Research and Capital Projects for the Department; Darlyne Turvey, Superintendent of Administration; Jim MacLean, Superintendent of Programming; Joan McDonnell, Supervisor of Marketing; and Jim Naugler, Superintendent of City-wide services.

Before reviewing his budget, Mr. Cameron read and submitted a mission statement for the Recreation Department:

"The City of Halifax Recreation Department is dedicated to the promotion and provision of leisure - its' worth and its opportunities.

The Department will develop policies, procedures and programs which are available to all citizens while respecting human, financial and environmental resources.

Quality of life benefits will result from a municipal leisure service delivery system applying sound management strategies while operating with ethical management principles."

Mr. Cameron advised that their budget represents a reduction of -2 percent over last year's which results in a \$73,000 net decrease and gross decrease of \$110,000. Mr. Cameron went on to review the Recreation Departmental programs and budget and, with the other representatives of his Department, responded to questions from members of Council.

There being no further business to discuss, the meeting adjourned at approximately 9:30 p.m.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

/MS

HEADLINES

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**SPECIAL COMMITTEE OF THE WHOLE
OPERATING BUDGET
MINUTES**

BUDGET
29 MARCH 1993

Council Chamber
Halifax City Hall
29 March 1993
7:45 p. m.

A Special Meeting of the Committee of the Whole was held on the above date to continue the review of the 1993-1994 Proposed Operating Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Hanson, Macdonald, Crowley, and Stone.

ALSO PRESENT: Mr. Donald F. Murphy, City Manager; Mr. Bernard G. Smith, Director of Finance; Mr. Al LeBlanc, Budget Officer, and other members of City staff.

MAYOR'S OFFICE - PAGE 1

Ms. Cathy MacNeil, Executive Assistant, Mayor's Office, addressed Council noting that the Mayor's Office submitted a budget with a -2 % increase in accordance with the City Manager's guidelines, and advised that she would respond to questions of Council.

In response to a question by Alderman Crowley, Ms. MacNeil advised that she would provide her with a list of the projects proposed for this year under Miscellaneous Special Projects.

Alderman Meagher made reference to the various receptions provided by the Mayor's office, noting that food and refreshments are generally provided. In this regard, he requested a report on how much money the Mayor's Office spent on liquor last year and asked that the report separate the cost of wine from other kinds of liquor.

Following further questions, Ms. MacNeil retired from the meeting.

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OFFICE OF THE ALDERMEN - PAGE 2

Deputy Mayor Fitzgerald reviewed the proposed budget for the Aldermens' Office. In his remarks, the Deputy Mayor advised that the office has submitted a budget with a -2% increase.

The Deputy Mayor responded to questions of Council.

CITY MANAGER - PAGE 3

Mr. Tom Abraham addressed Council concerning the City Manager's proposed budget and advised that the Office met the guideline of a -2% increase. He pointed out that, at a previous budget meeting, it was noted that although the position of Executive Assistant was not filled, he was performing the duties of this position. Mr. Abraham added that Council requested, therefore, that the City Manager's budget show the position of the Executive Assistant as presently being vacant. He noted that Mr. Al Leblanc, the Budget Officer, had circulated a revised page to Council in this regard earlier this evening.

There were no questions from Council and Mr. Abraham retired from the meeting.

FINANCE DEPARTMENT - PAGE 4

Mr. Bernard G. Smith, Director of Finance addressed Council and introduced several of his staff members who joined him in presenting the budget for the Finance Department as follows: Mr. Al LeBlanc, Budget Officer; Mr. Reg Ridgley, Manager, Treasury and Accounting; Mr. James Gannon, G.I.S. Co-Ordinator; Mr. Jack McCord, Manager, M.I.S.; and Mr. Ike Kent, Manager of Revenue, City Collector's Office.

In reviewing his budget, Mr. Smith noted that his Department was successful in developing a budget with a -2 percent increase. He advised that one problem that was encountered was in the area of recoveries, adding that this year one of their reductions was with the Metro Centre ticketing system. Mr. Smith advised that for many years the City's Systems group had provided this service to the Metro Centre, however, the Metro Centre has decided to go

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outside the City for this service and therefore, the Finance Department would not be receiving the revenues from this service.

Mr. Smith and members of his staff responded to questions from Council.

CORPORATE AND LEGAL AFFAIRS - PAGE 5

Mr. Wayne Anstey, Q.C, City Solicitor, addressed Council and reviewed the proposed budget for the Corporate and Legal Affairs Department. He noted that this Department includes the City Solicitor's Office, the City Clerk's Office, and the City Courts.

In his presentation, Mr. Anstey advised that he originally submitted a budget to the City Manager with a -2% increase, however, this was achieved by eliminating the Articled Clerk position in the City Solicitor's Office which was approximately \$15,000 per year. Mr. Anstey indicated that after rethinking the matter, he felt this position was a vital part of the City Solicitor's Office and that it should not be eliminated.

Mr. Anstey explained that the predominant function of the articled clerk is to carry out prosecutions on behalf of the City and, in particular, motor vehicle prosecutions. He added that he believed the elimination of the position would have serious consequences on the workload of the other lawyers, advising that it would result in an additional three and one-half "man days" a week of additional work for the solicitors in his office. Mr. Anstey advised that, for this reason, the City Manager agreed to keep this position in the budget, therefore, his proposed budget was submitted with a -1 percent increase.

Mr. Anstey pointed out that, other than this, the City Clerk's Office and the City Court met the -2% guideline. Noting that approximately 90% of his budget was for salaries, he advised that it was difficult to meet the guideline.

On other but related matters, Mr. Anstey noted that in order to meet the guideline, an approved position in the microfilm division was eliminated. He added that there were some areas in the Legal Department that he had difficulty with in terms of cost and this was membership

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dues and liability insurance for the lawyers. He pointed out that the liability insurance has been steadily increasing over the last few years. Another problem area that the City Solicitor noted was with respect to the library in the City Solicitor's office. He pointed out that the cost of books has been escalating, and he advised that his office was now at the point of purchasing very few texts and not replacing series of texts. Mr. Anstey added that the budget for this is devoted to maintaining the books already in the library.

At this time, the City Manager pointed out that he believed that, in the immediate future, staff would not be able to approach developing a budget like it has done this year and in last year, i.e. across-the-board reductions. He explained that with no increases in the previous year and a -2% increase this year, this guideline was becoming extremely difficult for the departments to meet, particularly, for the small departments where the salary component is a large part of the budget. He suggested that if budgets continue to proceed in this manner, the situation will get to the point where the only way that some departments can meet the guideline is through lay-offs. The City Manager added that, although this is not inconceivable, it would not be desirable.

Alderman Stone advised that he concurred with the City Manager's comments with respect to the difficulty the smaller departments have in meeting the budget guideline when most of their budget is salaries. He suggested that, in the future, Council will have to make allowances in regards to the smaller departments.

Alderman Stone noted that, in his view, Corporate and Legal Affairs mainly deals with legal aspects and the City Clerk's Office provides support to City Council and its boards and commissions, and he questioned why the City Clerk's Office was attached to the City Solicitor's Office.

In response, Mr. Anstey indicated that about five years ago a change was made to include the City Clerk's Office with the City Solicitor's Office. He added that the theory behind this change was that both offices were service oriented departments and, in an effort by the City Manager of the day to have fewer department heads reporting to him, it seemed like an appropriate move to include the City Clerk's Office with the City Solicitor's Office.

**BUDGET
29 MARCH 1993**

In response to a further question by Alderman Stone, the City Manager explained that, if the City Clerk's Office was not under the City Solicitor's Department, then the logical place for it would be under the City Manager's Department. Noting that the City Manager's Office was already quite busy, he indicated that he would prefer that this not occur.

The City Manager went on to advise that, historically, the City Clerk had been a department head, however, this was during a time when the City Clerk had a much more active role and there was no "City Manager" type of government. The City Manager added that once the "City Manager" form of government was in place, the City Manager became the Chief Administrative Officer of the Council and the City Clerk's function diminished. He advised that the function of the City Clerk now is in regards to municipal elections and the primary function is in providing the recording function to City Council. The City Manager added that the recording function does not justify setting up a department and appointing a department head, therefore, it is logical that the City Clerk's Office becomes a division, much in the same way as the Purchasing Manager's Office and Management Information Systems are divisions under the Director of Finance.

The City Manager indicated that it is much more effective for the City Manager to deal with department heads and set these divisions under the department heads, rather than having many people reporting directly to the City Manager.

Alderman Stone questioned whether this change was made by Council and, in response, the City Manager noted that the change was made approximately six years ago by City Council.

Alderman Stone requested that the City Manager forward this information to him.

Alderman Crowley questioned the status of the general liability coverage for the City of Halifax.

In response, Mr. Anstey indicated that liability coverage for the City's lawyers is included in the membership dues which are paid each year.

**BUDGET
29 MARCH 1993**

Further to Alderman Crowley's question, the Director of Finance advised that the City, in total, would have approximately 1/4 of a million dollars in insurance coverage and this would be included in General Government category.

In response to further questioning by Alderman Crowley, the City Manager advised that the Director of Finance would provide information on various types of insurance coverage the City has, and the City Solicitor would provide information regarding insurance coverage for the Aldermen.

Alderman Downey noted that the Courthouse Commission (Water Street) recently has been undergoing renovation work and he requested a report on this matter with respect to the cost.

The City Solicitor responded to further questions, and retired from the meeting.

At 9:10 p.m. Her Worship retired from the meeting and Deputy Mayor Fitzgerald assumed the Chair.

DEVELOPMENT AND PLANNING - PAGE 6

Mr. Richard Matthews, Director of Development and Planning, and Mr. Simpson MacLeod, Supervisor, Real Estate Division, were in attendance to present the proposed budget of the Development and Planning Department. Mr. Matthews addressed Council and advised that his Department was able to meet the City Manager's guideline of a -2% increase.

In his presentation, Mr. Matthews noted that the guideline was accomplished by leaving two positions unfilled--one in the Real Estate Administration Division and one in inspection services. He advised that if the Real Estate position was not left unfilled then it would have required a lay-off of a professional person in another division. In addition, Mr. Matthews noted that there is a partial year lay-off in inspection services.

On other matters regarding his proposed budget, Mr. Matthews added that capital equipment purchases have been reduced and he noted that this was really a deferment because his department has a permit system that has been in the works for a couple of years and which will be coming

**BUDGET
29 MARCH 1993**

onstream soon. He advised that when the system is up and running, the \$12,000 which he has removed from this budget may be needed next year. In concluding his remarks, Mr. Matthews noted that there were some decreases in revenue anticipated in the budget for this year and other than what he has stated, there were no significant changes in the budget.

Mr. Matthews responded to questions from Council.

Alderman Pottie noted that he understood that the City hires private contractors to clear snow from the City owned parking lots, and he questioned why this was done and what was the cost.

In response, Mr. Matthews pointed out that the City owned parking lots are rented out on a commercial basis and, therefore, they have to be cleaned immediately so they can be available for parking. He advised that when it is necessary to clear these areas, the City's snow clearing crews are occupied at that point.

With respect to the cost of clearing snow from the City owned parking lots, Mr. Matthews advised that he would make this information available to the Alderman.

Mr. Matthews and Mr. MacLeod retired from the meeting.

EMPLOYEE RELATIONS DEPARTMENT - PAGE 7

Ms. Mildred Royer, Director of Employee Relations, addressed Council and reviewed the proposed budget for her Department.

In her remarks, Ms. Royer noted that her budget was similar to her 92/93 budget with the only difference being an increase in personnel costs. She pointed out that over 90% of her budget was personnel costs, and there were some step increases and benefit increases that would be necessary, and this accounts for the increase over last year's budget.

Ms. Royer noted that she did not recommend a reduction in her budget because this fiscal year she will commence collective bargaining with five civic unions, and she added that she also anticipates there will be some

**BUDGET
29 MARCH 1993**

serious organizational changes with the unions in the Police Department. Ms. Royer also advised that there is a major change upcoming in the Provincial labour law with regard to occupational health and safety and this stems from the Westray incident. She indicated that this will put heavy demands on her staff.

Ms. Royer responded to questions from Council and retired from the meeting.

AUDITOR GENERAL - PAGE 8

Mr. Ed Kirby, City Auditor General, addressed Council and indicated that he would respond to any questions Council may have with respect to his proposed budget.

Alderman Pottie expressed concern that the Auditor General's proposed budget had eliminated training and education, computer maintenance and upgrading charges, and membership dues, and he questioned what were the implications of eliminating these items.

In response to Alderman Pottie, Mr. Kirby indicated that was concerned about these proposed cuts and suggested that he felt his Department could handle them for a 12 month period, however, he added that he did not believe this could be something on an ongoing basis.

A brief discussion ensued and Alderman Pottie indicated that he felt that the proposed cuts were quite drastic and he strongly supported including funds in the budget for these items.

The City Manager advised that he did not thoroughly examine the cuts proposed by Mr. Kirby when he originally submitted his budget. He added that he agreed with Alderman Pottie that the items proposed to be cut were quite severe, and he suggested that he would like to review the proposed budget with Mr. Kirby and come back with another recommendation, **to which it was agreed.**

At 9:30 p.m. Her Worship returned to the meeting and Deputy Mayor Fitzgerald assumed his usual seat in Council.

SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
OPERATING BUDGET
MINUTES

**BUDGET
29 MARCH 1993**

There being no further business to discuss, the meeting adjourned at 9:30 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
DEPUTY MAYOR WALTER FITZGERALD
CHAIRMEN

/sm

HEADLINES

| | |
|-------------------------------------|---|
| Mayor's Office | 1 |
| Office of the Aldermen | 2 |
| City Manager | 2 |
| Finance Department | 2 |
| Corporate and Legal Affairs | 3 |
| Development and Planning | 6 |
| Employee Relations Department | 7 |
| City Auditor General | 8 |

**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
OPERATING BUDGET
MINUTES**

CURRENT BUDGET
30 MARCH 1993
Council Chamber
Halifax City Hall
30 March 1993
7:50 P. M.

A further meeting was held at this time to consider the proposed 1993/94 Operating Budget for the City of Halifax.

PRESENT: Deputy Mayor Walter Fitzgerald, Chairman; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Adams, Macdonald, Crowley and Stone.

ALSO PRESENT: City Manager; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; and other members of City staff.

Halifax City Regional Library (Page 18)

Dr. Mark Ludman, Chairman of the Halifax City Regional Library Board, briefly addressed the Committee to advise that the Board's proposed budget for 1993/94 (as recommended by the City Manager) stands at a total of \$5,264,700, representing an increase of 6.3 percent over 1992/93.

In his remarks, Dr. Ludman made reference to the Library's automated system the major components of which are scheduled for installation during the 1993/94 fiscal year. While noting that this system will result in a substantial reduction in the number of lost materials, thereby ensuring a more effective value for every dollar spent on Library services, Dr. Ludman emphasized that in the years to come the Library must concentrate on improving its funding for books and other related materials. In this context, he pointed out that the Library's purchasing power has fallen well below the 1990 level, primarily as a result of budget reductions, price increases and the impact of the G.S.T.

Dr. Ludman concluded his remarks by providing the following statistics for 1992/93:

Number of items loaned - approx. 1.5 million (as compared to 500,000 in the early 1970's)

**CURRENT BUDGET
30 MARCH 1993**

Number of information questions answered - approx. 150,000

Number of people participating in Library programs - approx. 130,000

Number of people with Library cards - approx. 70,000

Ms. Diane MacQuarrie, Chief Librarian, responded to questions from various members of the Committee.

Captain William Spry - Multi-Service Centre (P. 15A)

Reverend Carl Price, Chairman of the Board of Directors for the Mainland South Community Centre Corporation, provided the Committee with a brief overview of the proposed 1993/94 operating budget for the Captain William Spry Centre. In addition, various pieces of information were submitted pertaining to the Board's terms of reference and structure, as well as to the activities undertaken by staff under the Board's multi-service mandate.

Reverend Price went on to emphasize that the Corporation's 1993/94 budget proposal is based on a revised funding formula which had been negotiated with City staff as a consequence of an operational audit completed in 1992. Under this revised formula the space that is sublet to the City is now covered by a single lease for all municipal tenants as opposed to separate leases for the different departmental leases which had formerly been the case. Reverend Price emphasized that this change has resulted in a leasing arrangement that is less cumbersome and more efficient than in previous years, and expressed the Board's appreciation of staff's efforts in this regard.

Mr. Michael J. Marentette, Executive Director of the Mainland South Community Centre Corporation, made reference to p. 15A-1 of the budget document, noting, in particular, that the net figure of \$182,270 shown therein includes a grant to the pool facility. He went on to emphasize that the grant in question represents a separate formal relationship between the City and the Lions Club of which the Corporation is not a part.

Alderman Pottie commended the Board on the format of its 1993/94 budget submission, particularly in terms of the detail and clarity of its presentation.

Reverend Price and Mr. Marentette responded to questions from various members of the Committee.

Commenting on the importance of the pool facility to the Mainland South community, Alderman Meagher expressed

**CURRENT BUDGET
30 MARCH 1993**

concern that Halifax City Council has never formally demonstrated its appreciation to the Spryfield Lions Club for its endeavors in this regard. The Alderman went on to suggest that, without the initial backing of the Club and the continued efforts of its membership, it is unlikely that either the pool or the rink facility would ever have become a reality in the Spryfield community.

Concurring with Alderman Meagher's remarks, the Deputy Mayor suggested that consideration be given by the Mayor's Office to making a special presentation to Club representatives during a regular meeting of City Council and, at the same time, presenting them with a plaque to honor the occasion.

Alderman Adams noted that he himself will be attending a Lions Club Charter Night to be held later in April, adding that he will undertake at that time to convey Council's gratitude to the Lions for their contribution to the Mainland South community.

After some further discussion, it was agreed that Alderman Adams would contact the Mayor's Office with regard to a suitable commendation for the Spryfield Lions Club.

Tourism Halifax (P. 27)

Mr. Lewis M. Rogers, Director of Tourism Halifax, briefly addressed the Committee to advise that his proposed budget for 1993/94 reflects a reduction of two percent. On another but related matter, Mr. Rogers brought to the Committee's attention that this year, for the first time, the item "Cruise Ships" has been delineated so that monies spent on this market segment can be better monitored. He concluded his remarks by commenting that the 1993/94 budget proposal is intended to "steady the course" and to provide the means by which the City can be promoted in the best and most appropriate markets.

Mr. Rogers subsequently responded to various questions from Alderman Pottie.

Halifax Industrial Commission (p. 28)

Mr. R. Douglas Corkum, Executive Director of the Halifax Industrial Commission, briefly addressed the Committee to note that, as a result of a need identified in the HIC's Master Plan (recently presented to Council), a request is now being made to increase the Commission's 1993/94 budget proposal of \$394,336 by \$28,000 to provide for an additional secretarial position. Mr. Corkum went on to note that, if this addition is approved, the

**CURRENT BUDGET
30 MARCH 1993**

Commission's 1993/94 budget will reflect a 7.8 percent increase over last year's submission.

Alderman Pottie expressed concern that the Industrial Commission is asking for an increase in staff at a time when a hiring "freeze" is in effect for other municipal departments, boards and commissions. While acknowledging that additional secretarial assistance may be required as a result of the increased marketing and promotional work undertaken by the HIC, the Alderman suggested that the provision of such assistance should have been addressed as part of the contractual arrangements with the Commission's Director of Marketing and Sales.

Concurring with Alderman Pottie's remarks, Alderman Stone indicated that he would feel much more comfortable if the Industrial Commission would consider an arrangement whereby temporary secretarial help could be hired to assist with the backlog of work and then dispensed with once her services were no longer required.

Alderman Crowley suggested that, rather than hire an additional secretary as part of the permanent staff establishment, consideration be given to reviewing the workloads of existing secretarial staff in the various City departments to ascertain whether an individual could be "loaned" to the Industrial Commission.

The City Manager indicated that Alderman Crowley's suggestion would be taken under advisement. In this same context, Mr. Corkum advised that, in his opinion, the Industrial Commission would have no difficulty in arranging for additional secretarial support on a contractual basis, as opposed to adding to the existing staff complement.

Alderman Adams noted that, in response to a previous request for information, he has been advised that audits pertaining to the Industrial Commission will be combined for the years 1991-92 and 1992-93. The Alderman emphasized, however, that he is also interested in receiving this information for the years 1989-90 and 1990-91.

Mr. Corkum indicated that he would refer Alderman Adams' request to Mr. Ridgley of the City's Finance Department.

On another but related matter, Alderman Adams asked for information regarding the approximate net sales in the Industrial Park for 1992.

Mr. Corkum indicated that he would provide this information to the Alderman.

**CURRENT BUDGET
30 MARCH 1993**

Mr. Corkum indicated that he would provide this information to the Alderman.

There being no further business to be discussed, the meeting was adjourned at approximately 8:50 p.m.

DEPUTY MAYOR WALTER FITZGERALD
CHAIRMAN

HEADLINES

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|--|---|
| Halifax City Regional Library | 1 |
| Captain William Spry/Multi-Service Centre | 2 |
| Tourism Halifax | 3 |
| Halifax Industrial Commission | 3 |

**SPECIAL COMMITTEE OF THE WHOLE
OPERATING BUDGET
MINUTES**

BUDGET
1 APRIL 1993

Council Chamber
Halifax City Hall
1 April 1993
7:50 p.m.

A Special Meeting of the Committee of the Whole was held on the above date to continue the review of the 1993-94 Proposed Operating Budget.

PRESENT: Deputy Mayor Fitzgerald, Chairman; and Aldermen Holland, Downey, Meagher, O'Malley, Adams, Hanson, and Crowley.

ALSO PRESENT: Mr. Bernard G. Smith, Acting City Manager; Mr. Al LeBlanc, Budget Officer, and other members of City staff.

The Chairman noted that Council was unable to begin its meeting on time due to the lack of a quorum and he expressed concern about this, advising that it has occurred many times in the past with respect to the budget meetings.

The Chairman requested that the Aldermen make an extra effort to be on time at future budget meetings.

HALIFAX HOUSING AUTHORITY - PAGE 17

Revisions to the detailed Halifax Housing Authority budget had been circulated and submitted by Mr. Al LeBlanc, Budget Officer.

Mr. Michael Spencer, Executive Director, Halifax Housing Authority, was in attendance to present the Halifax Housing Authority's proposed budget and was joined by Mr. S. A. Pelton and Mr. Lake, also representing the Housing Authority.

**BUDGET
1 APRIL 1993**

The Chairman noted that the Housing Authority submitted a budget with a decrease of 0.2% over the amount approved for the Authority for the 1992-1993 fiscal year.

Mr. Spencer addressed Council and responded to questions.

In response to a question by Alderman Holland, Mr. Spencer advised that he was not aware of City Council's interest in utilizing the Halifax Infirmary building, once it becomes vacant, as a seniors care facility. He added that if it was Council's wish, the Housing Authority would examine this matter.

Following a brief discussion, it was MOVED by Alderman Holland, seconded by Alderman Downey that a needs survey be carried out on the Halifax Infirmary building, (located on Queen Street), with respect to the possibility of it becoming a site for a seniors care facility

Motion carried.

The Chairman noted that the appropriate body to forward this request to would be the Nova Scotia Department of Housing.

In response to a question by Alderman O'Malley, Mr. Spencer outlined the changes pertaining to the revised budget. In his comments, he noted that \$300,000 was removed from the modernization and improvement program, approximately \$170,000 was removed from the operating accounts, and revenue was increased by approximately \$100,000.

Mr. Spencer responded to further questions.

Alderman Crowley noted that in the area of Romans Avenue and Federal Avenue, there is either a basketball or tennis court which has caused some concern to the residents of the area. She indicated that the noise coming from this area, particularly in the summer time, was disruptive to the residents and she questioned if the Housing Authority has considered installing some sort of sound barrier.

In response to Alderman Crowley, Mr. Spencer advised that he has not received any complaints in this regard or was aware that it was an issue. However, he added that would look into the matter.

**BUDGET
1 APRIL 1993**

At 8:15 p.m. Alderman Pottie entered the meeting.

Mr. Spencer responded to further questions of Council and retired from the meeting.

HALIFAX FORUM COMMISSION - PAGE 23

Mr. Albert Driscoll, Manager, Halifax Forum, and Mr. George Findlay, Chairman of the Halifax Forum Commission, were in attendance to present the proposed 1993/94 budget of the Halifax Forum Commission.

The Chairman noted that the Forum Commission has submitted a budget in accordance with the guideline of a -2% increase.

After a brief questioning by members of City Council Mr. Driscoll and Mr. Findlay retired from the meeting.

HALIFAX METRO CENTRE/WORLD TRADE CENTRE - PAGE 24/29

Mr. Ken Mounce, Mr. Douglas McNeil, and Mr. Don Larlee, representing the Halifax Metro Centre/World Trade Centre were in attendance to present the 1993/94 proposed budget of the Halifax Metro Centre/World Trade and Centre.

The Chairman noted that the Metro Centre's budget was proposing a -3.1% increase and the World Trade and Convention Centre was proposing a -0.3% increase.

Mr. Mounce responded to questions from City Council.

In response to questions by Alderman Crowley regarding the contract of the Halifax Citadels, Mr. Mounce advised that the actual contents of the contract are known to the City Manager and the Aldermen who sit on the Board. Noting that there were confidentiality clauses in the contract, he advised that he could provide this information to her "in-camera".

In response to a further question by Alderman Crowley on another matter, Mr. Mounce advised that

**BUDGET
1 APRIL 1993**

approximately three years ago, consideration had been given to the possibility of providing roller skating at the Metro Centre, however, it was determined at that time that it would not be a revenue generating item. Mr. Mounce noted that Metro Centre officials have been looking into other sporting events which could be held at the Centre and he added that it may be time to reconsider the idea of roller skating.

Alderman Adams referred to Alderman Crowley's comments regarding the contract of the Halifax Citadels and advised that he would also like to receive this information.

Alderman Adams noted that he understood that a certain attendance figure is required at the hockey games in order that the Metro Centre "breaks even". He questioned who was responsible in making up the difference (financially) when the Centre does not break even.

In response to Alderman Adams, Mr. Mounce noted that, whether the Quebec Nordique Organization or the Metro Centre makes up the difference at year end depends on a number of factors such as attendance levels, revenue levels, and certain elements in the contract. He indicated that this matter is determined when the hockey season is over and he added that he could provide him with this information once it has been concluded.

Mr. Mounce responded to further questions of Council and retired from the meeting.

POINT PLEASANT PARK COMMISSION - PAGE 25

Mrs. Janet Kitz, Chairman of the Point Pleasant Park Commission; Mr. Art Sampson, Park Superintendent; and Mr. David Mann, Chairman of the Point Pleasant Park Commission's Technical Advisory Committee were in attendance to present the proposed budget for Point Pleasant Park.

Ms. Kitz noted that the Commission's Treasurer, Mr. Peter Herschorn, and Mr. Art Sampson, Park Superintendent, prepared the proposed budget. She advised that Mr. Herschorn was ill and was not able to be at this meeting; however, she, Mr. Sampson, and Mr. Mann were prepared to respond to any questions Council may have.

**BUDGET
1 APRIL 1993**

The Chairman noted that the submitted budget met the guideline of a -2% increase, however, there was the aspect of the requested grant of \$17,000 for the user study.

Mr. Bernard G. Smith noted that he received a memorandum from the City Manager advising that he was recommending an additional \$17,000 be added to the budget of Point Pleasant Park for the user survey.

The Chairman indicated that Council was generally in agreement that the Commission receive this additional funding, however the funds would have to be found elsewhere in the overall budget to accommodate this item.

There were no questions and the representatives of the Point Pleasant Park Commission retired from the meeting.

FINANCING COSTS - PAGE 19

Mr. Bernard G. Smith, Director of Finance, addressed Council and advised that the "Financing Costs" account has historically been the City's debt servicing account. He added that this account provides the cash for the Pay-As-You-Go-Program and noted that the amount in this account would depend on the final decisions of Council in regard to the capital budget. Mr. Smith advised that 2.4 million dollars was proposed for the for Pay-As-You-Go for this coming year.

Mr. Smith responded to questions of Council.

In response to a question by Alderman Adams, Mr. Smith briefly reviewed the Pay-As-You-Go-Policy and indicated that he had information packages on this matter which he would provide to all aldermen.

Alderman Pottie expressed concern that only 2.4 million dollars was recommended for the Pay-As-You-Go program for this year, whereas, last year Council approved 5 million dollars. He noted that by reducing the amount this year, it will delay the Pay-As-You-Go program and the City will not be debt free when it originally anticipated. In this regard, Alderman Pottie requested information from staff on what could be done with this year's budget which

BUDGET
1 APRIL 1993

would enable 5 million dollars to be allocated to the Pay-As-You-Go program.

In response, Mr. Smith advised that he would supply Council with this information privately.

A discussion ensued with respect to various items outlined in the Financing Costs account and Alderman Pottie requested a detailed report on what it will cost to operate the Industrial Commission over the next 12 months.

Alderman Crowley questioned if staff have taken the possibility of amalgamation in account when developing the budget.

In response, the Director of Finance indicated that staff were very cognizant of the possibility of amalgamation and he advised that he would respond on this matter in a report.

Alderman Crowley addressed the matter of the budget process, advising that at times she felt the process moved too quickly and it was difficult to understand some aspects of the budget because all the pertinent information was not provided to the Aldermen. Alderman Crowley added that she believed she could ask more relevant questions if more information was provided and she questioned how she could obtain the information she felt was needed.

In response, Mr. Smith advised that all Aldermen were welcome to contact him or his staff for further information on the budget. He indicated that the Aldermen could either call his office or come into the office and staff would review the matter with them.

Alderman O'Malley advised that she recently read in a local newspaper that the City approved a \$28,000 a year steno position for the Industrial Commission. She added that she found this quite disconcerting because she did not realize that Council was approving anything at this stage.

The Chairman emphasized that Council was simply reviewing the proposed budgets and not making final decisions. He advised that nothing has been approved yet, and that when Council is finished with the initial review, it will review the budgets once again and make final decisions.

**BUDGET
1 APRIL 1993**

A discussion ensued and Alderman Pottie indicated that he felt he did not have enough information from the budget which is presented to him to fully comprehend what comprises each budget of the departments, boards, and commissions. He requested that staff provide him with a budget in which each board, commission, and department is outlined in greater detail.

Following a discussion, the Director of Finance indicated that he would make this information available to the Alderman.

At 9:30 p.m. Alderman Downey retired from the meeting.

Alderman O'Malley advised that she had some concern with the budgetary process as well. Referring to Alderman Crowley's comments, Alderman O'Malley indicated that she also found it difficult to ask pertinent questions with so little information provided in the budget. For example, Alderman O'Malley noted that, given the information she has, she would not be able to come up with the figure for the travel budget for the Mayor, Aldermen, and City staff, and she requested that staff provide this information.

A discussion further ensued with staff responding to questions.

Alderman Pottie requested a report on the items which have been added and deleted from the budget and the costs associated with these items.

Carleton Preservation Society (Re Former Carleton Hotel)

Mr. Bernard G. Smith, Director of Finance, addressed Council and, noting that Council had recently agreed to advance \$300,000 to the Carleton Preservation Society by way of second mortgage to assist in their reconstruction, advised that there has been some difficulty with the paperwork on this matter because the City is not equipped to take back mortgages. Mr. Smith added that he and the City Solicitor have had discussions with the Department of Municipal Affairs and, although the City has the mortgage registered, in order for the City to legally take a mortgage, it has to be classified as an investment.

BUDGET
1 APRIL 1993

Mr. Smith pointed out that there is an item on the agenda of the next Committee of the Whole (scheduled for Wednesday, 7 April 1993) requesting Council to amend the investment policy of the City to permit for a mortgage of \$300,000 to the Carleton Hotel. He indicated that this amendment was essentially a formality and that it would pertain only to the former Carleton Hotel.

Mr. Smith advised that he had been contacted by representatives of the Society very recently in regards to a significant problem which arose. He explained that, while the renovation work has been ongoing at the former Carleton Hotel, the Society is having difficulty in meeting their payroll of approximately \$20,000, which is due tomorrow. He added that the representatives of the Society have asked for his assistance in order that they can meet their payroll and not have to remove their workers from the construction site.

Mr. Smith noted that while he does not have the authority to permit taking \$20,000 out of the \$300,000 to assist the Carleton Preservation Society in this regard, he indicated that there were extenuating circumstances and he was proposing that Council give its general consensus to approve this at this time, pointing out that the matter would be formally approved at the next City Council meeting.

Mr. Smith responded to questions from members of City Council.

For clarification, the Chairman advised that the Director of Finance was asking members of Council to give a general consensus allowing staff to provide \$20,000 of the \$300,000 previously approved loan to the Carleton Preservation Society, in order that they can meet their payroll, and with the understanding that it would be formally approved by Council.

After a brief discussion, **it was generally agreed** to grant to the Carleton Preservation Society, \$20,000 from the previously approved \$300,000 in order that they can meet their payroll.

There being no further business to discuss, it was agreed that the next budget meeting would be scheduled for Tuesday, 6 April 1993 at 7:30 p.m.

**BUDGET
1 APRIL 1993**

The meeting adjourned at 10:00 p.m.

HEADLINES

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| Halifax Forum Commission | 3 |
| Halifax Metro Centre/World Trade Centre | 3 |
| Point Pleasant Park | 4 |
| Financing Costs | 5 |
| Carleton Preservation Society (Re Former Carleton Hotel) | 7 |

DEPUTY MAYOR WALTER FITZGERALD
CHAIRMAN

/sm

**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
OPERATING BUDGET
MINUTES**

Council Chamber
Halifax City Hall
6 April 1993
7:30 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of continuing the review of the proposed 1993-1995 Operating Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Adams, Hanson, Macdonald, and Crowley.

ALSO PRESENT: Bernard G. Smith, Director of Finance; Al Leblanc, Budget Officer; and other members of staff.

General Government

The 1993/94 budget line item detail for General Government was circulated at this time to members of the Council.

The City Manager suggested that this matter be dealt with incamera at the end of this meeting, to which Council agreed.

Special Events

Mr. Tom Abraham addressed Council and outlined the proposed budget for Special Events. He noted that the total budget last year for Special Events was \$317,700 and that this amount had been reduced approximately 30 percent.

In his presentation, Mr. Abraham advised that there were two indefinite sums of money in this budget. He referred to the item pertaining to the 50th anniversary of the Battle of the Atlantic explaining that, during the preparation of the budget, staff were aware that there would be some celebrations in the City of Halifax. Mr. Abraham added that information has just been received from the military indicating that \$7500 was required. He further noted that the Royal Visit budget was also another item which was somewhat "iffy" and that \$12,000 had been allocated for

OPERATING BUDGET 6 APRIL 1993

this event. Mr. Abraham went on to note that the special events accounts are actually based on what was spent last year on the City's traditional special events.

At the conclusion of his presentation, Mr. Abraham responded to various questions from members of the Committee.

In response to a question from Alderman Pottie with respect to the Cultural Reserve account in the amount of \$20,000, Mr. Abraham advised that a policy had been adopted by Council last year concerning cultural events.

A short discussion ensued with Alderman Pottie suggesting that the Special Events account should be reduced noting that last year's budget was not used entirely.

Responding to a further question from Alderman Pottie, Mr. Abraham advised that \$10,000 was allocated from the Cultural Reserve Account for Musicfest Canada.

It was subsequently agreed that the Cultural Reserve Account should be reduced by \$10,000.

In response to a question from Alderman O'Malley concerning the "Raise the Flag Day" budget, Mr. Abraham advised that this was an event which was a possibility. He indicated that he could provide further information to the Alderman in respect of this item.

Health Sundries

Mr. Bernard G. Smith, Director of Finance, addressed this item and advised that the City is required by provincial legislation to contribute 1 dollar per capita towards provincial health services.

Interest on Reserves

Mr. Bernard G. Smith, Director of Finance, addressed this item and advised that this account pertains to the rate of interest that the City in effect pays from its current account on its own reserves. He added that there are large sums of money set aside for the pollution control project and that part of the costing of this project does allow for this payment of monies to reserves. Mr. Smith also noted that interest is paid on the equipment replacement account reserves and that there were other various sums of monies which are held for various purposes. He noted that the bulk is for pollution control.

**OPERATING BUDGET
6 APRIL 1993**

Mr. Smith went on to respond to questions from members of Council.

Deputy Mayor Fitzgerald raised a question with respect to the Interest on Reserves. He suggested that the City pay 4 percent rather than 5 percent which would amount to a saving of approximately \$400,000 or \$500,000. The Deputy Mayor expressed the view that by paying the reserve accounts 4 percent, there will be an approximate saving in the current account of \$400,000 which could help reduce the tax rate.

In response, Mr. Smith indicated that he could provide a report to the Deputy Mayor concerning this item.

A discussion ensued and the Deputy Mayor Fitzgerald indicated that he would like to see a definite policy established with respect to the Interest on Reserves account.

Mr. Smith advised that staff could prepare a policy recommendation in this regard.

Provision for Allowance

Mr. Smith indicated that Provision for Allowance was simply a provision for write-offs and that an attempt is made to try and average the losses on unselected accounts over the years.

Tax Concession & Grants

Mr. Smith reviewed the budget for tax concessions and grants noting that it was comprised of a capital grant component and an operating grant or non-capital grant component. He added that although the operating grant component has been held over the last several years, a situation exists where it really indirectly is being increased this year because the Captain William Spry Centre requirements have been taken out of it which frees up \$50,000. Mr. Smith questioned whether Council or the Tax and Grants Committee would wish to cut this budget back as a result.

Alderman Meagher indicated that he would not have any difficulty with this budget being reduced by \$50,000.

Mr. Smith advised that he would further review this budget and provide a report.

**OPERATING BUDGET
6 APRIL 1993**

Deputy Mayor Fitzgerald questioned what the repercussions would be if the City did not provide a capital grant to the Camp Hill Hospital. He noted that a recent information report from the City Manager indicated that it does not appear that the City has money available for this grant. The Deputy Mayor indicated that he would like to know the total situation in regards to the City's obligation both legally and morally to make this capital grant. A short discussion ensued with the City Manager indicating that a report could be provided with respect to the Deputy Mayor's suggestion.

Alderman O'Malley noted that the Wee Care Developmental Centre had requested a grant sometime ago. She noted that this matter was forwarded to staff for a recommendation and a report. The Alderman went on to question whether a report was forthcoming and the City Manager advised that he would speak to the Alderman following this meeting to explain the delay in respect of this report.

Port Development Authority

In presenting this budget, Mr. Smith advised that sometime ago a Port Development Authority was established and that there was an agreed basis of sharing between the Province of Nova Scotia and the three participating area municipalities.

Revenue

Mr. Smith reviewed the proposed 1993/94 Operating Revenue Summary as contained on page 4 of the budget book noting some changes and responding to various questions from members of Council.

During the questioning of Mr. Smith, Alderman Adams noted that the fine for persons who park in handicap zones was \$75.00. He questioned the maximum in which the City could increase this fine and Mr. Smith indicated that a report could be provided to the Alderman in this regard.

At approximately 10:00 p.m., members of Council went incamera to deal with General Government.

HEADLINES

Council Chamber
Halifax City Hall
13 April 1993

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Health Sundries.....2
Interest on Reserves.....2
Provision for Allowance.....3
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Port Development Authority.....4
Revenue.....4

PRESENT: Mayor Stephen Mayo, Chairman;
Councillors: Fitzpatrick and Alderman Downey, Mayor,
McIntyre, Brown, Jeffrey, McDonald, Crowley, and Stone.
ALSO PRESENT: Mr. Wayne Aubrey, P.O., Acting City
Manager and other members of City staff.

REPORTS

A copy of a report entitled "Halifax...
...to create a World-Class All-Seasons Resort Complex
...at Grand Lake, Halifax Harbour Park - April,
...to be presented to all members of Council.

A letter dated 13 April 1993 from Gary Cochran,
...of the District of West Bank, was
... A letter dated 8 April 1993 from Douglas J.
... was also
... received.

The Mayor then declared the meeting open by
... this evening will involve a
... of the Halifax
... the
... is located
... that Grand
... any questions that
... be asked.

The Mayor then advised that as he advised that
... that there are
... in an enterprise with
... that the city had intended to sell
... the opportunity for the
... in Council. Mayor,

**PUBLIC MEETING
DESTINATION RESORT PROPOSAL
MINUTES**

Council Chamber
Halifax City Hall
13 April 1993
7:30 p.m.

A public meeting was held at this time to hear from proponents of a resort complex for the City of Halifax.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Downey, Meagher, O'Malley, Hanson, Jeffrey, Macdonald, Crowley, and Stone.

ALSO PRESENT: Mr. Wayne Anstey, Q.C., Acting City Manager; and other members of City staff.

GRAND CASINOS HALIFAX RESORT

A copy of a report entitled "Grand Casinos Halifax A Proposal to Locate a World-Class All-Season Resort Complex and Casino at Ragged Lake, Halifax Business Park - April, 1993" was circulated to all members of Council.

A letter dated 15 April 1993 from Gary Cochrane, Warden, Municipality of the District of West Hants, was submitted. A letter dated 8 April 1993 from Douglas J. Mathews, Stewart McKelvey Stirling Scales, was also submitted.

Her Worship Mayor Ducharme began the meeting by noting that the presentation this evening will involve a resort location in the Ragged Lake area of the Halifax business park. She added that Grand Casino approached the Halifax Industrial Commission with an interest in locating in the business park. Mayor Ducharme advised that Grand Casino will make a presentation and answer any questions that Council may have.

Her Worship Mayor Ducharme went on to advise that the City has been made aware as a Council that there are other people who would be interested in an enterprise such as a casino. She added that the City does intend to hold other meetings in order to provide an opportunity for these individuals to also make presentations to Council. Mayor

**DESTINATION RESORT
13 APRIL 1993**

Ducharme advised that Council will not be making any decisions this evening and that the purpose of this meeting is to hear from the principals of the company about what they would intend to do should they come to this area and should they be welcomed by Halifax City Council and the Industrial Commission as a tenant in the business park.

Mr. Danny Gallivan, Chair, Halifax Industrial Commission, addressed Council and introduced the speakers for the evening. On behalf of the Halifax Industrial Commission, Mr. Gallivan thanked Council for the opportunity to meet and to share with Council the proposal that Grand Casino has made to the Commission. During the course of the evening, Mr. Gallivan advised that Council will meet senior representatives of Grand Casino each responsible for an operational facet of the company and each experienced in the features, benefits, issues and concerns of resort casino operations. He noted that two consultants who have studied the Grand Casino proposal will make brief presentations on the economic and tourism benefits associated with the project. As well, Mr. Gallivan noted that they have invited two independent experts who will bring particular knowledge and expertise that Council may find useful as it deliberates an appropriate approach to gaming for the City of Halifax. Mr. Gallivan commented that biographical data on the presentation team members can be found at the back of the report submitted.

Mr. Gallivan began his presentation by advising that the Halifax Industrial Commission, as Council is aware, is responsible for developing 1700 acres of prime real estate - the Halifax Business Park. He added that this land is divided into two distinct areas known as Ragged Lake and Bayers Lake. Mr. Gallivan went on to note that the Park features highway and rail access as well as proximity to the harbour and the downtown business core. He added that the 800 Ragged Lake campus of the business park has been designed as a research and commercial facility. As well, Mr. Gallivan pointed out that because of its large treed lots and two lakes, it has been considered an ideal location for a major tourism facility. Mr. Gallivan advised that the development of the area will include the protection of a green belt beside the lake, walking and jogging trails, and other amenities not normally found in traditional commercial areas.

Mr. Gallivan indicated that the Halifax Industrial Commission has formally discussed with Grand Casinos the development of a major first class four-seasons resort gaming complex at Ragged Lake. He added that the Commission and Grand Casinos realize that for this project to proceed, Council's approval will be necessary. As well, Mr. Gallivan advised that the Province of Nova Scotia will have to address all of the issues and policy considerations relative to the introduction and approval of appropriate legislation and

**DESTINATION RESORT
13 APRIL 1993**

regulation of gaming in the Province. He therefore advised that the Commission's agreements with Grand Casinos are conditional upon Council's approval and upon the Province enacting such legislation. Mr. Gallivan expressed the belief that this meeting is an important step in that process which may lead to this major development.

Mr. Gallivan went on to advise that the Halifax Industrial Commission is enthusiastic about the significant benefits that would accrue to the City and the Province from this project in terms of job creation, economic spin-off, tax enhancement, and tourism enhancement. Since Grand Casinos initiated negotiations with the Halifax Industrial Commission, he noted that the Commission has conducted its own inquiries to ensure themselves of the merits of this project. Mr. Gallivan noted that this process has included visits to company operations in Minnesota and discussions with public officials and experts involved in all aspects of the gaming industry and its regulation.

A presentation was then made by each of the following persons whose comments are referenced in the report from Grand Casinos:

- Stanley M. Taube, Executive Vice President, Grand Casinos, Inc.
- Denis O'Brien, Senior Vice President of Casino Operations, Grand Casinos, Inc.
- Joseph Galvin, Vice President of Security/Loss Prevention, Grand Casinos, Inc.
- Ann Brunkhorst, Vice President of Education and Associate Development, Grand Casinos, Inc.
- Elizabeth George, Executive Director, Minnesota Council on Compulsive Gambling, Inc.
- Professor William R. Eadington, University of Nevada, Reno, Director of the Institute for the Study of Gambling and Commercial Gaming.
- Robbie Shaw, Managing Partner Peat Marwick Stevenson Kellogg (addressed the economic impact of the project).
- Walter Johnson, internationally known marketing expert (discussed tourism benefits).

At the conclusion of the presentations, Her Worship Mayor Ducharme thanked everybody for coming before Council. She noted that the City realizes there may be other business enterprises also approaching the City to make presentations. Mayor Ducharme commented that before any gaming facilities can come to the City of Halifax, the provincial government must approve the necessary gaming legislation. Her Worship added that before the City of Halifax decides to host any such facility, public hearings will be held so that Council can hear presentations from the public.

**DESTINATION RESORT
13 APRIL 1993**

At approximately 9:30 p.m. there being no further business to discuss, the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

/ms

**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
SCHOOL BOARD BUDGET
MINUTES**

Council Chamber
Halifax City Hall
14 April 1993
3:40 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of reviewing the proposed budget of the **Halifax District School Board** for the fiscal year ending March 31, 1994.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Meagher, O'Malley, Pottie, Hanson, Macdonald, Crowley, and Stone.

ALSO PRESENT: Mr. Wayne Anstey, Q.C., Acting City Manager; Mr. Edward A. Kerr, City Clerk; Mr. Ted Marriott, Chairman of the Halifax District School; Mr. Wayne Stroud, Coordinator of Finance and Treasurer for the Halifax District School Board; and Dr. Gordon Young, Director of Education.

SCHOOL BOARD

The meeting was called as a budget meeting to consider the proposed budget of the School Board.

Mr. Marriott, Chairman, accompanied by Dr. Young and Mr. Stroud, addressed the Committee in connection with the Board's budget as contained in a document entitled "Halifax District School Board", which was previously circulated to the Committee. A further sheet was circulated at this time providing information with respect to the amount of the proposed budget, the mandate funding level, recoveries, and the amount of budget in excess of funding for each of the Board's programs.

Mr. Marriott indicated that funding for legislated services has increased by .8 million dollars while expenses in connection with the same services have increased by approximately 2.8 million dollars. He indicated that those were the kinds of situations they were facing and which were reflected in the budget before Council. Mr. Marriott indicated that the School Board wished to maintain the quality of educational system that citizens of Halifax were accustomed to.

**SCHOOL BOARD
14 APRIL 1993**

Mr. Marriott and Dr. Young then responded to questions relating to various aspects of the budget.

Alderman Holland referred to information which he received from the Board during the last budgetary discussions in a document dated April 16 and, as an example, referred to a race relations officer which was not included in the budget last year.

Dr. Young indicated that if the example being referred to was the race relations officer, the figure presented last year would not be for a full year.

Alderman Holland asked if he could be supplied with the correct figures and Dr. Young indicated that this would have to be calculated.

Alderman Hanson expressed some concern with respect to the proposed percentage increase in the budget.

Mr. Marriott indicated that if further requested reductions were made, it would be necessary to discuss the matter with the Board in terms of deciding which programs would have to be reduced or eliminated. Mr. Marriott indicated that if a request was made to locate an additional \$1,000,000.00, he did not believe that would be possible without substantial damage to programs.

Alderman Hanson made reference to reductions already achieved by the School Board, but expressed some concern with respect to the 3.5% increase. He indicated that he would appreciate receiving any suggestions which the Board may make between now and the time that the budget is approved. Alderman Hanson indicated that one of the messages that he receives is that the citizens want the existing educational standards maintained.

Deputy Mayor Fitzgerald, in referring to the City's budget book, noted that the difference between last year's discretionary funding and the amount recommended was approximately \$832,000. Deputy Mayor Fitzgerald suggested that this amount would bring the City's contribution to the same level as that of last year.

MOVED by Deputy Mayor Fitzgerald, seconded by Alderman Hanson that staff meet with representatives of the School Board to see if such funds can be identified in the City's capital and operating budgets and in the School Board budget and, further, that staff come back to Council with an impact study.

**SCHOOL BOARD
14 APRIL 1993**

Deputy Mayor Fitzgerald indicated that he was prepared to support the budget in the amount of \$278,000,000, but suggested that there were places in the budget where the funds would likely not be spent in the coming year. The Deputy Mayor noted that this would bring the City's supplementary funding up to the same level as last year in the amount of \$13,670,963.

Mr. Marriott questioned whether the Board was being directed to reduce its budget by \$832,000 or that it should undertake a search to locate that amount of money.

Deputy Mayor Fitzgerald indicated that there would be a search on the City's part to find an additional \$832,000 and that it would be a two-fold process. The Deputy Mayor indicated that he was not suggesting that Council give the School Board what it was requesting advising that his motion represented substantially less.

Mr. Anstey, Acting City Manager, indicated that there was a difference of 1.9 million dollars between what the School Board has asked for and what the budget presented to Council recommends. He advised that the motion of Deputy Mayor Fitzgerald's in effect decreases that difference by \$800,000 so that the difference between the funding recommended and what the School Board is asking for would be about \$1,000,000. The Acting City Manager indicated that it roughly represented an increase of about 2% in the total budget of the School Board.

A further discussion and questioning ensued.

Alderman O'Malley referred to amalgamations which took place with northend schools saying that the residents were promised that certain things would happen in terms of upgrading which did not take place.

Mr. Marriott advised that the Board made a commitment to provide services to each of those junior high schools, but indicated that it was explained that it would not take place in one year. Mr. Marriott advised that the Board would honor its commitment as soon as the funds become available.

Alderman O'Malley also referred to a change in the transportation policy affecting younger children in the schools and, following an explanation by representatives of the School Board, she asked to be provided with a copy of the written policy.

**SCHOOL BOARD
14 APRIL 1993**

After a further short discussion, the motion was put and passed.

At approximately 5:00 p.m. the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

/ms

HEADLINES

School Board..... 1

**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
BUDGET REVIEW
M I N U T E S**

Council Chamber
Halifax City Hall
18 April 1993
5:20 P. M.

A special meeting of Committee of the Whole Council was held at this time for the purpose of continuing Council's deliberations pertaining to the City of Halifax 1994/95 budget.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; Deputy Mayor Pat Pottie; and Aldermen Holland, Fitzgerald, Downey, Adams, Hanson, Walker, Crowley and Stone.

ALSO PRESENT: Mr. Barry Coopersmith, City Manager; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; and other members of City staff.

MAYOR'S OFFICE

A 12.0 percent (net) reduction in this budget over 1993/94 figures was proposed.

Responding to a question from Alderman Fitzgerald, Ms. Cathy MacNeil, Executive Assistant to the Mayor, advised that the proposed reduction will have no affect on the permanent staff complement of the office. She added, however, that provision for part-time workers (to assist during vacation periods and sick leave) has been eliminated as have been components of various programs (such as "Municipal Awareness Week") traditionally funded by the Office of the Mayor.

Alderman Stone asked for information pertaining to the receptions held in Halifax Hall during the 1993/94 budget year. (NOTE: An Information Report, dated 20 April 1994, was subsequently submitted by Her Worship Mayor Ducharme).

After some further discussion, it was agreed that the 1994/95 budget proposal for the Office of the Mayor be approved in principle.

**BUDGET REVIEW
18 APRIL 1993**

ALDERMEN'S OFFICE

A 7.1 percent (net) reduction in this budget over 1993/94 figures was proposed.

Mr. Claude Isaacs, Administrator for the Aldermen's Office, responded to questions from various members of Council. In his remarks, Mr. Isaacs noted that, in order to achieve the 7.1 percent reduction, no provision has been made for the hiring of temporary or for the implementation of additional programs.

There being no further questions, it was agreed that the 1994/95 budget proposal for the Aldermen's Office be approved in principle.

CITY MANAGER'S OFFICE

A 4.8 percent (net) reduction over 1993/94 figures in the current budget for this office was proposed.

Responding to a question from Alderman Fitzgerald, the City Manager advised that \$50,000 has been included in his capital budget to undertake a space needs study with regard to the Library's request for additional square footage.

Responding to a further question from Alderman Fitzgerald, Mr. Coopersmith indicated that one staff position is being proposed for elimination from the City Manager's staff complement. He went on to point out that the duties now performed by that individual will be replaced through better coordination of staff from the Manager's Office, the Office of the Mayor and the Aldermen's Office.

With reference to a question from Alderman Walker, Mr. Coopersmith noted that Item #22606 (Facilities - Rental) pertains to the rental of space at Bloomfield Centre by the Emergency Measures Organization. He went on to advise that, in exchange for services supplied to the EMO by the Amateur Radio Club on a stand-by basis, the City provides the Club with the space required for its operation.

Alderman Holland asked for information as to the number of City staff members who are currently ham radio operators.

**BUDGET REVIEW
18 APRIL 1993**

After some further discussion and questioning of staff, it was agreed that the 1994/95 budget proposal for the **City Manager's Office** be approved in principle.

5:40 p.m. - Alderman O'Malley enters the meeting.

FINANCE DEPARTMENT

A 7.9 percent (net) reduction for this Department was proposed.

Mr. B. G. Smith, Director of Finance, assisted by Mr. Peter Messenger, Purchasing Manager; Mr. Bob Houlihan, Revenue Management Assistant; Mr. Reg Ridgley, Manager of Treasury and Accounting; and Mr. Jack McCord, Manager of MIS, responded to questions from various members of Council.

A typographical error was noted on Page A4-15 of the Current Budget proposal; namely that the number of full-time positions for 1994/95 should be amended to read 5, rather than 6. In this context, Deputy Mayor Pottie pointed out that the differential between 1993/94 and 1994/95 salaries appears to be extremely low, given the elimination of a single position. The Deputy Mayor therefore asked for further information as to why additional monies are not proposed to be saved from the "salaries" account.

Alderman Holland made reference to the Department's subscription to the Dominion Bond Rating Service (DBRS) in the amount of \$1190, and offered to provide information as to several sources which, in the Alderman's opinion, would provide this service to the City on a no-charge basis (**NOTE:** An Information Report, dated 21 April 1994, was subsequently submitted by the Director of Finance on this matter).

After some further discussion and questioning of staff, it was agreed that the 1994/95 budget proposal for the **Finance Department** be approved in principle.

CORPORATE AND LEGAL AFFAIRS

A 22.9 percent (net) reduction in this budget over 1993/94 figures was proposed.

**BUDGET REVIEW
18 APRIL 1993**

Mr. Wayne Anstey, City Solicitor, responded to questions from various members of Council concerning the proposed reductions and their impact on existing services.

It was agreed that the 1994/95 budget proposal for the Department of Corporate and Legal Affairs be approved in principle.

7:00 p.m. - Alderman Meagher enters the meeting.

RECREATION

A 10.2 percent (net) reduction in the Department's current budget over 1993/94 figures was proposed.

Mr. Richard Cameron, Director of Recreation, assisted by Ms. Darlyne Turvey, Superintendent of Administration; Mr. Jim Naugler, Superintendent of Sport and Property Services; Ms. Joan McDonell, Coordinator of the Chocolate Lake Centre; Mr. Nick Murray, Superintendent of Research/Capital; and Mr. Alasdair Graham, Budget Coordinator, responded to questions from various members of Council.

With reference to a question from Alderman Crowley, Mr. Murray advised that, in response to requests received from abutting property owners, it is proposed that lighting be installed at certain key points throughout the Westwood Park playground/sports field in order to better protect the area from vandals.

Emphasizing that this is a matter of some considerable concern to area residents, Alderman Crowley asked to be advised should circumstances arise that would in any way postpone the installation of these lights.

Alderman Adams made reference to the fact that only two of the 14 residents of Elmdale Crescent are opposed to the installation of a light at the pond behind the Crescent, which would allow for evening skating during the winter months. The Alderman noted that the cost of this installation has been estimated at approximately \$2500, and asked that consideration be given to undertaking this project in 1994/95 (particularly should the Rockingstone Heights Sports Field come in under budget).

**BUDGET REVIEW
18 APRIL 1993**

Alderman Adams went on to indicate that he would also like to have monies for lighting set aside in the 1994/95 budget in anticipation of the second field at Graves Oakley being completed.

Alderman Walker advised that he has received numerous complaints concerning the surfaces of the two recreational basketball courts in Ward 10, and asked that consideration be given to providing for the necessary repairs in the 1994/95 budget.

7:20 p.m. - Her Worship Mayor Ducharme retires from the meeting, with Deputy Mayor Pottie assuming the Chair.

Responding to a question from Alderman Downey, Mr. Murray advised that approximately \$4,000 in Provincial funding is now available to be put toward the provision of playground equipment at the Children's Development Centre on Cunard Street.

Alderman Downey expressed the view that this equipment is badly needed at the Centre, and therefore asked (and it was so agreed) that Council consider the addition of roughly \$12,000-15,000 to its 1994/95 budget for this purpose.

With reference to concerns put forward by Alderman Stone pertaining to projects now earmarked for "Later Years," the City Manager advised that over the coming months staff hope to develop a "Five-Year Capital Budget" which can be considered in conjunction with the annual Operating expenses.

With reference to Item 15-133, "Development of Sports Field - Sheffield in the Park," Alderman Stone expressed the view that this project should be completed as quickly as possible rather than being consigned to "Later Years." After consulting staff of both the Recreation and Engineering and Works Departments, the Alderman asked (and it was so agreed) that consideration be given to adding approximately \$20,000 to the 1994/95 budget for this project.

7:30 p.m. - Her Worship Mayor Ducharme returns to the meeting, with Deputy Mayor Pottie resuming his usual seat on Council.

Alderman Crowley indicated that on several previous occasions she had requested information from staff

**BUDGET REVIEW
18 APRIL 1993**

as to how an outdoor skating facility could be established for the enjoyment of Halifax residents. Noting that she had received an estimate of approximately \$16,000 for this project, the Alderman strongly recommended that consideration be given to including these funds in the 1994/95 budget.

Alderman Fitzgerald made reference to the growing popularity among today's young people of mountain bike racing, and suggested that the Recreation Department investigate the feasibility of establishing the trails necessary for this sport, particularly in some of the new parks the City is now developing.

After some further discussion and questioning of staff, it was agreed that the 1994/95 budget proposal for the **Recreation Department** be approved in principle.

EMPLOYEE RELATIONS

A 9.3 percent (net) reduction in this budget over 1993/94 figures was proposed.

There being no questions from members of Council, it was agreed that the 1994/95 budget proposal for the **Employee Relations Department** be approved in principle.

AUDITOR GENERAL

A 14.9 percent (net) reduction in this budget over 1993/94 figures was proposed.

There being no questions from members of Council, it was agreed that the 1994/95 budget proposal for the **Auditor General's Department** be approved in principle.

TOURISM HALIFAX

A 1.3 percent (net) reduction in this budget over 1993/94 figures was proposed.

Mr. Lewis Rogers, Director of Tourism Halifax, responded to questions from various members of Council.

Alderman O'Malley made reference to the \$75,000 which is proposed as the City's contribution to the Convention Bureau (contingent on contributions from other

**BUDGET REVIEW
18 APRIL 1993**

interested parties). The Alderman sought clarification in the form of a written report as to where reductions have been made in other areas of the Tourism Halifax budget to provide for this contribution.

It was agreed that the 1994/95 budget proposal for Tourism Halifax be approved in principle.

After some further discussion and questioning of the City Manager, the meeting was adjourned at approximately 8:30 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
AND
DEPUTY MAYOR PAT POTTIE
CHAIRMEN

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HEADLINES

| | |
|-----------------------------------|---|
| Mayor's Office | 1 |
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| City Manager's Office | 2 |
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| Corporate and Legal Affairs | 3 |
| Recreation Department | 4 |
| Employee Relations | 6 |
| Auditor General | 6 |
| Tourism Halifax | 6 |

**SPECIAL COMMITTEE OF THE WHOLE
OPERATING BUDGET
MINUTES**

Council Chamber
Halifax City Hall
20 April 1993
7:55 p.m.

A Special Meeting of the Committee of the Whole Council was held at this time to continue the review of the School Board Budget.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Pottie, Adams, Hanson, Jeffrey, Macdonald, Crowley, and Stone.

ALSO PRESENT: Mr. Wayne Anstey, Q.C., Acting City Manager; Mr. Bernard G. Smith, Director of Finance; Mr. Al LeBlanc, Budget Officer; and other members of City staff.

SCHOOL BOARD (CONT'D)

A staff report dated 20 April 1993 regarding the requested budget changes of the Halifax School Board Budget was submitted.

A staff report dated 16 April 1993 regarding rate of interest on reserve funds was submitted.

Referring to the 20 April 1993 submitted report, the Acting City Manager advised that it was in response to the Deputy Mayor's suggestion at the last budget meeting (14 April 1993) in which staff was directed to further review the budget in attempt to find \$832,775. He added that this would bring the supplementary funding for the School Board up to the level of what the City paid last year.

The Acting City Manager noted that on another matter, the Director of Finance was requested to meet with the Board to find a further 1.1 million dollars which could be cut from the School Board budget. Referring to the submitted report of 20 April 1993 he advised that the Director of Finance would review the areas of the City budget which have be proposed for further reductions

BUDGET
20 April 1993

and, as well, he would outline the proposed cuts by the School Board.

Mr. B. G. Smith, Director of Finance, addressed Council and, referring to the submitted report of 20 April 1993, reviewed the proposed reductions by the City which would bring the School Board's discretionary funding up to last years level (\$832,775). In his comments, Mr. Smith advised that the proposed reductions actually end up recovering an additional \$62,000.

Continuing with the review of the report, Mr. Smith outlined the impact of the School Board's budget reductions. He noted that the Board is proposing to remove \$33,000 out of School Board Management, which would mean one less staff position in that area; \$100,000 from English as a Second Language program, which would mean three less staff positions in this area; and in the Family Studies and Industrial Technology, there would be a reduction of 2.6 people.

Noting that there had been concern and discussion about closing schools in the South End area of the City, Alderman Downey questioned if the School Board included these schools in the budget.

In response, Mr. Smith advised that the School Board did include \$250,000 in the budget to keep these schools open. He noted that this amount is equal to six teaching positions and he added that the School Board has indicated that if they did not have to keep those schools open, then they would be able to put \$250,000 into other programs.

A discussion ensued and staff responded to questions.

Alderman Crowley noted that last year she raised the issue of the expense of maintaining the Major Stephens School and the Springvale Elementary School even though they had ceased to operate as schools. She added that the schools were an expense because it was costing to heat the buildings and to pay for janitorial and maintenance service. Alderman Crowley advised that it appears this is still ongoing and she suggested that more consideration has to be given to what happens to schools when they are closed.

BUDGET
20 April 1993

Deputy Mayor Fitzgerald, in referring to the proposed cuts by the School Board, expressed concern about the underfunding by the Province of programs which it mandates and he added that this creates a tremendous strain on the City budget.

In referring to the School Board budget, Alderman Holland noted that there has been no attempt to look at reductions in secretarial support and other fringe benefits. Alderman Holland advised that last year there were 10 positions at the administrative level which cost \$696,000 and he pointed out that there were no reductions proposed for this year. The Alderman pointed out that various companies are now reducing their administration to become more cost effective and he questioned why the School Board did not take the same approach.

Alderman Crowley addressed the matter of the proposed cuts to special education services and she expressed concern about this and advised that she hoped the School Board could revisit this area and find other areas to cut.

At this time the Acting City Manager pointed out that Council and staff were at a disadvantage in assessing this budget because they do not have the opportunity to examine the School Board Budget item by item in the way that they can examine the other departmental budgets. He added, therefore, Council and staff can not make the same detailed assessment with respect to this budget. The Acting City Manager advised that if the budget, as submitted by staff and as supplemented by the motion of Deputy Mayor Fitzgerald is passed, the City would be giving the School Board 2% more funding than last year.

The Acting City Manager requested that the Director of Finance advise Council as to the general feeling expressed at this afternoon's meeting with the School Board with respect to the effect of these cuts on the school system.

Mr. B. G. Smith advised that it is expected that the cuts will result in the laying off of probationary teachers, heavy cuts in property maintenance, and it will impact on student services. Mr. Smith added that the Board did not regard these cuts as "carved in stone" and reserve the right to move things around. He noted that the Board was meeting this evening with various Parent Teacher

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Association to review these proposed cuts and therefore, the Board wants some flexibility on this matter.

Mr. B. G. Smith added that the School Board felt this situation was the best compromise and he advised that the Board believes they have done everything possible without dismantling programs. Mr. Smith noted that the Board has indicated that any further cuts would start the dismantling of programs.

The Chairman noted that Council has repeatedly asked about the possibility of a reduction in the number of curriculum supervisors and she questioned if this was addressed.

In response, the Director of Finance advised that this aspect had not been addressed.

At 8:45 p.m. Her Worship retired from the meeting and Deputy Mayor Fitzgerald assumed the Chair.

A discussion further ensued.

Mr. B. G. Smith advised that he was detecting a lot of concern from members of Council about the proposed School Board cuts and he suggested that staff could meet again with the School Board to explore other possible areas of where reductions could be made.

At 8:55 p.m. Alderman Meagher entered the meeting.

The Chairman advised that representatives of the School Board should be requested to attend the next budget meeting to respond to questions of Council.

At 8:57 p.m. Her Worship entered the meeting and Deputy Mayor Fitzgerald took his usual seat in Council.

The Acting City Manager addressed Council and advised that if Council wants to grant more money to education and maintain taxes at last year's level, then there will have to be cuts in some other area. He noted that he does not see where there are large sums of money in those other areas which could be given at this time. On a different but related point, the Acting City Manager noted that in many of the years that increases to departments were given, inflation exceeded the increase, therefore he

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advised, the erosion of funds at the department level has taken place for some time, and it has not been just in the years where there was a zero percent increase or a minus percent increase.

The Acting City Manager noted that he received a FAX from Alderman O'Malley this afternoon containing a number of questions with respect to the line by line budget items, and he asked that if any other Alderman has questions in this regard to submit them to him as soon as possible.

Alderman Adams noted that many companies are paying their employees on a monthly basis rather than every two weeks. In this regard, he suggested that there would be some savings in doing this and he requested a report on what would be the saving for the City payroll and School Board's payroll to pay on a monthly basis rather than on a bi-weekly basis.

Alderman Meagher indicated that he was not ready to approve the capital budget, adding that he believed further cutbacks should be made to the Capital Budget. As well, Alderman Meagher suggested that another area which should be reexamined for cutbacks was the amount of money spent on travel.

The Acting City Manager advised that staff can reexamine this aspect, however, he pointed out that there were some areas in which travelling was necessary. He noted that the job of the Tourism Department is to promote the City as a tourist destination and one way they do this is by attending trade shows. He cautioned that if the funding was removed for this year, it would be difficult to replace it in future years.

Alderman Meagher questioned what were the travelling expenses for the School Board.

In response, Mr. Smith indicated that he did not have this figure at hand, however, he would find out and report back.

Alderman Crowley indicated that she found the "travel" item in the budget somewhat confusing and difficult to comprehend because of the various categories and codes which were used for travel items.

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Alderman Crowley referred to the Recreation Department budget and advised that she appreciated the way in which the Department illustrated their budget figures--giving previous year's figures as well as this years figures. She pointed out that the Engineering and Works Budget does not provide this kind of comparison and she questioned if the Engineering and Works Budget could be more explicit and provide a budget in a similar manner (e.g. catch basins - provide last year's figure in addition to this year's figure).

The Chairman advised that this would be provided.

A discussion ensued and Mr. B. G. Smith and Mr. Peter Connell, Director of Engineering and Works, responded to questions.

Alderman Stone addressed the matter of the recent proposed cuts by the School Board, expressing concern and suggested that reduction could be made in more "physical" things like maintenance items.

Alderman Stone noted that, in the submitted report, staff has reviewed the budget and found an additional \$800,000 which could be cut from the budget and provided to the School Board. In this regard, the Alderman indicated that there could perhaps be other areas where reductions could be made and he requested that staff review the budget to see if the proposed tax rate can be lowered even further, adding that the aim should be for a range of a 0 to 2 percent increase.

Alderman Stone expressed concern that there have not been reductions in the overall staff complement i.e., reductions through attrition and suggested that staff should look at making reductions of this kind. Additionally, he added that if a position becomes vacant and if the department head thinks this position would be more beneficial elsewhere in the Department, Alderman Stone advised that the department head should bring this matter back to Council first and outline the rationale for moving the position. Alderman Stone also suggested that a further review should be given to the contingency budgets, special projects, and management consultants.

In response to a question by Alderman Macdonald, Mr. Smith advised that 4 million dollars would have to be cut from the budget to have a 0 percent tax increase.

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Alderman Macdonald advised that he believed this was the proper time of year to begin consideration of next years budget. In this regard, he advised that he supported the establishment of a Task Force on Efficiencies which would begin the review of next years budget. He added that he was aware that senior staff do this anyway, however, the Alderman indicated that he believed a special task force would also be helpful.

Alderman Pottie noted that he requested and received from staff a copy of the budget in considerable detail. He advised that he reviewed this information and found several areas which he felt reductions could be made. Alderman Pottie submitted this information to the Director of Finance and asked that staff review and report back.

Prior to concluding this aspect of the meeting, the Chairman asked that the Aldermen submit any further questions regarding the budget to the City Manager as soon as possible. She noted that the next budget meeting was scheduled for Tuesday, 27 April 1993.

CENTENNIAL POOL - TRANSFER OF FUNDS

The Acting City Manager advised that the Recreation Department would like to deal with one capital budget item at this time, **to which it was agreed.**

Mr. Nicholas Murray, Superintendent of Planning/Research/Development, Recreation Department, addressed Council and advised that Centennial Pool was presently undergoing some maintenance work and storm damage repair. Mr. Murray added that, in a close examination of the building, there has been some damage to a couple of the main beams which will cost approximately \$50,000 to replace or to repair.

Mr. Murray pointed out that, in a meeting onsite with the City architect and several of the City divisions, they came up with an idea that would be most useful for the facility from the position of energy conservation and from programming. He explained that with an additional \$40,000, they could provide 800 sq. ft. of programmable space for dryland programming. Mr. Murray pointed out that Centennial Pool was designed as a single use facility, used for swimming and he advised that he is proposing to

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recapture the space under the entranceway by putting in a floor and a wall and this would allow for additional activities.

Mr. Murray advised that to accomplish this, he was recommending that \$100,000 from the Mainland Common Work Program of previously approved monies be transferred to the Centennial Pool. He noted that the funds for the Mainland Common Work Program were approved last year, however, it was not all used and there was approximately \$250,000 remaining. Mr. Murray added that he was requesting approval of this matter this evening because the scaffolding being used on the Centennial Pool is paid on a daily basis and it was very expensive.

Mr. Murray noted that transferring the funds would not negatively impact or restrict any substantial work of the Mainland Common Program.

The Acting City Manager addressed the matter and advised that he supported this request and was recommending approval because the money is available and because there is repair work planned for this area anyway. He added that if this additional work is going to be done it would be economical to proceed with it at this time. The Acting City Manager pointed out that the additional funds will not impact on the tax rate because it would be coming out of last years budget and he added that it is unlikely that there would be a shortage of funds in the Mainland Common Work Project.

MOVED by Alderman Downey, seconded by Alderman Macdonald that \$100,000 of previously approved monies be transferred from the Mainland Common Work Program to the Centennial Pool to provide an additional 800 sq. ft. of programmable space for dryland programming.

Following a brief questioning of staff the motion was carried.

Referring to the Mainstreet Program, Alderman Crowley noted that the B.I.D.C. met with the Province and some concern was expressed about the timeframe. She questioned if staff could provide clarification on this matter.

The Chairman advised that staff would provide an update on this matter.

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There being no further business, the meeting
adjourned at 10:05 p.m.

HER WORSHIP MAYOR DUCHARME
DEPUTY MAYOR WALTER FITZGERALD
CHAIRMAN

/sm

HEADLINES

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
BUDGET REVIEW
MINUTES**

Council Chamber
Halifax City Hall
27 April 1993
7:30 P. M.

A further meeting was held at this time to consider the proposed 1993/94 Operating Budget for the City of Halifax.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; Deputy Mayor Walter Fitzgerald, Chairman; and Aldermen Holland, Downey, Meagher, Pottie, Hanson, Macdonald, and Stone.

ALSO PRESENT: Mr. Wayne Anstey, Acting City Manager; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; and other members of City staff.

The following documentation was submitted:-

- Correspondence, dated 21 April 1993, from Ms. Jeanette Hung, 5790 Tower Terrace, Halifax, B3H 1R5
- An Information Report, dated 23 April 1993, entitled "School Board Budget"
- A staff report, dated 26 April 1993, entitled "Further Budget Review"

The Acting City Manager opened the meeting by referring to the 26 April report, noting that this information had been prepared by senior staff in response to Council's request concerning the feasibility of further budget reductions.

In his remarks, Mr. Anstey indicated that, in staff's opinion, the final budget figure as suggested in the 26 April report would have little or no impact on the smooth and continued delivery of City services. He emphasized, however, that he could not recommend that these cutbacks (particularly as they pertain to such items as "training" and "conferences") be instituted on a permanent basis because of the possible negative impacts on staff and the overall quality of service delivery. Mr. Anstey further noted that, in previous years, the City's budget had been designed to provide a safeguard from any deficit

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situation which might be identified at the end of the fiscal year. He therefore pointed out that, if the reductions as proposed in the 26 April report were approved, the City's risk of running into a deficit situation during the 1993/94 budget year would be somewhat increased.

Continuing his overview of the 26 April report, Mr. Anstey drew Council's attention to p. 7 on which \$120,000 for "Parks, Playgrounds and Open Areas" has been recommended for deletion. The Manager observed that, as a result of further conversations with senior Engineering staff who had emphasized the importance of retaining these funds, he would encourage Council to reconsider this matter and allow the item to remain in the 1993/94 budget. In this context, Mr. Anstey advised that the retention of this \$120,000 would result in savings of 1.69 percent (as compared to 1.49 percent if the item were to be deleted) and a difference of .20 on the tax rate.

In concluding his remarks, the Manager pointed out that, in terms of the overall City budget, the total savings (if these reductions were approved) would result in a decrease of only 1/4 of one percent. He emphasized, however, that despite the rather meagre impact on the overall budget, the effects on individual departmental budgets will be substantial to the extent that, should any further reductions be approved, it would be necessary to commence laying off employees and/or curtailing various programs. The City Manager cautioned against this approach, stating that, in his view, should further reductions be deemed necessary, a comprehensive review of the method of municipal service delivery should be initiated.

Referring to the budget proposal submitted by the Halifax District School Board, Alderman Holland asked for further information regarding the Board's race relations officer. In his remarks, the Alderman noted that because two different responses had been received on this subject (one by Alderman Crowley, the other by himself), he would greatly appreciate having the matter clarified.

On another but related matter, Alderman Holland made reference to the down-sizing measures which have been implemented by Maritime Tel and Tel over the last several years. The Alderman indicated that, in his view, MT&T is addressing the realities of today's economy with some considerable success, emphasizing that the company has taken very specific steps not only to ensure better control of its service delivery but to "work smarter" to increase the quality of that service.

Alderman Holland suggested that the School Board would not appear to have adjusted its operations to fit

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today's "realities," noting, as an example, its continued use of supervisory personnel as trainers. In this context, the Alderman made reference to the large number of universities in the City, and suggested that this may be one area in which the Board could contract out its training needs, thereby effecting certain cost-savings.

Mr. B. G. Smith, Director of Finance, responded to Alderman Holland's comments by assuring him that staff have already raised these points with the School Board and that their response (as contained in a 23 April letter from Mr. E. T. marriott, Board Chairman) is found on the last page of the 26 April report.

Alderman Hanson made reference to Item #6 under "Traffic Improvements" in the Capital Budget (namely, "Connector Roadway: Cowie Hill - Mountain Road), which has been estimated at a cost of \$230,000, and indicated that he would have no difficulty in supporting its deletion from the 1993/94 budget.

Alderman Hanson went on to identify the following projects which, he suggested, could be **deferred** to the 1994/95 Capital Budget:-

- 1) Item #10, "Sewers General" (Fenwood Road Storm Sewer), estimated at \$200,000 . . . CAP 66
- 2) Item #30, "Sewers General" (Williams Lake Road), estimated at \$235,000 CAP 67
- 3) Item #65, "New Paving" (Mountain Road), estimated at \$450,000 CAP 51

Alderman Hanson went on to refer to the growing number of unemployed in the Halifax community, and urged Council to approve the City's budget as quickly as possible so that tenders for capital projects could be called and work generated.

Alderman Meagher made reference to the fact that "Out of Town Travel" has been eliminated from various departmental budgets, and asked for information as to the efforts made by the Halifax District School Board and any organizations affiliated with it in that regard.

Mr. Smith advised that Alderman Meagher's request had already been forwarded to the School Board with no response having yet been received. He indicated, however, that the matter would be pursued.

Deputy Mayor Fitzgerald observed that, while he did not oppose the reductions suggested by the 26 April report, the City was, in his view, "nickling and diming itself to death." The Deputy Mayor went on to strongly

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recommend an alternate approach to budget reductions, that of embarking on a comprehensive process of downsizing staff and reorganizing the delivery of municipal services.

With regard to the 1993/94 Capital Budget, Deputy Mayor Fitzgerald emphasized that he would greatly appreciate having the following project moved up from 1994/95 and commenced as quickly as possible because of prevailing safety conditions:-

Item #44, "New Sidewalks/New Curb and
Gutter" (Pryor Street: Jubilee - Arthur),
estimated at \$80,000 CAP 13

In this context, the Deputy Mayor suggested that this project be initiated using any surplus funds which may become available as a result of the City's tendering process.

**8:45 p.m. - Her Worship Mayor Ducharme retires
from the meeting, with Deputy Mayor Fitzgerald assuming the
Chair.**

Messrs. Smith and Anstey responded to various questions from Alderman Pottie concerning the use of both the Mayor's and the City Manager's contingency funds.

Alderman Pottie suggested that a procedure be adopted by which Council would be advised as to when and for what purpose funds are taken from the contingency accounts.

Referring again to the budget proposal submitted by the Halifax District School Board, Alderman Holland asked for information concerning full- and part-time teachers; namely, the number of daily hours expended by both groups in "teaching." The Alderman went on to note that it would be helpful if these percentages could be provided for both 1992/93 as well as for 1993/94.

Alderman Pottie emphasized that, in his view, Item #11 of the 26 April report ("Industrial Commission - Secretary") which has been estimated at a cost of \$28,000 is totally unwarranted at this time. He therefore proposed a motion that this item be removed from the 1993/94 budget but reviewed at a later date for possible approval in 1994/95.

The Chairman advised that he did not feel it appropriate to accept Alderman Pottie's motion in the absence of representatives from the Industrial Commission. The Deputy Mayor emphasized, however, that it was his understanding that, owing to the increasing workload of the Industrial Commission and the tenants that were being added

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to the City's industrial parks, additional secretarial support was urgently required.

Alderman Pottie acknowledged that the Commission's workload had indeed increased over the last several months, but noted that this was unlikely to be a permanent state of affairs. He therefore questioned why increased secretarial assistance could not be provided on a contractual or temporary basis as had originally been the practice. The Alderman concluded his remarks by emphasizing that he would appreciate another presentation from the Commission's Executive Director before he would be willing to vote on this matter.

9:15 p.m. - Her Worship Mayor Ducharme returns to the meeting, with Deputy Mayor Fitzgerald resuming his usual seat on Council.

Concurring with concerns put forward earlier in the meeting by both Alderman Macdonald and Alderman Holland, Alderman Crowley indicated that, in her view, representatives of the Halifax District School Board should be invited back a second time to address Council on various aspects of their budget proposal. In this context, the Alderman emphasized that the Board has yet to respond to a variety of questions previously put to them by members of Council.

Alderman Meagher asked for information from the Director of Finance as to the following: (a) the number of City staff positions presently vacant; (b) when it is expected to fill these positions; and (c) the amount of money required to eliminate these vacancies. In putting this request forward, Alderman Meagher suggested that there may be certain staff positions which could be eliminated for several months, thereby realizing certain cost savings for the City.

On the recommendation of Alderman Holland, it was agreed that a report be requested from staff as to what steps could be taken to ensure that appropriate components of the 1994/95 Capital Budget are available for Council's review so that tenders can be advertised in a timely and effective fashion.

Concurring with Alderman Holland's request, Deputy Mayor Fitzgerald suggested that certain portions of the 1993/94 Capital Budget (i.e., those projects with the highest priority) be identified by staff and submitted for possible approval at the next regular meeting of City Council **scheduled for Thursday, 29 April 1993.**

On another but related matter, Deputy Mayor Fitzgerald asked for information from staff as to the number of projects which, although included in the 1993/94

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budget, will not be either commenced or completed during the current fiscal year. In this same context, the Deputy Mayor asked that cost savings relevant to these projects also be provided.

Alderman Crowley asked for clarification from staff as to the amount of money which would be required in the 1993/94 budget for sidewalk renewals (i.e., for those sidewalks 75+ percent deficient) in Ward 11.

Responding to Alderman Crowley's concerns, Mr. W. A. Sullivan, Acting Director of Engineering and Works, referred to an earlier staff report which had indicated that the cost of renewing sidewalks with a 75-80 percent deficiency rating would be approximately \$291,000.

With reference to a question from Deputy Mayor Fitzgerald, Mr. Sullivan advised that while repairs to the Sussex Street Bridge have been delayed for a number of years, he would appreciate the opportunity of obtaining expert advice concerning the actual condition of this structure. He went on to suggest that although improvements may not be necessary in 1993/94, they may will prove to be imperative during the next budget year.

After some further discussion, it was generally agreed that a further budget meeting would be scheduled for 4:00 p.m. on Tuesday, 4 May 1993 at which time representatives from the Halifax District School Board will be invited to make a further presentation.

In addition, it was agreed that any member of Council requiring further information or clarification on an aspect of the budget proposals be urged to contact the Acting City Manager **as quickly as possible** so that an agenda of outstanding items can be developed for the 4 May meeting.

The meeting was adjourned at approximately 10:00 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
AND
DEPUTY MAYOR WALTER FITZGERALD
CHAIRMEN

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**PUBLIC MEETING
1993 PROGRESS REPORT
1999 CONFERENCE
MINUTES**

Council Chamber
Halifax City Hall
28 April 1993
7:30 p.m.

A public meeting was held at this time to provide a progress report on Conference 1999 recommendations and to receive comments from the public.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Fitzgerald; and Aldermen Holland, Downey, Hanson, and Stone.

ALSO PRESENT: Mr. Wayne Anstey, Q.C., Acting City Manager; and other members of City staff.

1999 CONFERENCE PROGRESS REPORT - INTRODUCTION

A document entitled "Halifax 1999 - Conference 1993 Progress Report" was submitted.

Her Worship Mayor Ducharme began the meeting noting that this was the second update on the 1999 Conference. She commented that the 1999 Conference was held in April 1991 at which time a group of panels were given the task of listening to the public and determining the type of City that Halifax should be in 1999.

Her Worship went on to advise that the City has established a task force which meets regularly to discuss progress being made towards the objectives of the 1999 Conference. She noted that the task force consists of the following representatives from Council: Deputy Mayor Fitzgerald (Chair), Alderman Hanson and the Mayor. As well, Her Worship advised that Richard J. Matthews, Director of Development and Planning, and Bill D. Campbell, Development and Planning, represented staff on the task force.

Mr. Cecil Wright, 1999 Conference Co-Chair, addressed Council noting that the Halifax 1999 Conference was certainly an important and most memorable exercise in democracy. He added that Haligonians from all walks of life described vividly their vision for this City in the future. Mr. Wright went on to recognize all of the Panel Chairs as follows: the Regional City Panel, Allan O'Brien; the Human

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City Panel, Marilyn Peers; the Economic City Panel, Gordon Lummis; the Historic City Panel, Commodore Andrew McMillin; the Physical City Panel, Dexter Kaulback; the Educational and Cultural City Panel, Dale Godsoe.

Mr. Wright indicated that he was personally very interested in certain topics. For instance, he advised that he would like to know what progress the City has made in the effort to increase black and native representation in its workforce. Mr. Wright advised that he was aware that the Employment Equity program is addressing this issue; however, he indicated that he was interested in learning what has been done since the program's inception as far as statistics are concerned.

In the area of education, Mr. Wright pointed out that the Halifax District School Board has hired an anti-racist project officer in an effort to eventually eliminate racism. Mr. Wright advised that his feeling is that it is great to have such a position in place, but not a responsibility that one person can handle. He went on to question how much access the anti-racist project officer has to the children. Mr. Wright noted that there was still a need for preventative maintenance in the area of drug and alcohol education. He added that there were some programs presently in place and that he applauded the City for the effort in that regard. However, Mr. Wright cautioned the City not to be lulled into a sense of false security merely because these programs exist. He emphasized that a proper follow up and evaluation must be included before these programs can be deemed successful.

Following Mr. Wright's comments, Her Worship referred to the material submitted outlining the action taken to date. She went on to suggest that each panel be reviewed and that, after each panel has commented, any person in the gallery wishing to comment be invited to address Council.

REGIONAL CITY PANEL

Mayor Ducharme advised that the Regional City Panel has been made somewhat redundant by the provincial government. Her Worship noted that the Regional City Panel recommended that the City should consult with the other three municipalities and the Department of Municipal Affairs to establish a joint municipal provincial study to investigate the most appropriate form of regional government. Mayor Ducharme went on to note that the Premier is proposing to amalgamate the four municipalities as of April 1, 1995.

Her Worship advised that the City is meeting with the Municipal Reform Commissioner on a regular basis and

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cooperating as he proceeds with this reform. She further noted that on May 17th, at the Queen Elizabeth High School, the four Mayors for the metropolitan area will be holding an open forum for the public to come forward and make their comments about the proposed amalgamation of the four municipalities.

HUMAN CITY PANEL

Marilyn Peers, Chair, Human City Panel, addressed Council and shared some of the areas she sees progress on and outlined three or four other areas that she believes requires more attention.

Ms. Peers noted that there is progress in a number of areas. She commended the City for its race relations initiatives and for its adoption of an Employment Equity policy as outlined in the progress report. Ms. Peers acknowledged the good starts that have been made and went on to point out some areas in which pleas were made but in which she does not see too much mention of in the report.

Ms. Peers noted that a presentation was made by native people who are encountering housing and employment problems when they move to the City. She noted that there is no reference to this in the update.

Ms. Peers also made reference to the issue of child care noting that the report mentions that child care is not a legislated responsibility, but that the City plays a role here by meeting regularly with the Director of the Children's Aid Society and the Deputy Minister of Community Services to discuss this issue. Ms. Peers pointed out that, as the Director of the Children's Aid Society of Halifax, she has never participated in such meetings. She added that although she believes this is an important thing to see happen, her two meetings with the social planner have been to do with reducing the cost of apprehension for children coming into care.

Ms. Peers went on to refer to the recommendation with respect to a nuclear-free harbour. She noted that while she recognizes that this is in the federal jurisdiction, she believes that this is an area where some advocacy can still be done and is of concern. Ms. Peers recognized that the report indicates that plans are being developed as part of the emergency measures organization to deal with the emergency situations that may arise.

Ms. Peers also commented on the area of youth. She noted that there were submissions from youth for a drop-in centre where there would be no drinking, but a recreational place to bring youth together. Ms. Peers advised that the

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comment was made that efforts have been made to establish this, but additional resources would be needed. She noted that she could not emphasize too much that if Halifax has a crisis, it is a crisis with their children and youth. Ms. Peers pointed out that there is a crisis at the Children's Aid Society and that staff have never been so concerned with the state-of-affairs in terms of a lack of resources for children for whom they are responsible under law to provide for. She emphasized that this was an area which needs a lot of attention and urged that the task force be aware of this concern.

Alderman Hanson indicated that he found the presentation by Ms. Peer's somewhat depressing and indicated that the Committee should begin to put in place some action plans. He added that he would like to see initiatives taken to address the problems of youth and action plans incorporated as part of the report.

ECONOMIC PANEL

Gordon Lummis, Chair, addressed Council and briefly reviewed how the Economic Panel worked. He noted that there were all kinds of recommendations in the area of air transportation, rail and sea transportation, industrial development, upgrade port facilities, air cargo, etc. Mr. Lummis added that when the Halifax 1999 Conference was held, the Economic Panel had all kinds of people make representation. He indicated that representations were made on the need to try to do things in a number of areas affecting economic development.

Mr. Lummis pointed out that the panel had made one major recommendation in their report which related to the establishment of an Economic Opportunities Task Force to find ways of developing and establishing business in the community. He noted that the panel felt that this task force should be put together immediately. Mr. Lummis expressed his disappointment in respect of this recommendation noting that the progress report of 1992, with respect to this recommendation, says that "the City pursues economic opportunity on several fronts but is currently not coordinated and that measures are being taken now to bring such an idea before City Council for review." He pointed out that the recommendation in the report for 1993 says the exact same thing and that the matter is still under consideration.

Mr. Lummis indicated that he was concerned with the fact that he had telephoned City Hall on this date to receive a copy of the report which was prepared by the Economic Panel and was informed that it could not be provided because the material was in storage. Mr. Lummis recommended that a copy

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of the report be retrieved and made available to City Council again and that a copy be made available for the public.

Mr. Lummis also noted that the Economic Panel, in its report, expressed concerns that there was a perception and concern throughout the conference that City progress is slowing and that the City is not progressing as quickly as it should.

Mr. Graham Duffus addressed Council and advised that he had attended a seminar which focused on the downtown. He noted that one of the major points made at this seminar by Bill Lydon was that the downtown core is in decline and has been for five to six years. Mr. Duffus commented that he has observed a lot of cities that have suffered from many factors and yet he sees a positive approach in some of these other cities. He noted that leadership has developed policies to try to rejuvenate the economy of their cities by rejuvenating their downtowns. Mr. Duffus pointed out that he does not see anything like this happening in the City of Halifax and expressed the view that this was something which needs to be looked at very seriously.

Mr. Duffus referred to the comment on page 19 of the report where it states that "we must never take for granted that this City has a rich and proud heritage on which we can capitalize if we protect and preserve that fabric." Mr. Duffus noted that part of our capital City is its heritage. He added that the report states in its update that the City made a grant of \$300,000 towards the Carleton Hotel. Mr. Duffus expressed the view that he did not see this as being enough action taken in the area of heritage.

Mr. Duffus referred to page 24 of the report, items (n) and (o), which comment about developing an attractive welcoming dock closer to downtown Halifax and about Halifax being the largest and most vibrant centre in the Maritime Provinces and deserving a concert hall..." Mr. Duffus pointed out that a lot of the ideas have been here for sometime and that one of the areas, in proximity to the downtown, which has been earmarked for a docking facility, a cruise ship, or possibly a concert hall or aquarium, has been the southend sub-area. He added that in 1983 or '84 Council passed a motion to have a design study for this area. Mr. Duffus encouraged staff and Council to move forward in these areas.

Her Worship Mayor Ducharme advised that the City has just approved a three year plan with the BIDC and applied for mainstreet funding to improve the downtown aesthetically at least. Mayor Ducharme added that, on an on-going basis, the City addresses its heritage through the Heritage Advisory Committee and continually pursues the feasibility of bringing cruise ships into the downtown.

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Alderman Holland suggested that Mr. Duffus provide a written report on what he thinks the City could do to vitalize the downtown area.

Mr. Duffus indicated that he could prepare a report for Council and suggested that some of the research gathered by Mr. Bill Lydon could also be circulated.

Mr. Maurice Lloyd, a member of the Barrington Street (Downtown Halifax) Business Improvement District Corporation, addressed Council and indicated that he was also Chairman of the Infrastructure and Streets Committee. He advised that the Commission had its own conference to focus in on the Central Business District (CBD) and have taken those recommendations and prepared a short term action plan. Mr. Lloyd added that Bill Lydon, as mentioned by the previous speaker, is preparing a longer term strategic plan for the downtown. He expressed the view that this will provide Council with a lot of the information they are looking for and that the report should be complete within a couple of weeks. Mr. Lloyd advised that he has also been working very closely with City staff in connection with a submission which has been made to the Province for some extraordinary funding to implement a three to four year program dealing with physical improvements for the downtown. He anticipated that this submission will be coming to Council very shortly.

HISTORIC CITY

Paul Erickson addressed Council as Chair of the Heritage Advisory Committee. He indicated that he did not wish to comment on any aspect of the progress report himself but suggested that, if Council deems it appropriate, he would be pleased to bring the report to the attention of the Heritage Advisory Committee. Mr. Erickson suggested that the Heritage Advisory Committee might be willing to comment on the recommendations and provide an information report to Council, to which Council agreed.

Barbara Watt addressed Council as Chair of the Design Advisory Committee. She provided a brief summary of the activity of the Design Award Committee noting that it is progressing with the selection of the Design Award. In her remarks, Ms. Watt advised that the Committee would very soon be making the award which is the first annual design award for the City and which will make a very significant statement to the community.

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PHYSICAL CITY

Mr. Alan Ruffman, Ferguson's Cove, addressed Council. In his remarks, Mr. Ruffman commented that there once was a Downtown Committee. However, he advised that many of this Committee's recommendations were not listened to and eventually all of the Committee members resigned. Mr. Ruffman went on to recommend that there should be an adjustment in the tax rate which would encourage residents to build in the downtown. He reiterated the need to find some way to encourage residential growth in the downtown and proposed that the City could easily profit by closing the Cogswell Street interchange and making it into a residential space. Mr. Ruffman also suggested that the City consider some sort of tax break which would encourage residential growth on the top floors, for example, of some of the larger office buildings in the downtown.

EDUCATION AND CULTURE PANEL CULTURAL VISIONS

Jody Wood, Vice-Chair of the Education and Culture Panel, addressed Council and advised that she sat on the panel which was chaired by Dale Godsoe and which also sought input from many members of the community. She noted that there were many recommendations that came forward from the conference. Ms. Wood referred to the recommendation for a new library which she hoped would be established by 1999. She also noted that a recommendation has been made in relation to a performing arts centre and increased funding for the arts, etc. Ms. Wood noted that the Arts Allocation Committee has dealt with many of these recommendations, but expressed the view that one of the major significant things that has occurred is that the Mayor has struck an Arts Committee to promote the arts. She advised that this committee has been meeting since October and is going to be making recommendations particularly in the area of a performance or community arts centre and a way to establish a committee that would be responsible for the stewardship of the arts in the future.

Mr. Cecil Wright addressed Council and emphasized the dire need in the inner city schools for a student support worker. He impressed upon Council the need to approach the School Board and indicate that there is a need at the elementary level and at the junior high level to have these support workers.

Her Worship Mayor Ducharme advised that the City does request the School Board to provide updates on educational issues. She noted that the City will bring the concerns expressed at this meeting to the attention of the

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School Board particularly with respect to the need for workers at the junior high level.

Alan Ruffman addressed Council and indicated that he wished to make a suggestion about culture. He advised that about eight years ago the City of Halifax created the Halifax Foundation. Mr. Ruffman expressed the view that the Foundation has accomplished little and that it was time to change its membership. He went on to note that he would love to see the City reinstate its civic library and suggested that the Halifax Foundation might get a specific grant to allow that to occur. Mr. Ruffman put forward the recommendation that the City rejuvenate the Halifax Foundation with new members.

**PRESENTATION MUNICIPAL ROUND TABLE ON THE
ENVIRONMENT AND THE ECONOMY**

Ms. Karen Hollett, Vice-Chair, Municipal Round Table on the Environment and the Economy, addressed Council noting that Halifax was the first municipality in Nova Scotia to establish an environment and the economy round table. She noted that, by its terms of reference, the Round Table was asked to develop some principles of sustainable development in the City and procedures to encourage citizens, institutions, and businesses to act in ways and make decisions in ways that would foster sustainability. As well, Ms. Hollett advised that the Round Table was asked to advise Council on community events that would perhaps get citizens involved in the whole process and increase an understanding of environmental issues and how they affect the economy of Halifax in the future. Further, she noted that the Round Table was also asked to advise on some changes that could be made at City Hall in the decision making process.

Ms. Hollett indicated that a discussion paper was developed by the Round Table. She noted that public hearings were subsequently held in various areas of the City and that the Round Table also met with representatives from all of the environmental groups at the high schools and junior highs to get the views of young people. Ms. Hollett added that the Round Table also approached large businesses, institutions, and groups in the City to solicit written comments on its discussion paper. After gathering comments, she advised that the discussion paper was reworked and that the Round Table would be making a presentation and report to Council at the Committee of the Whole Council meeting on Wednesday, 5 May 1993. Ms. Hollett went on to provide a brief overview of the report of the Round Table.

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Alderman Holland suggested that the Round Table should contact groups such as the Abilities Foundation of Nova Scotia, New Leaf Enterprises, and the Human Resources Development Association (HRDA) to explore any potential services that they could provide.

At the meeting's conclusion, Her Worship Mayor Ducharme expressed thanks to everyone for attending and for assisting the Task Force with the evaluations of the recommendations. Noting that Deputy Mayor Fitzgerald was the Chair of the Task Force of the 1999 Conference, Her Worship called upon the Deputy Mayor to make some closing remarks.

Deputy Mayor Fitzgerald, Chair of the Task Force for the 1999 Conference, addressed Council and first of all thanked everyone in attendance and for making comments. He suggested that the City was in a healthy situation when it can hold a conference and ask its citizens, without any restrictions, to comment on what they would like to see take place and made recommendations. In his remarks, the Deputy Mayor added that it was helpful to discuss the recommendations in an open forum and in a straight-forward manner. Deputy Mayor Fitzgerald expressed his appreciation for the presentations made and ideas put forth.

At approximately 9:30 p.m. there being no further business to discuss, the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

/MS

SPECIAL COMMITTEE OF THE WHOLE MINUTES

Council Chamber
Halifax City Hall
21 September 1993
7:15 p.m.

A special meeting of the Committee of the Whole was held at this time for the purpose of hearing presentations concerning the proposal for new City Hall offices.

PRESENT: Alderman Ron Hanson, Chairman; and Aldermen Holland, Downey, O'Malley, Pottie, Crowley, and Stone.

ALSO PRESENT: Mr. Wayne Anstey, Q.C., Acting City Manager; and other members of City staff.

REGRETS: Her Worship Mayor Ducharme, Alderman Meagher, and Alderman Adams.

New City Hall Offices - Presentation

The City Manager addressed Council and advised that City staff have not received any information with respect to tonight's presentation by Mr. R. A. Stapells, however it was his understanding that Mr. Stapells would present his proposal at this time.

Mr. R. A. Stapells addressed Council and, reading from a submission which was subsequently distributed to members of City Council, outlined his revised proposal for new City Hall offices.

In his presentation, Mr. Stapells noted that he refined his proposal and reduced the size of the building from 96,000 sq. ft. to 70,000 sq. ft. He added that this now made his proposal comparable with the other proposal Council received. Mr. Stapells further added that the building will take 14 months to construct, and will provide a boost to the local construction industry by employing all

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21 September 1993

local contractors and local workers to the extent of 12,375 person/days of work.

Mr. Stapells indicated that one difference with his proposal over City Hall's present situation, is that at the end of the mortgage period, City taxpayers will be better off because they will own the building outright. He suggested that the City will have an asset worth several times more than the initial \$13.9 million construction cost. Mr. Stapells noted that he would be making his revised figures available to City staff within the next day or two and he suggested that once staff reviews it they will see that the financial difference favours the City as owner-occupier.

Citing Yarmouth, Bedford, and Dartmouth as examples, Mr. Stapells pointed out that they were municipalities that have decided to acquire their own City Hall Building. In addition, he advised that the City of Moncton has just signed a lease/purchase agreement for a \$26 million City Hall.

Mr. Stapells advised that Council's other option is a 25 year renewal at its current location at a cost of \$20.5 million. He added that to choose this would mean that City offices would be in the same location for 50 years, which, in his view is unprecedented in the commercial property trade. He pointed out that at the end of the 50 years the City will have nothing to show for the money which has been spent.

Mr. Stapells then commented on the condition of the downtown area noting that 25 years ago City Council made the decision to facilitate the Scotia Square complex which rejuvenated a part of the downtown that had been in steady decline. He noted that, since this time, Halifax Developments Limited has ended up controlling more than 17 acres of downtown Halifax. Mr. Stapells pointed out that Scotia Square and Halifax Developments Limited have had enormous success thanks in large part to farsighted private investors and farsighted policy decisions of Halifax City Council. He went on to add that, since this time, Barrington Street has declined substantially, noting that many national and local companies have moved out of the area and this has negatively impacted on the assessments and tax revenues of Barrington Street. As well, Mr. Stapells suggested that the condition of Barrington Street

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has had a negative impact on tourism, convention business, and possible investors.

At 7:35 p.m. Deputy Mayor Fitzgerald entered the meeting.

In concluding his remarks, Mr. Stapells strongly encouraged City Council to take a positive step and show leadership in the revitalization of the downtown and approve his proposal. Mr. Stapells added that in doing this, City Council will illustrate that it is not giving up on the area. Mr. Stapells requested that once he has submitted his information to staff, a report be prepared and the entire matter be brought before Council for a vote.

Alderman Downey addressed the matter and advised that he would not be able to support a new City Hall office building in light of the current financial constraints the City is under. The Alderman indicated that the Barrington Street situation was unfortunate, however it was not unique, noting that when Scotia Square was built, the Gottingen Street area suffered a decline in business and, to date, it has not recovered. In addition to financial considerations, Alderman Downey advised that given the amount of vacant office space already available, he could not justify spending money to construct a new City Hall.

Mr. Stapells responded to questions from members of City Council.

Mr. Bill Perkins, representing Halifax Developments Limited, addressed Council and suggested that once the staff report was prepared on this matter he, and probably Mr. Stapells, would like the opportunity once more to address Council.

In reference to the cost associated with Mr. Stapells proposal, Mr. Perkins advised that in January Mr. Stapells advised that his proposal had been costed down to the doorknobs, however Mr. Perkins pointed out that since this time local construction costs have firmed rather than soften.

Mr. Perkins advised that he felt it was important for Council members and the public to see the specific numbers that are proposed and, as well, it should be known as to what has been specifically cut from Mr. Stapells proposal and what is the product which will be delivered to

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the City. Mr. Perkins also suggested that the calculation for G.S.T. should be made.

Mr. Perkins noted that, since his last presentation to Council, Empire Company, the major shareholder of Halifax Developments Ltd. took over the company and became 100 percent owner. Mr. Perkins added that the Empire Company has spent 13 million dollars over the last five months and it spent subsequent millions of dollars in restructuring the company. He added that this demonstrates that Empire is interested in the health of the downtown and, as well, Empire is putting forth a vote of confidence in the downtown.

On a final point, Mr. Perkins advised that the reason construction is low in this country is that building is a poor investment choice and he added that he believed his proposal is a sound investment choice for the citizens of Halifax.

A brief discussion ensued and, there being no further persons to address Council, the Chairman advised that staff will submit a report to Council once they have received and reviewed the information from Mr. Stapells.

The meeting adjourned at 8:20 p.m.

ALDERMAN RONALD HANSON
CHAIRMAN

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HEADLINES

New City Hall Offices - Presentation 1

**SPECIAL MEETING
COMMITTEE OF THE WHOLE
MINUTES**

Council Chamber
Halifax City Hall
8 December 1993
1:25 P.M.

A special meeting of Committee of the Whole Council was convened at this time for the purposes of reviewing the current status of the City's 1993/94 budget.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; Deputy Mayor Pat Pottie; and Aldermen Holland, Fitzgerald, Downey, O'Malley, Adams, and Crowley.

ALSO PRESENT: Mr. Wayne Anstey, Q.C., Acting City Manager; Mr. E. A. Kerr, City Clerk; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; Mr. R. H. Ridgley, Manager of Treasury and Accounting; and other members of City staff.

A staff report, dated 7 December 1993 and entitled "Budget Position," was submitted (an Information Report, dated 16 November 1993 and entitled "Revenue and Expenditure Statements to 30 September 1993 and Projected Deficit to 31 March 1994," had previously been circulated).

Her Worship Mayor Ducharme opened the meeting by observing that one of the primary reasons for the \$3 million deficit currently facing the City of Halifax is that the two senior levels of government appear to be incapable of controlling their budgetary excesses. In contrast she noted that the City is, for all intents and purposes, debt free and in fact has seen its debt charges reduced by 26 percent over the last several years.

Mayor Ducharme went on to emphasize that, despite the fiscal hardships that have now been imposed on the City, both Council and staff are committed to preserving the quality of life traditionally enjoyed by its citizens while at the same time avoiding major impacts on the taxpayer. She then asked Mr. B. G. Smith, Director of Finance, to review the contents of the 7 December report.

Mr. Smith began his remarks by advising that staff are making a concerted effort to reduce the current deficit through the identification of surplus funds and/or additional sources of revenue. In this context, he reported that already the original \$3.9 million figure has been reduced by some \$312,000 as a result of a further payment of dividends from the Halifax Water Commission (Mr. Smith added that additional assistance from the Commission

**SPECIAL MEETING
COMMITTEE OF THE WHOLE
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-- estimated at approximately \$1 million -- is expected in 1994/95).

It was further noted that an estimated \$800,000 could be obtained through incorporating various changes in the City's accounting practices pertaining to local improvement charges paid in advance. An additional \$900,000 could also be saved through the elimination of internal computer charges.

Mr. Smith went on to describe several other options that could be explored, and emphasized that staff are doing everything possible to reduce the City's current deficit. He pointed out, however, that, even if the City is able to achieve a "break-even" situation by 1 April 1994, it will still be in a considerably worse financial position than it was at the same time in 1993 as there will be **no** surplus funds left on which to draw.

Mr. Smith further advised that the bulk of the City's \$3.9 million deficit results from a reduction in municipal revenues which, in turn, have been caused by Federal and Provincial cut-backs. He added that staff fully expect these reductions to continue into 1994 and, in fact, to increase. In this context, he made reference to a recent speech by the Minister of Municipal Affairs in which she indicated that additional reductions in grants in lieu of taxes, in social assistance, and in capital grants will be announced in the coming months, all of which (in Mr. Smith's opinion) will cause considerably greater hardship for the City of Halifax.

Mr. Smith concluded his remarks by bringing to Council's attention p. 2 of the 7 December report in which it is projected that by 1 April 1994 the City's deficit will be approximately \$7.7 million (equal to a tax rate increase of 6.23 percent).

Thanking Mr. Smith for his presentation, Alderman Holland indicated that, in his view, the City should not be resorting to changes in "accounting principles" in order to address its deficit problems. Making particular reference to the suggestion that interest on reserves be eliminated, the Alderman suggested that the City has a moral obligation to continue paying that interest at a fair and reasonable rate. He went on to point out that City Council will be faced with a series of "hard decisions" in 1994, most notably whether to increase the tax rate or to lay off personnel. Under the circumstances, Alderman Holland suggested that Council and staff must continue to work towards identifying ways of reducing expenditures so that **if** layoffs prove to be necessary, those affected can be given ample warning.

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Mr. Smith subsequently responded to various questions pertaining to his 7 December report from Alderman Fitzgerald, pointing out that, in addition to Provincial cutbacks, the City's deficit will also be influenced by (a) the costs of this winter's snow removal program and (b) assessment appeal decisions.

The Acting City Manager advised that Department heads have recently been requested to (a) comment on the implications of various levels of budget reductions; and (b) to prioritize the programs for which their department is responsible. Mr. Anstey went on to point out that one of the purposes of this exercise is to obtain information not only on the services that could possibly be eliminated, but also as to how programs might be reorganized and delivered in a different, more efficient manner. He added that this material will be available for review by the new City Manager upon his arrival in the City.

1:45 p.m. - Alderman Hanson enters the meeting.

Alderman Fitzgerald advised that he concurred with Alderman Holland's concerns; therefore, while he would support the implementation of suggestions (1) - (3) in the 7 December staff report, he was very much opposed to recommendations (4) and (5).

With reference to a question from Alderman Crowley, Mr. Smith advised that it is often very difficult for City staff to keep abreast of the latest developments at the Provincial and Federal levels, adding that the City is only infrequently forewarned as to proposed changes in Government policy. He went on to emphasize that even in instances where a letter from a Deputy Minister attesting to the Province's intentions is on file, it is not unusual for changes to be made (to the City's disadvantage) before that policy is finalized.

Responding to a question from Alderman O'Malley, the Acting City Manager advised that the terms of the early retirement package recently approved by City Council are now being circulated to staff. However, he cautioned that it was unlikely that the City will realize any cost-savings from this package in time for its 1994/95 budget year.

Alderman O'Malley suggested that other types of early retirement packages could be considered, emphasizing that if a down-sizing of staff is indeed necessary, it would be much more preferable in her opinion to accomplish this through attrition than by lay-offs.

With reference to a further question from Alderman O'Malley, Mr. Smith advised that the \$862,280

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identified under "General Government" in the Expenditure Changes Expected Section represents provision for the remaining portion of labor contracts interrupted two years ago as a result of the Provincially-imposed wage freeze.

Alderman O'Malley asked to be provided with a detailed report on this aspect of expected expenditure.

2:25 p.m. - Alderman Meagher enters the meeting.

Referring to the fact that the City's operating budget has already been reduced by two percent, Alderman Holland strongly recommended that, in order to successfully address the deficit problem, the budget be slashed by an additional amount (for example, 8-10 percent) for the remainder of the fiscal year.

While concurring that reductions of this nature could go a long way toward resolving the current deficit, the Acting City Manager emphasized that such an approach would also necessitate some very difficult decisions on Council's part in terms of program delivery. It was also noted that only a small component of the expected expenditures constitute items over which the City has discretionary approval.

On another but related matter, Alderman Meagher asked for information from staff as to the number of projects which were identified in the 1993/94 Capital Budget but which have not yet commenced.

After some further discussion and questioning of staff, it was agreed that a second meeting on this matter would be called as quickly as possible in the New Year, once the new City Manager has had sufficient opportunity to assess the situation.

There being no further business to be discussed, the meeting was adjourned at approximately 2:35 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
CHAIRMAN

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SPECIAL COMMITTEE OF THE WHOLE M I N U T E S

Council Chamber
Halifax City Hall
12 January 1994
4:00 p.m.

A special meeting of the Committee of the Whole was held at this time for the purpose of discussing the following two items:

- View Plane Intrusion - CFB Halifax Dockyard
- Response of City of Halifax Departments, Boards and Commissions to the Report of the Round Table on the Environment and the Economy.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; Deputy Mayor Patrick Pottie; and Aldermen Fitzgerald, Downey, Meagher, O'Malley, Hanson, and Stone.

ALSO PRESENT: Mr. Barry B. Coopersmith, City Manager; Mr. Barry Allen, representing the City Solicitor; and other members of City staff.

Her Worship opened the meeting by advising that Captain David Marshall would begin the presentation by CFB Halifax Dockyard concerning the view plane intrusion, and this item would be followed by staff's comments on the report by the Round Table on the Environment and the Economy.

View Plane Intrusion - CFB Halifax Dockyard

Captain David Marshall, a representative of CFB Halifax Dockyard, addressed Council and expressed his appreciation for the opportunity to provide a briefing on CFB's Main Base Supply Building. Captain Marshall outlined the importance of this base to the Navy and to the City of Halifax and, in his remarks, Capt. Marshall elaborated on the purpose of the base supply building, advising that the 46 million dollar project consolidates the vast majority of their supply operations in the City into one facility.

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Captain Marshall also noted that the facility was important because it is the first "domino" in the Base Halifax Development Plan. He explained that most of the building and planning on their books cannot proceed until the base supply building is constructed and operational.

Captain Marshall advised that their purpose in being here today is because the project will intrude on View Plane #1. He indicated that the Department of National Defense is not bound by City bylaws in this case, however, it wants to assure Council it is, and continues to be, sensitive to the issues and bylaws the City has to protect the view planes.

Captain Marshall then pointed out that the core presentation today would be provided by Major Randy Kampman, Ottawa Based Project Manager; and Mr. Michael Gillam of Whitman Benn Group, the Project Architect. He added that they will expand on the reasons for, and the scope of, the Base Supply Project and describe in particular detail the actions they have taken to achieve a compromise between the competing design and operational requirements and those as affecting the view planes.

Major Randy Kampman then advised Council of the rationale for this project and the impact it would have on View Plane #1, adding that the Department of National Defense has acted to the best of its ability to minimize the view plane intrusion consistent with operational requirements.

Major Kampman elaborated on the project history, and covered some additional project components over and above the main supply facility itself.

In his remarks, Major Kampman outlined his role in the project and advised that Whitman Benn is responsible for the overall design of the facility, consistent with the design parameters provided by the Department of National Defense. He introduced Lieutenant Commander Lee Reid, National Defense Headquarters Deputy Project Director, who assisted the presentation by providing 'visuals' shown on the monitors in the Council Chamber.

Major Kampman outlined the project history, noting that in 1973-74, a consultant's report on the Base Development Plan strongly recommended that the central

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supply and distribution centre be constructed to consolidate the supply function under one roof in the Halifax Dockyard. He added that detailed departmental studies commenced in 1983, 10 years after the initial requirement was identified, and a project proposal received Treasury Board approval in 1986 with a forecasted total project cost of approximately 49 million dollars. He added that this approval allowed them to tender a request for proposals and resulted in a design contract being awarded to Whitman Benn in July 1987. Major Kampman noted that, during the initial concept design stage, Whitman Benn identified the restrictive nature of View Plane #1 on dockyard vertical construction in the area proposed for the main base supply complex.

Major Kampman advised that DND then directed Whitman Benn to examine in detail the various options available that would not conflict the Main Base Supply facility and the view plane. He noted that during July/August 1988, National Defense Headquarters and Maritime Command staff held informal discussions with City staff to determine whether any flexibility existed in the application of the view plane and they were informed at that time, that keeping the structure below a level of 90 ft. would not present an insurmountable problem. Major Kampman added that this opinion was passed to Whitman Benn as a critical design constraint and, after initial concepts to bring it into spacial and financial limitations, in February 1993 the final design was submitted for implementation by the Department of National Defense.

Major Kampman noted that the facility to be constructed is the absolute minimum necessary to support a myriad of customers at Canadian Forces Halifax. He outlined what the main base will contain, and he stressed that the building proposed to be constructed is not the entire base supply operation and that, due to size constraints, it is only a portion of the supply operation. He noted that the main building alone will cost \$19 million dollars and will provide approximately 165 jobs in the local area over the two year construction period.

Mr. Michael Gillam, of Whitman Benn, the Project Architect, addressed Council and covered the design criteria that was provided by the Department of National Defense, the View Plane options that they evaluated, and

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the final design which was arrived at in consultation with the firm.

Using photographs, Mr. Gillam summarized the process both he and the Department of National Defense went through over a 4-5 year period in planning this major facility and the time and effort spent specifically in mitigating intrusion into View Plane #1. In his remarks, Mr. Gillam outlined the reasons why the available space was not adequate and thereby resulted in the intrusion in the view plane.

Major Kampman addressed Council once again and, noting that the construction of the Main Base Supply Building will not be the end of the project, advised that post-construction activities will include their Gladstone Street Stores site. He added that, upon completion of the new Main Base Supply, the Stores in this area will be relocated, the 11,000 sq. meter warehouse will be declared surplus, and demolition will then be carried out. Major Kampman added that, if necessary, an environmental cleanup will be completed, and then the property will be disposed.

Major Kampman also noted that the Willow Park engineering yard will be affected by completion of the Main Base Supply. He advised that various base supply functions currently resident in Building 6 at Willow Park will relocate to Main Base Supply, thereby, allowing consolidation of base construction engineering elements. He added that the engineering yard will be demolished, cleaned up, and disposed.

Captain Marshall then responded to questions from members of City Council.

Alderman Fitzgerald questioned if the piece of property at the corner of Windsor and Young Streets becomes available, could the City get assurance that it could obtain this piece of property.

Captain Marshall noted that no real assurance can be given, adding that once it is cleaned up and declared surplus it goes to crown assets for disposal. However, he pointed out that, under this process, local governments have first call and he added that DND is aware the City has designs on this piece of property.

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MOVED by Alderman O'Malley, seconded by Alderman Meagher that this matter be forwarded to Council without recommendation.

Motion carried.

Response of City of Halifax Departments, Boards and Commissions to the Report of the Round Table on the Environment and the Economy

Her Worship noted that the Chairman of the Round Table on the Environment and Economy has indicated that the Committee has not had the opportunity to review staff's response and would like to be given this opportunity.

Mr. Ray Cote, Chairman of the Round Table on the Environment and Economy, addressed the Committee and advised that, given the great deal of time that his Committee spent in preparing the report, they would like the opportunity to provide some comment to Council, if Council agreed. He indicated that this would take some time because he would have to first arrange a meeting with the Committee.

Mr. Cote indicated that, overall, he was pleased with the staff report, and advised that it appears the report from staff could become an audit report, in a sense of illustrating what the City has in place and is currently doing in regard to environmental issues and, as well, it might provide a good basis for monitoring progress in the future.

Mr. Richard Matthews, Director of Development and Planning, addressed Council and indicated that staff did not prepare the report in terms of auditing the City's functions. He added that staff took the Committee's recommendations and looked at what the City is currently doing; what should the City be doing; and how does the City stack up against the recommendations contained in the document.

Mr. Matthews added that he believed the report will become an important resource document. He advised that he believed it was important for Council get the Committee's comments but he did not think it would be necessary that staff suggest a specific set of actions,

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adding that there will be a series of actions flowing from the report.

A brief discussion ensued and it was generally agreed that the Round Table on the Environment and Economy be given the opportunity to review staff's comments and submit them to Council at a future meeting.

MOVED by Alderman Fitzgerald, seconded by Alderman Meagher that this matter be forwarded to a Special Committee of the Whole Meeting to be held in mid-February 1994, at 4:00 p.m..

Motion carried.

There being no further business to discuss, the meeting adjourned at approximately 5:00 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
CHAIRMAN

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HEADLINES

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| View Plane Intrusion - CFB Halifax Dockyard | 1 |
| Response of City of Halifax Departments, Boards and Commissions to the Report of the Round Table on the Environment and the Economy | 5 |

**SPECIAL COMMITTEE OF THE WHOLE COUNCIL
OPERATING & CAPITAL BUDGET REVIEW
MINUTES**

Council Chamber
Halifax City Hall
Council Chamber
16 April 1994
1:00 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of reviewing the proposed 1994/95 operating and capital budgets.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Pottie; and Aldermen Holland, Fitzgerald, Downey, Pottie, Adams, Hanson, Jeffrey, Walker, Crowley, and Stone.

ALSO PRESENT: Barry B. Coopersmith, City Manager; Bernard G. Smith, Director of Finance; Al Leblanc, Budget Officer; and other members of staff.

Overview

Before beginning the budget review, Mr. Barry B. Coopersmith, City Manager, expressed his thanks to Council for the opportunity to work with staff and Council. He remarked that, upon his arrival, Council gave him a challenge which was to try and create a team for Halifax. Throughout all of the budget process, Mr. Coopersmith noted that both Council and staff have been fully involved in the decisions before Council today. He advised that the target agreed to as being appropriate, a zero percent increase in the property tax rate, has been achieved. Mr. Coopersmith indicated that this target has been achieved through hard work and through some tough recommendations.

The City Manager went on to provide a general overview of the budget and provided information about the economic indicators of the Country, the Province, and Metro Halifax.

In his remarks, the City Manager observed that the objective of this budget was to maintain the high quality of service to the extent possible and, at the same time, to reduce spending wherever its non-essential. In order to avoid a tax increase, he advised that the following was required: a reduction in the net demand on the tax base, and by decreasing expenditures and increasing

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revenues compared to last year's budget. To bring about a no tax increase, the City Manager indicated that a 14 - 15 million dollar problem had to be addressed.

In terms of process, the City Manager advised that a Peer Group Review Committee was appointed to review every line of every budget for potential savings and to make suggestions about increased revenues. The present and potential revenue areas and proposed activities for possible revenue increases were reviewed. Mr. Coopersmith added that they assumed all proposed compensation rates at a zero increase, proposed to eliminate 71 positions and significant hours of hourly paid overtime, introduced a new waste water management charge, and propose to borrow 5.5 million dollars of debt for the capital program.

The City Manager informed Council at this time that Mr. B.G. Smith, Director of Finance, had just received a letter yesterday from the Federal Government indicating that the City's anticipated grants in lieu of taxes were \$900,000.00 less for 1993/94 and will be \$900,000.00 less in 1994/95 which will add another 1.8 million dollars to the problem.

Public Delegations

John Brodie, Chairperson, Regional Residential Services

Mr. John Brodie, Chairperson, Regional Residential Services Society, addressed Council and read and submitted a presentation which highlighted some of the Society's concerns. In particular, Mr. Brodie expressed concern with the proposed reduction in the personal use allowance which represents a 40 percent decrease.

Charlie MacDonald, Disabled Persons' Commission

Mr. Charlie MacDonald, representing the Disabled Persons' Commission, addressed Council and expressed concern about the proposed reduction in the personal use allowance for citizens of Halifax. He noted that the 40 percent cut in this item was very onerous on a very vulnerable population who require the \$90.00 per month for basic needs. Mr. MacDonald indicated that he was very concerned for these individuals and advised that a delegation intended to address this matter during next Saturday's budget deliberations. He asked for the City Clerk's help in arranging a time for them to come and speak in order to make arrangements with Access-A-Bus.

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The Chair noted that the City Clerk has suggested they plan to make their presentation at 5:00 p.m.

Halifax District PTA

Ms. Shielagh McGinn, Co-Chair, Halifax District PTA, addressed Council and read and submitted a presentation urging Council to hold the line on funding for the schools for next year. Ms. McGinn urged City Council to approve the same funds as last year for the Halifax District School Board, equalling a 0% increase.

School Board

Mr. Ted Marriott, Chairman, and Mr. F.G. Mitchell, Assistant Director of Education, addressed Council and distributed supplementary information pertaining to the School Board's budget (District School Board Revenue and Expenditure Statements for the Fiscal Year Ending March 31, 1995 and a Departmental Program Summary).

Mr. Marriott commented that the Board recognizes the difficult financial position of the City and the Province and, as a result, the Board has initially reduced its budget by 3 percent (3 percent of the supplementary funding). He went on to explain that the Province reduced their grants by 6 percent and the education tax (mandated tax) too has been reduced by \$200,000. Mr. Marriott advised that all of these reductions result in a deficit of 4.1 million dollars

Mr. Marriott advised that the City had requested that the School Board budget be reduced by 1.2 million dollars. He explained that, if their budget was reduced by 1.2 million dollars, they would have to eliminate another 24 teachers and reduce some other services. Referring to the supplementary information submitted by the Board, Mr. Marriott brought to Council's attention the reductions that have been made over the past number of years.

Following their overview, Mr. Mitchell and Mr. Marriott responded to questions from Council members.

Alderman Holland questioned if he was correct in his understanding that Council could not dictate how City funds to the School Board should be used. He questioned if the City had any control over these funds.

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In response, Mr. Marriott indicated that he was not absolutely sure if the City had any control over the supplementary funding. He noted that he would provide clarification responding to this question.

It was agreed that the Halifax District School Board budget, as submitted in the Operating Budget Book for the City of Halifax 1994/95, be approved in principle.

Alderman Adams entered the meeting during the discussion on this item.

Mandatory School Funding (Alderman Fitzgerald)

Alderman Fitzgerald referred to the item concerning the provincial uniform assessment increase on the education tax across the Province. He expressed the concern that while the Provincial Funding Review Work Group recommended that the assessment on the education tax be reduced to 37.775 cents, the Minister kept it at 39 cents. This, in effect, means the property taxpayers will be paying \$800,000 more than they should have under the way in which the mandatory tax was set up. The Alderman reiterated his concern that the Province has reduced its funding and has, in fact, increased the proportion of funding required by the City on the mandatory side.

Alderman Fitzgerald proposed a motion that the City of Halifax forward a letter to the Minister of Education stating very clearly that the Funding Review Work Group recommended a 37.775 cent mandatory tax rate because of the 3.2 percent increase in provincial uniform assessment. The Alderman suggested that the City express its concern that the Minister approved a 39 cent mandatory tax rate which means that the taxpayers of the City of Halifax have to pay an additional \$800,000.00.

Further to Alderman Fitzgerald's comments, Alderman Holland added that the Province should be requested to find a way of providing these funds to the School Board.

Her Worship Mayor Ducharme indicated that the item would be placed on the Committee of the Whole Council agenda for Wednesday, 20 April 1994.

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Forum Commission

Mr. Albert Driscoll, Manager, Halifax Forum Commission, addressed Council and advised that the Forum Commission has one submission in the capital budget for the construction costs of a new civic arena. He noted that this project was scheduled to start at any time and that it was his understanding the Forum Commission will be responsible for the repayment of the costs over future years. Mr. Driscoll advised that they have tried not to let the construction of this facility impact on their operating budget.

Mr. Driscoll went on to note that the Forum has submitted a net reduction in their 94/95 operating budget over the previous year of 28.2 percent. He added that expenses have increased a percent and that revenues have increased 3.8 percent. In conclusion, Mr. Driscoll advised that the Forum Commission, over the past several years, has been relatively successful in controlling their expenses.

It was agreed that the Halifax Forum Commission budget, as submitted in the Capital and Operating Budget Books for the City of Halifax 1994/95, be approved in principle.

Deputy Mayor Pottie addressed the item respecting construction of the **Forum New Civic Arena**. He expressed the view that because of warmer weather nearing and in order for completion by the next hockey season, it was critical that the tenders be issued as soon as possible. The Deputy Mayor noted that this item would not impact on the tax rate whatsoever and that it will be totally funded out of revenues by the Halifax Forum Commission.

Deputy Mayor Pottie therefore requested that consideration be given to approving this item at the special meeting of Halifax City Council scheduled for **Wednesday, 20 April 1994**. He commented that the tender documents have already been prepared.

The Chairman advised that staff would provide a report concerning this item prior to Wednesday's meeting.

Point Pleasant Park

The following members of the Point Pleasant Park Commission addressed Council: Mrs. Janet Kitz, Chair; Mr. Peter Herschorn, Vice-Chair; and Mr. Art Sampson, Park Superintendent.

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Mr. Herschorn advised that the budget for the Point Pleasant Park Commission represents a decrease of -0.8 percent over last year's budget. He added that their total budget for 1994/95 was \$407,024.00.

The City Manager noted that it was his understanding the Commission received a \$10,000.00 grant for one of their special projects.

Mrs. Kitz explained that there has been no re-planting whatsoever in Point Pleasant Park for many years. Because of general deterioration and loss of trees, she advised that it is necessary to deal with forest deterioration. Mrs. Kitz advised that the grant referred to by the City Manager is intended for special plantings to attract birds, butterflies, and native species. She added that the Commission is receiving advice from two specialists who are volunteering their time.

The City Manager commented that the budget submission should be amended to include this grant.

Mr. Herschorn noted that the Commission was awaiting the report from the Technical Advisory Committee for the future development and management of the Park. He anticipated that this report would be received by May.

It was agreed that the budget for the Point Pleasant Park Commission, as submitted in the Capital and Operating Budget Books for the City of Halifax 1994/95, be approved in principle.

Halifax Housing Authority

Mr. Al Leblanc, Budget Officer, submitted additional information respecting the "Halifax Housing Authority Executive Summary Five Year Modernization and Improvement Program Cost Plan."

For the information of Council, Mr. Smith (Director of Finance), noted that the Halifax Housing Authority had not met the level of reduction requested by the City. He noted that the difference was in the order of \$71,000 between the level requested by the City and the level presently called for by the budget from the Authority.

Mr. Michael Spencer, General Manager of the Halifax Housing Authority, addressed Council and, further to Mr. Smith's comments, advised that the Authority had received a subsequent request from the City about the impact of a 7 percent reduction in their budget from last year. He noted that a response to this request had been forwarded to City staff, but the Authority had not yet

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received further contact from the City on the issue. Mr. Spencer advised that through a combination of increased revenue and decreased costs, they are presenting a budget 4.1 percent less than last year's.

The Budget Officer clarified that the Authority was requested to reduce its budget by -6 percent, \$31,000 less than their budget at present.

Following his presentation, Mr. Spencer responded to questions from members of Council.

In response to a question from Alderman Downey, Mr. Spencer agreed to provide a written report providing an explanation as to why some of the units in Mulgrave Park have not been occupied.

Responding to a question from Alderman Fitzgerald, the City Manager advised that staff had originally requested that the Authority reduce its budget by -6 percent. He advised that the Authority wrote back indicating that the amount of their budget that the City provides is 1/8th of their total. As a result, if they were to find another \$31,000, they would have to find another quarter of a million dollars out of their budget. The City Manager explained that their provision in the budget book is equal to the minus 4.1 percent and therefore the City can achieve a zero percent tax rate with the Authority coming in at minus 4.1 percent.

It was subsequently agreed that the budget for the Halifax Housing Authority, as submitted in the Operating Budget Book for the City of Halifax 1994/95, be approved in principle.

Metropolitan Authority

Mr. Gordon Brown, Director of Finance and Administration, Mr. Brian Smith, Manager of Metro Transit, and Mr. Sheldon Doyle, Project Manager, addressed Council

Mr. Brown noted that the Metropolitan Authority's Operating and Capital Budgets have only recently been tabled with the Authority at its last meeting and have not yet been discussed by the Authority.

Mr. Brown pointed out that staff used a zero percent increase over last year as a guideline during the budget process. He explained that in order to achieve a zero percent increase, a number of items were affected. In the case of Metro Transit, Mr. Brown advised that there were approximately \$200,000.00 in service reductions. He added that several factors affected the base service i.e.

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the Access-A-Bus service. Mr. Brown also referred to the proposed take over of the Dartmouth Ferry Service and further noted that there were a number of major considerations regarding solid waste.

Mr. B.G. Smith, Director of Finance, informed Council that the budget includes a provision of an introduction of house community fees and there is also a provision for at least the initial phases of higher costs to solid waste disposal.

The Authority representatives then responded to questions from members of Council.

Alderman Downey requested a report from the Metropolitan Authority showing a break down of costs incurred by the City of Halifax for solid waste.

Mr. Brown advised that a report would be provided in response to Alderman Downey's request.

Alderman Downey expressed concern about the proposed reduction in bus service to the seniors' manors.

Her Worship suggested that a report be provided with respect to the need for the reduction of the special routes to the seniors' manors and how well the seniors can be accommodated by the regular routes.

Alderman Hanson asked that the Authority give further consideration to Route 15 Purcells Cove.

Metro Centre/World Trade & Convention Centre

Mr. Fred McGillvray, President and Chief Executive Officer, Trade Centre Limited, addressed Council and indicated that he was prepared to entertain questions with respect to the proposed budget for the Metro Centre/World Trade & Convention Centre which he noted reflects a 6.3 percent decrease from the 1993/94 budget.

After a short discussion, it was agreed that the budget for the Metro Centre/World Trade & Convention Centre, as submitted in the Capital and Operating Budget Books for the City of Halifax 1994/95, be approved in principle.

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Industrial Commission

Mr. Doug Corkum, Executive Director of the Halifax Industrial Commission, addressed Council and responded briefly to questions from members of Council.

A number of Aldermen expressed concern about the office rental at the World Trade and Convention Centre for the Commission and suggested that the Commission should consider another location which would result in a reduced rent i.e. the Industrial Park.

The City Manager advised that a study was presently underway reviewing the space requirements for all of the City administration which will include both the Industrial Commission and Tourism Department.

It was agreed that the budget for the Halifax Industrial Commission, as submitted in the Capital and Operating Budget Books for the City of Halifax 1994/95, be approved in principle.

At approximately 5:00 p.m. there being no further business to discuss, the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIR

/MS

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
BUDGET REVIEW
MINUTES**

Council Chamber
Halifax City Hall
18 April 1994
5:20 P. M.

A special meeting of Committee of the Whole Council was held at this time for the purpose of continuing Council's deliberations pertaining to the City of Halifax 1994/95 budget.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; Deputy Mayor Pat Pottie; and Aldermen Holland, Fitzgerald, Downey, Adams, Hanson, Walker, Crowley and Stone.

ALSO PRESENT: Mr. Barry Coopersmith, City Manager; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; and other members of City staff.

MAYOR'S OFFICE

A 12.0 percent (net) reduction in this budget over 1993/94 figures was proposed.

Responding to a question from Alderman Fitzgerald, Ms. Cathy MacNeil, Executive Assistant to the Mayor, advised that the proposed reduction will have no affect on the permanent staff complement of the office. She added, however, that provision for part-time workers (to assist during vacation periods and sick leave) has been eliminated as have been components of various programs (such as "Municipal Awareness Week") traditionally funded by the Office of the Mayor.

Alderman Stone asked for information pertaining to the receptions held in Halifax Hall during the 1993/94 budget year. (**NOTE:** An Information Report, dated 20 April 1994, was subsequently submitted by Her Worship Mayor Ducharme).

After some further discussion, it was agreed that the 1994/95 budget proposal for the Office of the Mayor be approved in principle.

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ALDERMEN'S OFFICE

A 7.1 percent (net) reduction in this budget over 1993/94 figures was proposed.

Mr. Claude Isaacs, Administrator for the Aldermen's Office, responded to questions from various members of Council. In his remarks, Mr. Isaacs noted that, in order to achieve the 7.1 percent reduction, no provision has been made for the hiring of temporary or for the implementation of additional programs.

There being no further questions, it was agreed that the 1994/95 budget proposal for the Aldermen's Office be approved in principle.

CITY MANAGER'S OFFICE

A 4.8 percent (net) reduction over 1993/94 figures in the current budget for this office was proposed.

Responding to a question from Alderman Fitzgerald, the City Manager advised that \$50,000 has been included in his capital budget to undertake a space needs study with regard to the Library's request for additional square footage.

Responding to a further question from Alderman Fitzgerald, Mr. Coopersmith indicated that one staff position is being proposed for elimination from the City Manager's staff complement. He went on to point out that the duties now performed by that individual will be replaced through better coordination of staff from the Manager's Office, the Office of the Mayor and the Aldermen's Office.

With reference to a question from Alderman Walker, Mr. Coopersmith noted that Item #22606 (Facilities - Rental) pertains to the rental of space at Bloomfield Centre by the Emergency Measures Organization. He went on to advise that, in exchange for services supplied to the EMO by the Amateur Radio Club on a stand-by basis, the City provides the Club with the space required for its operation.

Alderman Holland asked for information as to the number of City staff members who are currently ham radio operators.

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After some further discussion and questioning of staff, it was agreed that the 1994/95 budget proposal for the **City Manager's Office** be approved in principle.

5:40 p.m. - Alderman O'Malley enters the meeting.

FINANCE DEPARTMENT

A 7.9 percent (net) reduction for this Department was proposed.

Mr. B. G. Smith, Director of Finance, assisted by Mr. Peter Messenger, Purchasing Manager; Mr. Bob Houlihan, Revenue Management Assistant; Mr. Reg Ridgley, Manager of Treasury and Accounting; and Mr. Jack McCord, Manager of MIS, responded to questions from various members of Council.

A typographical error was noted on Page A4-15 of the Current Budget proposal; namely that the number of full-time positions for 1994/95 should be amended to read 5, rather than 6. In this context, Deputy Mayor Pottie pointed out that the differential between 1993/94 and 1994/95 salaries appears to be extremely low, given the elimination of a single position. The Deputy Mayor therefore asked for further information as to why additional monies are not proposed to be saved from the "salaries" account.

Alderman Holland made reference to the Department's subscription to the Dominion Bond Rating Service (DBRS) in the amount of \$1190, and offered to provide information as to several sources which, in the Alderman's opinion, would provide this service to the City on a no-charge basis (**NOTE:** An Information Report, dated 21 April 1994, was subsequently submitted by the Director of Finance on this matter).

After some further discussion and questioning of staff, it was agreed that the 1994/95 budget proposal for the **Finance Department** be approved in principle.

CORPORATE AND LEGAL AFFAIRS

A 22.9 percent (net) reduction in this budget over 1993/94 figures was proposed.

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Mr. Wayne Anstey, City Solicitor, responded to questions from various members of Council concerning the proposed reductions and their impact on existing services.

It was agreed that the 1994/95 budget proposal for the **Department of Corporate and Legal Affairs** be approved in principle.

7:00 p.m. - Alderman Meagher enters the meeting.

RECREATION

A 10.2 percent (net) reduction in the Department's current budget over 1993/94 figures was proposed.

Mr. Richard Cameron, Director of Recreation, assisted by Ms. Darlyne Turvey, Superintendent of Administration; Mr. Jim Naugbler, Superintendent of Sport and Property Services; Ms. Joan McDonell, Coordinator of the Chocolate Lake Centre; Mr. Nick Murray, Superintendent of Research/Capital; and Mr. Alasdair Graham, Budget Coordinator, responded to questions from various members of Council.

With reference to a question from Alderman Crowley, Mr. Murray advised that, in response to requests received from abutting property owners, it is proposed that lighting be installed at certain key points throughout the Westwood Park playground/sports field in order to better protect the area from vandals.

Emphasizing that this is a matter of some considerable concern to area residents, Alderman Crowley asked to be advised should circumstances arise that would in any way postpone the installation of these lights.

Alderman Adams made reference to the fact that only two of the 14 residents of Elmdale Crescent are opposed to the installation of a light at the pond behind the Crescent, which would allow for evening skating during the winter months. The Alderman noted that the cost of this installation has been estimated at approximately \$2500, and asked that consideration be given to undertaking this project in 1994/95 (particularly should the Rockingstone Heights Sports Field come in under budget).

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Alderman Adams went on to indicate that he would also like to have monies for lighting set aside in the 1994/95 budget in anticipation of the second field at Graves Oakley being completed.

Alderman Walker advised that he has received numerous complaints concerning the surfaces of the two recreational basketball courts in Ward 10, and asked that consideration be given to providing for the necessary repairs in the 1994/95 budget.

7:20 p.m. - Her Worship Mayor Ducharme retires from the meeting, with Deputy Mayor Pottie assuming the Chair.

Responding to a question from Alderman Downey, Mr. Murray advised that approximately \$4,000 in Provincial funding is now available to be put toward the provision of playground equipment at the Children's Development Centre on Cunard Street.

Alderman Downey expressed the view that this equipment is badly needed at the Centre, and therefore asked (and it was so agreed) that Council consider the addition of roughly \$12,000-15,000 to its 1994/95 budget for this purpose.

With reference to concerns put forward by Alderman Stone pertaining to projects now earmarked for "Later Years," the City Manager advised that over the coming months staff hope to develop a "Five-Year Capital Budget" which can be considered in conjunction with the annual Operating expenses.

With reference to Item 15-133, "Development of Sports Field - Sheffield in the Park," Alderman Stone expressed the view that this project should be completed as quickly as possible rather than being consigned to "Later Years." After consulting staff of both the Recreation and Engineering and Works Departments, the Alderman asked (and it was so agreed) that consideration be given to adding approximately \$20,000 to the 1994/95 budget for this project.

7:30 p.m. - Her Worship Mayor Ducharme returns to the meeting, with Deputy Mayor Pottie resuming his usual seat on Council.

Alderman Crowley indicated that on several previous occasions she had requested information from staff

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as to how an outdoor skating facility could be established for the enjoyment of Halifax residents. Noting that she had received an estimate of approximately \$16,000 for this project, the Alderman strongly recommended that consideration be given to including these funds in the 1994/95 budget.

Alderman Fitzgerald made reference to the growing popularity among today's young people of mountain bike racing, and suggested that the Recreation Department investigate the feasibility of establishing the trails necessary for this sport, particularly in some of the new parks the City is now developing.

After some further discussion and questioning of staff, it was agreed that the 1994/95 budget proposal for the **Recreation Department** be approved in principle.

EMPLOYEE RELATIONS

A 9.3 percent (net) reduction in this budget over 1993/94 figures was proposed.

There being no questions from members of Council, it was agreed that the 1994/95 budget proposal for the **Employee Relations Department** be approved in principle.

AUDITOR GENERAL

A 14.9 percent (net) reduction in this budget over 1993/94 figures was proposed.

There being no questions from members of Council, it was agreed that the 1994/95 budget proposal for the **Auditor General's Department** be approved in principle.

TOURISM HALIFAX

A 1.3 percent (net) reduction in this budget over 1993/94 figures was proposed.

Mr. Lewis Rogers, Director of Tourism Halifax, responded to questions from various members of Council.

Alderman O'Malley made reference to the \$75,000 which is proposed as the City's contribution to the Convention Bureau (contingent on contributions from other

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interested parties). The Alderman sought clarification in the form of a written report as to where reductions have been made in other areas of the Tourism Halifax budget to provide for this contribution.

It was agreed that the 1994/95 budget proposal for **Tourism Halifax** be approved in principle.

After some further discussion and questioning of the City Manager, the meeting was adjourned at approximately 8:30 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
AND
DEPUTY MAYOR PAT POTTIE
CHAIRMEN

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**SPECIAL COMMITTEE OF THE WHOLE COUNCIL
OPERATING & CAPITAL BUDGET REVIEW
MINUTES**

Council Chamber
Halifax City Hall
19 April 1994
5:00 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of reviewing the proposed 1994/95 operating and capital budgets.

PRESENT: Her Worship Mayor Ducharme, Chairman; Deputy Mayor Pottie; and Aldermen Holland, Fitzgerald, Downey, O'Malley, Pottie, Adams, Hanson, Jeffrey, Walker, and Crowley.

ALSO PRESENT: Barry B. Coopersmith, City Manager; Bernard G. Smith, Director of Finance; Al Leblanc, Budget Officer; Liz Jackson, Budget Analyst; and other members of staff.

Police Department

Police Chief Vincent J. MacDonald addressed Council and identified the members of his team who were present as follows: Mr. Alan R. Abraham (Chairman, Board of Police Commissioners), Deputy Chief David MacKinnon, and Phillip Moir. Chief MacDonald also noted that Sgt. Mike Burns and Inspector Larry Clare were present in the public gallery.

Chief MacDonald presented the capital budget for the Police Department as detailed in the capital budget book for 1994/95 and responded to questions from members of Council.

It was subsequently agreed that the Capital Budget for the Halifax Police Department as presented in the 1994/95 Capital Budget Book be approved in principle.

Chief MacDonald then presented the 1994/95 operating budget for the Police Department. He advised that the budget before Council represents a minus 2.7 gross or a minus 4.1 net. Chief MacDonald went on to note that he believed that the budget that would be required in order to maintain the same service levels as last year, if that was the wish of Council, would be a plus 3.1 gross or a plus 2.76 net (an additional \$1,176,541.00).

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Police Chief MacDonald went on to express concern with respect to the proposed reductions in services. He reviewed the proposed reductions as detailed in the operating budget book for 1994/94 (A10-1) as follows: 7 police and 5 civilians, travel for police prisoners, funds for rental of vehicles, clothing replacement, office furniture, support for the Pipes & Drum Band, services in records in the public counter service, part-time support staff in the administration section and human resources area, and two mechanics. In summary, Chief MacDonald advised that the service impacts that are proposed include the elimination of the Mounted Division, the elimination of the Arm Patrol, the elimination of school crossing guards in 30 locations, 7 sworn staff. He reiterated that, if this budget is approved as presented, there will be a noticeable reduction in services.

Mr. Alan Abraham, Chairman, Board of Police Commissioners, addressed Council and commented on the proposed reductions and service level impact.

A discussion followed with Police Chief MacDonald and his staff responding to questions from members of Council.

Alderman Meagher entered the meeting at approximately 6:50 p.m.

Responding to a question from Alderman Meagher, Chief MacDonald advised that a report would be provided listing the potential locations for the reduction of school crossing guards.

During the discussion, several members of Council expressed the view that reconsideration should be given to the inclusion of funding for the crossing guards, the Mounted Division, the Arm Patrol, the Police Band, and staff positions.

Following a discussion and questioning of staff, Council agreed to accept the 1994/95 Operating Budget for the Police Department in principle with a view to considering items such as the crossing guards after all other departments have presented their budgets.

Fire Department

Fire Chief Thomas M. Power addressed Council and introduced the members of his team as follows: Assistant Chief Bernie Elliott and District Chief Bill Mosher (Human Resources Officer). Fire Chief Power indicated that they were open to questions from Council respecting their capital budget.

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There being no questions, it was agreed that the 1994/95 Capital Budget for the Fire Department be approved in principle.

Fire Chief Power then presented the 1994/95 Operating Budget for the Halifax Fire Department and advised that he was open to questions from Council.

During a questioning of the Chief, Deputy Mayor Pottie referred to the expenditure of \$406,800.00 for the computerized system. He questioned whether this expenditure was necessary for this year and suggested that it be deferred for one year.

The City Manager advised that a report would be submitted providing an explanation on the proposed system.

Following a discussion and questioning of staff, it was agreed that the 1994/95 Operating Budget for the Fire Department be approved in principle.

Social Planning

Mr. Bob Britton, Acting Director of Social Planning, addressed Council along with the following members of his staff: Pat Conrad, Sheena Phair, and Ian MacLean. Mr. Britton indicated that they were prepared to respond to questions.

During a questioning of staff, concern was expressed about the proposal in the budget that the Halifax Task Force on Drug Awareness be established as a separate agency. Mr. Britton advised that it was not staff's proposal to eliminate the position rather it was to fund the position in a different way so that the City could be more assured of its continued existence in light of possible provincial take over of social services.

Responding to a concern from Alderman Walker, Mr. Britton advised that he was fairly confident that the Task Force will be able to acquire funds from other sources to help cover off some of its on-going expenses especially costs for telephone, rent, and secretarial services.

Following a discussion and questioning of staff, the 1994/95 Operating Budget for the Social Planning Department was accepted in principle.

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Development and Planning

Mr. Richard J. Matthews, Director, addressed Council along with the following members of his staff: Simpson MacLeod, W.B. Campbell, and W.D. Campbell.

Following a discussion and questioning of staff, it was agreed that the 1994/95 Capital Budget for the Development and Planning Department be approved in principle.

A review of the Development and Planning Department Operating Budget for 1994/95 followed. Discussion ensued regarding the proposal to eliminate Electrical Inspection Services.

The City Manager advised that a written proposal would be provided to Council at its next meeting including some of the history associated with the services and an alternative in order to maintain the Electrical Inspection Services and increase fees to a break even point.

Question Re: Travel

Responding to a question, the City Manager advised that there would be a complete evaluation and new policy with respect to fees for books, periodicals, memberships, conferences, travel, etc. The City Manager added that the Management Committee has established a subcommittee to develop a preliminary policy.

Alderman Adams expressed concern with respect to costs in the area of travel. Noting that he was not being specific to any particular department, the Alderman asked for a break-down of costs related to travel for conferences and conventions for each City Department.

The City Manager advised that the information could be provided within a couple of months.

At approximately 10:00 p.m., the meeting adjourned.

HER WORSHIP MAYOR DUCHARME
CHAIR

/MS

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**SPECIAL COMMITTEE OF THE WHOLE COUNCIL
OPERATING & CAPITAL BUDGET REVIEW
MINUTES**

Council Chamber
Halifax, City Hall

21-19 April 1994
5:00 p.m.

A special meeting of the Committee of the Whole Council was held at this time for the purpose of reviewing the proposed 1994/95 Operating and Capital budgets.

PRESENT: Her Worship Mayor Ducharme, Chairman; and Aldermen Holland, Fitzgerald, Downey, O'Malley, Adams, Hanson, Walker, Crowley, and Stone.

ALSO PRESENT: Barry B. Coopersmith, City Manager; Bernard G. Smith, Director of Finance; Al Leblanc, Budget Officer; Liz Jackson, Budget Analyst; and other members of staff.

Library

The following members of the Halifax City Regional Library Board addressed Council: Mr. John Kitz, Chair; Ms. Diane MacQuarrie, Chief Librarian; Mr. Charles MacDonald, and Ms. Sondra Cox-Wright.

Mr. Kitz briefly reviewed the proposed 1994/95 Capital Budget for the Library Board and urged its adoption by Council.

It was agreed that the 1994/95 Capital Budget for the Halifax City Regional Library, as presented in the City of Halifax 1994/95 Three Year Capital Budget Forecast book, be approved in principle.

Alderman Stone referred to the project relating to the Thomas Raddall Public Library Expansion noting that the project was postponed because of the required expansion of the Captain William Spry Community Centre. The Alderman expressed concern that this project has been moved into later years and requested that strong consideration be given to including it for 1995/96. He emphasized that the Thomas Raddall Branch Library is one of the most highly used libraries in eastern Canada.

Responding to a question from Alderman Holland, Ms. MacQuarrie advised that information on turn over rates was built into the automated system and was easily retrievable. She noted, therefore, that this information could be provided to Council.

Following a discussion, it was agreed that the 1994/95 Operating Budget for the Library Board be approved in principle.

Engineering & Works

Mr. Peter S. Connell, P.Eng, Director of Engineering and Works, and Mr. Kulvinder Dhillon, P.Eng., Chief Engineering Design, addressed Council and presented the proposed 1994/95 Capital Budget for the Engineering and Works Department.

Alderman Hanson suggested that a "wish list" be established containing capital items members of Council would like to see completed in the event that monies become available during the year as a result of the tendering process.

The City Manager noted that a "wish list" of projects could be developed. However, he explained that Council should wait until later into the fiscal year before putting the list into action. The City Manager explained that just because a project is tendered less than what is budgeted for, another project could be higher than its budgeted amount. As a result, he advised that Council would have a clearer picture on any excess monies later in the year.

Alderman Adams referred to the proposed RA-5 crosswalk devices. He expressed the desire that the crosswalk device proposed for Herring Cove Road at Arthur Street should be given a higher priority. The Alderman asked for information on the criteria utilized to determine the priority list.

In response to a question from Alderman Adams, Mr. Dhillon advised that the project for traffic lights at Dentith Road and the Old Sambro Road was included in this year's Capital Budget.

Alderman Adams referred to the item "Thornhill Sport Court" noting that it is scheduled for later years. He asked that this item be included on the "wish list" of item for 1994/95.

Responding to a question from Alderman Adams, Mr. Quinn advised that the item "J.L. Ilsley Soccer Field" was included in the Operating Budget under special items for this year.

BUDGET
21 19 APRIL 1994

Responding to a question from Alderman Adams, Mr. Dhillon indicated that the consultants study in connection with the storm sewer project for the Lieblin Park subdivision was underway. He advised that staff would be submitting a report once solutions have been recommended.

Mr. Dhillon confirmed, in response to a further question from Alderman Adams, that the project for the Central Common playground was included in this year's budget.

Alderman Walker referred to the item "new sidewalks/new curb & gutters - Glenforest Drive (Plateau - Evans)" and asked that this project be included for 1994/95 rather than for later years.

The request that this item be added to the 1994/95 Capital Budget was refused by Council.

Alderman Walker therefore asked that the item be placed on the "wish list".

Alderman Hanson referred to the item "new sidewalks/curb & gutters, Purcells Cove Road (Williams Lake to Litchfield)" and asked that consideration be given to moving this from later years to 96/97.

The City Manager advised that the Alderman's request was noted and would be reviewed for next year.

Referring to page 11.1 (Fenwood Road Storm Sewer, \$200,000.00 in 96/97), Alderman Hanson emphasized that this project be moved into 94/95. He suggested that, in order to avoid a tax increase, the road around the Dingle could be taken out of the 94/95 budget and placed on the "wish list".

Alderman Stone referred to the project "new paving - Rocky Hill Road (Forest Hill Dr. - Tremont)," and the project "new paving -Wren Street (Starling to Forest Hill)." He explained that these should be considered as two separate items noting that Wren Street was a new development while Rocky Hill Road was petitioned against by abutting property owners.

At approximately 6:30 p.m. Alderman Meagher entered the meeting.

In response to a concern from Alderman Crowley regarding the problem of flooding in the area of Quinpool Road, MacDonald Street, Churchill Drive and Quinn Street, Mr. Connell advised that staff would review the situation again and provide a report to the Alderman.

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21 19 APRIL 1994

Alderman Crowley referred to the flower bed that was approved last year for the entrance of Flinn Park. She asked that staff pursue having this bed upgraded to an acceptable appearance.

Mr. Connell advised that staff would consider the request and provide a report to the Alderman.

Alderman Crowley noted that there was a driveway on Newton Avenue which heaved apparently from the roots of a City tree. She asked that staff investigate the situation again.

Alderman Meagher asked for a report with respect to the elimination of all sidewalk renewals for this year.

Mr. Connell advised that a report would be provided. He explained that the elimination of all sidewalk renewals would impact on the Operating Budget and on seasonal callbacks.

Alderman Adams asked for a report with respect to new paving for Circle Drive, Schnare Street, and Sylvia Avenue, and the percentage of abutters who want this project.

Mr. Dhillon advised that information would be provided.

It was agreed that the proposed 1994/95 Capital Budget for the Engineering and Works Department be approved in principle.

Mr. Connell addressed Council and presented the 1994/95 Operating Budget for the Engineering and Works Department along with the following members of his staff: Ms. Charlotte McInnis, Supervisor, Administration, Works; Mr. Jim Edmonds, Supervisor, Administration, Engineering; Mr. Doug Quinn, Operations Manager, Works; and Mr. Steven King, Superintendent, Parks and Grounds.

Referring to page A32-1-A of the Operating Budget Book, Alderman Adams noted that the usual two floral carpet beds in the Public Gardens will be reduced to one. He went on to question whether it would be possible to have the citizens in the City adopt one of these beds and possibly extend such a plan throughout the City.

Her Worship noted that the Mayor of Halifax, England, while visiting the City last week, commented on their "adopt a flower bed" program. Mayor Ducharme explained that the bed is planted by the civic gardeners, but is

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sponsored and paid for by companies. She suggested that the same program be instituted in the City of Halifax.

A number of Alderman expressed opposition to the proposed 25 percent reduction in wages for janitorial staff.

The City Manager indicated that this was an initiative that came from the outside whereby someone had offered to provide the City with an opportunity to save in excess of \$360,000.00 by contracting out the janitorial services. He added that the Engineering and Works staff brought this to the attention of the Review Committee and offered, as an alternative to contracting out the services, the reduction in wages. Mr. Coopersmith commented that while this alternative would still cost the City taxpayers in excess of \$200,000, the Review Committee felt it was reasonably fair and was something which should be brought to Council's attention.

A discussion ensued and it was generally agreed that this matter would be further considered at the conclusion of the budget deliberations.

Alderman Meagher expressed concern over the proposed discontinuation of maintenance services for the lawn bowling facility at the St. Mary's Recreation Club. He advised that he was very supportive of maintaining this facility and requested that staff attempt to resolve the situation in order to keep this bowling green.

Mr. King advised that staff would pursue the matter to see what could be done.

Responding to a question from Alderman Walker, Mr. Connell advised that the special residential curbside pickup of bagged leaves has been discontinued. However, he advised that the "leaf sucker" machine would still clean the streets and gutters.

Alderman Walker asked for a report on the frequency of the leaf "sucker" machine in Mainland North.

After a further discussion, the meeting adjourned at approximately 9:30 p.m.

HER WORSHIP MAYOR DUCHARME
CHAIR

/MS

HEADLINES

Library.....1
Engineering & Works.....2

**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
BUDGET REVIEW
MINUTES**

Council Chamber
Halifax City Hall
23 April 1994
1:00 P. M.

A special meeting of Committee of the Whole Council was held at this time for the purpose of continuing Council's deliberations pertaining to the City of Halifax 1994/95 budget.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; and Aldermen Holland, Fitzgerald, Downey, O'Malley, Hanson, Walker, Crowley and Stone.

ALSO PRESENT: Mr. Barry Coopersmith, City Manager; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; and other members of City staff.

GENERAL GOVERNMENT

An increase of 21.2 percent (net) over 1993/94 figures was proposed for this budget.

Alderman Walker made reference to p. A9-5, pointing out that the City's contribution to its Heritage Fund for 1994/95 is proposed to be reduced from \$50,000 to \$30,000 owing to a surplus in this account. The Alderman went on to emphasize that the Heritage Advisory Committee, while agreeing to the reduction for this fiscal year, does not wish to see the practice continue and asked to have this point noted in the official record.

Responding to a question from Alderman O'Malley, the City Manager advised that while Council's annual grant to the Buskers Festival has been reduced by \$4,000, there is still a proposal to make available a \$20,000 grant as well as \$20,000 in services.

Alderman O'Malley indicated that she would be unable to support staff's proposal with regard to the Buskers, given the fact that the City has yet to receive the requested audited statements from the Festival management. The Alderman emphasized that it is also her understanding that there are still a number of small local

**BUDGET REVIEW
23 APRIL 1994**

businessmen who have not yet received payment from the Buskers for services rendered in 1993.

The City Manager responded to a question from Alderman Stone as to the proposal to restructure the Grants Committee and to repeal City Ordinance 170 respecting Tax Concessions (information pertaining to the tax concessions now in effect was distributed by the Budget Officer).

Following a lengthy discussion and questioning of staff concerning various line items, it was agreed that the budget proposed for "General Government" be approved in principle.

HEALTH SUNDRIES

It was proposed that, as in 1993/94, a total of \$114,455 be expended for this purpose.

Responding to a question from Alderman Fitzgerald, the City Manager advised that over the coming months staff will be approaching the Provincial Government with a request that legislation be amended to exempt the City of Halifax from these payments.

Alderman Holland asked to be provided with information as to whether the food catering and gift shop operations at the Victoria General Hospital pay business occupancy taxes to the City and, if not, why not.

The Director of Finance indicated that there had been a number of discussions concerning this point between the City of Halifax and the Provincial assessors, adding that he would provide Alderman Holland with the requested information.

It was agreed that the budget proposed for "Health Sundries" be approved in principle.

CAPTAIN WILLIAM SPRY - MULTI-PURPOSE CENTRE

A (net) reduction of 34 percent over 1993/94 figures was proposed.

Mr. Brett Woodbury, Chairman of the Board of Directors for the Captain William Spry Community Centre (accompanied by Mr. Michael J. Marentette, Executive

**BUDGET REVIEW
23 APRIL 1994**

Director) briefly addressed Council with regard to the Centre's 1994/95 budget proposal and, more specifically, the budget reductions now being recommended by staff. An information package was also distributed.

Messrs. Woodbury and Marentette subsequently responded to questions from various members of Council.

Ms. Diane MacQuarrie, Chief Librarian, and Mr. Robert Britton, Acting Director of Social Planning, also provided information with reference to the operation of the Multi-Purpose Centre.

2:50 p.m. - Her Worship Mayor Ducharme retires from the meeting, with Alderman Stone assuming the Chair.

FINANCING COSTS

A net increase of 6.5 percent over 1993/94 figures was proposed.

The Director of Finance and the City Manager responded to questions from various members of Council.

3:00 p.m. - Mayor Ducharme returns to the meeting with Alderman Stone resuming his usual seat on Council.

INTEREST ON RESERVES

The Director of Finance responded to questions from various members of Council concerning this budget proposal.

PROVISION FOR ALLOWANCE

The Director of Finance responded to questions from various members of Council concerning this budget proposal.

GRANTS

A net increase over 1993/94 figures of 20.5 percent is proposed for this budget.

The City Manager outlined for Council's benefit his proposals concerning the repeal of Ordinance 170 respecting Tax Concessions as well as to the restructuring

**BUDGET REVIEW
23 APRIL 1994**

of the municipal grants process which, it is hoped, will take place over the next several months.

PORT DEVELOPMENT AUTHORITY

A net reduction over 1993/94 figures of 13.6 percent is proposed for this budget.

There were no questions from members of Council on this matter.

REGIONAL EXPENDITURES

The Director of Finance advised that staff are now proposing a reduction in the budgeted amount relevant to the line item, "Joint Expenditure Board" indicated in the Budget document as \$246,240.

In his remarks, Mr. Smith indicated that expenses relating to this matter had been increasing at a fairly dramatic rate. Upon investigation, it was found that these increases were directly related to the growing number of trials which are being relocated to the metro area, more specifically to the costs of accommodation and meals for juries and witnesses. Mr. Smith went on to note that, the matter having been discussed, arrangements are now being made to have \$37,400 in expenses billed back to the originating municipalities.

Commending staff on this initiative, Alderman Holland also suggested that a ten percent charge for administrative fees be added to the amounts being billed back.

Deputy Chief David McKinnon responded to questions from various members of Council with regard to costs incurred by the City with regard to the operation of the Courthouse.

PUBLIC DELEGATIONS

A number of presentations (including those from the following individuals) were made to Council in opposition to the proposal to reduce the Personal Use Allowance from \$75.00 to \$40.00 (a memorandum, dated 22 April 1994, was submitted by Mr. Robert J. Britton, Acting Director of Social Planning).

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23 APRIL 1994**

- Cathy Love, Program Director for Bryony House
- Marilyn Welland, Executive Director, Canadian Mental Health Association
- Carol Evans, representing Metro Community Housing Association
- Dorothy Kitchen
- Clarence Doucette
- Paul Chaisson

Mr. Hedley Roe and Ms. Lucy Riley, representing Spencer House, also addressed Council with regard to the proposed reductions in municipal grants to non-profit agencies.

A presentation was received from Mr. Jamie Baillie on behalf of the Halifax and Mayflower Curling Clubs also in opposition to the proposal to reduce municipal grants.

**REDUCTIONS IN FEDERAL AND
PROVINCIAL TRANSFER PAYMENTS**

The City Manager distributed an itemized list of the reductions since 1993 in federal and provincial transfer payments to the City of Halifax, and responded to questions from various members of Council.

After some discussion, it was moved by Alderman Holland, seconded by Alderman Fitzgerald that a letter be forwarded by Her Worship Mayor Ducharme expressing Council's great disappointment with the way in which the Province of Nova Scotia is fulfilling its responsibility to the citizens of the City of Halifax.

In seconding the motion, Alderman Fitzgerald suggested that a copy of the information provided by the City Manager concerning reductions in transfer payments be included in that letter.

The motion was put and passed.

**BUDGET REVIEW
23 APRIL 1994**

DATE OF NEXT MEETING

It was agreed that a further meeting be scheduled for **FRIDAY, 29 APRIL 1992** in order to complete Council's review of the 1994/95 budget proposals.

There being no further business to be discussed, the meeting was adjourned at approximately 5:20 p.m.

HER WORSHIP MAYOR MOIRA DUCARME
AND
ALDERMAN WILLIAM STONE
CHAIRMEN

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HEADLINES

| | |
|---|---|
| GENERAL GOVERNMENT | 1 |
| HEALTH SUNDRIES | 2 |
| CAPTAIN WILLIAM SPRY/MULTI-PURPOSE CENTRE | 2 |
| FINANCING COSTS | 3 |
| INTEREST ON RESERVES | 3 |
| PROVISION FOR ALLOWANCE | 3 |
| GRANTS | 3 |
| PORT DEVELOPMENT AUTHORITY | 4 |
| REGIONAL EXPENDITURES | 4 |
| PUBLIC DELEGATIONS | 4 |
| REDUCTIONS IN FEDERAL AND PROVINCIAL TRANSFER PAYMENTS | 5 |
| DATE OF NEXT MEETING | 6 |

**PUBLIC MEETING
1999 IMPLEMENTATION TASK FORCE
MINUTES**

Council Chamber
Halifax City Hall
27 April 1994
7:45 P.M.

A public meeting was held at this time for the purposes of updating the public on the progress of the 1999 Implementation Task Force.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; and Aldermen Holland, Fitzgerald, Hanson, and Crowley.

ALSO PRESENT: Mr. Barry Coopersmith, City Manager, and other members of City staff.

A document entitled Halifax 1999 Conference - 1994 Progress Report was submitted.

In her opening remarks, Mayor Ducharme advised that an "action plan" and an implementation task force had been established by the City to respond to the objectives put forward at the "Halifax 1999" Conference held in October of 1991. She then called on Alderman Walter Fitzgerald, Chair of the Task Force, to officially introduce the 1994 progress report on this matter.

Alderman Fitzgerald noted that his committee had been charged with tracking the activities that have been undertaken on a yearly basis to respond to the "wish list" established by the Halifax 1999 Conference. In his remarks, the Alderman noted that the task force has tried very hard to take an objective approach to what City Council is doing in this regard, while at the same time providing a forum wherein citizens can continue to pursue the concerns first raised during the 1991 Conference.

Alderman Fitzgerald then introduced former Mayor of Halifax, Mr. Edmund Morris, who had served as Chairman of the Halifax 1999 Conference.

Responding to a question from Alderman Holland, Mr. Morris indicated that, in his personal view, the City is "slowing down" in terms of its advancement towards the

**PUBLIC MEETING RE:
HALIFAX 1999 REPORT
27 APRIL 1994**

goals which had been proposed for it by the year 1999. He emphasized, however, that that statement was not meant as a criticism but rather as a "lament," adding that similar circumstances have occurred in many Canadian cities as a result of the economic downturn. As an example, Mr. Morris referred to the surplus of vacant commercial space which is characteristic not only of the City of Halifax but also of Montreal, Toronto and many other municipalities in the country.

More importantly, however, Mr. Morris emphasized "the spirit, the strength and the convictions" that were evident during the 1991 Conference as participants looked forward to 1999. He referred to the atmosphere surrounding that Conference as "a great and hopeful sign," and expressed concern that none of that original momentum be lost.

Mr. Cecil Wright, a member of the task force, concurred with the comments put forward by Mr. Morris, and made particular reference to the changes that must be effected in the area of racism and race relations. He went on to state that, in his opinion, certain inroads have been made in this respect, particularly with regard to the City's black community, a fact which, in his view, speaks well of Council's commitment to this project. Mr. Wright emphasized, however, that, in order to succeed in this venture, more people must become concerned and involved, providing leadership and setting examples for today's youth of all races. He concluded his remarks by urging Council not to "rest on your laurels," and volunteering his personal assistance in any undertaking related to the advancement of improved race relations.

Mr. Wright subsequently responded to questions from Aldermen Holland and Crowley.

Mr. Gordon Loomis, Chair of the Conference's Economic City Panel, briefly addressed the gathering, pointing out that one of the most significant recommendations generated by the 1991 Conference was that the City should develop some form of "economic opportunities task force." He went on to indicate that he had been very much heartened by Council's appointment some months ago of such a group, adding that it was his understanding their final report had now been released.

Mr. Loomis also noted that his Panel had put forward various suggestions with regard to the problems in

**PUBLIC MEETING RE:
HALIFAX 1999 REPORT
27 APRIL 1994**

the City's downtown core, adding that the Business Improvement District Commissions appear to be making some very positive changes in this regard. On another but related matter, he noted that there would appear to have been "substantial progress" in terms of development in the Halifax Business Parks, adding (on a personal note) that he greatly appreciated his own appointment to the Halifax Industrial Commission.

Looking to the future, Mr. Loomis warned against apathy, and urged Council to move ahead with the changes that have already begun.

Mr. Alan O'Brien, Chair of the Conference's Regional City Panel, began his remarks by noting that while the move toward regionalization appears to have slowed under the new Provincial Government, it is continuing. He went on to emphasize that, in his view, it is imperative that the municipal units involved play a significant role in deciding the most appropriate framework for local government in the Halifax-Dartmouth area. In this context, however, Mr. O'Brien expressed the hope that the City of Halifax would not simply "slam the door" on proposals for change but would instead welcome the opportunity to explore all available alternatives. He pointed to the various approaches taken to this problem by other municipalities across the country, and pointed out that Halifax should be in an opportune position to learn from the mistakes of others.

On a more personal note, Mr. O'Brien put forward the suggestion that because the objectives and recommendations established by the Conference in 1991 are now firmly in place, he wished to tender his resignation from the Task Force having served in one capacity or another since 1991. Mr. O'Brien pointed out that, in his view, the annual progress reports that are brought forward by staff, coupled with the municipal elections which are held every three years, provide sufficient opportunity for public input without the necessity of continuing the Task Force itself. He emphasized, however, that this was merely his personal opinion, and that if others felt strongly about proceeding with the committee, he would not object.

There were no members of the public wishing to address the gathering regarding the 1994 progress report.

Her Worship Mayor Ducharme made reference to a press statement released earlier in the day regarding a

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29 APRIL 1994**

The Chairman then called for comments from the floor.

Commissionaires. Referring to the proposal received from the Canadian Corps of Commissionaires, Alderman Adams argued that because the duties performed by the Commissionaires at Halifax City Hall require a special kind of expertise, those individuals should not be included in the rank reductions suggested for their counterparts working in other areas of the City's administration.

A prolonged discussion ensued with the City Manager and Deputy Chief David McKinnon responding to questions from various members of the Committee.

It was subsequently agreed that Halifax City Council would accept the proposal received from the Canadian Corps of Commissionaires.

Captain William Spry Centre. Alderman Adams suggested that some portion of the \$641,000 which will accrue to the City as a result of the wage reductions be used to address the budgetary needs of the Captain William Spry Centre. However, it was subsequently agreed that the Centre's 1994/95 budget proposal be reduced by \$100,000.

Miscellaneous Reductions. It was agreed that the following reductions be made to the 1994/95 budget proposal:

| | |
|--------------------------------------|------------|
| Neptune Capital Grant | \$ 200,000 |
| Joint Expenditures Board | \$ 37,000 |
| Manager's Contingency Fund | \$ 25,000 |
| Recreation Revenue | \$ 30,000 |
| Metro Authority Budget | \$ 250,000 |
| Parking Tickets | \$ 100,000 |
| Building Permits | \$ 40,000 |
| Benefits Consultants | \$ 12,000 |
| Telephones | \$ 30,000 |
| Sale of Equipment | \$ 50,000 |
| Cash Grant to Buskers | \$ 20,000 |
| Heritage Fund | \$ 30,000 |
| Metro Centre | \$ 100,000 |
| Deed Transfer Tax | \$ 250,000 |
| Maritime Tel & Tel Grant | \$ 140,000 |

Alderman Stone noted that it was his understanding that the Province will be eliminating its Deed Transfer Tax as of 29 April 1994. He strongly recommended that the City should examine the feasibility of

BUDGET REVIEW
29 APRIL 1994

continuing that process as a municipal tax, to which the City Manager agreed.

Responding to a request for clarification from Alderman Fitzgerald, the City Manager advised that the three percent wage reduction announced by the Province will translate into savings of approximately \$816,000 in terms of the Halifax District School Board for the 1994/95 fiscal year.

Council next considered a list of items previously deferred for further consideration:

Janitorial Services. It was agreed that the proposed \$234,000 for janitorial services be retained in the City's 1994/95 budget.

Reduction in Staff - Halifax Police Department. MOVED by Deputy Mayor Pottie, seconded by Alderman Jeffrey that a total of \$348,000 be reinstated in the Police Department's 1994/95 budget to eliminate the necessity for staff reductions. After a prolonged debate, the motion was put and defeated.

5:15 p.m. - Alderman Hanson retires from the meeting.

Skating Light - Ward 7. At the request of Alderman Adams, it was agreed that a light at the outdoor skating facility in Ward 7 (at an estimated cost of \$2,500) be included in the City's 1994/95 Capital Budget.

After some further discussion, the meeting was adjourned at approximately 5:40 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
CHAIRMAN

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
BUDGET REVIEW
M I N U T E S**

Council Chamber
Halifax City Hall
29 April 1994
3:20 P. M.

A special meeting of Committee of the Whole Council was held at this time for the purpose of continuing Council's deliberations pertaining to the City of Halifax 1994/95 budget.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; and Aldermen Holland, Fitzgerald, Downey, O'Malley, Adams, Hanson, Walker, Crowley and Stone.

ALSO PRESENT: Mr. Barry Coopersmith, City Manager; Mr. B. G. Smith, Director of Finance; Mr. A. LeBlanc, Budget Officer; and other members of City staff.

At the Chairman's request, the City Manager provided a brief overview of events which had taken place since the Committee's last meeting on Saturday, 23 April (these changes are identified in a document entitled "Changes to the 1994/95 Budget Since Tabling" distributed during the 29 April meeting). Mr. Coopersmith advised that, as a result of these changes, a total of \$2,046,512 must be added to the City's 1994/95 budget proposal, notwithstanding the various items which Council had previously deferred for further discussion. To assist in identifying an appropriate solution to this problem, the City Manager overviewed a list of possible reductions/eliminations for Council's consideration.

On a final note, Mr. Coopersmith advised that, as a result of the proposed 3 percent wage reduction announced as part of the Provincial budget earlier in the day, the City could expect to receive approximately \$641,000 in revenues for its use during the 1994/95 fiscal year. Taking that factor into consideration, therefore, the Manager indicated that there is now approximately \$200,000 which must be eliminated should Council wish to pursue a 0 percent tax increase.

**PUBLIC MEETING RE:
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27 APRIL 1994**

Steering Committee (to be chaired by Mr. Jack Keith) which has been established for the purposes of planning the official celebrations for the City's 250th birthday in 1999. In her comments, the Mayor noted that ten subcommittees have also been proposed pertaining to the following areas: heritage, culture, recreation, special interests, Natal Day, promotions, and academic. She went on to add that some of the projects now under consideration include the composition of special music to mark the occasion, a return of the Tall Ships, a fleet review by visiting navies, and a range of ethnic festivals to be scheduled throughout the year. It was also noted that the City's Parks and Grounds Division have approached a horticulturalist with the request that a "Halifax Rose" be developed. Her Worship added that, over the coming year, the public will be consulted as to the activities and events they would like to see included in the anniversary celebrations.

On behalf of the members of Halifax City Council, Alderman Fitzgerald expressed his appreciation to Mr. O'Brien for his contribution to this project. Referring in particular to the concerns put forward by Mr. Morris, the Alderman acknowledged that the City of Halifax is enduring "some difficult times," but emphasized that it had always been his experience that citizens are always ready to "pitch in and help" in times of need. He therefore expressed the view that, given that magnitude of civic pride, he had little doubt that the objectives of the Halifax 1999 conference will be met over the next five years.

There being no further business to be discussed, the meeting was adjourned at approximately 8:55 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
CHAIRMAN

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**SPECIAL MEETING
COMMITTEE OF THE WHOLE COUNCIL
BUDGET REVIEW
MINUTES**

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**BUDGET REVIEW
29 APRIL 1994**

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Commissionaires. Referring to the proposal received from the Canadian Corps of Commissionaires, Alderman Adams argued that because the duties performed by the Commissionaires at Halifax City Hall require a special kind of expertise, those individuals should not be included in the rank reductions suggested for their counterparts working in other areas of the City's administration.

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Alderman Stone noted that it was his understanding that the Province will be eliminating its Deed Transfer Tax as of 29 April 1994. He strongly recommended that the City should examine the feasibility of

BUDGET REVIEW
29 APRIL 1994

continuing that process as a municipal tax, to which the City Manager agreed.

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Council next considered a list of items previously deferred for further consideration:

Janitorial Services. It was agreed that the proposed \$234,000 for janitorial services be retained in the City's 1994/95 budget.

Reduction in Staff - Halifax Police Department. MOVED by Deputy Mayor Pottie, seconded by Alderman Jeffrey that a total of \$348,000 be reinstated in the Police Department's 1994/95 budget to eliminate the necessity for staff reductions. After a prolonged debate, the motion was put and defeated.

5:15 p.m. - Alderman Hanson retires from the meeting.

Skating Light - Ward 7. At the request of Alderman Adams, it was agreed that a light at the outdoor skating facility in Ward 7 (at an estimated cost of \$2,500) be included in the City's 1994/95 Capital Budget.

After some further discussion, the meeting was adjourned at approximately 5:40 p.m.

HER WORSHIP MAYOR MOIRA DUCHARME
CHAIRMAN

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**HALIFAX CITY COUNCIL
PUBLIC MEETING - DRAFT HALIFAX COMMON PLAN
M I N U T E S**

Council Chamber
Halifax City Hall
29 August 1994
7:00 P.M.

A public meeting was held by Halifax City Council on this date to receive comment on the Draft Halifax Common Plan.

PRESENT: His Worship Deputy Mayor Pottie, Chair; and Aldermen Fitzgerald, Meagher, Walker, and Stone.

ALSO PRESENT: Mr. William B. Campbell, Executive Assistant to the City Manager; Mr. Bernard Moe, Planner II; and other members of City staff.

Alderman Fitzgerald (Chair) called the meeting to order at 7:30 p.m.

City of Halifax - Halifax Common Plan

A document entitled City of Halifax - Halifax Common Plan was submitted.

Mr. William B. Campbell, who had served on the team of City staff from the Development and Planning Department in the preparation of this Plan, began by providing a brief overview of the process undergone over the last number of years. He advised that in 1991, Council approved a Parkland Plan for the City of Halifax which identified priorities and strategies for short and long range planning. Within that document, Mr. Campbell noted that the need was identified to prepare a master plan for the Halifax Common. He added that, in 1991 as well, Council gave very specific direction and provided some very clear terms of reference to staff for the preparation of a plan for the Halifax Common. With this information both from the approved Parkland Strategy and Council direction,

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Mr. Campbell advised that a team of staff was formed from various departments to prepare a plan which included staff from the Development and Planning Department, the Recreation Department, and the Engineering and Works Department.

Mr. Campbell went on to note that a background report was published in 1992 which contains a very comprehensive history and analysis of past and current uses on the Halifax Common. This document was published in 1992 and taken to a public meeting where staff joined with the public in a three day series of meetings and workshops with the public becoming part of the planning team and assisting in determining the future of the Common.

Mr. Campbell advised that the results of the three day public session were published in 1993. He added that a final draft report was prepared and submitted to Council on the results of staff's work and the public sessions which sets the issue for this public meeting tonight.

Mr. Campbell's summation was followed with a brief overview of the document by Mr. Bernard Moe, Planner II.

Following Mr. Moe's presentation, members of the public were invited to address Council.

Ms. Marjorie McLeod, addressed Council and commended the team of City staff who were responsible for putting together the subject plan. Ms. McLeod indicated that she had one concern which related to objective and policy number 7 "Private Commercial Use and Funding". She expressed the view that the City should follow the examples of the Boston Common and the Hyde Park in London, England, where they are not permitted to close off any area to the public, large events must have educational or cultural value, and no admission can be charged. Ms. McLeod made reference to the Moosehead Grand Prix event emphasizing its disruptiveness in terms of noise and restrictiveness both in area and time to public access also causing traffic problems.

Ms. McLeod requested that should the City allow privately sponsored temporary special events, the fifth paragraph on page 37 of the report be changed to read "It

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should be demonstrated that the event is for the benefit of the public..." rather than using the word "City."

With respect to protective legislation, Ms. McLeod spoke in support of a new ordinance under Section 425 of the City Charter.

Mr. Ian Johnson addressed Council and noted that he had forwarded a written submission to staff in response to the public workshops. In his submission, Mr. Johnson advised that he had reviewed three major recommendations in relation to the draft plan.

Deputy Mayor Pottie entered the meeting at this time with Alderman Fitzgerald taking his usual seat on Council.

Mr. Johnson went on to speak in support of a long term management plan. He indicated that he too had concern about the private commercial use of the Halifax Common or permitted use. Mr. Johnson expressed concern about the intrusion and possibility of larger scale corporate use and use for commercial for profit uses that might be generated such as the Grand Prix. He urged that there be stronger consideration given to protecting the Common in terms of private commercial usage and maybe to minimize it as much as possible.

Mr. Johnson spoke in support of a new ordinance to provide for the protection of the Common. He added that additional legislative protection should be pursued through provincial legislation.

Mr. Johnson also support about the importance of public education and interpretation of the area. He indicated that he would like to see some signage for the Common area providing identification for the travelling public as well as local citizens.

Mr. Johnson suggested that there be a committee to provide an opportunity for the public on an on-going basis to be able to review and comment on the implementation of the Plan and where changes might be needed.

Mr. Terry Smith-Lamothe addressed Council and referred to the area which was paved on the Common between

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Cogswell and Bell Road for the Grand Prix. He questioned whether there was any discussion about returning this area to grass.

Mr. R.J. Matthews, Director of the Development and Planning, advised that it was his understanding during the last budget deliberations that the strip of pavement in question would remain for this year with a further review in the future.

Mr. Smith-Lamothe urged that there be a review in the future because, in his opinion, the pavement should be removed.

In response to a question from Mr. Smith-Lamothe with respect to a cultural centre as an extension to the South Victoria Park (V.G. parking lot), Mr. Campbell clarified that there were no specific details and that it was proposed as a use during a public meeting and therefore included in the report.

Mr. Smith-Lamothe noted that the former Grace Maternity Hospital is slated for demolition and that the City will probably reclaim this land. He questioned whether any thought has been given to this particular land and expressed the view that it should not become another parking lot.

In response, Mr. Campbell advised that there were no plans from the City's point of view.

Mr. Smith-Lamothe noted that the report makes reference to parking. He strongly recommended that there should not be any more of the Common used for parking.

Mr. Smith-Lamothe also noted that reference is made to a freshwater brook as a feature of the Common. He questioned whether there was any consideration given to reintroducing this feature.

Mr. Moe noted, as stated in the report, that the opportunity to build on Freshwater Brook as a theme should be further investigated.

Mr. Robert Kelly addressed Council and questioned the future of the Wanderer's Lawn Bowling Club.

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Mr. Moe advised that the report states that the best location or arrangement for the lawn bowling activity should be discussed with the Wanderer's Lawn Bowling Club. He noted that discussions have not taken place to date.

Mr. Blair Beed, 3038 Oxford Street, addressed Council and spoke in support of establishing an interpretation centre at the intersection of Cunard and Robie Streets to provide information on the Citadel.

Ms. Marjorie McLeod addressed Council for the second time and expressed the hope that the former Grace Maternity site would be turned into green space.

In response to a question from Ms. McLeod, Mr. Campbell advised that a further staff report would possibly be available in three to four weeks time.

On behalf of members of City Council, Deputy Mayor Pottie expressed his appreciation to the citizens for their input and attendance.

At approximately 8:15 p.m., the meeting adjourned.

HIS WORSHIP DEPUTY MAYOR POTTIE
AND
ALDERMEN FITZGERALD
CHAIRMEN

/MS

**SPECIAL COMMITTEE OF THE WHOLE COUNCIL
FINANCIAL STATEMENTS
M I N U T E S**

Council Chamber
Halifax City Hall
29 September 1994
7:00 P.M.

A regular meeting of the Finance and Executive Committee was held at this time.

PRESENT: Her Worship Mayor Moira Ducharme, Chairman; Deputy Mayor Pat Pottie; and Aldermen Fitzgerald, Holland, Downey, Meagher, O'Malley, Adams, Hanson, Crowley, and Stone.

ALSO PRESENT: Barry B. Coopersmith, City Manager; Bernard G. Smith, Director of Finance; and other members of City staff.

**Presentation - Financial Statements
- KPMG Peat Marwick Thorne**

A draft set of audited consolidated and non-consolidated City of Halifax Financial statements for the year ended March 31, 1994, were submitted.

Mr. Robert P. Radchuck and Mr. John Bennett, Peat Marwick Throne Chartered Accountants, addressed the Committee and provided a presentation with respect to the City of Halifax financial statements for the year ended March 31, 1994, as submitted. Their presentation included a brief overview of their role as auditors followed with a discussion about a workplan, highlights of financial statements, and the management control letter.

Following the presentation, questions from members of Council were addressed by the auditors.

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It was generally agreed that the financial statements be forwarded to City Council with the recommendation that Her Worship the Mayor and City Clerk be authorized to sign them on behalf of the City.

There being no further business to discuss, the meeting adjourned at approximately 7:40 p.m.

HER WORSHIP MAYOR DUCHARME
CHAIRMAN

/MS

**SPECIAL COMMITTEE OF THE WHOLE COUNCIL
TRANSPORTATION STUDY
M I N U T E S**

Council Chamber
Halifax City Hall
November 29, 1994
7:00 P.M.

A special Committee of the Whole Council meeting was held at this time for the purpose of considering the "Halifax Transportation Study Final Report" prepared for the City of Halifax by UMA Engineering Ltd.

PRESENT: His Worship Mayor Walter Fitzgerald, Chairman; and Aldermen Uteck, Carmichael, Downey, Epstein, Maher, Blumenthal, Walker, and Crowley.

ALSO PRESENT: Barry Coopersmith, City Manager; Peter S. Connell, P.Eng., Director of Engineering and Works; and other members of City staff.

Halifax Transportation Study

Mr. Peter S. Connell, Director of Engineering and Works, addressed Council and briefly provided background to the events leading to this meeting. He advised that the City of Halifax had appointed a Task Force with representation from staff and various citizen groups. It was noted that one of the recommendations of this Task Force was that a formal transportation study be prepared by consultant for the City of Halifax. As a result, Mr. Connell advised that on July 16, 1992, Halifax City Council approved to proceed in this manner.

Mr. Connell went on to note that on April 29, 1993, Council approved the appointment of UMA Engineering Ltd. to carry out a detailed transportation study including computer modelling to analyze the traffic situations throughout various intersections in the City. He added that the consultants, as part of the public consultation process, held several meetings with the public following which a draft plan was tabled with Council in June 1994.

**TRANSPORTATION
NOVEMBER 29, 1994**

Mr. Maurice Lloyd, Regional Vice President, UMA Engineering Ltd., addressed Council and presented an overview of their study. He began by providing general statistics from the study to show the extent of the traffic impact on the City. Mr. Lloyd commented that the purpose of a transportation study was to look at the existing conditions and to the future. He went on to review the four types of actions outlined in their plan commenting on some policy measures and a series of infrastructure improvements which they have recommended. Mr. Lloyd also commented on some of the special projects and the schedule on the implementation included in the study.

Mr. Jeff Ward, Project Coordinator, UMA Engineering Ltd., elaborated on the policy measures as outlined in their report.

Following the presentation, various questions from members of Council were addressed by the consultants.

At the conclusion of the meeting, staff was asked to schedule a series of four public meetings: one City-wide and three individual area meetings for Mainland North, Mainland South, and Peninsula. It was agreed that these meetings should be held prior to the end of January 1995 if possible.

9:00 p.m. the meeting adjourned.

HIS WORSHIP MAYOR WALTER FITZGERALD
CHAIRMAN

/MS