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Item No. 1
Committee of the Whole
March 11, 2015

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed by Director

SUBMITTED BY:

Greg Keefe, Director of Finance & ICT/CFO

DATE: February 11, 2015

SUBJECT: Shape Your City, Shape Your Budget – Public Consultation

INFORMATION REPORT

ORIGIN

- The Budget Consultation Plan approved by Council on 22 October 2013, Item 14.2
- The Preliminary Fiscal Direction Council Report was approved by Committee of the Whole on 21 October 2014, Item 3.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

BACKGROUND

One of the key deliverables approved by Council for the 2013-14 fiscal year was citizen engagement for the 2014-15 Budget. To achieve that outcome, staff recommended that three key items be implemented: public discussions during Community Council meetings; an on-line budget tool, which allows the public to better understand the municipal budget process and provide input; and a public participation session at the end of each Committee of the Whole meeting, during the budget presentations.

Council stated that they were pleased that the budget included a participatory budget process and requested that it be continued in the future.

DISCUSSION

This is the second year for the public consultation on the Budget, where residents of HRM were invited to contribute to the 2015 Budget consultation by sharing their thoughts on service priorities and how they would like to see their municipal tax dollars allocated.

In order to engage as many people as possible, the consultation was promoted in print and electronic ads, through social media, on Halifax.ca and the Halifax Regional Libraries site. The Consultation cost \$10,000 in Advertising and staff were able to utilize the current Software contract without any additional expense.

The Mayor and Budget Manager also participated in interactive discussions on municipal budgeting with approximately 230 students between Prince Andrew High School and Oldfield Elementary School.

The consultation process began on October 2, 2014 and continues during the Budget presentations to Committee of the Whole. The public engagement strategy included the following elements:

- reviewing informational fact-sheets and departmental videos on the Engagement site
- utilizing the Budget Allocator, an on-line Budget Tool
- attending Community Council Presentations
- Public participation at Committee of the Whole

The on-line information included services that the public encounters or utilizes on a day to day basis, as well as the Administrative costs of Governance and Support Services. These services cost \$429.13 million in the 2014-15 fiscal budget, which included:

1. Protective Services
 - a. Police
 - b. RCMP
 - c. Fire
 - d. Emergency Services
2. Community & Recreation Services
 - a. Recreation (Arenas, Aquatics, Programs, Community Centres, etc.)
 - b. Sports fields and Playgrounds
 - c. Parks, Trails & Open Green Space
 - d. Municipal Compliance / By-Law Enforcement
 - e. Libraries
 - f. Culture/Heritage/Events
 - g. Customer Service Centres & 311 Call Centre
 - h. Transit
3. Infrastructure
 - a. Roadway Maintenance
 - b. Right of Way and Traffic Management (including Streetlights)
 - c. Snow Removal & Ice Control
 - d. Solid Waste
4. Planning & Property Development
 - a. Regional & Community Planning, Urban Design and Transportation Planning
 - b. Development Approvals, Permits and Inspections
 - c. Economic Development
5. Governance and Support Services

Informational fact sheets and videos were available for viewing to provide background information on the various services, prior to engaging the Budget Allocator for the opportunity to re-balance the budget of \$429.13 million, based on an individual's priorities. Each service showed the Budget allocated for the 2014-15 year, with the choice and impact for the following options:

1. to maintain the current budget
2. to increase the budget by 5%
3. to increase the budget by 10%
4. to decrease the budget by 5%
5. to decrease the budget by 10%

The percent amounts used were limited by the Consultation software. A 5% increase should be interpreted as adding or removing some funding and 10% would indicate more significant spending or cuts are suggested.

Budget staff also provided a presentation on the budget process (see Appendix 7) to both the public and Councillors at the following Community Councils.

02 Oct 2014 – Community Council – Harbour East
14 Oct 2014 – Community Council – Halifax West
20 Oct 2014 -- Community Council – North West

Consultation Findings

Since this was an open invitation to all citizens of HRM, the results are not necessarily a statistically correct sample of the average citizen in HRM. The Consultation software did not provide an opportunity to collect data on age, community and/or income.

The following summarizes participation in the engagement process:

- 5,939 visitors to the Shape your City engagement site
- 2,081 views of the on-line information videos
- 375 views of the FAQ's – additional statistics posted to inform the public
- 434 participants completed the Budget Allocator
- 25 individuals attended the Presentations at Community Council
- 10 individuals representing themselves or stakeholder groups spoke during the public participation at both Community Council and COW.

The citizen's participation resulted in the following results. **

1. 20% of citizens that completed the Budget Allocator, expressed positive thoughts at being invited to participate in the budget process; similar to last year.
2. 66% of those that completed the Budget Allocator, wanted to maintain or decrease the total amount budgeted for services. (Appendix 4)
 - a. 65% completed their budget priorities below the current spend vs. 51% from last year;
 - b. with 1% maintaining the current budget vs. 14% from last year.
 - c. 34% were willing to increase the budget and the tax rate, vs. 35% from last year. This was voiced in a few of the comments as well.
3. The average budget calculated by the 432 respondents was \$426,484,600; \$2.6 million less than the 2014-15 budget for these services.

**This may indicate that the public prefers to see reductions in areas that do not directly impact Services; i.e. Governance and Support Services.

The priorities for the Budget Distribution (Appendix 1) were:

1. Maintain the current budget.

- a. All of the Protective Services fell into this category:
 - i. Police – 57% of respondents wanted to maintain
 - ii. RCMP – 64% of respondents wanted to maintain
 - iii. Fire – 59% of respondents wanted to maintain
 - iv. Emergency Measures – 59% of respondents wanted to maintain
- b. **Libraries** - the majority of respondents wanted to maintain (54%) the budget, up from 39% last year.
- c. **Snow Removal & Ice Control** - the majority of respondents wanted to maintain (58%), similar to last year.
- d. **Solid Waste** - the majority of respondents wanted to maintain (53%), down from 63% from last year.
- e. **Regional & Community Planning** - the majority of respondents wanted to maintain (37%), down from 40% last year.
- f. **Development Approvals, Permits and Inspections** - the majority of respondents wanted to maintain (51%), up from 48% last year.
- g. **Customer Service Centres & 311 Call Centre** - the majority of respondents wanted to maintain (56%), up from 46% last year.
- h. **Right of Way and Traffic Management** - the majority of respondents wanted to maintain (55%), up from 48% last year.

2. To maintain or increase the current budget.

- a. **Recreation** (Arenas, Aquatic, Program, Community Centres, etc.) – the majority of respondents wanted to maintain (40%) or increase the budget (39%) in this area.
- b. **Sports fields & Playgrounds** – the majority of respondents wanted to maintain (46%) or increase the budget (35%)
- c. **Roadway Maintenance** - the majority of respondents wanted to maintain (37%) or increase the budget (55%), similar to last year.
- d. **Parks, Trails & Open Green Space** - the majority of respondents wanted to maintain (40%) or increase the budget (39%)
- e. **Transit** - the majority of respondents wanted to maintain (33%) or increase the budget (50%); similar to last year.
- f. **Economic Development** - the majority of respondents wanted to maintain (31%) or increase the budget (38%), very little change from last year.

3. To maintain or decrease the current budget.

- a. **Municipal Compliance / By-Law Enforcement** - the majority of respondents wanted to maintain (51%) or decrease the budget (36%).
- b. **Culture/Heritage Events** - the majority of respondents wanted to maintain (37%) or decrease the budget (35%)
- c. **Governance & Support Services** – the majority of respondents wanted to decrease (60%) or maintain the budget (35%)

Along with balancing the Budget, participants were invited to provide general comments on HRM's budget, as well as comment on why they made their choice with each particular service. There were 141 general comments provided by participants. (Appendix 2 & 3)

The following are typical of comments repeated by many participants.

1. More efficient Transit system!
2. Cut administration, be more efficient and transparent.
3. More effective use of resources including human resources.
4. Expect the municipal public service to employ continuous improvements strategies that lean processes and improve productivity.
5. Reverse recent expansion of snow removal on the Peninsula – not working!
6. Focus and improve on core services.
7. Improve trails and active transportation.
8. Combine Recreation & Library services.
9. Increase recreation fees for adult programs.
10. Have private sponsors for Cultural events.
11. Control police costs & salaries; look at efficiencies, do not need more Police/RCMP.
12. Planning & Development - increase the application fees for developers for full cost recovery.
13. Cut red-tape and reduce the administrative burden to increase efficiency (in both Planning and Economic Development)

The engagement site also requested participants to respond to questions on the following topics....Debt, Revenue, Capital expenditures and future services or facilities. (Appendix 5)

A summary of the comments are:

1. **Debt** – Nine citizens discussed the debt level, with the majority understanding that debt is long term and needs to be taken on for only major, required infrastructure.
2. **Revenue Fees** – There was no general consensus among the 7 citizens who chose to answer this question. Responses ranged from lower fees to pay as you go.
3. **Capital Investment** – Twelve citizens responded to this question on Capital priorities.
 - a. Roads have to be given #1 priority
 - b. Bike lanes everywhere on the peninsula should be a top priority; however there needs to be a thorough plan in place.
 - c. More effort spent on connecting major hubs with a maintained trail system.
 - d. Do not support a Sports Stadium
4. **Future Services/Facilities** – some of the suggestions by the twelve respondents were:
 - a. Widening sections of Waverley Road
 - b. Invest in current infrastructure
 - c. Re-think Solid Waste
 - d. Initiate program to recycle light bulbs that contain Mercury.
 - e. Re-evaluate Transit routes
 - f. Improve access to Peninsula, with above ground light rapid transit
 - g. Install 'smart' traffic lights

FINANCIAL IMPLICATIONS

There are no immediate financial implications from this Report. The information in this report will assist Council in the development of a proposed budget for 2015/2016. The broader financial implications will be discussed and debated as the budget is developed in more detail.

COMMUNITY ENGAGEMENT

As outlined in the Discussion section above, the budget consultation included a number of ways to engage citizens to provide insight and direction into the priorities for the 2015-16 Budget.

ATTACHMENTS

Appendix 1 – Budget Allocator – Budget Distribution
Appendix 2 – Budget Allocator – by Service comments
Appendix 3 - Budget Allocator General Comments
Appendix 4 – Budget Allocator – Budget balances
Appendix 5 – Engagement questions & responses
Appendix 6 – Marketing Communication Report
Appendix 7 - Community Council Budget Presentation

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

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Report Approved by: _____
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Budgets






Appendix 1

This report includes data from unverified budget submissions






Protective Services

Respondents: 434






Police

Increase budget by 10%	22	5.12 %	
Increase budget by 5%	71	16.51 %	
Maintain existing budget	246	57.21 %	
Decrease budget by 5%	55	12.79 %	
Decrease budget by 10%	36	8.37 %	






RCMP

Increase budget by 10%	16	3.74 %	
Increase budget by 5%	44	10.28 %	
Maintain existing budget	274	64.02 %	
Decrease budget by 5%	53	12.38 %	
Decrease budget by 10%	41	9.58 %	

Emergency Measures



Increase budget by 10%	29	6.79 %	
Increase budget by 5%	60	14.05 %	
Maintain existing budget	251	58.78 %	
Decrease budget by 5%	70	16.39 %	
Decrease budget by 10%	17	3.98 %	




Fire

Increase budget by 10%	28	6.54 %	
Increase budget by 5%	90	21.03 %	
Maintain existing budget	253	59.11 %	
Decrease budget by 5%	34	7.94 %	
Decrease budget by 10%	23	5.37 %	






Community & Recreation Services

Recreation (Arenas, Aquatics, Programs, Community Centre, etc.)






Increase budget by 10%	60	13.99 %	
Increase budget by 5%	108	25.17 %	

Maintain existing budget	172	40.09 %	
Decrease budget by 5%	57	13.29 %	
Decrease budget by 10%	32	7.46 %	






Sports Fields & Playgrounds

Increase budget by 10%	46	10.77 %	
Increase budget by 5%	104	24.36 %	
Maintain existing budget	197	46.14 %	
Decrease budget by 5%	52	12.18 %	
Decrease budget by 10%	28	6.56 %	






Parks, Trails & Open Green Space

Increase budget by 10%	70	16.20 %	
Increase budget by 5%	100	23.15 %	
Maintain existing budget	173	40.05 %	
Decrease budget by 5%	56	12.96 %	
Decrease budget by 10%	33	7.64 %	




Municipal Compliance / By- Law Enforcement

Increase budget by 10%	22	5.14 %	
Increase budget by 5%	33	7.71 %	
Maintain existing budget	219	51.17 %	
Decrease budget by 5%	96	22.43 %	
Decrease budget by 10%	58	13.55 %	

Libraries

Increase budget by 10%	32	7.41 %	
Increase budget by 5%	64	14.81 %	
Maintain existing budget	235	54.40 %	
Decrease spending by 5%	64	14.81 %	
Decrease budget by 10%	37	8.56 %	

Culture/Heritage/Events

Increase budget by 10%	53	12.38 %	
Increase budget by 5%	70	16.36 %	
Maintain existing budget	157	36.68 %	

Decrease budget by 5%	78	18.22 %	<div><div></div></div>
Decrease budget by 10%	70	16.36 %	<div><div></div></div>

Customer Service Centres & 311 Call Centre

Increase budget by 10%	11	2.58 %	<div><div></div></div>
Increase budget by 5%	49	11.50 %	<div><div></div></div>
Maintain existing budget	238	55.87 %	<div><div></div></div>
Decrease budget by 5%	78	18.31 %	<div><div></div></div>
Decrease budget by 10%	50	11.74 %	<div><div></div></div>

Transit

Increase budget by 10%	90	20.88 %	<div><div></div></div>
Increase budget by 5%	126	29.23 %	<div><div></div></div>
Maintain existing budget	144	33.41 %	<div><div></div></div>
Decrease budget by 5%	33	7.66 %	<div><div></div></div>
Decrease budget by 10%	38	8.82 %	<div><div></div></div>

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Infrastructure

Roadway Maintenance

Increase budget by 10%	80	18.56 %	<div><div></div></div>
Increase budget by 5%	144	33.41 %	<div><div></div></div>
Maintain existing budget	159	36.89 %	<div><div></div></div>
Decrease budget by 5%	26	6.03 %	<div><div></div></div>
Decrease budget by 10%	22	5.10 %	<div><div></div></div>

Right of Way and Traffic Management (including Streetlights)

Increase budget by 10%	25	5.83 %	<div><div></div></div>
Increase budget by 5%	82	19.11 %	<div><div></div></div>
Maintain existing budget	237	55.24 %	<div><div></div></div>
Decrease budget by 5%	58	13.52 %	<div><div></div></div>
Decrease budget by 10%	27	6.29 %	<div><div></div></div>

Snow Removal & Ice Control

Increase budget by 10%	22	5.15 %	<div><div></div></div>
Increase budget by 5%	64	14.99 %	<div><div></div></div>

Maintain existing budget	249	58.31 %	<div><div></div></div>
Decrease spending by 5%	65	15.22 %	<div><div></div></div>
Decrease budget by 10%	27	6.32 %	<div><div></div></div>

Solid Waste

Increase budget by 10%	14	3.26 %	<div><div></div></div>
Increase budget by 5%	41	9.53 %	<div><div></div></div>
Maintain existing budget	229	53.26 %	<div><div></div></div>
Decrease budget by 5%	96	22.33 %	<div><div></div></div>
Decrease budget by 10%	50	11.63 %	<div><div></div></div>

Planning & Property Development

Regional & Community Planning, Urban Design, and Transportation Planning

Increase budget by 10%	69	16.16 %	<div><div></div></div>
Increase budget by 5%	68	15.93 %	<div><div></div></div>
Maintain existing budget	156	36.53 %	<div><div></div></div>
Decrease budget by 5%	74	17.33 %	<div><div></div></div>
Decrease budget by 10%	60	14.05 %	<div><div></div></div>

Development Approvals, Permits and Inspections

Increase budget by 10%	26	6.05 %	<div><div></div></div>
Increase budget by 5%	48	11.16 %	<div><div></div></div>
Maintain existing budget	219	50.93 %	<div><div></div></div>
Decrease budget by 5%	78	18.14 %	<div><div></div></div>
Decrease budget by 10%	59	13.72 %	<div><div></div></div>

Economic Development

Increase budget by 10%	78	18.27 %	<div><div></div></div>
Increase budget by 5%	84	19.67 %	<div><div></div></div>
Maintain existing budget	130	30.44 %	<div><div></div></div>
Decrease budget by 5%	73	17.10 %	<div><div></div></div>
Decrease budget by 10%	62	14.52 %	<div><div></div></div>

Governance & Support Services

Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.

Increase budget by 10%	8	1.86 %	<div><div></div></div>
Increase budget by 5%	14	3.26 %	<div><div></div></div>
Maintain existing budget	151	35.12 %	<div><div></div></div>
Decrease budget by 5%	113	26.28 %	<div><div></div></div>
Decrease budget by 10%	144	33.49 %	<div><div></div></div>

Appendix 2

Category	Item	Option	Comment
Community & Recreation Services	Culture/Heritage/Events	Decrease budget by 10%	Let donation or sponsorship fill the gap. I'd rather see the money spent on daily needs such as service/transport
Community & Recreation Services	Culture/Heritage/Events	Decrease budget by 10%	Why do we have to spend money on things like this when we need roads fixed, housing for the street people, snow removal, more fire and police, underground power/phone lines why do we give money away so only a few can enjoy things as when the rest of us that pay taxes to HRM do come in there is no parking so if I can not enjoy the things stop giving money away.
Community & Recreation Services	Culture/Heritage/Events	Decrease budget by 5%	HRM partner with for-profit companies bringing events to assure events are self-paying.
Community & Recreation Services	Culture/Heritage/Events	Increase budget by 10%	How about the kyber/shakespeare by the sea and such? this number seems very low for keeping the cultural assets we've got.
Community & Recreation Services	Culture/Heritage/Events	Increase budget by 10%	<p>This budget would be increased by more than 10%. More dedicated and diverse support for culture, heritage and events needs to be moved to the top of the list for spending as a priority for the city. It is a complete shocker that Halifax spends so little on culture, heritage and events. Relative to any other city of this size in Canada, it is at the absolute bottom-quite a position for a place that enthuses about being world class or boasts itself as a tourist destination.</p> <p>This is one of Canada's oldest cities with a very rich history and yet nothing about the direction of the city seems to respect its heritage. And Halifax has allowed the developer driven discourse to overtake what the majority of the public have supported in their participation in consultations leading to existing planning and zoning regulations.</p> <p>The recent HRMbyDesign process is a more recent case in point. After much public consultation the new downtown plan has been ignored by staff, the council and the mayor. Some examples are special exemptions and changes to bi-laws for the new convention centre; the highrise redevelopments of the CBC/Y voted against by the Design Review Committee; variations that seem major rather than minor to several developments including 22 Commerce Square, The Maple, TD Building expansion. On-going special exemptions for spot-rezoning make the unique character of Halifax and Dartmouth vulnerable to what could be characterized as a feeding frenzy by some developers.</p> <p>The new city BE BOLD mantra seems designed to intimidate the average citizen into silence or indifference while every neighbourhood street is at risk to the sudden emergence of special treatment to a demanding developer who claims they want to densify. These developments not only affect the character of the neighbourhood's look, they determine who can afford to live there by increasing rents and property tax.</p> <p>Turner Drake has does extensive research to demonstrate there is no demand for new office space in the downtown and Stantec, in a city commissioned study stated that the projected population increases can be met without changing any of the zoning regulations.</p> <p>A specific example of a missed opportunity for the city is the Morris House, the 4th oldest house in the city, that belonged to the original surveyor for the city, Charles Morris. This house was to be demolished and left for saving through the good will of a few non-profits that over 2-3 years later are still struggling for financial support to create a home for homeless youth.</p> <p>Events is another category which has a very underfunded and inept way of supporting the many cultural organizations, festivals and anniversaries. The celebration of the Halifax Common's 250th anniversary, the anniversary of the sinking of the Titanic, the 250th anniversary of Gottingen Street or the photographic festival Photopolis all happened without any proper funding from the city or support/acknowledgement of what value these have in contributing to the social and cultural wealth of the community. Cultural underpinnings or a city are created beyond providing sports and recreation but are not created only by funding the symphony, the tattoo, the theatre and the oval alone.</p> <p>This department's budget would be increased by more than 10%.</p> <p>My proposed total Halifax budget has a surplus of approximately \$11 million. This savings should be applied towards a commuter rail from Windsor Junction to the train station and towards repurposing St Pat's High school as publicly owned performance and arts centre.</p>
Community & Recreation Services	Culture/Heritage/Events	Increase budget by 10%	Streamline administrations (a lot of time wasted), allocate more to grants for organizations, especially professional organizations, who have good accountability and reporting processes in place.
Community & Recreation Services	Culture/Heritage/Events	Maintain existing budget	Heritage is a huge part of Halifax's identity as a city.
Community & Recreation Services	Customer Service Centres & 311 Call Centre	Decrease budget by 10%	I work near a service center and I never see this office working at anything close to capacity. Clearly they could improve service without sitting as idle
Community & Recreation Services	Customer Service Centres & 311 Call Centre	Decrease budget by 10%	Contract out to private sector
Community & Recreation Services	Customer Service Centres & 311 Call Centre	Decrease budget by 5%	Enable online and telephone service and payment options.
Community & Recreation Services	Customer Service Centres & 311 Call Centre	Decrease budget by 5%	311 and the call centre operators are fantastic - DO NOT change. The need for expensive physical shop-fronts is gone - scrap them.

Category	Item	Option	Comment
Community & Recreation Services	Libraries	Decrease budget by 10%	Seems to do well with the budget they have. Should prepare for the future of a virtual library instead of new buildings.
Community & Recreation Services	Libraries	Decrease spending by 5%	The cost of closing a low performing branch will help focus on e-reading in the long term.
Community & Recreation Services	Libraries	Increase budget by 10%	
Community & Recreation Services	Libraries	Increase budget by 5%	
Community & Recreation Services	Libraries	Increase budget by 5%	
Community & Recreation Services	Libraries	Increase budget by 5%	
Community & Recreation Services	Libraries	Maintain existing budget	More educated and healthy members of the population will positively contribute to its growth and will minimize the need for policing and enforcement of the law. Having libraries be open 7 days a week is so important, and it's embarrassing to see our libraries open 5.5 days and in some areas, even less. If you visit a public library on a Sunday (open 2-5) you will see a fully packed building. Libraries offer so much to our communities - the dollar amount spent in libraries is well worth the investment. Each year, library visits increase and increase and yet funding decreases. Especially with the new Central Library opening, funding the Library is going to be so important to show the public that the investment was worth it, and is worth it. The libraries are crowded - they work well but could use more resources.
Community & Recreation Services	Libraries	Maintain existing budget	Libraries are increasingly important as places of social connection and are one of the only community places where every generation can interact in an all-ages setting. These need to be supported as much as possible for reading, research, and also enriching the connection between citizens by providing a setting for building the relationships that keep people stimulated. Research shows that people who know and trust their community are the people that feel the safest and happiest. There is always huge pressure to cut the library budget. DO NOT GIVE IN. Libraries are ESSENTIAL and they do a fabulous job. Small savings can be made to the HR costs as new technology is introduced. They need to do a better job getting across the message 'Your library is more than books'. One of the main reasons we recently moved downtown (from rural HRM) was to be able to walk to the library. Please do not jeopardize its services.
Community & Recreation Services	Libraries	Maintain existing budget	New downtown library is great. Also the library is responsive to requests for new titles. Thanks
Community & Recreation Services	Libraries	Maintain existing budget	There is a new main branch. Libraries can go on the back burner for at least 5 years.
Community & Recreation Services	Municipal Compliance / By- Law Enforcement	Decrease budget by 10%	Privatize this whole division and move towards a cost benefit analysis where cost of implementation of program are based on revenue from violations. Work towards maximizing cost recovery.
Community & Recreation Services	Municipal Compliance / By- Law Enforcement	Increase budget by 10%	Ask Department of Motor Vehicles to require a bar code sticker on the inside of vehicles with all relevant data linked to the bar code. Scanning the code would increase efficiency for parking related offences.
Community & Recreation Services	Municipal Compliance / By- Law Enforcement	Increase budget by 5%	Changes to development requirements such as improved watershed studies to follow the recommendations of the Sandy Lake Conservation Association's response to the AECOM final report of 2014 will require enforcement. Place a requirement on developers to prove that their development will not harm the nearby lakes, rivers, ocean and natural areas. Adopt tree protection similar to Ottawa's bylaws to prevent landowners from doing uncontrolled and unapproved clearing of land. Enforce a stringent permit system for removal of large/old trees in particular.
Community & Recreation Services	Municipal Compliance / By- Law Enforcement	Maintain existing budget	Decks are a hot potato at the moment, but let's not over-react. Get the inspectors out more by reducing the administrative burden on them = too much paperwork keeps them stuck at their desks when they should be out inspecting.
Community & Recreation Services	Parks, Trails & Open Green Space	Decrease budget by 10%	waste of money for us who can not get to the parks and when we use them they are not set up so all can use them as not all of us can walk or run in the parks. Who ever asked me to have my tax dollars spent on the oval... no one. I can not skate and will not bike 35 kms most on a high way to use it as well. There is NO PARKING around this oval was set up only for the south end of Halifax not for all in HRM. NO PART OF MY TAX DOLLAR SHOULD BE SPEND ON THIS MESS. The oval is a waste as it can only be used a few days ... when it is not to wet or to warm or to covered in snow what a waste of money, again this should be a user pay with a cost starting this year of \$5 a head yes for every one that uses it from the age of 1 to 99, and if it goes in the hole to run than next year set it at \$10 a head.
Community & Recreation Services	Parks, Trails & Open Green Space	Decrease budget by 5%	less focus on moving lawns and more on keeping the trails clear. a little tall grass doesn't kill anyone
Community & Recreation Services	Parks, Trails & Open Green Space	Decrease budget by 5%	
Community & Recreation Services	Parks, Trails & Open Green Space	Increase budget by 10%	Close less-used parks in winter and/or limit paths plowed
Community & Recreation Services	Parks, Trails & Open Green Space	Increase budget by 10%	want more detail. this allocator is a bit of a joke.
Community & Recreation Services	Parks, Trails & Open Green Space	Increase budget by 10%	Maintenance for parks in our city is key. These are features used by residents and tourists a like and can become jewels of the local economy if managed correctly.
Community & Recreation Services	Parks, Trails & Open Green Space	Increase budget by 10%	Parks Trails and Greenways support for Community trail groups, the volunteers to get the work finished.
Community & Recreation Services	Parks, Trails & Open Green Space	Increase budget by 10%	
Community & Recreation Services	Parks, Trails & Open Green Space	Increase budget by 10%	The city is growing and we need to identify the lakes and special natural areas so they will be protected and included in planning for non-disruptive use by citizens. A well planned green area networking through the city and including these lakes and rivers and special wooded areas - plus try to connect to more manicured park areas and privately owned areas such as the treed grounds of the universities and schools across HRM. We used to be known as "the city of trees". Lets make sure to preserve that in central HRM and also require that any new developments prove that they will not be of harm to any of the lakes or natural areas nearby before approval.

Category	Item	Option	Comment
Community & Recreation Services	Recreation (Arenas, Aquatics, Programs, Community Centre, etc.)	Maintain existing budget	<p>Recreation (Arenas, Aquatics, Programs, Community Centre, etc.)</p> <p>The city is being unimaginative and very short-sighted in getting rid of a lot of community-owned public places that have been community recreation spaces and centres or could be public open space and that have been paid for over many years by the public tax dollars.</p> <p>A short list would include Halifax West High School, Queen Elizabeth High School, St Pat's Alexander, Grafton Street, almost the Kyber, almost Bloomfield, next on the list is St Pat's Highschool, the (federal) CBCs, the (provincial) Dennis Building, the Cogswell Interchange, the (federal) Ralston Building.</p> <p>Even the 10 year process undertaken by Imagine Bloomfield has achieved something very far from the original community goals and will have a questionable outcome that includes highrises, a too-high component of low-income housing and the loss of public space-this has been a huge effort on the part of a very active and engaged community, "Imagine" how less organized communities are able to respond.</p> <p>These are all important missed opportunities- as a city where are the plans for a city-owned public performance space; a hospice; an incubator business centre for young entrepreneurs; co-housing; public daycare etc. ?? These are all part and parcel of the fabric that holds a society together and should be the responsibility of the government.</p> <p>The privatization of public spaces is a disservice to the citizens and taking potential away from opportunities that could benefit everyone in the public, not just the private developers.</p>
Community & Recreation Services	Sports Fields & Playgrounds	Decrease budget by 5%	A vast majority of the parks in HRM remain under utilized.
Community & Recreation Services	Sports Fields & Playgrounds	Decrease budget by 5%	Staff to work more closely with community volunteers managing fields
Community & Recreation Services	Sports Fields & Playgrounds	Increase budget by 10%	Bring ALL playgrounds up to the same standard. There are a few areas of town that more than appear to receive preferential treatment.
Community & Recreation Services	Sports Fields & Playgrounds	Increase budget by 10%	I'm generally in favour of spending on kids and kids' activities, and sport- and exercise-related activities, but adults should be charged more. Keep it affordable for the kids (& parents).
Community & Recreation Services	Sports Fields & Playgrounds	Increase budget by 10%	As stated prior need places for kids to play safely.
Community & Recreation Services	Sports Fields & Playgrounds	Increase budget by 5%	This budget increase of 10% would be dedicated to improving older play structures, having more imaginative play structures and having safe unstructured risk-taking play areas with trees, water and natural surroundings.
Community & Recreation Services	Transit	Decrease budget by 10%	Until you can get the buses to link up so one does not have to wait more than 10 mins. with a transfer and routes that cover all areas they should be a cut. I am paying for buses but there is no buss out here . I have to drive 30 mins. to the closes bus stop and I have to be at work for 0630 and do not get off until 7pm (I work shifts so this switches times as well) and there is no buss that would take me to work as I have to go in town to come out and this would make me late. So, until you can fix what is broke cut there money. Also it should be a user pay system if that means \$5 a trip so be it.
Community & Recreation Services	Transit	Decrease budget by 10%	<p>I am a HUGE supporter of quality transit in HRM. However, there is a ridiculous amount of duplication in the current system. Coupled with low frequency and slow service, we have a huge amount of low quality routes that do not attract many riders with a good choice. Invest less money, in better quality service.</p> <p>Also, many of the worst performing routes are HEAVILY subsidized. Council should set a maximum subsidy (either a % of operating costs, or a \$ amount per trip) for routes. Any route not meeting these criteria should be reviewed, or supported by a local rate.</p> <p>Finally - way too much money goes into operations,way too little goes into infrastructure. Basics like more, better shelters would help in this cold, rainy climate. Long term, we need transit out of traffic. This infrastructure would cost money, but speeding up service would lower operating costs and attract more riders. Lower costs, higher revenue = lower subsidy. Does Halifax Transit have any idea how much driver salary is spent on buses idling in traffic on Bayers Road or the bridges?</p>
Community & Recreation Services	Transit	Decrease budget by 5%	Too many service hours are dedicated to low ridership routes and duplication. Some services could be eliminated without effecting too many riders. Also, shifting to high ridership services would bring in more revenue and lower the overall municipal subsidy.
Community & Recreation Services	Transit	Increase budget by 10%	Our transit service is under-funded compared to other cities, and at its current funding level, it will not persuade more motorists to leave their cars at home. We need a much better service and a more coordinated/integrated transfer-based service. 17 difference bus routes going down Barrington street is totally absurd. Stop purchasing massive buses - and keep the ones we've got out of the downtown core. We need smaller, nimble buses on a more frequent schedule.
Community & Recreation Services	Transit	Increase budget by 10%	I would rather pay a higher tax rate and get a good service than pay \$80 for a bus pass that gives me terrible service.
Community & Recreation Services	Transit	Increase budget by 10%	Substantial investment in our transit services needs to be made. Resident want an efficient, rapid transit service that can move people around and reduce car use.
Community & Recreation Services	Transit	Increase budget by 10%	The imperative of climate change and the need to reduce green house gas emissions means HRM needs more infrastructure for commuters who do not travel in cars/trucks and this should not be restricted to transit. A 2011 study commissioned by HRM found that a commuter rail service could be created between Windsor Junction through Bedford, Rockingham, Mumford to the downtown Via Rail trainstation for ~ \$30 million capital costs with an additional \$6 million for operating. Why isn't this on the top of the list for budget for transportation/transit?
Community & Recreation Services	Transit	Increase budget by 10%	My proposed total Halifax budget has a surplus of approximately \$11 million. This needs to be applied towards capital expenditures for a commuter rail service from Windsor Junction to the downtown train station and be contributed to repurposing St Pat's Highschool as publicly owned performance and artscentre.
Community & Recreation Services	Transit	Increase budget by 5%	<p>This budget would be increased by more than 10%.</p> <p>Tighten transit schedules and regulations to ensure compliance by drivers as well as penalties for other vehicles that do not obey passing laws (ie: not allowing bus to enter/exit traffic</p>

Category	Item	Option	Comment
Community & Recreation Services	Transit	Increase budget by 5%	Our transit system needs an overhaul. The more money invested in making it better, the better the system will be, and more people will use it. The investment is worth it, since it will also bring in revenue for the city.
Community & Recreation Services	Transit	Increase budget by 5%	Continue to expand service to extents of HRM (airport, Link service from county boundaries)
Community & Recreation Services	Transit	Increase budget by 5%	Efficient public transit would be a key strategy to revitalizing the downtown, allowing for a less car-oriented, more people friendly city. Less pollution. Less reliance on fossil fuels. Less time spent commuting. Once downtown, people wouldn't have to worry about paying for parking, and would spend more time wandering around and enjoying the character of the city and stimulating the economy.
Community & Recreation Services	Transit	Increase budget by 5%	Have smaller bus/van vehicles serve outlying areas and link to larger bus routes more frequently
Community & Recreation Services	Transit	Increase budget by 5%	Elimination of low ridership routes especially in rural areas, increases in urban and suburban high ridership routes and greater focus on public needs will offset minor increase in budget.
Community & Recreation Services	Transit	Increase budget by 5%	Have noticed some gaps in bus schedules on peninsula.
Community & Recreation Services	Transit	Maintain existing budget	Money not an issue here, poor planning is the issue, more people would use transit if planned a little better
Community & Recreation Services	Transit	Maintain existing budget	Based on the hope that the current transit review will actually result in a more efficient system, this existing budget should remain the same. Any increases in budget should henceforth be based on increased ridership and therefore fares - acting as both a metric and reward for an improved system. Currently, I choose to avoid transit as much as possible due to its inefficiencies (3 hour round-trip commute from Clayton Park to Burnside for work on most time-efficient routes is unacceptable), even though mass transit is aligned with my personal values.
Community & Recreation Services	Transit	Maintain existing budget	I'd like to see Transit get a lot smarter and a lot more efficienct. we are wasting money big time in this blackhole with low/no return. I'd like to increase this budget - but not if money continues to be spent like it is - no accountability/performance targets,etc.
Community & Recreation Services	Transit	Maintain existing budget	
Community & Recreation Services	Transit	Maintain existing budget	There should be a category within the "Community" heading that acknowledges our need to address poverty, inequality, discrimination, etc. within our communities.
Community & Recreation Services	Transit	Maintain existing budget	fewer routes better frequency
Community & Recreation Services	Transit	Maintain existing budget	Have smaller bus/van vehicles serve outlying areas and link to larger bus routes more frequently
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 10%	
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 10%	Reduce communications staff, and reduce mayor/council pay/benefits
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 10%	Lead by example Here's a novel thought, reduce the council size instead of staff. Brampton ON has a council of 10 plus the mayor for a population of over 500,000. We have 17 elected officials for less than 400,000. Bigger geographical area sure, but per capita representation in this province is absurd. Cut 6 elected Councillors, with their assistants, office budgets, paychecks and pensions and I'd bet you'd easily save \$5 million. Fear-mongering of cut staff and services while there is over-representation at the elected level is absurd.
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 10%	Halifax Regional Council pay and costs should be cut by 10% the next year and every 2 years from than by 5% for the next 4 years. That also goes not just for the staff but all city workers as well should have there pay frozen for the next 4 years until all city costs are brought into line with a slowing of run away costs to run the city. The only in the next 4 years that they should get a raise should be is if inflation goes up to 5% that year than only than should there pay raise for that year.
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 10%	
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 5%	This seems to be a huge expenditure for operational support. If these cuts would not impact service delivery to residents, I say cuts need to be made.
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 5%	Shocked that the budget for mayoral staff is so high.... Should be lower,
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Decrease budget by 5%	Within this budget I propose that an additional \$500,000 taken from other expenditure cuts within this department, go to the office of the Auditor General as this is the person who with appropriate staff can do the best job of ensuring that public money is properly accounted for.

Category	Item	Option	Comment
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Maintain existing budget	No salary adjustments Overall, this is good. But once again, seek out administrative burdens and red-tape to make efficiencies. But do cut the Communications department in half - way too much spin, and allow experts to answer questions, not spin-doctor/communicators. There's a large group of services and money in here. I would have liked to seen then broken out in greater detail. not a lot of detail/accountability here. How about training employees better? I hear the training budget in city is pathetic.
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Maintain existing budget	
Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Maintain existing budget	
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Governance & Support Services	Mayor, Council, Chief Admin Office, Communications, HR, Finance, IT, Legal and Auditor General's Office.	Maintain existing budget	
Infrastructure	Right of Way and Traffic Management (including Streetlights)	Decrease budget by 10%	Climate change and the need to reduce greenhouse gas emissions requires that the city focus on other solutions to transportation issues than cars and trucks. Improving infrastructure for cars and trucks will not improve transportation it will increase congestion, traffic, accidents, reliance of individual vehicle, greenhouse gas emissions and demands for parking. If we are really going to move to a densified city then transportation nodes serviced by transit or train need to be the focus. Expenditures such as the \$13 million for the two roundabouts on North Park would be better spent as part of the \$30 million estimated cost of a commuter rail from Windsor Junction to the railway station. Everyone can ride a commuter rail whereas cars and trucks service those who are able to own and drive them. This city MUST incorporate more 'smart' traffic lights. It is SO inefficient to sit at a red light when there is NO traffic crossing or pedestrians needing to cross. It is such a cheap and easy technology to incorporate. I'm a fan of roundabouts, but they do not have to be as expensive or as difficult as you make them out to be. Four-way stops are almost non-existent in Europe: instead they have mini-roundabouts (a simple painted circle on the road), where drivers must treat the intersection as a roundabout. Works brilliantly. Could also be installed at many, many traffic lights, thus saving your and my time, and your and my money. Contingent on defined and measurable outcomes being achieved. Same as above -- we need to keep our basic infrastructure in good shape or it will cost big long term. Need more info on what would be done to improve if more budget was provided. More pay does not mean better service To stay on budget, reduce this to 2% decrease Reducing GHG emissions and the impact of Climate Change means the city has to start focusing on other ways of transportation besides cars and trucks. Roadway maintenance is adequate relative to the speed people are driving at these days and the number of pedestrians that are being injured or killed. Maintain budget \$12.9 million end this brainless circles that the city is putting in as they do not work look across the world most places are removing them . They do not slow cars down and you think people are hit crossing roads well just add more of this drugged planed roads and you will have about 40% more people hit as no one walking will ever cross where they should you got to be kidding? potholes? this is the big maintenance plan? Our streets are a mess, and delaying fixes will simply cost more long-term contract out all work Effective road transport is key to our economic growth and must be maintained and improved overall. Additional funding must be sourced from federal government as other Canadian municipalities do. Pothole repairs should be a priority. They damage cars and cause swerving accidents Where does the money to clean the streets 2x per week come from? That is THE biggest waste of money I can see in this city?
Infrastructure	Right of Way and Traffic Management (including Streetlights)	Increase budget by 5%	
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Infrastructure	Right of Way and Traffic Management (including Streetlights)	Maintain existing budget	
Infrastructure	Roadway Maintenance	Decrease budget by 5%	
Infrastructure	Roadway Maintenance	Decrease budget by 5%	
Infrastructure	Roadway Maintenance	Increase budget by 10%	
Infrastructure	Roadway Maintenance	Increase budget by 10%	
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Infrastructure	Roadway Maintenance	Maintain existing budget	

Category	Item	Option	Comment
Infrastructure	Roadway Maintenance	Maintain existing budget	I don't understand why we create roads, curbs and sidewalks from scratch on-site. It is slow and expensive to do so. Sidewalk slabs, curb-stones and even road slabs could be manufactured elsewhere and be just dropped into place. It has to be cheaper than how we do it now. And be brutal about roadside trees - if a tree causes increased maintenance costs (uneven sidewalk, cracked curb or sewer damage), remove it.
Infrastructure	Snow Removal & Ice Control	Decrease budget by 10%	Revert back to public clearing rules and fine those that do not clear the sidewalks near their homes.
Infrastructure	Snow Removal & Ice Control	Decrease budget by 10%	Changing to the service model introduced this last winter was a terrible idea, and should be scrapped People increasingly bleat about snow-clearance, because we have been softened over the years to increasingly expect pristine sidewalks moments after a snow-storm. That is unrealistic and very expensive. It'd be cheaper, quicker and easier to do an OK job, and then GIVE icer-grips to the seniors who want them. Educate citizens that they cannot and should not expect 100% clear sidewalks. (Yes, I do have full mobility, and Yes, I am a walker/user of public transit)
Infrastructure	Snow Removal & Ice Control	Decrease budget by 10%	Get rid of that idiotic sidewalk clearing tax grab!!
Infrastructure	Snow Removal & Ice Control	Decrease spending by 5%	strongly disagree with sidewalks on the peninsula being maintained by city - go back to owners doing it
Infrastructure	Snow Removal & Ice Control	Decrease spending by 5%	Hold your contractors to a higher standard at a reduced rate. There is always someone who will take the contract.
Infrastructure	Snow Removal & Ice Control	Decrease spending by 5%	make residents clean sidewalks
Infrastructure	Snow Removal & Ice Control	Increase budget by 10%	This has to include the schools out of the area and not just down town or the south end but must include school routes like places Oyster Pond School or routes passed the DND fire school for the kids etc there and not just the city kids
Infrastructure	Solid Waste	Decrease budget by 10%	Halifax's waste management is a joke. Clear bags to reduce waste instead of reducing the bag limit to a reasonable number? If Ontario cities can limit their waste to 2 bags per week per household, there is no reason Halifax can't. And that would result in significantly more recycling and effective waste management than policing bag colour and allowing four bags per house per week. Additional bags would require tags that can be purchased from the City, offsetting the cost of their disposal.
Infrastructure	Solid Waste	Decrease budget by 10%	Approve the proposal to build up current cells, which saves the city millions of dollars!
Infrastructure	Solid Waste	Decrease budget by 10%	I would gladly trade fewer pick-ups for lower costs. We seem to have Cadillac system for Waste pickup and landfills.
Infrastructure	Solid Waste	Decrease budget by 10%	Get rid of front end processor and allow waste to be ship out of HRM
Infrastructure	Solid Waste	Decrease budget by 5%	We are spending an astounding amount of money on this, plus in our households our daily and weekly efforts take up large amounts of time for sorting and managing waste. Have cost-effectiveness studies been done? Is the payback worth the cost? Is there a better way to accomplish almost as much at much less cost?
Infrastructure	Solid Waste	Decrease budget by 5%	County presently is on a bi-weekly schedule. This is what city should be. Initiate campaigns to minimize garbage waste that includes all businesses, malls.
Infrastructure	Solid Waste	Decrease budget by 5%	Our waste system is the envy of everyone, except the user who pay for it. IT IS TOO EXPENSIVE AND NOT SUSTAINABLE. Yes, improvement is an admirable goal, but we simply cannot afford to be better than other cities. Sort-at-source is bound to be cheaper. Target condos and apartment blocks (renters are notoriously bad at recycling/sorting). Use clear bags. Allow paper coffee cups in green bins. REDUCE COSTS.
Infrastructure	Solid Waste	Decrease budget by 5%	We can't afford weekly green cart disposal!
Infrastructure	Solid Waste	Decrease budget by 5%	With the pending changes to By Law S-0600, savings realized from lower bag limits and improved diversion would provide savings enough to continue weekly green cart collection for July/August.
Infrastructure	Solid Waste	Decrease budget by 5%	The recycling and composting programme are something that Halifax did early and with a lot of success-bravo. It has seemed for quite a while that there is a need for even more effort to reduce solid waste. New residents are unaware of what can be recycled or composted (imagine how many students alone don't do this); many apartments, commercial businesses and institutions do not recycle, compost or reduce waste. Isn't it time to ensure that everyone does their part to reduce what is sent to the landfill through education and enforcement? What about more encouragement for back yard composting instead of driving compost for miles in trucks and then miles more when it is a composted material? The proposed plan to have a reduced number of garbage bags and only one non-clear garbage bag is a really great start for reducing how much waste there is. If people deal responsibly with their garbage they will also be more aware of how much packing and garbage they bring into their home or business and start to think of ways to reduce it at the consumer level.

Category	Item	Option	Comment
Infrastructure	Solid Waste	Increase budget by 10%	Stop this clean bag thing. I have heard that the stores will increase the price of clean bags when you pass this. I pay for waste removal and should not have to clean, cut, sort, bag different things this should all be done at the waste center not at my home. Also all the waste taken from my green bin I should be able to go and get mulch/soil as it is ready for free from the city as I am paying for this to be made. The city should NOT BE ABLE to be the ones using it as I have done the work to sort, cut etc. all this. We should have a program like they have in Toronto where I can go have it bagged so I can take this home and use it on my lawn/flower beds as I have paid to have it removed and turned into mulch for this. If you are using this than the cost of my waste removal should be lowered. Also if you are dropping the bag count and going with the clear bags than the cost to me should be reduced each year by no less to me by 5%. If you are not willing to do this I can not support the plan that you are going to put in place. Also there should be more drop off centers as well as a center in Dartmouth and not only in Halifax. Stores should be made to take back bottles, cardboard, styerform etc. like they use to do when I was a kid, and not make it so I have to run all around the city to drop this off or sort. As well all stores should go back to paper bags and not this crab they pay 2 cents for as paper bags can be used for many more things like in your green bins so I do not have to buy them.
Infrastructure	Solid Waste	Maintain existing budget	I think it's important that we maintain our national recognition in this area.
Planning & Property Development	Development Approvals, Permits and Inspections	Decrease budget by 10%	Increase the application fees for developers to offset the costs. This will reduce the rampant growth in sprawl and ensure only reliable and dedicated developers will bother applying
Planning & Property Development	Development Approvals, Permits and Inspections	Decrease budget by 10%	Please review the statement above?? The rates of productivity of planning staff is almost nill. Please make the actually do some work!!!
Planning & Property Development	Development Approvals, Permits and Inspections	Decrease budget by 5%	If five to fifteen days could be guaranteed then it is a reasonable timeframe. Unfortunately there is no guarantee, based on history, that this could happen.
Planning & Property Development	Development Approvals, Permits and Inspections	Increase budget by 10%	Change the watershed studies to follow the recommendations of the Sandy Lake Conservation Association's response to the AECOM final report of 2014. The current program needs to reflect new methods and knowledge that will protect Lakes and their watershed areas when development is proposed. Place a requirement on developers to prove that their development will not harm the nearby lakes, rivers, ocean and natural areas. Adopt tree protection similar to Ottawa's bylaws to prevent landowners from doing uncontrolled and unapproved clearing of land. Enforce a stringent permit system for removal of large/old trees in particular.
Planning & Property Development	Development Approvals, Permits and Inspections	Increase budget by 5%	No staff reductions, but you must reduce their administrative burden. Everything takes too long, not because there aren't enough staff, but because of the paperwork they have to do. It's unreal.
Planning & Property Development	Development Approvals, Permits and Inspections	Increase budget by 5%	Not enough inspectors - we can't enforce all the by laws we have now
Planning & Property Development	Development Approvals, Permits and Inspections	Maintain existing budget	Start tracking staff time for development agreement applications that are asking for extraordinary exceptions, exemptions and variances to planning regulations that are approved by the majority. Determine that time dedicated to these special cases need special billing-this is not meant to be punitive however at this point in time staff do not track this. If staff are dedicating too much time to special applications that keeps them from doing all of their regular work for applications that mostly conform to existing planning rules then a fee schedule needs to be developed.
Planning & Property Development	Economic Development	Decrease budget by 10%	I have yet to see anything useful come from the marketing of Halifax. Without good local services and quality infrastructure, not amount of PR will mean anything. Detroit is a good example as any.
Planning & Property Development	Economic Development	Decrease budget by 10%	What about my tax base? Business get too much of a breaknow and I pay so you can give them give always and I get nothing in return. they do not drop the prices to me and they do not raise pay or give more good paying jobs they just use this as profit for there share holders and return nothing to me. Just try getting a job here after you give company "X" a tax break and see just what happens, also try and live on \$27,000 when they make tonnes in profit thanks to your gave always to them.
Planning & Property Development	Economic Development	Decrease budget by 10%	Do we have any indication the HRM economic strategy is working? Population growth has been slow and overall employment growth is actually negative as older folks leave the workplace. I feel we could spend our money much more productively.
Planning & Property Development	Economic Development	Decrease budget by 10%	If the city takes care of its real priorities, the economic development will take care of itself. Spending money that was designated for infrastructure renewal on a convention centre that has a shadow of doom blackening its future suggests the city does not have the capacity to really do economic development. Ignoring the plight of the farmer's market in trying to get their building up and running and ignoring NSCAD, the only city university without a real campus, in its need to fund the new Seaport Campus two of the facilities that have re-developed the city's waterfront prove the city does not have the capacity to do economic development.
Planning & Property Development	Economic Development	Decrease budget by 5%	Get focused on what Halifax has and does well and stop trying to destroy it in the process. And please get some better advertizing ideas to promote the city.
Planning & Property Development	Economic Development	Decrease budget by 5%	Governments don't develop an economy - businesses do. Be "bold" and cut the red tape rather than trying to manage the economy. In theory, an economy will manage itself. Under that assumption, the reason Halifax and by extension the province is due to systemic hindrances. Get rid of those hindrances and red tape and watch investment increase. Any novel idea that threatens existing businesses to evolve is a good thing - don't stifle innovation. Free beer (singular) to patrons in a barbershop gets shut down because of what? Prohibition-era attitudes to alcohol and a fear that a business is competitive? No wonder the economy is failing.

Category	Item	Option	Comment
Planning & Property Development	Economic Development	Decrease budget by 5%	If the city takes care of its real priorities, the economic development will take care of itself. Spending money that was designated for infrastructure renewal on a convention centre that has a shadow of doom blackening its future suggests the city does not have the capacity to really do economic development. Ignoring the plight of the farmer's market in trying to get their building up and running and ignoring NSCAD, the only city university without a real campus, in its need to fund the new Seaport Campus two of the facilities that have re-developed the city's waterfront prove the city does not have the capacity to do economic development. Get focused on what Halifax has and does well and stop trying to destroy it in the process. And please get some better advertizing ideas to promote the city.
Planning & Property Development	Economic Development	Increase budget by 10%	As long as this money does not go to the Greater Halifax Partnership but rather groups like the Strategic Urban Partnership. More support for small business in the downtown core, not subsidies for development outside the downtown.
Planning & Property Development	Economic Development	Increase budget by 5%	This is tokenism economic development. another blackhole of wasted taxpayer dollars.
Planning & Property Development	Economic Development	Maintain existing budget	Paperwork, paperwork, paperwork.... Reduce it. But there should be no need to cut people. You must cut red-tape and reduce the administrative burden to increase efficiency.
Planning & Property Development	Economic Development	Maintain existing budget	In addition to population growth, employment, income level etc., there should be an aspect of the Economic Development plan which address our region's poverty levels (or at the very least a partnership with the Provincial level to do so).
Planning & Property Development	Economic Development	Maintain existing budget	If the city takes care of its real priorities, the economic development will take care of itself. Spending money that was designated for infrastructure renewal on a convention centre that has a shadow of doom blackening its future suggests the city does not have the capacity to really do economic development. Ignoring the plight of the farmer's market in trying to get their building up and running and ignoring NSCAD, the only city university without a real campus, in its need to fund the new Seaport Campus two of the facilities that have re-developed the city's waterfront prove the city does not have the capacity to do economic development. Get focussed on what Halifax has and does well and stop trying to destroy it in the process. And please get some better advertizing ideas to promote the city.
Planning & Property Development	Economic Development	Maintain existing budget	Under current growth patterns and pending new developments (Ships) economic growth will continue. Private sector need to become more involved in costs of managing growth.
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Decrease budget by 10%	Reduce administration and for the love of god please make planning staff actually work productively
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Decrease budget by 5%	
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 10%	Too much money is spent on consultation
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 10%	Focusing on appropriately designing our community to promote sustainable development and promote urban growth is essential for a prosperous future. Active transportation infrastructure is the single most important initiative for achieving a healthy, livable, environmentally friendly city. Halifax is already an excellent city for cycling, but there are too many people too afraid to try it. We need to invest with a vision for a comprehensive bike network, connected with rural AT trails and the Blue Route. Connecting effectively with nature is one of the strongest gestures we can make to attract tourists and young talent.
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 10%	A full rethink of development controls are needed. SIMPLER documents and processes need to be created, so that in the future less staff resources and council resources are needed to re-zone properties and attend to development agreements. Spend now, and save later from a simpler approvals process. Also, full cost recovery from fees for planning applications would allow Council to hire more staff and cut wait times dramatically for permits, re-zonings, DAs, etc. The upfront cost to the development community would be more than balanced by a faster, more certain process.
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 5%	
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 5%	Planning in areas outside city but in HRM is crucial to long term sustainability
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 5%	this is very important saves money through proper land use planning
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Increase budget by 5%	To attract new people & business, we need to have a more rational system to make this an attractive place to live.
			increase control over developments so the existing citizens and local residents' needs are priorities over the developer's wants.

Category	Item	Option	Comment
Planning & Property Development	Regional & Community Planning, Urban Design, and Transportation Planning	Maintain existing budget	All staff costs by the hour for work related to transportation analyst, changes to initial proposals etc should be recovered from developer. A user pay mentality is needed here to control staff costs.
Protective Services	Emergency Measures	Decrease budget by 10%	EMO issues should be under provincial government, centralized by them and cost shared with federal government. HRM should get out of this area.\$318K from budget.
Protective Services	Emergency Measures	Increase budget by 5%	With larger risks from climate change, all levels of governments must ensure that resources for emergency management are adequate. Increasing this budget would allow for a more comprehensive approach.
Protective Services	Fire	Decrease budget by 10%	How would this impact response times and safety? If I had to choose cuts between fire and police, I would choose fire, as crime still seems to be an issue in this city.
Protective Services	Fire	Decrease budget by 10%	Reduce administration and have more productive people in the field
Protective Services	Fire	Decrease budget by 5%	Currently Halifax seems over staffed for the number of events reported annually
Protective Services	Fire	Decrease budget by 5%	DO NOT cut any firefighters' job. Cut secondary & education programs instead. These programs should be done by volunteers anyway.
Protective Services	Fire	Decrease budget by 5%	reduce generous pension scheme
Protective Services	Fire	Maintain existing budget	More should be done to recruit and retain volunteer fire fighters.
Protective Services	Fire	Maintain existing budget	Please don't close stations in areas of proposed increased density
Protective Services	Fire	Increase budget by 5%	Need more staff to cover for the lack of residence who want to volunteer.
Protective Services	Fire	Increase budget by 5%	
Protective Services	Fire	Increase budget by 5%	Assuming money is spent on front-line staff and equipment - ONLY. Increased bureaucracy is unnecessary, expensive and fails to meet industry safety standards.
			reduce generous pension scheme
Protective Services	Police	Decrease budget by 10%	Crime in Halifax has decreased. Other programmes that address the root problems of criminal activity need to have increased funding. Long-term the money saved from the 10% decrease should be applied to programmes for youth at risk, head-start for pre-schoolers, affordable housing, homeless shelters and drug addiction prevention and treatment. In the short-term it needs to go toward commuter rail and a public performing arts centre.
Protective Services	Police	Decrease budget by 5%	The police do great work but they don't focus on the societal matters that create crime. And the very expensive crimes that cost society huge amounts of money are white collar-how many executive decision makers do we read about getting fines or jail sentences?
Protective Services	Police	Decrease budget by 5%	How is it that the HRM police have a budget of over \$78 million, yet according to the next question, RCMP provide services 95% by area of the HRM on a budget of \$23 million?
Protective Services	Police	Decrease budget by 5%	reduce generous pension scheme
Protective Services	Police	Maintain existing budget	Wish there were an option to decrease so we could spend 76m a year on police
Protective Services	Police	Maintain existing budget	Generally crime rates are down and/or decreasing in our region. Maintaining budget at existing levels seems sufficient.
Protective Services	Police	Increase budget by 5%	Devote all of the increase to getting savvier about cyber/digital/online/internet crime and better supporting victims of same.
Protective Services	Police	Increase budget by 5%	Increased funding for victims services and sexual assault investigations.
Protective Services	Police	Increase budget by 5%	Compared to the rest of Canada, Halifax has a high crime rate. We should address this more proactively.
Protective Services	Police	Increase budget by 10%	http://www.cbc.ca/ns/news/interactives/2012-crime-stats/
Protective Services	Police	Increase budget by 10%	http://thechronicleherald.ca/novascotia/1202649-statscan-halifax-worst-canadian-city-for-gun-related-violent-crime
Protective Services	Police	Increase budget by 10%	Transition from RCMP to more regional branches of the HRP covering service and reporting to central command
Protective Services	Police	Increase budget by 10%	The non-emergency police service is one of our most important public health services in HRM. I have found the police very skilled and knowledgeable about how to settle a potentially dangerous interaction and for protecting our young people who are experimenting with alcohol and drugs.
Protective Services	Police	Increase budget by 10%	better enforcement is necessary
Protective Services	Police	Increase budget by 10%	Entire 10% should be for more staff. Once trained they would free staff from working overtime. Overtime is sometimes necessary, but OT for officers to be in court is bad management and bad policing.
Protective Services	Police	Increase budget by 10%	Need to create additional targeted task forces to combat major crime areas.
Protective Services	RCMP	Decrease budget by 10%	We should be moving towards local police forces, rather than only having the HRP serve mainland peninsula. Detachment offices should be built in the communities that are currently severed by RCMP, and the force organization should report to central command in Halifax.
Protective Services	RCMP	Decrease budget by 10%	
Protective Services	RCMP	Decrease budget by 10%	RCMP are more expensive than HRP yet arguably they provide the same service. Employ HRP in more RCMP positions and cut costs incrementally over a 10-year period.
			Most of Halifax's crime occurs in the urban core, where HRP is also responsible for crime prevention.
			http://www.cbc.ca/ns/news/interactives/2012-crime-stats/

Category	Item	Option	Comment
Protective Services	RCMP	Decrease budget by 5%	As I understand it, RCMP receive payment from the city to do work in rural areas. I see their role as being higher profile in rural areas as there are fewer institutions present overall. I have the same reservations about having the RCMP fill the role of addressing the societal matters that are at the root of criminal behaviour as I do for police. Based on that I support a 5% reduction as for the city police. I am concerned that the RCMP have expended a huge amount of money on building an enormous new headquarters in Burnside, I believe this demonstrates that the priorities are on office space, bureaucracy and administration rather than on supporting the people with their feet on the ground out in the community. If there is enough money to build enormous edifices, its time to reduce spending. Its a worry to hear rumours that the Halifax police department needing a new headquarters.
Protective Services	RCMP	Maintain existing budget	I don't know enough about the breakdown of Police vs RCMP servicing? Can things be done more efficiently between the 2 forces to reduce this portion of the budget.

General Budget Comments Report

Appendix 3

Comment

- 1 Doing a good job - just some tweaking required. Get rid of snow removal on the peninsula. We can do a better job ourselves. Money needs to be spent on cultural amenities as well as hockey rinks so divide the "big spends" more evenly. Keep up the state of good repair for current infrastructure.
- 2 Please consider the number of residents using resources before dropping tons of money on the project. New Ugly library is not used enough for the funds. Consider dropping census numbers...the earners may leave faster than the unemployed,
- 3 We desperately need to invest in our Park system, it's been forgotten for too long. We are at the breaking point!!!!!!
- 4 Efficient use of existing resources and better management of current staff could allow for more effective direction of services, we have good leaders and capable staff , sufficient resources but a more focussed direction of effort is needed. Take one solid step at a time instead of trying to do everything at once.
- 5 Thank you for taking the time to take our opinions. I believe that a lower tax rate would help us see more people staying here to live and work instead of moving out west.
- 6 Love this tool!
- 7 I believe that Halifax needs to focus and improve upon on core services, while remaining at or under budget. This will mean a reduction in other services, and an acknowledgment that we simply cannot provide for every social shortcoming in our community.
- 8 Thank you for this opportunity. i do believe that if we want the services we must pay for them. Improving the facilities and services for all citizens is the main reason we choose to support our municipal governments. Unfortunately, municipal governments are simply under the power of provincial and federal governments when of course, they are the basis of all taxation monies. Perhaps we should try harder to reverse this constitutional order, especially in the current state of affairs where both the federal and provincial governments download their fiscal and service responsibilities on municipal governments. With virtually no remuneration to take care of these services.
- 9 I live in the HRM rather than in the city. I am disappointed that the budget estimates, except for fire, RCMP, planning emphasize only city issues.
- 10 Crime rates are decreasing. We need less police and better trained police, not more of them
- 11 There can be a lot of cuts, I am a man with a family who takes part in many of these events that are put on, and as much as I look forward to them if they cannot be funded privately they need to go. Halifax should not be kicking in money for things they cant afford that do little or nothing for the population at large, fire, police and works services should be increased, I would slash the snow budget and allocate that elsewhere on the bet there's not going to be a lot of snow which could prove to be a foolish decision in the end. The public libraries should indeed be closed on SUNDAY and MONDAY and reduce the staff as well some location there are too many now. Lastly I would put additional resources into "disaster mitigation" improving or repairing what can be to better withstand mother nature. With the government talking moving operations of the Navy to the other side of the country that could be a great loss for hrm's tax base and that means get done what needs to be done fast and worry about the extras down the road. Nova Scotia as a province is one foot in the grave but thats everywhere these days the only way to survive is to get rid of the "fluff" by that I mean those services that serve only to entertain or delight if only for a few years and have the companies out there put these events on its great advertising for them and HFX should not be wasting money on any of it until were in a good place as far as the financial house and population goes that could take a while.

- 12 Crime has been going down for years. We do not need more policing as it is much too costly. We need to control these costs better and look at efficiencies.

Close the front-end-processor and waste stabilization facility and direct half of those savings to more diversion compliance. Two engineering studies said the facilities are not making environmental improvements. Send solid waste to other landfills in the province at a lower cost but ensuring diversion is increased.

Libraries should be combined with recreational facilities.

- 13 A good way to get more citizens involved in their city. With enough turnout, the city should have a good idea of the direction people would like to see the city go.
- 14 We need more bike lanes and community gardens!!!!
- 15 I love this city: it's a great place to live. With a few tweaks (mainly to do with transit, red-tape and bureaucracy), we could make this a fantastic place to live.
I felt it was a shame that you did not ask about our feelings towards other potential revenue sources, i.e. charging more for certain services, or such (controversial) revenue generators as naming rights and sponsorship.
PS. You did not explain or ask about Supplementary Funding. IMHO, the municipality MUST get out of education funding. You have made it too easy for the province to download their responsibilities onto the municipal citizens. That is ethically wrong. Do not allow them to continue. Phase it out over 5 years.
- 16 . From my experience (I have lived in Halifax, Dartmouth and Bedford over the years, as well as residing in Toronto, Ottawa, Vancouver and Winnipeg as a homeowner), there are a few measures which could be applied to save money.
1. Waste collection - instead of having collection dates moved to a weekend during holidays and presumably having significant overtime, have a collection date that slides with the holidays - ie Day 1 folks initially have their collection on Monday. When a holiday occurs, their collection day moves to Tues. After the next holiday it becomes Wed, etc. Works well in Ottawa! Of course, the complaints will come from those who cannot adapt to change and/or are unable to read a schedule.
 2. Bus service. While having the articulated buses on the road during rush hours makes sense, there are apparently few routes which require this capacity and expense on off-hours. Use appropriate-sized vehicles as required.
 3. Snow removal. I understand the requirement for the multiple clearing passes on major routes during/following snowfalls; however, I do not see the need for 4 clearing passes over a few hours after the snow has finished. I currently live on a cul-de-sac (1 yr) and formerly on a side-street (14 yrs) and have usually had to clear my driveway (at the road up to 4 times (last year) due to the snowploughs repeated, unpredictable passes. There is certainly no requirement that I could see for at least 2 of these passes other than to generate additional work (overtime) for the ploughs. It also causes my driveway to get repeatedly filled in, resulting in costing me money to have it cleared (I am a somewhat disabled Senior and Veteran). In Winnipeg (granted, in the 80's) they used to send a front-end loader to follow the ploughs to clear access to driveways, fireplugs, bus stops, etc.
 4. Planning/Permits/Enforcement. I find it incomprehensible that we cannot dump snow (or anything else) in the harbour, yet individuals/companies go ahead and infill/reclaim large areas of the same (Bedford Basin, Narrows, NW Arm, etc!) for their own use - without any apparent consequence. Similarly, some developers and a few (wealthy) homeowners appear to be flaunting the rules and development plans by building what they want (higher, bigger, closer, appropriating land - eg waterfrontage, rights-of-way, etc) than approved (or that would be approved) and without consequence. Where is the compliance/enforcement?

- 17 5. Planning-Development There is no need to have everything "Heritage" destroyed and replaced with huge modern eyesores. There is no need to have monster buildings to generate a vibrant city (look at Quebec City and many major European cities and see the dearth of skyscrapers! and how to incorporate heritage buildings). While Halifax is growing (but certainly at the expense of the rest of NS), the destruction of its landscape by vast amounts of multi-storey concrete and asphalt condos/office towers is certainly questionable.
6. Bikes-Transport. Again, look to Europe (Amsterdam, Copenhagen, etc) to see how to incorporate alternate transportation (eg bicycles) into the city. The proper development of public transit to/from where people need to be **NEEDS TO BE ADDRESSED** now! Alternative transport includes better and predictable bus routing, high speed transit to/from the major outlying centres (Dartmouth, Bedford/Sackville/Armdale, etc) considering rail/ferries/multi passenger lanes, etc) Both rail corridors through Halifax and the one in Dartmouth need to be assessed and developed to more efficient/effective - eg for dual use commuter rail and/or bus routes. Also, the large number of large trucks passing through downtown to/from the container/cargo piers causes significant slowdowns and wear-and-tear on the roadways. What about moving the cargo via the railway to a central area clear of the built-up area of HRM where the trucks can then load/unload and avoid the central core. (eg at Rocky Lake/Windsor Junction)?
7. Efficiencies. Too much waste throughout the system. Initiatives to reduce these are necessary, as there is only one taxpayer.
- 18 Halifax spends too much money. Its time for you folks to cut it all back.
- 19 Halifax is facing a financial hurdle and NOW is the time to reduce our deficit, similar to the steps the Provincial Liberal government is currently doing. Now is NOT the time to increase spending!
- 20 Halifax's new logo is BE BOLD. Cut the red tape, eliminate the nanny state thinking regarding the economy, and let people innovate and invest. Being bold isn't about adding more regulations, its about cutting existing nonsensical ones (how many types of liquor licenses are there?) and running services efficiently. Stop trying to be "world-class". That concept is unobtainable when the focus is on stadiums over efficient transportation systems. Its unobtainable when you can travel for two weeks in Europe across countries without even using a car, and yet I can't travel to work using transit here without tripling my commute. World-class is unobtainable when the cost to live here is higher than Ottawa - a city with the highest median income in the country. World-class is not the big things to brag about, its the liveability of a city. Why do people love Paris? Its not the Eiffel Tower, its the vibrancy of its streets, its walkability, its transit, its ability to allow its citizens to live their lives on their own terms. If Halifax focused on being a city for its own citizens, the world will notice. As it currently stands, Halifax is trying to keep up with the "big boys" to the detriment of the people whom it is supposed to serve. Forget world-class, the world doesn't care. But Haligonians do - so stop alienating them.
- 21 I would greatly appreciate the opportunity for a more nuanced input rather than the gross overall 5 or 10 percent increase or reduction. In some cases where I have proposed a department reduction, I would like to have the ability to propose a re-allocation of priorities within the department. I note that there are no strategic goals mentioned. Are there any? If there are, how much funding is being applied to achieving them? I would generally support increased expenditures in the short term if greater enhancements can be achieved in the future, e.g. energy efficiency, reduction of greenhouse gas emissions, elimination or downsizing of municipal infrastructure, enhanced public transit leading to reduced use of personal vehicles, preparations to meet the challenges of climate change, etc.
- 22 Transit needs to be seriously looked at. There are too many empty buses driving around the city at off peak hours and too much overlapping of the routes to be efficient.
- 23 Build bike lanes that prevent cyclists from being killed instead of putting them where it's cheapest.

- 24 Priorities need to change! Cut red tape. You will never make everyone happy and to try is foolish. Have a plan that uses developers as partners as well as community groups. Get out of their way and let them do what they are good at! Be proactive not punitive! Give tax incentives and cut red tape...in the end a more vibrant community will generate better tax revenues. Create more parks and let community groups manage them.
Change zoning laws to allow more mixed developments with small business and residential (ie bishop's landing). European cities have more vibrant downtowns because people want to live downtown. Have at least one street downtown that is pedestrian only! Look at cities like Portland Oregon and their transit system. Stop being afraid of change!!
- 25 I indicated preferences in areas where I thought I had some knowledge upon which to base my selection. The areas in which I did not respond indicate that I really do not know anything about the operation and therefore would not like to have my comments influence any decision making.
- 26 Thank you for the opportunity to give my opinion.
- 27 I did not do as thorough a review as I would like to do and hope I can get together with some other citizens to discuss and consider the various areas needed for investment. I would also like to be able to invest more heavily in particular areas than was allowed by the options provided. Thanks, this is a start in a good direction for input.
- 28 The public has to find ways to cope with the rising cost of living. We do not have the luxury of increasing revenue ie: taxes or fees. We certainly cannot afford to waste money. City management needs to reduce the waste in providing services. Why are busses running empty all day to areas where the need is only during high commuter traffic ? Trails and bike lanes are a luxury can we really afford them ? Would an independent audit of the EFFICIENCY in the way our city is managed be useful in reducing waste.
- 29 I didn't like the suggested uses for both policing and fire & emergency and I am sure there were other areas. Cuts should be to top level bureaucracy and overlapping layers of management or to create leaner back-office operations. Cuts should never be at the front line officer level. It is the police officer on the street that the public wants to see to keep us safe and we often don't see them. I can walk the entire waterfront and up Spring Garden and never see an officer. The city is growing, so are the pan handlers, so we need police, not more chiefs. The public and visitors want to know that police officers are nearby and not in cars. There is nothing here that suggests maintenance of city trees and there doesn't seem to be a strategy to curb the growth of massive hardwoods that do a lot of damage. In Europe they lop them off to keep large trees a manageable height. The strategy in Halifax seems to be to let them grow to an enormous size and let them damage a house or power lines in a storm. Why doesn't the city of Halifax allow property owners trim trees that grow over their property lines. There is no clear strategy for improving public transit, but the city needs it, get a strategy and let's vote on that later. Garbage - the system works remarkably well, just keep them motivated it's a tough job. Plus re-educate newcomers on how garbage/recycling/green carts work in Hfx. We have new students every year and I see how they make a mess with rentals. The city needs to communicate the garbage piece as an initiative e.g. every Labour Day. Walking/Biking paths need greater attention to encourage exercise and a safe way to get to work. As a walker, I am continually cut off by cars when I clearly have a green light to cross the street, they could kill me, but I can't hurt them. We need to promote keeping pedestrians and cyclists safe and have "shock" ads to remind drivers. Lives change forever in a car/pedestrian or car/cyclist accidents - reminding an impatient driver later won't help. Similarly those who use phones or text while driving. The city could promote getting pedestrians to take pics of people using their phones while they drive, or the city should start an awareness campaign.
- 30 I also think we are over governed, ie we need to reduce council several more members.

- 31 Instead of using the federal police which as been a complete failure and has lead to medical marijuana busts instead of solving murders let's look at the cause of crime, something increased spending on recreation for kids and other social supports would help to ameliorate. Transit funding should be a top priority. As should ensuring they can't go on strike for six weeks in the middle of the winter. Some of us young people don't have cars and don't want one.
- 32 While 5% and 10% increases/decreases are easily linked to service changes, I think it would be more appropriate to allow for incremental 1% increases/decreases to individual budgets. It would better reflect my view.
- 33 I am sure that substantial cuts to other unnecessary programs exist but am unable to decipher the difference between a number if the programs and departments listed in the exercise.
- 34 I think we need investments in better transportation/transit (including active transportation) and waste management to help keep the city active, healthy, and a great place to live!
- 35 Thank you for the opportunity to be part of this exercise. It was enjoyable to complete and shows the different priorities and challenges facing the Municipal budget tabling process. I feel that a 1.04 % annual increase is reasonable given the increase in overall amenities, assets and infrastructure that has been added over the last few years.
- 36 I am extremely pleased that this form of engagement is being conducted. What an excellent way to take advantage of online resources.
I would be very interested to know exactly how the data will be analyzed and incorporated. I hope you will report back on the results of the survey in great detail, including the demographic profile of respondents.
I think Halifax's success should prioritize urban planning strategies and public transportation and use these to aim for environmental sustainability. In terms of character and identity (and branding) I think it is important that Halifax maintain its emphasis on waste diversion and heritage/cultural programs, and that it increasingly address crime prevention.
- 37 Things I would love to see take place in this city. Bike Lakes, Bus Lanes, Better use of the Commons during summer time. To fix the infrastructure ie. roads, bridges etc. thats what gas tax is for. People who use the roads should pay for it.
- 38 Scrap the branding and supporting things like convention centres so we can have more money for services
- 39
More emphasis on improved transit - not more bus routes! Subway, rail, go train etc... And more emphasis on economic development ie new projects and more downtown development on particular. Reduce our taxes! We pay the highest in the country a quite honestly see better services elsewhere.
- 40 Instead of increasing budgets in increments of 5 and 10 percent, increase some of the larger budget items by 3 or 4 percent, or 7 and 8 percent to make up the additional 11 million dollars that this budget went over. This way, taxes will not have to go up.
- 41 You are all doing a good job !!
- 42 I really enjoyed a chance at creating a budget. Most of my cuts came by asking NS for more patience for services. They'll suck it up for road repairs, and the filling of forms. They'll live though. I want them to take the bus, be nice to each other and they'll find cultural things to do during the summer anyway.
- 43 Site loads quick, even on this smart phone.
- 44 I would like to see the city focus more on sustainability and innovation.
- 45 We need a real, functioning transit system. HRP need an attitude adjustment.

46 I love this city but i gotta say i can't wait to leave it. ive been living and working here for four years now and i grew up out of the city but i loved it. living here is great, i like to think its the friendliest city i could possibly ever live in. but i want to leave it all the same. rent is getting too high for how low wages we make. ive been working at the same job for three years and i make less than twelve dollars an hour and their full time is twenty eight hours a week. try owning a car and paying very high rent just to feel like your never ahead. im only twenty four and i cannot imagine what im ever going to do with myself because its getting tiring. we need more art programs and music, the transit system is a joke and if you keep raising the price for basically nothing but a fresh coat of paint its just going to go further downhill. and something that bothers me more about this city than anything else is that stupid law about not building buildings bigger than a certain height? jesus christ you cant even see anything from citadel hill, i tried to watch the fireworks from there one year and i couldnt see anything. were suposed to be a CITY.

like many youth before me, and i expect after me, i will be going west, preferably british columbia, but hey i will miss it here im sure.

47 I went back and reduced in a couple areas but the scale on the right hand side did not register my reductions in spending - it continued to say I was slightly over budget. Please check to see if there are errors in the system. Thanks for letting me voice my opinion.

48 Transit needs to be this city's biggest priority in order to keep this an attractive place to live and make it an attractive place to live. Fuel is only going to go up and the sooner we can get transit running in a way that makes people actually want to use it, the better it will be for both the environment and living standards.

49 The lack of common sense applied to decisions made which directly impact public safety and protection are astounding. The overhead and bureaucracy that I see on a regular basis that is unnecessary and unjustifiable. Our HRM staffing strategy requires a thorough review for relevance.

50 Our roads are a mess. Instead of spending millions changing the way HALIFAX is displayed on signs, advertsing etc., why not spend this money on making our streets and roads safe to drive! Also, the litter problem in the inner city and surrounding communities is totally out of hand. We need more trash receptacles in areas where people walk, around schools and downtown. Everywhere you look there is garbage. If necessary people should be hired to clean up the mess and enforcement officers should be fining people who don't put trash in it's place. Halifax is a beautiful city- too bad the landscape looks like a garbage dump- wonderful sight for tourists visiting on the cruise ships. We need to clean-up our space so we can be proud to call this city home. We also need public washrooms in key areas- the ones available in Point Pleasant Park are disgusting! How can anyone expect a parent to allow their young child to use these bathrooms?? Police and fire services will always be primary but before spending money to promote our city, let's spend some cleaning it up. It hurts me to hear people call Halifax "DIRTY" but I've heard that more than once over the last summer.

51 More protected bike lanes.

52 I suggested a decrease in the councilors budget as I believe with all the "austerity" measures happening there should be no pay increases for councilors!

53 I would APPRECIATE seeing a Cut Back on the Perks to Elected Officials!!!! Especially targeted to their Expense Accounts.

54 We must find ways to do more with less. There are efficiencies that can be found in current budgets, and I challenge council to find these. I suggest starting with introducing reform to rich pension and benefit plans for city workers that are not comparable to the private sector, and not sustainable over the long term. While minor relative to the overall budget, I also cite the report on sick day leave that is costing the city over \$9 million per annum. Send a strong message that this is unacceptable. The public also needs to understand that there are limits to what our municipal government can do given the city's current financial position. Increasing taxes, in my view, is an absolutely unacceptable way to improve service delivery and infrastructure given our already high tax base. Similarly, our aging population cannot assume any further debt.

55 I feel that that the capital expenditure allocated to each councillors should be eliminated as well as the discretionary spending should be reduced as they are just spent to ensure reelection.

56 Pointless to increase the street snow removal because the contractors cannot do it properly, every snow storm the same problem. Going on 5 years now, same old contractor, i guess he has to be the cheapest. Only cleans one side of the street leaving customers on my side to shovel an extra 10-15 feet of snow to get our vehicles out onto the street. not great at my age. very bad for emergency vehicles and crew.

As for transportation, we have it great here in sackville. But you need to find a way to get the vehicles out of the city center in Halifax some how. Park and get a bus into the center. Better yet, more bike lanes, less cars , more people will cycle into town.

57 I generally favour strong government services; however, Halifax has to become a growth engine for this province or we are screwed. We must make some cuts now to lower taxes and spur economic growth. If not, in 20 or 30 years we may be forced to make dramatic cuts as our population dwindles. Some pain now too save big problems later.

I am a huge transit supporter, but feel our current approach is completely wrong-headed. We provide mediocre service almost everywhere, and enormous amounts of overlap. Fixing this problem with fewer, high quality routes will both lower costs and make riding the bus a better option. A serious commitment to quality transit might cost more upfront (better infrastructure, not just more routes) but will pay off in the long run.

There was no chance in the budget to look at ways to capture more revenue. It seems on-street parking is really under-priced. We don't even have parking meters on Lower Water Street or around the Commons. Dal parking is very under-priced. This creates two big issues - loss of potential revenue, and the inability to find a parking spot. Free on-street spots are hogged by commuters all day, doing nothing for nearby businesses or anyone who just NEEDS to park for ten minutes and would willingly pay a few dollars to do so. We must move out of the stone-age and realize free parking is wasteful and counter-productive.

We need to move away from big government led economic development strategies and work on grassroots ways to build people's skills and support growing businesses. The current approach does not seem to be working. Money could be better spent almost anywhere else. Government needs to provide basic services, reduce onerous requirements and then hope for the best. Billions of dollars and few results have convinced me government's role in actual economic development is fairly limited.

58 I think that additional money should be given to the emergency response workers to keep us all safe, especially in these uncertain times. Our police officers need better equipment to tackle the terrorists with more powerful weapons. Although I am a librarian, I would rather keep their allocation the same and increase spending on programs aimed on getting our population active.

- 59 This is an awesome tool. I stumbled on to it by chance. We should be advertising the heck out of this thing - it's a great way to see where City staff have to make choices in the budget each year. I particularly enjoy how it shows the connection between level of services and budget amount, if you want more, it's going to cost you! I don't think a lot of people see it that way, but they should understand how things work.
Hopefully people will take the time to look at this and play with it, offering the city some valuable insight into what citizens want. As a citizen, I would welcome the opportunity to collaborate more with the City, it's the only way we can both successfully move forward into the future :)
- 60 Police and RCMP should stop wasting their resources on hunting citizens who grow Marihuana (unless they do it to resell it at a profit), or who use THC. Also, rules concerning alcohol consumption should be loosened, which would require less enforcement. Do away with winter parking bans -> no enforcement cost. Many cities around the world with heavy snowfalls and narrower roads do well without winter parking bans. Finally, garbage separation must become much easier. It has to be so simple that someone who is unable to read can "get it" in an instant. This will lead to lower expenses for regularly sending out those complicated instructions.
- 61 Payroll has to be the largest cost. How about a good hard look at duplication in departments and ways to deliver the same services with less overhead.
- 62 For an extra \$4 a month/household, residents and visitors have significant improvements in their communities and events, as well as the possibility of creating more jobs. Safety and risk levels are either maintained or improved, while all other quality of life benefits are enjoyed by all. Easy to sell the per person figure than the overall budget numbers.
- 63 We really need to make tough decisions to reduce the debt.
- 64 There is a limitation with the exercise that you could consider improving on next year. We don't have a chance to comment on how the *existing* budgeting for each department works. This might affect how we make our selections. For example, I don't support giving more money to HRPD right now because I feel they already have a very large budget for what they do. But if they rearranged some of their existing funding to spend more on integrating minorities, community policing, prevention, etc, then I might be interested in allotting more money. Same with parks - perhaps I would allot more money if I felt it was going to be spent on naturalization, rather than infrastructure improvements. Thank you.
- 65 Great exercise. Thanks for the opportunity. Fun AND educational.

66

I believe the tax rate for suburban and rural areas of HRM should be increased, and urban rates maintained as is until such time that rates are commensurate with municipal spending. Services provided to suburban and urban areas necessarily cost more - such as transportation (roads and buses), policing, water, snow removal, and most other municipal services - due to the longer distances involved. It's more economical and sustainable to have populations concentrated in denser areas - especially where the hard infrastructure has already been established.

Municipal revenues would be increased to provide better services for the entire municipality if suburban residents are taxed according to actual costs. The original criteria for charging higher rates in urban areas are no longer valid, and higher urban rates have led development to become less efficient and less environmentally sound. It's costlier to service urban sprawl.

As an example, it's logical to use public transportation in urban areas, but we have not seen similar improvements for suburban areas. Instead, our roads are upgraded to accommodate more cars going longer distances. Our public transportation is nominally extended, causing significant increases in costs, but not providing comparable value. Our water lines are extended great distances, and our snow removal teams travel many more kilometres dropping salt and clearing snow. Our police force needs to travel farther and cover larger distances.

I understand about the choice in quality of lifestyle, and certainly do not expect all suburbanites to move to the city. However, I am convinced that urban tax rates prop up expensive suburban development. I would like to see gradual changes in these rates over time to increase municipal revenues, which will improve services across the whole municipality.

67

Connect the highways. 100 series highways need to connect to each other. Motto should be anywhere in 20 mins. light rail needs to happen. Should be able to bike around the basin. Have some vision and think beyond the next vote. Dream big, make this city great!

68

How about splitting that last section up? I'd like to throw way more money at IT, and take it away from legal. One wants to help and doesn't have the funding, the other blows funds on petty arguments with the feds.

69

Increasing our commitment to arts, culture, heritage and recreation- quality of life areas- would be well worth \$17 in tax increases. We must continue to make Halifax an attractive place to live, which will lead to greater economic development. I have also assumed that there are some cost savings to be had within existing budgets that could address service issues on several line items. I also believe that transit is in poor condition and needs a short-term boost in funding to encourage more usage.

70

Increase funding to trails and A/T to \$11 million a year, 3RD Mode Funding

We need more Trail Staff increase to 10

Fund Big 5 A/T Ideas

More Planning Staff

More Environment Staff

Lot Service Charges to \$50,000 per lot

30 meter buffer to all watercourses

Create local garbage transfer stations

Spend money on Provincial Parks e.g McNabs and 2nd Lake

In Parks and Rec have trail budget 8 million a year

Transit Buses Run 24/7

INCREASE PROPERTY TAX--PAY OFF DEBT QUICKER

Increase CCC to cover soft items --trails, rec,

Pass Top Soil By law

Pass Storm Water Functional Plan

Water Quality Functional Plan

Create Downtown funds \$20 million for Sackville, Hubbard s, Mustoboit etc

Limit new Building in Industrial Parks, Every 100 sq ft in Industrial Parks 50 sq ft in our Downtowns

71

NOTE: As stated within the comments for the Culture/Heritage/Events category and the Transit category this budget has a surplus of approximately \$11 million. This money should be allocated to a commuter rail service from Windsor Junction to the downtown train station and to repurposing St Pat's Highschool as publicly owned performance and arts centre. It is not meant to be used to lower taxes.

72

In todays world, we all have to live with less. While there are pros and cons to all choices, I personally believe that municipal government has gotten too big and needs to scale back. We cannot continue to fund "nice to have's". I would ideally like to see tax reform where taxes are levied based on the services people receive versus the archaic method used today.

73

Let's see the Active Transportation Plan put in action. Roads should be for getting people around, not parking lots.

74

Increased development charges will go a long way to meeting my overage.

75

I tried to maintain a balanced budget which is not a realistic goal as future cannot be predicted with what can happen for example another hurricane or blizzard. However it is my firm belief that emergency services such as police, fire and ambulance are essential services that can never be reduced in the budget. Also I had to play around with the budget as my first attempt was very much over budget so I reduced each item ,at least one to three levels to maintain balance. It would be useful to include how one item can indirectly impact another. For example , increase road maintance and snow and ice removal directly impacts police fire and ambulance services due to lowering the possibility of vehicular accidents.

76

Dramatic improvements to the bus network (full network redesign as Its More Than Buses proposed), improve snow removal on bike lanes, install dedicated bike lanes.

77

Thank you for this opportunity!

78

This online form is not granular enough and doesn't provide appropriate budget details. To formulate a valuable budget requires better access to current expenditures. Knowing where the money is going and why is the only true way to figure out where the money should be spent. Our elected officials have to sit down and go over the numbers for each and every department. For example, in the education department, how much money is spent on pens. Now, what pens cost the most and which ones cost the least. Now take the average of those two numbers, subtract 25% and that gives you the maximum you can spend on pens within the education department and will in the long run save you money. From the staff in the Education Department Office or the teachers in the schools, the SAME limit applies. Same applies on whatever the money is being spent. There is no point to overspending for something as simple as a pen. After working for a huge office supply company from the US and working with an enormous amount of people from within the education department, whatever money is in the budget is being spent, period. I've spoken to many people at the end of the fiscal year for their school and they are trying to get every dollar spent before the period ends. Use it or lose it is the attitude. Americans and Canadians are not all that different. If given the choice to spend the money or not spend the money (with no ramifications to oneself) one is more apt to spend the money albeit not in every instance.

79 The Health Care System clearly has its own problems with expenditures. I will say I am glad that the government is streamlining the number of districts and union representation. Don't take this the wrong way, this is in no way saying I like this government or that I have faith in this government simply that it's a one of the plans with which I agree. The numbers have to be controlled and there is no point to having so many different ways of looking at the same employees. If the Unions truly care about their employees and the employees truly care about the patients, then they should understand that so does the government. This is why they trying to use the same amount of money in a more efficient manner. This is on a larger scale which is easier to produce wanted results. I challenge our current government to do this same thing down to the smaller scales like pens and paper. It's the little expenditures that add up to big numbers and bite you in the ass. When all is said and done, it all comes down to the individuals with the authority to sign off on expenditures. We the people have often said that our elected government officials have to be more accountable. Well, what about the government employee at the high school over there that regularly signs off on 5 dollar pens because they look cool and feel good (as does many other cheaper pens), 100 dollar boxes of paper to make sure everything looks so nice. These same schools are wondering why they have no money for after school activities or sports. No money for a new computer lab or more science equipment. Just, no money. My point is there are many ways to save money. Cutting from services or raising taxes doesn't always have to be the only two options when you are trying to balance the books. Technology can help manage these numbers but they have to be told what to look for first. Start at the top and work your way down but don't stop the investigation simply because you found something at the top. You'll likely find more money sitting around the middle and bottom that is being wasted either foolishly, recklessly, maliciously or a combination of all of them. It's up to our government to figure that out.

80

Focus on sustainable initiatives that make Halifax a desirable, green city to live in. Increased commitment to stronger planning guidelines for regional centre would result in less time wasted on developments, minimize political interference and decrease inquiries and demands on staff as everyone would be clear on how to move forward. Increased investment in active transportation and connectivity between ferries and buses would encourage more people to use sustainable transportation, reducing road infrastructure requirements - encourage focus on regional core in investments. If developers want to increase suburbia, they can pay for the infrastructure. Make it more expensive for people to live outside city, and more affordable and appealing to live in downtown core. Charge a little more for recreational programs and offer more frequently - ie: Findlay Centre ballet is always sold out. Why not offer more programs? Stop building huge recreation centres and instead focus on adapting schools for community use, and encourage outdoor recreation opportunities.

81

I understand that this is not a detail budget item by item, but at a higher level to give a sense what takes place in budgeting.

I will be turning 65 next year and my wife is already 65. The house we live in was purchased in 1992. I have kept data on my taxes, income, etc since that time. I know that costs have gone up and I realize many items have increased more than my taxes. My property taxes have increased and average of 2.4 % over those 23 years. My income however has increased only an average of 1.05 % per year for the same period. I am on pension and when I turn 65 next year my income will decrease. I must as a senior cut back on my expenditures in running my home based on my disposable income. I suppose I could go out and get a job and perhaps take it away from a young person needing one. I am not as bad off as many other seniors may be, but I still must make budgeting decisions based on my income. HRM can set a budget then based on that increase my taxes to meet those budgeted item. I do not have the luxury to ask government pensions to increase my pensions to keep pace with my current expenditures levels from year to year but must make cuts based on the reality I live in.

Perhaps HRM should budget the same way a senior must with little or no annual increases in income or even less. Seniors now make up about 20 % of the population and their needs may differ from younger residents..

I understand that it must be a very complex and difficult process to go through, but I must and others must do the same based on our shrinking incomes in relation to increasing costs. I don't like hearing HRM say that they have not increased taxes rates but assessments have gone up, the bottom line is that overall what I pay in taxes has increased an average of 2.4 % per year even with some years with a decrease in taxes. HRM must look closely at all areas in running our city looking for ways to streamline and save on expenditures.

82

Not all city revenue needs to come from its residents. There are also many efficiencies to be found when it comes to the way the municipal govt operates.

83

Increase services and cut administration costs.

84

The budget challenge was sufficient, but do you think that an increase in spending in the "governance and support sector" would "Would further accelerate the implementation of more on-line services via the web - halifax.ca. Additional employees would not be required?"

Please let me know. Thank you.

85

This is not easy. I wanted to try to increase in one area and ended up affecting three other areas negatively in order to balance.

86

A small tax increase would not be too much of a hardship, based on this budget, in order to get some of these services. For many years, for example, the libraries have been ignored. Now that we have this great new central library, it would be a shame not to keep the momentum going for a few years in order to truly make it world class. I think it is also a drawing card and will serve many of the community needs. As well, HRM has lagged behind most other Canadian cities in terms of arts funding to professional artists. The fact that a granting program has finally been created and will evolve over the next few years is one of the ways that will help artists in this community truly make this city an interesting and exciting place to live. On a micro scale, one only needs to look at the change at Agricola Street in the past five years- we must keep this momentum going. As well, public transportation needs to be supported. Having our downtown and now Spring Garden Road look like a war zone what with all the empty store fronts, in order to continue unique and mindless expansion to the outlying areas with no sense of individual neighbourhood vibe is one of the worst decisions this city has made in the past 25 years- unchecked urbane sprall where our downtown areas on both sides of the harbour have been sorely neglected. By discouraging this growth and concentrating on moving people away from a car culture needs to start with better transportation on the buses and ferries. Even the fact that the 7 now comes once every fifteen minutes is a huge improvement in the past year to the amount of times I personally use public transport.

- 87 To follow through on the investment and expectations Haligonians have for their libraries, an increase in funding is very much needed. Improvements in transit are something most HRM residents agree are necessary. As for policing, I urge HRM to consider alternatives. Like these:
<http://www.rollingstone.com/politics/news/policing-is-a-dirty-job-but-nobodys-gotta-do-it-6-ideas-for-a-cop-free-world-20141216>
- 88 This was an interesting exercise, it made me think about what my priorities are and It was useful to see the costs of each service that the city provides and the percentage each one of these services is of the overall budget. I think this exercise should be expanded in way that an anonymous survey could be done that would include some geographic information from the respondents which would allow you to see how priorities are distributed across the municipality.
- 89 With respect to administration, the proposed cuts relate to councillor support and Mayor's support. I do not support increased spending on transit as increased spending has not increased ridership. Recent expansion of sidewalk snow clearing should be eliminated - it is resulting in unsafe sidewalks because of slow response times. But pothole filling needs to be treated as a priority safety issue. It is not satisfactory to be still addressing potholes in October. Halifax cleanliness standards are poor compared to other cities. Much more needs to be done with respect to general city maintenance. Investment in the downtown for Xmas shopping is virtually non-existent. Clearly the BIDS don't have the funds to do what needs to be done. And it isn't just a business responsibility - it supports overall pride in our downtowns.
- 90 This initiative is very well done. I know budget discussions are well underway and I expect that it is late for me to be contributing to the process. But it has been informative nonetheless.
- 91 With an ongoing increase in developments in the core of HRM I'd like to see more transparent rules and a quicker approval process in place. I don't feel that a small tax increase would be a bad thing in the short term to help redevelop our broken transit system and to help support economic development in the future.
- 92 I kinda wanted to allocate more money to the metro transit because they're awful, but they will continue to be awful. Where do I make them budget for better management? Also where do I increase budget to clean the harbour.
- 93 These suggestions and amounts were based on nothing much other then personal opinion, and did not watch any of the videos etc. having maybe more time to focus on watching them, my categories may change.
- 94 No more debt. Tax relief would be great. Clean up the excess waste in management.
- 95 The outlines for what would be cut to services given don't have to be written in stone. For example the public libraries. I frequently take out DVD's. I currently am on hold for a movie on DVD. 55 people are on the wait list. The library is ordering 17 copies of that film to loan out. 17! That's for one film. Imagine the amount of money the library spends each year acquiring movies and TV shows to loan out. I am sure the service could be done more efficiently for example purchase only 8 copies. If the number of copies purchased by the library were reduced it could save a lot of money and branches would not need to close or hours be reduced. There are many ways to save in departments that are not included in the brief synopsis given for each budget department.
- 96 In order to make improvements the budget needs to show me more then what we have to deal with.
- 97 I disagree with many of the development projects going on in Halifax at the expense of livable neighbourhoods. I find the amount spent on culture and heritage should increase by 20%, and safe bike routes should be created.
- 98 We have to start making decisions based on the hurt and future hurt that will be caused to tax payers...Amalgamation has not demonstrated the cost savings expected as there is too much old city HALIFAX DARTMOUTH spending philosophy not enough county spending ways.

99

I believe the options for reducing police budget are not properly framed. The reality is that crime is decreasing and police is increasing. Increasing police costs does not make sense. Same issue in education for the Province. As the volume of business goes down so should spending. So rather than the outcomes predicted, there should be a general reduction in police staff - and if some presence or compliance activity is required use civilians. Concentrate police resources on serious matters.

100

Solid waste & sidewalk snow clearing are 2 areas where there are significant opportunities for efficiencies & cost savings. The recent report on solid waste talks about opportunities which council seems reluctant to tackle and I'm not talking about cutting weekly green bin pick up in the summer (and shame on whomever put this in as an option in the 5% reduction scenario). As for sidewalks & salt application on the peninsula, a walk anywhere today, Sunday, Jan. 18th would confirm far too much salt is bought and applied.

101

Nine stories is all the increased density the peninsula needs. Any more is just handing developers a fat profit while overloading the existing infrastructure. STOP subsidizing municipal water and sewer installation in remote areas of HRM, and start making more of what is already installed. Rome is a good example of density standards, though not municipal administration.

102

Please see last weekend's globe and mail re the article "the rising" by Adam Radwanski on urban revitalization. Very timely ideas especially re tax incentives to redevelop the urban areas, I would start with downtown Dartmouth and Barrington streets.

103

I am a rural resident of HRM and do not use public transit. It is not suitable for rural living when you have several stops to make in a wide area. Transit should be funded by the riders and people who benefit from it and not by property owners who cannot make use of it.

104

Increase the budget for transit but only if this makes fares cheaper. Cheaper fares would increase ridership. Make a separate fare for the ferry if you are only using the ferry. If you want to transfer to buses - you pay the full transit fare but if you only take the ferry - have a flat rate of \$1.00

105

Would like to see funding increased for access-a-bus - truly one of the worst services in the city.

106

I wish some categories were broken down more. ie. What about social services for homeless people? Is that only a provincial responsibility?

107

There are major infrastructure challenges in the years ahead that need to be focused on. With there already being NSBI, Greater Halifax Partnership, and the fact that Halifax is the business centre of NS, growing an effort there makes no sense with an already strong 60/40 tax split (residential/business). Culture spending is a bit out of control, and frankly there are too many fireworks going off in my neighborhood every holiday for there to be a need for municipally funded fireworks as it is an out of date practice.

108

It's time Transit started to pay its own way, I'm getting tired of subsidizing it. Rinks and ball fields are on a user pay, the people using the trails can start doing the same thing. I'm also getting tired of subsidizing the biking community, if I've got to pay \$45 to licence a utility trailer they can pay the same amount to use the roads, they've got lots of mouth when it comes time to spend the money on the roads but that's pretty easy when you're not paying any of the bills and the money could be collected by the province and rebated to the city.. \$17 dollar reduction is as good in my pocket as yours. It's time to start looking at ways to reduce taxes on home owners and business

109 I would have preferred to select an option to decrease a part of the budget by up to 100% for several of these "services", if such an option existed.

Namely, the following:

1. Metro Transit. its budget should come entirely from the fares that it collects.
2. Recreation. Arenas, pools and similar facilities should be paid for by those who use them.
3. Libraries. While libraries should exist, there is no reason for them to each cost the city \$3200/day, on average, with such a thing as the internet.
4. Culture/Heritage/Events. This "service" is so vaguely defined that it likely doesn't deserve any taxpayer money.
5. Customer Service Centers. \$1900/day for each one? That's not what I call value.
6. Development Approvals, Permits and Inspections. This should be handled by the Province.
7. Economic Development. Cut this one out of the budget entirely, the best "economic development" happens when taxpayers are free to choose how they spend their money, rather than have it confiscated through taxes.
8. Governance & Support Services. Really? 16 councilors for a city with a population of 415000? 6 would be more than enough.

Much more budgetary savings could be realized by simply bringing city employee's salary/wages in line with private sector employees who perform similar tasks/use similar skills, and by moving to defined contribution pension plans.

110 This is a nice little exercise, clearly designed to show people that services cost, and choices have to be made. Perhaps folks could be made to understand that making demands for things like a stadium will cost us much more than we can afford, increase our taxes and require our giving up other things, with no positive addition to the community. Instead of reacting to limited public input, perhaps we could spell out the details of cost vs. benefit for many of our big cost items. The political risk, of course, is in sounding negative. That's a risk more municipal politicians should be courageous enough to take.

111 Snow clearance - do sidewalks much sooner
Council - after the last decision by council on the Wellington Street building, I think council should be sent back to learn about the value of community councils

112 City Council still hasn't dealt with Halifax heavy on upper management. That would result in better streamlining of services by taking management money and putting in support of front line staff. Also, Library union is involved in contract negotiations. They should get the same raises as did the Mayor and City Councillors.

113 I'd welcome a 0.6% increase in taxes to modestly increase the budget as outlined. I'm not interested in increasing the size of municipal government but would spend more on capital improvements and library content.

114 It is unfortunate that where a person recommends removal of a service or a substantial cutback the financial implications do not show. For example transferring the EMO duties totally to the province saves nearly \$400K but it is not deducted from new budget. The same can be said for areas where privatization and flexibility in program delivery such as Waste are not able to be shown in the new budget. If these items and others were reflected in the submission the new budget proposed would be under or equal to the HRM budget.

115 We need to do more for active transportation (separated bikeways) and public transit.

116 Thanks for the chance to give feedback. I love this city.

117 Thanks for putting this up, an interesting tool to engage the public.

118 Great exercise in how challenging the budget is for the City. Easy to complain, and hard to do!

- 119 I expect the that the municipal public service employ continuous improvement strategies that lean processes and improve productivity. Further, I prefer that our government(s) protect our safety & property and otherwise leave me with the ability and means (read, charge less tax) to choose what is right for my family and me. Thanks, and I appreciate the chance to provide input for your consideration.
- 120 The only way to fix our issues in Halifax is to attract more people to live here. We don't so that by spending more in government administration. The private sector needs to freely invest in our city.
- 121 Maintaining the metro transit budget is subject to streamlining and reorganizing the system to better use the resources to maintain routing on arterial roads
- 122 A reduction in budget does not have to mean a reduction in service. There are far too many people employed by the municipality who are not providing any real value. I would suggest looking at how to better provide services and we do not need any more committee's, action groups, citizen groups, task forces, or whatever you want to call thing that waste time, we have elected officials who are supposed to run these offices and make decisions. If we don't like their decisions we replace them.
- 123 Some of these choices need to be looked at more closely - a slight reduction shouldn't result in 5-15 day delays in service, for instance. These areas need to become more efficient and productive so that a simple reduction in some budget doesn't create such a backlog. There are ways to make places become better at what they do - this needs to be implemented.
- 124 Moving towards more effective use of resources including human resources combined with an increasing priority for active transportation and public transit options with some extra work on recreational option will make for a better municipality.
- 125 I love our municipal waste services. We have a lot to be proud of.....and I would hate to decrease our level of service and commitment/protection to the environment.
I do not know enough about Policing vs. RCMP services. Can efficiencies be made within these 2 bodies of policing? Unfortunately I do not know enough about them to make an educated comment.
- 126 Reduction in administration and spending by members of council would free up funds to put into law enforcement,roads, infrastructure etc. Allocate more money to services to stakeholders not in administration functions.
Home owners are struggling to meet rising costs of food , shelter etc. Tough spending choices are being made by homeowners and small business people to avoid going in debt. City staff need to make hard choices on budget spending for 2015. Learn to do more with less. Keep tax rates to lowest level possible for 2015. Develop and additional 4 years of budgets to determine what the 2016 to 2019 might look like under most likely assumptions.
- 127 Libraries are no longer needed in the 21st century. Please stop building them.
- 128 These are tough times and I have not been overly impressed by the Mayor, Councillors and senior staff who should all be leading by example; and the 5% reduction I made should be spread over their base salaries, not result in the loss of any other staff.
- 129 Spend more money on citizens overall health and welfare.
- 130 Get focussed on the basics.
- 131 Yes. Raise taxes! We should all pitch in a little more in the municipality's interest!
- 132 Recreation, sports, parks, leisure - that's what makes life, LIFE. We are not robots. We are human beings and promoting these things will promote life.
- 133 I feel that a huge increase for an efficient transit system is not necessary - it is a matter of allocating existing resources properly. Please consider taking into consideration the opinions of 'Not Just Buses' which proposes many changes to the existing transit system.

- 134 Please tighten your belt on spending! Be Bold.....Reduce micromanagement by 50% and we will have more great projects like the new Halifax Library...remember the fear when the design was unveiled!!! CNN changed the groupthink on that project. If the city can somehow reduce the red tape the private sector will have a better chance to grow ... slow change is better than no change.. thank you and good luck on the budget...
- 135 I think it is extremely important that Halifax focus on preserving and developing green space. Halifax is a coastal city and as such should be a beautiful place. I have lived in Ontario, BC and PEI and was disappointed upon moving to Halifax that there were so few parks and green spaces in the city. Also, a focus on the creation of bike paths is needed to make biking a realistic commuting alternative, as well as continuing to fund and prioritize public transportation (which is excellent) to encourage fewer people to use cars as a primary means of transportation.
- 136 More green space! And wildlife sanctuaries
- 137 Great opportunity- advertise more widely! :)
- 138 Really appreciate that the public is being engaged these days in Halifax.
- 139 Crime continues to decrease. We do not need more police or RCMP. In fact, given their training/education levels, I would suggest a lower pay scale. Same for fire fighters. An evaluation should be done to assess the actual cost (including amortized capital) for the ferry service (cost per rider during peak and off peak times). This should be done for some bus routes too that are infrequently used. The bus service should have a digital system for convenience and for tracking ridership on an instant basis. Such data would significantly help make the system more efficient.
- 140 Nice idea
- 141 This is a great exercise to help residents of HRM understand the complex nature of budgeting public money. Thank you for this opportunity.

APPENDIX 4

Participant	Total Budget
1	275,420,700
2	308,318,800
3	336,611,600
4	342,843,100
5	352,905,500
6	358,510,500
7	386,215,000
8	386,215,000
9	390,936,600
10	391,475,700
11	392,606,600
12	393,364,500
13	394,783,000
14	395,981,700
15	398,200,500
16	399,414,600
17	399,444,000
18	400,395,000
19	404,029,200
20	404,635,500
21	404,685,000
22	405,600,500
23	407,140,700
24	407,202,500
25	407,630,500
26	407,934,100
27	408,168,900
28	408,638,900
29	409,913,600
30	410,478,700
31	410,766,200
32	411,604,000
33	411,853,500
34	411,883,700
35	411,996,500
36	412,151,800
37	412,646,100
38	414,503,800
39	414,727,900
40	415,205,500
41	415,268,500
42	415,436,200
43	415,475,200
44	415,553,500

45	415,662,400
46	416,289,200
47	416,364,700
48	417,222,400
49	417,268,000
50	417,344,000
51	417,364,900
52	417,816,000
53	418,598,800
54	418,816,200
55	419,101,300
56	419,131,200
57	419,161,800
58	419,416,700
59	419,461,600
60	419,569,700
61	419,807,300
62	419,836,100
63	419,928,800
64	419,977,500
65	420,227,600
66	420,336,600
67	420,545,500
68	420,568,500
69	420,780,200
70	421,054,100
71	421,373,400
72	421,379,200
73	421,555,000
74	421,764,400
75	421,785,500
76	421,786,600
77	421,791,700
78	421,825,300
79	422,083,800
80	422,128,900
81	422,233,000
82	422,385,100
83	422,431,200
84	422,483,400
85	422,518,700
86	422,615,400
87	422,682,300
88	422,930,000
89	423,066,400
90	423,476,300
91	423,547,500

92	423,684,000
93	423,857,700
94	424,164,200
95	424,174,200
96	424,183,600
97	424,448,200
98	425,139,500
99	425,174,100
100	425,199,700
101	425,273,000
102	425,401,500
103	425,424,800
104	425,463,000
105	425,623,200
106	425,658,000
107	425,688,200
108	425,753,600
109	425,942,300
110	425,962,000
111	426,059,900
112	426,071,000
113	426,077,600
114	426,142,900
115	426,148,800
116	426,288,100
117	426,304,600
118	426,304,700
119	426,434,800
120	426,453,500
121	426,463,200
122	426,471,200
123	426,516,200
124	426,532,000
125	426,671,700
126	426,685,900
127	426,687,200
128	426,732,300
129	426,775,500
130	426,808,200
131	426,915,900
132	426,979,600
133	426,993,900
134	427,019,900
135	427,027,000
136	427,120,900
137	427,132,800
138	427,181,700

139	427,189,800
140	427,210,000
141	427,214,400
142	427,230,800
143	427,301,900
144	427,317,900
145	427,326,800
146	427,355,900
147	427,368,900
148	427,375,500
149	427,395,900
150	427,539,100
151	427,547,600
152	427,559,100
153	427,649,300
154	427,651,800
155	427,671,100
156	427,701,800
157	427,708,800
158	427,745,000
159	427,746,500
160	427,762,800
161	427,778,600
162	427,797,700
163	427,835,200
164	427,883,000
165	427,894,300
166	427,944,900
167	427,948,200
168	427,955,500
169	427,957,200
170	427,995,400
171	428,076,300
172	428,098,900
173	428,170,200
174	428,204,700
175	428,206,000
176	428,220,700
177	428,247,400
178	428,254,900
179	428,275,000
180	428,277,500
181	428,277,700
182	428,280,400
183	428,289,600
184	428,304,100
185	428,310,100

186	428,317,700
187	428,346,400
188	428,350,800
189	428,351,700
190	428,371,200
191	428,379,100
192	428,380,100
193	428,387,300
194	428,418,200
195	428,422,200
196	428,425,000
197	428,448,600
198	428,458,000
199	428,505,000
200	428,516,600
201	428,537,100
202	428,548,100
203	428,552,300
204	428,570,100
205	428,574,000
206	428,580,900
207	428,595,800
208	428,596,700
209	428,607,700
210	428,622,500
211	428,624,700
212	428,625,200
213	428,630,100
214	428,647,700
215	428,668,400
216	428,674,500
217	428,691,600
218	428,743,600
219	428,749,600
220	428,779,200
221	428,808,800
222	428,812,100
223	428,820,800
224	428,838,300
225	428,839,600
226	428,867,000
227	428,889,700
228	428,894,100
229	428,903,200
230	428,916,200
231	428,921,100
232	428,926,300

233	428,931,200
234	428,935,300
235	428,938,700
236	428,957,600
237	428,962,000
238	428,971,600
239	428,973,400
240	429,009,300
241	429,013,400
242	429,018,500
243	429,023,100
244	429,025,600
245	429,028,900
246	429,033,300
247	429,035,800
248	429,043,700
249	429,044,100
250	429,046,700
251	429,050,500
252	429,051,400
253	429,051,500
254	429,054,100
255	429,054,200
256	429,056,800
257	429,058,500
258	429,061,000
259	429,061,700
260	429,064,900
261	429,070,000
262	429,071,400
263	429,074,500
264	429,081,800
265	429,081,800
266	429,083,800
267	429,087,400
268	429,092,400
269	429,097,100
270	429,099,000
271	429,099,300
272	429,100,500
273	429,106,500
274	429,107,100
275	429,112,500
276	429,114,500
277	429,115,200
278	429,116,900
279	429,117,700

280	429,124,800	
281	429,127,800	65%
282	429,129,700	
283	429,129,700	
284	429,129,700	
285	429,146,400	34%
286	429,219,700	
287	429,243,500	
288	429,276,900	
289	429,282,000	
290	429,357,300	
291	429,404,300	
292	429,679,300	
293	429,742,300	
294	429,745,300	
295	429,790,500	
296	429,948,700	
297	429,976,000	
298	429,978,300	
299	430,011,400	
300	430,028,900	
301	430,051,600	
302	430,076,400	
303	430,158,700	
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305	430,314,100	
306	430,371,200	
307	430,392,800	
308	430,418,800	
309	430,461,600	
310	430,489,600	
311	430,493,300	
312	430,536,600	
313	430,618,900	
314	430,645,200	
315	431,061,000	
316	431,094,700	
317	431,122,000	
318	431,138,700	
319	431,195,300	
320	431,204,600	
321	431,223,200	
322	431,293,000	
323	431,423,800	
324	431,454,700	
325	431,767,000	
326	431,800,400	

327	432,067,100
328	432,084,900
329	432,601,500
330	432,657,600
331	432,675,400
332	432,843,100
333	432,957,900
334	432,998,900
335	433,017,700
336	433,051,100
337	433,262,900
338	433,308,700
339	433,359,600
340	433,411,800
341	433,436,300
342	433,627,600
343	433,642,400
344	433,736,900
345	433,828,400
346	434,005,500
347	434,063,700
348	434,285,100
349	434,313,800
350	434,415,100
351	434,435,100
352	434,452,200
353	434,618,100
354	434,713,100
355	434,735,500
356	434,836,900
357	434,895,200
358	435,017,100
359	435,068,800
360	435,075,500
361	435,630,800
362	435,730,200
363	435,831,400
364	435,840,600
365	435,847,300
366	435,953,000
367	435,961,800
368	435,990,200
369	436,062,100
370	436,215,600
371	436,465,300
372	436,546,500
373	436,890,100

374	436,892,900
375	436,896,700
376	437,095,200
377	437,202,400
378	437,390,900
379	437,418,800
380	437,454,800
381	437,512,200
382	437,667,500
383	437,847,800
384	438,044,900
385	438,077,400
386	438,472,600
387	438,568,200
388	438,620,000
389	438,751,400
390	438,962,700
391	439,094,700
392	439,127,000
393	439,177,300
394	439,180,200
395	439,200,500
396	439,372,500
397	439,381,500
398	439,405,600
399	439,644,600
400	439,654,700
401	439,681,200
402	439,796,600
403	439,824,000
404	439,838,100
405	439,901,600
406	439,942,500
407	439,970,200
408	440,035,300
409	440,040,300
410	440,152,400
411	440,242,400
412	440,854,400
413	440,954,900
414	441,002,900
415	441,103,400
416	441,293,200
417	442,195,900
418	442,873,100
419	442,984,800
420	443,514,100

421	443,569,500
422	444,474,600
423	444,543,000
424	444,628,900
425	444,729,300
426	445,381,000
427	446,316,300
428	446,963,200
429	448,588,800
430	453,888,100
431	454,524,800
432	457,396,000
Average Budget Balance	\$ 426,484,612
2014-15 Budget	\$ 429,130,000
Variance from Average	- 2,645,388

Comments from shapeyourcity.ca/hfxtax2015

Topic question:

Halifax Regional Municipality's current debt payment is \$55.85 million or 6.6% of a total expense budget of \$844.3 million. Do you feel this is too much or not enough to expand and maintain the Municipality's infrastructure? Please provide your comment.

Oct 2014, 08:26 AM

Halifax has enough existing infrastructure to deal with 30 years' worth of growth. A report released two years ago by Stantec found that if we concentrated growth we could save \$6 billion over the next 30 years. People may "want" to live where no services currently exist but as a municipality we ought to direct growth to areas that are more reasonable to service.

Oct 2014, 08:29 AM

This is not enough. In tough economic times we need to expand services and put people to work doing necessary things like upgrading infrastructure. Pay down the debt when the economy is on the upswing.

Oct 2014, 09:44 PM

This level is OK but should not rise anymore and be gradually reduced by 10 percent per year if possible; when interest rates rise it will cost us money

Oct 2014, 02:16 PM

Debt should be used very cautiously and only for major, required infrastructure. I would not support using it to fund a stadium.

Oct 2014, 01:06 AM

We must remember that debt is paid off over many years (maybe 25 years, etc.). Some of us will be long gone and the bill will be left for the younger generations to pay off. Are these bills we leave for them something that is worth leaving them a bill for? Are they going to benefit as well? Or will they just be left with a bill that was of little benefit to them? If NS finances changes, will the debt still be easily paid off or burdensome to the next generation? Or will what was bought with the debt help financially in the future? We all want stuff but are we being impulsive and looking for immediate gratifications? Or are these needs that have to be done for safety, etc.?

Oct 2014, 01:07 AM

Who is left with the debt bill that we used to pay ourselves? Is it worth it to saddle future generations with a bill for a project that will be meaningless to them when they are still paying it off?

Oct 2014, 01:11 AM

How much have we actually saved when we amalgamated 18 years ago? Concentrated growth also equals more bureaucracy, more wear and tear from more people and higher costs.

Jan 2015, 10:39 AM

The debt number is meaningless unless we have comparable statistics from similar cities across Canada and even across North America. Looking at my personal budget, I would be delighted to only be spending less than 7% of my household income servicing debt! But again, we have to know how this number compares to other cities. We also live in a low-interest-rate environment--perhaps now is a good time to take on needed debt to build the infrastructure we need while money is "cheap".

Jan 2015, 10:21 PM

Unless it involves intelligent infrastructure for future generations to use, we have NO right to impose debt on them!! For example we have NO right to shackle our children with the responsibility to pay off our pensions or our current politicians' pensions--that is our responsibility! Most responsible families strive to help their offspring get a good start in life. Our society seems Hell-bent on getting what we ourselves can get NOW, and our children are left with the bill. This is leading to disaster! Shame on us!

Topic question:

Revenue Fees (not including Transit) account for \$47.45 or 5.6% of Revenues received by the Municipality. This includes everything from recreation fees, permit fees to parking and facility rentals. Do you support increasing these fees and/or creating additional user fees to maintain a lower tax rate or provide additional services? Please provide your comment.

Oct 2014, 08:00 AM

Pay as you go is the best way to ensure the people interested in the activity get what they want and the people who do not use the facility / activity do not have to pay for something they do not use. If I don't use it, I do not want to pay for it!!

Oct 2014, 08:17 AM

Fees should be lowered. User fees are unfair for those less able to pay and therefore exclusionary for people of lower incomes. Taxes should be increased in a progressive manner. Make the rich pay more.

Oct 2014, 09:48 PM

Every effort should be made to reduce fees where possible. There should be no new fees and no increases above CPI values.

Oct 2014, 01:15 AM

I think most recreation fees are very reasonable and accessible to citizens. I am open to area rates provided all citizens are engaged with. Nothing should be imposed on a community without the FULL community being involved from beginning to end.

Oct 2014, 08:41 AM

If anything, the Transit fares should be lowered. For the quality and type of service we receive it doesn't justify paying almost \$80 a month for regular bus pass, that's not even Link or X. When I had a long-term work trip to Stockholm Sweden, I was paying only \$110 Canadian a month for their top tier transit pass, and that was for Buses, Light Rail and Subways, and their service was very consistent.

Jan 2015, 10:05 PM

Allow parking with meters to extend closer to corners and in many locations where parking is banned. Reduced parking stultifies central core life both for ease of accessing businesses as well as exacerbating a dead feeling. Controlled congestion is part of density and vitality. More revenue+more business.

Jan 2015, 09:33 PM

No I do not support increased user fees. This type of question reflects the bias of this so called survey. User fees are a money grab from lazy and corrupt municipalities. The vagueness of the key statement such as Revenue Fees includes everything. And do you support increasing and /or creating additional fees to maintain lower tax, sounds like extortion. Why not provide a detailed breakdown of Revenue Fees as well as fees generated from parking tickets and speeding or highway code infractions. Why don't you focus on improving in- place efficiency instead of a money grab to cover up the laziness.

Topic question:

Currently Halifax Regional Municipality is spending \$144 million on the rehabilitation and replacement of existing assets, expansion and/or the addition of new assets. Where would like to see your Capital dollars spent?

1. Roads
 2. Sidewalks
 3. Recreation Centres
 4. Buildings/Infrastructure
 5. Large Regional Venues
- Please provide your comment.

Oct 2014, 08:07 AM

Roads have to be given #1 priority; these are used by all residents every day (bike, transit, personal vehicle). Some of the roads in Dartmouth are terrible and need repairs (Cole Harbour Rd Forest Hills to Bissett) Large Venues such as Metro Centre being financially supported by renaming to Scotia Banks Center is a great idea to help pay for upgrades and not raise taxes! Thinking like that needs to be done more to increase money and not taxes. Sidewalks unless they are in a dangerous condition should be lower on the priority list. Rec Centers should be pay as you go, if someone wants to use the center, pay for it and an amount that will support the center.

Oct 2014, 08:20 AM

Bike lanes everywhere on the peninsula should be a top priority. Second should be increased transit funding. We need to get people out of cars and do our part to stop climate change and car pollution.

Oct 2014, 08:22 AM

I would like to see investment in older buildings that ought to be rehabilitating and used for community purposes such as the Khyber, St. Pats and the old building by the legislature. I want investment in culture and the arts. These are what make Halifax special.

Oct 2014, 02:28 PM

Halifax is awash in revenue thanks to a growing assessment base. This seems to lead to a "spend, spend, spend" mindset. The result is things like poorly-designed bike lanes everywhere which get very little use. I do not disagree with adding bike lanes where they are needed, but they must be done correctly, not how we have been doing them. Taking away parking on both sides (!) of a street like Windsor and painting some lines is not the way to do. If a bike lane is needed, it should be shared on a single side and preferably have a curb separation from vehicle traffic. While this would cost more, it is the only proper way to build them and the added cost would mean more careful thought and planning would be needed before going forward with them. They should be on lower-traffic streets as much as possible, not main arteries. My impression is that Halifax is charging forward with bike lanes everywhere as a result of

some heavy lobbying and they are not being thought-out. I do not support spending \$4 million on the Khyber as it is not a major facility. If the cost could be reduced then perhaps it is worth considering. Similarly, I do not support spending significant funds on a new facility for Shakespeare by the Sea. We need to proceed with road infrastructure that is appropriate for the growth we have had and which is anticipated. We need a third harbor bridge with transit ways (I know bridges are not HRMs responsibility but the planning is). We need the main Bayers Road entryway into the peninsula greatly improved. We need a fix for the ridiculous traffic on Woodland ramp; Victoria in Dartmouth accessing the MacDonald bridge. I do not support a large CFL-style stadium of the type that has been discussed.

Oct 2014, 01:18AM

I agree with Bike lanes and the poster above IF they are done properly. Not like they are being done now which seems willy nilly and ending abruptly.

Oct 2014, 01:28 AM

1. Roads should be maintained, all roads not just the ones in core of Halifax. 2. Sidewalks should be expanded to growth centres in rural areas if community would benefit from the investment. Many rural areas are growing rapidly and more people walking. etc. They shouldn't have to risk their lives by wanting to be active in their communities. 3. Recreation Centres should only be built in communities IF ALL citizens have been engaged. They should not come from the top down but rather the bottom up. Feasibility, Needs assessments, Wants of the community, etc. Communities should not be told this is what you get, be happy with it and here is the bill (happened in Porters Lake) 4. Halifax should not accept excess buildings such as school, etc. from the Province when they are decommissioned. Let the province dispose of them. I do support keeping and maintaining building with architectural significance, etc. Many of these heritage buildings are gone and we should be preserving the ones we have left. 5. I do not support a stadium for Halifax. .

Oct 2014, 11:23 AM

As a cyclists commuter in this city (and yes, I have a car as well), one would think I would want more bike lanes. I do not. I find the ones being added are confusing and not done well (start and stop oddly, go through parking lots?). What I would like to see is more effort spent on connecting the major hubs (Sackville, Halifax, Bedford, Dartmouth, Cole Harbour) with a maintained trail system, similar to the COLT or the BLT trail system (old rail beds). I would love to see multiuse paths such as these give people the opportunity to get outdoors in a safe manner and get healthy. It is a scary prospect for people to bike on the roads in Halifax yet, so many people would love to opportunity to get out on weekends or summer evening on their bikes, or running, or cross country skiing etc....

Jan 2015, 02:57 PM

Certainly the maintenance and improvement of roads, sidewalks and bike lanes if possible. I would also like the city to look at projects that can reduce expenses, or improve revenues. I know there have been projects that generate savings and it would be ideal to use these savings to pay for other things - debt, specific expenses, etc. For example, integrating renewable energy projects on Municipal buildings, or public housing and using those savings for park maintenance. I would also recommend coordinating

with some of the economic development agencies in the province to see what things potential companies moving into NS would find attractive.

Jan 2015, 12:33 PM

I would really like to see transit routes re-evaluated. I thought this was supposed to have happened but have not heard much about this. I live in an area - Portland Estates - that has empty buses going through it throughout the day and especially in the evening. Even Christmas Day the bus starts at 6am - no one is on it!! Really - the cost of running a bus and paying for a driver must out-weigh whatever monies the city thinks it is getting in return. Even if the times were shortened from 6 am to 7 pm it would still serve the area but save money. Every evening we see empty buses going through the neighbourhood.

Jan 2015, 05:46 PM

Definitely agree with this comment. It is such a shame to see a city with the historical significance of Halifax not support its built heritage as it should.

Jan 2015, 05:48 PM

We really do need to do something about the public transit system to make it quicker and more user friendly. Where are the results of the transit study that I spent a couple of hours responding to last year? It would be good to have an arts centre of some kind which is easily accessible--but NOT a sports stadium.

Jan 2015, 10:23 AM

I also do not support a stadium for Halifax. Services are needed in rural areas and the suburbs but these should be financed by those using the services rather than continuing to increase taxes on the peninsula.

Topic question:

Thinking into the future, what type of services or facilities would you like to see in the municipality?

Oct 2014, 08:11 AM

Any future services should be paid for by the people who directly benefit from them or use them. I pay high taxes and only get garbage and snow removal. No sidewalks, no water or sewer, just a rural property. I have no kids and I pay educational taxes. I shouldn't have to pay for something I do not use!!

Oct 2014, 08:31 AM

I definitely do not want a stadium. I think we should worry about what we have, not building new things.

Oct 2014, 08:32 AM

You benefit from an educated population. You benefit from road access to your rural property and certainly do not pay anywhere near the cost of building it or maintaining it. And I'm sure that to you, anything greater than zero dollars equals high taxes. The idea of pay as you go is about as uncanadian an idea that exists, but unfortunately it seems to be gaining in popularity. Medicare is based on the notion that anyone might need that service at some point in their life and should not have to go bankrupt when they do.

Oct 2014, 08:34 AM

Future services should depend on the greatest need. I personally feel poverty reduction strategies should be paramount. Affordable housing is a huge unmet need in this city, as is rent control.

Oct 2014, 10:52 AM

The potential of the Waverley Road (north of lake Charles drive) as part of a cyclist training "loop" has not been recognized. The Lake Charles Drive - Rocky Lake Drive section needs a few upgrades that will significantly raise the safety level for both cyclists and pedestrians. Foremost (among the many mentioned in several Waverley Community Association Traffic Calming reports) is the urgent need for widening the road at several locations where the distance from the edge of the pavement to the lake side crash rail is less than 40 cm wide. This initiative would, in certain but not all instances, involve some infilling of Lake William with country rock (i.e., Meguma quartzite) that would pose no hazard to the current ecosystem.

Oct 2014, 02:38 PM

We need to rethink how we handle solid waste. I understand our per-tonne costs are among the highest in Canada. While we have achieved some very impressive results they come at a cost, both a financial cost and a hidden cost imposed upon homeowners in terms of unpaid labor to maintain many different streams of waste, complex rules, and reduced pickup. The original justification for all this was that recycling and composting would generate a significant amount of revenue to offset the costs. That has not happened. We need a change in our system that serves citizens better with fewer demands placed upon them. We need to give serious consideration to a re-think of Transit. Buses can only do so much given our roads and the inevitable delays at peak times. We have rail corridors that are unused - these should be utilized to move people from Bedford/Sackville/Fall River to downtown. A solution other than buses for Tantallon/Timberlea is more complex but is needed. Moving people from Dartmouth to Halifax is a huge problem and the ferries are limited because of the lack of integration with other services at either terminal. This needs to be addressed. We do not need to be adding more municipal services that involve staff expansion. HRM is already a huge bureaucracy and as we have seen from Larry Monroe's reports it is not always well-run. Fix what you have before adding more.

Oct 2014, 08:37 AM

I don't want to see a completely Government funded Stadium built. It's a poor use of our City's money, how about improving our current services like Transit or putting money towards affordable housing. These are services that provide measureable and noticeable economics returns. Halifax Transit service is still sub-par & inconsistent for the high amount that we pay in fares.

Jan 2015, 02:40 PM

I have read through some of your waste management policies and cannot find any information on recycling light bulbs that contain MERCURY With all the energy retrofits being carried out in this city it is still an acceptable practice by our waste management to accept this hazardous waste in our landfills in HRM as well as the rest of the Province. 700 to 1 million of these bulbs will be discarded this year through these programs in Nova Scotia and without regulations in place only 7% will be Recycled Nova Scotia has one of the only state of the art recycling plants in Canada that now only operates 7 hrs per week because it is not being supported by government. Nova Scotia being a leader in recycling in Canada it is time to do the responsible thing and regulate all light bulbs that contain MERCURY and keep this toxic waste out of our landfills in Nova Scotia

Jan 2015, 09:16 AM

Downtown access. I live off the Peninsula and am always wanting to head downtown to take part in the great services HRM already offers but the thought of battling the bottle neck to get onto the Peninsula stops me just about every time. This includes the thought of working downtown, shopping downtown, and going to family events like the Christmas parade. The thought of putting more 'stuff' downtown without doing something about access seems absurd to me. I have no prob. with developing the core - but if you're going to do that, fix the infrastructure. I know it would cost an arm and a leg, but I'm talking about transforming access to the whole city, but I would suggest looking into an above ground light rapid transit. Even one branch would help - send it to a park and ride in Bayers Lake, Bedford or Dartmouth.

Jan 2015, 03:42 PM

Services such as fire protection and policing are becoming somewhat tenuous in the small communities which were absorbed into the HRM. If people in these communities are being taxed for fire service then what they are receiving ought to be adequate. If volunteers are the only available personnel resource for fire halls then their working conditions and perks should be such to make the job worth facing the dangers.

Jan 2015, 05:39 PM

I completely with this comment. Build affordable housing at Shannon Park, not a stadium for the boys...

Jan 2015, 05:42 PM

I'd like to see more support for arts, cultural and heritage organizations. \$5. per annum as in the video seems like a paltry amount to me. While support for major city events is good, you should fund more arts, heritage and cultural organizations.

Marketing & Communications (Oct – Jan)

Shape Your Budget: Where would you draw the lines?

Various media placements were made in both traditional and digital channels. Below are examples of some of the Shape Your Budget ads:

Facebook ad with limited room for text

Oct 6 – Nov 10 and Jan 16 – 23: Reach 96,506 and 1,148 to engagement website



halifax.ca main page web slider with text removed



Employee hub slider



Metro News

Where would you draw the lines?

Let your voice be heard at the Community Council Session:

Oct 14 Halifax and West Community Council, Halifax: Council Chamber, 1841 Argyle St. 6:00 p.m.

Go to shapeyourcityhalifax.ca if you can't make it to one of the community council sessions. Use our Budget Allocator, an online tool, that lets you adjust taxation amounts to support the level of services you think the municipality needs.

SHAPE YOUR CITY BUDGET HALIFAX

Councillor business card

Where would you draw the lines?

Tell us what you think!

shapeyourcityhalifax.ca/hfxtax2015

HALIFAX




Use our Budget Allocator, an online tool, to tell us what your service priorities are and how you think your municipal tax dollars should be allocated.

shapeyourcityhalifax.ca/hfxtax2015

SHAPE YOUR CITY BUDGET



Masthead News



Where would you draw the lines?

Let your voice be heard at the Community Council Session:

Oct 20 North West Community Council, Acadia Hall, 650 Sackville Dr. Lower Sackville, 7:00 p.m.

Go to shapeyourcityhalifax.ca if you can't make it to one of the community council sessions. Use our Budget Allocator, an online tool, that lets you adjust taxation amounts to support the level of services you think the municipality needs. (Available early October)

SHAPE YOUR CITY BUDGET

HALIFAX

Digital screens – 8 internal and 33 external sites



School presentations

Bruce Fisher, Manager, Financial Policy and Planning presented municipal budgeting to students:

Bedford South Elementary, Bedford: 30 students, grade 6

Both Mayor Savage and Bruce Fisher had an interactive discussion about municipal budgeting with students:

Prince Andrew High School, Dartmouth: 200 students, grade 10s

Oldfield Elementary School, Enfield: 30 students, grades 5/6

Homepage takeover in the Metro News – PC, iPad, mobile

Total impressions from January 12 - 19: 77,630 with 312 to web portal



AllNovaScotia.com

Total impressions from January 9 - 15: 46,700



Print/digital advertisements – Insertion costs

Community Council meetings – Budget Consultation (Oct. 2 – Oct. 20)

Print/digital advertisements - insertion estimates before tax

AREA: Harbour East – Marine Drive (Districts 2, 3, 4, 5, 6)

Publisher/vendor	Dates	To Public	Specs	Reach	Cost
Community Herald	Booked–Sept. 15 Artwork – Sept. 17	September 23	1/3 page (5.97wx11.21) b/w	51,780 weekly	\$386
TOTAL					\$386

DATE: Thursday, October 2, 2014

AREA: Halifax & West Community Council (Districts 7, 8, 9, 10, 11, 12)

MEETING: Tuesday, October 14, 2014

Publisher/vendor	Dates	To Public	Specs	Reach	Cost
Community Herald	Booked – Sept. 15 Artwork – Sept. 30	Oct. 7	1/3 page (5.06w x 8.21h) b/w	55,126 weekly	\$386
The Coast	Booked– Sept. 15, wrote – awaiting price Artwork – Oct. 6	Oct. 9	1/3 page vertical (4.92 x 7.65 h) b/w	76,502 weekly	\$435
Metro	Booked – Sept. 15 Artwork, colour – Oct. 10	Oct. 14	¼ page, colour	156,000 daily	\$475
Facebook	Booked Oct. 2	Oct. 6 – Nov. 10	(geotargeting above districts)	87,917	\$1,165.27
CTV News online	Booked Oct. 2	Oct. 7 – Nov. 7	Leaderboard 728 x 90 and Big Box 300 x 250	43,402	\$868
Chronicle Herald online	Booked Oct. 2	Oct. 6 – Nov. 7	Leasderbaord 728 x 90 and Big Box 300 x 250	200,000	\$2,466.73
TOTAL					\$5796

AREA: North West Community Council (Districts 1, 13, 14, 15, 16)

DATE: Monday, October 20, 2014

Publisher/vendor	Dates	To Public	Specs	Reach	Cost
Community Herald	Booked – Sept. 15 Artwork – Oct 7	Oct. 14	1/3 page (5.97wx11.21) b/w	34,464 weekly	\$386

The Masthead News	Booked – Sept. 16 Artwork - Oct. 3	Oct. 15	1/5 page (3 7/8 x 7) b/w	14,680 monthly	\$330
The Laker (monthly)	Booked– Sept. 16 Artwork – Sept. 22	Oct. 9	1/8 page (5w x 4h) b/w	8,400 monthly	\$124
TOTAL					\$840

Newspapers total:

\$2,522

General social media digital ads to push engagement software:

\$4,500 (started Oct. 6)

TOTAL AD BUY:

\$8,075.30 (with HST)

Budget Consultation: Primarily January 9 – 23, 2015

Publisher/vendor	Dates	To Public	Specs	Reach	Cost
Business cards for Councillors	Artwork - Dec. 10	Dec. 16	100/ Councillor (1,600)		\$250 covered Corp Comm
Allnovascotia.com	Booked – Dec. 9 Artwork – Jan. 8 by noon	January 9 - 16	Big Box: 300 x 250 pixels Mobile Big Box: 150 x 125	46,700	\$340 (mobile is no extra charge)
The Metro	Booked – Dec. 10 Artwork – Jan. 8	January 12	Homepage takeover with iPad and mobile	52,603	\$500
The Metro	Booked – Dec. 10 Artwork – Jan. 8	January 12 - 16	mbanner	25,027	\$250
Facebook		January 16 - 23	(geotargeting Halifax districts)	22,311	\$200
<i>Tweets</i>		<i>Oct 14 – Feb 4</i>		<i>31 tweets, 53 retweets</i>	<i>None</i>
<i>Employee hub</i>		<i>Oct 6 – Jan 31</i>		<i>252</i>	<i>None</i>
<i>Digital screen</i>		<i>Oct 6 – Jan 31</i>			<i>None</i>
TOTAL					\$1290

Digital advertisements - insertion estimates before tax

TOTAL AD BUY:

\$1,483.50 (with HST)

Shape Your City, Shape Your Budget engagement website Live on Oct. 6



Website statistics: (shapeyourcityhalifax.ca/hfxtax2015)

Site visits	5,939
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Page views	9,457
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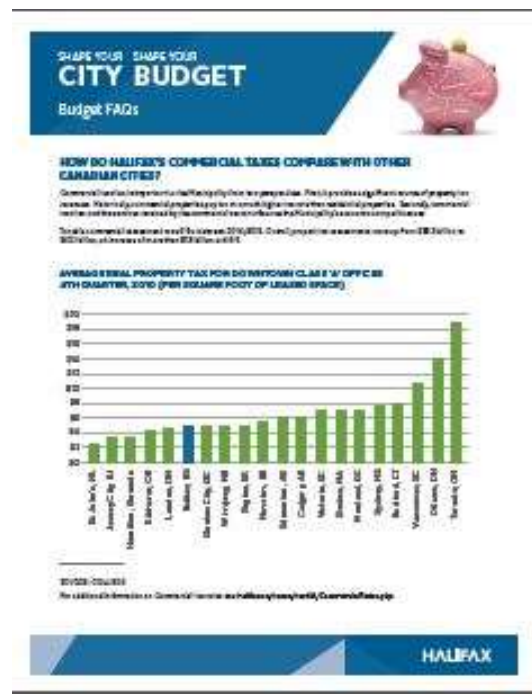
Visitors	5,939
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Budget Allocator webpage

Submissions	218
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Unverified participants	217
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FAQ information flyers were updated with information on the budgeting process, engagement and frequently asked questions on municipal taxes.



Document Views

Why is the budget allocator only allowing me to allocate \$429 million of the total \$844 million operating budget?	170
What is the breakdown for your tax dollars among the three levels of government?	41
What are the taxes of a typical Halifax home?	19
What are the municipal tax rates?	14
How does your municipal tax bill compare to other household bills?	14
What is the budget process?	14
What information does your tax bill provide?	9
How do your municipal tax dollars break down by service type?	55
Does the municipality provide support for low income families?	12
What is the residential and commercial tax revenue split?	12
How do Halifax's commercial taxes compare with other Canadian cities?	15
TOTAL	375

Videos ▼

Mayor Savage invites you to participate in the Budget Consultation 2015. ↗



Videos ▼

Fire & Emergency

Partners in Policing

Municipal Budget 101

Videos	Views
Culture, Heritage and Events	122
Development Approvals and Buliding Standards	157
Fire & Emergency	224
Halifax Public Libraries	129
Mayor Mike Savage	291
Halifax Transit	165
Municipal Budget 101	212
Parks and Open Spaces	92
Partners in Policing	133
Recreation	169
Regional and Community Planning	94
Solid Waste Resources	98
Streets and Roads	140
Governance	55
TOTAL VIEWS	2,081

SHAPE YOUR **CITY**

Appendix 7

SHAPE YOUR **BUDGET**

- Public Consultations

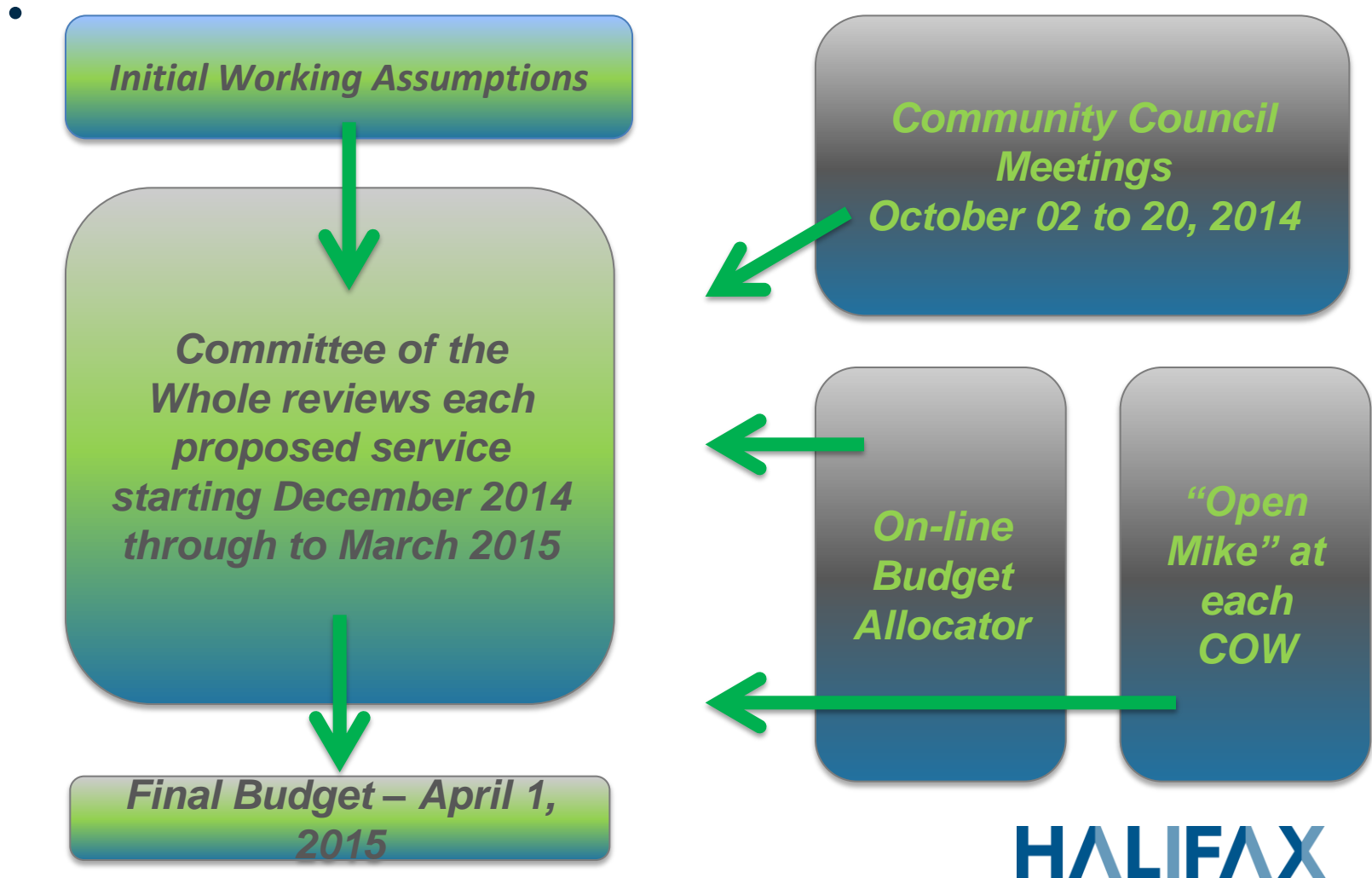
October 2014

HALIFAX

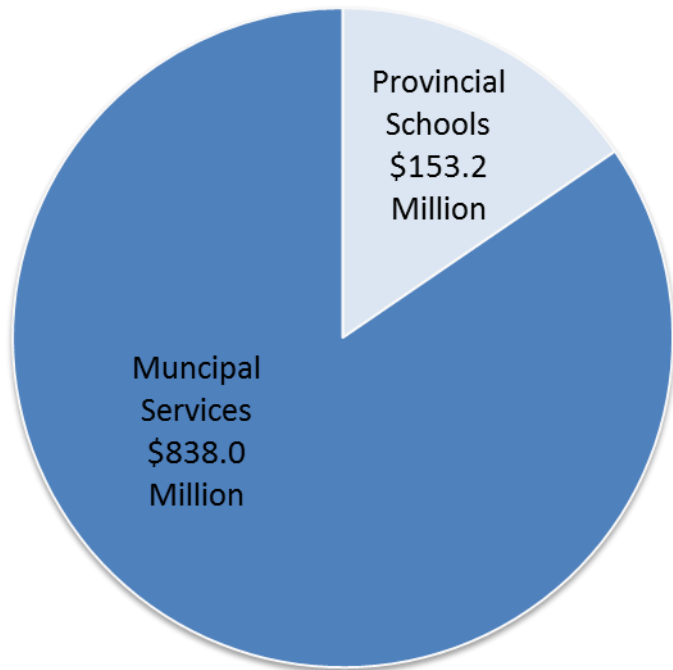
Outline

- **Introduction**
- **Approach to Budget**
- **Overview of Budget**
 - Expenses, Revenues
 - Taxation
- **Public Consultations**
- **Draft Working Assumptions for 2015-2016**

Approach to the Budget



Total 2014/15 Expenses of \$844 Million



Provincial

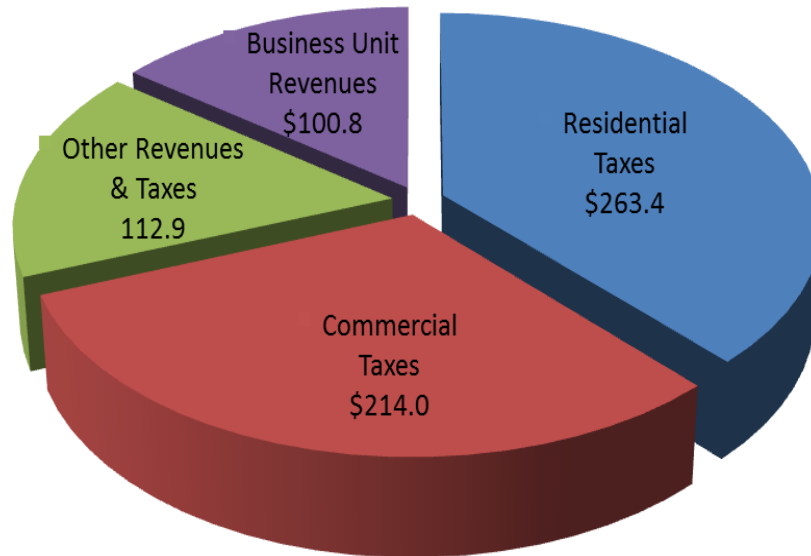
Includes Education (Mandatory & Supplementary), Corrections, Housing and Assessment.

Municipal

includes services under the control and direction of Regional Council.

Municipal Expenses of \$

Municipal Revenues of \$691m



Taxes

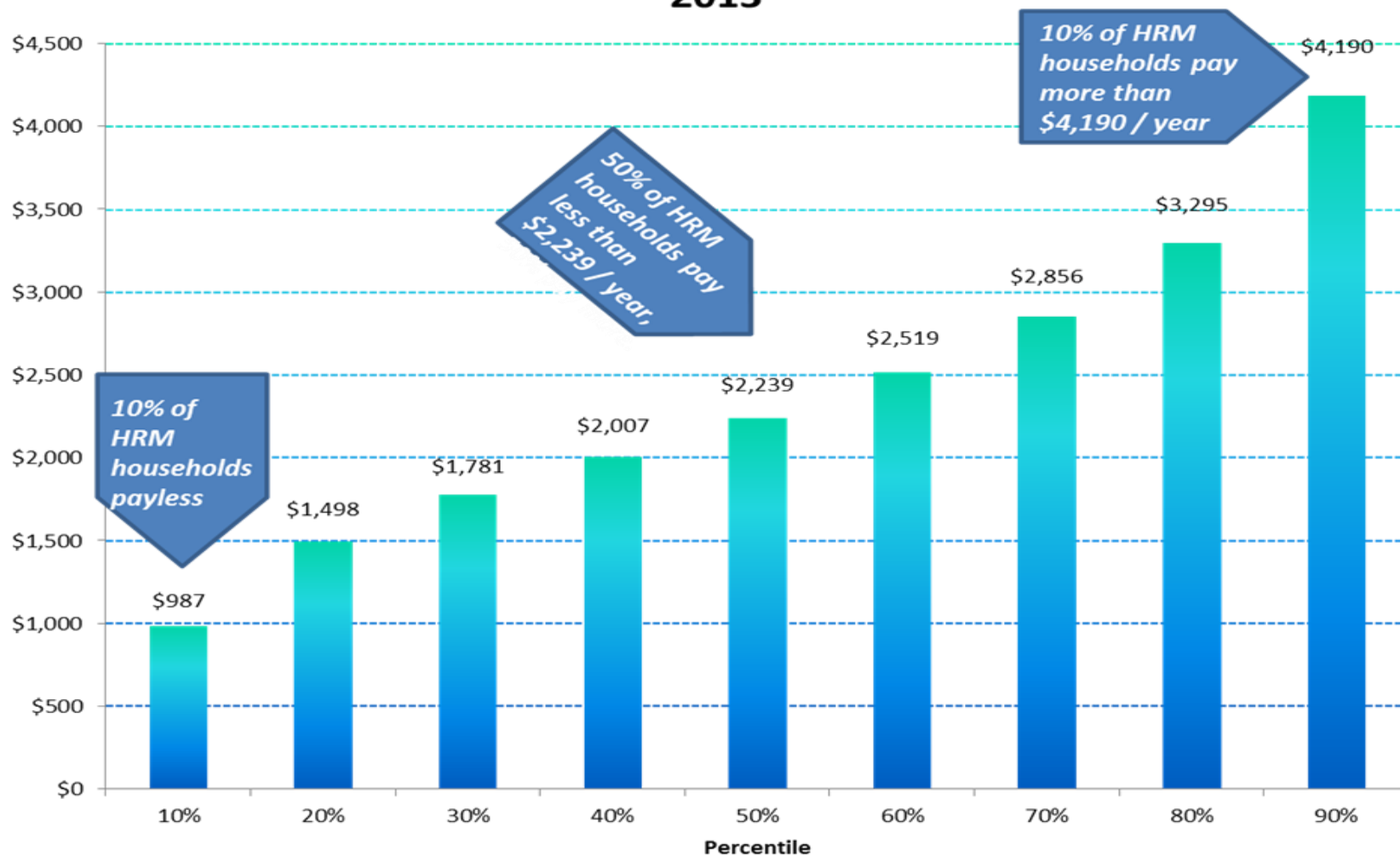
Main taxes are General Tax rates and Transit (residential).

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).

Distribution of Total Property Tax on Single-Family Homes, 2013



HALIFAX

Commercial Tax per Square Foot



HALIFAX

Public Consultations

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

Community Council

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

On-line Budget Tool

- Public will be 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

Example of Web Tool

Services for On- line Discussion

Protective Services

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

Community Services

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

Transit Services

Infrastructure

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

Property Development

- Planning
- Development Approvals, Permits and Inspections
- Economic Development

Support Services

- Mayor, Council, and Auditor General's Office
- CAO, Corp Comm, Finance, ITC, Legal, HR

“Open Mike”

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