

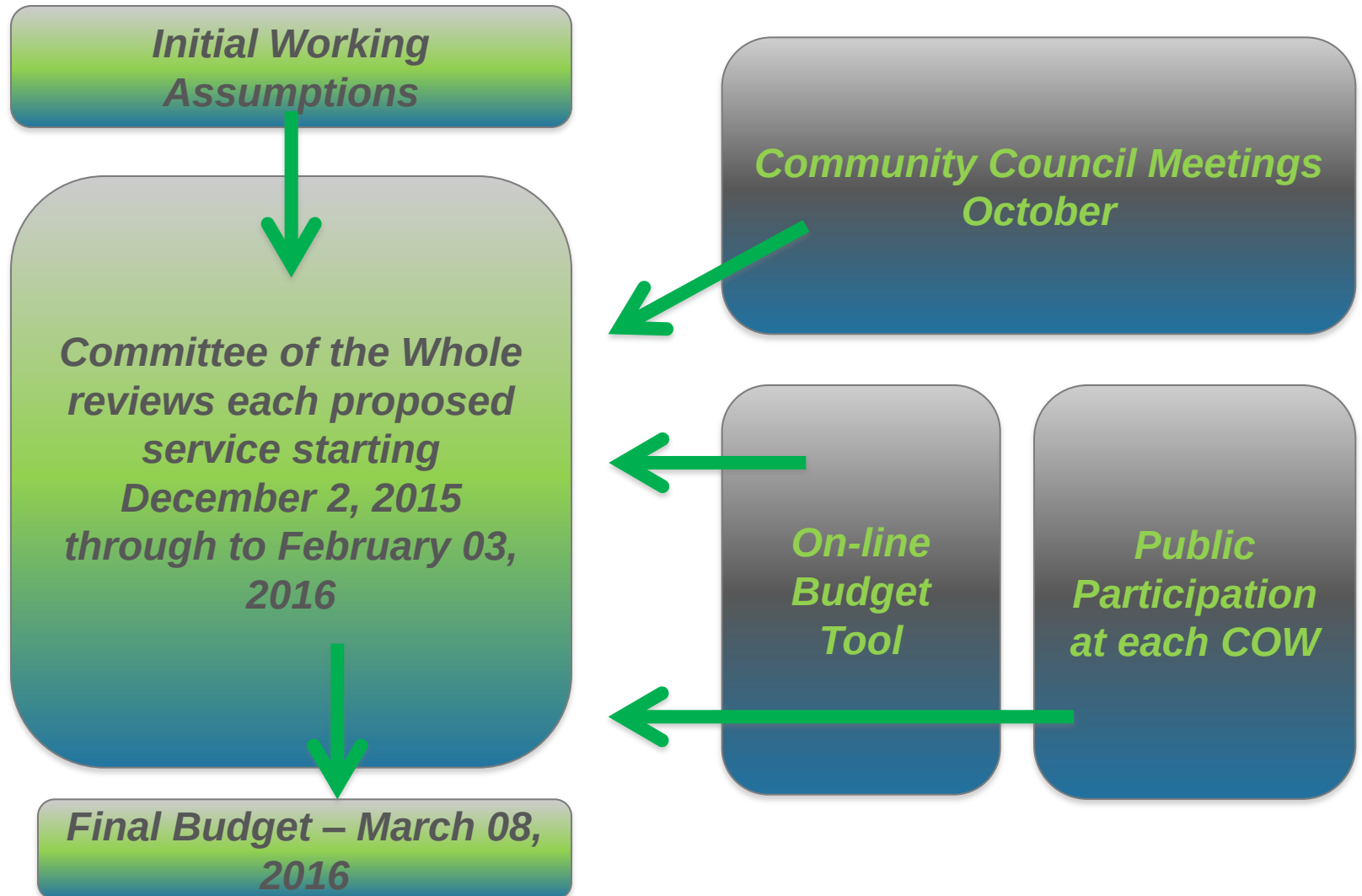
HALIFAX

**Budget
Consultations
for 2016-17**

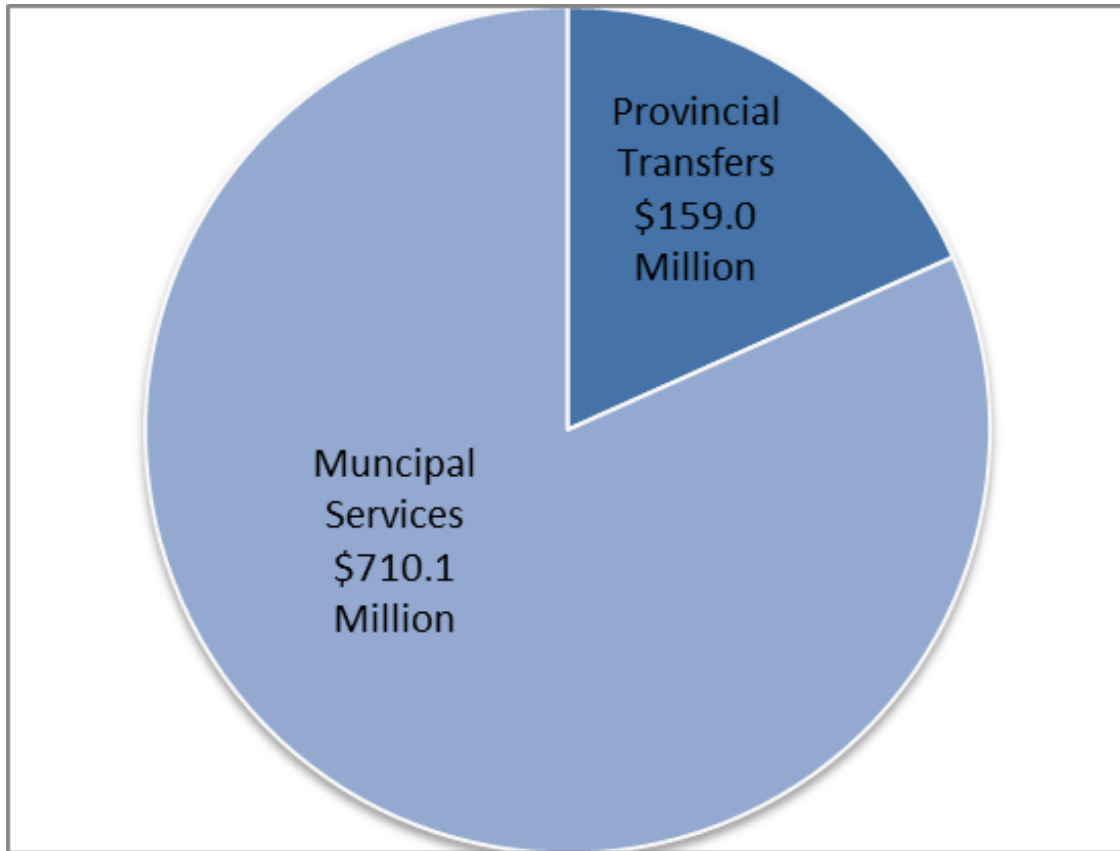
Outline

- Introduction
- Approach to Budget
- Overview of Budget
 - Expenses, Revenues
 - Staffing
 - Capital, Debt
 - Taxation
- Public Consultations
- Timeline

Approach to the Budget



Total 2015/16 Expenses of \$869 Million



Provincial

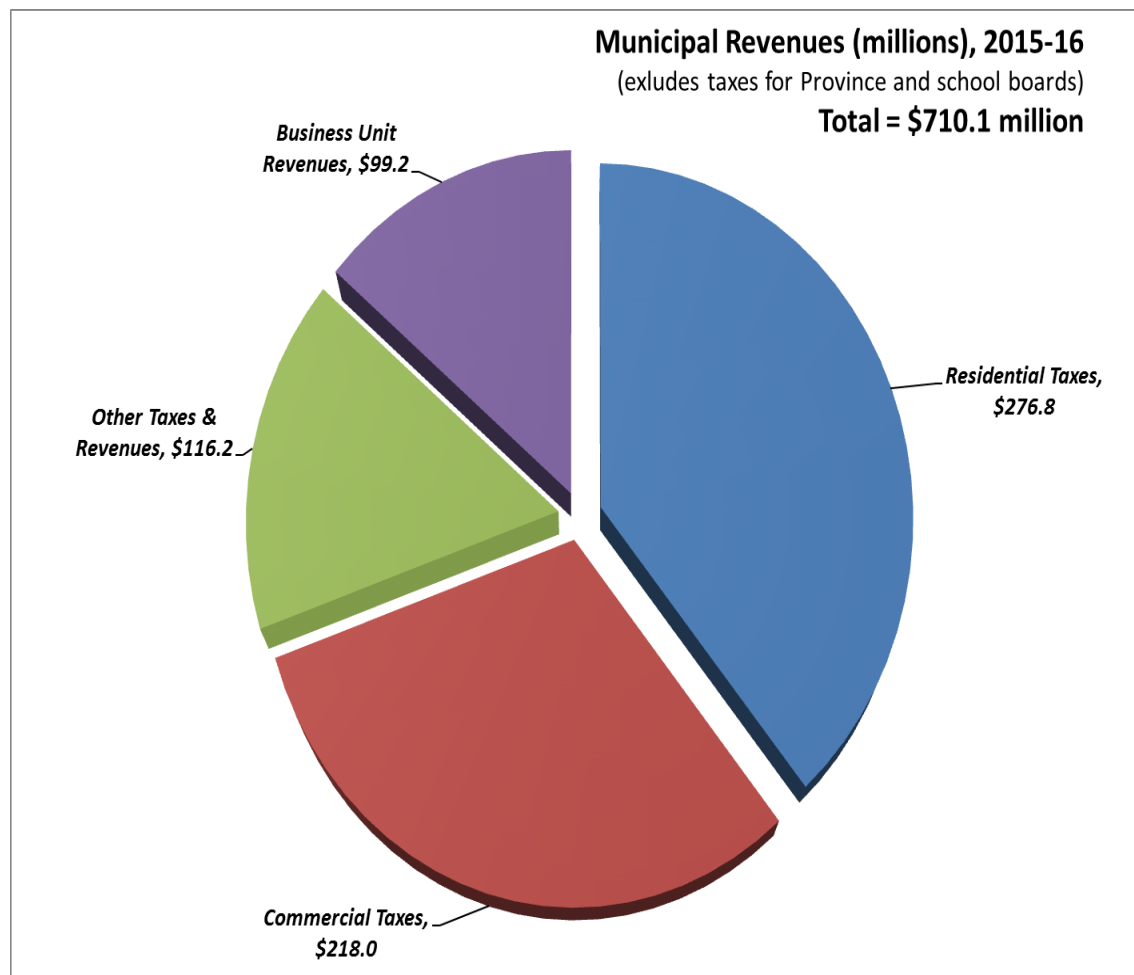
Includes Education (Mandatory & Supplementary), Corrections, Housing and Assessment.

Municipal

includes services under the control and direction of Regional Council.

HALIFAX

Municipal Revenues of \$710.1m



Taxes

Main taxes are General Tax rates and Transit (residential).

Other

Taxes include Deed Transfer Tax, Payments in Lieu of Taxes (Federal/Provincial), Hydrant Tax, smaller area rates.

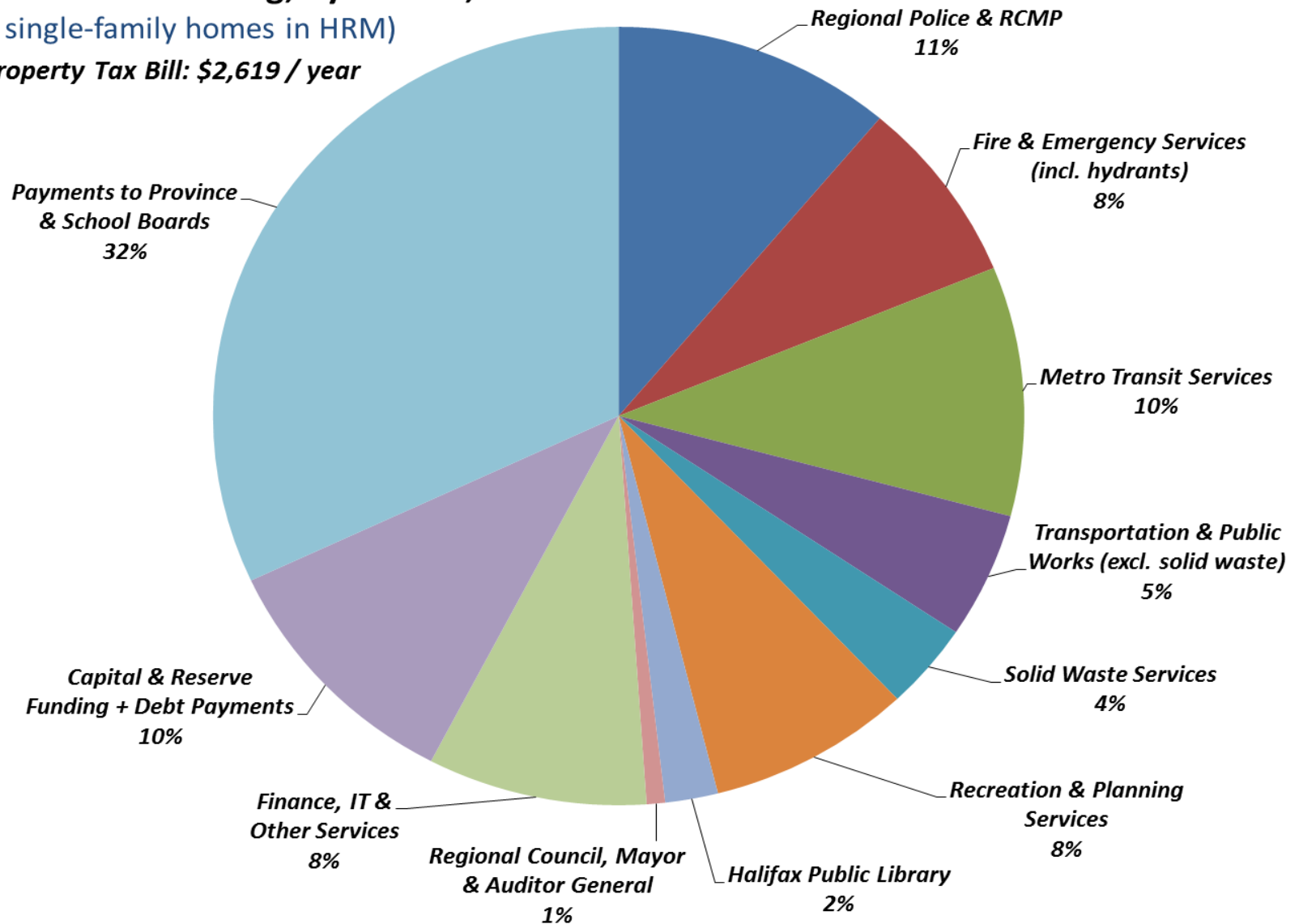
Business unit revenues come from services (e.g. Bus and recreation fares, tipping fees).

HALIFAX

Household Tax Funding, by Service, 2015-16

(from single-family homes in HRM)

Avg Property Tax Bill: \$2,619 / year



How does your Municipal Tax Bill compare to other Household Bills?

For example, your household communications bill...

Paid by the average Canadian family - \$185 / month or \$2,220 / year¹

Services Provided:

- * Mobile phone
- * Home phone
- * Internet services
- * TV subscriptions

¹. Source: CRTC report - Communication Monitoring Report September 2013

MUNICIPAL TAX BILL...

For average home in the Halifax region - \$149 / month or \$1,782 / year (not including Provincial transfers)

Services Provided...

PROTECTIVE SERVICES

- Police response
- Crime prevention
- Traffic safety and enforcement
- Fire and rescue response
- Fire and injury education and prevention
- Disaster preparedness and response
- School crossing guards

COMMUNITY AND RECREATION SERVICES

- Recreation (facilities and programs)
- Community by-laws, licenses, grants
- Libraries
- Arts, entertainment and culture
- Community relations
- Compliance enforcement
- Public transit and Access-a-Bus

INFRASTRUCTURE RENEWAL AND PUBLIC WORKS

- Roadway construction and maintenance (local and regional streets, bridges and sidewalks)
- Snow removal and ice control, including in parks and trails
- Transportation planning and traffic management
- Solid waste (garbage) collection and disposal (landfill)
- Recycling and waste minimization
- Parks and urban forestry (parks, athletic fields, playgrounds, natural areas, winter amenities)
- City beautification (public gardens/landscaping, litter collection, street cleaning)
- Industrial parks
- Community environmental and energy sustainability projects

PLANNING AND DEVELOPMENT

- Regional planning
- Development approval, building permits and inspections
- Neighbourhood revitalization
- Economic development
- Heritage conservation
- Cemeteries
- Property asset management

GOVERNANCE AND ADMINISTRATION

- Financial planning and services
- Procurement
- Information technology
- Legal services
- Human Resources
- Corporate Communications
- Office of the Municipal Clerk and Council Support

Staffing in Halifax

Business Units	Funded FTEs	2014/15*** Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Office of the Auditor General	Permanent, Term & Seasonal	10.0	0.0	10.0
Chief Administrative Office	Permanent, Term & Seasonal	86.0	7.8	93.8
Finance & ICT	Permanent, Term & Seasonal	287.7	3.3	291.0
Fire & Emergency Services	Permanent, Term & Seasonal	482.0	7.8	489.8
Human Resources	Permanent, Term & Seasonal	58.3	-0.3	58.0
Legal Services	Permanent, Term & Seasonal	34.6	3.2	37.8
Halifax Regional Library	Permanent, Term & Seasonal	298.1	39.8	337.9
Halifax Regional Police	Permanent, Term & Seasonal	778.5	2.5	781.0
Operations Support	Permanent, Term & Seasonal	224.9	-1.0	223.9
Parks & Rec	Permanent, Term & Seasonal	463.8	18.7	482.5
Planning & Development	Permanent, Term & Seasonal	194.6	-1.4	193.2
Transportation & Public Works*	Permanent, Term & Seasonal	334.0	-30.7	303.3
Halifax Transit	Permanent, Term & Seasonal	923.8	2.9	926.7
	Total FTE's	4176.3	52.6	4228.9

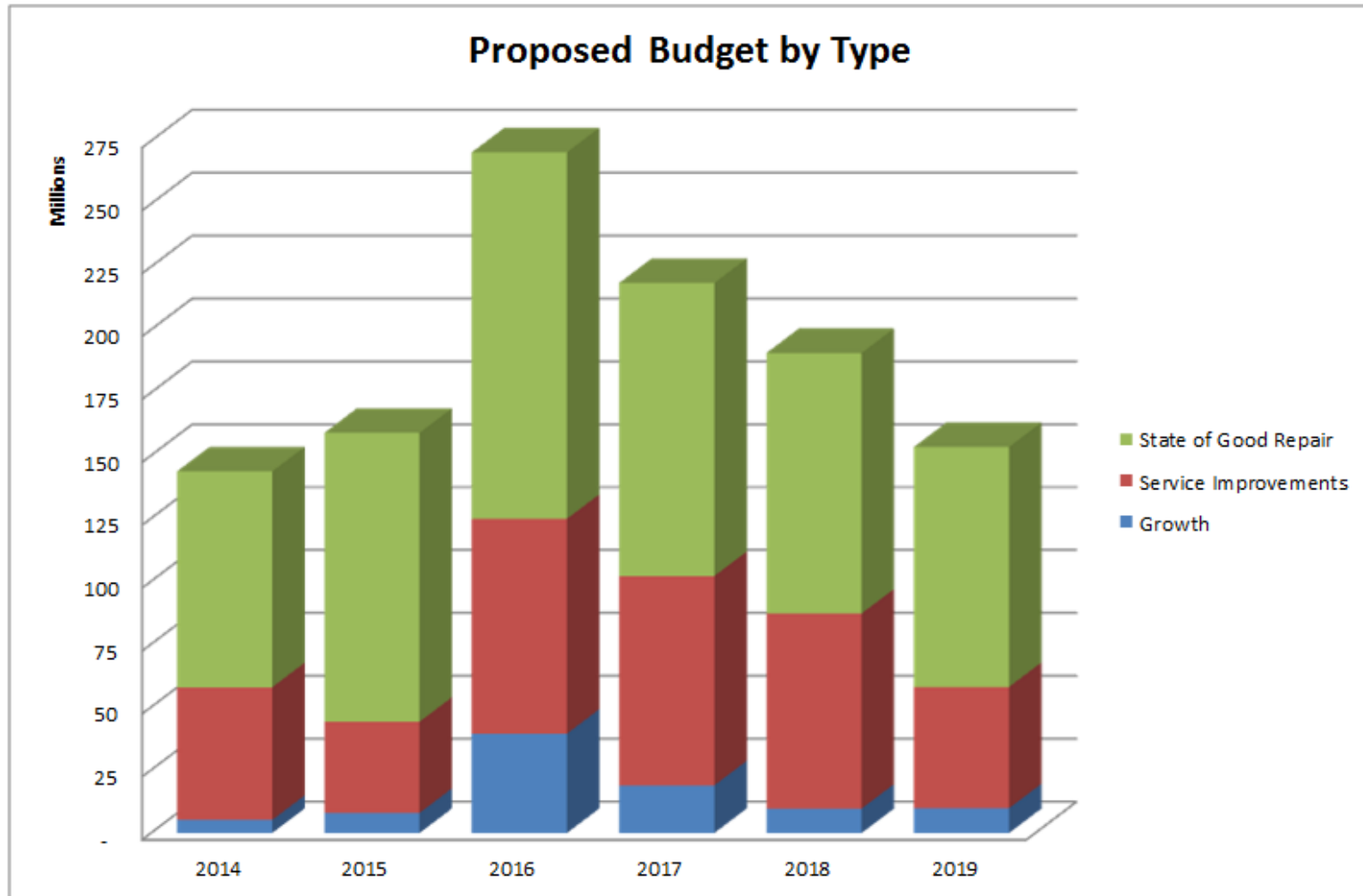
* 15 Positions previously counted as part-time (7.5 FTE) were corrected to full-time (15 FTE)

** Adjusted by 17 FTE's which had the budget removed for the 14-15 Budget, but the FTE count was not corrected

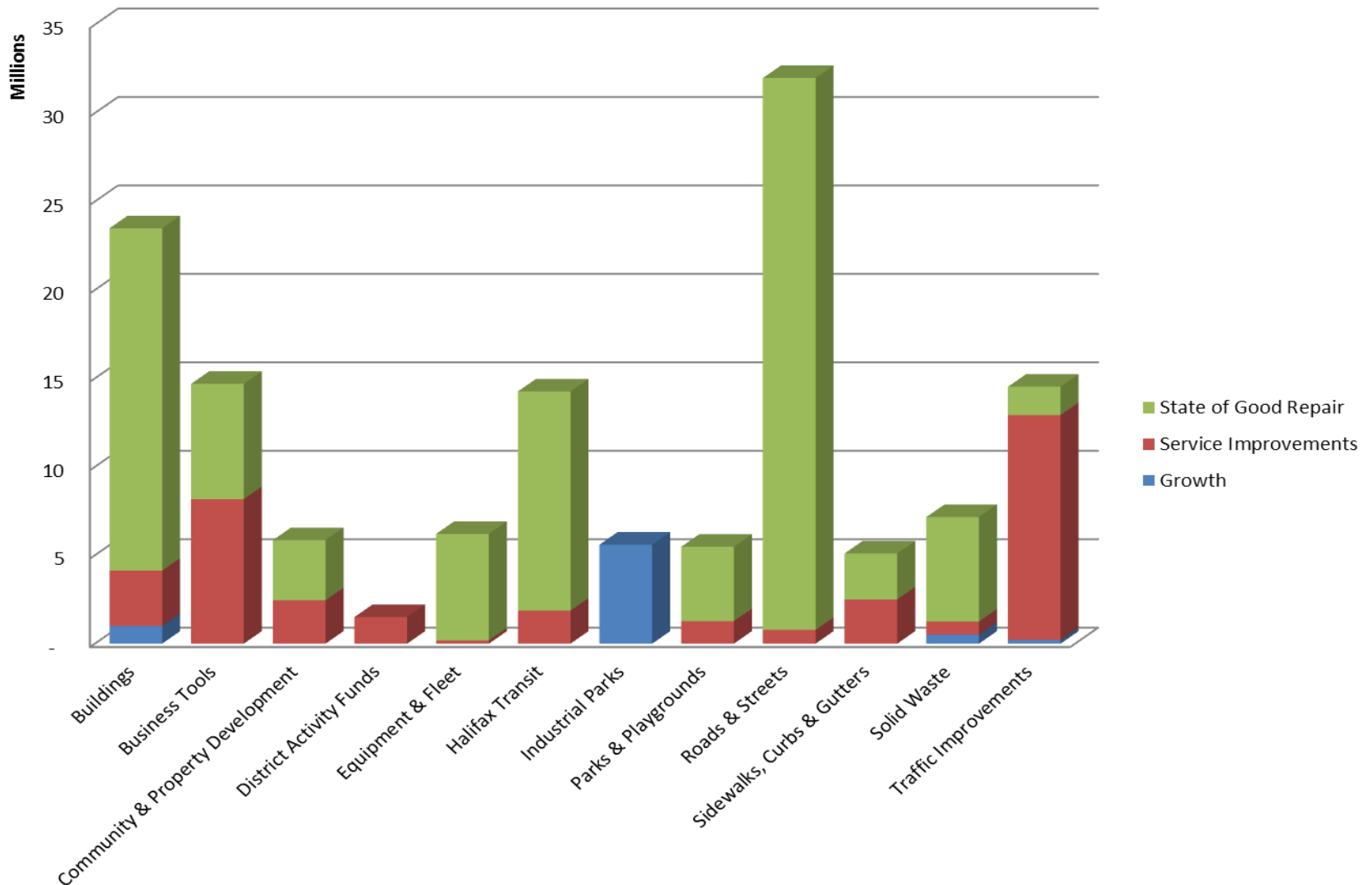
*** 2014-15 FTE's were restated based on the October restructure

HALIFAX

Capital Budget Overview



2015/16 Capital Budget by Category



How the Capital Budget works

Home for Sale

Cost to **purchase** is \$180,000

We've **saved up** \$20,000

We can **put down** another \$10,000

So, we need a \$150,000 **mortgage**



Cost to **heat** is \$3,000/yr

Mortgage payments are \$10,500/yr

Painting exterior/replacing roof

Add a **garage/finish basement/hot tub**

Add **another bedroom** over garage

HRM Budget

=Capital budget

=Reserves

=Capital from operating (“pay as you go”)

=Debt



=Operating cost of capital

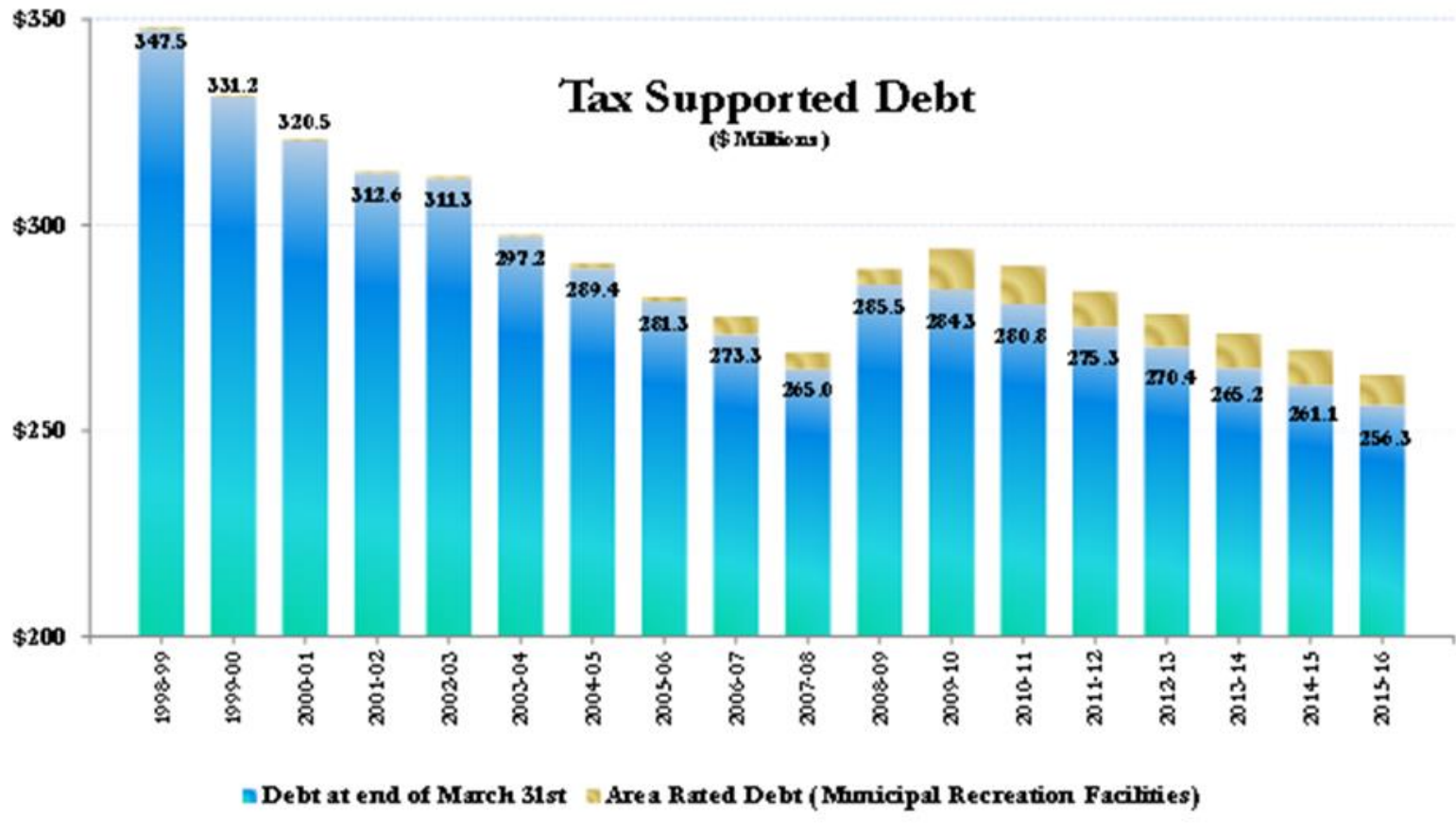
=Debt charges

=State of good repair

=Service improvements

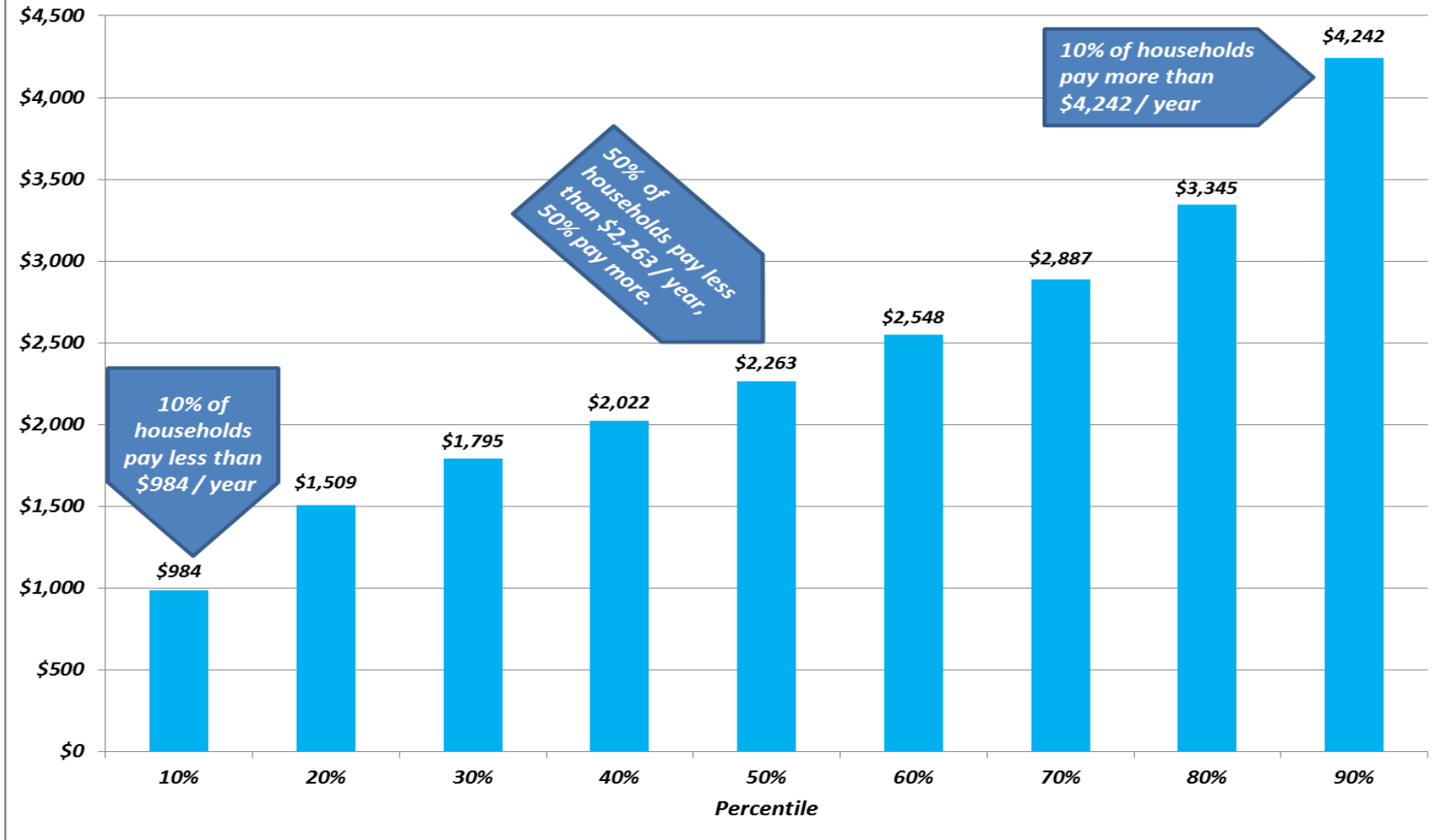
=Growth

Tax Supported Debt

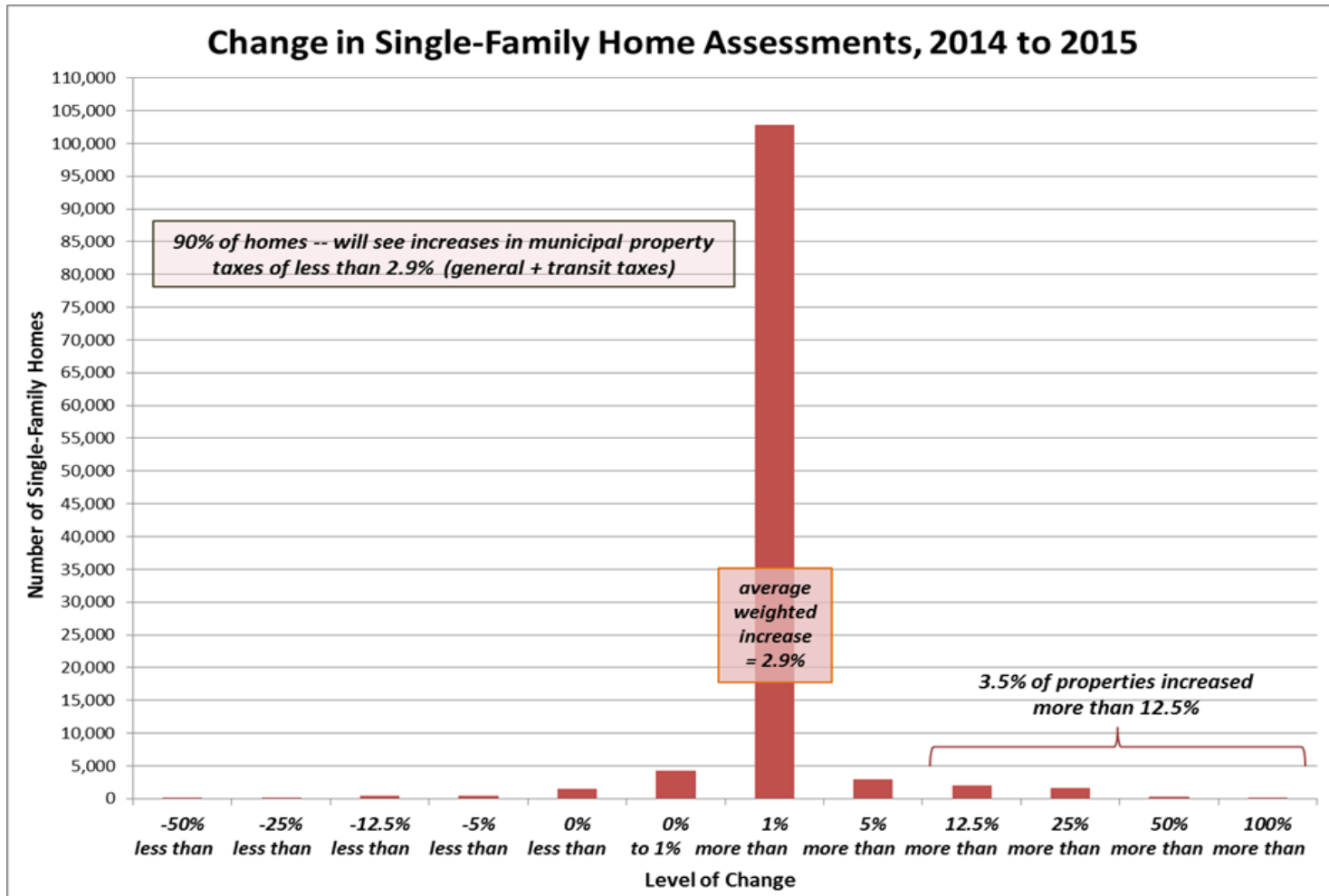


Note: Estimates are for funding purposes. They Include Issued, Approved and Work-in-Progress

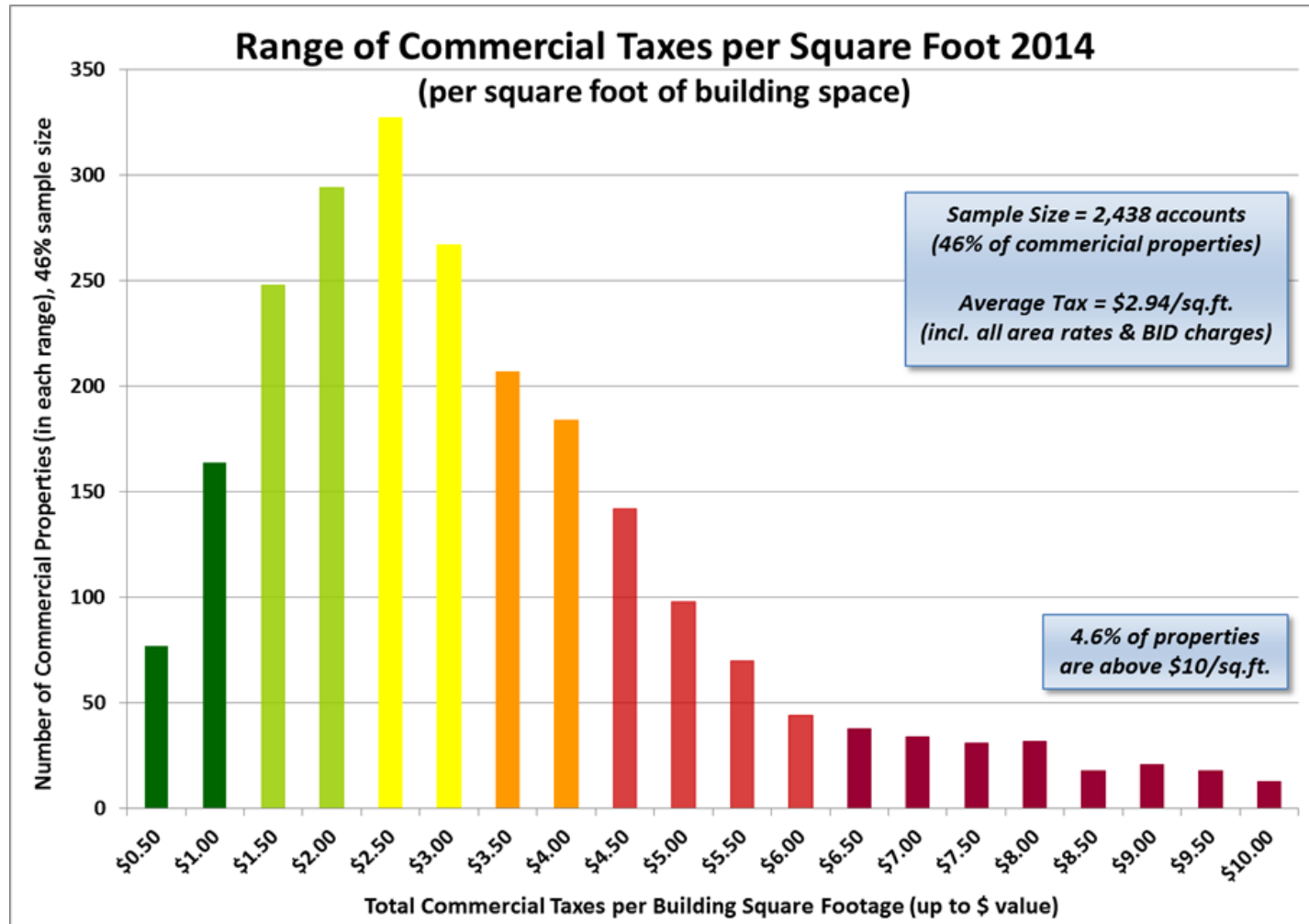
Distribution of Total Property Tax on Single-Family Homes, 2014



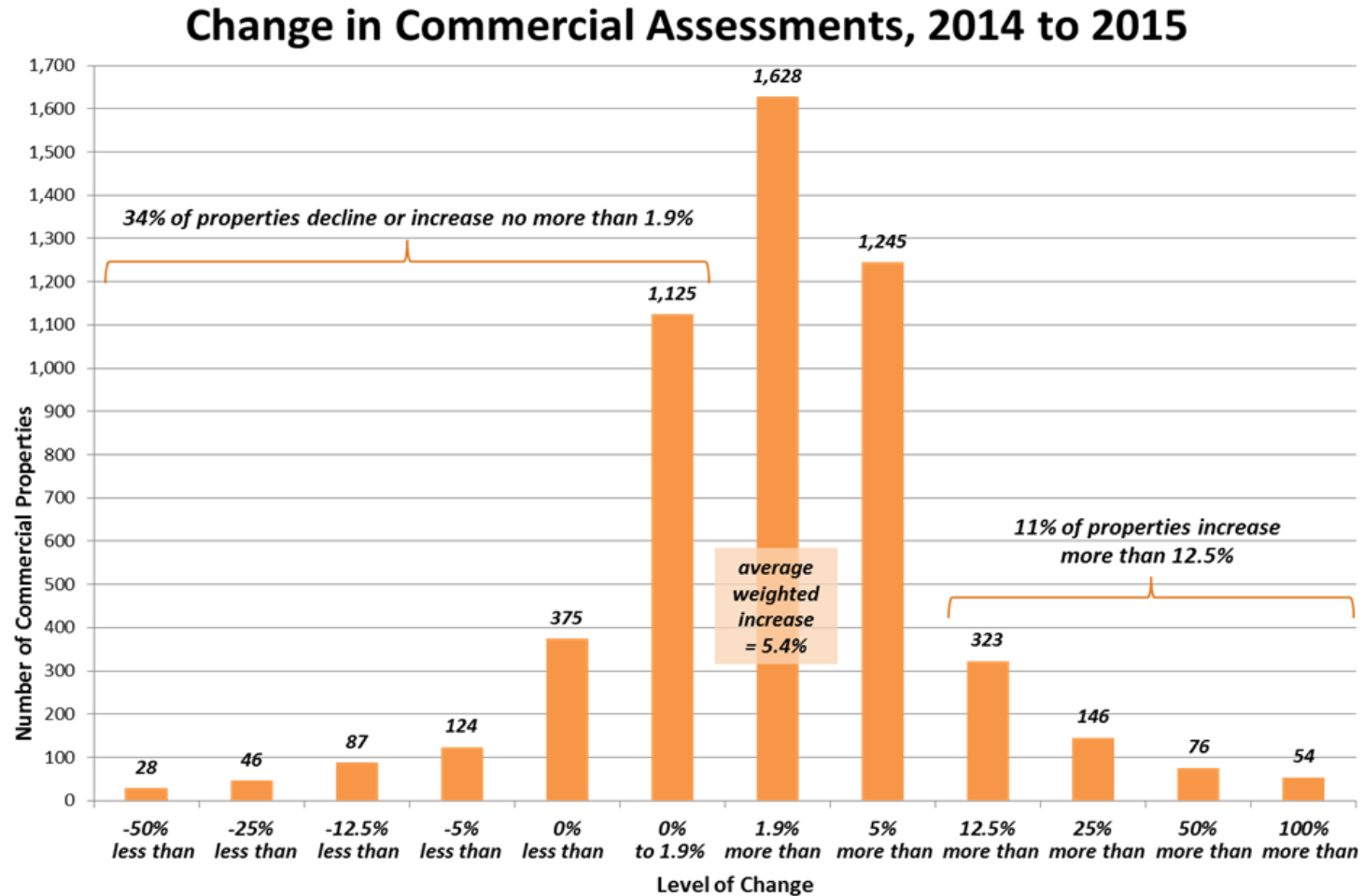
Change in Residential Taxes



Commercial Tax per Square Foot



Change in Commercial Taxes



Our Financial Position

- **Financial position healthy**
 - Debt continues to decline
 - State of Good Repair is well funded
 - Taxation growth below changes in GDP, Income
 - Efficiencies found within existing budgets but must shift focus to changing the way we deliver services
- **Continued pressure on operating budget**
 - Compensation, Municipal Inflation higher than CPI
 - Pressure for new, enhanced services
 - Operating Costs of new facilities
- **Ivany Report stresses risks to Province**
 - Need to review overall strategy to ensure we are sustainable in the long run

Approaches to Cost Pressure

- Review of Vacant positions
- Continuous Improvement - LEAN
- Technology Solutions
- Strategic Procurement
- Collective Agreement negotiation
- Pension Reform
- Debt and Capital Funding
- Shared Services and Partnerships
- Program and Service Review
- Prioritizing Services – Making Choices

Public Consultations

- **Three key ways to improve citizenship engagement:**
 - Community Council Presentations
 - On-line Budget Tool
 - Public Presentations at Committee of the Whole

Community Council

- **Presentations to the Public in October**
 - **Halifax and West**
 - **Harbour East Marine Drive**
 - **North West**

On-line Budget Tool

- **Public is able to provide input using on-line tool.**
- **Allows the public to increase/decrease certain services and see the impact on the budget and taxes.**
- **Its all about priorities**

A close-up photograph of a hand holding a blue pencil, pointing it at a document. The document has some numbers visible, including '009' and '01'. The background is a solid blue color.

HALIFAX

Municipal Budget 2016

Example of Budget Tool



Protective Services

Police

- ☒ **Increase budget by 10%** \$86.11m 
Would significantly help increase prevention and intervention through more communication and interactive programs; would increase enforcement>...
[more](#)
- ☐ **Increase budget by 5%** \$82.19m 
Would marginally help increase prevention and intervention through more communication and interactive programs; may increase enforcement efforts>...
[more](#)
- ☒ **Maintain existing budget** \$78.28m 
Would maintain current service levels to implement crime reduction, prevention and enforcement programs through the use of general duty and>...
[more](#)
- ☐ **Decrease budget by 5%** \$74.36m 
Would significantly reduce service levels in patrol and investigative services; would virtually eliminate any additional programming; and would>...
[more](#)
- ☐ **Decrease budget by 10%** \$70.45m 
Would maintain patrol operations and basic investigations with priority over special event and extra duty assignments; would significantly>...
[more](#)

[Click here for instructions](#)

Your Spend
\$78.28m

Budget
\$429.13m



You are under budget

Based on the choices you made, the municipal tax rate would **decrease by -61.4%** to cover the spending reductions you selected. A 1% change equals about \$17 per year on a average single family home.

HALIFAX

Services for On-Line Discussion

Protective Services

- Police
- RCMP
- Fire
- Emergency Measures (EMO)

Community Services

- Recreation Facilities and Programs
- Sportfields and Playgrounds
- Parks, Trails & Open Green Space
- Municipal By-Law and Compliance
- Libraries
- Culture / Heritage / Events
- Customer Service Centres & 311

Infrastructure

- Roadway & Sidewalk Maintenance
- Snow Removal and Ice Control
- Traffic Management & Right of Way
- Solid Waste

Transit Service

Property Development

- Planning
- Development Approvals, Permits and Inspections
- Economic Development & Business Parks

Governance and Support Services

The logo for the City of Halifax, featuring the word "HALIFAX" in a bold, blue, sans-serif font. The letters are slightly stylized, with the 'H' and 'A' having a unique shape.

Public Participation

- **Dedicate time at the end of each Committee of the Whole for the public.**
- **Encourage citizens to comment on that session's topic.**

Timeline

Subject	COW Target Dates
Revenue and Rate Direction	Tuesday, October 20, 2015
Priority Discussion and Direction	Tuesday, November 10, 2015
Business Unit These are placeholders as the order may change	COW Meeting (weekly) Wednesdays 9:30 am – 4 pm
Capital Budget	Wednesday, Dec 02, 2015
<i>Transit</i>	Wednesday, Dec 09, 2015
<i>Parks & Rec and Library, and (if necessary) Capital return</i>	Wednesday, Jan 06, 2016
<i>Admin Services Bundle and Auditor General (CAO, Legal, HR & FICT)</i>	Wednesday, Jan 13, 2016
<i>Police, Fire and P&D</i>	Wednesday, Jan 20, 2016
<i>TPW and Operations Support</i>	Wednesday, Jan 27, 2016
<i>Fiscal and Consolidated Accounts</i>	Wednesday, Feb 03, 2016
<i>Follow-up date if necessary</i>	Wednesday, Feb 10, 2016
Production and Quality Control Period	Feb 8 – Feb 26
Full Review of Final Budget	Tuesday, March 8, 2016
<i>Follow-up date if necessary</i>	Tuesday March 22, 2016