

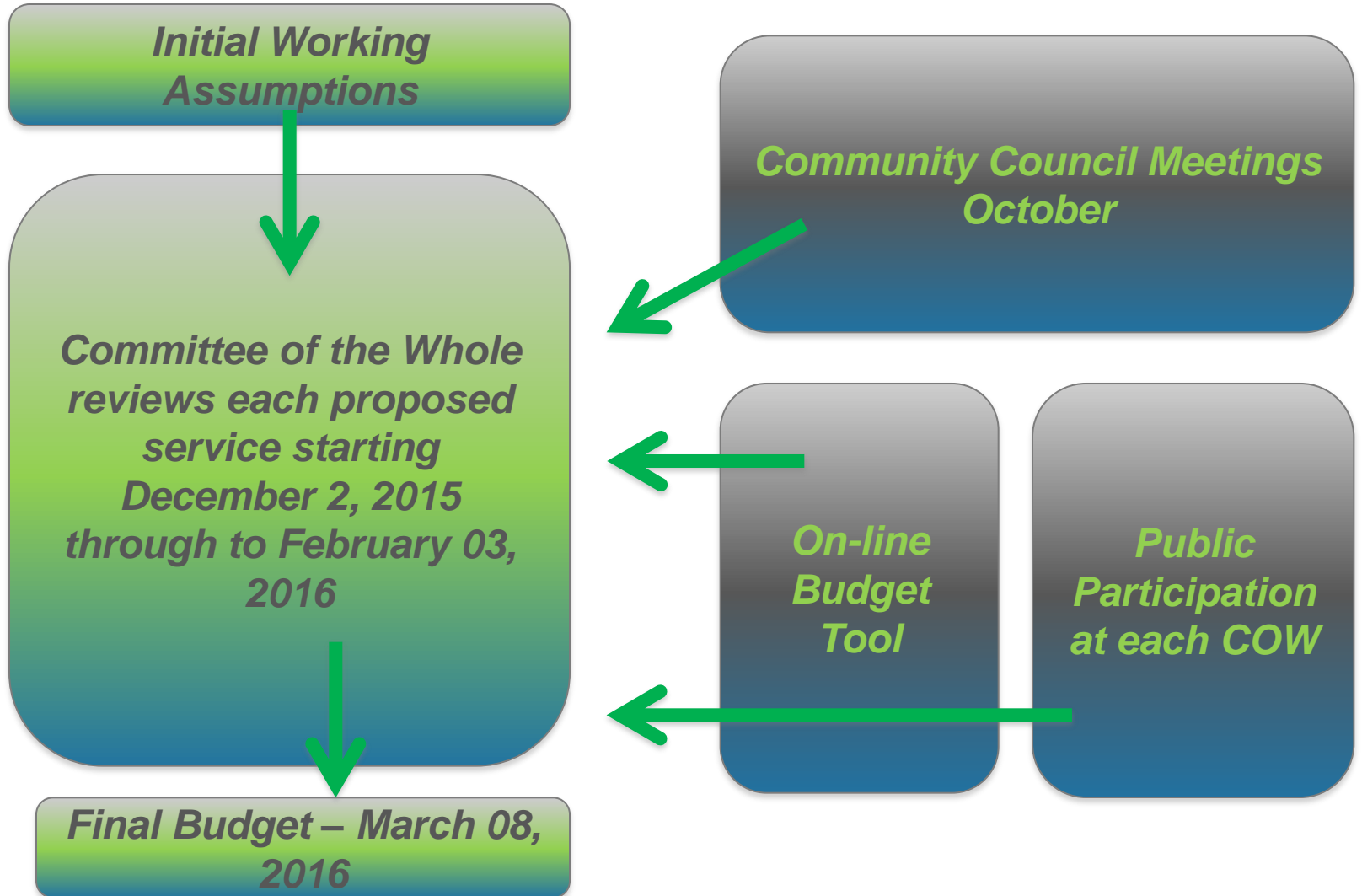
HALIFAX

**Budget
Consultations
for 2016-17**

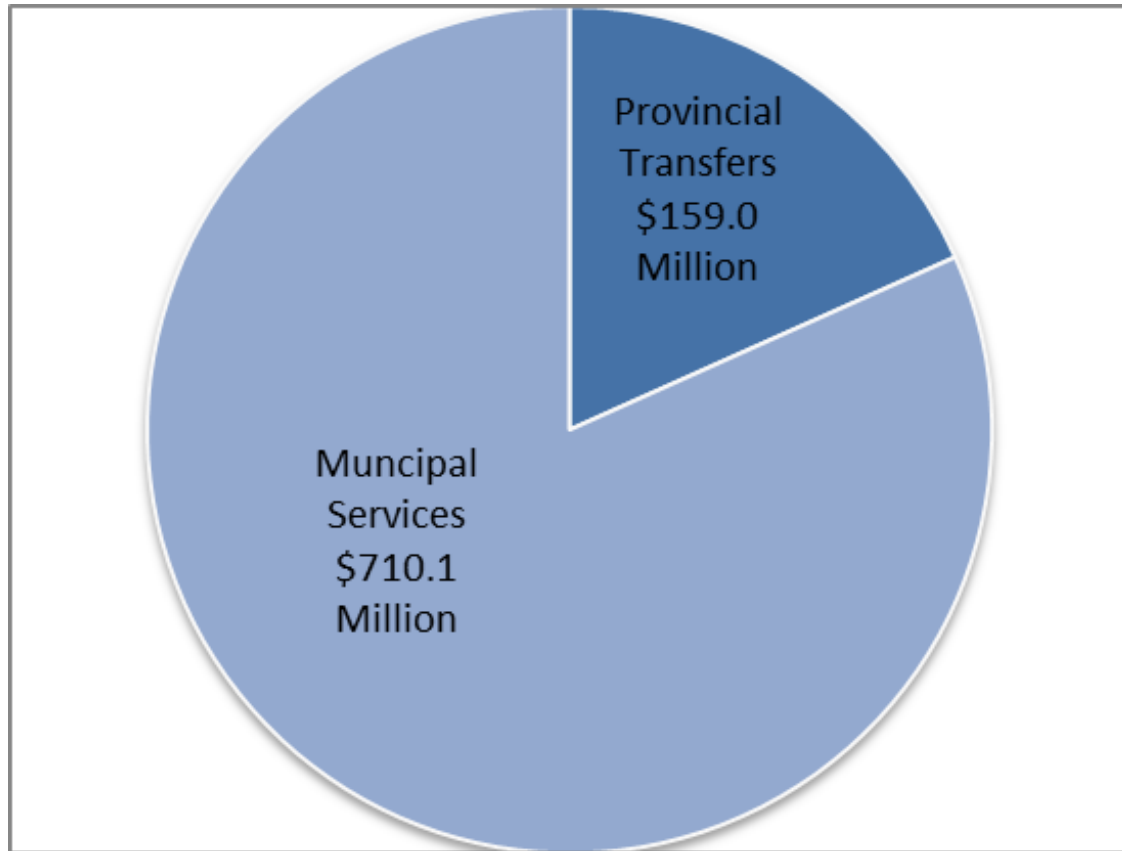
Outline

- 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

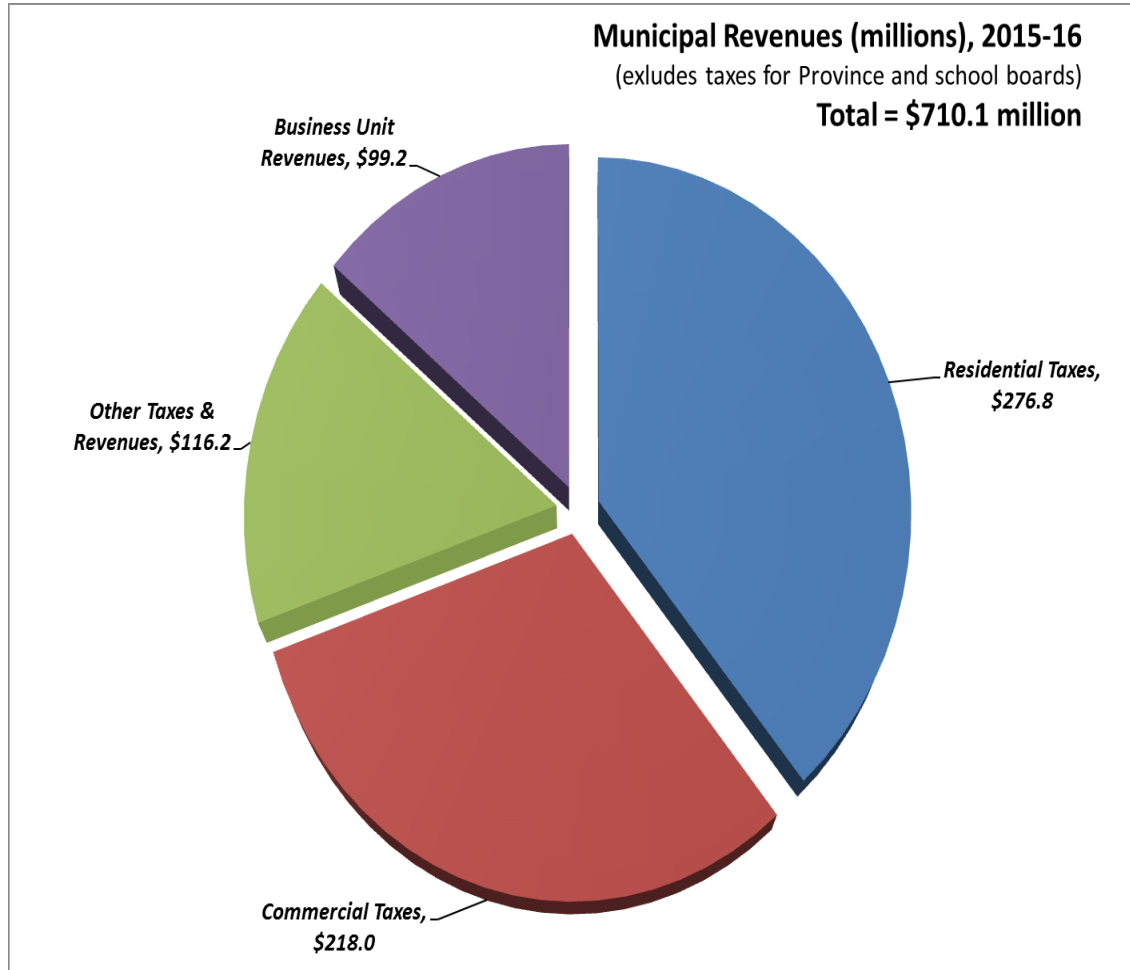
Includes Education (Mandatory & Supplementary), Corrections, Housing and Assessment.

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

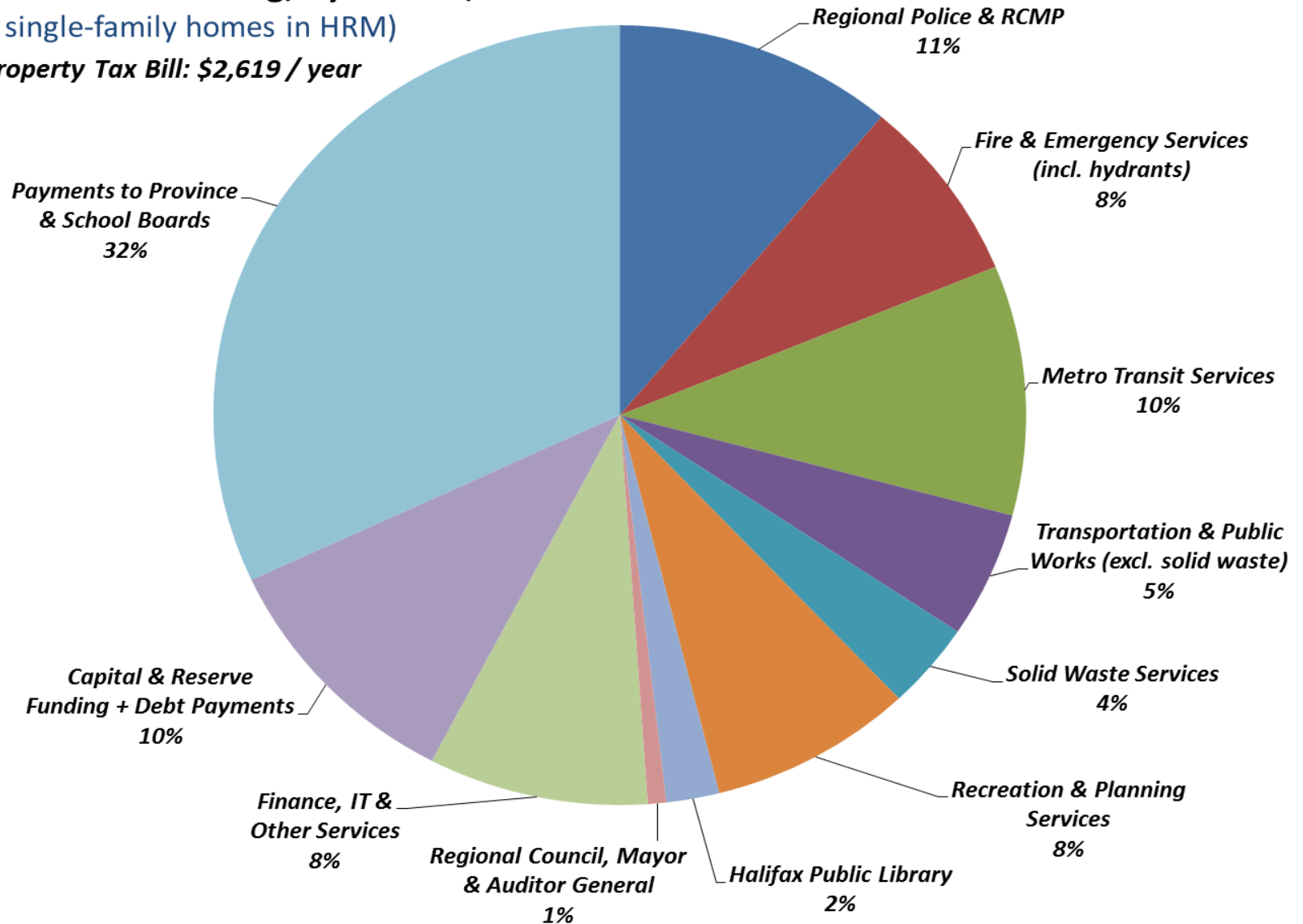
Taxes include Deed Transfer Tax, Payments in Lieu of Taxes (Federal/Provincial), Hydrant Tax, smaller area rates.

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

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

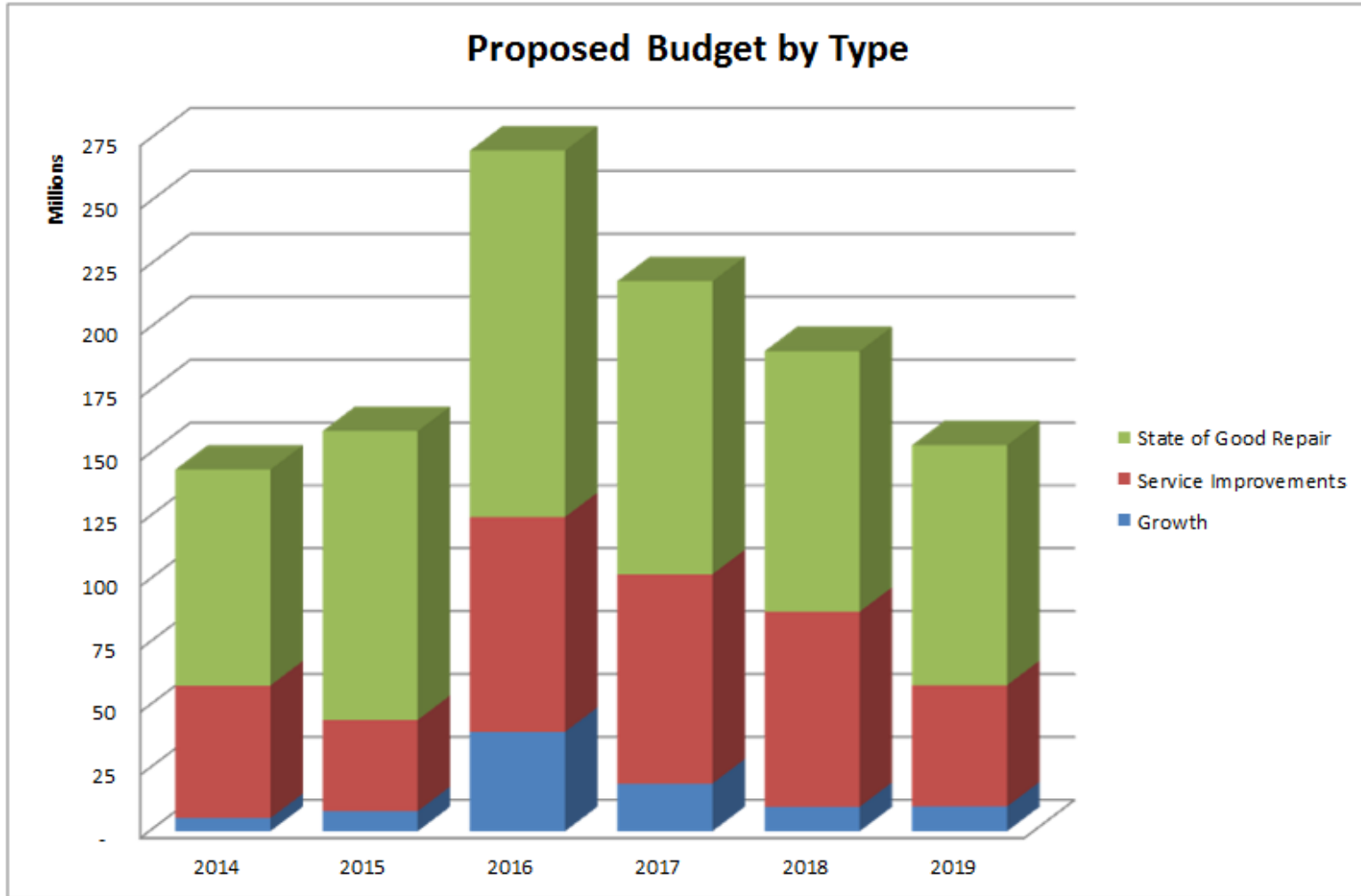
Business Units	Funded FTEs	2014/15***	2015/16	2015/16
		Approved (Apr 1/13)	Proposed Change (+/-)	Approved Total FTE's
Office of the Auditor General	Permanent, Term & Seasonal	10.0	0.0	10.0
Chief Administrative Office	Permanent, Term & Seasonal	86.0	7.8	93.8
Finance & ICT	Permanent, Term & Seasonal	287.7	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)

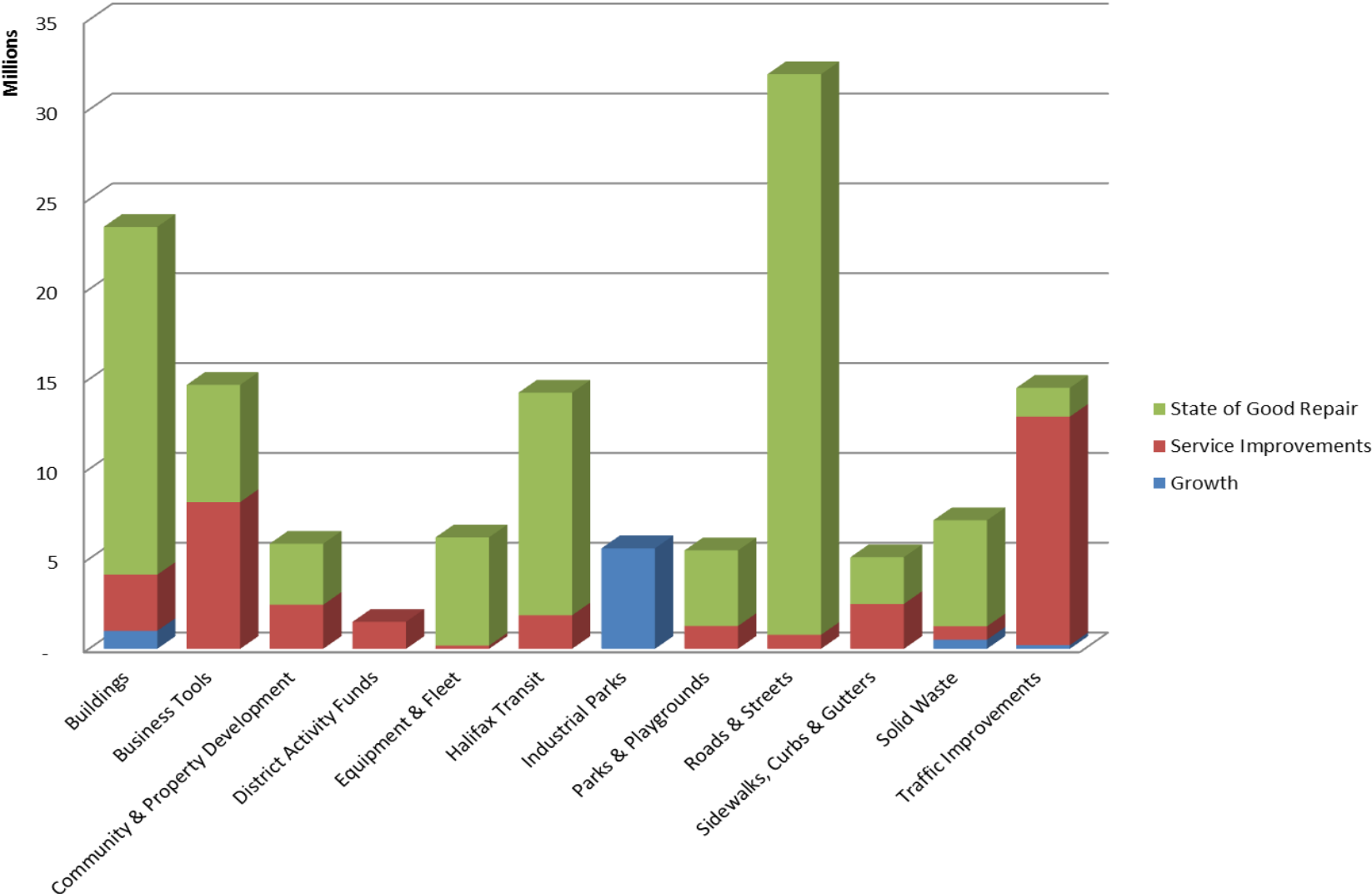
** Adjusted by 17 FTE's which had the budget removed for the 14-15 Budget, but the FTE count was not corrected

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

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

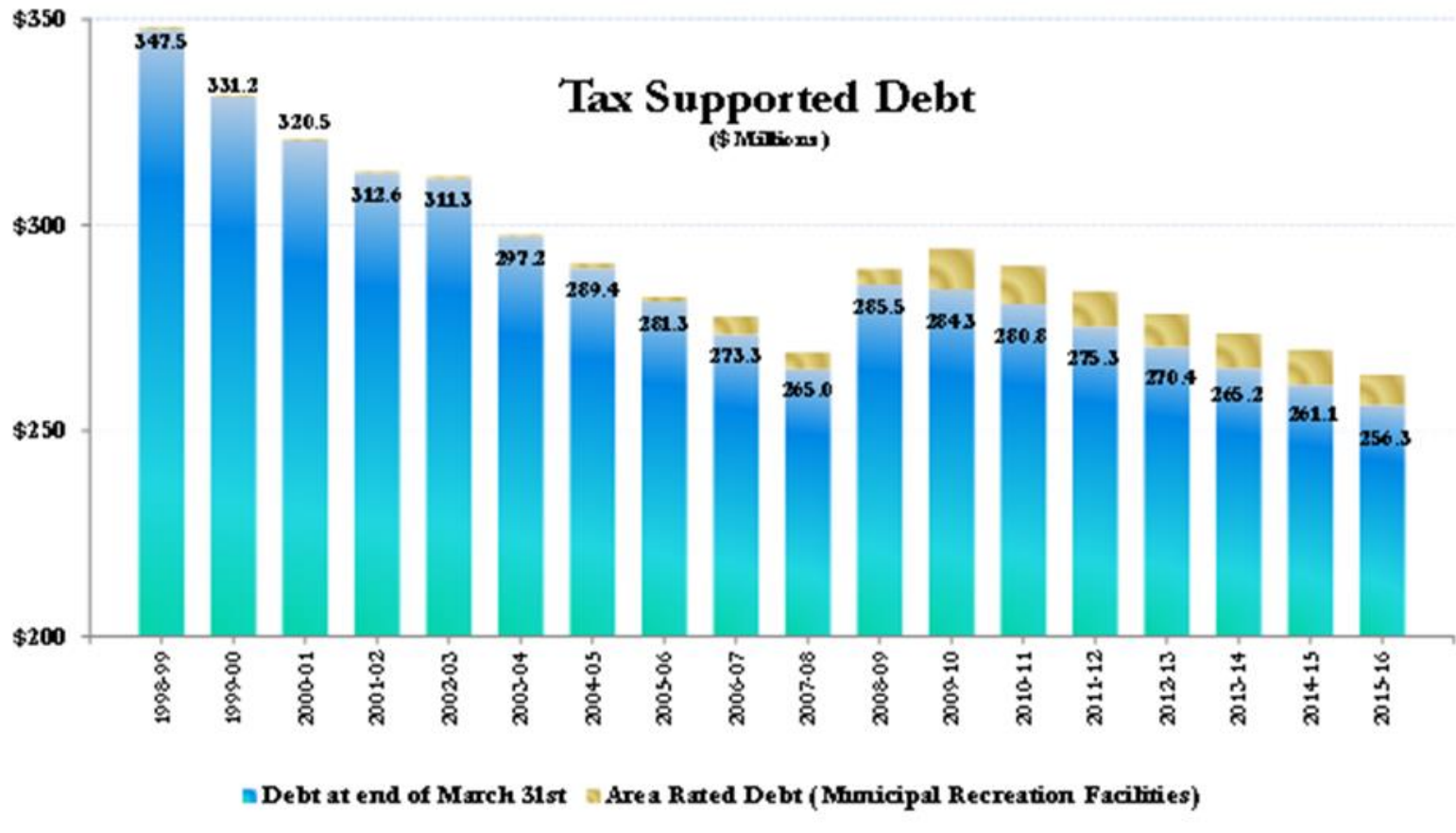
=Debt charges

=State of good repair

=Service improvements

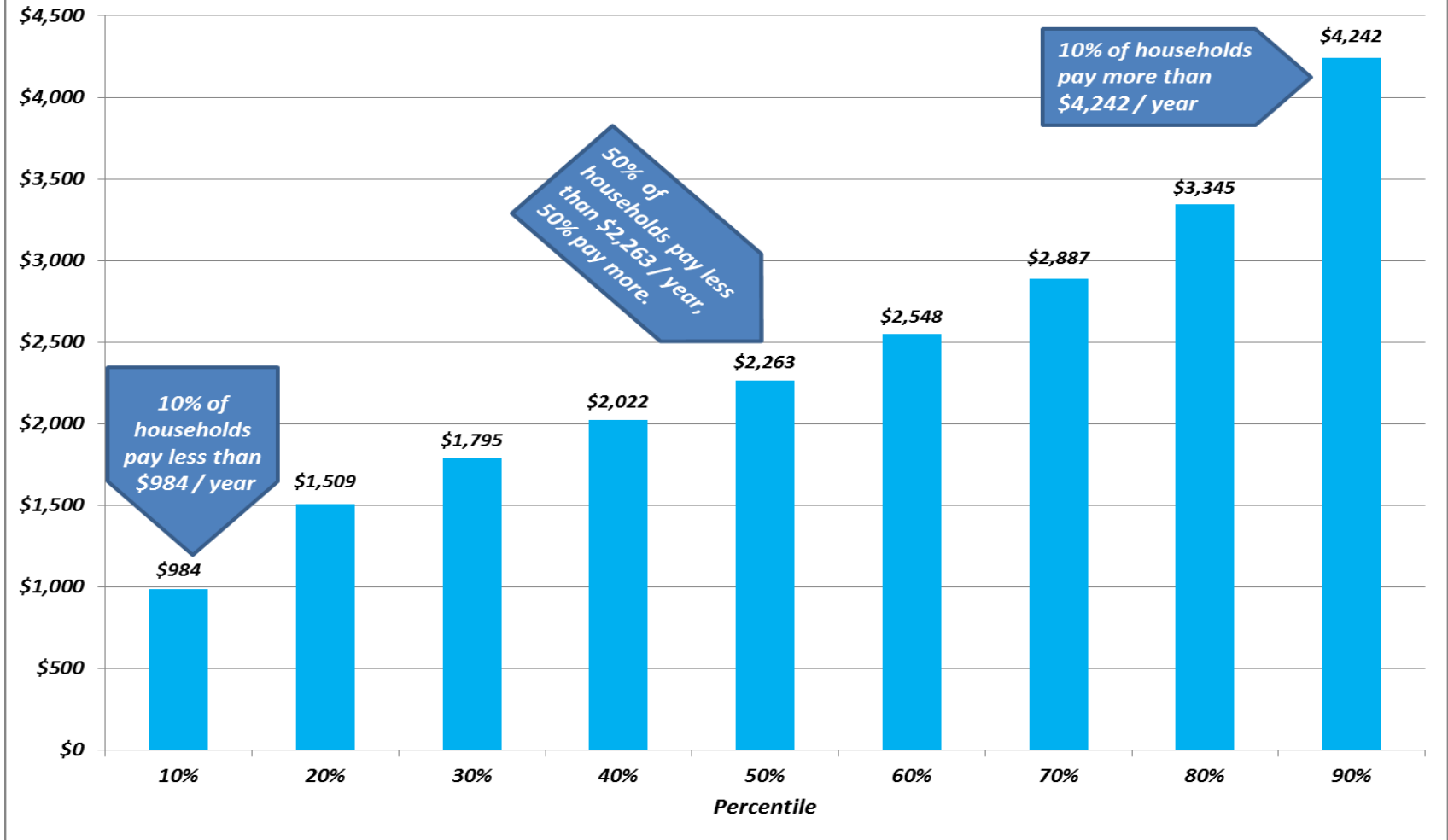
=Growth

Tax Supported Debt

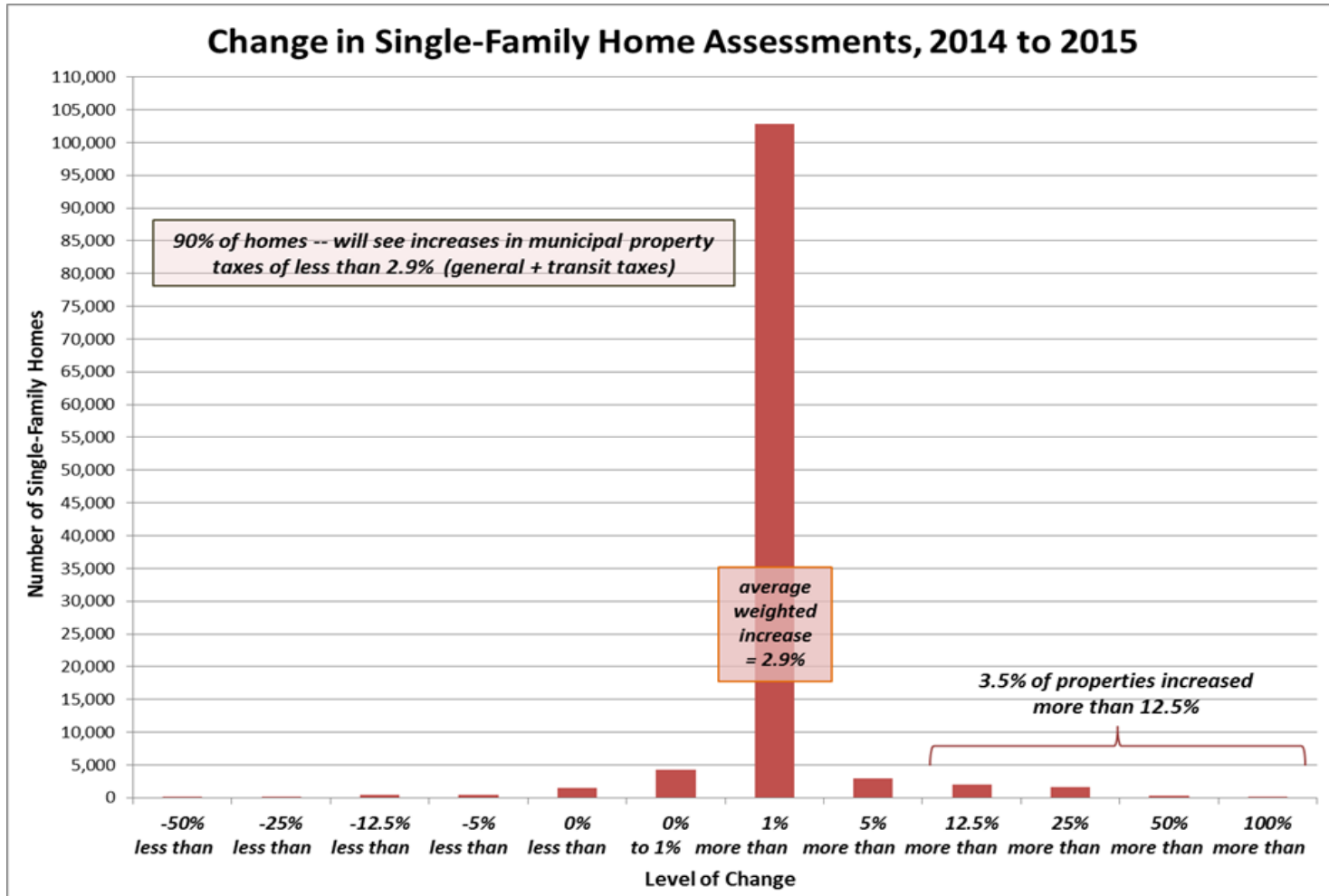


Note: Estimates are for funding purposes. They Include Issued, Approved and Work-in-Progress

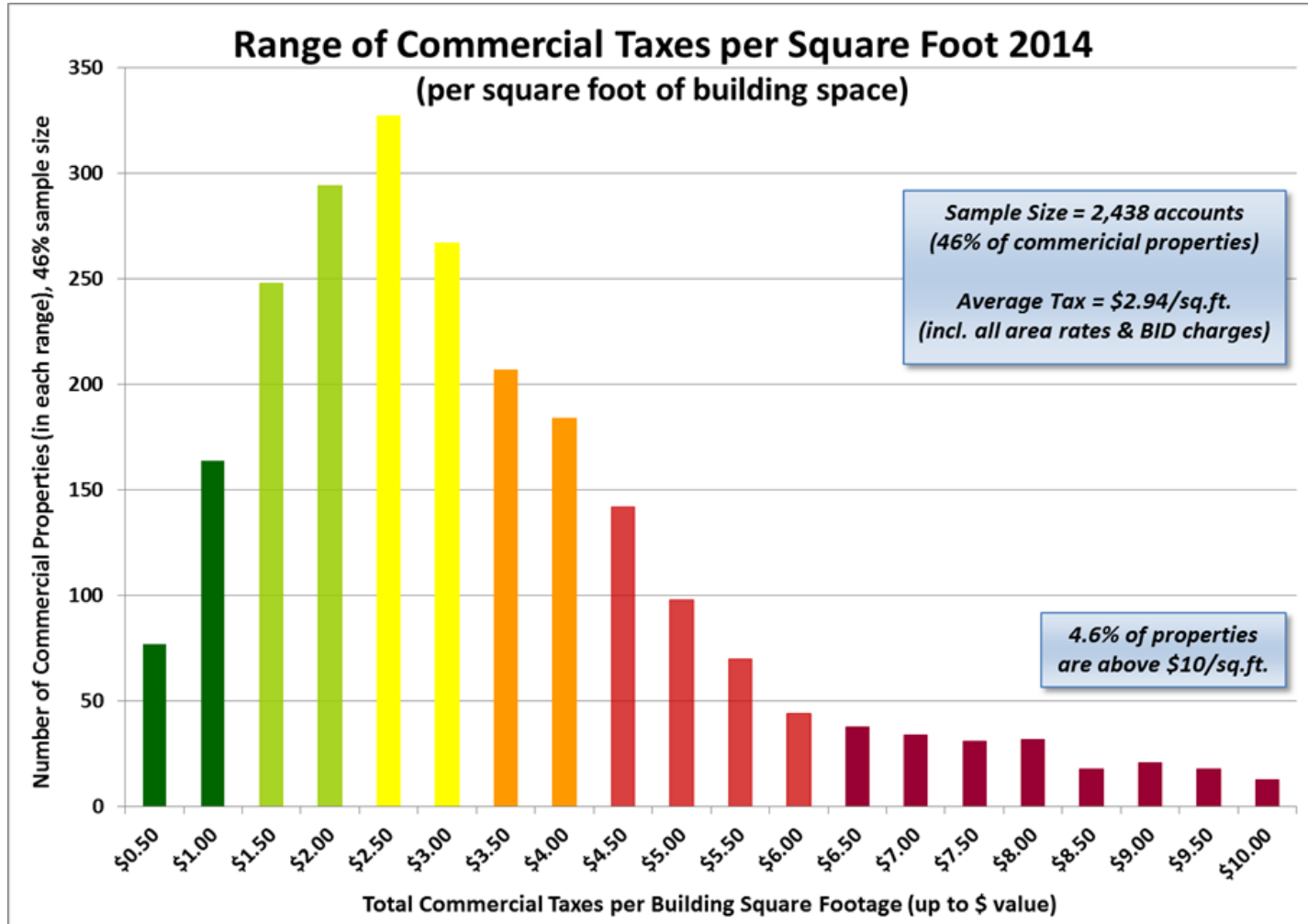
Distribution of Total Property Tax on Single-Family Homes, 2014



Change in Residential Taxes

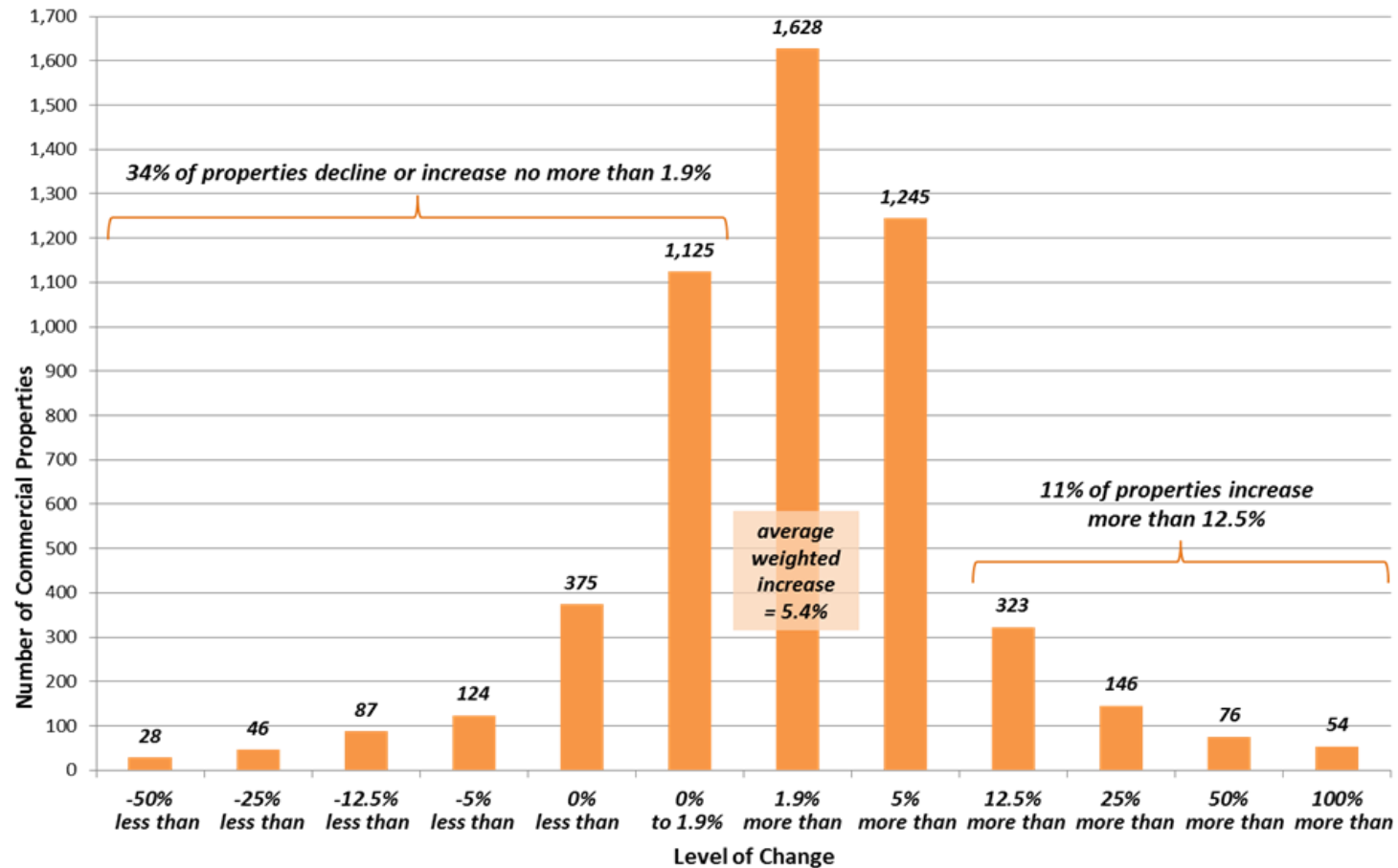


Commercial Tax per Square Foot



Change in Commercial Taxes

Change in Commercial Assessments, 2014 to 2015



Our Financial Position

- **Financial position healthy**
 - Debt continues to decline
 - State of Good Repair is well funded
 - Taxation growth below changes in GDP, Income
 - Positive Financial Condition Index (12 of 15)
 - 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**



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.



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

HALIFAX

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
<p style="text-align: center;">Business Unit</p> <p style="text-align: center;">These are placeholders as the order may change</p>	<p style="text-align: center;">COW Meeting (weekly)</p> <p style="text-align: center;">Wednesdays 9:30 am – 4 pm</p>
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