

**2021  
2022**

# Budget and Business Plan

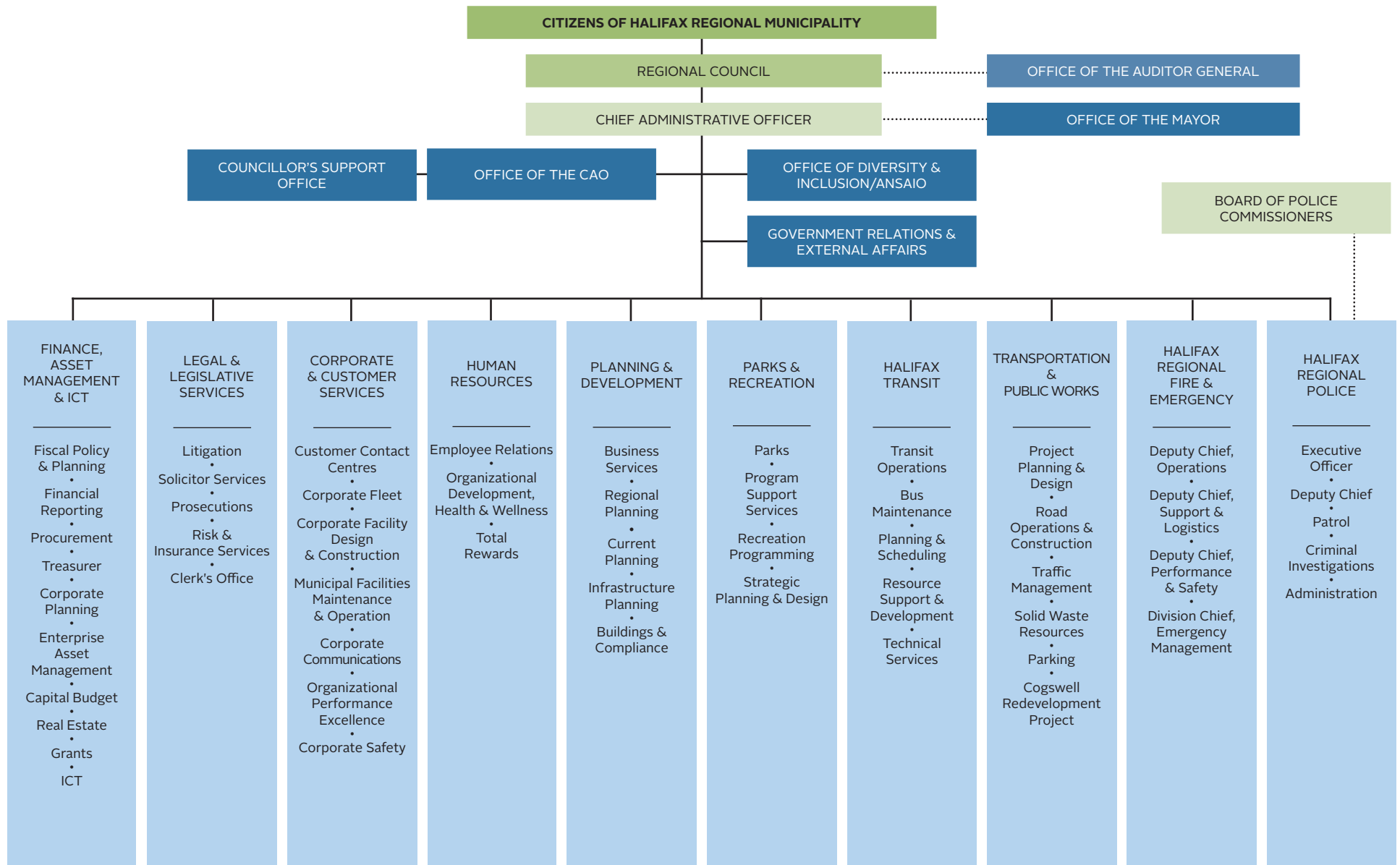


**HALIFAX**

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# HALIFAX REGIONAL MUNICIPALITY



# Halifax Regional Municipality Key Map

**Population:** 431,700 (more than one-third of Nova Scotia's population)

**Area:** 5,577 square kms

**Coastline:** Over 400 km (250 miles) of coastline

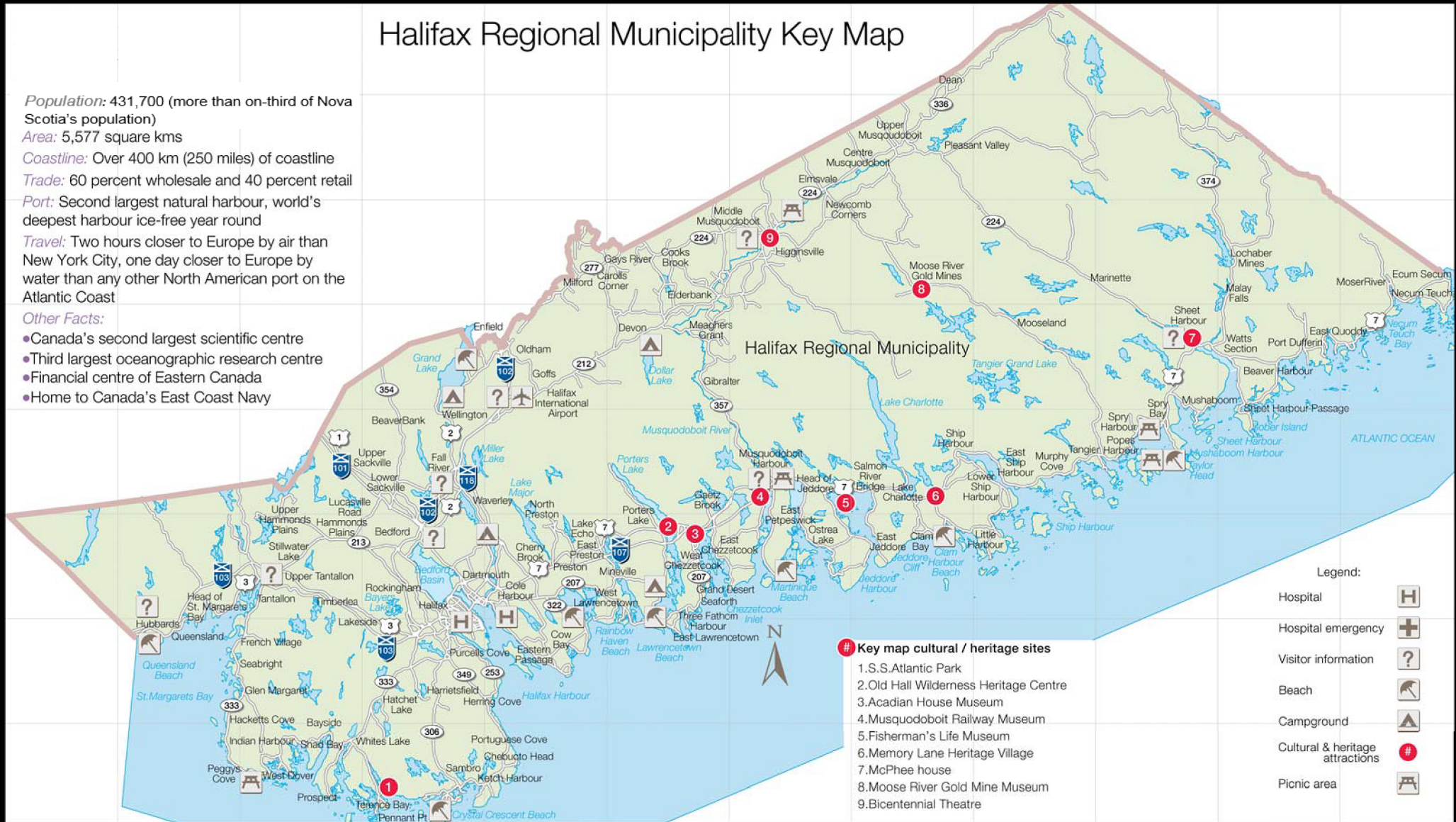
**Trade:** 60 percent wholesale and 40 percent retail

**Port:** Second largest natural harbour, world's deepest harbour ice-free year round

**Travel:** Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

## Other Facts:

- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



## Legend:

- |                                 |  |
|---------------------------------|--|
| Hospital                        |  |
| Hospital emergency              |  |
| Visitor information             |  |
| Beach                           |  |
| Campground                      |  |
| Cultural & heritage attractions |  |
| Picnic area                     |  |

## # Key map cultural / heritage sites

1. S.S. Atlantic Park
2. Old Hall Wilderness Heritage Centre
3. Acadian House Museum
4. Musquodoboit Railway Museum
5. Fisherman's Life Museum
6. Memory Lane Heritage Village
7. McPhee house
8. Moose River Gold Mine Museum
9. Bicentennial Theatre

# EXECUTIVE SUMMARY

In the 2021/22 budget, Regional Council has considered economic growth in concert with the service and tax pressures faced by a growing municipality. Due to the demands of a relatively rapidly growing population, for the first time the Operating Budget is just over \$1 Billion. Operating and capital budgets include improved municipal services with modest average tax bill increases that consider the short-term impacts of the pandemic.

Unlike most of North America, the spread of Covid-19 in Nova Scotia has been substantially less, making Halifax one of the safest cities in North America. The full economic implications of the pandemic are not yet known, but the Halifax region is well-positioned to recover strongly from the pandemic.

In 2021/22, the Operating Budget has been approved at \$1 Billion. Included in this are \$173.8M of Provincial mandated costs and \$833M of municipal expenditures. Ongoing pressures include compensation, increases to capital spending and inflationary pressures on goods, services and contracts. Savings were achieved in fuel costs, debt servicing costs and internal efficiencies. While commercial assessment growth is weak, residential assessment, particularly apartments, are growing robustly. Deed Transfer Tax revenues have increased significantly, due to unprecedented housing activity.

Per the direction of Regional Council, average residential and commercial tax bills will rise modestly:

- The average residential tax bill will increase by 1.0 per cent, in line with prior-year changes and below forecasted inflation.
- Pandemic effects to be incorporated into commercial property values for the 2022/23 fiscal year.

The Gross Capital Budget for 2021/22 is \$177.9M, an increase of \$28.1M from 2020/21. Included in the Capital Budget are funds for both asset renewal and growth projects. Substantial resources are being directed to the Integrated Mobility Plan (IMP), HaliFACT, Transit's Moving Forward Together Plan (MFTP), and other transit assets, roads and street infrastructure and recreation related assets.

Total debt levels for 2021/22 will be \$241.2M. Debt levels peaked in 1998-99 at nearly \$350M, a reduction of over \$100M. This change represents an average decline in debt of 1.6 per cent per year since 1999. In 2021/22 principal and interest payments supported through property tax total 4.7 per cent of Expenditures, well below the 15 per cent Provincial indicator of sound fiscal health.

Aggregate reserve balances are budgeted to be \$311.7M. Under the Fiscal Sustainability Strategy, work is underway to rationalize and update reserve business cases. There is the opportunity to combine or redefine reserves where they can be tied more closely to the municipality's objectives.

The municipality (HRM) remains in a healthy net fiscal position and has weathered the pandemic better than forecast, due to unprecedented federal and provincial support to households and businesses, industry composition and on-going public investment projects. Looking to the future, HRM will have both the required flexibility and resiliency to thrive amid post-pandemic uncertainties.

## KEY HIGHLIGHTS

The Operating Budget is \$1B and the Capital Budget is \$177.9M. Debt is at \$241.2M with debt charges comprising only 4.7% of total expenditures. Net Reserve Balances are estimated to be a healthy \$311.7M.

The Average Residential and Commercial Tax Bills will rise 1.0%, below the anticipated NS CPI of 1.6%.

The Halifax regional economy is comparatively resilient with capital projects and federal and provincial stimuli shielding it from more severe economic consequences.

The municipality remains in a sound fiscal position with flexibility to borrow for long-term initiatives, strong reserve balances and competitive tax levels.

# INTRODUCTION TO HALIFAX

## PUBLIC SERVICES THAT SUPPORT A DYNAMIC AND INCLUSIVE REGION

The Halifax Regional Municipality (HRM) is the thriving economic hub of Canada's East Coast. For more than a decade, the municipality has been evolving its fiscal discipline and capacity to deliver quality public services and form a solid foundation for future prosperity. The approach continues to deliver value for citizens and business. In the latest budget engagement survey (2020), 72 per cent of respondents are at least satisfied with the delivery of all the services provided by the municipality. Meanwhile, 85 per cent of the most recent published Business Confidence Survey respondents noted that optimism is returning with COVID-19 impacts in Nova Scotia comparatively muted in contrast to other parts of Canada and North America.



## OVERVIEW OF HALIFAX REGIONAL MUNICIPALITY

The Halifax Regional Municipality (Halifax) is Nova Scotia's largest and most diverse municipality, with approximately 47 per cent of the provincial population residing within it and over 52 per cent of provincial GDP<sup>1</sup>. The region has significant suburban and rural areas, with a concentrated urban mix, and an estimated population of over 450,000 according to Canmac Economics. The Halifax Census Metropolitan Area (CMA) has experienced population growth well above its historical trend in the last 5 years, even with the global impacts of the COVID-19 pandemic. The land area of the municipality is similar to that of Prince Edward Island (PEI) and is dotted with coastline, islands and lakes. As the largest city east of Montreal, Halifax serves as the regional center for nearly three million people<sup>2</sup>. This allows the municipality to prosper among stronger competitors and boast many attributes typical of much larger cities. Halifax has six degree-granting institutions and three community college campuses, leading health centers, Canada's seventh busiest airport, one of its most prominent container ports and a wide variety of



*Halifax City Hall*

<sup>1</sup> Source: Canmac Economics, Halifax Region Economic Outlook- December 2020 Update

<sup>2</sup> Source: as calculated using Statistics Canada, Census, 2016.

cultural, educational, scientific, financial services and defence establishments. Despite its comparatively modest population, Halifax is considered one of Canada's "hub" cities.

The Mi'kmaq First Nations were the original people to inhabit the Halifax region and remains the predominant Indigenous group in Nova Scotia. The Mi'kmaq have existed here for thousands of years prior to contact with settlers. Today the Mi'kmaq Nation have thirteen First Nations with three located in the Halifax Regional Municipality (Acadia, Sipekne'katik, Millbrook). The Indigenous population has been increasing inclined to move to Halifax/Kjipuktuk urban area for school and employment opportunities. The Mi'kmaq Friendship center is the focal point for the urban indigenous community offering programming, social supports and community events & gatherings in Halifax.

The French became the first European settlers briefly in the 1720s before the British, attracted by Halifax's large, ice-free harbour, landed in 1749. Nine years later in 1758, an election for the Nova Scotia Legislature took place in the town of Halifax, a forerunner to the later emergence of democratically elected governments in North America. Although originally founded by the English, early settlers included Swiss, Irish, Jews, Germans, New Englanders and United Empire Loyalists.

Blacks arrived both as Loyalists and later, as Refugees, during the War of 1812, settling in Preston, Hammonds Plains and the greater Halifax area. Today, the African Nova Scotian community continues to contribute to the rich history of HRM.

Run largely by the Royal Navy, Halifax was on a war footing for most of its first 100 years. It was a vibrant, busy port, as well as the birthplace for several of Canada's biggest banks. Historical nuances have greatly influenced regional development, with over one million immigrants arriving in Canada through Pier 21 during the twentieth century post-war period in Europe. Immigration has continued to this day and Halifax has strong, vibrant Lebanese, Greek, Arab and French communities.

The City of Halifax was first incorporated in 1842. It was later joined by the County of Halifax (1879), City of Dartmouth (1961) and the Town of Bedford (1980). In 1996 these individual entities were amalgamated into the Halifax Regional Municipality (HRM).

The municipality's diverse economy spans many industries, including financial services; aerospace and defence; information and communication technology; ocean technology; energy; life sciences; and transportation and logistics. With one of the largest concentrations of post-secondary institutions (six universities) and one of the best educated workforces in North America (close to 70 per cent of the working age population has post-secondary certification), HRM offers a sustainable, talented workforce for its knowledge-based economy.

## **2021 - 2025 STRATEGIC PRIORITIES PLAN**

On January 12, 2021, Regional Council approved its 4-year Council Priorities Plan comprised of four Council Priority Areas with associated Priority Outcomes. These provide direction on change, growth, and improvements to benefit citizens and the HRM community. They are used to develop strategic initiatives that are integrated into annual business plans. The four Council Priority Areas are:

- Prosperous Economy,
- Communities,
- Integrated Mobility, and
- Environment

Each Priority Area includes several Priority Outcomes. The Priority Outcomes are strategic goals for the community that focus on medium to long term desired outcomes.

Regional Council reduced the number of Council Priority Areas from six to four to focus alignment with large strategic undertakings and incorporate emerging themes, as well as delineate the community-focused Council Priorities from the operational outcomes required to support them.

In addition to the Council Priority Areas, three Administrative Priorities adopted by the Chief Administrative Officer were developed collaboratively by the Administration with associated Priority Outcomes. The Administrative Priorities govern the people, processes, systems, policies, procedures, and finances required to enable service delivery and the fulfilment of Council's priorities.

The Administrative Priority Areas are:

- Responsible Administration
- Our People
- Service Excellence

The Council Priorities and Administrative Priorities along with their associated outcomes form the strategic mandate of the organization for the next four years. Collectively they make up the 2021 - 2025 Strategic Priorities Plan which is published following the conclusion of the budget process. This document outlines the strategic initiatives that will be delivered over the term of Regional Council.

Regional Council priorities are observed in both operating and capital budgets. For example: emphasis of bike lane construction and widening of key roads to facilitate bus travel in the capital plan, while resources are allocated in public safety to deliver on programs such as the Anti-Black Racism Strategy.

## OUR STRATEGIC PRIORITIES PLAN

### VISION

The Halifax Regional Municipality's vision for the future is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and a sustainable environment.

### MISSION

We take pride in providing high-quality public service to benefit our citizens. *We make a difference.*

### VALUES

Respect • Collaboration • Diversity & Inclusion • Integrity • Accountability • Sustainability • Evidence-Based Decision Making

### COUNCIL PRIORITY AREAS

PROSPEROUS ECONOMY

COMMUNITIES

INTEGRATED MOBILITY

ENVIRONMENT

### ADMINISTRATIVE PRIORITY AREAS

RESPONSIBLE ADMINISTRATION

OUR PEOPLE

SERVICE EXCELLENCE

For the 2021 - 2025 Strategic Priorities Plan, a selection of key initiatives by Council Priority Area include:

### PROSPEROUS ECONOMY

A prosperous and growing economy positions the municipality as a business and tourism destination of choice, with economic opportunities for all.

- COVID-19 Economic Response and Recovery Plan
- Tourism Master Plan
- Cogswell District Project
- African Nova Scotian Road to Economic Prosperity Action Plan
- Centre Plan Package B Approval and Implementation
- Regional Plan
- Immigration Strategy (Newcomer's Welcoming Plan)

#### Priority Outcomes

- Economic Growth
- Holistic Planning
- Talent Attraction and Retention

### COMMUNITIES

The municipality boasts strong social equity through meaningful engagement to build safer and more inclusive communities for all.

- The Public Safety Strategy
- Halifax Street Checks Report Response
- Community Risk Reduction
- Anti-Black Racism Strategy
- One Recreation service delivery model
- Culture & Heritage Priorities Plan
- Implementation of HRM's Social Policy
- A Response to Homelessness
- Addressing Food Insecurity
- Affordable Housing and Development Policy

#### Priority Outcomes

- Safe Communities
- Involved Communities
- Inclusive Communities
- Affordable Communities

### INTEGRATED MOBILITY

The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.

- Implementation of the Integrated Mobility Plan foundational policies
- All Ages and Abilities (AAA) Regional Centre Bicycle Network (~ 50km of connected bicycle facilities)
- Active Transportation Priorities Plan
- Windsor Street Exchange Redevelopment Project
- Rapid Transit Strategies (Ferry / Bus Rapid Transit)
- Strategic Road Safety Plan
- Transportation Capital Asset Renewal – service levels for transportation-related assets

#### Priority Outcomes

- Connected & Healthy Long-Range Mobility Planning
- Safe & Accessible Integrated Mobility Network
- Affordable & Sustainable Integrated Mobility Network

## ENVIRONMENT

The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.

- Deep energy retrofits of existing municipal buildings
- Net-Zero New Construction (for corporate buildings)
- Incentive program for energy retrofits to existing buildings
- Implementation of the Electric Vehicle Strategy
- Decarbonization of public transit
- Increased protection and health of valuable ecosystems
- Improved waste diversion
- Coastal and Freshwater Flood Risk Management
- Protection of critical infrastructure against future climate and extreme weather impacts

## Priority Outcomes

- Net-Zero Emissions
- Climate Resilience
- Protected and Sustainable Environment

# DISCUSSION AND ANALYSIS

HRM's budget is driven by several key factors. First are the underlying economic and demographic conditions and the assumptions made as to future conditions. Secondly, the budget is driven by the fiscal and service strategies that have been chosen by Council. All individual decisions and assumptions on specific services and costs influence the specifics of the final Budget.

## ECONOMIC ENVIRONMENT

The Halifax region's economy has higher real incomes and output per person than any other in the Atlantic region. The municipality accounts for 46 per cent of the provincial population but approximately 52 per cent of GDP. Nova Scotia's economic fundamentals are mixed:

- According to NS Finance, potential GDP growth for Nova Scotia (the economy's sustainable rate of growth over the long-run) is below 1.5 per cent. This is largely due to slow growth in the labour force and weak productivity growth, potential scarring from the effects of COVID-19 and trends seen both in Canada and other advanced economies.
- Unlike most of North America, the spread of Covid-19 in Nova Scotia has been substantially less, making Halifax one of the safest cities in North America. The full economic implications of the pandemic are not yet known, but non- knowledge-based economies will see their decline exacerbated relative to pre-pandemic trends.
- National monetary and fiscal policies are expected to remain unprecedentedly supportive, however, global trade and economic outlooks are closely tied to global progress on the pandemic.
- Halifax's growth rate is expected to return to the pre-pandemic trend due to a combination of strong fixed investment (commercial and residential real estate), easy financial conditions, above-trend immigration and public-private investment initiatives such as ship-building, multi-modal transportation and applied technology.

However, Nova Scotia municipalities are facing a mixed picture:

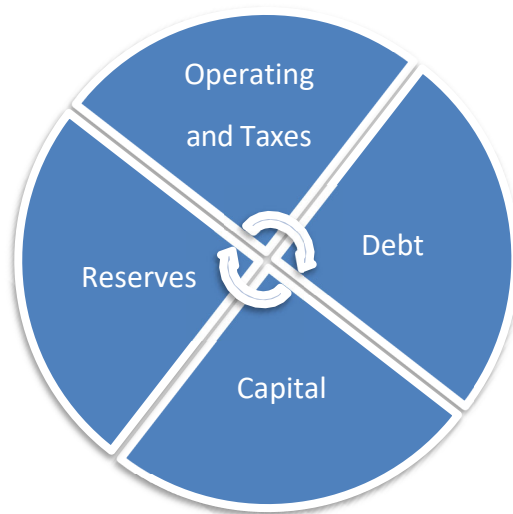
- While other Canadian municipalities receive cost sharing, collectively municipalities in Nova Scotia are net payers to the province; HRM will contribute \$173.8 million in 2021/22 to fund mandatory provincial costs including education, corrections, housing and assessment.
- Nova Scotian municipalities are heavily dependent on property tax. Approximately 83 per cent of HRM's revenues come from property taxes. Property tax tends to be less responsive to short-run economic activity.
- Commercial real estate, already a volatile asset class, is facing higher relative uncertainty due to likely changes in behaviour from workers and demand per square foot per worker. This is likely to influence commercial assessment bases across Nova Scotia in the medium term, particularly in Halifax.
- Residential housing stock has experienced above-trend price growth due to a combination of variables, namely financial conditions, fiscal support and continued immigration. According to

CMHC, detached price growth may moderate significantly in the next 12-18 months within major Canadian CMAs.

## FINANCIAL APPROACH

Regional Council's Fiscal Framework is designed to look out over the longer term with a one-year budget, a three - year overview as well as 20-year estimates. It focuses on balancing economic growth with four key inter-related areas: the operating budget and taxes; the capital budget; the municipality's debt stock and servicing costs; and reserve balances. This adopted framework is illustrated in Figure 1.

*Figure 1 – 2021/22 Four Key Areas of Financial Management*



Each of these areas are fundamental to long-term sustainability. The operating budget is represented by **operating budget and taxes**. The operating budget funds not only everyday services but also provides for:

- outstanding **debt servicing payments** (principal and interest);
- the cost of **capital projects** and the resulting operating costs; and,
- contributions to and withdrawals from **reserves**.

The operating budget is like a household budget, comprised of family income and household costs. The debt that the municipality owes is like a household mortgage; reserve funds are essentially a series of saving accounts; and the capital budget is a proxy for the cost of buying, fixing or expanding a home or other asset like a vehicle.

Through its budget process, Regional Council provides direction on seven key decisions:

1. **Taxes** – Should taxes rise, fall or stay the same?
2. **Services (Existing)** – How can value be optimized?
3. **Services (New)** – How will new services be funded?
4. **Capital Budget** – How much should be invested in asset renewal and growth?
5. **Capital from Operating** – How much should HRM pay down on the capital budget?
6. **Debt** – What is an appropriate debt level?
7. **Reserves** – For what reserve balances should HRM plan?

These decision points are closely interrelated. Weighing service changes relative to tax and revenue modifications imply trade-offs that Council must make during the budget process.

### ***Fiscal Sustainability Strategy and the Annual Budget Cycle***

In December of 2020 Regional Council passed its Fiscal Sustainability Strategy. Fiscal sustainability is seen as the ability to provide and maintain existing programs without resorting to unplanned increases in rates or cuts in services. It puts a “speed limit” on municipal spending and lays the foundation to achieve the long-term goals of the community and safeguard its future. This strategy concluded that:

- HRM has entered a new phase of economic growth with historic growth in its population and economy. Prior to the pandemic, Halifax was one of the fastest growing CMAs in Canada.
- Concurrently, there has been a sharp increase in public expectations for municipal services.
- Regional Council has approved a number of major city-building initiatives whose success is heavily dependent upon strong, long term planning, robust funding models and significant new sources of revenue.

As such the Fiscal Sustainability Strategy recommended

- Replacing the existing two-year detailed budget with a one-year budget, a three-year outlook and a long-term plan based on Council's Strategic Vision that supports the operating, capital and reserve budgets and allows the municipality to meet its long-term goals.
- Providing a Tax and Fee Revenue Strategy that will establish guiding principles for user fees and property taxes.
- Developing “Strategic Initiative” Reserves for projects that are tied to an approved Council strategy and are significant enough to lead to a discernable increase in the tax rate or special funding that is outside the normal budget process. This should include any required changes to debt and reserve policies and should be eligible to be funded through dedicated tax levies.

## **ECONOMIC ASSUMPTIONS**

HRM's budget process establishes a series of economic assumptions. These assumptions fall into several areas:

- Gross Domestic Product (GDP), Income and Retail Sales levels are critical pieces to the overall health of an economy. These determine the long-term wealth and success of the community and influence which services a community most needs and what tax levels can be supported. Their influence on the HRM budget is significant over the longer time frame.
- Demographics (population and dwelling units) and Inflation are key drivers of the municipal budget and can have immediate impacts in the short- to mid-range. Higher population levels and

new homes lead to increased demand for services and bring additional tax revenues to help offset those costs. Inflation leads to immediate pressure on costs and can affect items that municipalities commonly spend on including salaries, contract costs, fuel and other items.

- Construction and Leasing such as for new business and homes can have a significant impact on municipal revenues. Other than tax rate changes, such revenues typically rise through the construction of new taxable properties or through higher leasing and occupancy of existing buildings.

HRM establishes the economic assumptions for its budget through econometric estimates. Its current economic assumptions are shown in Figure 1. In 2021/22 and forward, HRM's economic outlook is set to return to trend growth post pandemic due to the composition of its economy. Additionally, there are consecutive years of historically high growth, largely from above-trend immigration, real estate investment and large-scale public projects getting under way. Core inflation remains a key driver affecting the costs of municipal service, although consumer price pressure will remain subdued until 2022 due to the supply shock nature of the pandemic. The Office market (Class A-B) has grown considerably, although due to slower rates of absorption and excess office space capacity, office vacancy is likely to be a drag on future price growth in commercial assessment.

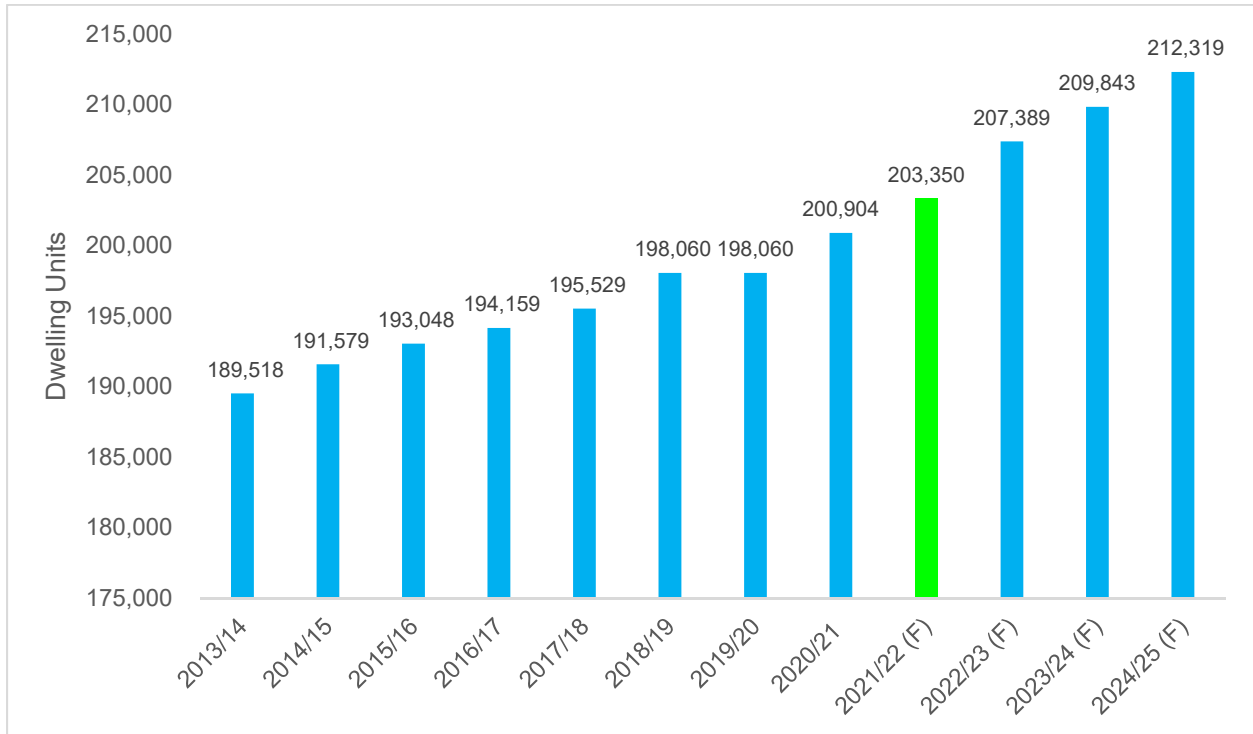
*Figure 1 – Halifax Region Economic Assumptions (Canmac Economics, 2020)*

	Current Year	Year 1	Year 2	Year 3	Year 4
	2020/21	2021/22	2022/23	2023/24	2024/25
Real GDP Growth (%)	-6.3%	2.7%	1.8%	1.5%	1.8%
Personal Disposable Income	2.6%	2.1%	1.9%	1.8%	1.8%
Population Level	450,586	460,882	471,203	481,535	491,871
Percent Change	2.3%	2.3%	2.2%	2.2%	2.1%
Dwelling Units	200,320	202,624	204,984	207,389	209,843
Percent Change	1.1%	1.2%	1.2%	1.2%	1.2%
Inflation – (NS CPI)	0.5%	1.6%	2.2%	2.2%	2.2%
Employment Level (Thousands)	231.7	236.3	240.4	244.3	248.4
Percent Change	-3.7%	2.0%	1.7%	1.6%	1.7%

Source: Canmac Economics, Halifax Region Economic Outlook- December 2020.

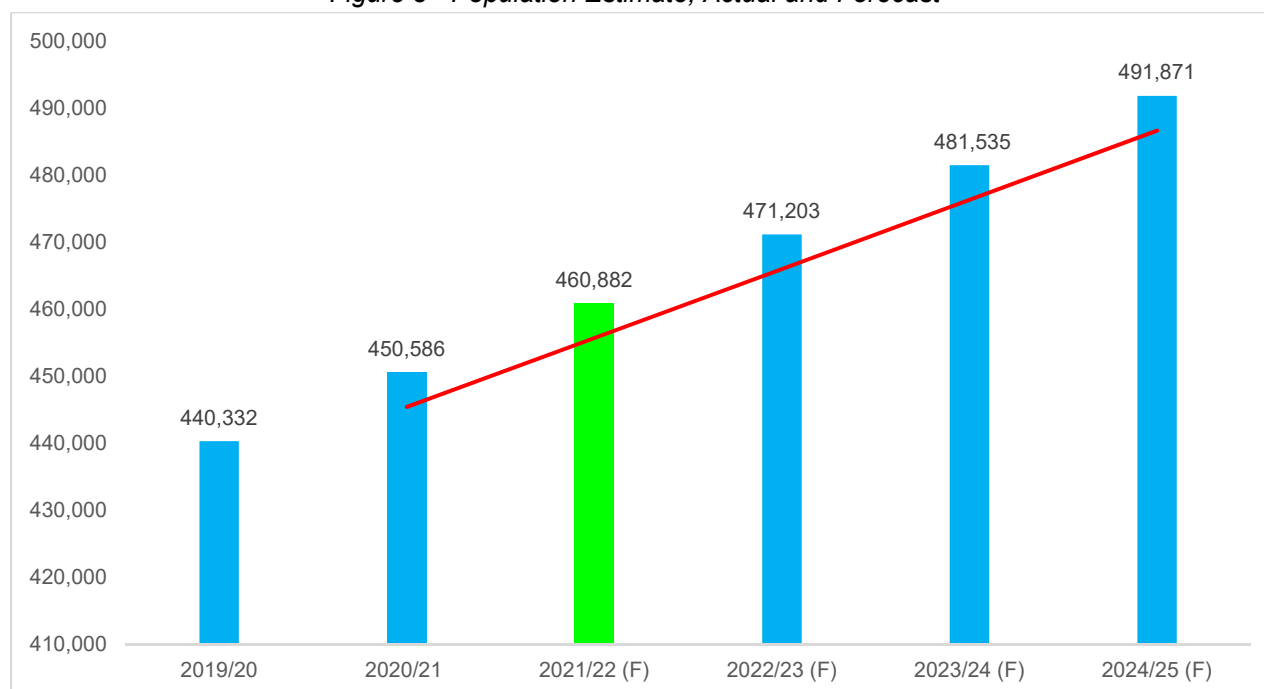
Halifax is experiencing above-trend levels of growth in both population and the dwelling units. These trends are forecast to continue post pandemic, once public health restrictions have been normalized. These trends are depicted in Figures 2 and 3. Longer-term impacts on labour markets, household and firm behaviours are extremely uncertain.

Figure 2- Dwelling Unit Count, Actual and Forecast



Source: HRM Finance, Canmac Economics, Halifax Region Economic Outlook- December 2020.

Figure 3 - Population Estimate, Actual and Forecast



Source: Canmac Economics, Halifax Region Economic Outlook- December 2020.

## OPERATING BUDGET

The operating budget includes the day-to-day expenses and revenues that are required to run the municipality and provide services to citizens. It includes items such as compensation, contracts, fuel, building costs, material, debt charges and capital from operating. These costs are offset by the revenues: property taxes (residential and commercial), tax agreements, payments in lieu of taxes, and a variety of fees and fines. Per Provincial legislation, deficits are not permitted beyond one-year.

In March of 2020 the municipality had completed (but not ratified) its 2020/21 budget when the pandemic struck. In June it recast that budget, reducing expenditures by \$45M in order to deal with shortfalls in transit and other revenues and to hedge against expected liquidity issues. Due to a strong public policy response and the widespread support of citizens, the pandemic did not reach the same heights as it did in most of the developed world. Despite this, in the 2021/22 budget the municipality still expects to see lingering financial impacts from the pandemic. Federal Re-start funds of \$31M are being utilized in 2021/22. Many services will be restored and while cost increases are substantial relative to the June Recast Budget, expenditures are only just above the level of the planned March Budget.

2021/22 municipal expenditures will total \$833 million. Municipal expenditures are expenditures for which HRM has both accountability and revenue-raising power. Major areas of cost increases are related to replacement and expansion of capital assets through capital from operating, restoring services that were removed during the pandemic and public safety compensation increases. Over time, the municipality's population has grown while the costs to provide municipal service have also increased, through increases in staff complements and compensation levels, and capital asset repair.

Figure 4 - Summary of Municipal Budget Balance, 2021/22 (In Millions)

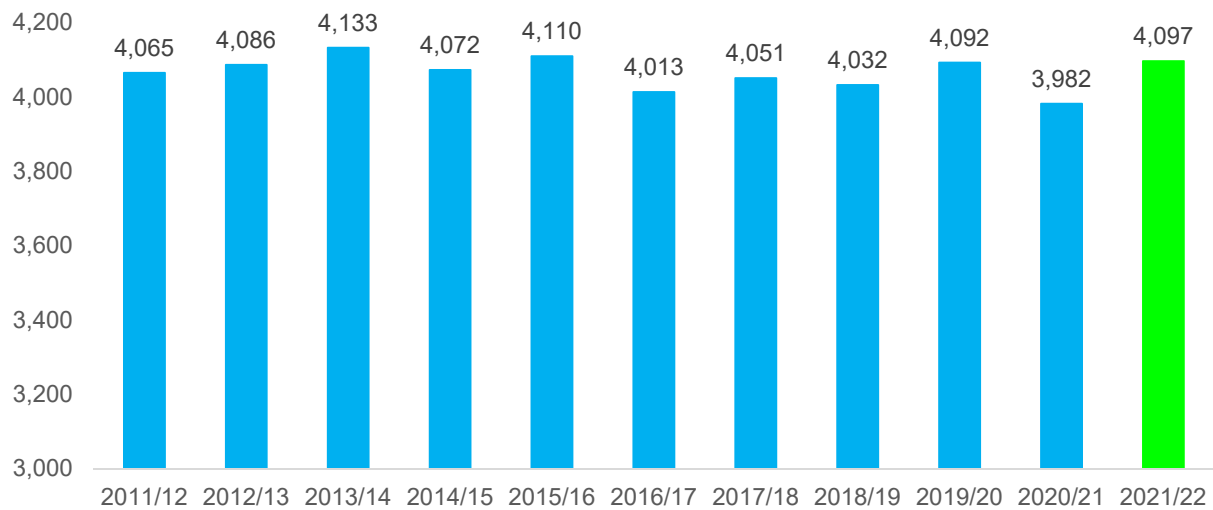
	2020/21 March	2020/21 June Recast	2021/22
<b>Gross Expenditures</b>	1,000.6	955.5	1,006.8
Less: Mandatory Provincial Costs	(168.2)	(168.2)	(173.8)
<b>Municipal Expenditures</b>	<b>832.4</b>	<b>787.3</b>	<b>833.0</b>
Less: Revenues	(266.2)	(230.0)	(260.2)
<b>Net Municipal Expenditures</b>	<b>566.2</b>	<b>557.3</b>	<b>572.8</b>
Less: General and Transit Tax Levy	(566.2)	(557.3)	(572.8)
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Note: "March budget" is the pre COVID budget presented to Regional Council and was not adopted. "June budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

The 2021/22 budget includes \$173.8 million for provincial services such as education, corrections, housing and property assessment. HRM does not provide these services, nor is the municipality accountable for how the money is spent. Rather, under provincial law, all municipalities must levy taxes for these items and transfer the collected funds to school boards and other entities. Figure 4 shows the share of Mandatory Provincial Costs that HRM will collect in 2021/22.

Historically, per-dwelling unit municipal expenditures have tracked NS-CPI, with some built in volatility each year. As the number of dwellings increases (function of population growth), pressure on service costs also increase. In the past ten years the amount spent per home (after adjusting for inflation) has increased by \$32 since 2011/12, (see Figure 5). During this time period HRM has expanded and introduced new services, increased its capital budget, maintained or increased its reserve levels and decreased its debt stock.

*Figure 5 – Historic Real Per Dwelling Unit Municipal Expenditures (2021 dollars)*



HRM's largest expenditure is compensation and compensation related costs. These costs are driven by inflation and labour market expectations. In addition, the expanding nature of municipal services requires additional staff. For instance, expansion to transit services in HRM are influenced by higher population levels as well as a demand for stronger services. In turn, this means a higher capital budget to support the purchase of additional buses, but it also leads to additional bus drivers and other transit support employees. A breakdown of staffing levels is shown in Figure 6.

Other costs that are significant to HRM include contract costs (for services that are not provided by HRM staff), fuel costs and Capital from Operating (which supports the Capital Budget). A full listing of costs is in Figure 7.

Figure 6 - HRM Full Time Equivalents (FTEs)

Business Unit	2020/21	2021/22	Δ FTE's
CAO Business Unit	34.3	48.3	14.0
Corporate & Customer Services	229.8	230.0	0.2
Finance, Asset Management & ICT	329.3	326.3	(3.0)
Human Resources	64.0	65.0	1.0
Legal and Legislative Services	72.7	75.4	2.7
Parks & Recreation	479.1	478.9	(0.2)
Planning and Development	224.7	236.8	12.1
Transportation and Public Works	348.2	358.6	10.4
Halifax Transit	1,046.5	1,066.6	20.1
Halifax Regional Fire and Emergency	536.5	550.0	13.5
Halifax Regional Police	804.4	806.4	2.0
Auditor General	9.6	9.6	0.0
<b>Sub-total</b>	<b>4,179.1</b>	<b>4,251.9</b>	<b>72.8</b>
Halifax Public Libraries	336.0	336.0	0.0
<b>Total</b>	<b>4,515.1</b>	<b>4,587.9</b>	<b>72.8</b>

**NOTE:** FTE numbers include transfers between Business Units. The total change in FTE's is not completely due to adding new positions.

Figure 7 – Budgeted Expenditures by Category

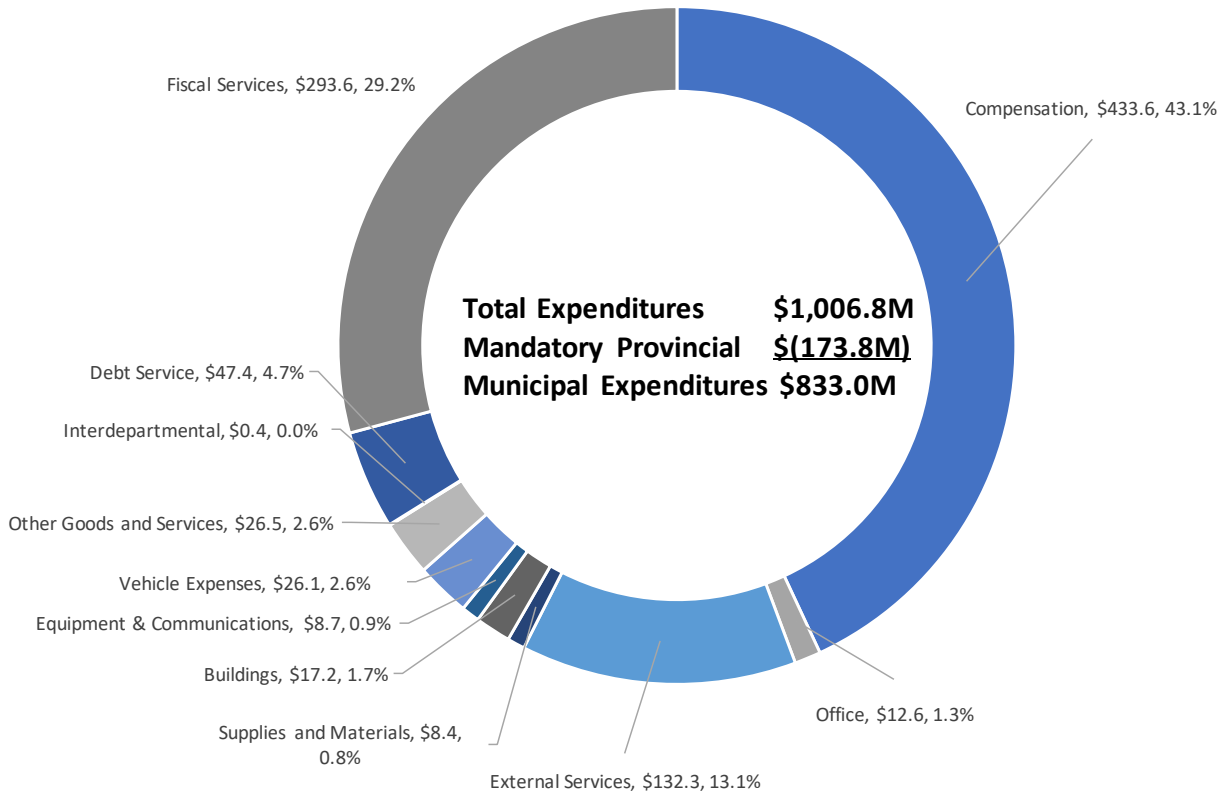
Expenditure by Category (\$ millions)	2020/21 March Budget	2020/21 June Budget	2021/22 Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$421.4	\$405.3	\$433.6	7.0%	2.9%
Office	12.6	10.9	12.6	15.4%	0.0%
External Services	127.1	121.5	132.3	8.9%	4.1%
Supplies	4.0	3.2	4.7	45.9%	17.5%
Materials	4.7	3.5	3.7	6.2%	-21.3%
Building Costs	20.7	17.1	17.2	0.2%	-16.9%
Equipment & Communications	9.2	8.0	8.7	8.5%	-5.4%
Vehicle Expense	27.8	22.7	26.1	14.8%	-6.1%
Other Goods & Services	29.8	36.9	26.5	-28.1%	-11.1%
Interdepartmental	0.9	0.4	0.4	-10.0%	-55.6%
Debt Service	45.2	44.5	47.4	6.6%	4.9%
Other Fiscal	129.0	113.3	119.8	4.4%	-7.1%
<b>Total Municipal Expenditures</b>	<b>\$832.4</b>	<b>\$787.3</b>	<b>\$833.0</b>	<b>5.4%</b>	<b>0.1%</b>

Within the municipality, services are provided by Business Units. A breakdown of costs by individual business units is detailed in Figure 8 and 9.

*Figure 8 - Expenditures by Business Unit (In Millions)*

Business Unit	2020/21 March Budget	2020/21 June Budget	2021/22 Budget
<b>Public Safety Service:</b>			
Halifax Regional Fire and Emergency	74.9	71.4	76.9
Halifax Regional Police	100.3	96.8	99.4
RCMP	<u>27.5</u>	<u>27.9</u>	<u>29.4</u>
<b>Total</b>	<b>202.7</b>	<b>196.1</b>	<b>205.7</b>
<b>Public Services:</b>			
Halifax Transit	117.8	107.6	117.5
Halifax Public Libraries	28.6	27.7	29.3
Corporate & Customer Services	42.4	37.1	42.8
Parks & Recreation	44.7	38.8	43
Planning and Development	22.2	20.7	25.4
Transportation and Public Works	<u>106.0</u>	<u>100.4</u>	<u>110.1</u>
<b>Total</b>	<b>361.7</b>	<b>332.3</b>	<b>368.1</b>
<b>Governance and Support Services:</b>			
Auditor General	1.1	1.0	1.2
CAO Business Unit	10.9	11.4	13.2
Finance, Asset Management & ICT	49.1	43.8	49.1
Human Resources	7.5	6.5	7.3
Legal and Legislative Services	<u>8.7</u>	<u>8.2</u>	<u>9.0</u>
<b>Total</b>	<b>77.3</b>	<b>70.9</b>	<b>79.8</b>
<b>Total</b>	<b>641.7</b>	<b>599.3</b>	<b>653.6</b>
Fiscal Services	<u>190.7</u>	<u>188.0</u>	<u>179.4</u>
<b>Total Municipal Expenditures</b>	<b>\$832.4</b>	<b>\$787.3</b>	<b>\$833.0</b>

Figure 9 - Expenditures by Category (In Millions)



## TAXATION

Canadian municipalities rely on property tax as their major source of revenue. HRM is similarly dependent. Approximately 17 per cent of total revenues come from sources other than residential and commercial property tax, various tax agreements and payments in lieu of tax.

Property tax is based on the premise that higher valued properties have a greater ability to pay tax. There are two major components to the calculation of property tax: the assessed value of the properties and the property tax rate. The value of the assessment base is established annually by an independent agency the Property Valuation Assessment Corporation (PVSC) using established international standards of real property assessment.

Nova Scotia's assessment represents market values for the previous year, although single-family homes are eligible to have their values capped at the consumer price index (CPI). While growth in the residential sector continues, it is likely to moderate. Of note are the increasing number of new dwellings under construction, particularly apartments. The rate of growth in commercial assessments has fallen relative to the recent historical trend. The totals for the Official Assessment Roll provided to HRM are shown in Figure 10. Changes in the rate of growth are shown in Figure 11.

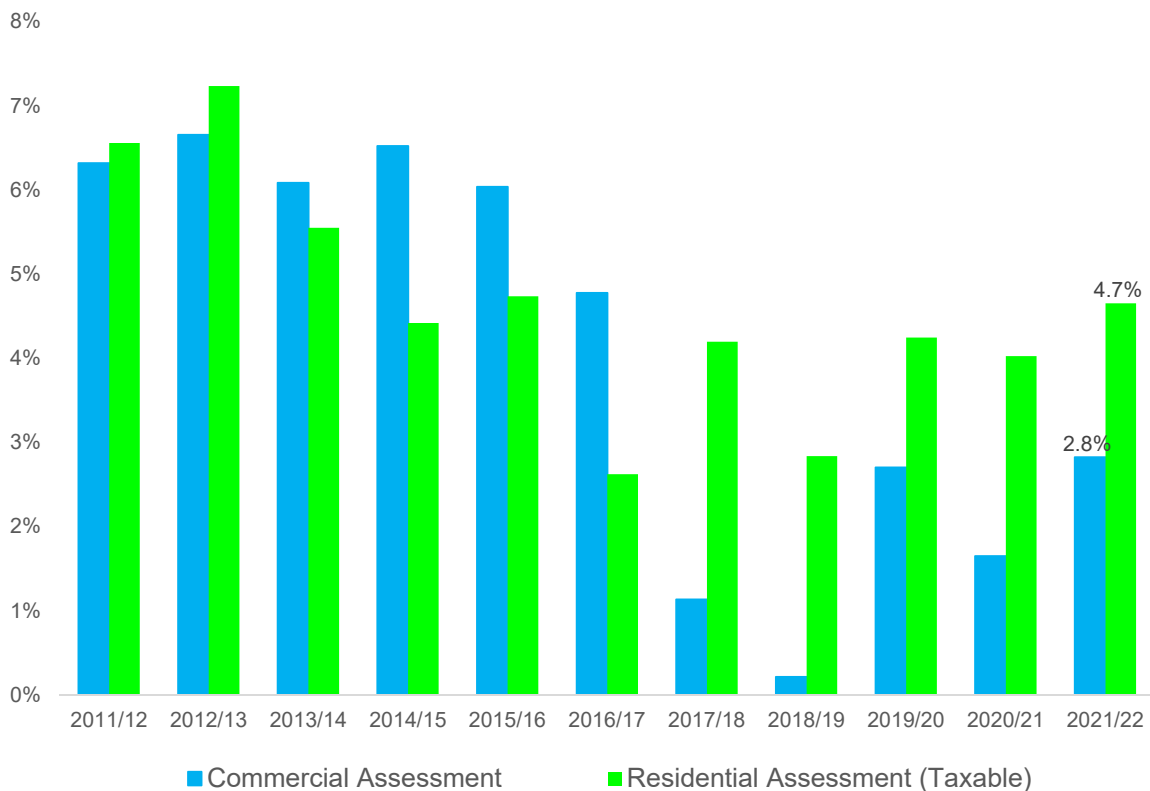
The external shock of the pandemic appears to have had opposing effects on real property. Residential markets (within Canada and in the municipality) have experienced even higher price growth since April 2020, while commercial real estate is experiencing falling prices and structural shifts due to uncertainty in worker and firm behaviour. These changes will be observed in the 2022/23 assessment roll.

*Figure 10 - Residential and Commercial Assessment Taxable Value: 2015/16-2021/22 (In Billions)*

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Residential</b>	34.46	35.36	36.84	37.87	39.47	41.05	42.69
<b>Commercial</b>	7.80	8.17	8.26	8.28	8.50	8.64	8.88

Source: Property Valuation Services Corporation (PVSC)

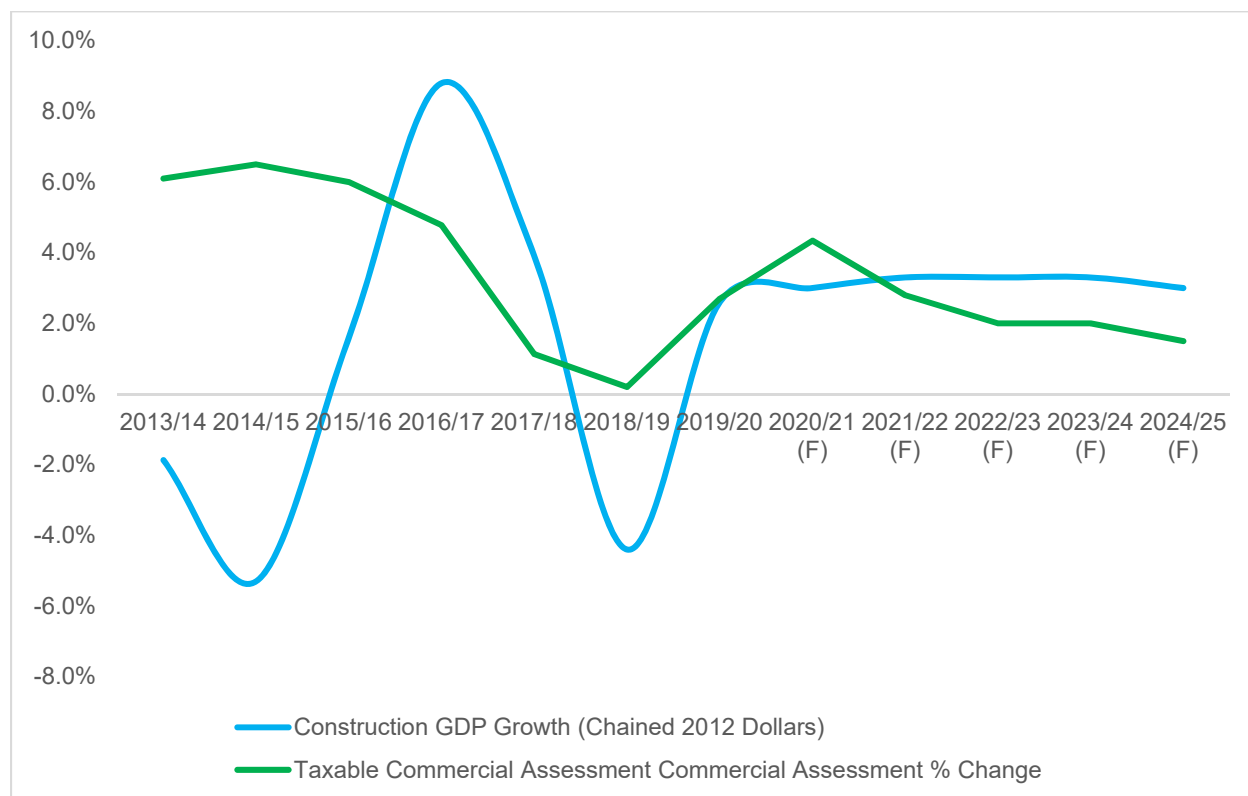
*Figure 11 - Actual Assessment Growth, HRM Official Assessment (Residential and Commercial)*



Sources: PVSC (Annual Assessment Roll), HRM Finance

Commercial property values experience substantial volatility in their price level compared to the residential market. HRM has undertaken independent analysis of these trends through econometric modelling to better determine future fluctuations in the commercial market. The growth rate in the value of commercial properties exhibits a relationship with construction GDP (a sub-category of economic activity related to construction and real estate activity) with values set to grow moderately in the near term, largely due to excess supply of commercial space, low real interest rates and structural changes in space requirements by firms. A snap shot of this phenomenon is illustrated in Figure 12.

*Figure 12 – Actual and Forecast Commercial Assessment and Construction GDP, 10-Year Trend (Annual Rate of Change)*



For budget purposes, HRM focuses not on the tax rate but on the final tax bill, which is a combination of changes in assessment and the tax rate. At the start of the budget process Regional Council makes an initial decision as to the change in the average tax bill for residents and businesses. It then reviews the overall budget for business units and the impact of that tax decision on services. After this review it then confirms or adjusts its decision on the average tax bill and calculates the final tax rates. In 2021/22 the average home value has increased 1.3 per cent while the average commercial property rose 2.6 per cent. Regional Council's final decision was to increase average taxes by 1 per cent. In 2021/22, the average tax bill for a single-family home will increase \$21 or 1.0 per cent, to \$2,036. While the average commercial property will see its bill rise \$436 or 1.0 per cent to \$43,270. This is summarized in Figure 13.

Figure 13 - Average Assessments, Tax Rates and Tax Bills

<b>Residential</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Δ 2020/21- 2021/22</b>	<b>Δ% 2020/21- 2021/22</b>
<b>Average Assessment</b> (Single Family Home)	<b>\$247,200</b>	<b>\$250,400</b>	<b>\$3,200</b>	<b>1.3%</b>
Urban Tax Rate (Including Transit Rates)	<u>0.815</u>	<u>0.813</u>	<u>-0.002</u>	<u>-0.3%</u>
<b>Average Tax Bill</b>	<b>\$2,015</b>	<b>\$2,036</b>	<b>\$21</b>	<b>1.0%</b>
Change in Average Tax Bill	1.4%	1.0%		

<b>Commercial</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Δ 2020/21- 2021/22</b>	<b>Δ% 2020/21- 2021/22</b>
<b>Average Assessment</b>	<b>\$1,427,800</b>	<b>\$1,465,300</b>	<b>\$37,500</b>	<b>2.6%</b>
Urban Tax Rate	<u>3.000</u>	<u>2.953</u>	<u>(0.047)</u>	<u>-1.6%</u>
<b>Average Tax Bill</b>	<b>\$42,834</b>	<b>\$43,270</b>	<b>\$436</b>	<b>1.0%</b>
Change in Average Tax Bill	1.4%	1.0%		

Available benchmarks for property taxes indicate that average taxes in the Halifax region compare favourably to other Canadian cities. While average taxes are growing, growth and income levels are outpacing residential taxes. In 2021/22 residential taxes are expected to represent just over 1.2 per cent of regional income. Similarly, commercial taxes represent just over 2 per cent of GDP and 37 per cent of total tax revenues as of 2021/22, down from over 50 per cent in 1996/97.

HRM has various tax rates including three general tax rates that vary by urban, suburban and rural areas. Additionally, it has two dedicated residential taxes for transit: a Local Transit tax paid by those within one kilometre of a local route, and a Regional Transportation tax that is applicable to a much larger area within the municipality. Specific tax rates are detailed in Figure 14.

Figure 14 - Residential and Commercial Tax Rates

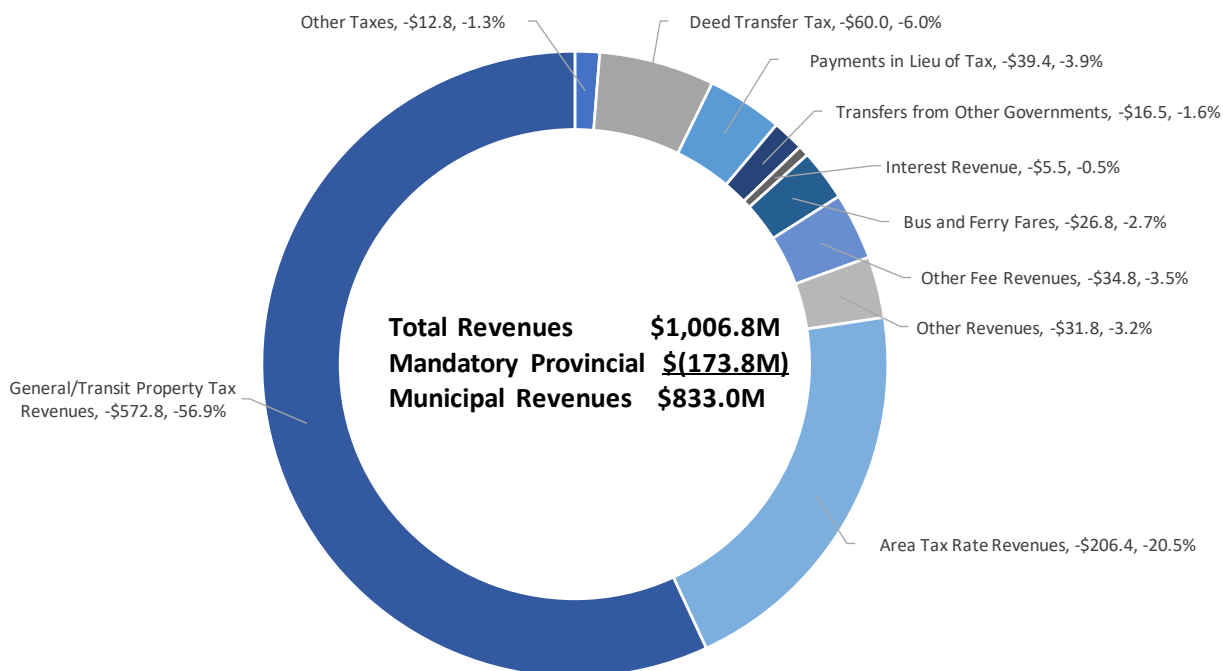
<b>Tax Rate (per \$100 Assessment)</b>	<b>2020/21</b>	<b>2021/22</b>
Urban Residential	0.670	0.667
Suburban/Rural Residential	0.637	0.634
Transit: Local + Regional	0.145	0.146
Urban/Suburban Commercial	3.000	2.953
Rural Commercial	2.658	2.616

## OTHER REVENUES

Property Taxes and Payments In lieu of Taxes (PILT) form the most significant share of municipal revenues, this is shown in Figure 16 below. Due to above-trend growth in the economy and investment inflows, Deed Transfer Tax (a 1.5 per cent tax on the sale of properties) has grown to become HRM's second largest source of revenues. In 2021/22 it is estimated to raise \$60 million. Other significant revenues include investment income and transit/ferry fares.

Deed Transfer Tax has seen historic growth, even relative to recent trends due to events in the residential market. Housing is now viewed by many as the new “risk-free asset”, meaning demand for single-family homes and their prices have risen well-above trend in the last 12-18 months in HRM. This is due to a combination of factors, easy financial conditions, demand for work-from-home preferences and a tentative shift from commercial office space to at home office space. Despite initial fears of a decline in Deed Transfer Tax revenues, the pandemic has appeared to have not slowed its growth.

*Figure 15 - Municipal Revenues by Type, 2021/22 (In Millions)*



## CAPITAL BUDGET

The capital budget funds the purchase, construction, and rehabilitation of assets. The municipality has a considerable asset base exceeding \$3.8 billion that includes over 300 buildings, 921 parks and playgrounds, 3,800 lane kilometres of roads, 1,500 vehicles, and many other assets. HRM uses capital from operating and reserve funds to avoid debt financing and to plan for known and recurring asset needs. Its capital budget is also classified according to projects that repair assets (“Asset Renewal”) and projects that enhance current services and/or serve new homes and communities (Growth). In addition, there are a series of specific “Strategic Initiatives”.

Strategic Initiatives are those expenditures which require specific funding sources due to their scale. In the medium term, HRM expects to fund these through targeted reserve contributions and making optimal use of debt proceeds.

Many capital projects take more than a single year to plan, design, and develop, with the associated capital funding approved within each budget year until project completion. Council continues to recognize the need to be diligent in balancing the municipality’s ability to fully complete capital projects against the desire for additional capital investment.

The upcoming Capital Budget allocates \$178 million in resources for 2021/22. Given federal policy changes to cost sharing programs and available reserve funding, new capital investment can fluctuate from year to year. Capital Budget expenses for 2021/22 are summarized in Figure 16 below.

*Figure 16 – Gross Capital Budget Summary (In Thousands)*

Asset Category	2020/21	2021/22
Buildings/Facilities	\$40,255	\$34,811
Business Systems	14,702	19,637
District Capital Funds	754	1,504
Outdoor Recreation	3,980	10,010
Roads, Active Transportation & Bridges	50,645	61,334
Traffic & Streetlights	1,100	3,712
Vehicles, Vessels & Equipment	36,330	42,550
Other Assets	2,060	4,335
<b>Total</b>	<b>\$149,826</b>	<b>\$177,913</b>

There are several major sources of capital funding. Capital from Operating is a transfer from the Operating Budget to capital. The municipality has a policy that sets specific growth targets for Capital from Operating. Likewise, there is a debt policy which has traditionally focused on reducing debt levels. Due to the Fiscal Sustainability Strategy, additional debt is being issued to accommodate the growth within the municipality. Reserves and Gas Tax are also major sources of funding.

Figure 17 – Capital Budget Funding (In Thousands)

Funding Category	2020/21	2021/22
Capital from Operating	\$20,500	\$52,576
Reserves	30,768	34,811
Debt	24,401	45,087
Strategic Initiatives Debt	-	8,326
Federal Gas Tax Program	46,174	26,265
Other Government Programs	7,813	6,259
Other Cost Sharing	2,283	997
Local Improvement/CCC	1,142	3,592
Cappool	16,745	-
<b>Total</b>	<b>\$149,826</b>	<b>\$177,913</b>

## DEBT

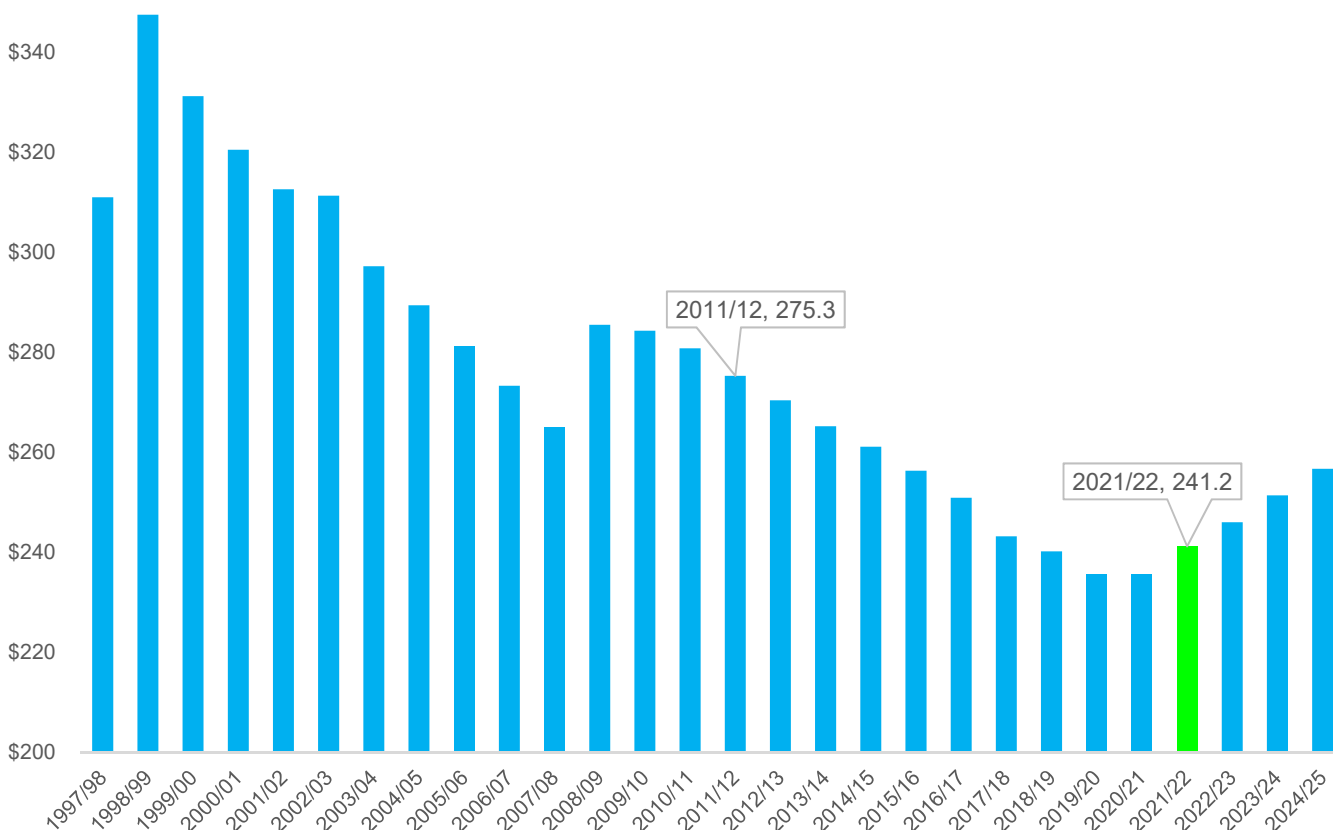
Debt is a financial tool used to fund long-term capital expenditures. It works much like a home mortgage, with the principal and interest being repaid over the asset's life. HRM's debt policy ensures there is a greater emphasis of paying out of current revenues to fund capital assets. As the municipality continues to grow, debt policy adjustments are necessary to ensure greater intergenerational equity across generations, meaning the cost of long-term capital assets will be paid by more than one generation.

Since 1999 the municipality has set specific targets for debt, which has helped it to steadily reduce its debt level and associated debt charges (principal and interest) that must be repaid each year. Since then, municipal debt has fallen by approximately 30 per cent. Currently, HRM has the flexibility to fund future growth initiatives thanks to its debt management approach. In 2021/22 principal and interest payments supported through property tax total 4.7 per cent of Expenditures, well below the 15 per cent ceiling established for municipalities by the Province as an indicator of financial health.

Under its Fiscal Sustainability Strategy, HRM is reviewing its debt targets to ensure:

- It is on track to fund all ongoing renewal projects through non-debt instruments;
- debt targets support advancing major Council "Strategic Initiatives" such as objectives under HalifACT, the electrification of Halifax Transit buses, and IMP.
- Appropriate debt measurement for the municipality such as debt service ratios, debt per capita or home, rather than an absolute dollar measurement of debt.
- The level of debt is appropriate for the current growth and economic trajectory and, as the capacity gap on capital expenditures declines, HRM will have the debt flexibility to support its planned infrastructure growth and the taxes to repay any debt outstanding.

Figure 18 – Historical and Forecast: Stock of Nominal Municipal Debt, Trend Post Amalgamation (In Millions)



## RESERVES

Reserves are funds set aside for future purposes. Certain reserves are required by legislation and have set restrictions. Reserve contributions come from operating funds or from the sale of assets such as surplus land or the sale of business park parcels.

Reserves may be used for operating or capital purposes. Withdrawals must be authorized by Council, either through the budget process or by resolution (via the Audit and Finance Standing Committee). Used properly, reserves support long-term planning and enhance financial sustainability by allowing unexpected or large expenditures to occur without significant impact to other services or tax rates. Careful planning is necessary so that reserve balances remain appropriate. Insufficient reserve balances may suggest unsustainable expenditure trends and/or forecast lack of resilience when external impacts hit. For example, reserves earmarked for major projects that do not accrue revenue at the rate required to fund the reserve portion of the project. Reserve balances that are too high suggest funds are not being properly utilized and that citizens may be taxed inappropriately.

The Financial Reserves Administrative Order (2014-015-ADM) outlines the Reserve Policy. Each reserve is supported by a business case outlining the reserve's objectives and the source and use of funds. Reserve balances are reported to Regional Council as part of quarterly reports.

HRM has 21 reserve accounts. Balances are shown in Figure 19 and are net of all Council commitments that have been made, even though these commitments have not yet been paid out. As reserves are future oriented, commitments exist not just for the current year but for future years. The municipality classifies its reserves into three main categories, each designed to reflect intended uses of reserves:

- Contingency funds for unforeseen financial **risk** such as emergencies or economic events;
- Savings funds for future **obligations** that the municipality expects to make such as a specific asset or other commitment; and,
- Contingency funds for **opportunities**, such as federally cost shared programs or strategic initiatives

*Figure 19 - Summary of Reserve Balances, 2020/21 to 2024/25 (In Millions)*

	2020/21	2021/22	2022/23	2023/24	2024/25
Risk Reserves	48.0	15.1	15.4	15.7	16.0
Obligation Reserves	86.5	59.5	40.5	38.6	38.4
Opportunity Reserves	154.2	237.1	271.1	285.7	325.6
<b>Total</b>	<b>288.7</b>	<b>311.7</b>	<b>327.0</b>	<b>340.0</b>	<b>380.0</b>

Under the Fiscal Sustainability Strategy, work is underway to update reserve business cases. There is the opportunity to combine or redefine reserves where they can be tied more closely to the municipality's objectives. This should provide greater clarity as to the current state of the reserves and the uncommitted balances.

Development of "Strategic Initiative" reserves is also underway. This is for projects that are tied to an approved Council strategy and are significant enough to lead to a discernable increase in the tax rate or special funding that is outside the normal budget process.

Long-term Reserve Planning is also underway including specific annual and long-term targets for reserves. These targets should mirror long-term capital needs, reflect risk factors, and be flexible to allow HRM to take advantage of cost-sharing programs or non-governmental proposals.

# HALIFAX

## HALIFAX REGIONAL FIRE & EMERGENCY

2021/22 BUDGET AND BUSINESS PLAN



**MISSION** OUR MEMBERS ARE DEDICATED TO ENHANCING AND PRESERVING QUALITY OF LIFE, PROPERTY AND ENVIRONMENT THROUGH EDUCATION, LEADERSHIP, PARTNERSHIPS AND EFFECTIVE RESPONSE TO EMERGENCIES TO ENSURE THE CITIZENS OF HRM LIVE IN SAFE, INCLUSIVE AND WELCOMING COMMUNITIES.

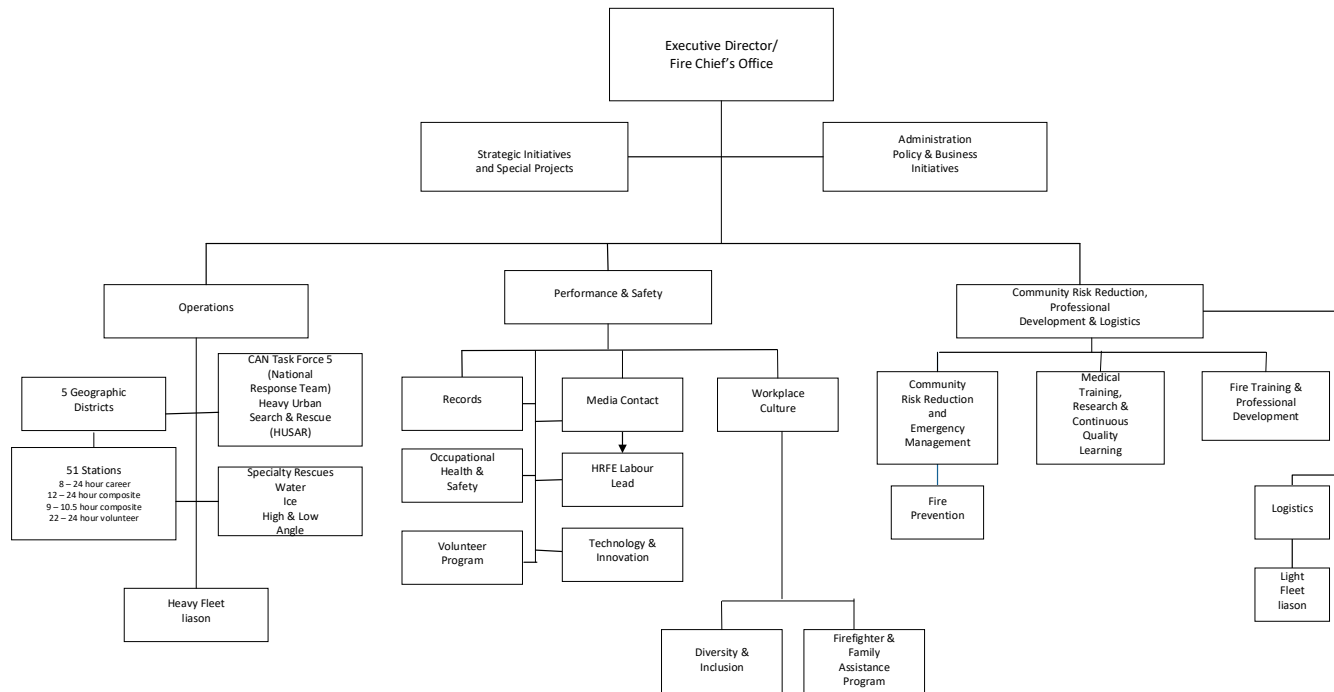
## HALIFAX REGIONAL FIRE & EMERGENCY OVERVIEW

Halifax Regional Fire & Emergency (HRFE) is committed to supporting Regional Council and Administrative Priorities through leadership of community safety initiatives, collaboration in holistic community planning and growth & providing service excellence through the use of innovation and best practices.

Halifax Regional Fire & Emergency (HRFE) serves and protects over 450,586 residents in a 5,577 km<sup>2</sup> area. Strategically located in 51 fire stations throughout the HRM, career and volunteer fire crews provide a full range of services including:

- Fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education).
- Fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, collapse rescue, hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive), and heavy urban search and rescue (HUSAR)
- Pre-hospital emergency medical first response
- Emergency management (planning, response, mitigation and recovery).

## HALIFAX REGIONAL FIRE & EMERGENCY ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	535.0	15.0	550.0
Seasonal, Casual & Term	1.5	(1.5)	-
<b>Total</b>	<b>536.5</b>	<b>13.5</b>	<b>550.0</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

The Full Time increase of 15.0 FTEs is 1.0 FTE for an Emergency Management Assistant Coordinator, 12.0 FTEs for Fire Fighters and 2.0 FTEs for Fire Inspectors.

The Seasonal, Casual & Term decrease of 1.5 FTE is a result of interns who completed work terms.

HRFE currently has 490 active volunteer firefighters who are not included in this table.

## STRATEGIC INITIATIVES (2021/22)

## INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

**Comfort Centres / Emergency Generators**

HRM is mandated under the Emergency Management Act to prepare and approve emergency management plans. Part of the preparedness strategy is to have emergency comfort centres available to citizens when needed. These will be strategically located throughout HRM to ensure adequate coverage and availability to all citizens. In addition to HRFE locations, we partner with other business units (libraries, parks and recreation) on selecting appropriate locations.

**Participation in Federal Heavy Urban Search and Rescue Program (HUSAR)**

As per Council direction in 2018, HRFE has re-engaged with the Federal Heavy Urban Search & Rescue (HUSAR) Program. HUSAR Task Forces are interdisciplinary teams comprised of specialists from across the emergency response spectrum. HUSAR teams are required to be completely self-sufficient for up to seven days during a crisis event. Their capabilities include technical skills including structural assessment, building collapse, confined space rescue, trench rescue, emergency medical treatment, logistics, communications, technical search, canine search as well as search and rescue. HRFE is entering phase two of a multi-year HUSAR implementation plan. Funding is cost shared 25/75 (Municipal/Federal). In 2020, much of HRFE's planned activities were stalled due to COVID-19 public health restrictions, however HRFE was able to train and equip twenty new building-collapse-technicians and add heavy equipment and logistics capacity to the program.

**Community Risk Reduction**

The Community Risk Reduction division will continue to conduct risk assessments in conjunction with our partners (when resources permit) throughout the municipality that will use data to identify high risk areas, based on information such as population density, response times, and Critical Infrastructure Protection and Hazard Risk Assessments. The information will be used to identify measures to protect these assets so they will remain

accessible during crisis events. HRFE conducts Fire Safety Maintenance Inspections (FSMI) as part of its legislated responsibility to conduct inspections on selected occupancy types.

### **Enhance Crisis Communication Capacity**

As part of an overall Emergency Management strategy to enhance the municipality's emergency response capacity, Incident Command System (ICS) training and crises communication exercises will resume when current COVID-19 restrictions/limitations permit to help prepare Regional Council and staff continue operating the municipality and support emergency response during a disaster. The Emergency Management Division will lead the development and execution of an Emergency Communications Solutions Strategy (ECSS).

### **COVID-19 Community Protection / Service**

In response to COVID-19, HRM is meeting the needs of residents in a variety of ways, such as partnering with the Province, Nova Scotia Government Employees Union (NSGEU) and International Association of Fire Fighters (IAFF) to train our career firefighters to administer COVID-19 testing to our residents. After completing the "Return To Work" Framework for all of HRM, HRFE continues to work closely with Public Health and Corporate Safety to support all Business Units as they implement the framework and adjust to the evolving situations to allow for safe service delivery to citizens and staff.

## **INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES**

### **Diversity & Inclusion**

HRFE senior leadership will participate in an assessment for personal and team bias. Based on the findings, individual training plans will be provided and completed. The entire department will complete Phase II of HRFE's Diversity & Inclusion (D&I) Action Plan "building a better fire service". All cultural observations and initiatives will be communicated and accompanied with an educational component. HRFE will continue implementing the 2020-25 Strategic goals for Year 2 which are;

- Collective bargaining process to be informed by internal inclusion and equity expertise
- D&I measurables included in all Mandates and My Action Plans (MAPs) for senior officers and leaders
- Competency & Equity based recruitment process and diverse interview panels with bias training
- Develop a community engagement strategy action plan
- Measure impact of outreach
- Continue supporting both 'outreach committee and cultural inclusion advisory'

**HRFE BUDGET****OPERATING - BUDGET BY SERVICE AREA**

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fire Chiefs Office	\$ 556,141	\$ 578,900	\$ 448,900	\$ 460,300	\$ 489,400	40,500	9.0	(15.5)
Performance and Safety	5,584,636	5,215,400	5,012,900	5,040,200	5,339,700	326,800	6.5	2.4
Operations	57,406,590	60,338,100	57,878,100	58,132,200	61,549,400	3,671,300	6.3	2.0
Comm. Risk Reduction, Prof. Dev., Logistics	8,322,856	8,373,600	7,666,100	7,498,600	9,242,800	1,576,700	20.6	10.4
<b>Net Total</b>	<b>\$71,870,223</b>	<b>\$74,506,000</b>	<b>\$71,006,000</b>	<b>\$71,131,300</b>	<b>\$76,621,300</b>	<b>\$ 5,615,300</b>	<b>7.9</b>	<b>2.8</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

**OPERATING - SUMMARY OF CHANGES**

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 71,006,000</b>
Compensation Changes:	
Emergency Management Assistant Co-ordinator (New Position)	89,000
Wage and Benefit Increases	3,425,500
Increase in Overtime to maintain service at Station 11, 50 and/or 60	1,000,000
WCB coverage Volunteer	30,000
Revenue Adjustments:	
Decrease 2020 Secondment Recovery	110,000
Other Budget Adjustments:	
COVID-19 cost increase - PPE/Cleaning	120,000
Uniforms & Clothing increase	202,500
General expense increase	153,900
Logistics increase for equipment and repairs & maintenance	230,000
Professional Services increase (EFAP) for treatment of PTSD	13,100
Training Materials and Services increase	290,000
Budget Transfer - Auto Vehicle Locator to Customer & Corporate Services	(48,700)
<b>Total Changes</b>	<b>\$ 5,615,300</b>
<b>2021/22 Budget</b>	<b>\$ 76,621,300</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$67,455,046	\$71,251,600	\$68,806,600	\$69,143,600	\$73,392,200	\$ 4,585,600	6.7	3.0
Office	353,600	252,100	212,100	212,000	243,700	31,600	14.9	(3.3)
External Services	399,016	322,500	299,400	285,200	312,500	13,100	4.4	(3.1)
Supplies	896,354	866,200	608,700	592,000	936,200	327,500	53.8	8.1
Materials	5,126	-	-	1,000	-	-	-	-
Building Costs	387,834	216,600	171,600	249,500	220,600	49,000	28.6	1.8
Equipment & Communications	1,314,495	578,300	387,100	701,300	579,600	192,500	49.7	0.2
Vehicle Expense	5,697	-	-	14,500	-	-	-	-
Other Goods & Services	1,397,639	1,196,100	722,900	509,600	1,032,900	310,000	42.9	(13.6)
Interdepartmental	42,308	-	-	10,700	-	-	-	-
Debt Service	400,897	-	-	-	-	-	-	-
Other Fiscal	180,536	185,300	160,300	155,300	156,300	(4,000)	(2.5)	(15.7)
<b>Total Expenditures</b>	<b>72,838,550</b>	<b>74,868,700</b>	<b>71,368,700</b>	<b>71,874,700</b>	<b>76,874,000</b>	<b>5,505,300</b>	<b>7.7</b>	<b>2.7</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fee Revenues	(21,146)	(21,100)	(21,100)	(21,100)	(21,100)	-	-	-
Other Revenue	(947,181)	(341,600)	(341,600)	(722,300)	(231,600)	110,000	(32.2)	(32.2)
<b>Total Revenues</b>	<b>(968,327)</b>	<b>(362,700)</b>	<b>(362,700)</b>	<b>(743,400)</b>	<b>(252,700)</b>	<b>110,000</b>	<b>(30.3)</b>	<b>(30.3)</b>
<b>Net Total</b>	<b>\$71,870,223</b>	<b>\$74,506,000</b>	<b>\$71,006,000</b>	<b>\$71,131,300</b>	<b>\$76,621,300</b>	<b>\$ 5,615,300</b>	<b>7.9</b>	<b>2.8</b>

## HRFE SERVICE AREA PLANS (2021/2022)

### CHIEF'S OFFICE

The Chief's Office provides strategic leadership in the advancement of HRFE's mission and vision to serve and protect the residents of Halifax Regional Municipality.

#### CHIEF'S OFFICE KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<p><b>Fire Emergency Fleet Operational Review and Optimization – Phase I</b> (Target: Q4 2021/2022)</p> <p>The start of a collaborative review of HRFE's heavy fleet will be conducted with representatives from Corporate &amp; Customer Services, Halifax Regional Fire &amp; Emergency, and Enterprise Asset Management. Phase I will focus on a requirements assessment.</p> <p>The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, provide better data for future asset management planning and budget considerations.</p> <p>The review will include heavy fleet deployment, preventative maintenance strategies and lifecycle replacement, and consider carbon emission reduction opportunities. The recommendations stemming from this work will be provided to other Business Units with Corporate Fleet inventories.</p>
<p><b>Fire Underwriters Survey - Superior Tanker Shuttle Accreditation</b> (Target: Q4 2021/2022)</p> <p>To facilitate the recertification process for the Superior Tanker Shuttle Accreditation, HRFE will work with Corporate Fleet to complete the department profile on the Fire Underwriters Survey (FUS) Municipal Portal Site.</p>
<p><b>Annual Report</b> (Target: Q4 2021/2022)</p> <p>Building on the pilot Annual HRFE Report developed in 2020/21, HRFE will deliver an annual report for Regional Council which focuses on HRFE's Key Performance Indicators (KPIs), focusing on improving service delivery related to the Council-approved Emergency Response Time Targets. This Annual Report will also address the requirement that staff will report annually on its performance and service targets.</p>
Our People – Engaged & Skilled People
<p><b>Competency and Equity Approach Recruitment for Fire Fighters</b> (Target: Q4 2021/2022)</p> <p>HRFE will implement a recruitment of applicants for the position of career firefighter. This recruitment will be competency-based with mandatory performance levels for aptitude, physical ability and behavioral based interviewing. This recruitment has been designed with a competency and equity approach, be supported by outreach to underrepresented communities and will have a goal of creating firefighter recruit classes reflective of the diversity of HRM.</p>

### **Our People – Healthy & Safe Workplace**

#### **COVID-19 Return To Work Framework (Target: Q4 2021/2022)**

In 2020, HRFE stood up a COVID-19 Task Force in response to the CAO's direction to complete an HRM "Return To Work Framework". The Framework was created to support Business Units to develop Workplace Safety Plans and adapt operations to safely return employees to the workplace and continue to deliver services throughout the pandemic. This year, the Taskforce will continue to provide overall guidance and support to Business Units as needed with COVID-19 training, communications, cleaning and meeting room procedures, safe interaction with visitors and workplace entry procedures, and many other business practices to help keep HRM employees and our customers safe.

### **Service Excellence – Exceptional Customer Service**

#### **Agency Accreditation (Target: Q4 2021/2022)**

To foster a culture of continuous improvement and performance excellence, HRFE will begin research and self-assessment activities required for future agency accreditation by the Center for Public Safety Excellence (CPSE).

## OPERATIONS

Operations is committed to supporting council priorities through the provision of emergency service to every part of HRM operating out of 51 fire stations:

- 8 - 24hr Career Firefighter Stations;
- 12 - 24hr Composite Stations (Career & Volunteer Firefighters);
- 9 - 10.5hr Composite Stations (Career & Volunteer Firefighters); and
- 22 - Volunteer Firefighter Stations.

One of the continued challenges facing the division include the ability to achieve the Effective Firefighting Force (EFF) as outlined in Council's Emergency Response Time Targets (ERTT) in Urban Areas. Urban fire response districts include those with a population of 100 persons per square kilometer or more.

Another challenge is inadequate volunteer firefighter recruitment in rural areas, deployment issues (station location vs. effective service delivery) and outdated and insufficient training facilities.

### SERVICES DELIVERED

#### **Fire & Emergency Services**

This service consists of career and volunteer firefighters providing a full range of emergency services including:

- Fire Suppression and Rescue
- Technical Rescue & Auto Extrication
- Hazardous Materials/Dangerous Goods Response
- Trench Rescue
- Confined Space Rescue
- Pre-hospital Emergency Medical First Response Services
- High/low Angle Rope Rescue
- Marine Firefighting/Shore Line Protection
- Ice/water Rescue
- Chemical biological radiological nuclear & explosive (CBRNE) – Provincial Team
- Heavy Urban Search and Rescue (HUSAR) – National Emergency Response Team (Task Force 5)

SERVICE DELIVERY MEASURES<sup>1</sup>

*\*HRM is excluded from the 2019/20 Municipal Benchmarking Network Canada (MBNC) Median Calculations as the municipality is no longer a member of MBNC*

**Total Fire Cost Per Staffed Fire In-Service Vehicle Hour (entire municipality)**

Fiscal Year	2016/17	2017/18	2018/19	2019/20
HRM	\$63.50	\$66.37	\$69.73	N/A
MBNC MEDIAN	\$307.53	\$318.31	\$295.97	NA

**Rate of Residential Structural Fires with Loses per 1,000 Households**

Fiscal Year	2016/17	2017/18	2018/19	2019/20
HRM	1.23	1.53	1.54	1.15
MBNC MEDIAN	0.90	0.87	0.90	0.84*

**Residential Fire Civilian Related Fatalities Per 100,000 Population**

Fiscal Year	2016/17	2017/18	2018/19	2019/20
HRM	0	0.69	1.86	0.23
MBNC MEDIAN	0.43	0.44	0.53	0.58*

**Residential Fire Related Injuries Per 100,000 Population**

Fiscal Year	2016/17	2017/18	2018/19	2019/20
HRM	0.94	1.39	2.32	1.14
MBNC MEDIAN	8.16	5.27	4.85	NA

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<sup>1</sup> MBNC Median Performance Measures are from “2018 Performance Measurement Report – Fire & Rescue Services” and “2019 Fire & Rescue Services Performance Measurement Report” available at [mbncanada.ca](http://mbncanada.ca)

## OPERATIONS KEY DELIVERABLES (2021/22)

Communities – Safe Communities
<p><b>Heavy Urban Search &amp; Rescue (HUSAR) Phase II</b> (Target: Q4 2021/2022)</p> <p>HRFE is currently giving rise to “Task Force 5” as one of the 6 National Emergency Response Teams. The program is cost shared with Public Safety Canada (75%/25%) and HRFE is entering Phase II of a multi-year plan to operationalize Heavy Urban Search and Rescue Team in HRM that can be deployed Nationally. Phase II objectives include: training of new members, re-certification of former members, the purchase of new equipment, enhancing team mobility and sustainability, as well as strengthening Provincial and Federal partnerships.</p>
<p><b>HRFE Headquarters &amp; Station 8 – Design Phase</b> (Target: Q4 2021/2022)</p> <p>This year HRFE will continue the work started in 2020 with Corporate Facility and Design on the design phase for s new Headquarters, Fire Station 8, Logistics and Fire Prevention at the Science Drive location, which is being designed as a campus, to provide efficiencies in co-locating 4 current leased facilities. The relocation of station 8 will improve operational response times in a rapidly growing service area. It is anticipated that the design phase will be completed this fiscal year, but construction will not take place until 2025.</p>
<p><b>Improve Emergency Response Times</b> (Target: Q4 2021/2022)</p> <p>To meet the 2018 Council approved Response Time Targets, HRFE will continue to analyze and implement continuous quality improvement program(s) and apply strategies (technology and deployment of staff and resources) to improve emergency response times and validate current capabilities regarding emergency response times.</p>
<p><b>Emergency Response Agreements</b> (Target: Q4 2021/2022)</p> <p>HRFE will continue to review and update all Emergency Response agreements with neighbouring Fire Departments over the next few years to create a seamless delivery of service throughout HRM.</p>
Responsible Administration – Well Managed
<p><b>HRFE Roster and Scheduling Project</b> (Target: Q2 2021/2022)</p> <p>As part of a larger Corporate Scheduling, Time and Attendance Project, HRFE will work with ICT and the vendor to develop a new Fire Roster and Scheduling Solution. Phase I will include an assessment of business unit requirements and software testing.</p>

## COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT & LOGISTICS

Community Risk Reduction, Professional Development & Logistics is committed to supporting council priorities through the provision of fire and emergency management public safety education and information, prevention inspections and code enforcement, professional development, fire and emergency medical training and logistical services in addition to supporting emergency management operations for all of HRM. The division operates from several satellite locations in HRM.

### SERVICES DELIVERED

#### **Fire Prevention**

Responsible for Public Safety Education, Fire Code Inspections/ Code Enforcement, Fire Plan Review and Fire Investigations: provides fire/life safety public education programs and training, responds to technical public inquiries, conducts mandatory fire safety inspections as well as those received by complaint and requests, minimum residential standards inspections, building plan examinations and issues permits to support fire safety activities. HRFE is required under the Fire Safety Act to ensure, the origin and cause is identified for every fire where property is damaged.

#### **Professional Development and Training**

Responsible to ensure appropriate fire and rescue training and certification of firefighters and members to industry and regulatory standards.

#### **Medical Training, Research and Continuous Quality Improvement**

Responsible to ensure appropriate medical training for firefighters and members is evidence based and follows industry best practices.

#### **Logistics**

Responsible for the provision and maintenance of all personnel protective equipment and physical assets to support HRFE's Mission (24x7x365).

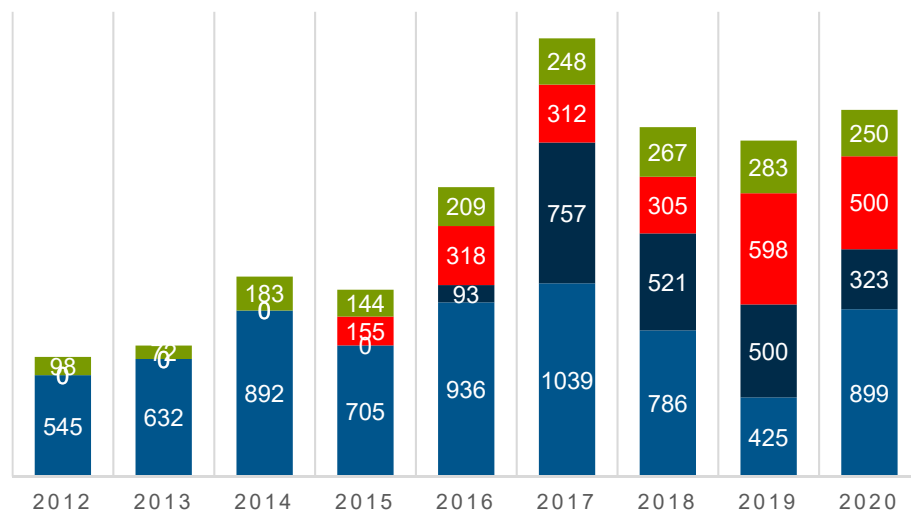
#### **Emergency Management**

Emergency Management helps plan and coordinate multi-agency/multi-jurisdictional response and the municipality's response to emergencies. This includes providing leadership and support to municipal Business Units and outside agencies in their preparations and readiness for a disaster or large-scale emergency.

## SERVICE DELIVERY MEASURES

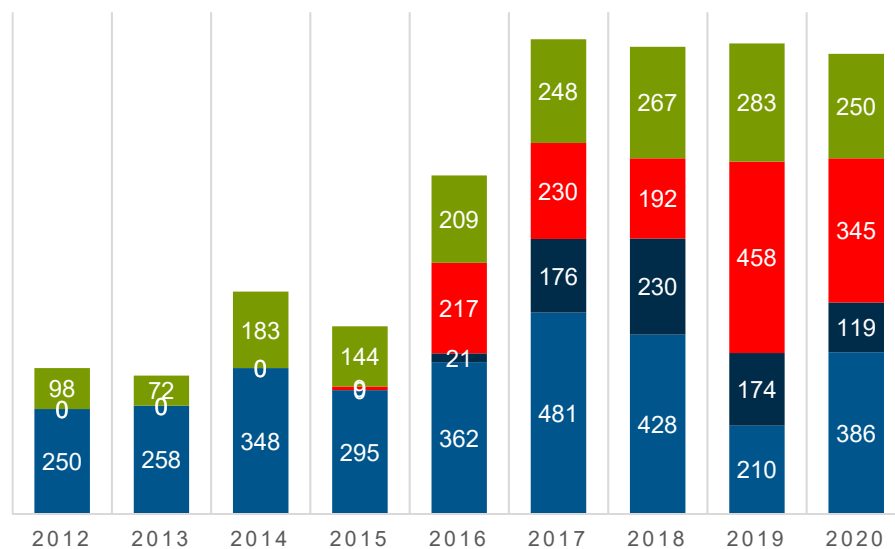
### FIRE SAFETY INSPECTIONS BY YEAR

■ Level 1 Inspections ■ FSMI Inspections  
■ Deficiency Inspections ■ M200 Inspections



### COMPLETED INSPECTION FILES BY YEAR

■ Level 1 ■ FSMI ■ Deficiency ■ M200



Performance Measures	2017	2018	2019	2020	2021 (projected)
% of completed legislated inspections*	20%	20%	12%	16%	20%

*\*This year, the building data model was improved, which increased the total number of building in our system that require inspection. As a result, the percentages have changed for all years.*

HRFE onboarded new staff in a new branch structure in 2019. As 2020 inspections were scheduled to begin, COVID-19 created challenges and therefore inspections could not occur for at least three months.

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
# Career Recruits Trained	38	20	17	0*	To be confirmed post budget**
# Volunteer Recruits Trained	61	47	60	33	65***

*\* Due to a hiring freeze and using vacancy management to meet the re-cast budget due to the impacts of COVID-19*

*\*\* While HRFE intends to fill a recruitment pool, the number of approved positions will be determined post budget confirmation.*

*\*\*\* HRFE can train up to 80 Volunteers a year. Recruitment is also based on operational need in each station and district. Currently, 33 individuals are registered for the 2021 Spring Volunteer Recruit Training sessions.*

COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT & LOGISTICS KEY DELIVERABLES (2021/22)

Communities – Safe Communities
<p><b>Contingency Plans</b> (Target: Q4 2021/2022)</p> <p>HRFE will continue to create contingency plans for potential crisis events/hazards throughout HRM. Crises events include floods, wildland fires, extreme weather events, pandemics, cyber-attacks, power outages, etc.</p>
<p><b>Registry of Volunteer Emergency Services</b> (Target: Q4 2021/2022)</p> <p>HRFE has been strengthening relationships with the various community volunteer sectors throughout HRM that engage with the Emergency Management Division, such as: the Joint Emergency Management (JEMs) teams, the four Ground Search and Rescue teams and the Amateur Radio Clubs. This year, parties will continue to identify ways to improve working together including reviewing HRFE's Administrative Order 2018 – 006 to better outline the responsibilities and relationship moving forward. This deliverable excludes volunteer Fire Fighters, which are managed by HRFE's Volunteer Program.</p>
<p><b>Fire Safety Maintenance Inspection – Phase II</b> (Target: Q4 2021/2022)</p> <p>The Fire Safety Maintenance Inspection Program directly supports HRFE's legislated responsibility for conducting fire inspections by utilizing on-duty operational personnel to conduct maintenance inspections on selected occupancy types. This property inspection program decreases community risk by increasing the number of fire inspections performed annually and leveraging "in-service" operational personnel to assist the fire prevention branch to conduct fire inspections to help keep HRM residents safe.</p> <p>Phase I of this program included training and deploying station officers to inspect multi-unit residential occupancies. Phase II of this program will include training station officers to inspect daycare facilities, bars, and restaurants. During COVID-19, in service inspections by operations crews have been halted and will resume when Public Health Orders and guidelines are eased.</p>
<p><b>Emergency Generators</b> (Target: Q4 2021/2022)</p> <p>The municipality will install generators at strategic locations to help mitigate the risk of losing power in comfort centers without a generator for backup power supply. The goal is to provide comfort centre locations within a 20-minute drive for HRM residents (where possible). These centers must have backup power to allow citizens shelter and provide heat or cooling, washroom facilities, a location to charge phones, check in with families, and provide emergency food when required. Typical municipally-owned comfort centres include facilities such as recreation centres and fire stations with attached community rooms.</p>
<p><b>Critical Infrastructure Protection (CIP)/Hazard Identification Risk Assessment (HIRA)</b> (Target: Q4 2021/2022)</p> <p>HRFE will work with communities to identify critical infrastructure throughout the municipality to help ensure this infrastructure is protected and accessible during crisis events. This work was delayed due to redeploying our focus and resources towards the COVID-19 response.</p>

Responsible Administration – Well Managed
<p><b>Business Continuity Plans</b> (Target: Q4 2021/2022)</p> <p>HRFE will work with each business unit to confirm critical staffing requirements and help identify changes to policies to ensure that all HRM Business Units have an effective operational plan during possible crisis events disrupting staffing, accessibility to locations or service delivery.</p>
<p><b>Design Activities for Sheet Harbour Station 28</b> (Target: Q4 2021/2022)</p> <p>This year, HRFE will continue to participate in design activities for the proposed Sheet Harbour Healthy Lifestyle Centre with hopes to include a new fire station 28.</p>
Our People – Engaged & Skilled People
<p><b>Fire Officer Program – Phase II</b> (Target: Q4 2021/2022)</p> <p>As part of the department's overall Succession Plan, HRFE will implement Phase II of the Fire Officer Program to develop future leaders. This phase will expand to include not only curriculum on incident command and day to day responsibilities, but also leadership, diversity and inclusion, Fire Safety Maintenance Inspections and organization management requirements.</p>
<p><b>Accredited Training</b> (Target: Q4 2021/2022)</p> <p>HRFE will implement plans to provide accredited training through International Fire Service Accreditation Congress (IFSAC) and Pro Board certification in 2021 for all new firefighters, new officers and new instructors. Part of this initiative will include starting a Prior Learning Assessment Report (PLAR) and utilize internal training expertise to ensure the training and develop of firefighters is meeting industry best practices.</p>
<p><b>Medical First Responder Training</b> (Target: Q4 2021/2022)</p> <p>HRFE will deliver Phase I - Internal Medical First Responder training to all frontline staff to improve medical training, skills and services for emergency medical calls in coordination with community partners.</p>

## PERFORMANCE & SAFETY

The Performance & Safety division has four key focus areas:

- Health & Safety;
- The Volunteer Program
- Technology & Innovation; and
- Diversity & Inclusion/Workplace Culture.

This division operates out of Headquarters and is committed to supporting council priorities through innovative, safe and effective service performance measurement and delivery.

## SERVICES DELIVERED

### Communications and Technology

HRFE relies heavily on voice, data and information technology to carry out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Staff stay abreast of innovation in the industry to consider changes that improve emergency service delivery using technology and streamlining business processes.

### Safety

The Occupational Health & Safety division provides on-shift incident safety officers at emergencies leading workplace inspections, supervision of accident investigations and providing expert advice to all units of the organization. The Division Chief of Safety also leads policy and operational guidelines development related to safety and supports the Joint Occupational Health & Safety Committee. During the Covid-19 pandemic, the safety division provides expert advice, research and development of procedures directly targeted at preserving our workforce safety and capacity.

### Workplace Culture/ Diversity & Inclusion

Workplace Culture oversees and provides Diversity & Inclusion programming, Critical Incident Stress Management services, Firefighter & Family Assistance Program services and advocates for HRFE's ongoing initiative to develop competency and equity-based hiring practices and improve community outreach programs.

### Volunteer Program

The Volunteer Program conducts recruitment of volunteers for 32 communities within HRM, provides oversight on promotional and selection processes, manages the volunteer recognition program, develops policies and procedures and advises leadership at all levels on matters relating to volunteer recruitment, retention and effectiveness.

## PERFORMANCE & SAFETY KEY DELIVERABLES (2021/22)

Communities – Safe Communities
<p><b>Occupation Health and Safety</b> (Target: Q4 2021/2022)</p> <p>In a continued effort to enhance and protect the safety of our people, HRFE's Safety Division will review and assess the written and physical health &amp; safety program(s) in consultation with internal and external stakeholders.</p> <p>This will be accomplished by following Constant Quality Improvement (CQI) best practices by implementing and completing a standard review cycle of 33% for all written and physical safety programs and equipment. The Safety Division will also work collaboratively with various HRFE members to further define, develop, implement, record, report, and refine key performance indicators for the Division and Department as a whole.</p>

Service Excellence – Innovative Performance Excellence
<p><b>Technology and Innovation</b> (Target: Q4 2021/2022)</p> <p>To remain current with technological advances, and address the need for timely and accurate data, HRFE in partnership with ICT will design and implement data collection and reporting tools. Specifically, Key Performance Indicators will be developed and reported on for all workgroups, with data capture, storage, and retrieval tools. This year HRFE will contract expert advice in the fire service for data analysis, dashboard design and predictive analytics.</p>
Service Excellence – Exceptional Customer Service
<p><b>HRFE Business Intelligence Tools</b> (Target: Q4 2021/2022)</p> <p>HRFE will partner with ICT to develop a suite of business intelligence (BI) tools to support the newly created KPI catalogue.</p>
Our People – Skilled & Engaged People
<p><b>Recruitment of Volunteer Firefighters</b> (Target: Q4 2021/2022)</p> <p>In 2021/22, HRFE will continue with its volunteer recruitment efforts. Emphasis will be placed on recruiting volunteers in rural communities, especially those with low or declining membership, as well as outreach to underrepresented communities. HRFE intends to hold a volunteer recruitment training program in both Spring 2021 and Fall 2021, dependent on COVID-19 restrictions.</p>
<p><b>Recruitment of Career Firefighters</b> (Target: Q1, 2022/2023)</p> <p>This year, using the Competency and Equity Approach to Recruitment of Firefighters, HRFE is running a Career Recruitment process to create an eligibility pool of candidates to fill current and future vacancies that exist or are anticipated, largely due to retirement. HRFE is committed to providing a safe and respectful workplace and encourages all applicants to help the department become reflective of the diversity in the Halifax region. From start to finish, approximately 8 months are required to conduct a career firefighter recruitment.</p>

Summary of Net Expenditures -Halifax Regional Fire & Emergency								
Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
F121 Succession Planning	100,947	100,000	30,000	11,200	60,000	30,000	100.0	(40.0)
F122 Fire Chief's Office	414,272	413,900	413,900	440,600	424,400	10,500	2.5	2.5
F123 Strat & Safety Init.	40,922	65,000	5,000	8,500	5,000	-	-	(92.3)
<b>** Fire Chief's Office</b>	<b>556,141</b>	<b>578,900</b>	<b>448,900</b>	<b>460,300</b>	<b>489,400</b>	<b>40,500</b>	<b>9.0</b>	<b>(15.5)</b>
F140 Performance & Safety	706,473	724,800	637,800	677,000	819,600	181,800	28.5	13.1
F141 Comm. Rel. & Events	142,887	113,000	98,000	50,000	53,000	(45,000)	(45.9)	(53.1)
F165 Firefighter & FAP	321,137	234,000	220,900	216,000	234,500	13,600	6.2	0.2
F180 Sfty, comp, Hlth Wel	262,477	300,100	265,100	251,800	308,700	43,600	16.4	2.9
F190 Technology and Innovation	737,771	629,200	608,000	743,800	648,900	40,900	6.7	3.1
F724 Enfield Fire Dept.	40,000	21,200	-	20,000	-	-	-	(100.0)
F727 Milford Fire Department	2,400	2,400	2,400	2,400	2,400	-	-	-
F791 Rural Fire Debt Payments	400,897	-	-	-	-	-	-	-
F793 Volunteer Coordination	2,970,594	3,190,700	3,180,700	3,079,200	3,272,600	91,900	2.9	2.6
<b>** Performance and Safety</b>	<b>5,584,636</b>	<b>5,215,400</b>	<b>5,012,900</b>	<b>5,040,200</b>	<b>5,339,700</b>	<b>326,800</b>	<b>6.5</b>	<b>2.4</b>
F110 Operations	57,193,880	60,338,100	57,878,100	58,058,700	61,549,400	3,671,300	6.3	2.0
F115 HU Search & Rescue	212,711	-	-	73,500	-	-	-	-
<b>** Operations</b>	<b>57,406,590</b>	<b>60,338,100</b>	<b>57,878,100</b>	<b>58,132,200</b>	<b>61,549,400</b>	<b>3,671,300</b>	<b>6.3</b>	<b>2.0</b>
A451 EMO Reserve Contributions	25,000	25,000	-	-	-	-	-	(100.0)
C801 Emergency Measures	277,028	337,000	327,000	350,400	443,600	116,600	35.7	31.6
F120 Prof. Dev. & Train.	2,763,506	3,091,800	2,871,800	2,355,400	2,972,400	100,600	3.5	(3.9)
F125 CRR, PROF, DEV, LOG	361,951	116,500	116,500	416,100	617,300	500,800	429.9	429.9
F130 Fire Prevention	2,043,581	2,354,300	2,354,300	2,201,500	2,653,100	298,800	12.7	12.7
F135 Fire Buildings	308,672	155,100	155,100	221,000	155,100	-	-	-
F160 Logistics & Equipment	2,543,118	2,293,900	1,841,400	1,954,200	2,401,300	559,900	30.4	4.7
<b>** Comm. Risk Reduction Prof. Dev.</b>	<b>8,322,856</b>	<b>8,373,600</b>	<b>7,666,100</b>	<b>7,498,600</b>	<b>9,242,800</b>	<b>1,576,700</b>	<b>20.6</b>	<b>10.4</b>
<b>Net Total</b>	<b>71,870,223</b>	<b>74,506,000</b>	<b>71,006,000</b>	<b>71,131,300</b>	<b>76,621,300</b>	<b>5,615,300</b>	<b>7.9</b>	<b>2.8</b>

Summary Details - Halifax Regional Fire & Emergency								
Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6001 Salaries - Regular	50,135,390	53,925,600	53,925,600	52,729,000	55,464,300	1,538,700	2.9	2.9
6002 Salaries - Overtime	3,666,556	3,016,500	2,971,500	3,481,000	4,016,500	1,045,000	35.2	33.2
6005 PDP & Union Con Incr	(93,416)	-	-	(107,000)	-	-	-	-
6054 Vacation payout	174,805	-	-	186,700	-	-	-	-
6100 Benefits - Salaries	9,930,130	10,092,400	10,092,400	9,173,000	10,450,300	357,900	3.5	3.5
6110 Vacancy Management	-	(184,300)	(2,584,300)	-	(980,700)	1,603,600	(62.1)	432.1
6150 Honorariums	2,580,389	3,019,300	3,019,300	2,600,000	2,839,300	(180,000)	(6.0)	(6.0)
6151 Vehicle Allowance	16,789	-	-	18,000	-	-	-	-
6152 Retirement Incentives	411,726	497,300	497,300	415,800	502,800	5,500	1.1	1.1
6154 Workers' Compensation	705,177	788,800	788,800	592,900	793,700	4,900	0.6	0.6
6156 Clothing Allowance	93,800	96,000	96,000	94,200	96,000	-	-	-
6158 WCB Recov Earnings	(254)	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	(76,888)	-	-	(40,000)	210,000	210,000	-	-
9200 HR CATS Wage/Ben	(25,079)	-	-	-	-	-	-	-
9210 HR CATS OT Wage/Ben	(64,078)	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>67,455,046</b>	<b>71,251,600</b>	<b>68,806,600</b>	<b>69,143,600</b>	<b>73,392,200</b>	<b>4,585,600</b>	<b>6.7</b>	<b>3.0</b>
6201 Telephone/Cable	114,341	96,100	96,100	123,500	96,100	-	-	-
6202 Courier/Postage	20,488	16,000	16,000	25,000	16,000	-	-	-
6203 Office Furn/Equip	118,151	80,000	40,000	30,000	71,600	31,600	79.0	(10.5)
6204 Computer S/W & Lic	60,642	15,000	15,000	18,500	15,000	-	-	-
6205 Printing & Reprod	5,760	10,000	10,000	5,000	10,000	-	-	-
6207 Office Supplies	34,218	35,000	35,000	10,000	35,000	-	-	-
<b>* Office</b>	<b>353,600</b>	<b>252,100</b>	<b>212,100</b>	<b>212,000</b>	<b>243,700</b>	<b>31,600</b>	<b>14.9</b>	<b>(3.3)</b>
6301 Professional Fees	142,550	180,000	166,900	105,000	180,000	13,100	7.8	-
6302 Legal Fees	78	10,000	-	-	-	-	-	(100.0)
6304 Janitorial Services	5,698	-	-	6,500	-	-	-	-
6308 Snow Removal	185,589	100,000	100,000	155,000	100,000	-	-	-
6311 Security	48,121	25,000	25,000	7,000	25,000	-	-	-
6312 Refuse Collection	2,614	-	-	8,000	-	-	-	-
6399 Contract Services	14,366	7,500	7,500	3,700	7,500	-	-	-
<b>* External Services</b>	<b>399,016</b>	<b>322,500</b>	<b>299,400</b>	<b>285,200</b>	<b>312,500</b>	<b>13,100</b>	<b>4.4</b>	<b>(3.1)</b>
6401 Uniforms & Clothing	593,214	602,000	399,500	300,300	602,000	202,500	50.7	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6402 Med & First Aid Supp	17,390	-	-	16,500	60,000	60,000	-	-
6404 Rec Prog Supplies	83,908	150,000	100,000	40,000	100,000	-	-	(33.3)
6405 Photo Supp & Equip	2,683	2,500	2,500	1,500	2,500	-	-	-
6407 Clean/Sani Supplies	140,421	102,000	102,000	151,000	102,000	-	-	-
6409 Personal Protect Equ	52,642	-	-	80,000	60,000	60,000	-	-
6499 Other Supplies	6,096	9,700	4,700	2,700	9,700	5,000	106.4	-
<b>* Supplies</b>	<b>896,354</b>	<b>866,200</b>	<b>608,700</b>	<b>592,000</b>	<b>936,200</b>	<b>327,500</b>	<b>53.8</b>	<b>8.1</b>
6502 Chemicals	-	-	-	1,000	-	-	-	-
6504 Hardware	522	-	-	-	-	-	-	-
6505 Lubricants	6	-	-	-	-	-	-	-
6511 Salt	4,534	-	-	-	-	-	-	-
6512 Sand	63	-	-	-	-	-	-	-
<b>* Materials</b>	<b>5,126</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	3,589	-	-	-	-	-	-	-
6607 Electricity	28,552	10,000	10,000	19,500	10,000	-	-	-
6608 Water	31,211	26,500	11,500	26,000	26,500	15,000	130.4	-
6611 Building - Interior	16,664	-	-	500	-	-	-	-
6612 Safety Systems	1,540	-	-	-	-	-	-	-
6616 Natural Gas-Buildings	8,532	8,000	8,000	3,500	8,000	-	-	-
6699 Other Building Cost	297,746	172,100	142,100	200,000	176,100	34,000	23.9	2.3
<b>* Building Costs</b>	<b>387,834</b>	<b>216,600</b>	<b>171,600</b>	<b>249,500</b>	<b>220,600</b>	<b>49,000</b>	<b>28.6</b>	<b>1.8</b>
6701 Equipment Purchase	839,773	206,500	146,500	281,500	206,500	60,000	41.0	-
6702 Small Tools	28,956	35,000	35,000	47,200	35,000	-	-	-
6703 Computer Equip/Rent	14,706	25,000	3,800	3,800	25,000	21,200	557.9	-
6704 Equipment Rental	38	-	-	5,000	-	-	-	-
6705 Equip - R&M	277,468	236,800	126,800	175,300	236,800	110,000	86.8	-
6706 Computer R&M	26	-	-	1,000	-	-	-	-
6707 Plumbing & Heating	743	-	-	-	-	-	-	-
6708 Mechanical Equipment	1,177	-	-	7,500	-	-	-	-
6711 Communication System	151,608	75,000	75,000	180,000	76,300	1,300	1.7	1.7
<b>* Equipment &amp; Communications</b>	<b>1,314,495</b>	<b>578,300</b>	<b>387,100</b>	<b>701,300</b>	<b>579,600</b>	<b>192,500</b>	<b>49.7</b>	<b>0.2</b>
6802 Vehicle R&M	-	-	-	5,000	-	-	-	-
6804 Vehicle Fuel - Gas	-	-	-	1,500	-	-	-	-
6806 Vehicle Rentals	1,225	-	-	7,500	-	-	-	-
6811 Shop Supplies	102	-	-	500	-	-	-	-
6899 Other Vehicle Expense	4,371	-	-	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>5,697</b>	<b>-</b>	<b>-</b>	<b>14,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	10,897	12,500	12,500	20,000	12,500	-	-	-
6903 Travel - Local	11,374	25,000	15,000	12,000	20,000	5,000	33.3	(20.0)
6904 Travel - Out of Town	132,972	45,000	-	2,500	5,000	5,000	-	(88.9)
6905 Training & Education	576,047	335,000	190,000	99,700	335,000	145,000	76.3	-
6906 Licenses & Agreements	42,400	23,600	2,400	32,900	2,400	-	-	(89.8)
6908 Medical Examinations	64,509	60,000	25,000	30,000	60,000	35,000	140.0	-
6911 Facilities Rental	89,028	185,000	140,000	105,000	175,000	35,000	25.0	(5.4)
6912 Advertising/Promotio	41,767	35,000	35,000	20,000	35,000	-	-	-
6913 Awards	42,011	50,000	50,000	50,000	50,000	-	-	-
6914 Recruiting	47,488	105,000	50,000	8,500	95,000	45,000	90.0	(9.5)
6916 Public Education	83,640	65,000	65,000	10,000	65,000	-	-	-
6917 Books and Periodicals	24,607	45,000	25,000	10,000	25,000	-	-	(44.4)
6918 Meals	52,291	35,000	35,000	28,500	55,000	20,000	57.1	57.1
6919 Special Projects	451	-	-	-	-	-	-	-
6928 Committee Expenses	-	2,000	-	-	-	-	-	(100.0)
6933 Community Events	27,309	10,000	5,000	1,000	5,000	-	-	(50.0)
6937 Corporate Training	18	-	-	-	-	-	-	-
6938 Rewarding Excellence	29,277	25,000	15,000	4,500	20,000	5,000	33.3	(20.0)
6939 Duty to Accomodate	-	-	-	500	-	-	-	-
6943 Health and Wellness	96,783	120,000	40,000	59,000	50,000	10,000	25.0	(58.3)
6999 Other Goods/Services	24,771	18,000	18,000	15,500	23,000	5,000	27.8	27.8
<b>* Other Goods &amp; Services</b>	<b>1,397,639</b>	<b>1,196,100</b>	<b>722,900</b>	<b>509,600</b>	<b>1,032,900</b>	<b>310,000</b>	<b>42.9</b>	<b>(13.6)</b>
7007 ItnTrsf Paper Recyc	-	-	-	1,200	-	-	-	-
7008 ItnTrsf IT & Commun	1,250	-	-	-	-	-	-	-
7009 Internal Trfr Other	16,905	-	-	-	-	-	-	-
7011 Int Trf Record Check	3,290	-	-	-	-	-	-	-
7012 Int Trf Print/Reprod	20,863	-	-	9,500	-	-	-	-
<b>* Interdepartmental</b>	<b>42,308</b>	<b>-</b>	<b>-</b>	<b>10,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
8011 Interest on Debentur	41,965	-	-	-	-	-	-	-
8012 Principal on Debentu	358,933	-	-	-	-	-	-	-
* <b>Debt Service</b>	<b>400,897</b>	-	-	-	-	-	-	-
8003 Insurance Pol/Prem	13,206	19,000	19,000	14,000	15,000	(4,000)	(21.1)	(21.1)
8004 Grants	142,330	141,300	141,300	141,300	141,300	-	-	-
8008 Transf to/fr Reserve	25,000	-	-	-	-	-	-	-
8031 Tfr To Resvs Fr Oper	-	25,000	-	-	-	-	-	(100.0)
* <b>Other Fiscal</b>	<b>180,536</b>	<b>185,300</b>	<b>160,300</b>	<b>155,300</b>	<b>156,300</b>	<b>(4,000)</b>	<b>(2.5)</b>	<b>(15.7)</b>
<b>** Total</b>	<b>72,838,550</b>	<b>74,868,700</b>	<b>71,368,700</b>	<b>71,874,700</b>	<b>76,874,000</b>	<b>5,505,300</b>	<b>7.7</b>	<b>2.7</b>

### Summary Details - Halifax Regional Fire & Emergency

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
5102 Facilities Rentals	(21,146)	(21,100)	(21,100)	(21,100)	(21,100)	-	-	-
* <b>Fee Revenues</b>	<b>(21,146)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>	-	-	-
5508 Recov External Parti	(940,769)	(333,900)	(333,900)	(719,800)	(223,900)	110,000	(32.9)	(32.9)
5600 Miscellaneous Revenue	(6,413)	(7,700)	(7,700)	(2,500)	(7,700)	-	-	-
* <b>Other Revenue</b>	<b>(947,181)</b>	<b>(341,600)</b>	<b>(341,600)</b>	<b>(722,300)</b>	<b>(231,600)</b>	<b>110,000</b>	<b>(32.2)</b>	<b>(32.2)</b>
<b>** Total</b>	<b>(968,327)</b>	<b>(362,700)</b>	<b>(362,700)</b>	<b>(743,400)</b>	<b>(252,700)</b>	<b>110,000</b>	<b>(30.3)</b>	<b>(30.3)</b>
<b>Net Total</b>	<b>71,870,223</b>	<b>74,506,000</b>	<b>71,006,000</b>	<b>71,131,300</b>	<b>76,621,300</b>	<b>5,615,300</b>	<b>7.9</b>	<b>2.8</b>

**HALIFAX**

**HALIFAX REGIONAL POLICE &  
ROYAL CANADIAN MOUNTED  
POLICE**

2021/22 BUDGET AND BUSINESS PLAN

**MISSION** WORKING TOGETHER TO KEEP OUR COMMUNITIES SAFE

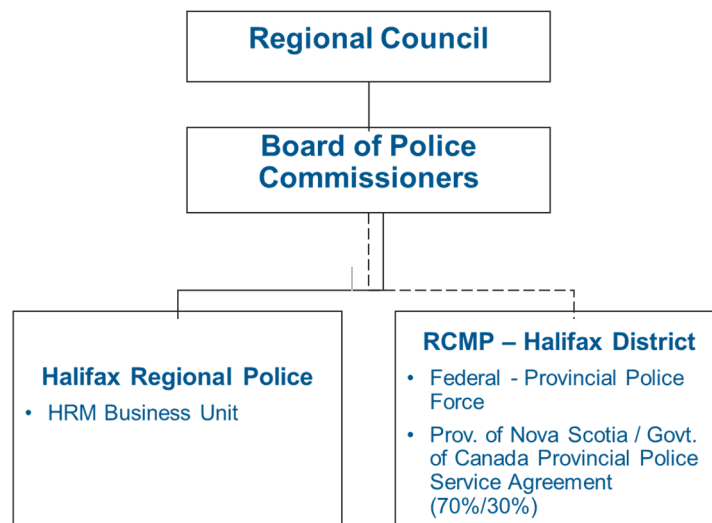
## HALIFAX REGIONAL MUNICIPALITY POLICE SERVICES OVERVIEW

Policing Services in HRM are provided by Halifax Regional Police (HRP) and the Royal Canadian Mounted Police (RCMP). Halifax Regional Police report to the Board of Police Commissioners who report to Regional Council. The Halifax District RCMP services are delivered through the Provincial Police Service Agreement where the Province bills HRM quarterly for 70% of these costs. The remaining 30% is covered by Public Safety Canada. It is an integrated service model with responsibilities for specific areas including Criminal Investigation Division, Courts Section and Records Section. Both Halifax Regional Police and Halifax District RCMP utilize a COMSTAT intelligence based policing model to focus and prioritize policing objectives related to people, places, patterns and problems.

Halifax Regional Police is responsible for policing Halifax, Dartmouth, Bedford and all communities extending from Bedford to Sambro Loop. Halifax District RCMP is divided into West Operations and East Operations. West Operations includes the communities of Tantallon, Lower Sackville and Cole Harbour. East Operations include Musquodoboit, Sheet Harbour, North Preston and North Central.

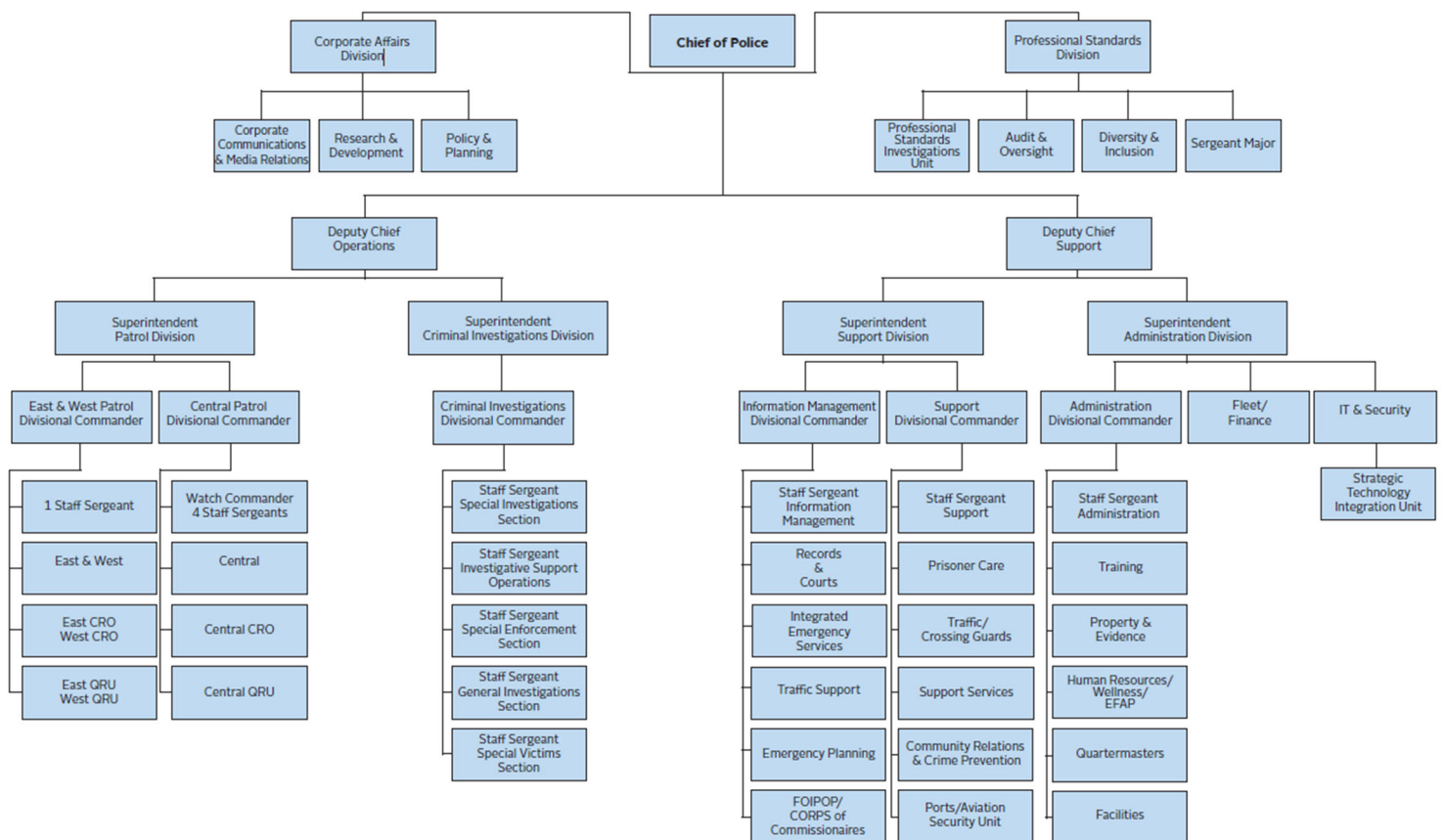
HRP & RCMP are Partners in Policing with a model that facilitates mutual assistance and a coordinated response providing for a professional police service for all HRM.

## POLICE SERVICES ORG CHART

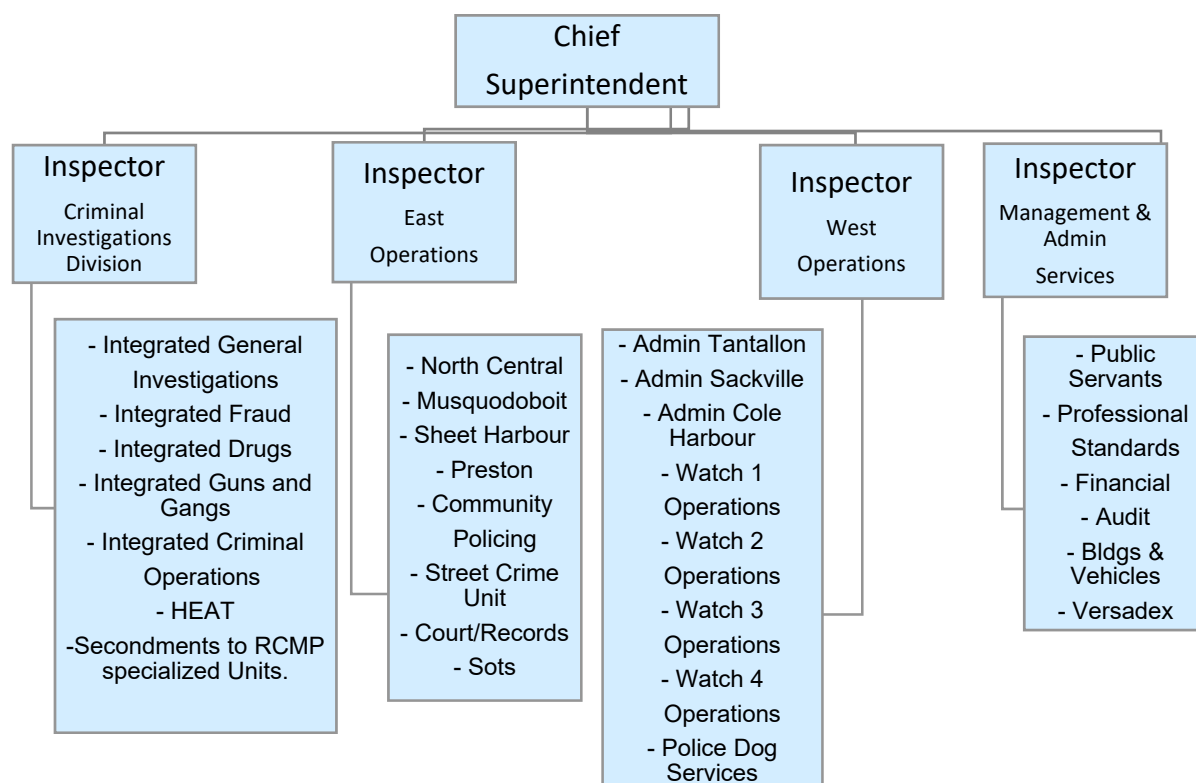


## HALIFAX REGIONAL POLICE ORGANIZATIONAL CHART

### Halifax Regional Police | Organizational chart



## ROYAL CANADIAN MOUNTED POLICE ORGANIZATION CHART



## HRP FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	738.0	1.0	739.0
Seasonal, Casual & Term	66.4	1.0	67.4
<b>Total</b>	<b>804.4</b>	<b>2.0</b>	<b>806.4</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position. The Full Time increase of 1.0 FTE is for Court Disposition Clerk. The Seasonal, Casual & Term increase of 1.0 FTE is for Project Coordinator (Body Worn Video).*

## RCMP HALIFAX FUNDED FTES

Full Time Equivalent	2020/21 Approved	2021/20 Planned Change (+/-)	2021/22 Planned
Full Time	184.0	-	184.0
Seasonal, Casual & Term	-	-	-
<b>Total</b>	<b>184.0</b>	<b>-</b>	<b>184.0</b>

## STRATEGIC INITIATIVES (2021/22)

The Halifax Regional Police is guided by a ten-year strategic plan (2015 – 2025) with three key strategic commitments.

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### Crime Reduction and Improved Quality of Life

HRP will work to reduce crime and the victimization caused by criminal behavior.

#### Safe Communities and Partnerships

HRP commits to building and sustaining safe communities by working collaboratively with our partners.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### Effective and Innovative Police Services

HRP is committed to operational performance excellence through continuous improvement, creating a learning culture, and progressive leadership.

#### Diversity & Inclusion

HRP is committed to becoming an increasingly more diverse, inclusive and culturally competent service, reflecting this focus both within its ranks as well as its interactions with the public.

## HALIFAX REGIONAL POLICE BUDGET

### HALIFAX REGIONAL POLICE - OPERATING BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Chiefs Office	\$ 5,273,505	\$ 4,411,500	\$ 4,346,600	\$ 4,815,100	\$ 5,022,700	\$ 676,100	15.6	13.9
Operations Division	83,673,951	85,364,500	81,928,500	80,614,900	83,788,100	1,859,600	2.3	(1.8)
<b>Net Total</b>	<b>\$88,947,456</b>	<b>\$89,776,000</b>	<b>\$86,275,100</b>	<b>\$85,430,000</b>	<b>\$88,810,800</b>	<b>\$ 2,535,700</b>	<b>2.9</b>	<b>(1.1)</b>

*Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.*

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 86,275,100</b>
Compensation Changes:	
<b>Compensation</b> - Pressures including two new positions, HRP A step increases, NSUPE 13 annual rate increase, non-union adjustments/ISA approved in 2020/21 fiscal year and reduction of credit for attrition and turnover that was increased in 2020/21 to address COVID 19 pandemic constraints. <b>Contractually obligated. Service delivery standards in place prior to COVID 19 pandemic will begin to be restored.</b>	\$ 2,235,200
<b>Overtime</b> - Pressure as a result of 2.5% estimated HRP A annual rate increase. <b>No impact on service delivery</b>	\$ 60,000
<b>Court Time</b> - Pressure as a result of 2.5% estimated HRP A annual rate increase. <b>No impact on service delivery.</b>	27,300
impacting the number of Extra Duty jobs taking place. <b>No impact on service delivery.</b>	(292,500)
Revenue Adjustments:	
<b>Summary Offence Ticket (SOT) Fees</b> - Further decrease in fees collected for services provided as a result of COVID 19 pandemic. <b>No impact on service delivery.</b>	20,000
<b>Extra Duty Jobs</b> - Decrease as a result of COVID 19 pandemic impacting the number of requests for jobs. <b>No impact on service delivery.</b>	310,000
<b>Secondment Ending in 2020/21</b> - 1 secondment to the United Nations ended due to COVID 19 pandemic. <b>No impact on service delivery.</b>	193,700
<b>Workers Compensation Board (WCB) Recovery</b> - Increase as a result of recoveries to offset compensation payments made by HRP on behalf of WCB to SWORN members who are on workers compensation. <b>No impact on service delivery.</b>	(500,000)
<b>Miscellaneous Cost Recovery Increases</b> - Other billed back services including Airport Security, Port's Police, etc., as a result of inflation and compensation related increases. <b>No impact on service delivery.</b>	(63,200)
Other Budget Adjustments:	
<b>Biological Casework Analysis Agreement</b> - 1.5% increase estimated based on previous year's increase. <b>No impact on service delivery.</b>	5,300
<b>Facility Lease/Operating Costs</b> - Estimated increase for Criminal Investigation Division building, based on approved schedule of annual increases. <b>No impact on service delivery.</b>	34,900
<b>Commissionaires of Nova Scotia Contract</b> - Increase as a result of partially restoring Commissionaire services impacted by COVID 19 pandemic to address operational requirements, and annual rate increases as per contract. <b>Service delivery standards in place prior to COVID 19 pandemic will begin to be restored.</b>	365,000
<b>Personal Protective Equipment</b> - Increase in costs for masks, sanitizing supplies, signs, gloves, etc.. <b>No impact on service delivery.</b>	80,000
<b>Training &amp; Education</b> - Increase for Journey to Change. <b>No impact on service delivery.</b>	60,000
<b>Total Changes</b>	<b>\$ 2,535,700</b>
<b>2021/22 Budget</b>	<b>\$ 88,810,800</b>

## HALIFAX REGIONAL POLICE - OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$92,844,156	\$93,141,000	\$90,570,700	\$89,021,500	\$92,600,700	\$ 2,030,000	2.2	(0.6)
Office	493,577	538,600	447,400	472,400	447,400	-	-	(16.9)
External Services	2,877,139	2,481,900	1,883,200	2,664,500	2,253,500	370,300	19.7	(9.2)
Supplies	715,397	632,200	632,200	712,200	712,200	80,000	12.7	12.7
Materials	130	-	-	-	-	-	-	-
Building Costs	83,741	53,700	53,700	53,700	53,700	-	-	-
Equipment & Communications	1,293,036	1,648,800	1,588,600	1,774,700	1,588,600	-	-	(3.7)
Vehicle Expense	4,014	4,000	4,000	17,100	4,000	-	-	-
Other Goods & Services	2,014,303	2,145,000	1,884,500	1,578,200	1,979,400	94,900	5.0	(7.7)
Interdepartmental	(192,506)	(128,000)	(128,000)	89,400	(18,000)	110,000	(85.9)	(85.9)
Other Fiscal	(177,596)	(179,300)	(179,300)	(179,300)	(179,300)	-	-	-
<b>Total Expenditures</b>	<b>99,955,390</b>	<b>100,337,900</b>	<b>96,757,000</b>	<b>96,204,400</b>	<b>99,442,200</b>	<b>2,685,200</b>	<b>2.8</b>	<b>(0.9)</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Transfers from other Govts	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ -	-	-
Fee Revenues	(668,384)	(660,000)	(580,000)	(396,600)	(560,000)	20,000	(3.4)	(15.2)
Other Revenue	(6,539,551)	(6,101,900)	(6,101,900)	(6,577,800)	(6,271,400)	(169,500)	2.8	2.8
<b>Total Revenues</b>	<b>(11,007,935)</b>	<b>(10,561,900)</b>	<b>(10,481,900)</b>	<b>(10,774,400)</b>	<b>(10,631,400)</b>	<b>(149,500)</b>	<b>1.4</b>	<b>0.7</b>
<b>Net Total</b>	<b>\$88,947,456</b>	<b>\$89,776,000</b>	<b>\$86,275,100</b>	<b>\$85,430,000</b>	<b>\$88,810,800</b>	<b>\$ 2,535,700</b>	<b>2.9</b>	<b>(1.1)</b>

## RCMP BUDGET

### RCMP – OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
External Services	\$ 27,495,976	\$ 27,480,000	\$ 27,864,000	\$ 27,864,000	\$ 29,419,000	\$ 1,555,000	5.6	7.1
<b>Total Expenditures</b>	<b>27,495,976</b>	<b>27,480,000</b>	<b>27,864,000</b>	<b>27,864,000</b>	<b>29,419,000</b>	<b>1,555,000</b>	<b>5.6</b>	<b>7.1</b>
<b>Net Total</b>	<b>\$ 27,495,976</b>	<b>\$ 27,480,000</b>	<b>\$ 27,864,000</b>	<b>\$ 27,864,000</b>	<b>\$ 29,419,000</b>	<b>\$ 1,555,000</b>	<b>5.6</b>	<b>7.1</b>

### RCMP - OPERATING- SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 27,864,000</b>
Other Budget Adjustments:	
RCMP Contractual Increase	1,555,000
<b>Total Changes</b>	<b>\$ 1,555,000</b>
<b>2021/22 Budget</b>	<b>\$ 29,419,000</b>

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Projected	2021/22 Proposed
Number of police staff (sworn and civilian) per 100,000 population * (Includes both HRP and RCMP Officers and civilian staff)	218	212	212
Direct Cost for Police Services per Capita (Includes both HRP and RCMP) **	\$265	\$251	\$262
Performance Measures	2018 Actual (HRM)	2019 Actual (HRM)	2019 Stats Canada
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 Population ***	5257	4925	5874 (National Average)
Reported Number of Violent Criminal Code Incidents per 100,000 Population ***	1372	1310	1277 (National Average)
Number of Criminal Code incidents (Non-Traffic) per Police Officer ***	33	31	N/A
Total Crime Severity Index ***	67.36	60.71	79.45 (National Average)
Violent Crime Severity Index ***	96.47	83.76	89.67 (National Average)

\* 2019/20 Population: 439,529, 2020/21 Population: 450,586, 2021/22 Population: 450,586 (2021/22 population will be updated once data is available, which may result in changes to 2021/22 Proposed results).

\*\* Direct cost is the net budget cost for HRP and RCMP, from the budget tables above.

\*\*\* Data for these measures come from Stats Canada

Halifax has had a decrease in the Crime Severity Index and Violent Crime Severity Index in 2019, after increases in the two previous years. According to analysis by Statistics Canada, this decrease is mainly driven by a decrease in sexual assaults (level 1), break and enters, robberies, as well as fraud and homicide; partially offset by an increase in attempted murder and child pornography. The increase in 2018 was due in large part to the charges that were laid in a major historical sexual assault case, which involved over 150 reports and resulted in an inflation of the 2018 CSI. This inflation in 2018 likely accounts for some of the magnitude of the decrease in 2019.

## HALIFAX REGIONAL POLICE SERVICE AREA PLANS (2020/21)

### Chief's Office

The Halifax Regional Police is committed to supporting Regional Council priorities through the delivery of an effective and efficient police service for residents and visitors. The Chief's Office provides overall leadership to HRP under the leadership of the Chief with the Deputy Chiefs of Operations and Support reporting directly to the Chief of Police. The Corporate Affairs and Professional Standards divisions also report directly to the Chief of Police, emphasizing strategic support of service delivery to citizens and supporting Halifax Regional Municipality's strategic outcomes through professional standards, strategic planning, policy development, audit and risk management, research and strategic communications. HRP's four operational divisions operate under the supervision of the two Deputy Chiefs: Patrol, Criminal Investigations, Administration and Support.

#### SERVICES DELIVERED

##### Corporate Affairs

This service manages relationships with a variety of HRP's external and internal stakeholders and supports the Chief in the delivery of strategic communications and public information, policy development, research and in fulfilling HRP's strategic and business plan reporting obligations.

##### Administration

This service manages human resources, finance, information management, IT and front-line service delivery.

#### CHIEF'S OFFICE KEY DELIVERABLES (2021/22)

Communities – Inclusive Communities	
<b>Halifax, Nova Scotia: Street Checks Report Response</b> (Target: Q4 2021/2022)	
<p>In collaboration with the Board of Police Commissioners, Dept. of Justice, and local communities, HRP is in the process of implementing a comprehensive and inclusive response to the Halifax, Nova Scotia: Street Checks Report, including detailed short- and long-term action plans, involving enhanced training, team education on Anti-Black racism and bias, a greater focus on diversity in police cadet recruitment, proactive community engagement, and enhanced guidelines for officer conduct.</p>	
Communities – Safe Communities	
<b>Crime prevention and enhanced quality of life in HRM through public education (Crime Prevention Through Public Education)</b> (Target: Q4 2021/2022)	
<p>In order to prevent crime and improve quality of life for residents HRP will build a strategic public education framework, developing annual campaigns to educate and inform citizens.</p>	

## Operations & Support

HRP is committed to supporting Regional Council priorities through the delivery of front-line emergency response to citizens of HRM. It includes Operations and Support services spanning Patrol, Criminal Investigations, Support, and Administration divisions.

### SERVICES DELIVERED

#### **Crime Prevention**

This service provides a proactive policing approach to improve the quality of life and sense of safety for citizens, while working in partnership with citizens through community programs and Community Policing offices.

#### **Patrol**

This service provides a visible policing presence on HRM streets and responds to calls for assistance from the public, while supporting specialized response as needed, including traffic and community response.

#### **Investigations**

This service provides general and specialized criminal investigative services.

#### **Emergency Preparedness**

This service delivers a planned and coordinated response to major emergencies, while minimizing the impact on the municipality and to citizens.

#### **Victim Services**

This service provides support to victims of crime, utilizing a coordinated response in cooperation with community-based services for victims of crime.

#### **Crossing Guards**

This service delivers and administers the crossing guard program throughout the municipality.

#### **Integrated Emergency Services**

This service provides integrated dispatching to Halifax Regional Police, Halifax District RCMP and Halifax Regional Fire and Emergency, as well as fielding non-emergency calls to Halifax Regional Police.

#### **Administration**

HRP administrative functions operate within the Police Headquarters, located in downtown Halifax. This division employs specialized administrative and technical staff reporting to a Superintendent. Administration includes Human Resources, Training, IT, Finance, Fleet and Security.

#### **Support**

The Support Division was newly created during the 2020 Reorganization. It is headed by a Superintendent who reports to the Deputy Chief of Support. This division is responsible for various operational functions including information management, traffic, and emergency planning. This division also includes various specialized functions

in support of HRP's day to day operations, such as, K9, critical incident command, prisoner care and victim services.

## OPERATIONS KEY DELIVERABLES (2021/22)

<b>Communities – Safe Communities</b>
<p><b>Community Survey</b> (Target: Q2 2021/22)</p> <p>HRP will implement the HRP Community Survey to gather key information on public safety matters and insights critical to operating an effective and innovative police force.</p>
<p><b>Priority Response Review</b> (Target: Q4 2021/2022)</p> <p>Elevate our ability to provide service by enhancing HRP's strategic focus on evidence-based and problem-oriented policing through a Priority Response Review - This review will allow HRP to optimize our response and resources for improved service delivery.</p>
<p><b>Review Patrol Deployment Model</b> (Target: Q4 2021/2022)</p> <p>Informed by the findings of the Priority Response Review, conduct an evaluation of HRP's current Patrol Deployment Model to identify and develop a plan for effective response and deployment of resources to ensure proper coverage in high call areas.</p>
<b>Our People – Engaged &amp; Skilled People</b>
<p><b>HRP Police Science Cadet Program</b> (Target: Q1 2022/2023)</p> <p>The next Police Science Cadet Program is set to commence Spring 2021 and will run for 38 weeks in classroom setting followed by 12 weeks on the job training.</p>
<p><b>Succession Planning and Professional Development</b> (Target: Q4 2021/2022)</p> <p>As part of the organizational realignment by the Chief of Police, HRP will conduct a needs assessment to ensure effective succession planning and professional development through skill assessment, re-assignments and training.</p>
<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>HRP Secure Online Communications Portal</b> (Target: Q4 2021/2022)</p> <p>HRP will develop and implement a plan to replace the outdated HRP Intranet site with an online communications portal to support HRP operations, policy and training and employee engagement with appropriate measures for governance and security.</p>

**Performance Excellence** (Target: Q4 2021/2022)

Increase HRP's training capacity in HRM's Performance Excellence (PE) model and identify new opportunities to collaborate with other business units. Apply relevant PE tools and techniques for continuous improvement starting with identified priority HRP projects.

**HRP Technology Road Map** (Target: Q4 2021/2022)

HRP will continue to deliver on its technology road map that includes multiple police IT and cybersecurity projects in various stages of completion; some of which require ongoing funding allocation.

**Responsible Administration – Well Managed**

**Implementation of Auditor General's Information Technology Audit Report** (Target: Q4 2021/2022)

HRP will implement the recommendations of the Auditor General's Police Information Technology Audit Report dated February 11, 2021. HRP expects to complete 50 to 60% of the recommendations by March 31, 2022, starting with the highest priority actions.

**Operational Risk Management**

**HRP Long-term Technology Roadmap** (Target: Q4 2021/2022)

There is a risk that HRP will not be able to fully meet security requirements for police operations as laid out in the HRP long-term technology roadmap. This is due to potential delays and lack of infrastructure to fully implement the roadmap, resulting in security risks for HRP data/processes and inability to meet compliance standards.

**HRP Facilities Plan** (Target: Q4 2021/2022)

The current HQ facility is inadequate and poses an operational risk that will continue until upgrades are completed to address deficiencies or a new facility is constructed. HRP will utilize the HRM capital budget process to continue project development.

**Additional Officer Program** (Target: Q4 2021/2022)

There is the potential for a funding gap for Halifax Regional Police if there is any decrease in the provincial program or if it is eliminated entirely. The funding is dependent on provincial budget process. HRP will continue to monitor and track this risk.

## ROYAL CANADIAN MOUNTED POLICE HALIFAX DISTRICT

### Chief Superintendent

The Officer in Charge of Halifax District RCMP, provides strategic direction and oversight to West Operations, East Operations, Integrated Criminal Investigation Division and the Management and Administration portfolio.

#### SERVICES DELIVERED

##### Management and Administration

This office manages Human Resources, Finance, Information Management, Professional Standards, Audits, Buildings, Fleet, Training and Public Service Employees.

### RCMP Operations

The Halifax District RCMP is fully committed and continues to demonstrate support of Regional Council strategic priorities through first response policing and investigative support. The RCMP policing model include operations, investigative support and administration.

#### SERVICES DELIVERED

##### General Duty

Conducts investigations and enforces provisions of the Criminal Code, federal and provincial statutes and municipal bylaws, and establishes and maintains community-based policing measures, e.g. crime prevention, promoting community relations, and liaising with client groups within the HRM.

##### Community Policing

Conducts monthly crime reduction meetings, responds to community policing priorities, reviews data to track criminal activity, and plans operational initiatives to stop or reduce criminal activity.

##### School Resource

Develops and supports youth initiatives within the HRM in support of District priorities through crime prevention and reduction and evidence based policing strategies.

##### Youth Problem Oriented Policing

Proactive community policing unit that works with youth and operates during summer months.

##### Investigative Support – Criminal Investigations Division

This integrated unit provides specialized and complex investigative services in support of general duty.

##### Road Safety

Uses statistical data to target the casual factors of serious injury/fatal motor vehicle collisions, aggressive driving, distracted driving, and impaired operation of motor vehicles.

##### Divisional Emergency Operations Centre

Supports operations and assures Halifax District RCMP are well positioned to continue to serve the municipality and its residents, amidst the global pandemic.

### **Victim Services**

Provides quality service information, referral, and support to victims through the utilization of trained community volunteers working under the direction of the RCMP.

## **RCMP OPERATIONS KEY DELIVERABLES (2021/22)**

<b>Communities – Safe Communities</b>
<p><b>Community Survey</b> (Target: Q4 2021/22)</p> <p>The RCMP conducts a yearly National Survey which includes both internal and external partnerships and diverse community participation. The Halifax District RCMP will work with HRP to develop a Community Survey, with a goal of gathering key information on public safety matters, knowledge critical to operating an effective and innovative police force.</p>
<b>Our People</b>
<p><b>Employee Wellness</b> (Target: Q4 2021/22)</p> <p>RCMP will build a resilient workforce through the implementation of its 4-year wellness strategy that places the employee at the centre, supported by a strong management team. This will be complemented by the new periodic psychological health assessment (PPHA) scheduled to launch in February 2021.</p>
<p><b>Employee Recognition</b> (Target: Q4 2021/22)</p> <p>Coordination with RCMP divisional awards and recognition and the creation of District Commander recognition strategy.</p>
<b>Service Excellence</b>
<p><b>Succession Planning and Professional Development</b> (Target: Q4 2021/22)</p> <p>With consideration for the challenges posed by the COVID-19 pandemic, continue strategic staffing and succession planning, and utilize innovative methods to deliver mandatory and developmental training for our employees to ensure our high level of service to HRM is maintained.</p>
<p><b>Excellence in Policing Services</b> (Target: Q4 2021/22)</p> <p>Modernize the integrated policing agreement(s) with Halifax Regional Police to strengthen the existing partnership and ensure leading-edge policing services to HRM.</p>
<p><b>Communication Strategy</b> (Target: Q4 2021/22)</p> <p>RCMP will enhance its Halifax District Communication Strategy and practices and leverage partnerships to support open and transparent information sharing.</p>

**Technology (Target: Q4 2021/22)**

RCMP will work with HRM and HRP to review and modernize operating procedures and optimize the records management system to reduce organizational and operational risks.

**Operational Risk Management**

**Staffing in Critical Areas**

RCMP will conduct a review of its staffing model to assess risk to front line staff and investigative support services and professional standards.

**Mass Casualty Commission**

Recommendations may lead to a requirement to implement operational and administrative changes to the police services model within HRM as required.

**Additional Officer Program**

RCMP will monitor and assess the impact of potential loss of resources within HRM if the Additional Officer Program is eliminated or resources are focused elsewhere within the Province.

**Department of Justice Policing Review**

RCMP will assess the impact of recommendations from the review that may result in policing standards that include changes to the operational and administrative police services model within HRM.

## Summary of Net Expenditures - Halifax Regional Police

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
P110 Professional Stds	238,363	295,600	295,600	344,100	545,600	250,000	84.6	84.6
P125 Audit & Policy	492,024	480,000	475,000	474,900	319,000	(156,000)	(32.8)	(33.5)
P255 Exhibits & Property	1,064,932	743,000	740,400	817,600	912,300	171,900	23.2	22.8
P370 Prisoner Care	1,108,867	846,600	839,600	822,400	854,000	14,400	1.7	0.9
**** Executive Office	2,904,186	2,365,200	2,350,600	2,459,000	2,630,900	280,300	11.9	11.2
P105 Chief's Office	1,467,228	1,331,300	1,317,100	1,222,400	1,468,000	150,900	11.5	10.3
P115 Legal	300,409	60,400	60,400	425,800	60,400	-	-	-
P120 Corporate Affairs	585,796	630,100	604,600	699,400	849,500	244,900	40.5	34.8
P135 Board Of Police C	15,885	24,500	13,900	8,500	13,900	-	-	(43.3)
**** Chief's Division	2,369,319	2,046,300	1,996,000	2,356,100	2,391,800	395,800	19.8	16.9
***** Chief's Office	5,273,505	4,411,500	4,346,600	4,815,100	5,022,700	676,100	15.6	13.9
P405 Deputy Operations	923,368	672,600	657,400	672,800	693,100	35,700	5.4	3.0
P489 Ground Search/Rescue	978	-	-	-	-	-	-	-
S120 FOIPOP Coordinator	59,893	68,800	68,800	69,000	72,400	3,600	5.2	5.2
**** Deputy Operations	984,239	741,400	726,200	741,800	765,500	39,300	5.4	3.3
A551 Emergency Planning	72,450	111,200	111,200	111,200	113,600	2,400	2.2	2.2
P312 Technical Unit	536,530	787,200	778,300	776,700	779,400	1,100	0.1	(1.0)
P313 VICLAS	153,652	148,800	148,800	148,800	-	(148,800)	(100.0)	(100.0)
P314 Digital Forensics	689,766	622,700	528,100	548,000	391,600	(136,500)	(25.8)	(37.1)
P315 Inves. Call BackUnit	-	5,100	5,100	-	-	(5,100)	(100.0)	(100.0)
P316 CID	(2,672,549)	(2,738,100)	(2,761,300)	(2,775,300)	(3,191,300)	(430,000)	15.6	16.6
P317 CATS Clearing Account	1,434,715	-	-	-	-	-	-	-
P320 Polygraph	311,099	260,600	260,300	261,900	265,400	5,100	2.0	1.8
P321 Cyber Crime	-	-	-	-	210,900	210,900	-	-
P325 Forensic Ident.	2,234,157	2,285,200	2,130,400	2,143,800	2,158,100	27,700	1.3	(5.6)
P330 Financial Crime	1,092,006	1,121,300	1,067,900	1,062,400	1,218,500	150,600	14.1	8.7
P335 Drugs	1,740,966	1,785,700	1,620,100	1,618,700	1,834,200	214,100	13.2	2.7
P340 Criminal Intel Unit	1,225,282	1,168,100	1,164,700	1,116,600	1,168,400	3,700	0.3	0.0
P345 Human Trafficking/MP	969,998	971,700	958,900	952,800	922,300	(36,600)	(3.8)	(5.1)
P346 ICE	-	-	-	-	266,500	266,500	-	-
P347 SAIT	-	-	-	-	1,194,900	1,194,900	-	-
P360 GIS	3,461,583	3,866,500	3,777,000	3,739,300	3,193,300	(583,700)	(15.5)	(17.4)
P375 Homicide	3,342,459	3,934,400	3,855,600	3,772,900	1,969,300	(1,886,300)	(48.9)	(49.9)
P376 Cold Case	-	-	-	-	260,200	260,200	-	-
P377 HEAT	-	-	-	-	262,100	262,100	-	-
P380 Crime Analysis	1,398,268	1,355,400	1,288,800	1,286,000	1,201,600	(87,200)	(6.8)	(11.3)
P381 Human Source Unit	-	-	-	-	154,700	154,700	-	-
P382 Intercept Monitors	-	-	-	-	344,500	344,500	-	-
**** Criminal Investigations Div	15,990,382	15,685,800	14,933,900	14,763,800	14,718,200	(215,700)	(1.4)	(6.2)
A450 Integrated Emerg Srv	7,427,067	7,981,800	7,946,800	7,749,900	8,083,600	136,800	1.7	1.3
** Emergency 911 Communication	7,427,067	7,981,800	7,946,800	7,749,900	8,083,600	136,800	1.7	1.3
N711 Dispatch Centre	90,680	105,700	105,700	105,700	105,700	-	-	-
* Dispatch	90,680	105,700	105,700	105,700	105,700	-	-	-
N721 HRP	262,632	281,800	281,800	281,800	281,800	-	-	-
* Police	262,632	281,800	281,800	281,800	281,800	-	-	-
N731 Core Fire & EMO	347	3,000	3,000	3,000	3,000	-	-	-
N732 Rural Fire	614,019	676,300	676,300	676,300	676,300	-	-	-
* Fire	614,366	679,300	679,300	679,300	679,300	-	-	-
** Integrated Dispatch Communi	967,677	1,066,800	1,066,800	1,066,800	1,066,800	-	-	-
*** Integrated Emergency Servic	8,394,744	9,048,600	9,013,600	8,816,700	9,150,400	136,800	1.5	1.1
P235 Extra Duty	(114,000)	(104,700)	(104,700)	(52,200)	41,500	146,200	(139.6)	(139.6)
P240 Traffic Support	428,279	460,000	539,000	572,400	591,900	52,900	9.8	28.7
P245 Court Officers	1,581,738	1,527,000	1,395,100	1,382,200	1,684,700	289,600	20.8	10.3
P265 Records	334,346	425,900	346,000	496,100	272,600	(73,400)	(21.2)	(36.0)
P310 R.A.P.I.D.	-	5,900	5,900	-	-	(5,900)	(100.0)	(100.0)
P311 STIU	930,387	962,200	962,200	962,400	1,174,800	212,600	22.1	22.1
*** Information Services	3,160,749	3,276,300	3,143,500	3,360,900	3,765,500	622,000	19.8	14.9
P210 EAP	78,994	150,600	30,000	35,000	155,100	125,100	417.0	3.0
P220 Human Resources	816,166	798,800	769,900	238,200	69,500	(700,400)	(91.0)	(91.3)
P225 Training	1,740,125	1,530,800	1,376,500	1,146,200	1,527,100	150,600	10.9	(0.2)
P505 Police Science Train	42	-	-	-	-	-	-	-
*** Human Resources	2,635,326	2,480,200	2,176,400	1,419,400	1,751,700	(424,700)	(19.5)	(29.4)
P130 Facilities & Prop.	125,099	137,500	104,500	149,700	104,500	-	-	(24.0)
P205 Support Division	718,093	832,500	831,400	847,800	1,353,900	522,500	62.8	62.6

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
P208 Back Check	(280,045)	(171,500)	(171,500)	(311,300)	(171,500)	-	-	-
P230 Finance	491,736	519,600	504,200	504,400	522,100	17,900	3.6	0.5
P250 Fleet Maintenance	52,406	80,000	50,900	130,900	50,900	-	-	(36.4)
P270 Commissionaires	1,200,972	1,079,500	509,700	949,000	874,700	365,000	71.6	(19.0)
P445 Marine	78,816	83,600	83,600	83,600	83,600	-	-	-
*** Corporate Services	2,387,078	2,561,200	1,912,800	2,354,100	2,818,200	905,400	47.3	10.0
**** Administration	16,577,897	17,366,300	16,246,300	15,951,100	17,485,800	1,239,500	7.6	0.7
P415 Central	13,824,367	14,520,300	14,359,800	14,122,200	14,660,100	300,300	2.1	1.0
P475 QRU - Central Patrol	949,655	943,000	932,100	932,100	950,900	18,800	2.0	0.8
*** Operations Central	14,774,022	15,463,300	15,291,900	15,054,300	15,611,000	319,100	2.1	1.0
P425 East	13,138,019	13,622,400	13,447,100	13,269,700	13,491,400	44,300	0.3	(1.0)
P490 QRU - East Patrol	919,235	924,800	913,900	913,900	784,400	(129,500)	(14.2)	(15.2)
*** Operations East	14,057,254	14,547,200	14,361,000	14,183,600	14,275,800	(85,200)	(0.6)	(1.9)
P420 West	11,848,276	11,927,300	11,790,300	11,627,100	11,925,200	134,900	1.1	(0.0)
P495 QRU - West Patrol	927,174	896,400	885,500	885,500	782,500	(103,000)	(11.6)	(12.7)
*** Operations West	12,775,450	12,823,700	12,675,800	12,512,600	12,707,700	31,900	0.3	(0.9)
E123 Comm. Response	-	30,200	15,500	-	14,900	(600)	(3.9)	(50.7)
P365 Collision Reconst	263,135	265,300	265,200	303,700	263,100	(2,100)	(0.8)	(0.8)
P410 Shared Support	2,175,134	1,998,100	1,695,800	1,666,700	1,001,500	(694,300)	(40.9)	(49.9)
P430 Victim Service	261,995	261,600	211,000	211,400	288,700	77,700	36.8	10.4
P435 Canine	34,669	32,700	32,700	32,700	896,900	864,200	2,642.8	2,642.8
P440 ERT	37,659	154,400	123,200	76,700	123,200	-	-	(20.2)
P450 Public Safety Unit	2,027	36,700	36,700	36,700	36,700	-	-	-
P455 Bike Patrol	18,902	16,000	16,000	16,000	16,000	-	-	-
P460 Sch. Crossing Guard	1,838,695	1,845,600	1,454,800	1,456,200	1,995,800	541,000	37.2	8.1
P465 Mounted	244,271	266,100	266,100	266,100	149,000	(117,100)	(44.0)	(44.0)
P470 Port's Policing	83,954	126,500	126,500	126,500	130,500	4,000	3.2	3.2
P480 CR/CP	1,117,664	1,142,800	1,136,300	1,129,500	1,126,500	(9,800)	(0.9)	(1.4)
P481 Youth Advocate Prg	887,494	961,000	865,900	865,900	865,900	-	-	(9.9)
P485 Traffic	1,387,867	1,512,700	1,411,000	1,237,300	1,322,100	(88,900)	(6.3)	(12.6)
P486 Mental Health Crisis	270,969	223,300	223,300	223,300	247,000	23,700	10.6	10.6
P488 Aviation Security	(109,728)	(136,200)	(186,600)	(241,000)	(253,700)	(67,100)	36.0	86.3
*** Shared Services	8,514,708	8,736,800	7,693,400	7,407,700	8,224,100	530,700	6.9	(5.9)
**** Patrol Operations	50,121,433	51,571,000	50,022,100	49,158,200	50,818,600	796,500	1.6	(1.5)
***** Operations Division	83,673,951	85,364,500	81,928,500	80,614,900	83,788,100	1,859,600	2.3	(1.8)
Net Total	88,947,456	89,776,000	86,275,100	85,430,000	88,810,800	2,535,700	2.9	(1.1)

Summary Details - Halifax Regional Police								
Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6001 Salaries - Regular	69,789,873	71,408,700	71,408,700	69,149,300	71,603,600	194,900	0.3	0.3
6002 Salaries - Overtime	3,767,865	3,001,600	2,401,300	2,401,100	2,461,300	60,000	2.5	(18.0)
6003 Wages - Regular	-	132,400	132,400	-	132,400	-	-	-
6005 PDP & Union Con Incr	(116,065)	-	-	(51,000)	-	-	-	-
6050 Court Time	1,092,783	1,362,500	1,090,000	498,200	1,117,300	27,300	2.5	(18.0)
6051 Shift Agreements	84,304	-	-	-	-	-	-	-
6052 Shift Differentials	275,206	403,700	403,700	402,800	403,700	-	-	-
6053 Extra Duty	834,113	612,400	612,400	227,500	319,900	(292,500)	(47.8)	(47.8)
6054 Vacation payout	79,960	-	-	19,000	-	-	-	-
6099 Other Allowances	28,643	17,000	17,000	17,000	17,000	-	-	-
6100 Benefits - Salaries	14,170,095	13,869,900	13,869,900	13,424,500	14,229,500	359,600	2.6	2.6
6110 Vacancy Management	-	(977,100)	(2,579,500)	-	(980,800)	1,598,700	(62.0)	0.4
6152 Retirement Incentives	671,650	795,000	795,000	676,900	802,500	7,500	0.9	0.9
6154 Workers' Compensation	706,202	984,600	984,600	846,900	1,051,400	66,800	6.8	6.8
6155 Overtime Meals	61	-	-	-	-	-	-	-
6156 Clothing Allowance	425,020	418,100	418,100	416,600	425,800	7,700	1.8	1.8
6157 stipends	3,000	-	-	-	-	-	-	-
6164 On the Job injuries	322,535	244,400	244,400	220,000	244,400	-	-	-
6199 Comp & Ben InterDept	707,483	867,800	772,700	772,700	772,700	-	-	(11.0)
9200 HR CATS Wage/Ben	1,431	-	-	-	-	-	-	-
* Compensation and Benefits	92,844,156	93,141,000	90,570,700	89,021,500	92,600,700	2,030,000	2.2	(0.6)
6201 Telephone/Cable	159,101	173,300	173,300	166,400	173,300	-	-	-
6202 Courier/Postage	27,514	29,100	29,100	29,000	29,100	-	-	-
6203 Office Furn/Equip	81,081	101,700	50,800	50,800	50,800	-	-	(50.0)

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6204 Computer S/W & Lic	98,701	100,000	100,000	170,200	100,000	-	-	-
6205 Printing & Reprod	382	2,500	2,500	2,500	2,500	-	-	-
6207 Office Supplies	126,799	132,000	91,700	91,200	91,700	-	-	(30.5)
6290 Office OCC Transfer	-	-	-	(37,700)	-	-	-	-
<b>* Office</b>	<b>493,577</b>	<b>538,600</b>	<b>447,400</b>	<b>472,400</b>	<b>447,400</b>	-	-	<b>(16.9)</b>
6301 Professional Fees	1,828	-	-	-	-	-	-	-
6302 Legal Fees	310,835	60,400	60,400	425,800	60,400	-	-	-
6303 Consulting Fees	48,783	-	-	45,200	-	-	-	-
6304 Janitorial Services	144,722	139,700	139,700	139,700	139,700	-	-	-
6306 Property Survey	209	-	-	-	-	-	-	-
6311 Security	23,140	55,900	27,900	27,900	27,900	-	-	(50.1)
6312 Refuse Collection	10,916	15,000	15,000	15,000	15,000	-	-	-
6315 Outside Policing	266,175	253,400	253,400	178,400	253,400	-	-	-
6399 Contract Services	2,070,529	1,957,500	1,386,800	1,832,500	1,757,100	370,300	26.7	(10.2)
<b>* External Services</b>	<b>2,877,139</b>	<b>2,481,900</b>	<b>1,883,200</b>	<b>2,664,500</b>	<b>2,253,500</b>	<b>370,300</b>	<b>19.7</b>	<b>(9.2)</b>
6401 Uniforms & Clothing	222,113	203,200	203,200	203,200	203,200	-	-	-
6402 Med & First Aid Supp	1,767	-	-	-	-	-	-	-
6403 Patrol Equip Supplies	433,372	398,400	398,400	398,400	398,400	-	-	-
6404 Rec Prog Supplies	1,138	-	-	-	-	-	-	-
6405 Photo Supp & Equip	40,104	20,000	20,000	20,000	20,000	-	-	-
6407 Clean/Sani Supplies	12,358	5,700	5,700	25,700	35,700	30,000	526.3	526.3
6409 Personal Protect Equ	2,083	-	-	60,000	50,000	50,000	-	-
6499 Other Supplies	2,462	4,900	4,900	4,900	4,900	-	-	-
<b>* Supplies</b>	<b>715,397</b>	<b>632,200</b>	<b>632,200</b>	<b>712,200</b>	<b>712,200</b>	<b>80,000</b>	<b>12.7</b>	<b>12.7</b>
6504 Hardware	130	-	-	-	-	-	-	-
<b>* Materials</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6607 Electricity	-	6,400	6,400	6,400	6,400	-	-	-
6611 Building - Interior	31,332	-	-	-	-	-	-	-
6690 Building OCC Transfer	27	-	-	-	-	-	-	-
6699 Other Building Cost	52,383	47,300	47,300	47,300	47,300	-	-	-
<b>* Building Costs</b>	<b>83,741</b>	<b>53,700</b>	<b>53,700</b>	<b>53,700</b>	<b>53,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	194,547	385,900	325,700	489,300	325,700	-	-	(15.6)
6703 Computer Equip/Rent	22,752	10,000	10,000	29,500	10,000	-	-	-
6704 Equipment Rental	1,416	1,800	1,800	1,800	1,800	-	-	-
6705 Equip - R&M	85,259	94,500	94,500	97,500	94,500	-	-	-
6706 Computer R&M	-	8,700	8,700	8,700	8,700	-	-	-
6707 Plumbing & Heating	4	-	-	-	-	-	-	-
6708 Mechanical Equipment	1,307	4,100	4,100	4,100	4,100	-	-	-
6711 Communication System	734,737	885,100	885,100	885,100	885,100	-	-	-
6731 Airtime	253,014	258,700	258,700	258,700	258,700	-	-	-
<b>* Equipment &amp; Communications</b>	<b>1,293,036</b>	<b>1,648,800</b>	<b>1,588,600</b>	<b>1,774,700</b>	<b>1,588,600</b>	<b>-</b>	<b>-</b>	<b>(3.7)</b>
6802 Vehicle R&M	2,478	-	-	13,100	-	-	-	-
6803 Vehicle Fuel - Diesel	933	3,000	3,000	3,000	3,000	-	-	-
6804 Vehicle Fuel - Gas	133	1,000	1,000	1,000	1,000	-	-	-
6806 Vehicle Rentals	470	-	-	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>4,014</b>	<b>4,000</b>	<b>4,000</b>	<b>17,100</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	20,425	34,200	12,000	15,700	12,000	-	-	(64.9)
6902 Conferences/Workshop	20,578	25,200	-	2,500	-	-	-	(100.0)
6903 Travel - Local	23,762	13,900	13,900	13,400	13,900	-	-	-
6904 Travel - Out of Town	339,942	337,700	238,700	36,900	238,700	-	-	(29.3)
6905 Training & Education	236,678	278,100	194,700	92,500	254,700	60,000	30.8	(8.4)
6906 Licenses & Agreements	62,587	84,800	84,800	84,800	84,800	-	-	-
6907 Commission Fees	84	-	-	-	-	-	-	-
6909 Cost of Sales	96	-	-	-	-	-	-	-
6911 Facilities Rental	1,175,188	1,278,800	1,278,800	1,278,800	1,313,700	34,900	2.7	2.7
6912 Advertising/Promotio	25,239	20,500	6,100	19,100	6,100	-	-	(70.2)
6913 Awards	202	-	-	-	-	-	-	-
6915 Research Data Acquis	-	10,000	-	-	-	-	-	(100.0)
6917 Books and Periodicals	12,751	10,400	10,400	10,300	10,400	-	-	-
6918 Meals	49,020	29,300	29,300	19,500	29,300	-	-	-
6919 Special Projects	32,601	12,600	12,600	2,000	12,600	-	-	-
6928 Committee Expenses	-	500	500	-	500	-	-	-
6933 Community Events	(600)	-	-	-	-	-	-	-
6938 Rewarding Excellence	15,584	9,000	2,700	2,700	2,700	-	-	(70.0)
6943 Health and Wellness	167	-	-	-	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
* Other Goods & Services	2,014,303	2,145,000	1,884,500	1,578,200	1,979,400	94,900	5.0	(7.7)
7008 ltnTrsf IT & Commun	4,255	-	-	-	-	-	-	-
7009 Internal Trfr Other	4,901	92,700	92,700	92,700	92,700	-	-	-
7011 Int Trf Record Check	(350)	(3,300)	(3,300)	(3,300)	(3,300)	-	-	-
7012 Int Trf Print/Reprod	5,648	-	-	-	-	-	-	-
7013 Int Trf Extra Duty	(206,960)	(217,400)	(217,400)	-	(107,400)	110,000	(50.6)	(50.6)
* Interdepartmental	(192,506)	(128,000)	(128,000)	89,400	(18,000)	110,000	(85.9)	(85.9)
8003 Insurance Pol/Prem	55,804	54,100	54,100	54,100	54,100	-	-	-
8008 Transf to/fr Reserve	(233,400)	-	-	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	(258,400)	(258,400)	(258,400)	(258,400)	-	-	-
8031 Tfr To Resvs Fr Oper	-	25,000	25,000	25,000	25,000	-	-	-
* Other Fiscal	(177,596)	(179,300)	(179,300)	(179,300)	(179,300)	-	-	-
** Total	99,955,390	100,337,900	96,757,000	96,204,400	99,442,200	2,685,200	2.8	(0.9)

### Summary Details - Halifax Regional Police

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
4703 Cond.Grant NS(Other)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	-	-
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	-	-
5250 Sales of Svcs-Other	(589,639)	(527,500)	(527,500)	(393,500)	(527,500)	-	-	-
5256 SOT Revenue	(78,745)	(52,500)	(52,500)	(3,100)	(32,500)	20,000	(38.1)	(38.1)
* Fee Revenues	(668,384)	(580,000)	(580,000)	(396,600)	(560,000)	20,000	(3.4)	(3.4)
5508 Recov External Parti	(5,579,613)	(5,314,100)	(5,314,100)	(6,011,700)	(5,675,000)	(360,900)	6.8	6.8
5600 Miscellaneous Revenue	(959,938)	(787,800)	(787,800)	(566,100)	(596,400)	191,400	(24.3)	(24.3)
* Other Revenue	(6,539,551)	(6,101,900)	(6,101,900)	(6,577,800)	(6,271,400)	(169,500)	2.8	2.8
** Total	(11,007,935)	(10,481,900)	(10,481,900)	(10,774,400)	(10,631,400)	(149,500)	1.4	1.4
Net Total	88,947,456	89,776,000	86,275,100	85,430,000	88,810,800	2,535,700	2.9	(1.1)

# HALIFAX

## HALIFAX TRANSIT

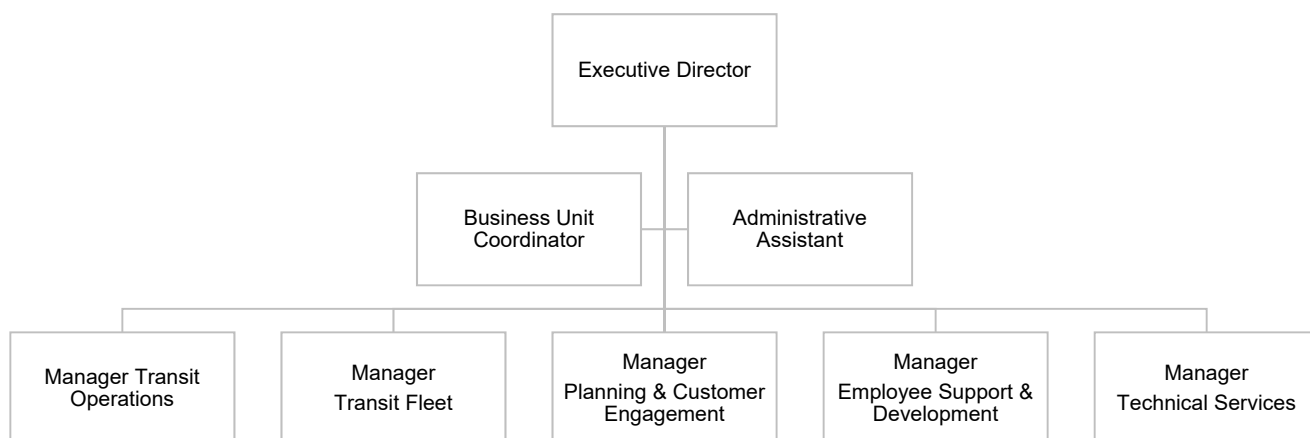
2021/22 BUDGET AND BUSINESS PLAN

**MISSION** WORKING TOGETHER TO PROVIDE A SAFE, RELIABLE AND  
SUSTAINABLE TRANSIT SYSTEM

## HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council's priority outcomes through the operation of 353 conventional buses, 5 ferries and 47 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 1000 employees and operates two transit maintenance and storage centres, three ferry terminals, 11 bus terminals, and 13 Park & Ride lots.

## HALIFAX TRANSIT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	1,043.6	3.0*	1,046.6
Seasonal, Casual & Term	2.9	17.1**	20.0
<b>Total</b>	<b>1,046.5</b>	<b>20.1</b>	<b>1,066.6</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

\* The Full-Time change includes 2 positions moved to Human Resources and 2 proposed operating cost of capital (OCC) positions that have been removed as they are no longer required. There are seven new positions included. Four of these positions are related to capital project operating requirements, which include: Employee Services Supervisor, Transit Trainer, Network Supervisor, and a Mobile Supervisor. The other three positions are: Sustainable Fleet Analyst, Supervisor, Transit Facilities and Program Coordinator.

\*\* The Seasonal, Casual and Term change includes 17.9 FTE Hostler Term positions that were created due to increased cleaning requirements in response to COVID-19 and a 0.8 FTE Coordinator Project Planning term position that ended in January 2020.

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Transit Asset & Infrastructure Renewal**

To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of Conventional and Access-A-Bus vehicles.

#### **Transit Accessibility**

Halifax Transit is committed to improving the accessibility of transit services in HRM. This includes improvements to the conventional service to make it an inclusive, viable option, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.

#### **Transit Technology**

Through the implementation of improved transit technology including Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.

#### **Transit Service Plan**

Halifax Transit is continuously evolving to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.

#### **Decarbonizing Public Transit**

Halifax Transit will initiate the conversion from a fully diesel-powered fleet to zero emission buses. This initially includes the procurement of electric buses and charging infrastructure, transit facility renovations to accommodate electric buses, planning and routing considerations for electric buses, and staff training.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **D&I Framework**

Halifax Transit is undertaking initiatives to advance diversity and inclusion to foster innovation and support of our workplace and communities. Over the next year, Halifax Transit will focus on awareness campaigns and diversity training, along with improved equitable employment and accessible information.

## HALIFAX TRANSIT BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Access-A-Bus Service	\$ 6,453,347	\$ 7,544,400	\$ 6,590,100	\$ 6,158,300	\$ 7,003,300	\$ 413,200	6.3	(7.2)
Conventional Service	58,752,780	63,504,200	74,618,300	75,878,100	72,533,600	(2,084,700)	(2.7)	14.2
Ferry Service	3,512,171	3,873,700	4,580,700	5,233,200	5,070,100	489,400	10.7	30.9
Transit Facilities	4,502,259	4,360,900	3,446,300	4,007,000	4,548,500	1,102,200	32.0	4.3
Fiscal Transit	(77,863,106)	(48,736,300)	(48,886,300)	(49,634,000)	(50,671,000)	(1,784,700)	3.7	4.0
<b>Net Total</b>	<b>\$ (4,642,549)</b>	<b>\$ 30,546,900</b>	<b>\$40,349,100</b>	<b>\$41,642,600</b>	<b>\$38,484,500</b>	<b>\$ (1,864,600)</b>	<b>(4.6)</b>	<b>26.0</b>

*Note: "March budget" is the pre COVID budget presented to Regional Council and was not adopted. "June budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.*

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 40,349,100</b>
Compensation Changes:	
New positions and salary increases	3,944,900
New positions - Moving Forward Together Plan	938,000
Revenue Adjustments:	
Increase to fare revenue	(10,294,800)
Area rate revenue	(1,540,600)
Other revenue adjustments	91,000
Other Budget Adjustments:	
Moving Forward Together Plan - non-compensation expenses	204,800
Fuel price and usage increase	644,900
Ferry Refit	350,000
Equipment and building expenses	752,300
Vehicle expenses	1,343,000
Janitorial services, cleaning supplies & PPE	296,900
Uniforms	290,000
Accessible Taxi Program	220,000
Training and Education	172,000
Advertising & recruiting	259,000
Snow removal	131,200
Other expenses - Services/Supplies	332,800
<b>Total Changes</b>	<b>\$ (1,864,600)</b>
<b>2021/22 Budget</b>	<b>\$ 38,484,500</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 79,462,614	\$ 84,817,800	\$81,742,700	\$81,978,500	\$86,925,600	\$ 5,182,900	6.3	2.5
Office	1,120,807	1,438,200	1,125,900	999,300	1,125,100	(800)	(0.1)	(21.8)
External Services	2,048,540	2,272,000	2,164,100	2,293,900	2,823,400	659,300	30.5	24.3
Supplies	1,167,997	1,078,100	905,000	1,222,000	1,451,700	546,700	60.4	34.7
Materials	150,476	150,000	110,600	126,100	147,000	36,400	32.9	(2.0)
Building Costs	2,715,807	2,635,400	1,801,700	2,016,000	2,409,000	607,300	33.7	(8.6)
Equipment & Communications	1,195,044	1,250,500	943,700	1,114,800	1,111,500	167,800	17.8	(11.1)
Vehicle Expense	22,222,139	22,035,100	17,327,000	18,078,400	19,799,900	2,472,900	14.3	(10.1)
Other Goods & Services	1,261,081	1,630,600	1,139,200	960,600	1,342,000	202,800	17.8	(17.7)
Interdepartmental	(118,803)	(100,000)	(100,000)	(4,900)	(95,500)	4,500	(4.5)	(4.5)
Debt Service	3,840,295	-	-	-	-	-	-	-
Other Fiscal	2,872,700	620,000	470,000	249,700	470,000	-	-	(24.2)
<b>Total Expenditures</b>	<b>117,938,697</b>	<b>117,827,700</b>	<b>107,629,900</b>	<b>109,034,400</b>	<b>117,509,700</b>	<b>9,879,800</b>	<b>9.2</b>	<b>(0.3)</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Tax Revenue	\$(37,118,400)	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Area Rate Revenue	(47,678,484)	(49,600,400)	(49,600,400)	(49,883,700)	(51,141,000)	(1,540,600)	3.1	3.1
Fee Revenues	(36,583,465)	(36,507,400)	(16,507,400)	(16,489,100)	(26,812,200)	(10,304,800)	62.4	(26.6)
Other Revenue	(1,200,897)	(1,173,000)	(1,173,000)	(1,019,000)	(1,072,000)	101,000	(8.6)	(8.6)
<b>Total Revenues</b>	<b>(122,581,246)</b>	<b>(87,280,800)</b>	<b>(67,280,800)</b>	<b>(67,391,800)</b>	<b>(79,025,200)</b>	<b>(11,744,400)</b>	<b>17.5</b>	<b>(9.5)</b>
<b>Net Total</b>	<b>\$ (4,642,549)</b>	<b>\$ 30,546,900</b>	<b>\$40,349,100</b>	<b>\$41,642,600</b>	<b>\$38,484,500</b>	<b>\$ (1,864,600)</b>	<b>(4.6)</b>	<b>26.0</b>

## HALIFAX TRANSIT SERVICE AREA PLANS (2021/2022)

## ACCESS-A-BUS SERVICE

The Access-A-Bus Service supports Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 47 vehicles, traveling more than 2,000,000 kilometers annually.

## SERVICES DELIVERED

## Paratransit Service

Paratransit service for persons who are unable to use the conventional transit system.

## SERVICE DELIVERY MEASURES

<b>Performance Measures Access-A-Bus</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Projected</b>	<b>2021/22 Planned</b>
Ridership	173,901	189,293	82,577	122,907
Total Cost (Expenses) per Revenue Vehicle Hour	\$69.36	\$76.83	\$98.18	\$82.28
Operating Expense per Passenger	\$35.92	\$36.83	\$78.60	\$60.74
Average Fare per Passenger	\$1.55	\$1.55	\$1.13	\$1.55
Revenue/Cost Ratio	4.3%	4.2%	1.4%	2.6%
Customer Service (requests addressed within standard)	80%	88%	91%	90%

## ACCESS-A-BUS TRANSIT SERVICE PERFORMANCE

Access-A-Bus ridership decreased in 2020/21 as a result of the COVID-19 pandemic. Growth is anticipated in 2021/22, but it is expected that it will take some time to reach previous levels. Prior to the pandemic, ridership had been increasing, largely due to the approval of the Access-A-Bus Continuous Improvement Service Plan and scheduling system software upgrades.

## ACCESS-A-BUS TRANSIT SERVICE KEY DELIVERABLES (2021/22)

<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>
<p><b>Review of Access-A-Bus Eligibility Criteria</b> (Target: Q3 2021/22)</p> <p>To ensure service offerings are focused on client's abilities, the Access-A-Bus (AAB) client eligibility criteria will be reviewed and better matched to functional abilities, aligning the availability of AAB services to those who require it. This alignment is anticipated to create capacity for those who cannot use the services of the now fully accessible conventional fleet.</p>
<p><b>Installation of Mobile Data Terminals on Access-A-Bus Vehicles</b> (Target: Q4 2021/22)</p> <p>To improve service delivery through the introduction of new technology, Mobile Data Computers will be installed on all Access-A-Bus Vehicles. The implementation of the new technology will include physical hardware installation, compatibility software integration, current-state process documentation, process updating, testing, user-training and adoption.</p>

## CONVENTIONAL TRANSIT SERVICE

The Conventional Transit Service supports Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service serves over 20 million passenger trips annually and travels more than 19,000,000 kilometres.

### SERVICES DELIVERED

#### **Operating Conventional Transit Routes**

Consisting of 63 fixed route services and 3 Regional Express routes to rural areas.

#### **Employee Support**

Providing employee training and development, along with support related to administration and technology.

#### **Transit Planning and Scheduling**

Planning short, medium, and long term service changes and strategies and creating all Bus Operator schedules.

#### **Sustainable Transportation Programs**

Developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

#### **Bus Fleet Planning, Acquisition, and Disposal**

Strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by HRM.

#### **Customer Support**

Providing communication, customer service and engagement

#### **Bus Cleaning, Servicing, Repair and Maintenance**

Servicing and cleaning of transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

#### **Bus Stop Improvements**

Maintaining the condition of existing bus stops, identifying the need for new bus stops, and making improvements for accessibility, including installing hard surfaces and bus stop amenities such as benches and shelters.

#### **Capital Projects**

Strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

## SERVICE DELIVERY MEASURES

<b>Performance Measures CONVENTIONAL</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Projected</b>	<b>2021/22 Planned</b>
Ridership	18,206,404	19,817,901	7,958,871	15,218,657
Number of Regular Service Passenger Trips per Capita in Service Area	55.0	57.8	23.0	43.6
Passengers per Service Hour	20.1	21.2	8.9	15.5
Revenue Vehicle Hour per Capita in Service Area	2.7	2.7	2.6	2.8
Total Cost (Expenses) per Revenue Vehicle Hour	\$101.85	\$104.15	\$106.97	\$104.04
Operating Expense per Passenger	\$5.08	\$4.92	\$12.08	\$6.72
Average Fare per Passenger	\$1.68	\$1.68	\$2.10	\$1.68
Revenue/Cost Ratio	33%	34%	17%	25%
Requests Addressed within Standard	96%	93%	93%	90%

## CONVENTIONAL BUS TRANSIT SERVICE PERFORMANCE

Ridership growth in recent years has exceeded expectations, however, in 2020/21, the conventional transit system was greatly impacted by the COVID-19 pandemic. Ridership is expected to slowly start to recover in 2021/22. Past ridership growth can be attributed in part to network and service changes implemented as part of the Moving Forward Together Plan. The last significant service change was in November 2019, with planned changes in 2020/21 being deferred. The next phase of the implementation of the Moving Forward Together Plan is scheduled for November 2021. These service changes are anticipated to stimulate new ridership; however this growth may be slower than in past years as a result of the effects of the global pandemic.

## CONVENTIONAL TRANSIT SERVICE KEY DELIVERABLES (2021/22)

Integrated Mobility – Connected & Healthy Long-Range Mobility Planning
<p><b>Implementation of Moving Forward Together Plan Transit Network Changes</b> (Target: Q3 2021/22)</p> <p>The next large route network change is targeted to take place in November 2021, resulting in changes to more than a third of transit routes</p>
<p><b>Transit Priority Measures - Bayers Road</b> (Target: Q3 2021/22)</p> <p>Halifax Transit will continue to pursue the implementation of transit priority measures on major strategic multi-modal corridors. Specifically, construction will continue on Bayers Road, with inbound and outbound lanes from Connaught Avenue to Coleman Court being completed in 2021/22.</p>
<p><b>West Bedford Park &amp; Ride</b> (Target: Q3 2021/22)</p> <p>This new Park &amp; Ride facility, including a four bay bus platform with heated shelters, will be constructed in 2021, targeting a November 2021 opening date.</p>
<p><b>Rapid Transit Strategy - Pursue Funding &amp; Prepare Functional Designs for Bus Rapid Transit</b> (Target: Q4 2021/22)</p> <p>The Rapid Transit Strategy, approved in 2020, describes a network of four bus rapid transit (BRT) lines that cover approximately 50km, connecting peninsular Halifax and Downtown Dartmouth with developing suburbs on both sides of the harbour. In 2021/22, Halifax Transit will continue to pursue potential funding opportunities to advance the BRT project and will work with other business units on functional designs in key corridors to further refine transit priority information and costs.</p>
Integrated Mobility – Safe & Accessible Integrated Mobility Network
<p><b>Accessible Bus Stop Inventory &amp; Assessment</b> (Target: Q3 2021/22)</p> <p>Halifax Transit will engage a consultant to assist with preparing a full inventory of all remaining non-accessible bus stops, along with proposed improvements and costs with upgrading all stops.</p>
<p><b>Anti-racism and Passenger Conduct Campaign</b> (Target: Q2 2021/22)</p> <p>Halifax Transit will launch an external (public) campaign to address public conduct, with a focus on anti-racism, to promote diversity and inclusion, and support respectful passenger conduct on transit.</p>
<p><b>On-demand Private Accessible Transportation</b> (Target: Q3 2021/22)</p> <p>To complement existing taxi service in Halifax, Halifax Transit will procure a vendor to provide private, accessible, on-demand transportation services.</p>

Environment – Net-Zero Emissions
<p><b>Develop and Issue a Request for Proposals for the Procurement of Battery Electric Buses</b> (Target: Q4, 2021/22)</p> <p>To begin decarbonizing public transit, Halifax Transit will issue a Request for Proposals (RFP) for the procurement of battery electric buses (BEBs).</p>
<p><b>Begin Assessment for the Elimination of Internal Combustion Engine Vehicles</b> (Target: Q4, 2021/22)</p> <p>To determine sustainable alternatives for the future, Halifax Transit will begin to assess the elimination of internal combustion engine vehicles.</p>
Service Excellence – Innovative Performance Excellence
<p><b>Fare Management Project – Phase 1</b> (Target: Q2, 2021/22)</p> <p>To improve the fare payment options available to riders and reduce the reliance on currency and tickets, Halifax Transit will begin implementation of alternative payment methods for a fare management solution. In 2021/22, a mobile application with visual validation by operators will be introduced</p>
<p><b>Fare Management Project – Phase 2</b> (Target: Q1, 2022/23)</p> <p>To increase boarding efficiency and to improve fare payment options, Halifax Transit will begin work to install fare payment application validators, removing the need for validation by the operators. Consideration of additional payment options (such as smart cards and open payments) will also be included in Phase 2.</p>
<p><b>Fixed Route Planning, Scheduling and Operations - Complete Implementation</b> (Target: Q3, 2022/23)</p> <p>To improve operational efficiency, Halifax Transit will begin to enhance functionality in the newly implemented planning, scheduling and operations software solution.</p>
Our People – Diverse, Inclusive, & Equitable Environment
<p><b>Creation of a New Diversity Training Program</b> (Target: Q1, 2021/22)</p> <p>Halifax Transit will create and begin delivering a new training program titled “Becoming an Ally”. This diversity training will be co-facilitated by Halifax Transit Trainers and employees. This training will be offered to all Halifax Transit employees through continuous training.</p>

## FERRY SERVICE

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of two ferry routes providing public transit services within Halifax Harbour. The Ferry Service has passenger terminals located in Dartmouth (Alderney and Woodside) and Downtown Halifax. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

### SERVICES DELIVERED

#### Ferry Service

Responsible for a network of fixed routes providing public transit services within Halifax Harbour. There are currently 2 fixed routes.

#### Ferry Service Maintenance

Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, fit for use, and compliant with Federal legislation and regulations.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Ridership	1,597,113	1,738,478	418,431	1,197,980
Passengers per Capita within Service Area	4.8	5.1	1.2	3.4
Passengers per Service Hour	107.9	119.0	39.5	83.3
Cost to Operate a Ferry for Each In-service Hour	\$354.49	\$448.95	\$579.54	\$512.70
Operating Expense per Passenger	\$3.28	\$3.77	\$14.66	\$6.16
Average Fare per Passenger	\$1.71	\$1.71	\$1.61	\$1.71
Revenue/Cost Ratio	52%	45%	11%	28%
Requests Addressed within Standard	90%	80%	66%	90%

## FERRY SERVICES PERFORMANCE

Ferry ridership decreased significantly as a result of the COVID-19 pandemic. In addition, costs to operate the service have increased over the past few years at a greater rate than other service types due to the initiation of Federally regulated maintenance activities on the five Ferry vessels. The newly constructed vessels require dry-docking and maintenance activities every five years, aligned with the date of when they were individually introduced to service. The first dry-docking occurred in 2019/20, and will continue, as required, for each of the five vessels in perpetuity. Ridership is expected to slowly increase in 2021/22 as Covid recovery takes place.

## FERRY SERVICE KEY DELIVERABLES (2021/22)

<b>Integrated Mobility – Connect &amp; Healthy Long-Range Mobility Planning</b>
<p><b>Rapid Transit Strategy - Complete Technical Studies &amp; Design for Ferry Service</b> (Target: Q4, 2021/22)</p> <p>The Rapid Transit Strategy, approved in 2020, proposes three new ferry routes from three new terminals: Mill Cove, Larry Uteck, and Shannon Park. In 2021/22, Halifax Transit will complete a number of technical studies and design work to inform future implementation of the Mill Cove ferry service.</p>
<p><b>Woodside Ferry Terminal Renovation – Phase 2 Construction</b> (Target: Q4, 2022/23)</p> <p>The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including envelope, mechanical and electrical systems, and customer waiting areas. Construction will continue throughout 2021/22.</p>

## Summary of Net Expenditures - Halifax Transit

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
R680 Facilities - Ragged Lake	1,334,934	1,140,000	905,700	1,132,400	1,290,400	384,700	42.5	13.2
R681 Facilities - Burnside	1,370,574	1,288,500	1,011,500	1,224,600	1,388,300	376,800	37.3	7.7
R682 Facil-Ferry Terminal	696,308	705,900	619,000	607,900	770,900	151,900	24.5	9.2
R683 Facil-Other Property	1,100,443	1,226,500	910,100	1,042,100	1,098,900	188,800	20.7	(10.4)
<b>*** Transit Facilities</b>	<b>4,502,259</b>	<b>4,360,900</b>	<b>3,446,300</b>	<b>4,007,000</b>	<b>4,548,500</b>	<b>1,102,200</b>	<b>32.0</b>	<b>4.3</b>
R652 Access-A -Bus Operations	6,453,347	7,544,400	6,590,100	6,158,300	7,003,300	413,200	6.3	(7.2)
<b>*** Access-A-Bus Service</b>	<b>6,453,347</b>	<b>7,544,400</b>	<b>6,590,100</b>	<b>6,158,300</b>	<b>7,003,300</b>	<b>413,200</b>	<b>6.3</b>	<b>(7.2)</b>
R932 BTC Facility Maintenance	583,429	650,900	542,900	549,400	578,000	35,100	6.5	(11.2)
R935 Bus Rebuild Program	-	-	-	-	-	-	-	-
R938 BTC Bus Maintenance	13,461,311	14,385,300	14,195,100	13,500,600	15,377,000	1,181,900	8.3	6.9
R962 RLTC Facility Maint	199,245	255,000	190,000	190,000	190,000	-	-	(25.5)
R963 RLTC Bus Maint	<u>10,202,812</u>	<u>10,882,100</u>	<u>10,412,800</u>	<u>10,784,300</u>	<u>11,886,800</u>	<u>1,474,000</u>	<u>14.2</u>	<u>9.2</u>
<b>** Halifax Transit - Transit Flee</b>	<b>24,446,797</b>	<b>26,173,300</b>	<b>25,340,800</b>	<b>25,024,300</b>	<b>28,031,800</b>	<b>2,691,000</b>	<b>10.6</b>	<b>7.1</b>
R656 Safety and Training	777,745	1,043,400	1,034,900	801,600	1,001,700	(33,200)	(3.2)	(4.0)
R658 Resource Sup & Dev	<u>1,219,717</u>	<u>1,236,400</u>	<u>1,152,800</u>	<u>1,066,200</u>	<u>1,228,100</u>	<u>75,300</u>	<u>6.5</u>	<u>(0.7)</u>
<b>** Halifax Transit - Employee Sup</b>	<b>1,997,461</b>	<b>2,279,800</b>	<b>2,187,700</b>	<b>1,867,800</b>	<b>2,229,800</b>	<b>42,100</b>	<b>1.9</b>	<b>(2.2)</b>
R624 HT Director's Office	1,779,810	2,057,000	1,715,300	1,185,500	1,627,100	(88,200)	(5.1)	(20.9)
R631 Revenue	(34,349,641)	(34,228,400)	(15,884,100)	(16,234,800)	(25,242,700)	(9,358,600)	58.9	(26.3)
R637 Planning & Custm Eng	<u>1,419,988</u>	<u>1,821,200</u>	<u>1,787,200</u>	<u>1,662,900</u>	<u>2,122,000</u>	<u>334,800</u>	<u>18.7</u>	<u>16.5</u>
<b>** Halifax Transit Administratio</b>	<b>(31,149,843)</b>	<b>(30,350,200)</b>	<b>(12,381,600)</b>	<b>(13,386,400)</b>	<b>(21,493,600)</b>	<b>(9,112,000)</b>	<b>73.6</b>	<b>(29.2)</b>
R640 Technical Services	<u>2,015,742</u>	<u>2,406,100</u>	<u>2,193,100</u>	<u>2,090,400</u>	<u>2,145,200</u>	<u>(47,900)</u>	<u>(2.2)</u>	<u>(10.8)</u>
<b>** Halifax Transit - Technical Se</b>	<b>2,015,742</b>	<b>2,406,100</b>	<b>2,193,100</b>	<b>2,090,400</b>	<b>2,145,200</b>	<b>(47,900)</b>	<b>(2.2)</b>	<b>(10.8)</b>
R635 BTC Operators	25,913,713	26,548,400	25,661,200	26,643,400	26,942,300	1,281,100	5.0	1.5
R636 Service Supervisors	3,432,893	3,571,800	3,561,100	3,332,700	3,607,900	46,800	1.3	1.0
R638 BTC & RLTC Bus Ops	10,196,969	9,714,000	6,505,800	7,067,900	7,401,400	895,600	13.8	(23.8)
R657 Security	409,991	348,000	298,000	353,500	308,000	10,000	3.4	(11.5)
R670 RLTC Operators	<u>21,489,058</u>	<u>22,813,000</u>	<u>21,252,200</u>	<u>22,884,500</u>	<u>23,360,800</u>	<u>2,108,600</u>	<u>9.9</u>	<u>2.4</u>
<b>** Halifax Transit - Bus Operatio</b>	<b>61,442,623</b>	<b>62,995,200</b>	<b>57,278,300</b>	<b>60,282,000</b>	<b>61,620,400</b>	<b>4,342,100</b>	<b>7.6</b>	<b>(2.2)</b>
<b>*** Conventional Service</b>	<b>58,752,780</b>	<b>63,504,200</b>	<b>74,618,300</b>	<b>75,878,100</b>	<b>72,533,600</b>	<b>(2,084,700)</b>	<b>(2.8)</b>	<b>14.2</b>
R661 Ferry Operations	3,512,171	3,873,700	4,580,700	5,233,200	5,070,100	489,400	10.7	30.9
<b>*** Ferry Service</b>	<b>3,512,171</b>	<b>3,873,700</b>	<b>4,580,700</b>	<b>5,233,200</b>	<b>5,070,100</b>	<b>489,400</b>	<b>10.7</b>	<b>30.9</b>
M701 Fiscal Transit	(81,703,400)	(48,736,300)	(48,886,300)	(49,634,000)	(50,671,000)	(1,784,700)	3.7	4.0
R671 Halifax Tr. Debt Chg	3,840,295	-	-	-	-	-	-	-
<b>*** Fiscal Transit</b>	<b>(77,863,105)</b>	<b>(48,736,300)</b>	<b>(48,886,300)</b>	<b>(49,634,000)</b>	<b>(50,671,000)</b>	<b>(1,784,700)</b>	<b>3.7</b>	<b>4.0</b>
<b>Net Total</b>	<b>(4,642,549)</b>	<b>30,546,900</b>	<b>40,349,100</b>	<b>41,642,600</b>	<b>38,484,500</b>	<b>(1,864,600)</b>	<b>(4.6)</b>	<b>26.0</b>

## Summary Details - Halifax Transit

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	54,932,156	60,798,100	60,798,100	56,271,300	63,082,100	2,284,000	3.8	3.8
6002 Salaries - Overtime	6,743,992	5,663,700	5,565,900	7,889,200	6,919,100	1,353,200	24.3	22.2
6005 PDP & Union Con Incr	-	-	-	(189,300)	-	-	-	-
6051 Shift Agreements	144,732	115,000	115,000	132,800	115,000	-	-	-
6052 Shift Differentials	16,734	13,900	13,900	19,900	15,900	2,000	14.4	14.4
6054 Vacation payout	335,587	-	-	419,200	-	-	-	-
6099 Other Allowances	7,384	4,000	4,000	3,400	2,000	(2,000)	(50.0)	(50.0)
6100 Benefits - Salaries	13,016,260	13,236,200	13,236,200	12,949,400	14,088,900	852,700	6.4	6.4
6110 Vacancy Management	-	(1,880,000)	(2,654,300)	-	(2,956,000)	(301,700)	11.4	57.2
6120 Comp OCC Budget Yr 1	-	828,200	-	-	938,000	938,000	-	13.3
6152 Retirement Incentives	466,331	588,800	588,800	573,100	596,700	7,900	1.3	1.3
6154 Workers' Compensation	3,530,746	3,612,200	3,612,200	3,580,700	3,777,800	165,600	4.6	4.6
6155 Overtime Meals	12,551	16,300	14,700	10,500	16,300	1,600	10.9	-
6156 Clothing Allowance	135,000	135,900	135,900	146,900	135,400	(500)	(0.4)	(0.4)
6158 WCB Recov Earnings	(88,301)	(18,300)	(18,300)	(29,500)	(18,300)	-	-	-
6194 Sick Bank allowance	1,112	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	35,126	1,703,800	330,600	-	212,700	(117,900)	(35.7)	(87.5)
9200 HR CATS Wage/Ben	131,194	-	-	173,400	-	-	-	-
9210 HR CATS OT Wage/Ben	<u>42,011</u>	<u>-</u>	<u>-</u>	<u>27,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>* Compensation and Benefits</b>	<b>79,462,614</b>	<b>84,817,800</b>	<b>81,742,700</b>	<b>81,978,500</b>	<b>86,925,600</b>	<b>5,182,900</b>	<b>6.3</b>	<b>2.5</b>
6201 Telephone/Cable	174,099	158,000	158,000	158,000	158,000	-	-	-
6202 Courier/Postage	32,284	30,000	22,500	30,300	34,500	12,000	53.3	15.0
6203 Office Furn/Equip	76,279	45,000	25,000	15,000	75,000	50,000	200.0	66.7

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6204 Computer S/W & Lic	570,445	890,000	720,000	628,000	620,000	(100,000)	(13.9)	(30.3)
6205 Printing & Reprod	221,803	280,000	180,000	145,000	200,000	20,000	11.1	(28.6)
6207 Office Supplies	45,897	29,200	20,400	23,000	31,600	11,200	54.9	8.2
6290 Office OCC Transfer	-	6,000	-	-	6,000	6,000	-	-
<b>* Office</b>	<b>1,120,807</b>	<b>1,438,200</b>	<b>1,125,900</b>	<b>999,300</b>	<b>1,125,100</b>	<b>(800)</b>	<b>(0.1)</b>	<b>(21.8)</b>
6301 Professional Fees	2,641	3,500	2,500	2,600	2,500	-	-	(28.6)
6302 Legal Fees	14,857	10,000	10,000	27,000	10,000	-	-	-
6304 Janitorial Services	824,943	815,000	977,000	1,040,600	1,093,900	116,900	12.0	34.2
6308 Snow Removal	374,425	417,000	333,600	346,900	464,800	131,200	39.3	11.5
6310 Outside Personnel	419,546	450,000	397,500	414,300	460,000	62,500	15.7	2.2
6311 Security	351,180	361,500	341,500	360,500	382,100	40,600	11.9	5.7
6312 Refuse Collection	55,007	65,000	52,000	45,800	50,100	(1,900)	(3.7)	(22.9)
6390 Extnl Svcs OCC Trsf	-	50,000	-	-	40,000	40,000	-	(20.0)
6399 Contract Services	5,942	100,000	50,000	56,200	320,000	270,000	540.0	220.0
<b>* External Services</b>	<b>2,048,540</b>	<b>2,272,000</b>	<b>2,164,100</b>	<b>2,293,900</b>	<b>2,823,400</b>	<b>659,300</b>	<b>30.5</b>	<b>24.3</b>
6401 Uniforms & Clothing	571,187	494,000	371,200	603,400	685,000	313,800	84.5	38.7
6402 Med & First Aid Supp	19,857	11,000	11,000	12,500	15,100	4,100	37.3	37.3
6403 Patrol Equip Supplies	5,161	5,000	3,800	3,800	3,800	-	-	(24.0)
6406 Bridge Tolls	468,880	457,300	432,000	432,000	457,000	25,000	5.8	(0.1)
6407 Clean/Sani Supplies	43,539	37,000	37,000	102,100	142,000	105,000	283.8	283.8
6409 Personal Protect Equ	59,364	50,000	50,000	68,200	125,000	75,000	150.0	150.0
6490 Supplies OCC Transfer	-	23,800	-	-	23,800	23,800	-	-
6499 Other Supplies	10	-	-	-	-	-	-	-
<b>* Supplies</b>	<b>1,167,997</b>	<b>1,078,100</b>	<b>905,000</b>	<b>1,222,000</b>	<b>1,451,700</b>	<b>546,700</b>	<b>60.4</b>	<b>34.7</b>
6501 Asphalt	-	2,000	-	-	-	-	-	(100.0)
6502 Chemicals	5	-	-	-	-	-	-	-
6505 Lubricants	149,503	147,000	109,800	124,300	146,000	36,200	33.0	(0.7)
6519 Welding Supplies	968	1,000	800	1,800	1,000	200	25.0	-
<b>* Materials</b>	<b>150,476</b>	<b>150,000</b>	<b>110,600</b>	<b>126,100</b>	<b>147,000</b>	<b>36,400</b>	<b>32.9</b>	<b>(2.0)</b>
6602 Electrical	52	-	-	-	-	-	-	-
6603 Grnds & Landscaping	4,424	41,000	-	-	40,200	40,200	-	(2.0)
6604 Bus Gates/Shltr-R&M	15,424	35,000	25,000	19,400	35,000	10,000	40.0	-
6605 Municipal Taxes	2,822	5,500	5,500	-	-	(5,500)	(100.0)	(100.0)
6606 Heating Fuel	36,021	34,400	24,800	24,800	32,600	7,800	31.5	(5.2)
6607 Electricity	982,136	1,040,000	780,100	919,400	989,000	208,900	26.8	(4.9)
6608 Water	99,412	116,000	87,100	85,700	102,600	15,500	17.8	(11.6)
6609 Elevator & Escalator	63,563	24,500	24,500	23,800	24,500	-	-	-
6610 Building - Exterior	315,106	277,000	123,900	136,000	156,700	32,800	26.5	(43.4)
6611 Building - Interior	431,512	320,000	224,000	214,000	326,800	102,800	45.9	2.1
6612 Safety Systems	69,675	100,500	72,000	94,000	85,500	13,500	18.8	(14.9)
6613 Overhead Doors	98,084	82,000	48,000	101,000	80,000	32,000	66.7	(2.4)
6614 Envir Assess/Cleanup	-	-	-	400	-	-	-	-
6616 Natural Gas-Buildings	591,897	530,000	381,600	381,600	532,100	150,500	39.4	0.4
6617 Pest Management	5,678	19,500	5,200	5,900	4,000	(1,200)	(23.1)	(79.5)
6699 Other Building Cost	-	10,000	-	10,000	-	-	-	(100.0)
<b>* Building Costs</b>	<b>2,715,807</b>	<b>2,635,400</b>	<b>1,801,700</b>	<b>2,016,000</b>	<b>2,409,000</b>	<b>607,300</b>	<b>33.7</b>	<b>(8.6)</b>
6702 Small Tools	89,311	76,000	56,200	89,400	86,000	29,800	53.0	13.2
6703 Computer Equip/Rent	18,308	34,000	16,000	45,500	34,000	18,000	112.5	-
6704 Equipment Rental	26,051	20,500	20,000	22,400	20,000	-	-	(2.4)
6705 Equip - R&M	584,875	687,000	516,500	516,500	491,500	(25,000)	(4.8)	(28.5)
6706 Computer R&M	278	-	-	-	-	-	-	-
6707 Plumbing & Heating	717	2,000	-	-	-	-	-	(100.0)
6708 Mechanical Equipment	326,421	260,000	175,000	271,000	320,000	145,000	82.9	23.1
6711 Communication System	61,178	71,000	70,000	65,000	70,000	-	-	(1.4)
6732 Mobile Data	87,905	100,000	90,000	105,000	90,000	-	-	(10.0)
<b>* Equipment &amp; Communications</b>	<b>1,195,044</b>	<b>1,250,500</b>	<b>943,700</b>	<b>1,114,800</b>	<b>1,111,500</b>	<b>167,800</b>	<b>17.8</b>	<b>(11.1)</b>
6802 Vehicle R&M	8,736,754	8,991,900	8,353,700	8,444,200	9,631,400	1,277,700	15.3	7.1
6803 Vehicle Fuel - Diesel	9,961,316	9,421,000	5,942,200	6,221,800	6,567,000	624,800	10.5	(30.3)
6804 Vehicle Fuel - Gas	47,456	53,000	31,800	45,600	51,900	20,100	63.2	(2.1)
6805 Tires and Tubes	1,298,722	1,295,000	1,217,300	1,179,700	1,348,000	130,700	10.7	4.1
6806 Vehicle Rentals	8,743	8,000	-	700	2,500	2,500	-	(68.8)
6810 Comm Vehicle R&M	2,086,144	1,828,000	1,718,300	2,127,700	1,999,100	280,800	16.3	9.4
6811 Shop Supplies	59,499	85,000	63,700	58,700	65,000	1,300	2.0	(23.5)
6890 Vehicle OCC Transfer	-	161,100	-	-	135,000	135,000	-	(16.2)
6899 Other Vehicle Expense	23,503	192,100	-	-	-	-	-	(100.0)

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
* <b>Vehicle Expense</b>	<b>22,222,139</b>	<b>22,035,100</b>	<b>17,327,000</b>	<b>18,078,400</b>	<b>19,799,900</b>	<b>2,472,900</b>	<b>14.3</b>	<b>(10.1)</b>
6901 Membership Dues	31,441	29,000	29,000	27,000	26,000	(3,000)	(10.3)	(10.3)
6902 Conferences/Workshop	8,853	24,500	-	-	11,100	11,100	-	(54.7)
6903 Travel - Local	22,561	27,100	7,800	10,300	15,300	7,500	96.2	(43.5)
6904 Travel - Out of Town	31,548	22,000	-	-	5,500	5,500	-	(75.0)
6905 Training & Education	100,506	207,000	18,000	82,600	190,000	172,000	955.6	(8.2)
6906 Licenses & Agreements	98,980	94,000	94,000	99,200	94,000	-	-	-
6907 Commission Fees	417,754	400,000	280,000	210,000	300,000	20,000	7.1	(25.0)
6908 Medical Examinations	64,993	61,500	58,000	55,500	59,000	1,000	1.7	(4.1)
6910 Signage	0	-	-	3,000	5,000	5,000	-	-
6911 Facilities Rental	161,849	238,400	238,400	247,900	218,500	(19,900)	(8.3)	(8.3)
6912 Advertising/Promotio	261,741	400,000	100,000	100,000	300,000	200,000	200.0	(25.0)
6913 Awards	11,505	15,000	-	5,900	15,000	15,000	-	-
6914 Recruiting	9,598	66,500	5,000	35,000	64,000	59,000	1,180.0	(3.8)
6918 Meals	1,237	7,000	-	200	-	-	-	(100.0)
6919 Special Projects	4,381	18,000	5,000	5,000	18,000	13,000	260.0	-
6936 Staff Relations	18,929	20,000	4,000	14,000	20,000	16,000	400.0	-
6990 Gds & Svcs OCC Trsf	-	600	-	-	-	-	-	(100.0)
6999 Other Goods/Services	15,204	-	300,000	65,000	600	(299,400)	(99.8)	-
* <b>Other Goods &amp; Services</b>	<b>1,261,081</b>	<b>1,630,600</b>	<b>1,139,200</b>	<b>960,600</b>	<b>1,342,000</b>	<b>202,800</b>	<b>17.8</b>	<b>(17.7)</b>
7008 ltnTrsf IT & Commun	77,532	-	-	127,500	-	-	-	-
7009 Internal Trfr Other	32,602	-	-	51,700	-	-	-	-
7010 IntTrfr Insur Funds	(246,180)	(100,000)	(100,000)	(206,700)	(100,000)	-	-	-
7011 Int Trf Record Check	-	-	-	2,500	4,500	4,500	-	-
7012 Int Trf Print/Reprod	17,242	-	-	20,100	-	-	-	-
* <b>Interdepartmental</b>	<b>(118,803)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(4,900)</b>	<b>(95,500)</b>	<b>4,500</b>	<b>(4.5)</b>	<b>(4.5)</b>
8011 Interest on Debentur	427,408	-	-	-	-	-	-	-
8012 Principal on Debentu	3,412,887	-	-	-	-	-	-	-
* <b>Debt Service</b>	<b>3,840,295</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
8004 Grants	-	820,000	670,000	249,700	470,000	(200,000)	(29.9)	(42.7)
8008 Transf to/fr Reserve	(1,300,000)	-	-	-	-	-	-	-
8014 Capital from Operati	4,172,700	-	-	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	(200,000)	(200,000)	-	-	200,000	(100.0)	(100.0)
* <b>Other Fiscal</b>	<b>2,872,700</b>	<b>620,000</b>	<b>470,000</b>	<b>249,700</b>	<b>470,000</b>	<b>-</b>	<b>-</b>	<b>(24.2)</b>
** <b>Total</b>	<b>117,938,697</b>	<b>117,827,700</b>	<b>107,629,900</b>	<b>109,034,400</b>	<b>117,509,700</b>	<b>9,879,800</b>	<b>9.2</b>	<b>(0.3)</b>

### Summary Details - Halifax Transit

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Revenues	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
4002 Comm. Property Taxes	(37,118,400)	-	-	-	-	-	-	-
* <b>Tax Revenue</b>	<b>(37,118,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4204 Area Rate Loc Transi	(29,440,213)	(30,655,500)	(30,655,500)	(30,911,800)	(31,730,000)	(1,074,500)	3.5	3.5
4205 Area Rate Reg Transp	(18,238,271)	(18,944,900)	(18,944,900)	(18,971,900)	(19,411,000)	(466,100)	2.5	2.5
* <b>Area Rate Revenue</b>	<b>(47,678,484)</b>	<b>(49,600,400)</b>	<b>(49,600,400)</b>	<b>(49,883,700)</b>	<b>(51,141,000)</b>	<b>(1,540,600)</b>	<b>3.1</b>	<b>3.1</b>
5102 Facilities Rentals	(46,249)	(44,400)	(44,400)	(44,400)	(54,400)	(10,000)	22.5	22.5
5201 Fare Revenue	(36,537,575)	(36,083,000)	(16,463,000)	(16,444,700)	(26,757,800)	(10,294,800)	62.5	(25.8)
5450 Other Sales Revenue	359	(380,000)	-	-	-	-	-	(100.0)
* <b>Fee Revenues</b>	<b>(36,583,465)</b>	<b>(36,507,400)</b>	<b>(16,507,400)</b>	<b>(16,489,100)</b>	<b>(26,812,200)</b>	<b>(10,304,800)</b>	<b>62.4</b>	<b>(26.6)</b>
5503 Advertising Revenue	(762,728)	(766,000)	(766,000)	(506,000)	(665,000)	101,000	(13.2)	(13.2)
5508 Recov External Parti	(430,489)	(407,000)	(407,000)	(513,000)	(407,000)	-	-	-
5600 Miscellaneous Revenue	(7,680)	-	-	-	-	-	-	-
* <b>Other Revenue</b>	<b>(1,200,897)</b>	<b>(1,173,000)</b>	<b>(1,173,000)</b>	<b>(1,019,000)</b>	<b>(1,072,000)</b>	<b>101,000</b>	<b>(8.6)</b>	<b>(8.6)</b>
** <b>Total</b>	<b>(122,581,246)</b>	<b>(87,280,800)</b>	<b>(67,280,800)</b>	<b>(67,391,800)</b>	<b>(79,025,200)</b>	<b>(11,744,400)</b>	<b>17.5</b>	<b>(9.5)</b>
<b>Net Total</b>	<b>(4,642,549)</b>	<b>30,546,900</b>	<b>40,349,100</b>	<b>41,642,600</b>	<b>38,484,500</b>	<b>(1,864,600)</b>	<b>(4.6)</b>	<b>26.0</b>

**HALIFAX**

# **HALIFAX PUBLIC LIBRARIES**

2021/22 BUDGET AND BUSINESS PLAN

**VISION**

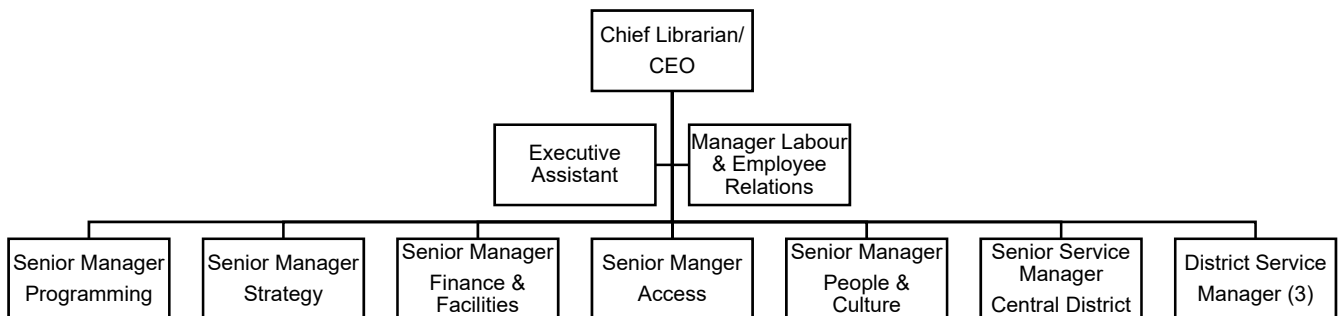
REFLECTING OUR COMMUNITY, WE ARE A RESOURCE FOR EVERYONE AND A LAUNCH POINT FOR GROWTH.

## HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries engages communities and the people who live in them – encouraging participation, facilitating connections, and providing solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social, and engagement opportunities through a network of 14 branches, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.

Halifax Public Libraries supports Regional Council and Administrative priorities through community building, offering equal access to services, and supporting the economic growth of our community. Details on how the Library supports Regional council priorities can be found in the [Library's Strategic Plan](#) and HRM's Strategic Priorities Plan.

## HALIFAX PUBLIC LIBRARIES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2020/21 Budget	Change (+/-)	2021/22 Budget
Full Time	331.3	-	331.3
Seasonal, Casual and Term	4.7	-	4.7
<b>Total</b>	<b>336.0</b>	<b>-</b>	<b>336.0</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Social and Economic Impact**

The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

#### **Democratic Society**

The Library will provide equal access to a broad range of information and ideas, foster dialogue on issues important to our community, and provide a common ground to learn from each other's perspectives.

#### **Public Safety**

The Library will support Halifax Regional Municipality's Public Safety Strategy through offering spaces and services available to all, a trained team of staff who work with individuals at risk, and programming and engagement opportunities.

#### **Digital Divide**

To help bridge the digital divide and allow equal access to information and technology, the Library will expand free access to public technology and the Internet for all in the community.

#### **Building Social Infrastructure**

The Library will make improvements to and build new public spaces: indoor, outdoor, and virtual that foster community resilience.

#### **Community Focused Service Delivery**

The Library will be undergoing a staffing shift, to focus library work on community-based work and community-led engagement. This will result in service delivery and programming responses that meet various customer needs.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **Library Governance & Decision Making**

To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

## HALIFAX PUBLIC LIBRARIES BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Administrative Services	\$ (2,818,033)	\$ (3,358,400)	\$ (3,894,500)	\$ (2,466,028)	\$ (1,679,400)	\$ 2,215,100	(56.9)	(50.0)
Information Technology/Collections	5,984,051	6,589,600	6,562,000	7,100,100	6,666,700	104,700	1.6	1.2
Branches/Public Services	17,814,903	19,238,800	18,970,500	17,040,428	18,492,700	(477,800)	(2.5)	(3.9)
Eng. Lang. Learning/Literacy	-		36,500			(36,500)	(100.0)	-
Library Restricted Funds	240,194					-	-	-
Capital Transactions	7,460					-	-	-
<b>Net Total</b>	<b>\$21,228,575</b>	<b>\$22,470,000</b>	<b>\$21,674,500</b>	<b>\$21,674,500</b>	<b>\$23,480,000</b>	<b>\$ 1,805,500</b>	<b>8.3</b>	<b>4.5</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 21,674,500</b>
Compensation Changes:	
Includes 2% increase per collective agreement	878,100
Revenue Adjustments:	
Fine Reduction	122,600
Other Fee Revenue (Parking, Photocopier, Lease Revenue)	65,200
Other Budget Adjustments:	
Office Expenses (Including Photocopying, RFID Labels)	167,300
External Services (Janitorial, Photocopier Lease)	353,300
Supplies (PPE Supplies)	198,600
Building Costs (Electricity increase)	64,700
Equipment and Communications	39,500
Other Goods and Services (collection budget at pre-covid level, includes continuing social isolation program \$50K)	(237,100)
Library Food Program	50,000
Library Electronic Resources	100,000
Interdepartmental	3,300
Total Changes	\$ 1,805,500
<b>2021/22 Budget</b>	<b>\$ 23,480,000</b>

## OPERATING- SUMMARY OF EXPENSE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$19,274,176	\$20,921,900	\$20,521,900	\$18,296,362	\$21,400,000	\$ 878,100	4.3	2.3
Office	489,130	593,800	416,100	568,500	583,400	167,300	40.2	(1.8)
External Services	997,606	1,054,700	866,900	1,104,200	1,220,200	353,300	40.8	15.7
Supplies	99,196	128,400	79,800	245,000	278,400	198,600	248.9	116.8
Materials	937	-	-	-	-	-	-	-
Building Costs	1,531,567	1,346,800	1,244,500	2,170,350	1,309,200	64,700	5.2	(2.8)
Equipment & Communications	235,295	549,500	372,000	862,000	411,500	39,500	10.6	(25.1)
Vehicle Expense	1,453	-	-	-	-	-	-	-
Other Goods & Services	4,475,780	3,927,900	4,135,900	4,177,288	4,048,800	(87,100)	(2.1)	3.1
Interdepartmental	28,489	30,600	27,300	(55,900)	30,600	3,300	12.1	-
Other Fiscal	346,371	(1,200)	(1,200)	(1,000)	(1,200)	-	-	-
<b>Total Expenditures</b>	<b>27,480,000</b>	<b>28,552,400</b>	<b>27,663,200</b>	<b>27,366,800</b>	<b>29,280,900</b>	<b>1,617,700</b>	<b>5.8</b>	<b>2.6</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Transfers from other Govts	\$ (4,983,167)	\$ (4,916,000)	\$ (5,274,300)	\$ (5,274,300)	\$ (5,274,300)	\$ -	-	7.3
Fee Revenues	(767,483)	(913,200)	(382,000)	(78,700)	(230,900)	151,100	(39.6)	(74.7)
Other Revenue	(500,775)	(253,200)	(332,400)	(339,300)	(295,700)	36,700	(11.0)	16.8
<b>Total Revenues</b>	<b>(6,251,425)</b>	<b>(6,082,400)</b>	<b>(5,988,700)</b>	<b>(5,692,300)</b>	<b>(5,800,900)</b>	<b>187,800</b>	<b>(3.1)</b>	<b>(4.6)</b>
<b>Net Total</b>	<b>\$21,228,575</b>	<b>\$22,470,000</b>	<b>\$21,674,500</b>	<b>\$21,674,500</b>	<b>\$23,480,000</b>	<b>\$ 1,805,500</b>	<b>8.3</b>	<b>4.5</b>

## HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2021/22)

## ADMINISTRATIVE SERVICES

Administrative Services provides the Library's centralized infrastructure and support in the areas of Strategy and Business Intelligence, Finance & Facilities, People & Culture, Communications and Marketing, and Fund Development - functions that support the delivery of library service across the region.

## SERVICES DELIVERED

**Strategy**

Supporting the Library Board, Chief Librarian/CEO, Service Excellence Team and all managers across the Library system, this unit is responsible for record and document development and management, maintenance of the staff Intranet site to assist in decision making and information sharing. It also supports the research and business intelligence that supports performance excellence and planning including business plan coordination, project planning, demographic and performance analysis and data research.

**Finance**

This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight,

procurement, grant management and revenue and charitable receipting, asset management, risk analysis, financial modeling, and annual audit support. This unit provides direct support to the Finance and Audit Committee of the Library Board.

### **Fund Development and Strategic Partnerships**

As a registered charity, the Library builds strong relationships with private donors and foundations that provide additional resources for library activities and development. This service develops donor relations, grant applications and follow-up and secures important resources for the Library.

### **Marketing and Communications**

This service is responsible for developing marketing and communications strategies that build awareness of services and programs provided by the Library, building website content and promotional campaigns to communicate library programs and activities to the public.

### **People & Culture**

This service provides human resource programs and services in all library branches and departments. Key functional areas include: labour and employee relations including collective agreement negotiation, occupational health and safety, employee wellness, payroll, learning and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

### **Facilities**

This service provides facility planning and oversight. It ensures that facility design and maintenance are well managed so that the spaces in which the Library operates meet the needs of the public. This unit also ensures all aspects of facility management are in place, including assessment of facility condition, risk and safety assessment and identification of buildings in need of renovation or replacement.

## **ADMINISTRATIVE SERVICE KEY DELIVERABLES (2021/22)**

<b>Communities – Safe Communities</b>
<b>Keshen Goodman Renovations</b> (Target: Q4 2021/2022)  The Library will renovate the interior and add additional space to improve library service to this growing community.
<b>Halifax North Memorial Public Library</b> (Target: Q4 2021/2022)  Working with community, the Library will identify requirements and develop building plans for the redevelopment of Halifax North Memorial Public Library.

<b>Communities – Inclusive Communities</b>
<p><b>Accessibility Advisory Committee and Plan</b> (Target: Q4 2021/2022)</p> <p>Working under the new Accessibility Act of Nova Scotia, the Library will create an Accessibility Advisory Committee and an overall accessibility plan that takes into consideration facilities, services, and employment.</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Strategic Plan Development</b> (Target: Q4 2021/2022)</p> <p>The Halifax Regional Library Board, working with staff and the community, will develop the next five-year strategic plan.</p>
<p><b>Operational Efficiency</b> (Target: Q4 2021/2022)</p> <p>To ensure the greatest community impact with the public's investment in libraries, Halifax Public Libraries will continue to evaluate internal business practices for efficiencies and will seek out opportunities for collaboration with HRM and other community partners.</p>
<b>Our People – Healthy and Safe Workplace</b>
<p><b>Health and Wellness</b> (Target: Q4 2021/2022)</p> <p>The Library will complete health and safety risk assessments of all work locations.</p>
<b>Our People – Diverse, Inclusive, &amp; Equitable Environment</b>
<p><b>Addressing Inclusion</b> (Target: Q4 2022/2023)</p> <p>The Library will develop an internal committee to address staff inclusion with the aim of creating an inclusive work environment.</p>

## PUBLIC SERVICES

The Library's Public Services team is committed to supporting Regional Council priorities through the provision of excellent public library service to residents of the municipality via fourteen (14) branches, and a range of outreach activities including pop-up libraries in areas not near branches, along with other community engagement activities.

### SERVICES DELIVERED

#### Branch Services

Library programs and services are provided through 14 library branches, including Central Library. Annually the Library circulates a wide variety of print and electronic library material. Library staff assist the public with information and leisure reading needs, provide access to local history and genealogy information, and assists

people with building their technological capabilities to support accessing the latest electronic materials and devices in collaborative and social spaces. Library services include lending services, programs for all ages, literacy and language programs, food and technology learning, and meeting room rentals.

The Library offers volunteer opportunities for community members to become more engaged with their communities. Volunteers offer tutoring support, build connections with newcomers, deliver library material, pack snack and activity packs, make lunches, and so much more. The Library's volunteer programs help support individuals and offer opportunities for the public to build meaningful connections with their community.

### Community Engagement

Beyond the branches, the Library provides outreach services across Halifax Regional Municipality's communities through pop-up programs, as well as community partnerships and engagement. Working with community members and partners, staff develop community-led library services that are delivered throughout HRM, facilitating accessibility to service and ensuring respect for diversity. By providing opportunities to engage, Halifax Public Libraries works to improve community well-being and reduce social isolation. The Library also participates in interlibrary loan services with libraries across Canada and the province-wide Borrow Anywhere Return Anywhere program which allows residents to return items to any library in Nova Scotia and it will find its way back to the home library system. The Library also offers inclusive library services by offering home delivery and borrow by mail options and by providing adaptive technology and access to alternative formats for individuals with print disabilities.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual <sup>1</sup>	2020/21 Projected <sup>2</sup>	2021/22 Planned <sup>3</sup>
Annual Library Uses <sup>4</sup> Per Capita	15,243,866 35.5	14,725,245 33.5	9,813,452 21.8	14,720,178 32.66
Annual Library Visits Per Capita	3,617,008 8.41	3,447,146 7.84	1,060,662 2.35	1,590,993 3.53
Home Delivery / Borrow by Mail Circulation <sup>5</sup>	62,418	65,576	38,920 <sup>6</sup>	54,267
Program Attendance (Total) Per Capita	241,154 0.56	221,409 0.50	91,808 <sup>7</sup> 0.21	137,712 0.31
Meeting Room Bookings	10,671	10,755	3,992	5,988
Volunteer Hours	38,464	34,486	19,436	29,154
Hours of In Person Library service	41,483	39,797	20,947	41,483

(1) Includes in person public access closure from March 16 – 31.

(2) Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

- (3) Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place.  
 (4) Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use. Calculated using the Canadian Urban Library Council definition of Library use.  
 (5) Home Delivery/Borrow by Mail Circulation are a subset of the physical collection circulation that are delivered or mailed to community members.  
 (6) Suspension of delivery service to Long Term Care facilities during COVID-19.  
 (7) Includes in person and virtual programming.

Libraries are dedicated to reaching as many people as possible. Service is rooted in branches, but not bound by them. Every day the Library reaches into the community to ensure services are accessible to everyone. This prepared the Library very well to respond to the community – even when the public couldn't come into the branches.

In March 2020, to help prevent the spread of COVID-19, the Library closed to the public for three and a half months reopening at the beginning of July 2020. While the branches might have been closed, library service continued. When the branches welcomed community members back into the physical spaces in July 2020, additional public health measures were implemented that changed how the Library served the community.

The Library responded quickly to branch closures, adjusting existing services and identifying new and innovative ways to provide access, information, social connection, and community building. Curbside pick-up was offered at all branches, borrow by mail and home delivery programs continued, new technology lending was offered, Wi-Fi signals were boosted and extended, programming moved online or physically distanced, phone services were increased, digital content was added, outdoor public washrooms at Central Library were installed, healthy lunches and snacks were distributed. Library staff reached out to community members checking on their health and well-being and the Library partnered with community organizations and corporate donors to offer technology and programs to help address mental health and social isolation during this challenging time.

The Library added new streaming services, added digital titles for download, and created hundreds of hours of online content. More than 10,000 new Library users signed up for a digital library card during the closure. These new Library users could immediately access online books, magazines, newspapers, training, movies, and music.

As a resource for everyone, the Library will continue to place particular focus on ensuring services meet the needs of newcomers, marginalized groups, individuals who experience isolation, and those who are experiencing poverty, and will ensure that these services are offered to the community where they are most needed.

## PUBLIC SERVICES KEY DELIVERABLES (2021/22)

Communities – Involved Communities
<p><b>Arts and Culture Strategy</b> (Target: Q4 2022/2023)</p> <p>To promote the role arts and culture play in community wellbeing, the Library will offer free access to resources, performances, spaces, exhibits, and learning with a focus on inclusion and representation of diverse voices.</p>
<p><b>Library Mapping</b> (Target: Q4 2021/2022)</p> <p>To improve the independent use of the Library, new technology will be implemented that maps interior spaces for ease of use including the real time location of library materials and available computers.</p>

<b>Communities – Inclusive Communities</b>
<p><b>Environmental Awareness</b> (Target: Q4 2022/2023)</p> <p>The Library will work to build individual and community knowledge, skills, and attitudes leading to individual and collective responses to the climate emergency.</p>
<p><b>Local &amp; Family History</b> (Target: Q4 2022/2023)</p> <p>The Library, working with community, will build local history resources that address people and communities whose history is underrepresented or marginalized.</p>
<p><b>Preston Township Service</b> (Target: Q4 2021/2022)</p> <p>Working with community, the Library will identify and deliver improvements to service offered in the Preston Township Communities.</p>
<b>Communities – Safe Communities</b>
<p><b>Community Recovery</b> (Target: Q4 2022/2023)</p> <p>To help the community recover from the pandemic, the Library will work to foster a renewed sense of community and physical connection between residents.</p>
<p><b>Social Inclusion</b> (Target: Q4 2022/2023)</p> <p>Working with community partners, the Library will offer technology training and support to individuals experiencing social isolation.</p>

## ACCESS SERVICES

Access Services provides the infrastructure of materials and technology to facilitate the delivery of library service throughout the region. This includes deployment and support of public access computers and free public Wi-Fi, management of a specialized integrated library system including a searchable database of all library materials, development of a high-quality collection of materials both print and electronic, and the accompanying systems to support the circulation of those materials.

### SERVICES DELIVERED

#### Collection Management

This department is responsible for the selection and acquisition of quality materials for the library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

## Information Technology

This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated library system, and the provision of Wi-Fi in each of the library's locations.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual <sup>1</sup>	2020/21 Projected <sup>2</sup>	2021/22 Planned <sup>3</sup>
Annual Wireless Connections per Capita	3,975,622 9.25	3,917,274 8.91	2,243,373 4.98	2,243,373 4.98
Public Use Computers bookings	483,203	476,269	171,369	257,053
Annual Non-electronic circulation <sup>4</sup> Per Capita	3,801,043 8.84	3,362,433 7.65	1,651,935 3.66	2,477,902 5.49
Annual Electronic Circulation <sup>5</sup> Per Capita	904,989 2.11	1,109,375 2.52	1,465,009 3.25	1,787,310 3.97
Size of Collection per Capita	818,074 1.90	742,099 1.69	752,099 1.67	752,099 1.67
Annual Dollar Amount Spent on Electronic Library Materials per capita	\$2.10	\$2.75	\$2.96 <sup>6</sup>	\$2.69
Materials expenditures per capita	\$5.56	\$5.31 <sup>7</sup>	\$5.56 <sup>6</sup>	\$5.18
Items Added to Collection	81,035	71,919	52,000	52,000

(1) Includes in person public access closure from March 16 – 31.

(2) Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

(3) Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place.

(4) Non electronic circulation includes all print books, magazines, CDs and DVDs.

(5) Electronic Circulation includes e-books and e-magazines. It does not include streaming services.

(6) Increase in materials spending with a focus on electronic materials to provide additional electronic resources during COVID-19.

(7) Materials spending was consistent with 2018/19 however there was an increase in population.

The borrowing of printed books and magazines was consistent with previous years in fiscal year 2019, but the Library saw a decline in fiscal year 2020 due to the closure of branches. Over the last several years, use of e-books and digital resources has risen, especially in fiscal year 2020.

In fiscal year 2020 the Library made significant investments in the digital collection adding movie and music streaming, digital newspaper access from home, and more. The investment in digital material was needed to

respond to community demand especially during the pandemic; however, the cost of a digital item is significantly more expensive than its physical counterpart.

Free access to public computers remains a vital service offered in the Library branches as many community members do not have access to computers and the Internet at home. Increasingly, and especially due to the pandemic, more and more information is only available online. Health care, government aid, and other services have moved almost exclusively online. Individuals rely on computers available through the Library for learning support, technology training, social connections, job and housing searches, access to government services and to the Library's digital collection. Technology training through the Library helps to bridge the digital divide in the community and the provision of reliable, up-to-date technology through the Library is an essential service for many. In response to the pandemic the Library is offering lendable technology and internet access to community members who are experiencing significant need.

#### ACCESS SERVICES KEY DELIVERABLES (2021/22)

<b>Communities – Inclusive Communities</b>
<p><b>Lendable Technology &amp; Internet Access</b> (Target: Q4 2021/2022)</p> <p>The Library will lend technology and internet access to be used at home for individuals who are experiencing significant need.</p>
<p><b>Improved Internet Access</b> (Target: Q4 2021/2022)</p> <p>The Library will boost Wi-Fi signals at branch locations and identify new communication locations for free Wi-Fi so it can be accessed outside of the buildings and in surrounding neighborhoods.</p>
<b>Communities – Involved Communities</b>
<p><b>Collection Improvements</b> (Target: Q4 2021/2022)</p> <p>The Library will work with community to identify new and innovative items to be added to the Library collection.</p>

## Summary of Net Expenditures - Halifax Public Libraries

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
B011 Administrative Services	(2,818,033)	(3,358,400)	(3,894,500)	(2,466,028)	(1,679,400)	2,215,100	(56.9)	(50.0)
* Administrative Services	(2,818,033)	(3,358,400)	(3,894,500)	(2,466,028)	(1,679,400)	2,215,100	(56.9)	(50.0)
B012 IT & Collection Mgmt	5,984,051	6,589,600	6,562,000	7,100,100	6,666,700	104,700	1.6	1.2
* Information Technology/Collecti	5,984,051	6,589,600	6,562,000	7,100,100	6,666,700	104,700	1.6	1.2
B013 Communications & Mkt	629,046	745,800	738,100	864,600	782,800	44,700	6.1	5.0
B021 Alderney Gate Library	1,066,945	1,114,600	1,140,800	1,036,500	1,247,900	107,100	9.4	12.0
B034 Central Library	4,781,557	5,390,100	5,134,600	4,863,400	4,790,000	(344,600)	(6.7)	(11.1)
B041 Branch Library Services	1,281,026	1,063,800	1,091,100	716,000	1,216,400	125,300	11.5	14.3
B042 Cole Harbour Library	889,578	983,500	981,100	790,700	900,900	(80,200)	(8.2)	(8.4)
B043 Dartmouth North Library	408,953	462,100	456,600	449,000	530,100	73,500	16.1	14.7
B044 Sackville Library	798,932	1,038,100	1,042,900	701,400	671,100	(371,800)	(35.7)	(35.4)
B045 Woodlawn Library	1,795,535	1,901,100	1,894,400	1,749,716	1,901,100	6,700	0.4	-
B046 Bedford Library	804,901	875,700	879,000	664,000	852,300	(26,700)	(3.0)	(2.7)
B047 Cpt Wil.Spry Library	642,361	716,900	714,800	757,600	716,000	1,200	0.2	(0.1)
B048 Halifax North Library	961,726	1,076,900	1,060,200	785,512	1,111,500	51,300	4.8	3.2
B049 Keshen Goodman Library	1,965,710	1,937,000	1,914,100	1,717,500	1,915,300	1,200	0.1	(1.1)
B051 Musq. Harb. Library	336,798	425,500	422,900	363,400	363,500	(59,400)	(14.0)	(14.6)
B052 Shatford Memorial Library	223,275	222,700	213,700	358,700	328,500	114,800	53.7	47.5
B053 Sheet Harbour Library	277,677	203,200	200,000	304,800	293,300	93,300	46.7	44.3
B054 Tantallon Library	943,576	1,086,600	1,089,000	913,000	859,900	(229,100)	(21.0)	(20.9)
B055 Merchandise Sales	7,306	(4,800)	(2,800)	4,600	(4,300)	(1,500)	53.6	(10.4)
B056 East Preston Service	-	-	-	-	16,400	16,400	-	-
* Branches/Public Services	17,814,903	19,238,800	18,970,500	17,040,428	18,492,700	(477,800)	(2.5)	(3.9)
B064 ESL	0	-	(21,100)	-	-	21,100	(100.0)	-
B065 Literacy	-	-	57,600	-	-	(57,600)	(100.0)	-
B075 Literacy Operations	-	-	-	-	-	-	-	-
* Eng. Lang. Learning/Literacy	0	-	36,500	-	-	(36,500)	(100.0)	-
<b>** Library General Rate</b>	<b>20,980,922</b>	<b>22,470,000</b>	<b>21,674,500</b>	<b>21,674,500</b>	<b>23,480,000</b>	<b>1,805,500</b>	<b>8.3</b>	<b>4.5</b>
B061 Restricted Grants	(453)	-	-	-	-	-	-	-
B063 Restricted Donations	206,587	-	-	-	-	-	-	-
B066 Restricted - Lou Duggan	29,806	-	-	-	-	-	-	-
B067 Restricted Sun Life	4,253	-	-	-	-	-	-	-
* Restricted Funds	240,194	-	-	-	-	-	-	-
<b>** Library Restricted Funds</b>	<b>240,194</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
B071 Capital Transactions	7,460	-	-	-	-	-	-	-
<b>** Capital Transactions</b>	<b>7,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>21,228,575</b>	<b>22,470,000</b>	<b>21,674,500</b>	<b>21,674,500</b>	<b>23,480,000</b>	<b>1,805,500</b>	<b>8.3</b>	<b>4.5</b>

## Summary Details - Halifax Public Libraries

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	16,645,353	17,985,600	17,985,600	15,099,822	17,455,000	(530,600)	(3.0)	(3.0)
6002 Salaries - Overtime	91,575	-	-	-	-	-	-	-
6003 Wages - Regular	434	-	-	-	-	-	-	-
6005 PDP & Union Con Incr	(1,128,915)	-	-	-	-	-	-	-
6054 Vacation payout	24,060	-	-	-	-	-	-	-
6099 Other Allowances	7,788	-	-	-	-	-	-	-
6100 Benefits - Salaries	3,174,980	3,484,800	3,484,800	2,919,540	3,579,700	94,900	2.7	2.7
6101 Benefits - Wages	32	-	-	-	-	-	-	-
6110 Vacancy Management	-	(927,200)	(1,327,200)	-	-	1,327,200	(100.0)	(100.0)
6152 Retirement Incentives	96,554	177,100	177,100	110,050	171,400	(5,700)	(3.2)	(3.2)
6154 Workers' Compensation	192,613	201,600	201,600	166,950	193,900	(7,700)	(3.8)	(3.8)
6155 Overtime Meals	130	-	-	-	-	-	-	-
6158 WCB Recov Earnings	(9,867)	-	-	-	-	-	-	-
6194 Sick Bank allowance	119,900	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	(9,603)	-	-	-	-	-	-	-
9200 HR CATS Wage/Ben	52,671	-	-	-	-	-	-	-
9210 HR CATS OT Wage/Ben	16,473	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>19,274,176</b>	<b>20,921,900</b>	<b>20,521,900</b>	<b>18,296,362</b>	<b>21,400,000</b>	<b>878,100</b>	<b>4.3</b>	<b>2.3</b>
6201 Telephone/Cable	118,231	105,600	105,600	160,900	107,700	2,100	2.0	2.0
6202 Courier/Postage	26,911	27,600	17,300	22,800	28,200	10,900	63.0	2.2
6203 Office Furn/Equip	70,055	124,000	39,000	50,100	74,500	35,500	91.0	(39.9)

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6204 Computer S/W & Lic	91,437	130,100	130,100	208,000	166,500	36,400	28.0	28.0
6205 Printing & Reprod	34,380	30,000	22,000	21,200	30,000	8,000	36.4	-
6207 Office Supplies	78,282	65,900	41,200	45,900	65,900	24,700	60.0	-
6208 Binding	3,903	4,600	4,600	3,200	4,600	-	-	-
6299 Other Office Expenses	65,931	106,000	56,300	56,400	106,000	49,700	88.3	-
<b>* Office</b>	<b>489,130</b>	<b>593,800</b>	<b>416,100</b>	<b>568,500</b>	<b>583,400</b>	<b>167,300</b>	<b>40.2</b>	<b>(1.8)</b>
6301 Professional Fees	36,540	24,400	15,300	54,800	24,400	9,100	59.5	-
6302 Legal Fees	20,652	10,000	10,000	7,000	30,000	20,000	200.0	200.0
6304 Janitorial Services	526,795	555,300	410,200	517,800	560,400	150,200	36.6	0.9
6308 Snow Removal	45,024	45,500	25,800	42,500	45,500	19,700	76.4	-
6311 Security	27,603	31,000	24,200	16,000	31,000	6,800	28.1	-
6312 Refuse Collection	16,568	18,900	11,800	21,100	18,900	7,100	60.2	-
6399 Contract Services	324,426	369,600	369,600	445,000	510,000	140,400	38.0	38.0
<b>* External Services</b>	<b>997,606</b>	<b>1,054,700</b>	<b>866,900</b>	<b>1,104,200</b>	<b>1,220,200</b>	<b>353,300</b>	<b>40.8</b>	<b>15.7</b>
6401 Uniforms & Clothing	1,193	1,200	1,200	1,800	1,200	-	-	-
6402 Med & First Aid Supp	68	-	-	-	-	-	-	-
6406 Bridge Tolls	1,753	2,400	2,400	1,600	2,400	-	-	-
6407 Clean/Sani Supplies	26	-	-	113,000	150,000	150,000	-	-
6499 Other Supplies	96,158	124,800	76,200	128,600	124,800	48,600	63.8	-
<b>* Supplies</b>	<b>99,196</b>	<b>128,400</b>	<b>79,800</b>	<b>245,000</b>	<b>278,400</b>	<b>198,600</b>	<b>248.9</b>	<b>116.8</b>
6507 Propane	339	-	-	-	-	-	-	-
6511 Salt	598	-	-	-	-	-	-	-
<b>* Materials</b>	<b>937</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	433	-	-	-	-	-	-	-
6603 Grnds & Landscaping	3,452	4,000	4,000	3,100	30,000	26,000	650.0	650.0
6605 Municipal Taxes	207,181	223,800	223,800	258,500	268,000	44,200	19.7	19.7
6607 Electricity	490,496	520,500	468,500	417,900	512,400	43,900	9.4	(1.6)
6608 Water	39,218	46,800	35,100	24,600	43,200	8,100	23.1	(7.7)
6609 Elevator & Escalator	38,180	21,500	21,500	16,000	22,000	500	2.3	2.3
6612 Safety Systems	2,170	1,600	1,600	-	1,600	-	-	-
6616 Natural Gas-Buildings	127,229	142,800	142,800	124,200	142,800	-	-	-
6617 Pest Management	1,559	-	-	-	-	-	-	-
6699 Other Building Cost	621,649	385,800	347,200	1,326,050	289,200	(58,000)	(16.7)	(25.0)
<b>* Building Costs</b>	<b>1,531,567</b>	<b>1,346,800</b>	<b>1,244,500</b>	<b>2,170,350</b>	<b>1,309,200</b>	<b>64,700</b>	<b>5.2</b>	<b>(2.8)</b>
6701 Equipment Purchase	190,473	485,000	339,500	836,800	385,000	45,500	13.4	(20.6)
6702 Small Tools	137	-	-	-	-	-	-	-
6704 Equipment Rental	165	-	-	-	-	-	-	-
6705 Equip - R&M	-	3,000	3,000	-	-	(3,000)	(100.0)	(100.0)
6706 Computer R&M	20,638	50,000	18,000	4,000	15,000	(3,000)	(16.7)	(70.0)
6707 Plumbing & Heating	14	-	-	-	-	-	-	-
6708 Mechanical Equipment	23,869	11,500	11,500	21,200	11,500	-	-	-
<b>* Equipment &amp; Communications</b>	<b>235,295</b>	<b>549,500</b>	<b>372,000</b>	<b>862,000</b>	<b>411,500</b>	<b>39,500</b>	<b>10.6</b>	<b>(25.1)</b>
6803 Vehicle Fuel - Diesel	1,449	-	-	-	-	-	-	-
6804 Vehicle Fuel - Gas	4	-	-	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>1,453</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	11,791	18,000	18,000	13,200	18,000	-	-	-
6903 Travel - Local	42,477	60,000	15,000	13,700	60,000	45,000	300.0	-
6904 Travel - Out of Town	84,374	80,000	8,000	1,500	40,000	32,000	400.0	(50.0)
6905 Training & Education	150,482	121,500	81,500	83,000	126,500	45,000	55.2	4.1
6911 Facilities Rental	1,149,264	1,182,300	1,182,300	1,162,972	1,188,200	5,900	0.5	0.5
6912 Advertising/Promotio	63,593	45,600	45,600	45,800	45,600	-	-	-
6917 Books and Periodicals	2,619,636	2,196,500	2,444,700	2,509,700	2,296,500	(148,200)	(6.1)	4.6
6918 Meals	866	-	-	-	-	-	-	-
6928 Committee Expenses	6,876	13,000	8,100	8,100	13,000	4,900	60.5	-
6938 Rewarding Excellence	6,806	18,500	15,000	26,000	18,500	3,500	23.3	-
6946 Branch Programming	80,696	54,700	27,400	22,516	37,000	9,600	35.0	(32.4)
6947 Literacy/Heritage Pr	75,221	9,500	9,500	9,500	4,500	(5,000)	(52.6)	(52.6)
6949 Readers Serv Program	149	-	-	-	-	-	-	-
6950 Region.Serv.Program	174,917	123,300	275,800	275,200	194,000	(81,800)	(29.7)	57.3
6952 Team Serv. Program.	38	-	-	-	-	-	-	-
6999 Other Goods/Services	8,595	5,000	5,000	6,100	7,000	2,000	40.0	40.0
<b>* Other Goods &amp; Services</b>	<b>4,475,780</b>	<b>3,927,900</b>	<b>4,135,900</b>	<b>4,177,288</b>	<b>4,048,800</b>	<b>(87,100)</b>	<b>(2.1)</b>	<b>3.1</b>
7008 ltnTrsf IT & Commun	70	-	-	-	-	-	-	-
7009 Internal Trfr Other	14,603	6,600	3,300	(82,500)	6,600	3,300	100.0	-
7010 IntTrfr Insur Funds	(1,302)	-	-	-	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
7012 Int Trf Print/Reprod	15,117	24,000	24,000	26,600	24,000	-	-	-
* Interdepartmental	28,489	30,600	27,300	(55,900)	30,600	3,300	12.1	-
8022 Transf to/fr Trust	(1,343)	(1,200)	(1,200)	(1,000)	(1,200)	-	-	-
8045 Amortization Expense	347,714	-	-	-	-	-	-	-
* Other Fiscal	346,371	(1,200)	(1,200)	(1,000)	(1,200)	-	-	-
** Total	27,480,000	28,552,400	27,663,200	27,366,800	29,280,900	1,617,700	5.8	2.6

### Summary Details - Halifax Public Libraries

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
4703 Cond. Grant NS(Other)	(4,983,167)	(4,916,000)	(5,274,300)	(5,274,300)	(5,274,300)	-	-	7.3
* Transfers from other Gov'ts	(4,983,167)	(4,916,000)	(5,274,300)	(5,274,300)	(5,274,300)	-	-	7.3
4902 Fines Fees	(218,149)	(265,200)	(132,600)	(6,900)	(10,000)	122,600	(92.5)	(96.2)
5101 Parking Rentals	(235,630)	(274,800)	(103,100)	(45,300)	(103,100)	-	-	(62.5)
5102 Facilities Rentals	(95,114)	(141,600)	(53,100)	-	(40,000)	13,100	(24.7)	(71.8)
5151 Lease Revenue	(85,914)	(99,600)	(27,200)	-	-	27,200	(100.0)	(100.0)
5204 Administration Fees	(10,910)	(9,600)	(4,800)	-	(1,000)	3,800	(79.2)	(89.6)
5227 Photocopier Revenue	(121,766)	(122,400)	(61,200)	(26,500)	(76,800)	(15,600)	25.5	(37.3)
* Fee Revenues	(767,483)	(913,200)	(382,000)	(78,700)	(230,900)	151,100	(39.6)	(74.7)
5508 Recov External Parti	(18,823)	-	-	-	-	-	-	-
5520 Donations	(122,359)	(15,600)	(11,700)	(20,900)	(15,600)	(3,900)	33.3	-
5600 Miscellaneous Revenue	(359,593)	(237,600)	(320,700)	(318,400)	(280,100)	40,600	(12.7)	17.9
* Other Revenue	(500,775)	(253,200)	(332,400)	(339,300)	(295,700)	36,700	(11.0)	16.8
** Total	(6,251,425)	(6,082,400)	(5,988,700)	(5,692,300)	(5,800,900)	187,800	(3.1)	(4.6)
Net Total	21,228,575	22,470,000	21,674,500	21,674,500	23,480,000	1,805,500	8.3	4.5

# HALIFAX

## **CORPORATE & CUSTOMER SERVICES**

2021/22 BUDGET AND BUSINESS PLAN

**MISSION** CUSTOMER SERVICE IS AT THE HEART OF EVERYTHING WE DO

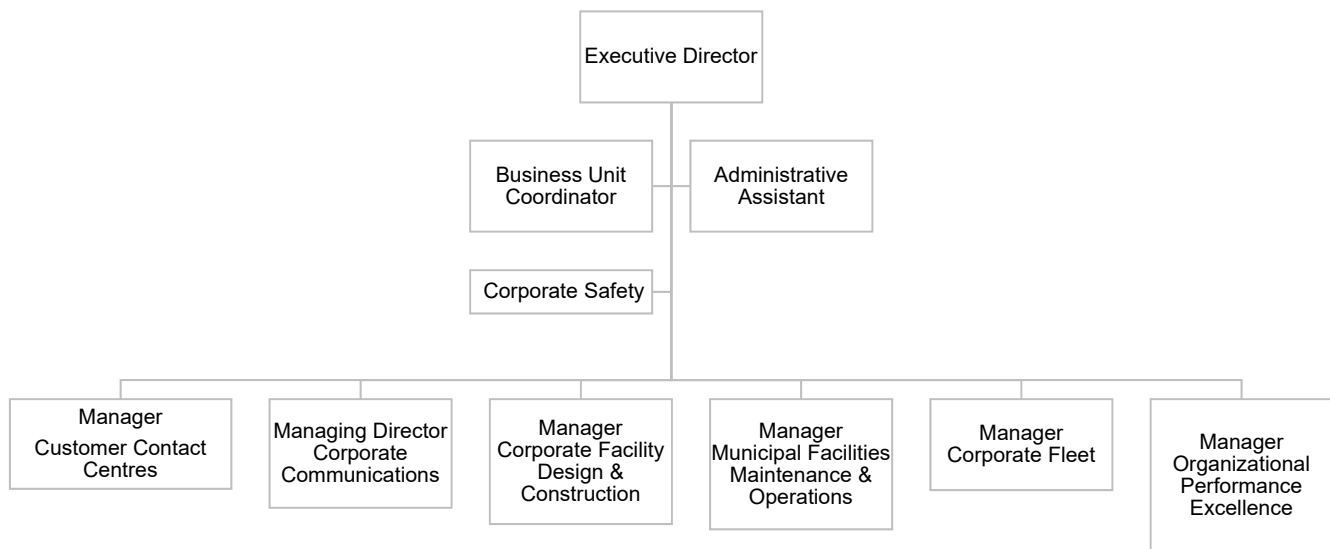
## CORPORATE & CUSTOMER SERVICES OVERVIEW

Corporate & Customer Services (C&CS) supports the Regional Council and Administrative priorities through a commitment to advance the priority outcomes.

The Corporate & Customer Services (C&CS) business unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, HRM Business Units and employees. The cornerstone of how we do business is founded on two key areas: Customer Service (our customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service we provide). With a focus on exemplifying HRM corporate values, efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality.

C&CS oversees the following Divisions: Customer Contact Centres, Corporate Facility Design & Construction, Municipal Facilities Maintenance & Operations, Corporate Fleet, Corporate Safety, Corporate Communications, and Organizational Performance Excellence.

## CORPORATE & CUSTOMER SERVICES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	229.0	1.0	230.0 *
Seasonal, Casual & Term	0.8	(0.8)	-
<b>Total</b>	<b>229.8</b>	<b>0.2</b>	<b>230.0</b>

*Includes full & part-time permanent positions. Calculated value based on the normal working hours of each position.*

The Full-Time change includes 0.2 net position transferred from other business units. Three Corporate Safety positions were transferred from HR and 1.8 Regulatory Modernization positions (which included a 0.8 FTE Term) were transferred to the CAO.

C&CS had internal position movement which resulted in a decrease of one FTE. With the closure of two Customer Service Centres, five Customer Services representative positions were eliminated, and four proposed positions from the pre-Covid 20/21 Budget were funded. Three new positions in Corporate Communications, and one position in Corporate Fleet.

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### Deep Energy Retrofits of Municipal Buildings

The municipality will develop an energy roadmap for corporate buildings to plan retrofits over nine years that align with recapitalization requirements. Retrofits must achieve a 50% reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### Community Engagement Strategy

The municipality is developing a revised Community Engagement Strategy including corporate guidelines for all public engagements. The strategy will aim to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement.

#### Performance Excellence Program

Organizational Performance Excellence (OPE) will continue to champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement. The program will help Business Units consider more efficient, sustainable, and innovative approaches to the delivery of municipal programs and services that are aligned with our customer's expectations.

The PE program will include:

- Identifying, leading, and supporting corporate level improvement initiatives & mentoring on continuous improvement
- Developing and implementing a training program
- Working with Business Units to develop change management plans to support the shift toward a performance excellence culture.

#### Corporate Safety Strategy

To ensure safety in the workplace Corporate Safety will build on the work of the current Corporate Safety Strategy, which reinforces the 'Safety First' culture guided by the adoption of the S.A.F.E.R leadership model. Corporate Safety will continue to focus on the development, education and promotion of safe work practices for the prevention of incidents and reducing Workers Compensation costs. In addition, with the current pandemic, Corporate Safety is committed to continuing to play a key role in responding to COVID-19 by providing expert guidance to Business

Units on the development and maintenance of effective workplace safety plans, safe work practices, and workplace assessments.

### **Corporate Fuel Management Recapitalization & Remediation Program**

The Corporate Fuel Management Recapitalization & Remediation Program will ensure HRM meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. This work is a collaboration of C&CS Divisions and other Business Units including: Corporate Fleet, Municipal Facilities Maintenance & Operations, Corporate Facility Construction & Design, Risk & Insurance, and Planning & Development. The program encompasses:

- Asset renewal and capital planning program of fuel management equipment and systems;
- Establish tracking of consumption rates per vehicle;
- Reduce fuel inventory shrinkage;
- Asset management and preventative maintenance scheduling of fuel assets (including inspections); and
- Integration of fuel management, fleet management, automatic vehicle location (AVL), and financial systems.

Corporate & Customer Services recognizes its role in environmental stewardship, with committed deliverables to this important initiative.

### **Improve Client-Centric Service Delivery**

Corporate Communications will improve service delivery to business units through the adoption of a more client-centric service model, development of enhanced processes and protocols, increased focus on strategic social media initiatives, support with development and oversight of a new intranet, and more formalized research, evaluation of metrics and reporting.

### **Improve Employee Engagement**

HRM recognizes the importance of developing an engaged and collaborate workforce. C&CS will continue to support this initiative in a few ways. Corporate Communications in partnership with ICT on the Enterprise Content Management Strategy, which will drive the development of a new Intranet to improve organization-wide sharing of manager and employee information tools. The new Intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information. In addition, C&CS divisions will continue with Employee Engagement committee work on action plans that continue to support recommendations from the 2018 Employee Engagement Survey, with the goal of improving employee engagement and enhancing workplace culture.

### **Diversity & Inclusion Framework Implementation Plan**

HRM business units continue with initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. C&CS will continue to carry out its Diversity & Inclusion Implementation Plan, in alignment with the HRM Diversity & Inclusion Framework. C&CS service areas will continue to focus on deliverables related to the strategic objectives: establishing meaningful partnerships, providing accessible information and communication, accessible and inclusive built environments and providing a safe, respectful and inclusive work environment.

## Fire Emergency Fleet Operational Review and Optimization

A collaborative review of Fire emergency heavy fleet will be conducted with representatives from Corporate & Customer Services, Halifax Regional Fire & Emergency, and Enterprise Asset Management. The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, provide better data for future asset management planning and budget considerations. The review will include heavy fleet deployment, preventative maintenance strategies and lifecycle replacement, and consider carbon emission reduction opportunities. The recommendations stemming from this work will be provided to other Business Units with Corporate Fleet inventories.

## CORPORATE & CUSTOMER SERVICES BUDGET

### OPERATING – BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Director's Office Corp Cust Service	542,296	566,200	540,200	836,600	794,500	254,300	47.1	40.3
Corporate Communications	2,809,015	3,425,600	3,007,500	3,031,900	3,552,100	544,600	18.1	3.7
Customer Contact Centres	2,911,915	3,130,700	2,301,800	2,532,600	2,743,200	441,400	19.2	(12.4)
Corporate Fleet	12,121,066	11,726,300	11,068,300	11,490,500	12,641,300	1,573,000	14.2	7.8
Facility Design & Construction	1,146,768	1,355,900	1,233,200	1,229,500	1,281,300	48,100	3.9	(5.5)
Municipal Facilities Mtce & Operations	20,364,386	21,449,200	18,305,600	17,431,200	19,817,400	1,511,800	8.3	(7.6)
Organizational Performance Excellence	562,883	678,100	540,200	451,500	686,900	146,700	27.2	1.3
North American Indigenous Game	70							-
<b>Net Total</b>	<b>\$40,458,399</b>	<b>\$42,332,000</b>	<b>\$36,996,800</b>	<b>\$37,003,800</b>	<b>\$41,516,700</b>	<b>\$ 4,519,900</b>	<b>12.2</b>	<b>(1.9)</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

### OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 36,996,800</b>
Compensation Changes:	
Add back Covid-19 reductions - Vacant positions, overtime and new positions	1,848,600
Salary & union adjustments and new position transfers (net 0.2 FTE's)	586,100
Revenue Adjustments:	
New client (Public Sector entity) in Print Shop (\$1.177M), plus misc. increases	(1,182,500)
Other Budget Adjustments:	
New client (Public Sector entity) in Print Shop expenditures	1,125,900
Add back Covid-19 reductions - Facility maintenance and Contracts	988,000
Increased Vehicle expenses - vehicle maintenance and fuel rate increase	782,200
Add back Covid-19 reductions - conferences, training and office supplies	40,400
Misc. increases	18,000
Transfers:	
Transfer of AVL Budget from various Business Units to Fleet	179,200
Transfer of maintenance budget of North Preston Community Centre to MFMO	125,000
Transfer of Snowclearing budget for Bell/Sackville lot	9,000
<b>Total Changes</b>	<b>\$ 4,519,900</b>
<b>2021/22 Budget</b>	<b>\$ 41,516,700</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$17,480,697	\$19,089,100	\$17,240,500	\$17,756,300	\$19,644,300	\$ 2,403,800	13.9	2.9
Office	1,139,605	1,269,600	1,168,400	1,129,200	2,202,700	1,034,300	88.5	73.5
External Services	5,129,252	5,125,700	4,858,400	4,705,400	5,752,800	894,400	18.4	12.2
Supplies	305,668	271,500	223,300	209,800	275,100	51,800	23.2	1.3
Materials	349,616	548,000	451,000	299,700	476,700	25,700	5.7	(13.0)
Building Costs	8,274,388	8,329,800	6,113,400	5,630,200	6,219,600	106,200	1.7	(25.3)
Equipment & Communications	1,976,051	1,468,400	1,369,700	1,446,300	1,560,600	190,900	13.9	6.3
Vehicle Expense	6,436,766	5,620,500	5,114,000	5,522,100	6,090,200	976,200	19.1	8.4
Other Goods & Services	620,902	794,300	643,000	517,000	669,900	26,900	4.2	(15.7)
Interdepartmental	(236,705)	(114,900)	(114,900)	(163,700)	(92,700)	22,200	(19.3)	(19.3)
Other Fiscal	2,127	-	-	2,700	(30,000)	(30,000)	-	-
<b>Total Expenditures</b>	<b>41,478,366</b>	<b>42,402,000</b>	<b>37,066,800</b>	<b>37,055,000</b>	<b>42,769,200</b>	<b>5,702,400</b>	<b>15.4</b>	<b>0.9</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fee Revenues	(607,617)	-	-	-	-	-	-	-
Other Revenue	(412,350)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
<b>Total Revenues</b>	<b>(1,019,967)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(51,200)</b>	<b>(1,252,500)</b>	<b>(1,182,500)</b>	<b>1,689.3</b>	<b>1,689.3</b>
<b>Net Total</b>	<b>\$40,458,399</b>	<b>\$42,332,000</b>	<b>\$36,996,800</b>	<b>\$37,003,800</b>	<b>\$41,516,700</b>	<b>\$ 4,519,900</b>	<b>12.2</b>	<b>(1.9)</b>

## CORPORATE &amp; CUSTOMER SERVICES SERVICE AREA PLANS (2021/22)

## CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality municipal services by phone, in-person, or on-line.

Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services. 311 directly connects residents to important municipal services and information. This critical service is available in more than 150 languages, which is especially important during times of crisis. HRM also operates three walk-in Customer Service Centres throughout the municipality.

## SERVICE DELIVERED

## Corporate Contact Centre

The 311 Contact Centre serves as the initial intake point for customer service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for requests that require business unit level expertise (Tier 2). Customer Contact Centres assist customers who dial 311 by leveraging information mailboxes, upfront messaging and Customer Service Specialists who deliver professional, friendly, helpful, and high-quality service and support. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

## 311 After-Hours Dispatch

The culture of service continues after regular business hours. Customers receive support and assistance with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles. The after-hours service is provided by an outsourced partner who handles urgent calls after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

### Customer Service Centres

The Customer Service Centres offer professional, in-person service delivery to customers throughout the Halifax region. Comprised of two full-service locations and one satellite office, the team provides support and assistance for financial transactions such as property tax, permits, licenses, and information related to programs and services offered by HRM.

The Customer Contact Centre team's commitment to customers is directly aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Embedded in the work group's culture is a strong desire to deliver a positive customer experience, which ultimately results in higher customer satisfaction. The integration of an email option to the telephony system which went live on November 25, 2020 will provide further enhancement of service response to customers.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Contact Centre Quality	84%	83%	80%	80%
Call Volume	394K	411K	396K*	400K
Abandon Rate	5.4%	6.3%	6%	7%
# of Counter Service Transactions	89K	104K	49K	60K
Customer Service Centre Revenue Processed	\$159M	\$196M	\$105M	\$110M

\*2020/21 projection can be impacted based on weather. The projection is based on current trending.

## PERFORMANCE ANALYSIS

The 2019/20 year-end quality and accuracy results positively reflect efforts to continue to provide service excellence on the overall level of service provided to customers, with an 83% quality & accuracy score, exceeding the 80% target.

Elements call routing technology and the recent integration of the email telephony option continue to provide benefits to the organization through the effective routing and tracking of internal and external customer calls. Up-front messaging and information mailboxes deflected approximately 31% of the 411,000 customer contacts during

2019/20 fiscal. For the period up to November 30, 2020, customers dialed the 311 Contact Centre 243,000 times for services related to weather events, transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement, and COVID related updates. Approximately 23% of those contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2020/2021 fiscal, we are projecting a 4% decrease in the number of calls to 311 over the previous fiscal. The decrease in calls can be attributed to the high call volume experienced in September 2019 due to weather event calls and Hurricane Dorian.

The mandate of our Customer Service Centres is to provide support and assistance to HRM customers regarding municipal services. In the previous fiscal year, Customer Service Representatives processed over 104,000 financial transactions and collected \$196 million in revenue. Both transactions and revenue numbers increased slightly over the previous fiscal. For the period up to November 30, 2020, Customer Service Centre transaction volumes are showing a decrease over the previous fiscal. The decrease in revenue and transactions can be attributed to the closure of in-person services at the Centres from March to August 2020 due to COVID restrictions. In addition, in August 2020, two of the Customer Service Centres (Duke Street and Acadia Centre) permanently closed. Services are now supported by the three remaining Customer Service Centres at Bayers Road, Alderney and Musquodoboit. The closures were in alignment with the Corporate Customer Service Strategy, Corporate Accommodations, Planning & Development front counter intake of permits and promotes the on-line customer service channel. The proposed changes align with changing behaviors, respecting Council's investment in technology & digital strategy.

#### CUSTOMER CONTACT CENTRES KEY DELIVERABLES (2021/22)

Service Excellence – Exceptional Customer Service
<p><b>Customer Contact Centres and Canada VRS - Video Relay Service</b> (Target: Q4 2021/22)</p> <p>To provide continuous improvements and accessibility to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to partner with Canada VRS. Canada VRS is for Deaf, Hard of Hearing or speech-impaired Canadians who wish to make telephone calls using Internet and cell-phone based technologies. Callers and Customer Contact Centres connect with a sign language interpreter who provides real time interpretation to the customer.</p>
<p><b>311 Telephony Chat - Phase 2 Integration</b> (Target: Q4 2021/22)</p> <p>To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to implement chat service for all customers after a review of the "Pilot" roll out to Society of Deaf and Hard of Hearing Nova Scotians (SDHHNS)</p>

## Our People – Diverse, Inclusive & Equitable Environment

### Meaningful Partnerships (Target: Q4 2021/22)

Customer Contact Centres will continue to develop partnerships with Universities, Colleges, and Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion goals and objectives.

## CORPORATE COMMUNICATIONS

The Corporate Communications division supports the priorities of Regional Council and the administration through the delivery of strategic, integrated communications for the organization and its business units. The division is responsible for administering all aspects of the municipality's communications activities with our internal and external audiences.

The primary focus for Corporate Communications is to promote and protect the HALIFAX brand by nurturing a positive image and reputation for the municipality through all communications channels; thereby garnering an understanding of, and support for, ongoing municipal initiatives.

The Corporate Communications division consists of four sections: Public Affairs; Marketing; Internal Communications; and Print Services. The division's services include: communications planning, marketing, brand management, creative design, social media management, media relations and issues management, internal communications, as well as printing and mail distribution.

### SERVICES DELIVERED

#### Communications Planning

Development and execution of annual, as well as initiative-specific, integrated communication plans that are aligned with business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications efforts throughout the year.

#### Marketing

Promotes the municipality's services, programs and initiatives to external audiences to improve awareness, understanding and engagement on municipal matters. Encourages public participation to build strong relationships with residents while helping to build the municipality's reputation and image with all external audiences. The Marketing section is responsible for brand management, providing oversight, strategic direction, and tactical implementation of the HALIFAX brand by working with municipal business units and external agencies to align projects and initiatives with the corporate visual identity and brand voice. This includes ensuring that creative design of communications material produced by the municipality (e.g. advertising, design, copy and digital assets) is brand compliant and aligns with the corporate style guide. Marketing also leads social media management for the organization, administering four primary accounts and providing oversight of the multi-departmental social media team of approximately 50 staff that Marketing has trained and authorized to administer 18 designated municipal accounts.

## Public Affairs

Delivers strategic communications advice, organizational leadership for issues management/ crisis communications, and media relations expertise to help inform stakeholders and manage the municipality's reputation with all external audiences. Apart from Halifax Regional Police, Halifax Water and Halifax Public Libraries, all media inquiries for the municipality's administration are facilitated by Public Affairs which works with relevant business units to develop approved responses that are delivered by Public Affairs Advisors and, where appropriate, subject matter experts from business units. The four Public Affairs Advisors are the only members of the corporate communications team who liaise with media, with the exception of the Manager, Public Affairs and the Managing Director, Corporate Communications, when appropriate.

## Internal Communications

Establishes the delivery and overall tone for communication across the organization and facilitates effective engagement between business units, managers and employees to share information on the municipality's strategic plans in alignment with the organization's mission, values and priorities. Internal Communications helps the municipality's more than 5,000 employees (including full-time, contracted, and seasonal workers) understand and deliver on the priorities of Regional Council and the administration.

## Print Services

Responsible for the end-to-end provision of print and distribution services for all municipal business units. Print production includes the delivery of printing, copying, bindery and distribution services for the organization and Regional Council. This section also coordinates external and internal mail services for staff and Regional Council.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Followers on @hfxgov Twitter	53,760	58,722	64,000	66,000
Followers on @hfxmoments Instagram	3,100	10,053	15,000	19,000
Followers via @hfxgov Facebook	10,919	16,783	21,500	23,000
Users on halifax.ca	1,674,681	2,055,734	1,700,000	1,800,000
Percentage of website traffic driven by social media	11%	12%	15.5%	16%
Registered users of Shape Your City Halifax	7,831	8,760	11,000	13,000
Actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	7,849	25,733	7,000	10,000
Posts via Employee Engagement Hub	194	194	125	60
Posts via new Employee Intranet (launching late summer 2021)	N/A	N/A	N/A	100

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Employee Bulletins (all staff emails)	50	48	45	50
Public Service Announcements, Media Releases and Statements *	631	613	623	603
Media inquiries	1,542	1,750	1,550	1,600
Units printed**	5,000,000	4,200,000	3,000,000	6,000,000
Mail items processed (outgoing and incoming mail)	250,000 in 750,000 out	250,000 in 700,000 out	250,000 in 725,000 out	250,000 in 1.9 M out

\* All PSAs, media releases and statements are issued by Public Affairs in both English and French.

\*\* Significant increase in units planned to be printed in 2021/22 is primarily due to onboarding service provision for a public sector entity.

#### PERFORMANCE ANALYSIS

Since the development and execution by Corporate Communications of a Social Media Strategy in 2017 and the establishment of a Social Media Policy in 2018, progress has been made to better align and leverage high-performing social media accounts. There has been steady year-over-year growth in the number of followers – and ultimately our ability to reach and engage with residents and stakeholders through each of our primary social media accounts, including @hfxgov for Twitter and Facebook and our @hfxmoments Instagram account. Strategic social media efforts have also contributed to driving more traffic to the municipal website (halifax.ca), our centralized online source for information. Recognizing that social media does not reach all residents, particularly those in rural areas whose access to and use of online platforms is relatively lower, traditional print communications channels such as daily and community newspapers continue to be an important part of our strategic communications efforts.

Corporate Communications supports several business units with their public engagement efforts by leveraging the municipality's online engagement portal – Shape Your City Halifax (SYC). In 2017 there were approximately 6,000 registered users. In the past three years registration has grown by more than 77% with 11,000 registered users projected by March 2021. In 2019/20 there was a substantial spike in the number of actively engaged users on SYC. This appears to be driven primarily by a few projects that garnered significant interest (including Rapid Transit and Roadside Memorials).

Posts via the Employee Engagement Hub declined in 2020/21 primarily due to impacts of COVID-19, with a reduction in typical content (e.g. training opportunities, event promotion, internship programming) due to associated initiatives being discontinued or significantly streamlined. The Employee Engagement Hub will be decommissioned in 2021 as part of transition to new employee intranet using a SharePoint platform. It's estimated that new intranet will launch late summer 2021, with content still being shared on the Hub until the transition is complete. Moving forward, the goal is to share even more compelling and relevant content, at a greater frequency, with employees via the new intranet.

Steps continue to be taken to improve efficiencies and effectiveness, including media relations efforts. While the average number of PSAs, media releases and issued statements has remained stable, it is expected that these

numbers may reduce moving forward. Corporate Communications is investigating opportunities for a more streamlined process that better leverages existing digital communications channels (e.g. website, social media), all while safeguarding the commitment to timely and accurate dissemination of information. Also, volume will be reduced through the 'bundling' of some high-frequency PSAs (e.g. street and sidewalk closures, traffic delays due to construction, etc.) rather than issuing them separately.

Print Services reduced the total number of units printed in 2019/20 through efficiencies with formatting – specifically using a larger size sheet for many print jobs, thereby printing more impressions per sheet. The decrease in units printed in 2020/21 is primarily due to the impacts of COVID-19 as more staff were using electronic documents versus hard copies, and in-person training was paused (halting demand for associated training documents). Since March 2020, packages for Regional Council and Council Committees have not been printed. These typically represent approximately 600,000 units per year. Moving forward, these packages will be distributed as electronic documents only. For 2021/22, the total number of units printed is planned to increase to 6,000,000 primarily due to onboarding service provision for a public sector entity (approx. 2,200,000 units for billing) and other increases (approx. 1,000,000 units) related to reintroducing in-person training, and demand for printed materials as more staff return to on-site work. The planned onboarding of a public sector entity is also expected to increase outgoing mail items processed from 750,000 units in 2020/21 to 1,900,000 units in 2021/22.

## CLIENT-CENTRIC SERVICE MODEL

Corporate Communications' new client-centric service model, as approved by the Chief Administrative Officer in late 2019, balances fiscal responsibility with requirements to support an increasing demand for communications deliverables by all business units. The need for increased capacity is being addressed with the introduction of three new full-time equivalent (FTE) positions and the conversion of two existing FTEs. This includes the creation of new positions for client services and a digital communication strategy (social media), as well as the restructuring of existing roles to support strategic delivery of creative/ graphic design and internal communications content. The restructuring reflects an ongoing commitment to adapt to changing needs and ensure resources align with the needs of our clients (business units) to fulfill Regional Council priorities.

Due to the impacts of the COVID-19 pandemic on municipal services and the 2020/21 budget, efforts to stand-up the new service model were delayed. Implementation, which extends over the 2021/22 fiscal period, will involve onboarding new hires and executing a change management plan as well as completing an education and adoption roll-out to all business unit clients regarding the new service model and associated service catalogue, processes and protocols.

## PUBLIC ENGAGEMENT

Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs, and planning is essential for better decision making and community building. Effective public engagement with the municipality is also an increasing public expectation with a focus on more inclusive and accessible engagement practices that reflect a clear and transparent rationale for what type of engagement is being done for each specific process or activity. The municipality's corporate social media program (policy, strategy, content/engagement team with representatives across the organization) is a critical component of delivering effective public engagement. In addition, work is underway to review and revise the municipality's Community Engagement Strategy (last updated in 2008). Both elements are working to improve meaningful interactions between the municipality and the public. The impact of these approaches is reflected in the service delivery measures, with a focus on increasing the level of awareness for municipal messages (followers, reach, etc.) and influence on audience perceptions/ behaviour (engagement rate, likes, number of engaged users, etc.)

resulting from more compelling and relevant content across all digital channels. Efforts are underway to procure a social media management tool in 2021/22 to help better deliver this content and assess its effectiveness.

## EMPLOYEE ENGAGEMENT

The 2018/19 employee engagement survey provides the municipality with a benchmark with which it can make evidence-based decisions and create plans for improvement, such as ways to increase employee participation in dialogue with leaders and sharing knowledge across the organization. In 2021/22, Corporation Communications will continue to support ICT with its plans to launch a new employee intranet, powered by a SharePoint based content management platform. Corporate Communications will leverage the new intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information.

## CORPORATE COMMUNICATIONS KEY DELIVERABLES (2021/22)

Responsible Administration – Community Focused
<p><b>Develop Project Charter for Community Engagement Strategy</b> (Target: Q1 2021/22)</p> <p>Corporate Communications will lead the development of a project charter for revising the Community Engagement Strategy, in collaboration with other business units including Planning and Development and the Office of Diversity &amp; Inclusion/ANSAIO. The charter will identify specific roles, responsibilities, governance structure, deliverables and associated timelines for completion of the initiative in 2023/24. This work will include the creation of working group(s) to facilitate completion of deliverables.</p>
<p><b>Develop Corporate Guidelines for Public Engagement</b> (Target: Q3 2021/22)</p> <p>Corporate Communications will lead a working group in the development of corporate guidelines for public engagement.</p>
Our People – Engaged & Skilled People
<p><b>Support Launch of New Intranet</b> (Target: Q3 2021/22)</p> <p>Support ICT in its efforts to launch a new employee intranet, powered by a SharePoint based content management platform. Corporate Communications will leverage the new intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information.</p>
Service Excellence – Exceptional Customer Service
<p><b>Implement New Client-Centric Service Model</b> (Target: Q4 2021/22)</p> <p>Per approval by the CAO in 2020, a new client-centric service model for Corporate Communications has been developed – including the creation of new positions for client services and a digital communications strategy, as well as the restructuring of existing roles to support strategic delivery of creative/ graphic design and internal communications content. Implementation will involve onboarding new hires and executing change management plan as well as completing an education and adoption roll-out to all business unit clients regarding the new service model and associated service catalogue, processes and protocols.</p>

**Develop Service Level Agreements (Target: Q4 2021/22)**

To help improve client-centric service delivery, Corporate Communications will develop Service Level Agreements (SLAs) with three (3) business units. SLAs will be developed for all business units by 2022/23. Designed to ensure effective service delivery as well as optimum resource allocation and utilization, SLAs will clarify respective roles and responsibilities as well as establish agreed upon processes and protocols related to ongoing communications efforts.

**Improve Social Media Management (Target: Q4 2021/22)**

Following implementation of new service model, with a full complement of staff in place, steps will be taken to enhance the municipality's strategic social media efforts to engage with residents and stakeholders. Tied to development of a Digital Communications Strategy, this will include procuring a social media management tool in Q1 21/22 to improve the team's capacity to oversee, coordinate and analyze the effectiveness of ongoing social media efforts.

**Digital Communications Strategy (Target: Q3 2021/22)**

A corporate Digital Communications Strategy will be developed, to support the delivery of strategic, integrated communications strategies for business units. This will provide an overarching approach - with associated protocols and processes - for managing and leveraging municipal digital platforms (e.g. social media accounts, digital screens, halifax.ca and new intranet). The Digital Communications Strategy will also serve as the framework for the activation of all initiatives by members of the municipal Social Media Team, with the oversight and approval of the Digital Strategist in Corporate Communications.

## CORPORATE FACILITY DESIGN AND CONSTRUCTION

Corporate Facility Design and Construction (CFDC) is committed to supporting business units by providing professional and technical services including the project management, design, construction, demolition, inspection, condition assessments, and records management for recreation facilities, depots, transit terminals and garages, administrative buildings, fire stations, and police facilities.

### SERVICES DELIVERED

**Growth (Capital Delivery) – Buildings and Facilities**

This service is responsible for planning, designing, implementing, and delivering (project management) construction and enhancement projects for municipally owned facilities and buildings.

**Asset Renewal (State of Good Repair) – Buildings and Facilities**

This service is responsible for delivering capital improvements and repair/replacement work for municipally owned facilities and buildings.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Growth Delivered	\$11,420,000	\$6,100,000	\$6,500,000	\$13,600,000
Asset Renewal delivered	\$16,187,000	\$22,950,000	\$24,000,000	\$28,000,000
% of Capital Budget is committed within the fiscal year (Target: 80%)	84%	88%	75%	80%
Building Condition Assessments Completed	*Updated: 0 **New: 5	Updated: 0 New: 2	Updated: 140 New: 6	Updated: 100 New: 0

\*Updated = Facilities which were assessed in prior years, being reassessed and updated

\*\*New = Facilities being assessed for the first time

## PERFORMANCE ANALYSIS

Several major projects are underway including the Mackintosh Depot, Halifax Forum Redevelopment, Ragged Lake Transit Centre Expansion, New Halifax Regional Fire & Emergency Head Quarters, Halifax Commons Pool, Sheet Harbour Recreation Centre, along with numerous State of Good Repair (SOGR) projects. St. Andrew's Community Centre was completed this year and opened in October 2020 and Fire Station #62 is nearing completion. CFDC is projecting the carry forward funds (unspent funds from previously approved budget years) will be relatively unchanged from the beginning of the year. This is generally the result of Covid-19.

Growth Projects (Capital Delivery) - Major construction activities and improvement projects in 2020/2021 include:

- Mackintosh Depot, detailed design phase, anticipated opening for November 2022:
  - This \$21 million revitalization project will include the demolition of existing infrastructure and the construction of a new depot that is purpose-built to better align the growing demands of the municipality;
  - Targeting LEED silver and committing to reaching 15% better performance than the energy code;
  - Featuring an 80kW solar electric system and Electrical Vehicle charging stations.
- Fire Station #62 Williamswood is nearing completion:
  - Design-Build RFP for \$5,410,000 project;
  - Meets HalifACT energy standards for new construction.
- Various Accessibility Projects:
  - Accessible ramp upgrades, beach mats, and new universal washroom at Penhorn Lake;
  - Preparations to meet the provincial Access by Design 2030 are underway;
  - Diversity & Inclusion and Accessibility principles incorporated into design such as Needham Washrooms & St Andrews Centre;
  - Progressing on the application of key learnings from the Rick Hansen Certification program to improve accessibility of the communities we service.

Asset Renewal Projects (Capital Delivery) - Major capital improvement and repair/replacement projects in 2020/2021 included:

- Woodside Ferry Terminal Renovation, under construction:
  - Renovations will reduce energy consumption by 75% compared to 2016 through heating system and envelope upgrades;
  - The terminal is moving mechanical equipment from the basement to address the future risk of sea level rise.
- Halifax Forum, currently in planning phase:
  - CFDC is providing support and oversight of development options and will oversee the construction of the facility.
- Wharf Recapitalization Project - Phase I completed in 2020 and Phase II planned to be completed in 21/22:
  - Climate resiliency efforts in preparation for rising sea levels.
- Various Roof Replacements – replacement of roofs for six facilities.

Recent training initiatives around safety are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

CFDC continues to improve project delivery through the development of standardized Project Management Plans and researching alternative contracting methods to better align with industry direction.

#### CORPORATE FACILITY DESIGN AND CONSTRUCTION KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<b>Mackintosh Depot Renewal - Year 4</b> (Target: Q4 2021/22) Year 4 of a multi-year project, components to be completed during fiscal year 21/22 include making the building weather-tight and completing site work.
<b>Wharf Recapitalization Phase II</b> (Target: Q4 2021/22) Phase II will focus on the completion of recapitalization work at the Alderney Landing Wharf.
Our People – Diverse, Inclusive & Equitable Environment
<b>Safe, Respectful &amp; Inclusive Work Environment - Assessment of Washroom Options - Year 2</b> (Target: Q4 2021/22) Based on 2019/20 assessments, work toward providing gender neutral washroom options within C&CS locations.
Communities – Inclusive Communities
<b>Accessibility Infrastructure Audits</b> (Target: Q4 2021/22) Conduct Accessibility Audits on all HRM owned buildings with a target of 30% in 2021/22

### Environment – Net-Zero Emissions

#### Net-Zero New Construction (Target: Q4 2021/22)

In support of HalifACT, the following new builds will be designed and/or constructed to be net-zero ready in 2021/22: Fort Needham Washrooms (construction 2021), RLTC Expansion (design & construction 2021), HRFE HQ/FS#8 (design 2021), Sheet Harbour Recreation Centre (design 2021).

#### Electric Vehicle Charging Infrastructure (Target: Q4 2021/22)

In support of HalifACT, the following new builds will be designed and/or constructed to include EV charging stations in 2021/22: Halifax Forum (design 2022), Woodside Ferry Terminal (construction 2021), HRFE HQ/FS#8 (design 2021), Mackintosh Depot (construction 2021/22).

## CORPORATE FLEET

Corporate Fleet's goal is to provide our customers with **Safe, Reliable and Clean** vehicles. Corporate Fleet supports our front-line customer facing business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for Halifax Regional Police, Halifax Regional Fire & Emergency, Halifax Transit non-revenue service vehicles (excluding buses and ferries) and municipal fleet. Corporate Fleet is the asset manager for over 1,530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes fire trucks, police vehicles and municipal vehicles and equipment. Corporate Fleet explores and remains current with the latest technologies available in the fleet industry and works with all business units that need equipment and vehicles to help identify the right asset. Corporate Fleet assists business units in designing specifications to meet their needs and identifying equipment and vehicles that have multiple purpose usage.

### SERVICES DELIVERED

#### Fleet Asset Acquisition, Maintenance and Disposal

This service is responsible for the procurement of Fleet assets and equipment, maintenance and repair including the disposal of assets when they are no longer suitable for use by HRM. Corporate Fleet ensures specifications are kept up-to-date with technological and market changes including operational changes as advised by clients. Corporate Fleet maintains close communication with customers to determine their current and future needs, and to keep assets useful and productive for their full lifecycle. Multi-year plans are used to mitigate large purchasing years, spreading out replacement to create balanced and predictable capital budgets from year to year.

#### Fleet Planning & Maximization

This service is responsible for fleet lifecycle planning, analysis and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures, the ability to both create and closely monitor KPIs will increase, allowing evidence-based decision making and the ability to anticipate trends

and make projections with a higher level of accuracy. Data will further improve with the ongoing fuel, fleet optimization and AVL projects which will bring more usage data and assist with fleet rationalization.

### Legislative Compliance Monitoring

This service provides risk management by ensuring Corporate Fleet and client awareness of the operation of garages, vehicles and equipment, and maintenance of the fleet assets, within the necessary legislative requirements. Leveraging fleet data management system's functionality allows Corporate Fleet to track vehicle compliance and upcoming deadlines for renewal.

### Vehicle Repair and Maintenance

This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation and fit for specific business unit use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, MVIs, body repairs and small engine repairs. Diverse assets maintained by this team range from fire trucks to passenger cars, farm tractors to chainsaws.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Maintenance Request Hours (Preventative maintenance work)	3,500	18,454	24,290	24,000
Maintenance Request Hours (Demand maintenance work)	18,712	14,376	11,127	11,000
Average Fleet Age (years)	8	7	7	7
Fleet Assets availability rate	92%	90%	90%	90%
Service Request Rate: Percent of Non-PM (Planned or Preventative Maintenance) Work Order Hours	84%	44%	31%	31%
Operating Cost per Vehicle KM	\$0.75	\$0.80	\$0.77	\$0.75
Canadian Association of Municipal Fleet Managers (CAMFM) Door Rate	\$73.22	\$82.29	\$84.81	\$85.06

*\*All measures are Municipal Fleet only except CAMFM Door Rate, which includes All Corporate Fleet*

### PERFORMANCE ANALYSIS

As a result of the Preventative Maintenance (PM) program review implementations and revised processes, Corporate Fleet data capture and reporting provide a more accurate representation of hours spent on vehicle preventative maintenance work (extend asset life) and demand work (break/fix). This change is reflected in the 2020/21 projected and 2021/22 planned measures.

Vehicle maintenance and operating costs of an HRM fleet vehicle are influenced by several factors including: usage, weather, cost of fuel, vehicle/equipment, age and vocation. The 2020/21 and 2021/22 operating cost per kilometer is mainly impacted by significantly lower fuel costs, due to lower fuel rates.

Fleet recapitalization plays a key role in the reduction of downtime, not only for the vehicle, but also for the user. Aged equipment costs more to maintain, requires maintaining a large parts inventory or sourcing, has less usage, and produces higher emission levels.

#### CORPORATE FLEET KEY DELIVERABLES (2021/22)

<b>Responsible Administration – Well Managed</b>
<p><b>Light Fleet Optimization</b> (Target: Q2 2022/23)</p> <p>This initiative will identify utilizations of light duty Municipal and non-emergency Fire vehicles. Corporate Fleet, along with a utilization committee, will establish use guidelines to ensure standardization and optimization through right fit and allocation; and create metrics for tracking vehicle use.</p>
<p><b>Vehicle Compliance</b> (Target: Q4 2021/22)</p> <p>Continuing the momentum of the Vehicle Compliance program implementation and further building the adherence to the program, Corporate Fleet will endeavor to complete the following:</p> <ul style="list-style-type: none"> <li>• Implement online format and Video Presentation of the New Operators Manual, and other vehicle safety modules.</li> <li>• The Compliance Committee has been established; this year the goal is for the committee to work proactively in the analysis of accident reports for the identification of preventative training.</li> <li>• Continue with regular inspections in the form of gate-checks and vehicle inspections.</li> </ul>
<b>Service Excellence – Exceptional Customer Service</b>
<p><b>Service Level Agreements</b> (Target: Q4 2021/22)</p> <p>To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements with two (2) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and Equipment.</p>
<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Performance Excellence Change Management Plan</b> (Target: Q3 2021/22)</p> <p>In order to achieve the PE-culture change throughout Corporate Fleet, a change management plan has been developed and will be implemented to manage the people side of the culture change. The Change Management Plan contains the following tactical plans designed to achieve the culture shift: Communications Plan, Training Plan, Employee Engagement Plan, and Resistance Management Plan.</p>

### Environment – Net-Zero Emissions

#### **Decarbonize Municipal Fleet** (Target: Q4 2021/22)

To achieve the HalifACT targets for decarbonized transportation, Halifax will implement its Electric Vehicle Strategy (completion targeted for January 2021). This strategy includes converting municipal fleet vehicles to electric, which will require key partnerships, funding and incentives. Corporate Fleet will focus their acquisition strategy on light fleet with a goal to achieve purchases of Hybrid, Plug-in Hybrid and/or Electric vehicles where vehicles and infrastructure are available, that meet the needs of our clients. This will include monitoring the market for developments in electric options for heavy fleet.

#### **Corporate Fuel Program** (Target: Q4 2021/22)

Corp Fleet will collaborate with ICT to improve the existing fuel consumption report of all municipal vehicles and will develop fuel consumption measures.

## MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS

Municipal Facilities Maintenance and Operations (MFMO) is committed to supporting Administrative priorities and maintains more than 240 HRM-owned buildings, pools and splash pads, through preventative and lifecycle maintenance planning, providing clean and safe facilities for all HRM customers.

### SERVICES DELIVERED

#### **Energy Efficiency Retrofits**

This service is responsible for implementing or assisting in the implementation of energy retrofits to HRM buildings and facilities. In April of 2018, MFMO partnered with the Energy & Environment division of Planning & Development and collaborated with Efficiency Nova Scotia to help reduce energy consumption, energy costs and greenhouse gases associated with HRM's portfolio of approximately 240 corporate buildings. This was part of a broader effort by the municipality to reduce its corporate green house gas emissions by 30% over 2008 levels to meet Council's 2011 resolution by 2020. HRM is now tracking energy usage in its largest 61 buildings.

The Halifax Regional Municipality (HRM) is accelerating energy efficiency progress in year-3 of its partnership with Efficiency Nova Scotia. Despite COVID-19 interruptions and budgetary pressures, HRM is building off the 118 projects completed to date. After implementing proposed year-3 projects, cumulative energy cost savings are estimated to increase to over \$2 million annually, reducing corporate buildings emissions by 15% over 2018 levels.

The Ragged Lake and Burnside Bus maintenance depots are two of HRM's highest energy consumers. Several energy efficiency upgrades have been implemented at these facilities through participation in Efficiency Nova Scotia's Business Energy Rebates program. Combined energy costs were lowered by \$420,000, a reduction of 25%.

#### **Security and Access Management**

This service provides security and access management services for HRM owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security

processes and policies, and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

### **Buildings Maintenance and Operations**

This service provides maintenance and operations services and project management expertise for HRM-owned and -leased buildings. This includes preventative and unplanned maintenance to HVAC, plumbing, electrical, carpentry, and structural repair.

### **Indoor and outdoor Pools, Splash Pads, and Skating Oval Maintenance and Repair**

This service provides operations services, including maintenance and repair for HRM indoor and outdoor swimming pools, splash pads, and the outdoor skating oval. This area is becoming a significant component of MFMO seasonal work. Aging infrastructure and the current labour-intensive systems that are in place at both indoor and outdoor pools, add to the demands placed on the division to deliver the services within the current budget.

## **SERVICE DELIVERY MEASURES**

<b>Performance Measures</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Projected</b>	<b>2021/22 Planned</b>
Number of Planned Maintenance Work Order Requests	7,768	5,332	5,181	6,000
Number of Demand Maintenance Work Order Requests	11,886	10,885	7,315	8,000
Cost of facilities maintenance per square foot *	\$7.24	\$7.13	\$6.40	\$7.45
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.64	\$2.64	\$2.24	\$2.71
Total square footage of buildings maintained by the MFMO**	2,908,055	2,908,055	2,759,140	2,672,150
Customer Service Requests (addressed within standard)	85%	85%	85%	85%

\*Costs are not inclusive of program support or amortization allocations

\*\*Decrease in total square footage due to anticipating sale of Bloomfield.

### **HRM facility disposal in 2020 up to November 2020:**

- St. Pat's Alexander School, Brunswick Street, Halifax
- Fire Station #51, 948 Pockwock Road, Hammonds Plains

### **HRM Facilities demolished 2020 up to November 2020:**

- White House, 3790 Mackintosh Street, Halifax

### Buildings acquired by HRM in 2020:

- Residential Property, 74 Lakecrest Drive, Dartmouth

### PERFORMANCE ANALYSIS

In addition to the Municipal Facilities Budget, MFMO also provides services to other facilities for business units such as Transit and Libraries, utilizing their budget, as well as other sites such as community-run facilities, where certain maintenance tasks are the responsibility of a governing board. These costs are charged directly to those business units.

Data collection for the City Works Asset Registry continues. The ratio of demand vs planned work orders is expected to continue as outlined in the table above. The end goal is for consistent and accurate data collection for planned maintenance to be captured into the City works Asset Registry.

The decrease in cost of Facilities Maintenance per square foot in 20/21 is mainly due to the disposal of surplus vacant properties, and the decrease in operating costs of maintaining certain assets due to closures as a result of COVID-19. In addition, as facilities and equipment are capitalized, the trend will reflect a decrease in operating costs over time.

### MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS KEY DELIVERABLES (2021/22)

Environment – Protected & Sustainable Environment
<p><b>Corporate Fuel Management - Fuel Management Preventative Maintenance Program-Inspections</b> (Target: Q4 2021/22)</p> <p>As part of the joint responsibility for HRM Corporate Fuel Management, Municipal Facilities Maintenance and Operations will continue it's work as a result of the fuel management preventative maintenance program. Next steps involve implementation of random inspections of the fuel station inventory to ensure contractors and staff are adhering to all proper protocols.</p>
Our People – Diverse, Inclusive & Equitable Environment
<p><b>Meaningful Partnerships</b> (Target: Q4 2021/22)</p> <p>Partner with NSCC and other Facility Management Organizations to promote diversity with apprenticeships and facility trades positions.</p>
Our People – Healthy & Safe Workplace
<p><b>COVID 19 Cleaning Requirements</b> (Target: Q4 2022/23)</p> <p>In response to the demand for increased cleaning services during the COVID-19 pandemic, MFMO will continue to work with Business Units and janitorial vendors to meet government issued cleaning guidelines while adhering to HRM contracted Quality Standards of Cleaning.</p>

Responsible Administration – Well Managed
<p><b>MFMO Performance Management Dashboard Pilot</b> (Target: Q4 2021/22)</p> <p>The MFMO Performance Management Dashboard Pilot aims to establish requirements for an organization-wide deployment of service-level performance dashboards and provide Municipal Facilities Maintenance &amp; Operations with a review of reporting needs and deployment of a KPI dashboard and/or report(s). This review will integrate reporting into the overall Performance Management Framework ensuring that strategic alignment is maintained at all levels of the business unit.</p>

## ORGANIZATIONAL PERFORMANCE EXCELLENCE

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement to minimize costs and deliver desired service results. Focusing on performance excellence principles enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the Municipality. The OPE Office provides leadership and guidance to the entire organization through coaching and facilitation, organizational change management, and methodologies that support the practice of continuous improvement. Key organizational activities for 2021/22 include the following:

- Identifying, leading, and supporting corporate level improvement initiatives;
- Provision of training and tools, including e-learning, aligned with continuous improvement;
- Change management implementation and support;
- Mentoring in continuous improvement;
- Measuring and reporting on successes utilizing the Benefits Realization Framework; and
- Continuing to support the Corporate Customer Service Strategy implementation.

### SERVICES DELIVERED

#### Performance Excellence Leadership

The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, and a focus on the customer.

#### Organizational Change Management Leadership

Motivation toward Performance Excellence is enabled by effective change management and communications strategies that encourage attitudes, behaviors and actions aligned at every level of the organization.

#### Organizational Portfolio Management

Organizational Performance Excellence will continue to develop and support collaborative approaches and innovative decision making across the organization with a focus on engaging employees, collaborative problem solving, improving service, and lowering costs.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
# of people trained in Performance Excellence & Lean Six Sigma methodologies	357	280	300	150*
# Corporate Level Projects Completed	5	6	5	5
# Green Belt Level Projects Completed by Business Units	1	13	8	8
Financial Benefits Resulting from Continuous Improvement Projects	NA	NA	\$410,000 to \$820,000	\$400,000 to \$800,000

*\*In person training has been constrained due to Covid-19*

## PERFORMANCE ANALYSIS

In 2020/21, the Performance Excellence (PE) training program continued to focus on tools that measure progress and address performance gaps. OPE promoted the Benefits Realization tracking tool and worked with Corporate Planning to adjust the Accountability Tracker to assist business units with reporting on continuous improvement project results and financial benefits. Focusing on benefits realization encourages evidence-based decision making and the realization of strategic outcomes. It is important to recognize the non-financial benefits can be as important as the financial benefits being achieved. Financial benefits projected for 2021/22 will be dependent upon new continuous improvement projects being identified, current Green Belt projects realizing targets, and five new corporate projects being identified and led by OPE.

ORGANIZATIONAL PERFORMANCE EXCELLENCE KEY DELIVERABLES  
(2021/22)

Service Excellence – Innovative Performance Excellence
<b>Performance Excellence Project Leadership</b> (Target: Q4 2021/22)  To encourage continuous improvement methodologies, and enhance service delivery, OPE will help identify and lead 5 Corporate PE projects and 9 Green Belt level projects while providing project support to BU led projects in 2021/22.
<b>Performance Excellence Leadership</b> (Target: Q4 2021/22)  OPE will promote the Benefits Realization Tool across the organization, ensure it is utilized to measure financial/non-financial benefits on all new continuous improvement projects and report back on progress.

## CORPORATE SAFETY

In early April 2020, an organizational restructure was completed in collaboration with Human Resources, moving the Corporate Safety division to the Corporate & Customer Services business unit. Currently reporting to the Director of C&CS, the addition of the Corporate Safety team to C&CS provides greater alignment in the provision of shared services to the organization, ensuring to elevate the importance and impact of the safety portfolio at the municipality.

Being part of C&CS allows for synergies and collaboration between Corporate Safety and the work taking place in our Municipal Facilities, Capital Delivery, Corporate Fleet and Performance Excellence divisions. In addition, Corporate Communications is a valuable partner in how we communicate the important role of Corporate Safety within our organization.

Corporate Safety is committed to supporting administrative priorities through the administration of the Corporate Safety Strategy, including initiatives to reduce incident/accident trends while building awareness of our programs that support a safe workforce.

### SERVICES DELIVERED

#### Corporate Safety

This service is responsible for developing Safety initiatives as part of the Corporate Safety Strategy. This is inclusive of corporate procedures, performing assessments and activities to reduce incident/accident trends and risk while focussing on consistency of awareness, and compliance. Corporate Safety also provides leadership and expertise to support a “Safety First” culture.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
# of Workplace Safety Assessments Completed	18	15	15	TBD
Total Accident Frequency	10	12	TBD	TBD
Lost Time Accident Frequency	6	5	TBD	TBD

*\*TBD – To Be Determined*

## PERFORMANCE ANALYSIS

Business Units continue to improve on incident reporting, evident through the volume of First Aid / Medical Care incidents now being reported in the Environment, Health, and Safety Management Reporting System (EHSM). Lost time accidents have the greatest impact on the organization, as in these incidents, the injured employee requires medical care and is unable to remain at work or report to work the day following the incident. A decrease in the Lost Time Accident Frequency is a success for all Business Units and Joint Occupational Health & Safety Committees (JOHSC).

Workplace Safety Assessments in the last year were mainly comprised of a project with Parks and Recreation to complete Occupational Health and Safety assessments for facilities. Corporate Safety will place emphasis on the completion of workplace safety assessments in a variety of business units in the upcoming year.

## CORPORATE SAFETY KEY DELIVERABLES (2021/22)

Our People- Healthy & Safe Workplace
<p><b>First Aid Regulation Changes</b> (Target: Q4 2021/22)</p> <p>To inform the Business Unit Directors in Halifax Regional Municipality about pending changes to Nova Scotia's Occupational Health and Safety - First Aid Regulations and to present options and recommendations to ensure compliance and workplace safety.</p>
<p><b>S.A.F.E.R. Leadership Model</b> (Target: Q4 2021/22)</p> <p>Following the successful implementation of the Safer Leadership Model tools in all business units and among the Joint Occupational Health &amp; Safety Committees, the focus will shift to determining activities to measure how it is being implemented. (i.e. surveys, spotlights, sharing best practices etc.).</p>
<p><b>Seven Steps to Creating Safe Work Practices</b> (Target: Q3 2021/22)</p> <p>This initiative will deliver a guideline with resources that has been developed to assist managers and supervisors in writing safe work practices for their Business Units.</p>
<p><b>Respiratory Protection Plan (RPP)</b> (Target: Q4 2021/22)</p> <p>A review and update of the Respiratory Protection Program to reflect current CSA Standards to ensure a centralized program is in place. Corporate Safety will partner with HRFE and work with Business Units to meet required standards.</p>
<p><b>AED (Automatic External Defibrillator Program)</b> (Target: Q2 2021/22)</p> <p>Develop the details for the AED program and HRM's participation in the EHS Public Access Defibrillator Program. This initiative will also help ensure consistency in device procurement, inspection and maintenance.</p>
<p><b>Lockout/Tagout Corporate Procedure</b> (Target: Q3 2022/23)</p> <p>Launch and implement the revised Lockout Tagout Corporate Procedure within all business units.</p>

**New Office Inspection Program Pilot** (Target: Q4 2021/22)

To create and launch pilot program for a user-friendly online office inspection that users can access from their smart phone devices and will provide real-time summary data.

## Summary of Net Expenditures - Corporate & Customer Services

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
I888 NAIG - CCS	70	-	-	-	-	-	-	-
*** North American Indigenous Game	70	-	-	-	-	-	-	-
I102 Org PerformanceExcel	562,883	678,100	540,200	451,500	686,900	8,800	27.2	1.3
*** Organizational Performance Exc	562,883	678,100	540,200	451,500	686,900	8,800	27.2	1.3
I101 Cop Cust Serv Admin	542,296	566,200	540,200	836,600	794,500	228,300	47.1	40.3
*** Director's Office Corp Cust Se	542,296	566,200	540,200	836,600	794,500	228,300	47.1	40.3
W953 Facility Development	1,146,768	1,355,900	1,233,200	1,229,500	1,281,300	(74,600)	3.9	(5.5)
*** Facility Design & Construction	1,146,768	1,355,900	1,233,200	1,229,500	1,281,300	(74,600)	3.9	(5.5)
R102 Integrated Sec Manag	1,131,300	1,332,000	1,252,300	1,301,900	1,541,700	209,700	23.1	15.7
W160 Facilities Admin	2,001,416	2,126,500	2,085,000	2,039,000	2,046,900	(79,600)	(1.8)	(3.7)
W169 Transitional Properties	301,154	348,900	348,900	213,800	264,700	(84,200)	(24.1)	(24.1)
W200 Facility Operations	4,902,059	8,238,800	6,526,500	5,798,700	7,588,100	(650,700)	16.3	(7.9)
W203 LKAlderneyGateFacMgt	630,752	-	-	-	-	-	-	-
W211 LKDClean&TenantServ.	2,768,007	-	-	-	-	-	-	-
W212 LKDStructural&Arenas	2,442,386	-	-	(0)	-	-	-	-
W213 Mechanical & PM Serv	4,688,837	7,781,700	6,715,100	6,630,600	6,776,600	(1,005,100)	0.9	(12.9)
Z112 Stadium Operations	1,498,475	1,621,300	1,377,800	1,447,200	1,599,400	(21,900)	16.1	(1.4)
** Operations	20,364,386	21,449,200	18,305,600	17,431,200	19,817,400	(1,631,800)	8.3	(7.6)
*** Municipal Facilities Mtce & Op	20,364,386	21,449,200	18,305,600	17,431,200	19,817,400	(1,631,800)	8.3	(7.6)
R912 Fleet: Administration	630,031	718,500	704,800	684,900	712,600	(5,900)	1.1	(0.8)
** Fleet: Administration	630,031	718,500	704,800	684,900	712,600	(5,900)	1.1	(0.8)
R970 Fleet R&M:Municipal	6,123,218	6,102,700	5,711,500	5,835,500	6,476,200	373,500	13.4	6.1
R971 Fleet Rentals (Vehicle)	4,079	(20,000)	(20,000)	12,900	12,900	32,900	(164.5)	(164.5)
** Fleet: Municipal Site	6,127,297	6,082,700	5,691,500	5,848,400	6,489,100	406,400	14.0	6.7
R981 Fleet R&M:Fire	3,561,379	3,342,100	3,263,500	3,424,600	3,802,200	460,100	16.5	13.8
R985 Fleet R&M:Police	1,802,359	1,583,000	1,408,500	1,532,600	1,637,400	54,400	16.3	3.4
** Fleet: Emergency	5,363,738	4,925,100	4,672,000	4,957,200	5,439,600	514,500	16.4	10.4
*** Corporate Fleet	12,121,066	11,726,300	11,068,300	11,490,500	12,641,300	915,000	14.2	7.8
A663 Alderney Gate	91,793	125,600	125,000	116,400	174,000	48,400	39.2	38.5
A664 Bayers Road	148,235	189,400	188,700	177,100	254,800	65,400	35.0	34.5
A665 Scotia Square	183,911	251,000	12,100	21,800	-	(251,000)	(100.0)	(100.0)
A667 Acadia Centre	248,775	187,700	33,800	69,800	-	(187,700)	(100.0)	(100.0)
A668 Musquodoboit Harbour	20,000	20,600	20,600	20,600	20,600	-	-	-
** Customer Service Centres	692,714	774,300	380,200	405,700	449,400	(324,900)	18.2	(42.0)
A625 311 Contact Centre	2,219,201	2,356,400	1,921,600	2,126,900	2,293,800	(62,600)	19.4	(2.7)
*** Customer Contact Centres	2,911,915	3,130,700	2,301,800	2,532,600	2,743,200	(387,500)	19.2	(12.4)
A124 Office Services	1,048,865	1,054,800	1,046,800	1,024,600	1,085,300	30,500	3.7	2.9
A620 Mrkt & Promotions	476,379	617,300	610,300	686,200	751,200	133,900	23.1	21.7
A622 Public Affairs	443,167	630,600	504,900	498,000	624,400	(6,200)	23.7	(1.0)
A623 Internal Communications	411,719	368,300	368,300	379,400	388,100	19,800	5.4	5.4
A624 Brand Management	154,760	144,700	144,700	148,100	233,700	89,000	61.5	61.5
E112 Corp.Comm.Admin.	274,127	609,900	332,500	295,600	469,400	(140,500)	41.2	(23.0)
*** Corporate Communications	2,809,015	3,425,600	3,007,500	3,031,900	3,552,100	126,500	18.1	3.7
Net Total	40,458,399	42,332,000	36,996,800	37,003,800	41,516,700	(815,300)	12.2	(1.9)

## Summary Details - Corporate & Customer Services

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6001 Salaries - Regular	13,745,943	15,300,600	14,474,600	14,704,600	15,832,100	1,357,500	9.4	3.5
6002 Salaries - Overtime	832,341	524,500	224,100	480,700	401,300	177,200	79.1	(23.5)
6003 Wages - Regular	-	-	-	100	-	-	-	-
6005 PDP & Union Con Incr	(151,240)	-	-	(802,200)	-	-	-	-
6051 Shift Agreements	43,305	43,500	43,500	42,800	43,500	-	-	-
6054 Vacation payout	47,827	-	-	68,500	20,000	20,000	-	-
6100 Benefits - Salaries	2,994,067	3,109,400	3,095,800	3,062,900	3,279,700	183,900	5.9	5.5
6110 Vacancy Management	-	(341,800)	(400,300)	-	(215,800)	184,500	(46.1)	(36.9)
6152 Retirement Incentives	92,329	116,000	116,000	100,500	121,000	5,000	4.3	4.3
6154 Workers' Compensation	257,890	276,800	276,800	240,900	289,000	12,200	4.4	4.4
6155 Overtime Meals	3,148	7,000	7,000	6,600	4,000	(3,000)	(42.9)	(42.9)
6156 Clothing Allowance	10,900	11,200	11,200	11,500	11,500	300	2.7	2.7
6158 WCB Recov Earnings	(884)	-	-	(1,900)	-	-	-	-
6199 Comp & Ben InterDept	(100,353)	348,900	(408,200)	183,300	122,000	530,200	(129.9)	(65.0)

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
9200 HR CATS Wage/Ben	(225,069)	(220,000)	(160,000)	(290,800)	(210,000)	(50,000)	31.3	(4.5)
9210 HR CATS OT Wage/Ben	(69,507)	(87,000)	(40,000)	(51,200)	(54,000)	(14,000)	35.0	(37.9)
<b>* Compensation and Benefits</b>	<b>17,480,697</b>	<b>19,089,100</b>	<b>17,240,500</b>	<b>17,756,300</b>	<b>19,644,300</b>	<b>2,403,800</b>	<b>13.9</b>	<b>2.9</b>
6201 Telephone/Cable	28,759	33,100	28,000	27,700	29,900	1,900	6.8	(9.7)
6202 Courier/Postage	641,026	690,100	689,300	664,700	1,750,400	1,061,100	153.9	153.6
6203 Office Furn/Equip	139,057	115,100	105,900	15,400	33,500	(72,400)	(68.4)	(70.9)
6204 Computer S/W & Lic	129,788	226,200	145,500	223,400	131,700	(13,800)	(9.5)	(41.8)
6205 Printing & Reprod	155,669	160,200	160,200	170,100	225,200	65,000	40.6	40.6
6207 Office Supplies	45,185	44,700	39,300	27,500	31,800	(7,500)	(19.1)	(28.9)
6299 Other Office Expenses	120	200	200	400	200	-	-	-
<b>* Office</b>	<b>1,139,605</b>	<b>1,269,600</b>	<b>1,168,400</b>	<b>1,129,200</b>	<b>2,202,700</b>	<b>1,034,300</b>	<b>88.5</b>	<b>73.5</b>
6301 Professional Fees	13,399	22,700	7,200	6,000	17,700	10,500	145.8	(22.0)
6303 Consulting Fees	15,390	30,000	10,000	5,000	10,000	-	-	(66.7)
6304 Janitorial Services	2,269,019	2,227,200	2,180,000	2,034,800	2,628,800	448,800	20.6	18.0
6305 Property Appraisal	3,233	-	-	-	-	-	-	-
6308 Snow Removal	580,490	604,000	600,000	624,000	611,900	11,900	2.0	1.3
6310 Outside Personnel	578	4,000	1,000	-	-	(1,000)	(100.0)	(100.0)
6311 Security	1,083,403	806,700	750,000	779,000	1,011,000	261,000	34.8	25.3
6312 Refuse Collection	123,980	157,400	170,000	137,000	167,400	(2,600)	(1.5)	6.4
6390 Extnl Svcs OCC Trsf	(13,000)	-	-	(50,000)	-	-	-	-
6399 Contract Services	1,052,760	1,273,700	1,140,200	1,169,600	1,306,000	165,800	14.5	2.5
<b>* External Services</b>	<b>5,129,252</b>	<b>5,125,700</b>	<b>4,858,400</b>	<b>4,705,400</b>	<b>5,752,800</b>	<b>894,400</b>	<b>18.4</b>	<b>12.2</b>
6401 Uniforms & Clothing	51,800	59,300	59,300	42,200	48,100	(11,200)	(18.9)	(18.9)
6402 Med & First Aid Supp	6,925	6,900	5,400	6,300	6,000	600	11.1	(13.0)
6405 Photo Supp & Equip	4,168	6,500	2,500	5,000	5,000	2,500	100.0	(23.1)
6406 Bridge Tolls	8,752	7,000	5,000	10,500	9,500	4,500	90.0	35.7
6407 Clean/Sani Supplies	188,332	159,500	121,300	104,100	175,200	53,900	44.4	9.8
6409 Personal Protect Equ	43,895	32,300	29,800	41,300	31,300	1,500	5.0	(3.1)
6499 Other Supplies	1,797	-	-	400	-	-	-	-
<b>* Supplies</b>	<b>305,668</b>	<b>271,500</b>	<b>223,300</b>	<b>209,800</b>	<b>275,100</b>	<b>51,800</b>	<b>23.2</b>	<b>1.3</b>
6501 Asphalt	9,468	500	500	-	500	-	-	-
6502 Chemicals	116,077	184,000	137,000	42,000	129,000	(8,000)	(5.8)	(29.9)
6504 Hardware	59,188	58,000	45,000	19,600	27,000	(18,000)	(40.0)	(53.4)
6505 Lubricants	40,433	45,100	45,100	91,900	88,100	43,000	95.3	95.3
6506 Lumber	-	1,400	1,400	-	1,400	-	-	-
6507 Propane	82,677	224,000	200,000	117,000	188,500	(11,500)	(5.8)	(15.8)
6508 Ready Mix Concrete	9	-	-	-	-	-	-	-
6510 Road Oils	2,877	-	-	-	-	-	-	-
6511 Salt	6,330	-	-	-	-	-	-	-
6517 Paint	40,151	28,000	15,000	20,000	35,000	20,000	133.3	25.0
6518 Metal	-	-	-	1,200	-	-	-	-
6519 Welding Supplies	7,217	6,000	6,000	7,700	6,200	200	3.3	3.3
6590 Materials OCC Trsf	(15,000)	-	-	-	-	-	-	-
6599 Other Materials	189	1,000	1,000	300	1,000	-	-	-
<b>* Materials</b>	<b>349,616</b>	<b>548,000</b>	<b>451,000</b>	<b>299,700</b>	<b>476,700</b>	<b>25,700</b>	<b>5.7</b>	<b>(13.0)</b>
6602 Electrical	485,932	419,200	350,000	192,100	202,000	(148,000)	(42.3)	(51.8)
6603 Grnds & Landscaping	127,151	40,100	40,100	28,900	35,600	(4,500)	(11.2)	(11.2)
6606 Heating Fuel	786,625	891,500	650,000	465,000	605,000	(45,000)	(6.9)	(32.1)
6607 Electricity	3,193,057	3,325,700	2,220,000	2,230,000	3,037,700	817,700	36.8	(8.7)
6608 Water	520,431	584,600	475,000	421,300	461,000	(14,000)	(2.9)	(21.1)
6609 Elevator & Escalator	82,198	122,000	122,000	83,200	88,200	(33,800)	(27.7)	(27.7)
6610 Building - Exterior	836,910	666,500	500,000	408,500	230,500	(269,500)	(53.9)	(65.4)
6611 Building - Interior	705,468	565,400	450,000	427,000	282,000	(168,000)	(37.3)	(50.1)
6612 Safety Systems	477,519	407,000	350,000	602,600	305,000	(45,000)	(12.9)	(25.1)
6613 Overhead Doors	106,468	99,500	99,500	99,000	99,500	-	-	-
6614 Envir Assess/Cleanup	103,922	121,500	100,000	110,000	99,500	(500)	(0.5)	(18.1)
6615 Vandalism Clean-up	9,531	-	-	-	-	-	-	-
6616 Natural Gas-Buildings	889,056	1,030,000	700,000	500,000	702,300	2,300	0.3	(31.8)
6617 Pest Management	25,240	55,800	55,800	57,800	41,300	(14,500)	(26.0)	(26.0)
6690 Building OCC Transfer	(22,000)	-	-	-	-	-	-	-
6699 Other Building Cost	(53,119)	1,000	1,000	4,800	30,000	29,000	2,900.0	2,900.0
<b>* Building Costs</b>	<b>8,274,388</b>	<b>8,329,800</b>	<b>6,113,400</b>	<b>5,630,200</b>	<b>6,219,600</b>	<b>106,200</b>	<b>1.7</b>	<b>(25.3)</b>
6701 Equipment Purchase	104,426	70,000	64,000	23,500	62,000	(2,000)	(3.1)	(11.4)
6702 Small Tools	101,585	60,000	50,900	67,400	55,000	4,100	8.1	(8.3)
6703 Computer Equip/Rent	981	1,000	1,000	7,600	15,000	14,000	1,400.0	1,400.0

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6704 Equipment Rental	26,689	16,300	15,000	10,500	14,300	(700)	(4.7)	(12.3)
6705 Equip - R&M	94,446	165,200	155,900	92,100	86,200	(69,700)	(44.7)	(47.8)
6706 Computer R&M	969	-	-	-	-	-	-	-
6707 Plumbing & Heating	725,293	603,000	530,000	503,500	543,000	13,000	2.5	(10.0)
6708 Mechanical Equipment	918,626	546,500	546,500	738,700	781,700	235,200	43.0	43.0
6711 Communication System	3,036	6,400	6,400	3,000	3,400	(3,000)	(46.9)	(46.9)
<b>* Equipment &amp; Communications</b>	<b>1,976,051</b>	<b>1,468,400</b>	<b>1,369,700</b>	<b>1,446,300</b>	<b>1,560,600</b>	<b>190,900</b>	<b>13.9</b>	<b>6.3</b>
6802 Vehicle R&M	2,581,159	2,271,000	2,271,000	2,459,100	2,605,300	334,300	14.7	14.7
6803 Vehicle Fuel - Diesel	726,857	618,100	454,600	398,900	516,100	61,500	13.5	(16.5)
6804 Vehicle Fuel - Gas	1,372,209	1,251,200	908,200	934,700	942,800	34,600	3.8	(24.6)
6805 Tires and Tubes	441,908	357,300	357,300	471,700	420,000	62,700	17.5	17.5
6806 Vehicle Rentals	13,828	21,000	21,000	13,900	5,600	(15,400)	(73.3)	(73.3)
6810 Comm Vehicle R&M	1,233,090	850,300	850,300	1,059,100	1,280,000	429,700	50.5	50.5
6811 Shop Supplies	40,623	41,600	41,600	41,900	42,100	500	1.2	1.2
6899 Other Vehicle Expense	27,093	210,000	210,000	142,800	278,300	68,300	32.5	32.5
<b>* Vehicle Expense</b>	<b>6,436,766</b>	<b>5,620,500</b>	<b>5,114,000</b>	<b>5,522,100</b>	<b>6,090,200</b>	<b>976,200</b>	<b>19.1</b>	<b>8.4</b>
6901 Membership Dues	10,876	18,300	16,300	14,700	18,200	1,900	11.7	(0.5)
6902 Conferences/Workshop	13,422	17,800	-	200	10,000	10,000	-	(43.8)
6903 Travel - Local	33,121	60,400	29,800	22,600	31,300	1,500	5.0	(48.2)
6904 Travel - Out of Town	23,478	37,000	-	-	2,000	2,000	-	(94.6)
6905 Training & Education	161,999	111,600	43,900	38,100	86,000	42,100	95.9	(22.9)
6906 Licenses & Agreements	221,295	214,500	214,500	205,400	223,400	8,900	4.1	4.1
6908 Medical Examinations	950	2,500	2,500	1,500	2,000	(500)	(20.0)	(20.0)
6909 Cost of Sales	(365)	-	-	-	-	-	-	-
6910 Signage	28,265	2,300	1,000	5,700	3,000	2,000	200.0	30.4
6912 Advertising/Promotio	5,355	4,500	2,500	10,400	13,500	11,000	440.0	200.0
6913 Awards	-	300	300	300	300	-	-	-
6915 Research Data Acquis	-	6,000	3,000	-	5,000	2,000	66.7	(16.7)
6917 Books and Periodicals	46	6,500	6,200	1,400	4,900	(1,300)	(21.0)	(24.6)
6918 Meals	4,945	4,000	3,400	2,100	3,500	100	2.9	(12.5)
6919 Special Projects	61,746	270,000	290,000	187,400	235,000	(55,000)	(19.0)	(13.0)
6929 Procurement Card Clg	48	-	-	-	-	-	-	-
6936 Staff Relations	4,022	2,500	1,500	1,500	1,500	-	-	(40.0)
6938 Rewarding Excellence	11,925	16,100	13,100	13,200	15,300	2,200	16.8	(5.0)
6940 Fencing	23,556	20,000	15,000	10,000	15,000	-	-	(25.0)
6999 Other Goods/Services	16,216	-	-	2,500	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>620,902</b>	<b>794,300</b>	<b>643,000</b>	<b>517,000</b>	<b>669,900</b>	<b>26,900</b>	<b>4.2</b>	<b>(15.7)</b>
7008 ltnTrsf IT & Commun	254	-	-	-	-	-	-	-
7009 Internal Trfr Other	(66,468)	5,100	5,100	26,100	26,700	21,600	423.5	423.5
7010 IntTrfr Insur Funds	(28,469)	-	-	(6,000)	-	-	-	-
7011 Int Trf Record Check	67	-	-	100	-	-	-	-
7012 Int Trf Print/Reprod	(145,024)	(120,000)	(120,000)	(183,900)	(119,400)	600	(0.5)	(0.5)
7099 Interdept Chargeback	2,935	-	-	-	-	-	-	-
<b>* Interdepartmental</b>	<b>(236,705)</b>	<b>(114,900)</b>	<b>(114,900)</b>	<b>(163,700)</b>	<b>(92,700)</b>	<b>22,200</b>	<b>(19.3)</b>	<b>(19.3)</b>
8002 Insurance Claims	843	-	-	-	-	-	-	-
8003 Insurance Pol/Prem	4,739	-	-	2,700	-	-	-	-
8005 Tax Exemptions	370	-	-	-	-	-	-	-
8008 Transf to/fr Reserve	(3,825)	-	-	-	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
8030 Tfr Fr Resvs to Oper	-	-	-	-	(30,000)	(30,000)	-	-
* Other Fiscal	2,127	-	-	2,700	(30,000)	(30,000)	-	-
** Total	41,478,366	42,402,000	37,066,800	37,055,000	42,769,200	5,702,400	15.4	0.9

### Summary Details - Corporate & Customer Services

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
5101 Parking Rentals	(302,375)	-	-	-	-	-	-	-
5151 Lease Revenue	(305,242)	-	-	-	-	-	-	-
* Fee Revenues	(607,617)	-	-	-	-	-	-	-
5508 Recov External Parti	(409,442)	(30,000)	(30,000)	(51,100)	(1,252,500)	(1,222,500)	4,075.0	4,075.0
5600 Miscellaneous Revenue	(2,908)	(40,000)	(40,000)	(100)	-	40,000	(100.0)	(100.0)
* Other Revenue	(412,350)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
** Total	(1,019,967)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
Net Total	40,458,399	42,332,000	36,996,800	37,003,800	41,516,700	(815,300)	12.2	(1.9)



# PARKS & RECREATION

2021/22 BUDGET AND BUSINESS PLAN

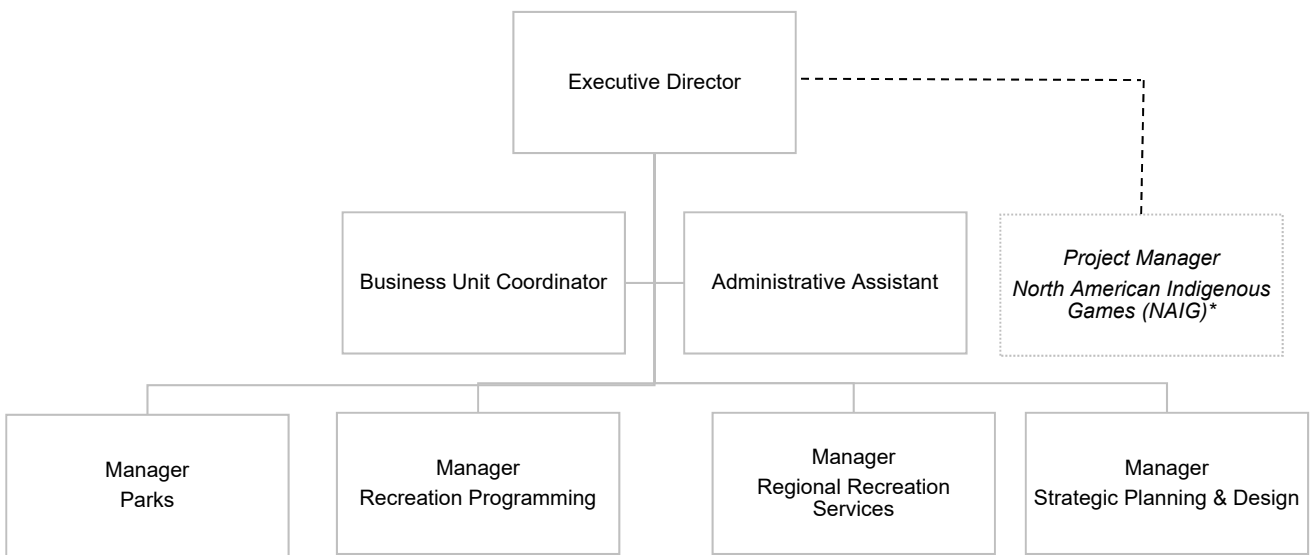
**MISSION** PARKS & RECREATION WORKS TO CREATE A HALIFAX WHERE EVERYONE HAS ACCESS TO MEANINGFUL RECREATION EXPERIENCES THAT FOSTER HEALTHY LIFESTYLES, VIBRANT COMMUNITIES, AND SUSTAINABLE ENVIRONMENT.

WE MAKE A DIFFERENCE.

PARKS & RECREATION OVERVIEW

Parks & Recreation is committed to advancing Regional Council and Administrative Strategic Priorities. This is achieved through accessible programs, services, facilities and open spaces offering diverse recreation, leisure and cultural choices, and delivering inclusive civic events. Services provided through recreation and facility partnerships are focused on maintaining and establishing community character for citizens and visitors. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields and skateboard parks.

PARKS & RECREATION ORG CHART



\* Announcement expected

## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	237.0	3.0	240.0
Seasonal, Casual & Term	242.1	(3.2)	238.9
<b>Total</b>	<b>479.1</b>	<b>(0.2)</b>	<b>478.9</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

*Casual positions are represented by full time equivalent hours, while the number of people employed is approximately 1450.*

- **Full Time Equivalent:** Changes in Regional Recreation Services include two term positions transitioning to permanent positions (Support III) and transition one capital position in Strategic Planning & Design (Manager, Business & Technical Services).
- **Seasonal, Casual & Term:** Changes in Regional Recreation Services include two term positions transitioning to permanent positions (Support III) and two positions under the Executive Director's Office (Municipal Internship and Coordinator (Term) (NAIG)) were removed.

## STRATEGIC INITIATIVES (2021/22)

## INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

**Acquire and Develop Parkland**

Continued focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland. Priority will be given to park master planning and development of both wilderness parks and bare parkland received through development / acquisition.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

**Develop and Implement Strategic Plans**

Implement Parks and Recreation Strategic Policies such as Fee Review, Halifax Common Master Plan, Halifax Forum Assessment, Rural Recreation Strategy and the introduction of Park Standards.

**Strengthen Partnerships**

Continue to update and modernize partnership agreements with community groups and continue review of current agreements to ensure that obligations are being fulfilled.

**Focus on Customer Experience**

Continue improving customer experience through increased use of self-service and online payment options. Implement initiatives to increase recreation opportunities for all residents of HRM. Maintain support for Affordable Access Program, Inclusion support program, and free unstructured recreation.

## Improve Asset Management

Provide safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. Invest in Parks & Recreation's human, financial, and technical resources towards maintaining a state of good repair for all Parks & Recreation assets.

## Pandemic Mitigation and Re-opening Plan

Develop and action varied and phased plans for Parks & Recreation facilities, programs, and services through the COVID pandemic to continue to foster the well-being of the public and staff. Event activity is also expected to play an important role in the city's economic recovery and community wellbeing. Working with Business Unit partners and within Public Health, Federal, Provincial, and Corporate parameters, this will continue to evolve into a revised service model.

## PARKS & RECREATION BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Strategic Planning and Design	\$ 1,770,131	\$ 2,268,200	\$ 2,319,600	\$ 2,210,700	\$ 2,534,600	\$ 215,000	9.3	11.7
Director's Office	1,751,288	581,500	577,200	410,000	425,600	(151,600)	(26.3)	(26.8)
Parks	11,402,922	12,088,900	11,462,400	11,686,300	12,855,700	1,393,300	12.2	6.3
Recreation Programming	8,334,399	8,581,000	8,300,000	8,353,500	9,868,500	1,568,500	18.9	15.0
Regional Recreation	7,360,135	6,277,500	8,620,900	13,253,100	7,444,900	(1,176,000)	(13.6)	18.6
<b>Net Total</b>	<b>\$ 30,618,875</b>	<b>\$ 29,797,100</b>	<b>\$31,280,100</b>	<b>\$35,913,601</b>	<b>\$33,129,300</b>	<b>\$ 1,849,200</b>	<b>5.9</b>	<b>11.2</b>
Cole Harbour Place				\$ (1,144,800)				
Halifax Forum				(700,000)				
St Margaret's Centre				(338,800)				
Zatzman's Sportplex				(1,673,000)				
Canada Games Centre				(2,500,000)				
<b>Total MDF Deficits</b>				<b>(6,356,600)</b>				
<b>Net Total Without MDFs' Deficits</b>	<b>\$ 30,618,875</b>	<b>\$ 29,797,100</b>	<b>\$31,280,100</b>	<b>\$29,557,001</b>	<b>\$33,129,300</b>	<b>\$ 1,849,200</b>	<b>5.9</b>	<b>11.2</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 31,280,100</b>
Compensation Changes:	
Compensation adjustment and staffing changes	1,293,800
Revenue Adjustments:	
Arena Revenues	(2,040,900)
Revenue restoration	(1,713,800)
Events sponsorship decrease	87,000
Affordable Access Program impact	100,000
NAIG Recovery Adjustments	1,229,300
Other Budget Adjustments:	
Restoration of casual positions	2,597,300
Partial restoration of various expense budgets (Pre-COVID budget levels)	701,300
COVID Event Grant Program & Recovery Event Program	750,000
Discover Halifax – Tourism Master Plan/COVID Recovery	250,000
Multi-District Facility Subsidy Request	1,757,350
Public Art at Queen's Marque	125,000
Multi Service Youth Centre - Future Commitment	85,000
Ongoing COVID - 19 Related Personal Protective Equipment Costs	148,900
Professional arts grants (previously identified increase)	125,000
Public Art piece - St. Andrew's Recreation Centre (one time)	50,000
Recreational trail maintenance - partnership funds	50,000
Increase in reserve funding for MDFs, COVID Events and Public Art	(2,632,350)
Interdepartmental cost transfers	(305,700)
Vacancy Management	(808,000)
<b>Total Changes</b>	<b>\$ 1,849,200</b>
<b>2021/22 Budget</b>	<b>\$ 33,129,300</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 24,763,457	\$ 25,797,900	\$22,281,100	\$20,836,900	\$25,853,200	\$ 3,572,100	16.0	0.2
Office	430,787	376,900	305,900	379,000	352,900	47,000	15.4	(6.4)
External Services	5,919,012	5,781,700	5,611,700	5,639,800	5,533,600	(78,100)	(1.4)	(4.3)
Supplies	631,075	565,000	323,400	457,400	592,700	269,300	83.3	4.9
Materials	492,508	453,100	453,100	386,800	429,500	(23,600)	(5.2)	(5.2)
Building Costs	2,397,560	2,346,700	2,282,100	1,988,300	2,144,600	(137,500)	(6.0)	(8.6)
Equipment & Communications	715,818	731,100	699,100	702,700	568,800	(130,300)	(18.6)	(22.2)
Vehicle Expense	39,814	24,400	27,400	71,900	21,400	(6,000)	(21.9)	(12.3)
Other Goods & Services	4,027,670	3,341,000	2,614,700	2,631,100	3,425,300	810,600	31.0	2.5
Interdepartmental	(115,781)	194,900	69,900	(5,600)	(79,100)	(149,000)	(213.2)	(140.6)
Debt Service	1,417,145	-	-	-	-	-	-	-
Other Fiscal	5,101,577	5,082,200	4,161,800	10,857,600	4,174,900	13,100	0.3	(17.9)
<b>Total Expenditures</b>	<b>45,820,641</b>	<b>44,694,900</b>	<b>38,830,200</b>	<b>43,945,901</b>	<b>43,017,800</b>	<b>4,187,600</b>	<b>10.8</b>	<b>(3.8)</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fee Revenues	\$(11,610,925)	\$ (11,927,800)	\$ (5,218,100)	\$ (5,256,300)	\$ (8,930,100)	\$ (3,712,000)	71.1	(25.1)
Other Revenue	(3,590,841)	(2,970,000)	(2,332,000)	(2,776,000)	(958,400)	1,373,600	(58.9)	(67.7)
<b>Total Revenues</b>	<b>(15,201,766)</b>	<b>(14,897,800)</b>	<b>(7,550,100)</b>	<b>(8,032,300)</b>	<b>(9,888,500)</b>	<b>(2,338,400)</b>	<b>31.0</b>	<b>(33.6)</b>
<b>Net Total</b>	<b>\$ 30,618,875</b>	<b>\$ 29,797,100</b>	<b>\$31,280,100</b>	<b>\$35,913,601</b>	<b>\$33,129,300</b>	<b>\$ 1,849,200</b>	<b>5.9</b>	<b>11.2</b>

Parks & Recreation's operations are adversely impacted as a result of COVID and related public health directives. Substantial adjustments were required to made to balance the June 2020 budget. All revenue areas saw significant reductions in 20/21 with a total overall reduction of 47.2%.

With the continued COVID restrictions, impacts to Parks & Recreation revenue are expected to continue in the 2021/22 budget year requiring adaptations to the proposed budget. Based on current COVID restrictions and requirements to limit group sizes, HRM does not expect participation beyond 75% capacity for the first two quarters of 2021/22 with a return to 100% capacity for the last two quarters.

## PARKS &amp; RECREATION SERVICE AREA PLANS (2021/22)

## PARKS

The Parks service area is committed to supporting Regional Council priorities through operation and maintenance of all parks, open spaces, sports fields, ball diamonds, tracks, all-weather fields, sport courts, playgrounds, cemeteries, green spaces, beaches, horticulture, and trails.

## SERVICE DELIVERED

## Outdoor Recreation Asset Operation and Maintenance

Operate and maintain municipal sport fields, ball fields, and sports courts.

**Park Management**

Operate and maintain municipal parks and beaches.

**Playground Maintenance**

Revitalize, inspect and maintain HRM owned playgrounds.

**Cemetery Management**

Manage, operate, and maintain HRM-owned cemeteries.

**Horticulture Management**

Prepares and maintains shrub beds, flower beds, hanging baskets, and delivery of park and right-of-way (ROW) grass maintenance.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned	HRM 5- year Average
Grass Service Calls	672	462	471	440	526
Playgrounds Inspected to Service Level Standards (6 per year)	-	-	73%	95%	-

The Parks division supports the recreational and leisure needs of HRM. Parkland, both maintained and natural, enhances the quality of life, physical, mental and psychological well-being of the individual, and the community in its entirety. Parks create opportunities for people to gather, interact, and socialize through active and passive leisure activities connecting themselves to their community, neighbourhood, and municipality.

This was evident during the 2020 COVID public health directives. With each closure of indoor recreation facilities and limitations on public movement, there was a noted increase in demand for access to outdoor recreation assets, including parks, fields, and trails. The Parks division put strategies in place for reopening parks and trails early in the pandemic giving the ability to react quickly once provincial restrictions were lifted and gathering numbers increased. Due to these efforts, parks were able to provide approximately 30,000 hours of play on all bookable assets including sport fields ball diamonds, all-weather fields, and courts over the 2020 season compared to 50,000 hours of booked asset time in a regular season.

Parks and trails across HRM will continue to provide a vital role in recovering from the COVID Pandemic in 2021.

## TOTAL SERVICE CALLS FOR GRASS MAINTENANCE

Service calls for grass were up by 2% in 2020 with an increase to 471 from 462 in 2019 – this is a reasonable fluctuation given the nature of contracting out services. Staff continue to work with contractors to monitor service levels and address gaps, as required.

## PLAYGROUNDS INSPECTED TO SERVICE LEVEL STANDARDS

In 2020 Parks leveraged the municipal CityWorks application to ensure that playground inspections are completed within the established service standards of 6 inspections per year. With a full staff compliment it is anticipated that parks will achieve a 95% inspection service level.

## PARKS KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<p><b>Parks Seasonal Operations Plan</b> (Target: Q2 2021/22)</p> <p>Provide consistent and coordinated parks services, complete a maintenance and operational plan for the opening/closing of outdoor assets including details of all shoulder season tasks, lists priority of task completion, and set specific target dates.</p>

Responsible Administration – Well Managed
<b>Playground Inspections and Assessments</b> (Target: Q1 2021/22)  Develop and implement practices using CityWorks and Asset Registry technology to improve playground inspection delivery and measure performance against industry and service level standards.
<b>Park Maintenance Standards</b> (Target: Q2 2021/22)  Improve asset and enhance lifecycle management to support a state of good repair. Address aging infrastructure of parks, fields, and cemeteries as well as improve customer experience through enhanced maintenance and service level standards.

## RECREATION PROGRAMMING

Recreation Programming is committed to supporting Regional Council priorities through the delivery of a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth-at-risk, community development, volunteer services, inclusion and accessibility, and the operation of the Sackville Sports Stadium.

### SERVICE DELIVERED

#### Recreation Program Delivery

Fosters healthy lifestyles, vibrant communities and a sustainable environment through encouraging lifelong participation in recreation activities. People of all ages and stages of life can begin and continue to participate through structured programming or spontaneous free play activities.

#### Youth Development

Develops and delivers youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.

#### Community Development and Support

Facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

#### Volunteer and Non-Profit Support

Supports the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
# Direct Programs delivered by Recreation Programming	8700	8626	2600**	7610***
# of Unique Registrations	66,062	62,439	19,500**	54,640***
# Youth Enrolled in Leadership Training	3045	3630	100**	3210***
# Participants at Emera Oval (winter)*	110,000	153,659	50,250*	153,000*
# Participants at Emera Oval (summer)	49,567	43,853	24,500*	35,000**

\* Weather dependent

\*\* COVID – modified, cancelled and reduced programs

\*\*\* COVID – projecting 75% Q1,2 and 100% Q3,4 in 2021/22

Recreation Programming has responded to changes in population, immigration, demand, COVID requirements and recreation trends by adjusting and modifying the program offerings.

## COVID RESPONSE

When opening and closing facilities, the Recreation Programming team, in partnership with Corporate & Customer Services (CCS), continue to adjust and modify services and programs to align with the public health restrictions.

There were unanticipated budget challenges related to the COVID response, including costs of \$95,000 in Personal Protective Equipment (PPE), \$11,000 in signage for facilities and many hours spent training staff on COVID procedures.

## COVID MODIFIED PROGRAMS

Several programs were launched to continue recreation and leisure opportunities for the public and align with public health restrictions. REC @ Home provides virtual programming in arts and crafts, outdoor recreation pursuits, and staying connected with your community. Other offerings included modified summer day camps; increased rural recreation programs; virtual Volunteer Conference; virtual training for non-profit organizations, and free outdoor programming throughout the region for children, youth, families and seniors through the animation of parks and trails and via two travelling Rec Vans.

## INCLUSION

One-on-one inclusion support is provided free of charge for all children, youth and adults requiring support to participate in program offerings. The demographics of our population are quickly changing, and recreation service delivery must adapt accordingly. In 2019, HRM provided inclusion services to approximately 190 children with varying disabilities or unidentified behavioural challenges. This number decreased to 42 in the summer of 2020 due to COVID service impacts. It is anticipated that the demand will continue to increase when normal service delivery resumes.

## PROGRAM REGISTRATION

With the migration of the recreation registration system in 2018 there has been an increase in online bookings. Online registrations now account for 88% of memberships, bookings and program registrations.

## AFFORDABLE ACCESS PROGRAM

The Affordable Access Program allows qualified residents to apply for municipally-subsidized programs (property tax, recreation, and transit). This intake process allows residents to apply once and have their application considered for multiple programs.

Performance Measures Discounts	2019 Actual	2020 Projected	2021 Planned
Value of discounted programs/services	\$153, 563	\$68,110*	\$134,379
# of registered clients who used discount	523	507*	500

\* The one-year term for the Affordable Access program was extended in 2020 due to COVID, therefore, renewal was not required.

## RECREATION PROGRAMMING KEY DELIVERABLES (2021/22)

Communities – Involved Communities
<b>Rural Recreation Strategy Development</b> (Target: Q4 2021/22) Develop and implement a rural recreation strategy to address the recreation & leisure needs of rural residents.
<b>Youth Engagement Plan 2</b> (Target: Q3 2021/22) Update the original Youth Services Plan to determine effective ways of providing recreation opportunities for youth in HRM. Youth will be consulted to inform phase two of the plan.
<b>Hub and Spoke Recreation Delivery Model Phase 2 Implementation</b> (Target Q4 2021/22) Implement phase two of the Hub and Spoke Model at Cole Harbour Place and Zatzman Sportsplex to streamline the organization and distribution of facilities and programs across the municipality.
Responsible Administration – Well Managed
<b>Recreation Fee By-laws/Administrative Orders Implementation</b> (Target: Q3 2021/22) Align and standardize Parks and Recreation fees to create consistency in user fees, standardize and align processes, and support service delivery sustainability.

## REGIONAL RECREATION SERVICES

Regional Recreation Services is committed to supporting Regional Council priorities through the delivery of services designed to enhance and empower communities such as civic events, cultural initiatives, community and regional recreation facility partnership support.

### SERVICE DELIVERED

#### Sport & Scheduling

Schedules HRM outdoor sport facilities, athletic fields, parks, indoor arenas, and the Halifax Regional Centre for Education schools. Sport and scheduling hold the primary relationship with all sport organizations.

#### Community Partnerships

Oversees alternate service delivery, specifically recreation programs and services provided through agreements with community groups and board-run facilities. These include community partners, operating under Facility Operating Agreements (FOA), and Multi-District Facilities (MDF), that service regions within HRM.

#### Arts and Culture Development and Support

Implementation of programs, plans, and policies related to culture and art, including administration of grants to professional arts organizations to support the cultural sector.

#### Civic, Arts and Culture Festivals and Events Support Program

Responsible for civic, arts and culture festivals and events support. This includes planning, programming, financial support, delivery and logistical support to small to mid-size community festivals and events as well as large-scale annual events and major event hosting opportunities. Direct delivery of large scale HRM civic events.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Regional Special Events Grants	\$421,500	\$424,050	\$212,000	\$415,000
Marketing Levy Special Events Reserve (MLSER)*	\$1,368,005	\$1,676,300	\$1,269,647	\$750,000
# Annual (Signature) and Non-Annual Event Grants	19	22	15**	14
Value of Annual (Signature) and Non-Annual Event Grants	\$769,500	\$1,054,000	\$621,000***	\$550,000****

\* Balance as at April 1 each year.

\*\* Funding was provided to 13 events. Some of these proceeded virtually. Others were cancelled but still had significant expenses.

\*\*\* Does not currently include previously approved MLSER grant for NAIG.

\*\*\*\* Estimate given constraints related to marketing levy and uncertainty with COVID related restrictions.

### COVID RESPONSE

Regional Recreation Services continues to respond to changes in Public Health restrictions associated with COVID. Scheduling staff respond by cancelling bookings when restrictions are increased and re-booking when restrictions are decreased. Each time restrictions change staff update contracts, credits/debits, and guidelines for facility use. Staff also work with partner facilities as Public Health restrictions change to support a consistent and accurate interpretation of the rules and approach to issues.

#### CIVIC/LARGE SCALE EVENTS

In 2021/22, Regional Recreation Services will continue the direct delivery of HRM operational/civic events as public health restrictions permit. Grants will be provided to community celebrations, established community events, and cultural showcases and events, dependent on public health restrictions. Event grants are expected to be issued from the Marketing Levy Special Events Reserve totaling up to \$750,000.

Typically, the calendar of civic/large scale events includes Canada Day, Bedford Days, Natal Day, Clam Harbour Beach Sandcastle, Hopscotch Arts Festival, Halifax Tree Lighting, Halifax Explosion memorial, Dartmouth Tree Lighting, Menorah Lighting and New Year's Eve. In 2021/22 the design of events will respond to the COVID public health restrictions at that time.

#### EVENT OF SIGNIFICANCE

The North American Indigenous Games (NAIG) originally scheduled for July 2020 were postponed as a result of the worldwide COVID pandemic. The North American Indigenous Games Local Organizing Committee along with the three orders of government are in discussions regarding the staging of these games at a future date.

The municipality's role to deliver its commitments required to stage the North American Indigenous Games hosted in K'jipuktuk (Halifax) are still within the Parks & Recreation's mandate. Council had approved municipal funds of \$1M value-in-kind support and a direct \$500,000 event grant. The full impact of resources and associated budget are not yet determined for the future event. There is an expectation that an announcement on the games will be forthcoming early in 2021.

## REGIONAL RECREATION SERVICES KEY DELIVERABLES (2021/22)

<b>Prosperous Economy – Economic Growth</b>
<p><b>Integrated Tourism Master Plan</b> (Target: Q4 2021/22)</p> <p>Lead HRM's support for Discover Halifax's launch and implementation of the long-term Tourism Master Plan to guide tourism growth and build better communities for visitors and residents. The plan includes the development of a new governance model for major events hosting.</p>
<b>Communities – Involved Communities</b>
<p><b>Advance Cultural Plans</b> (Target: Q4 2021/22)</p> <ul style="list-style-type: none"> <li>• Regional Museum Strategy: Complete Phase 1 of this plan.</li> <li>• Cogswell Redevelopment: Develop a commemoration program.</li> <li>• Cultural Spaces Plan: Initiate development of a framework in alignment with the Culture and Heritage Priorities Plan.</li> </ul>
<b>Responsible Administration – Well Managed</b>
<p><b>Partnership Agreements</b> (Target: Q4 2021/22)</p> <p>Modernize partnership agreements with community groups, as existing agreements expire, and update agreements with the Halifax Regional Centre for Education (HRCE). Continue oversight of updated partnership agreements to ensure compliance.</p>

## STRATEGIC PLANNING & DESIGN

The Strategic Planning & Design service area is committed to supporting Regional Council priorities through delivering Parks & Recreation policy development, recreation property reviews, facility master plans, capital planning, capital project oversight, and parkland planning and acquisition. In 2021/22, services will include technical service delivery support through our Business & Technical section. These services were previously delivered through Regional Recreation Services.

### SERVICE DELIVERED

COVID impacted service delivery within the Strategic Planning & Design Division in 2020/21 – particularly related to in-person community engagement and community building events. Opportunities such as the pilot projects identified for the Naturalization Initiatives, as well as community engagement for park plans including West Bedford, Rehab Lands, Governor's Brook, and various off-leash areas were stalled due to gathering restrictions. While restrictions are still impacting community engagement work, staff is designing (where possible) alternate, virtual approaches to engagement.

## Policy and Planning

Develops strategic plans through needs assessment for parks and recreation programs and facilities. Leads business unit reviews related to recreation and parkland assets including subdivision parkland dedication and planning, real property assessments, and development of parkland master plans. This team works with internal and external stakeholders to ensure all residents and community groups have access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities, and sustainable environment.

## Capital Projects – Parks

Develops capital plans and ensures Parks & Recreation capital projects are tendered/awarded/constructed. This team is integral in the assessment of requests from internal and external stakeholders related to park recapitalization, as well as evaluating and facilitating requests for new parks and assets.

## Business & Technical Services

Leads business transformation projects including change management and communication plans. Manages the Legend recreation software solution, which supports recreation services and asset scheduling. Provide and support GIS services for the team and the tracking and reporting on standards relevant to parks and recreation services.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
% of Parks Capital Projects Tendered	97%	94%	95%	95%
% of Parks Capital Projects Completed	83%	80%	93%	85%

## PERCENT (%) OF PARKS CAPITAL PROJECTS COMPLETED

Successful completion of parks capital projects is dependent on a range of issues, including but not limited to permitting, signed funding agreements, land tenure, seasonal conditions as well community involvement; all these items can impact timing of projects and may require some to be completed over multiple years. It is for these reasons that the amount tenders are not always equal to the amount built.

## AMOUNT OF FUNCTIONAL PARKLAND

The Halifax Green Network Plan (HGNP) was approved by Regional Council in August 2018 as a planning framework, including distances for citizens from Functional Parkland. Functional Parkland is defined as parkland with at least one built amenity or enough open space for active play or water access. It can be owned by any level of government or privately.

Based on the Regional Plan designations and the current settlement patterns that exist within them a set of indicators and geographic parameters for measurement was included in the HGNP. The measurements contained

here identify broad service level distance/travel time standards to parks. Additional measures may be added as the division navigates through the HGNP, Rural Recreation Strategy, and evolving community needs.

Rural Commuter and Rural Areas are referred to in the HGNP, yet further consideration is needed for indicators in the rural areas. Consideration for areas beyond the Urban Settlement Area for functional parkland will tie into the findings and recommendations anticipated to come out of the Rural Recreation Strategy. Level of Service targets are still being established for all areas and the below Indicators will be used to start to collect information.

Service Delivery Metric	Regional Centre	Urban Settlement Areas Outside of the Regional Centre
Proportion of Residents Served	90% at 500m	90% at 800m
Parkland (Ha)/1,000 People	4.6	19

*Population density and park area per capita in Halifax's Regional Centre and the walkable Urban Settlement area outside the Regional Centre (population based on 2016 Statistics Canada).*

## STRATEGIC PLANNING & DESIGN KEY DELIVERABLES (2021/22)

Environment – Protected & Sustainable Environment
<p><b>Parks &amp; Open Space Plans</b> (Target: Q4 2021/22)</p> <p>The division will focus on the following key deliverables this year: Development of a management plan for Shaw Wilderness Park; overall planning for the future Blue Mountain Birch Cove Lakes Regional Park; continuing community engagement for park plans including West Bedford, Rehab Lands, Off-leash areas, Indigo Shores, and in conjunction with Halifax Water undertake work related to Sawmill Creek Daylighting and Park Planning.</p>
<p><b>Halifax Common Open Space Master Plan Completion</b> (Target: Q1 2021/22)</p> <p>To guide the Municipality in the provision of open space areas, parks, recreation programs and facilities for the short and long term, Parks &amp; Recreation will complete the Halifax Common Master Plan. The plan will also define management policies for physical renewal of the space.</p>

Responsible Administration – Well Managed
<p><b>Capital Project Delivery</b> (Target: Q4 2021/22)</p> <p>Ensure approved Parks capital projects are advanced sufficiently to enable them to be tendered, awarded, and constructed.</p>
<p><b>Completion of Strategic Plans</b> (Target: Q4 2021/22)</p> <p>Completion and implementation of strategic plans related to recreation assets and municipal parkland such as Halifax Forum, the Playing Field Strategy, as well as continuation of the pilot projects for the Naturalization Initiatives and the Introduction of Park Standards.</p>
<p><b>Recreation Management Software</b> (Target: Q4 2021/22)</p> <p>With the conclusion of the implementation of the Legend Recreation Solution, the management of the software transitions to operational mode. The business and technical services team will support ongoing requirements to maintain and support the recreation management software and provide business services to Parks &amp; Recreation.</p>

## MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

The Multi-District Facilities (MDFs) are a significant component of HRM's recreation program services delivery model. These facilities are managed and operated by volunteer community boards who have authority over the day-to-day operations including program delivery. The boards are governed by consistent management agreements with the first full year of implementation in 2019/20. The management agreements have provisions in place to ensure effective stewardship of publicly owned assets in support of HRM's recreation outcomes. These agreements contain a requirement for the volunteer community boards to submit annual budget and business plans, which may include an operating subsidy request. The management agreement includes provisions that as HRM's agent operating on the municipality's behalf, any year end surplus is transferred to a dedicated capital reserve. Additionally, should there be a year end operating deficit, this is to be incorporated into HRM's debt policies and processes.

The seven (7) Multi-District Facilities include: Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Halifax Forum, St. Margaret's Centre, and Zatzman Sportsplex. Public Health Orders concerning COVID restrictions have impacted all facilities, necessitating adjustments to program delivery, staffing reductions, increased operating costs, and declined revenues. The ordered closures of facilities, with a gradual restoration of services in 2020/21, had a significant effect on their projected budgets. It is anticipated that all MDFs will continue to alter program offerings and experience some expense increases and revenue decreases into 2021/22.

HRM provided the MDFs with budget assumptions to enable them to formulate their individual business plans and respective budgets. These are conservatively optimistic and presuppose operations at 75% capacity for the first two quarters of 2021/22 with 100% capacity for the last two quarters. The degree of impact is challenging to determine with many variables that are outside of their purview, thus some risk remains as to whether the budgets put forth will be an accurate prediction for the upcoming fiscal year.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the business plan submitted by each facility.

### 2021/22 FINANCIAL SUMMARY

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
Alderney Landing	\$1,311,500	\$871,750	(\$439,750)	\$479,750*	\$320,000*	\$159,750
Canada Games Centre	4,679,469	4,532,499	(146,970)	146,970	0	146,970
Centennial Pool	675,000	495,000	(180,000)	180,000	180,000	0
Cole Harbour Place	3,824,534	3,193,162	(631,372)	631,372	285,000	346,372
Halifax Forum	4,157,609	3,771,043	(386,566)	386,566	0	386,566

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
St. Margaret's Centre	1,937,527	1,376,300	(561,227)	561,227	320,000	241,227
Zatzman Sportsplex	3,996,065	3,119,600	(876,465)	876,465	400,000	476,465
<b>TOTALS</b>	<b>\$20,581,704</b>	<b>\$17,359,354</b>	<b>(\$3,222,350)</b>	<b>\$3,262,350</b>	<b>\$1,505,000</b>	<b>\$1,757,350</b>

\* Includes both direct subsidy and Geo thermal subsidy

All Multi-District Facilities have requested subsidy funding. The subsidies require a total contribution request of \$3,262,350 which represents a \$1,757,350 increase over the currently approved subsidy of \$1,505,000 from 2020/21. This funding increase is not within the current Parks & Recreation budget envelope and requires additional funding from the general tax rate. The consistent message from all MDFs is that a lack of funding could mean that they may:

- Defer annual maintenance.
- Be unable to meet payroll obligations.
- Reduce building and staffing hours.
- Reduce programing.
- Delay purchasing operational equipment.
- Potential impact to legal services for union negotiations.
- Incur potential difficulties paying facility operations maintenance costs.
- Increase membership fees.
- Lose members over time due to reduced offerings.

As noted, the new management agreements for the Multi-District Facilities require that the facilities submit budgets and business plans pursuant to Regional Council's direction. The following pages include the business plans prepared by each facility and outline their respective programs and services.

## ALDERNEY LANDING FACILITY ASSOCIATION

The Alderney Landing (AL) cultural venue typically delivers over 600 immersive cultural festivals, events, and performances annually. The organization is governed by a Board of Directors and is operated by 8 full time staff, 7 part-time staff, and 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 445 program and event volunteers.

### Vision

Celebrated as a vibrant gathering place and the heart of a dynamic Dartmouth experience.

### Mission

Alderney Landing is a vital Culture and community gathering that brings together the public with local artists, performers, farmers, vendors.

#### TOP 3 DELIVERABLES FOR 2021/22

- Implement the tactics under our Strategic Plan for Alderney Landing, Theatre, Market, Gallery and Events.
- Develop a brand that aligns Alderney Landing's dual cultural and community mandates, that is recognized for its commitment to diversity and inclusion.
- Build and maintain strong relationships with key partners that support Alderney's mandate in planning for necessary facility rejuvenation.

#### SERVICE DELIVERED

##### **Saturday Farmers Market**

Continue online and in-person market supporting up to 120 small businesses, artisans, and local farmers. In 2020/21 Alderney completed 40 online market weeks filling over 6,000 orders and \$500,000 in sales for our local farmers and artisans, reducing food security concerns while supporting local. Moved the in-person market outdoors and to Alderney Gate pedway and communal spaces, providing strong COVID safety protocols.

##### **Community Groups and not-for-profits**

Continue to support the greater community by offering both the space to meet the community needs and to support their fundraising efforts with COVID protocols.

##### **Incubate Businesses**

Alderney Landing has incubated over a dozen thriving businesses in HRM. Continue to find ways to support local entrepreneurs in the development of their product. In 2020/21, Alderney Landing hosted a microbrewery via a seasonal license agreement with Brightwood Brewery, with food service provided by two of Alderney Landing's tenants; Evans Seafood and Port City Coffee. This pilot project provided support to these local businesses impacted by COVID and provided a revenue stream to Alderney Landing. Alderney Landing is currently working on an RFP for a licensed garden (serving alcohol) and an ice cream shop new to the Dartmouth Waterfront for summer 2021.

## Theatre

In 2020 Alderney Landing successfully filmed 13 shows for Canada Country Music Television. We developed new partnerships with local downtown businesses supporting local musicians. Alderney Landing is currently developing digital streaming capabilities that will carry forward after COVID. A partnership is being developed with Black Cultural Center for programming in 2021/22.

## Dance

The new digital streaming capabilities by AL will enable our 12 local dance companies to produce 120 performances in 2021/22.

## Craig Gallery

In 2020, the Craig Gallery delivered artist exhibitions in person and online. Children's art programming, artists talks, lectures, workshops, and demos were also moved online. In 2021/22 we intend to open our Community Mobile Art Cart Programming.

## Mother Goose Festival

The program creatively brings to life many characters and stories that capture the essence of traditional stories with a modern twist, through plays, musical performances, art making and ten hands-on activities.

## The Fire and Water Festival

This festival pays respect, builds awareness of our Mi'kmaq heritage and celebrates the diversity of all immigrants to this land, through elements that we all share Fire and Water.

## Bluenose Ghosts Festival

Share local history through the works of Dr. Helen Creighton by creating new works with professional artists, and engaging youth COVID bubbles. Increase the offerings for new experiences and expansion, such as our Africville program.

## The Christkindlmarket Festival

A traditional German market supported by the Canadian German Association of NS, offering authentic German experiences. Find more community private partners and expand the offerings and grow program revenue in 2021/22.

## 2021/22 Alderney Landing Operating Budget

Expenditures	2021/22 Budget
Events, Cultural programming	\$142,200
Snow clearing and parking supplies	42,000
Art Gallery	6,000
Brand communication cultural programming	35,000

<b>Expenditures</b>	<b>2021/22 Budget</b>
Tent install dismantle, cleaning, storage	9,000
Bar and catering	2,500
Wages and event staff	650,000
CPP EI WCB Health	75,000
Building maintenance	54,925
HRM Geo Thermal	40,000
Events supplies and equipment	47,500
Garbage removal	10,000
SOCAN, licenses, fees, ATM, security, linen	9,975
Utilities, power telephones	106,000
Interest, bank, ATM	6,200
Service and equipment	20,000
Professional fees and development	13,500
Property Tax and amortization	41,900
<b>Total</b>	<b>\$1,311,500</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
Cultural Events programming	\$202,250
Events Plaza Parking	90,000
Farmer's and Cultural Market Vendors	150,000
Permanent Market Vendors	95,000
Theatre, tech and box office	79,000
Community corporate, bar and catering	12,500
Visual Arts	29,000
ATM	84,000
Cultural Grants	60,000
A.L.A. Donation	30,000
HRM Subsidy - Geo Thermal	40,000

<b>Revenues</b>	<b>2021/22 Budget</b>
<b>Subsidy Requested</b>	<b>\$439,750</b>
<b>Total</b>	<b>\$1,311,500</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Event and program revenues have been limited due to COVID restrictions.
- Parking lot revenues reduced by almost 70% due to most clients working from home.
- Reduced tenant revenues related to shutdowns and reduced traffic.
- Theatre rental revenues very limited due to restrictions on gathering limitations.
- Increased facility operating costs as a result of enhanced COVID protocols.

These circumstances have necessitated the request of a subsidy in 2021/22 of \$479,750 which is an increase of \$159,750 over the subsidy provided in 2020/21 of \$320,000, which included a \$40,000 subsidy for geothermal power at this facility.

# CANADA GAMES CENTRE

## Vision

Together, we inspire healthy Active Living

## Mission

The Canada Games Centre is committed to the promotion of healthy and active living. We provide opportunities and access for sport and recreation at all levels. Driven by our passion, leadership and teamwork, we provide innovative programming and exceptional experiences.

### TOP 3 DELIVERABLES FOR 2021/22

- Focus on our community, service excellence and responsible operations to improve Halifax's physical, social and mental health.
- Begin implementation of our Removing Barriers & Enhancing Accessibility Plan.
- Re-build our customer base leading to self funded operation.

### SERVICE DELIVERED

#### Community

We are a key community hub for the Clayton Park area with a goal of ensuring residents are involved and enjoy participating in a wider range of leisure, social, and sport and recreational opportunities that enhance our civic pride and improves the overall health of our region thus reducing health care costs in the future.

#### Recreation Programs

Offer a wide variety of Community, School, Camp and Sport programs that appeal to a mix of interests, ages and abilities. Our programs support Physical Literacy and continue to align to the Sport For Life (S4L) model to foster active living through recreation.

#### Fitness and Wellness Programs

Offer over 60 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, fitness forever, high intensity training, etc. Often offer Fitness or Wellness programming that are workshops such as nutrition, mental health, coaching, etc. that are free for members with a nominal cost for non-members who might be interested.

#### Aquatics Programs

Our program focuses on basic survival skills and proper swimming technique. We offer a broad range of program such as Parent & Tot, preschool lessons, school aged lessons, swim patrol and a range of leadership program that prepared youth for employment as lifeguard and instructors. Working on collaboration with swim lessons, our Swim Academy provides youth with training in competitive swimming, water polo, diving and lifesaving sport.

**Facility Rentals**

Rental of various spaces and areas around the facility including; pool lanes, community rooms, Field House courts, track and dance/fitness studios. Included in this area are birthday party bookings as they take place in areas that we traditionally rent.

**2021/22 Canada Games Centre Operating Budget**

<b>Expenditures</b>	<b>2021/22 Budget</b>
Marketing and Sponsorship	\$ 218,981
Service Operations	356,170
Aquatics	847,725
Recreation Programs	470,915
Rentals, Fitness and Wellness	662,590
Building Operations	1,416,040
Finance & Administration	707,048
	<b>\$4,679,469</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
General Membership & Admissions	\$ 2,842,398
Aquatics	586,213
Recreation Programs	552,954
Rentals, Fitness & Wellness	239,690
Commercial Leasing	276,757
Marketing and Sponsorship	7,488
Miscellaneous & Sundry	27,000
	<b>\$4,532,499</b>
<b>Subsidy Requested</b>	<b>\$146,970</b>
<b>Total</b>	<b>\$4,679,469</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Loss of membership and programming revenue due to Public Health Orders, mandated closures and restrictions.
- Staff and programming funding required to maintain programming.
- Increased facility operating costs as a result of enhanced COVID protocols.
- Membership and programming revenue will require time to re-establish as a result of Public Health directed closures and reopening restrictions.

These circumstances have necessitated the request of a subsidy in 2021/22 of \$146,970, its first subsidy from HRM since 2012/13, due to the impacts of COVID.

## CENTENNIAL POOL

### Mission

The Centennial Pool Association is committed to providing the opportunity for amateur sport athletes and the community to have access to aquatic training. The Association prides itself on delivering a clean and safe aquatic facility that provides access for amateur and professional athlete training.

### TOP 3 DELIVERABLES FOR 2021/22

- To engage with our clientele to support and motivate them to reactivate their healthy style routines.
- To provide the facility for amateur sport clubs to achieve their pre-COVID competitive levels in all aquatic sports.
- To provide an outlet for our senior citizens to have a healthy social lifestyle in a clean and safe environment

### SERVICE DELIVERED

#### Fitness and Wellness Programs

Aquasize and Dedicated Lane Availability

#### Aquatics Programs

Adult Swim Lessons

#### Facility Rentals

Amateur Competitive Sport, Military Training, and Professional Sport fitness

### 2021/22 Centennial Pool Operating Budget

Expenditures	2021/22 Budget
Compensation and Benefits	\$367,500
Office	23,500
Contract Services	40,000
Training and Education	1,500
Repairs and Maintenance	11,500
Supplies	20,100
Aquatics	1,000

<b>Expenditures</b>	<b>2021/22 Budget</b>
Building Costs	176,000
Equipment & Communications	3,400
Other Goods & Services	26,000
Other Fiscal	4,500
<b>Total</b>	<b>\$675,000</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
Memberships	\$30,000
Aquatics	270,000
Parking	195,000
<b>Subsidy Requested</b>	<b>\$180,000</b>
<b>Total</b>	<b>\$675,000</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Aging infrastructure resulting in significant facility capital project delays, impacting ability to raise revenue.
- Public Health directives closing the facility.
- Increasing facility operational costs.

These circumstances have necessitated the request of a \$180,000 subsidy in 2021/22. This money is currently allocated in the Parks & Recreation budget, which was approved in 2020/21.

## COLE HARBOUR PLACE

### Vision

The Heart of the community, inspiring and enabling physical, mental and social well-being.

### Mission

To fulfil the recreational, cultural and wellness needs of the community, while creating a legacy for families and inspiring leaders of tomorrow

#### TOP 3 DELIVERABLES FOR 2021/22

- Focus on our community and the amenities that we provide for them through memberships and programming.
- Increase our programming offerings with an emphasis on community and culture.
- Develop and Implement new options to help people facing physical, financial, and physiological barriers be able to access Cole Harbour Place.

#### SERVICE DELIVERED

##### Recreation Programs

Cole Harbour Place (CHP) offers recreational programming for all age groups, 7 days a week. Our facility contains multiple dance studios, weight training centre, cardio room, spin studio, squash courts as well as a functional training space. Programs offered include, but are not limited to, spin classes, high intensity interval training (HIIT), yoga, Zumba, chair fit, personal training, heavy bag training, squash lessons, as well as a drop-in squash night. We also offer babysitting services as well as day camps to help keep parents active and youth engaged.

##### Aquatics Programs

We are home to a six lane, 25 metre competition pool, a large leisure pool, hot tub and tot pool. We offer a variety of recreational options for people of all ages in the pool. Members and the general public can take part in public swims, lane swimming, parent and tot swims, lessons, swimming certifications, stroke improvement as well as group classes such as aqua-fit and social water fit.

##### Arena Programming / Rentals

Our facility contains 2 NHL sized arenas and is host to a variety of on-ice activities. We cater to multiple minor hockey associations, ringette, figure skating, HRM learn to skate, recreational public skating as well as adult hockey leagues. We are proud to be the home rink of a Major Midget, Major Bantam, Junior B and High School hockey teams and are involved in hosting large tournaments and camps throughout the year.

##### Facility Rentals

Associations, community groups, corporations and individuals can rent space to suit their needs. We offer multiple meeting rooms of various sizes, including a 5500 sq. ft Multi-Purpose Room. We have non-profit rates and donate space for community groups to ensure we are doing our part to help support the needs of the areas we serve.

Spaces are commonly rented for a variety of events including trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings and weddings.

### Cultural Events

Home to the Dartmouth Dance Academy. The facility hosts many classes at all levels and has hosted recitals for the dance school as well throughout the pandemic so that the dancers can continue showing their work, and the community can enjoy it.

The facility also hosts an area in its lobby for community groups wishing to promote their programs and/or services.

### 2021/22 Cole Harbour Place Operating Budget

<b>Expenditures</b>	<b>2021/22 Budget</b>
Compensation and Benefits	\$2,253,149
Aquatics	12,321
Weight Room	13,170
Athletics	19,275
Security	2,246
Administration	224,335
Operations	1,105,486
Housekeeping	194,192
Other Expenses	360
<b>Total</b>	<b>\$3,824,534</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
Memberships	\$712,000
Aquatics	469,200
Athletics	178,384
Arena	818,100
Dance	62,730
Rentals	83,135
Advertising	9,525

<b>Revenues</b>	<b>2021/22 Budget</b>
Other Revenue	151,359
Leases	708,729
<b>Subsidy Requested</b>	<b>\$631,372</b>
<b>Total</b>	<b>\$3,824,534</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Increased facility operating costs as a result of enhanced COVID protocols.
- Loss of ice revenue due to declining hockey registration and having numerous ice pads on the Dartmouth side which has shifted ice demands.
- Mandated minimum wage increase has a large affect on our wages paid.
- Opening of privately-owned fitness centers in the city reducing memberships at CHP due to their low prices.
- Aging building requires significant maintenance to ensure it is state of good repair, properly functioning and safe for everyone.
- Union negotiations this upcoming year will have significant wage pressures.
- Implementation of Legend while concurrently running our previous systems during the transition.

These circumstances have necessitated the request of a subsidy in 2021/22 of \$631,372 which is an increase of \$346,372 over 2020/21.

## HALIFAX FORUM

### Mission

The Halifax Forum Community Association is committed to providing an innovative and quality facility for a diverse cross-section of recreation, entertainment, arts, business, cultural and community-based events. We provide facilities that are fun, safe and versatile, which enables us to create opportunities for children, adults and seniors through individual, group and team activities. The Halifax Forum is a vital community partner for the residents of HRM and is committed to being financially responsible and efficiently managed.

#### TOP 3 DELIVERABLES FOR 2021/22

- Operate in a financially responsible manner while offering a wide range of services and activities in one location.
- Coordinate and plan all programs/events with public safety as top priority.
- Working with HRM during redevelopment planning phase to ensure the facility is appropriately designed.

#### SERVICE DELIVERED

##### Arena

The Halifax Forum complex is home to two ice surfaces which accommodate a wide range of recreational activities. The Forum (1927) and the Civic Arena (1995) play host to multiple minor hockey associations, adult recreational leagues, ringette, figure skating, public skating, major midget hockey as well as men's and women's AUS hockey. Ice surfaces are available for rent to the public at some of the most affordable rates in Halifax.

##### Event Facility Rentals

The Halifax Forum complex is comprised of five buildings which are available for rent 365 days of the year. The Multi-Purpose Centre (18,000 sq. ft.) and Maritime Hall (4,500 sq. ft) are our most commonly used rooms. Both are rented for a variety of events throughout the year including trade shows, community gatherings, cultural festivals and boxing to name a few. The Bingo Hall (18,000 sq. ft.) is commonly used for day-time meetings and is the location of the weekly Saturday morning Farmer's Market. For larger events such as trade shows and concerts, the ice surfaces can be made available and converted with floor coverings.

Due to ongoing COVID impacts the number of overall event days will be limited for 2021/22 and those events that are able to proceed, must do so under the guidelines proposed and approved by Public Health.

##### Programming

The Halifax Forum Super Bingo runs seven days a week, under normal circumstances, and is the busiest bingo offering in Metro. It offers a full menu canteen and regularly accommodates hundreds of players per night. Local non-profit organizations can work with Forum Bingo staff to coordinate fundraising opportunities. Hundreds of other events take place at the Forum each year, many of which are made available to the public, and can be found on the Forum's website ([halifaxforum.ca](http://halifaxforum.ca)).

**21/22 OPERATING BUDGET**

<b>Expenditures</b>	<b>2021/22 Budget</b>
Compensation and Benefits	\$1,679,739
Office (Supplies, advertising, telephone)	50,000
Training and Education	5,000
Repairs and Maintenance	60,000
Sanitary Supplies	35,000
Uniforms	3,000
Arena Equipment repairs & maintenance	100,000
External Services refuse, security, audit	170,000
Materials	25,000
Utilities (electricity, fuel, water)	500,000
Vehicle Expense	30,000
Other Goods & Services Bar Supplies, Cost of Goods, Bingo Prizes	1,444,870
Ground Maintenance (Paving, salt)	55,000
<b>Total</b>	<b>\$4,157,609</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
Concessions	\$44,178
Bingo	2,365,130
Arena Ice	990,000
Events	304,285
Parking	35,000
Advertising	16,235
Other Revenue (Misc., cash machines)	10,215
Leases	6,000
<b>Subsidy Requested</b>	<b>\$386,566</b>
<b>Total</b>	<b>\$4,157,609</b>
<b>Net Surplus/Deficit</b>	<b>\$0.00</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Limited event/program revenue due to COVID restrictions.
- Increased compensation expense resulting from newly executed CUPE 108 Collective Agreement.
- Increased facility operating costs as a result of COVID protocols.

These circumstances have necessitated the request of a subsidy in 2021/22 of \$386,566. The Halifax Forum Community Association did not request a subsidy in 2020/21.

## ST. MARGARET'S CENTRE

### Mission

The heart of St. Margaret's is in the Centre. The Centre evolved from the grassroots of the community and will continue to evolve to serve. We are dedicated to this community. In these difficult pandemic times, we are committed to keeping our community safe and providing people with a positive recreational experience in order to boost mental health and general well being.

### TOP 3 DELIVERABLES FOR 2021/22

- Focus on our community, service excellence and responsible operations to improve our communities physical, social and mental health.
- Provide excellent quality ice and great gym experiences with a wide scope of programs offered.
- Provide Health and Wellness Fitness initiatives for family and individuals.

### SERVICE DELIVERED

#### Recreation Programs

We offer a diverse range of recreation activities, including public skates, adult skates, pickleball, yoga, spin and fitness classes, parent & tot skates, tumble tots and after school programs, all designed to increase the physical activity opportunities within the community.

#### Fitness and Wellness Programs

We provide an affordable, accessible and user-friendly fitness centre, combined with wellness programs designed for strength building and relaxation.

#### Aquatics Programs

St. Margaret's Centre has an outdoor pool which operates from June to September. The Centre provides quality swim lessons for the community both in group and private lessons format. Lots of public and family swims every day of the summer. A perfect meeting place for a community event or a child's birthday party.

#### Arena Programming / Rental

Two ice surfaces (one Olympic size and one International size) are available for rental 12 months a year. We offer a wide variety of programming including hockey, figure skating, speed skating and ringette. Lots of family skates and great programs for people of all ages to learn to skate.

#### Facility Rentals

Ice rentals, gym rentals, meeting rooms as well as multipurpose rooms are available for rental.

#### Events

St. Margaret's Centre provides art, theatre, music and fitness classes through the afterschool programs and summer camp programming.

## 2021/22 St. Margaret's Centre Operating Budget

<b>Expenditures</b>	<b>2021/22 Budget</b>
Compensation and Benefits	\$1,111,000
Office	13,423
Contract Services	31,354
Training and Education	2,000
Repairs and Maintenance	63,300
Supplies	29,000
Building Costs	601,200
External Services	45,500
Vehicle Expense	4,000
Other Goods & Services	36,750
<b>Total</b>	<b>\$1,937,527</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
Memberships	\$170,000
Aquatics	63,000
Athletics	33,400
Arena	912,500
Rentals	128,150
Advertising	30,000
Grants	14,000
Other Revenue	25,250
<b>Subsidy Requested</b>	<b>\$561,227</b>
<b>Total</b>	<b>\$1,937,527</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

### EXPENSE

- Increased costs related to safety and cleaning protocols due to the COVID pandemic.
- Increasing utility and operational repair and maintenance costs.
- Increase in building and plant maintenance expenses due to an aging building infrastructure.

### REVENUE

- Decrease in Revenue - Programing revenue will require time to re-establish as a result of Public Health directed closures and reopening restrictions.

These circumstances have necessitated the request of a subsidy in 2021/22 of \$561,227, which is an increase of \$241,227 from the 2020/21 subsidy.

## ZATZMAN SPORTSPLEX

### Vision

Citizens are physically and socially active, healthy, happy, and feel a strong sense of belonging in their community.

### Mission

Great communities have citizens who are healthy in body, mind and spirit. The Zatzman Sportsplex provides sport, recreation and social gathering opportunities supporting individuals, families, and groups to realize their full potential and contribute to the development of a prosperous, diverse, inclusive, and healthy community.

### Motto

Transforming the health and wellbeing of our community one person at a time.

#### TOP 3 DELIVERABLES FOR 2020/21

- Re-Launch and establish the new Zatzman Sportsplex brand after COVID shutdown
- Create and maintain a comprehensive service and program base.
- Continue to develop new options to help people facing physical, financial, and physiological barriers access the Sportsplex.

#### SERVICE DELIVERED

##### Recreation Programs

Through its gymnasium, program studios and meeting rooms the Sportsplex offers a wide variety of recreation programs. From dance to sport instruction and free play opportunities to summer camps and non-physical activity-based programs the Sportsplex offers recreation opportunities for children, youth, adults, older adults and families. Programs are offered at introductory levels, moderate skill and advanced skills levels. Through the arena and swimming pool recreational skating and swimming opportunities are available.

##### Fitness and Wellness Programs

The Sportsplex offers a full-service fitness centre including a weight room, gymnasium, and fitness classes. Programs focus on physical activity as well as overall health and wellness.

##### Aquatics Programs

The pool offers public swimming, learn to swim lessons, leadership training and rentals for everything from birthday parties, to swim teams, to other sport groups, and even training for kayakers and airline staff.

##### Arena Programming / Rentals

The arena is used for a variety of ice related sports and leagues including minor and gentleman's hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several yearly hockey tournaments, including SEDMHA and Justice Scores for Wishes, along with non-hockey community events

including graduations for the local high schools and NSCC, the Dartmouth Handcrafters Guild Show, dance competitions and concerts.

### Facility Rentals

The Zatzman Sportsplex offers five community meeting rooms for rental by the community when not in use for Sportsplex programs and services. Rentals can be varied between meetings, events and even things like birthday parties.

### Cultural Events

The Zatzman Sportsplex hosts the largest piece of indigenous art in a municipal facility in HRM. We also host Artists Alley which is a community art display where artists can, at no charge, place their art in the building for one (1) month. Those that sell something from their display pay a commission on those sales that is used to maintain the public art display cases. The facility also hosts a pop-up show area in its lobby for community groups wishing to promote their programs and/or services. The Sportsplex also hosts concerts, art shows and other programs that support community, culture and/or heritage development in HRM.

## 2021/22 Zatzman Sportsplex Operating Budget

<b>Expenditures</b>	<b>2021/22 Budget</b>
Administration	\$470,800
Athletics	1,010,400
Aquatics	530,705
Operations	1,172,200
Events and Rentals	183,915
Maintenance	628,045
<b>Total Expenses</b>	<b>\$3,996,065</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
Arena	\$540,700
Athletics	1,758,200
Aquatics	472,400
Room Rentals	57,500
Other	290,800
<b>Subsidy Requested</b>	<b>\$876,465</b>

<b>Revenues</b>	<b>2021/22 Budget</b>
<b>Total</b>	<b>\$3,996,065</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Loss of membership and programming revenue due to Public Health Orders, mandated closures and restrictions.
- Increasing utility and operational repair and maintenance costs.
- Staff and programming funding required to maintain programming.
- Increased facility operating costs as a result of enhanced COVID protocols.
- Membership and programming revenue will require time to re-establish as a result of Public Health directed closures and reopening restrictions.

These circumstances have necessitated the request of a subsidy in 2021/22 of \$876,465, which is an increase of \$476,465 from the 2020/21 subsidy.

Lack of funding could mean that the facility would be unable to meet payroll obligations, eliminate all free community access programming included free track access and have potential difficulties paying facility operations maintenance.

## Summary of Net Expenditures - Parks & Recreation

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
C413 P & Rec Ops Support	154,642	480,500	479,900	479,500	469,500	(10,400)	(2.2)	(2.3)
C414 Stra Plan & Des Adm	114,681	392,000	300,500	199,000	428,400	127,900	42.6	9.3
W700 Policy & Planning	817,250	803,900	819,400	817,200	906,900	87,500	10.7	12.8
W954 Parks Capital Projects	683,558	591,800	719,800	715,000	729,800	10,000	1.4	23.3
**** Strategic Planning and Design	1,770,131	2,268,200	2,319,600	2,210,700	2,534,600	215,000	9.3	11.7
C888 NAIG P-R	1,281,950	159,400	160,400	(11,100)	-	(160,400)	(100.0)	(100.0)
C410 Director's Office	469,338	422,100	416,800	421,100	425,600	8,800	2.1	0.8
**** Parks & Recreation Administra	1,751,288	581,500	577,200	410,000	425,600	(151,600)	(26.3)	(26.8)
R851 Horticulture East	718,161	768,200	596,700	610,500	809,800	213,100	35.7	5.4
W180 Playgrounds East	732,160	771,100	696,800	691,000	836,800	140,000	20.1	8.5
W181 Parks East Admin	347,528	391,200	293,400	337,500	371,300	77,900	26.6	(5.1)
W182 Sportsfields East	1,105,639	1,003,200	997,500	993,200	1,106,300	108,800	10.9	10.3
W183 Playgrounds Central	663,221	693,900	629,700	636,400	677,100	47,400	7.5	(2.4)
W185 Sportsfields - Central	899,793	984,600	932,100	986,900	990,600	58,500	6.3	0.6
W187 Artificial Fields	449,836	366,800	331,800	242,800	331,800	-	-	(9.5)
W191 Cntrcts-Grass/Hort	1,699,659	1,739,200	1,648,800	1,786,700	1,827,800	179,000	10.9	5.1
*** Parks East	6,615,998	6,718,200	6,126,800	6,285,000	6,951,500	824,700	13.5	3.5
R831 Parks West Admin	218,621	326,500	230,300	285,400	441,300	211,000	91.6	35.2
R850 Horticulture West	1,041,560	1,189,100	857,500	852,300	1,257,200	399,700	46.6	5.7
R855 Cemeteries	35,995	32,100	103,900	53,500	30,300	(73,600)	(70.8)	(5.6)
R860 Major Parks	623,217	639,400	594,600	595,600	703,100	108,500	18.2	10.0
W184 Playgrounds West	844,645	961,800	876,600	878,900	750,200	(126,400)	(14.4)	(22.0)
W186 Sportsfields West	1,247,462	1,371,700	1,193,600	1,268,200	1,206,600	13,000	1.1	(12.0)
W193 Trails & Op. Sp Mtce	-	-	-	-	573,800	573,800	-	-
*** Parks West	4,011,500	4,520,600	3,856,500	3,933,900	4,962,500	1,106,000	28.7	9.8
W189 Fleet Maintenance	3,073	-	-	2,000	-	-	-	-
W702 Parks Administration	(233,958)	(144,900)	583,700	369,100	(43,300)	(627,000)	(107.4)	(70.1)
W705 State of Good Repair	1,006,309	995,000	895,400	1,096,300	985,000	89,600	10.0	(1.0)
**** Parks	11,402,922	12,088,900	11,462,400	11,686,300	12,855,700	1,393,300	12.2	6.3
D101 Rec. Prog. Admin.	371,406	440,800	402,400	472,100	416,300	13,900	3.5	(5.6)
D999 Clearing Account Rec	115,947	-	(2,770,500)	0	-	2,770,500	(100.0)	-
*** Recreation Services	487,353	440,800	(2,368,100)	472,100	416,300	2,784,400	(117.6)	(5.6)
D160 SMBC Prog. & Skating	96,225	130,100	191,500	166,600	152,700	(38,800)	(20.3)	17.4
D175 CWSOC PR AQ FC	198,812	416,400	857,400	634,300	549,600	(307,800)	(35.9)	32.0
D320 Bedford Outdoor Pool	(4,853)	(5,900)	42,700	500	25,000	(17,700)	(41.5)	(523.7)
D540 Beaches/Commons Pool	383,193	426,200	415,100	370,700	389,300	(25,800)	(6.2)	(8.7)
D570 Needham Pool	91,917	119,900	180,100	77,400	117,200	(62,900)	(34.9)	(2.3)
D640 Colby Vill Otdr Pool	14,887	(33,700)	(9,000)	1,200	27,800	36,800	(408.9)	(182.5)
** Aquatics & Leisure	780,181	1,053,000	1,677,800	1,250,700	1,261,600	(416,200)	(24.8)	19.8
D180 Herring Cove Program	44,189	-	-	-	-	-	-	-
D850 Inclusion Services	157,666	317,900	303,100	231,500	281,700	(21,400)	(7.1)	(11.4)
*** Aquatics, Leisure, Active Livin	982,036	1,370,900	1,980,900	1,482,200	1,543,300	(437,600)	(22.1)	12.6
S210 Youth LIVE Admin	347,981	309,200	194,200	242,400	307,800	113,600	58.5	(0.5)
S231 947 Mitchell	104,181	103,800	103,800	114,600	103,800	-	-	-
S232 1300 St. Margaret's Bay	12,807	5,000	5,000	800	1,000	(4,000)	(80.0)	(80.0)
S233 Youth LIVE Initiatives	621,694	639,500	441,200	553,300	714,000	272,800	61.8	11.6
** Youth LIVE Operations	1,086,663	1,057,500	744,200	911,100	1,126,600	382,400	51.4	6.5
C761 Youth Power House	93,480	115,700	103,700	79,300	132,200	28,500	27.5	14.3
C762 Youth Advocate Program	-	-	(38,100)	(47,400)	(21,200)	16,900	(44.4)	-
D755 Youth Programming	531,221	576,100	586,500	469,200	535,800	(50,700)	(8.6)	(7.0)
*** Youth Programming	1,711,365	1,749,300	1,396,300	1,412,200	1,773,400	377,100	27.0	1.4
C175 Hubbards Programming	32,706	37,100	32,700	28,400	35,100	2,400	7.3	(5.4)
D155 Chocolate Lk Program	145,778	156,800	297,700	101,700	158,700	(139,000)	(46.7)	1.2
D210 Lakeside Programming	348,629	417,500	475,500	362,800	457,200	(18,300)	(3.8)	9.5
D215 St.Margs/Tantal Prog	8,477	16,400	13,200	6,800	10,000	(3,200)	(24.2)	(39.0)
D580 St Andrews Programming	139,504	160,700	232,200	171,900	223,700	(8,500)	(3.7)	39.2
*** Mainland North & Western	675,094	788,500	1,051,300	671,600	884,700	(166,600)	(15.8)	12.2
D310 Gordon Snow Programm	226,550	71,500	249,400	157,600	269,200	19,800	7.9	276.5
D315 Acadia Programming	375,584	389,300	462,800	316,200	491,500	28,700	6.2	26.3
D325 Lebrun Programming	238,300	282,200	392,200	184,900	225,000	(167,200)	(42.6)	(20.3)
D330 Mid. Musq. Program	27,673	39,100	43,800	22,900	31,200	(12,600)	(28.8)	(20.2)
D350 Bdfd/Hmdplns CommCtr	136,490	110,700	232,400	218,500	170,200	(62,200)	(26.8)	53.7
*** Bedford/Sackville/Fall River	1,004,597	892,800	1,380,600	900,100	1,187,100	(193,500)	(14.0)	33.0
D172 NPCC Programming	536,228	558,300	547,500	423,000	321,800	(225,700)	(41.2)	(42.4)

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
D410 Musq Harbour Prog/FC	316,477	343,300	385,100	265,700	399,200	14,100	3.7	16.3
D430 Sheet Hbr.Prog/FC	222,465	249,500	247,400	182,000	217,200	(30,200)	(12.2)	(12.9)
D620 Cherrybrk/LkEcho Pro	(98)	14,000	18,300	900	12,700	(5,600)	(30.6)	(9.3)
D630 Cole Hbr Programming	369,805	393,700	498,700	384,000	634,100	135,400	27.2	61.1
D810 Findlay Programming	255,440	277,000	384,100	205,800	241,100	(143,000)	(37.2)	(13.0)
D815 Dart North Com Ctr.	300,075	293,100	289,300	255,900	322,600	33,300	11.5	10.1
D825 Tallahassee Programming	338,782	319,200	340,400	271,600	373,300	32,900	9.7	16.9
*** Cole Harbour/Dartmouth & East	2,339,173	2,448,100	2,710,800	1,988,900	2,522,000	(188,800)	(7.0)	3.0
C471 Emera Oval	434,325	456,500	410,300	334,700	439,100	28,800	7.0	(3.8)
D510 Needham Programming	466,821	450,900	513,500	404,400	490,500	(23,000)	(4.5)	8.8
D550 G. Dixon Programming	210,410	226,600	301,300	136,900	271,900	(29,400)	(9.8)	20.0
D555 Isleville Programming	(5,813)	(6,100)	8,800	(2,400)	(10,900)	(19,700)	(223.9)	78.7
D565 The Pavilion/HFX Com	1,925	14,200	12,200	900	5,200	(7,000)	(57.4)	(63.4)
D575 Larry O'Connell Prog	(4,956)	(9,700)	3,900	2,600	5,100	1,200	30.8	(152.6)
D590 Citadel Programming	145,665	205,200	284,200	183,000	222,400	(61,800)	(21.7)	8.4
*** Peninsula	1,248,377	1,337,600	1,534,200	1,060,100	1,423,300	(110,900)	(7.2)	6.4
Z186 LKD:Sackville SSPool	58	17,000	8,500	8,500	-	(8,500)	(100.0)	(100.0)
ADMN SSS - Administration	329,557	2,150	176,050	210,850	190,600	14,550	8.3	8,765.1
ATHL SSS-Athletics	62,123	111,500	220,700	59,900	75,900	(144,800)	(65.6)	(31.9)
ICEX SSS - Ice	(410,596)	(439,000)	(192,000)	(351,000)	(367,900)	(175,900)	91.6	(16.2)
MEMB SSS - Memberships	(2,899)	(43,450)	134,750	262,050	131,300	(3,450)	(2.6)	(402.2)
POOL SSS - Pool	(91,838)	(95,200)	266,000	176,000	88,500	(177,500)	(66.7)	(193.0)
Z118 LKD:Stadium Program	-	-	-	-	-	-	-	-
*** Sackville Sports Stadium	(113,595)	(447,000)	614,000	366,300	118,400	(495,600)	(80.7)	(126.5)
**** Recreation Programming	8,334,399	8,581,000	8,300,000	8,353,500	9,868,500	1,568,500	18.9	15.0
C705 Community Partnerships	2,771,213	2,875,400	2,909,400	9,264,400	3,074,000	164,600	5.7	6.9
C711 Destination Halifax	404,208	410,100	709,500	709,500	959,500	250,000	35.2	134.0
C760 Culture & Events	1,912,752	2,079,500	1,743,200	1,620,100	2,094,200	351,000	20.1	0.7
C764 Cultural Development	-	225,000	75,000	75,000	75,000	-	-	(66.7)
C772 Reg-Events/Culture	-	-	-	-	-	-	-	-
D710 Program Sup Serv Adm	185,029	225,400	250,300	249,600	217,600	(32,700)	(13.1)	(3.5)
D911 Administration Services	521,241	651,100	583,900	512,100	715,900	132,000	22.6	10.0
*** Operations	5,794,442	6,466,500	6,271,300	12,430,700	7,136,200	864,900	13.8	10.4
C706 BMO Centre	34,314	(271,600)	992,600	221,800	(73,100)	(1,065,700)	(107.4)	(73.1)
C708 RBC Centre	259,828	(13,200)	1,069,400	329,200	219,400	(850,000)	(79.5)	(1,762.1)
C910 Facility Transfers	200,000	150,000	177,000	268,400	177,000	-	-	18.0
W204 Spencer House	-	-	-	-	-	-	-	-
*** Facilities	494,142	(134,800)	2,239,000	819,400	323,300	(1,915,700)	(85.6)	(339.8)
D970 Le Brun Centre	(275,316)	(275,000)	(120,500)	(210,200)	(245,700)	(125,200)	103.9	(10.7)
D980 Gray Arena	(26,166)	(17,100)	(3,800)	(25,000)	(3,800)	-	-	(77.8)
D985 Locked: Bowles Arena	-	-	-	-	-	-	-	-
*** Arenas	(301,482)	(292,100)	(124,300)	(235,200)	(249,500)	(125,200)	100.7	(14.6)
C230 Waverley Com. Centre	20,000	20,000	20,000	20,000	20,000	-	-	-
C270 Lucasville Comm. Ctr	6,782	8,400	8,400	8,400	8,400	-	-	-
C290 Upper Sack. Com. Ctr	-	40,000	40,000	40,000	40,000	-	-	-
*** Area Services	26,782	68,400	68,400	68,400	68,400	-	-	-
C106 Prospect Rd Com Ctr	191,955	-	-	-	-	-	-	-
C110 East Preston Rec Ctr	35,183	33,400	33,400	33,400	33,400	-	-	-
C125 Beaver Bank Com. Ctr	639,916	70,000	70,000	73,700	70,000	-	-	-
C150 Up. Ham Plns Com Ctr	32,986	34,100	34,100	33,700	34,100	-	-	-
C155 Hrtsfld/Wlmwd Com Ct	32,452	32,000	29,000	29,000	29,000	-	-	(9.4)
C194 G.Snow/Fall Riv Rec	194,934	-	-	-	-	-	-	-
C199 St. Marg Bay Ctr	218,825	-	-	-	-	-	-	-
*** Mun. Rec. Facil-General Rate	1,346,251	169,500	166,500	169,800	166,500	-	-	(1.8)
**** Regional Recreation	7,360,135	6,277,500	8,620,900	13,253,100	7,444,900	(1,176,000)	(13.6)	18.6
Net Total	30,618,875	29,797,100	31,280,100	35,913,601	33,129,300	1,849,200	5.9	11.2

### Summary Details - Parks & Recreation

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	15,922,838	17,069,300	16,909,600	16,159,500	16,965,800	56,200	0.3	(0.6)
6002 Salaries - Overtime	571,798	108,000	75,600	102,800	75,600	-	-	(30.0)
6003 Wages - Regular	6,141,998	40,000	40,000	42,300	40,000	-	-	-
6004 Wages - Overtime	1,376	-	-	-	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6005 PDP & Union Con Incr	(544,303)	-	-	(973,400)	-	-	-	-
6051 Shift Agreements	4,044	-	-	-	-	-	-	-
6054 Vacation payout	21,218	-	-	45,000	-	-	-	-
6100 Benefits - Salaries	3,215,739	3,278,700	3,256,600	3,151,100	3,443,600	187,000	5.7	5.0
6101 Benefits - Wages	339,786	-	-	-	-	-	-	-
6110 Vacancy Management	-	(808,000)	(1,179,400)	-	(808,000)	371,400	(31.5)	-
6150 Honorariums	4,220	10,300	5,100	10,000	5,100	-	-	(50.5)
6152 Retirement Incentives	93,924	113,300	113,300	114,400	117,800	4,500	4.0	4.0
6154 Workers' Compensation	432,861	315,500	310,000	302,700	321,200	11,200	3.6	1.8
6155 Overtime Meals	14,855	500	500	1,000	500	-	-	-
6157 stipends	265,446	326,500	176,500	148,500	326,500	150,000	85.0	-
6158 WCB Recov Earnings	(11,635)	-	-	(500)	-	-	-	-
6190 Compensation OCC trf	(182,031)	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	(501,425)	(867,800)	(867,800)	(996,600)	(623,300)	244,500	(28.2)	(28.2)
9200 HR CATS Wage/Ben	(532,621)	6,211,600	3,441,100	2,731,100	5,988,400	2,547,300	74.0	(3.6)
9210 HR CATS OT Wage/Ben	(494,614)	-	-	(1,000)	-	-	-	-
9230 HR CATS OT Meals	(17)	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>24,763,457</b>	<b>25,797,900</b>	<b>22,281,100</b>	<b>20,836,900</b>	<b>25,853,200</b>	<b>3,572,100</b>	<b>16.0</b>	<b>0.2</b>
6201 Telephone/Cable	84,078	60,100	48,100	96,700	74,200	26,100	54.3	23.5
6202 Courier/Postage	55,436	65,600	52,500	55,600	59,500	7,000	13.3	(9.3)
6203 Office Furn/Equip	30,886	34,100	7,300	163,800	24,700	17,400	238.4	(27.6)
6204 Computer S/W & Lic	9,828	5,200	5,200	1,400	3,700	(1,500)	(28.8)	(28.8)
6205 Printing & Reprod	53	7,700	7,700	1,200	4,500	(3,200)	(41.6)	(41.6)
6207 Office Supplies	117,992	95,300	76,200	102,100	77,400	1,200	1.6	(18.8)
6290 Office OCC Transfer	(2,750)	-	-	(165,000)	-	-	-	-
6299 Other Office Expenses	135,265	108,900	108,900	123,200	108,900	-	-	-
<b>* Office</b>	<b>430,787</b>	<b>376,900</b>	<b>305,900</b>	<b>379,000</b>	<b>352,900</b>	<b>47,000</b>	<b>15.4</b>	<b>(6.4)</b>
6301 Professional Fees	-	800	800	400	800	-	-	-
6303 Consulting Fees	9,596	6,500	6,500	55,000	6,500	-	-	-
6304 Janitorial Services	226,306	190,400	171,900	214,700	73,000	(98,900)	(57.5)	(61.7)
6305 Property Appraisal	412	5,100	5,100	-	5,100	-	-	-
6308 Snow Removal	33,202	22,200	22,200	23,900	17,200	(5,000)	(22.5)	(22.5)
6310 Outside Personnel	333	-	-	-	-	-	-	-
6311 Security	173,074	165,600	165,600	176,300	164,700	(900)	(0.5)	(0.5)
6312 Refuse Collection	55,712	41,700	41,700	41,100	41,000	(700)	(1.7)	(1.7)
6390 Extnl Svcs OCC Trsf	(9,697)	-	-	(1,400)	-	-	-	-
6399 Contract Services	5,430,074	5,349,400	5,197,900	5,129,800	5,225,300	27,400	0.5	(2.3)
<b>* External Services</b>	<b>5,919,012</b>	<b>5,781,700</b>	<b>5,611,700</b>	<b>5,639,800</b>	<b>5,533,600</b>	<b>(78,100)</b>	<b>(1.4)</b>	<b>(4.3)</b>
6401 Uniforms & Clothing	80,714	74,000	51,100	51,100	72,000	20,900	40.9	(2.7)
6402 Med & First Aid Supp	8,272	10,300	12,600	9,100	15,400	2,800	22.2	49.5
6403 Patrol Equip Supplies	6,632	-	-	-	-	-	-	-
6404 Rec Prog Supplies	346,697	321,000	114,500	123,300	192,300	77,800	67.9	(40.1)
6405 Photo Supp & Equip	47	-	-	-	-	-	-	-
6406 Bridge Tolls	4,991	2,200	2,200	4,800	2,200	-	-	-
6407 Clean/Sani Supplies	77,020	64,500	62,000	71,900	64,800	2,800	4.5	0.5
6409 Personal Protect Equ	69,685	68,200	68,200	180,000	224,200	156,000	228.7	228.7
6499 Other Supplies	37,016	24,800	12,800	17,200	21,800	9,000	70.3	(12.1)
<b>* Supplies</b>	<b>631,075</b>	<b>565,000</b>	<b>323,400</b>	<b>457,400</b>	<b>592,700</b>	<b>269,300</b>	<b>83.3</b>	<b>4.9</b>
6501 Asphalt	55,970	2,000	2,000	2,000	2,000	-	-	-
6502 Chemicals	1,579	500	500	3,400	4,100	3,600	720.0	720.0
6503 Fertilizer	49,505	56,000	56,000	53,200	46,000	(10,000)	(17.9)	(17.9)
6504 Hardware	57,299	53,400	53,400	57,900	54,400	1,000	1.9	1.9
6505 Lubricants	902	300	300	500	300	-	-	-
6506 Lumber	34,676	38,400	38,400	43,000	38,400	-	-	-
6508 Ready Mix Concrete	565	-	-	800	-	-	-	-
6511 Salt	7,931	1,800	1,800	1,800	1,800	-	-	-
6512 Sand	23,515	20,300	20,300	17,700	20,300	-	-	-
6513 Seeds & Plants	66,109	69,800	69,800	76,400	68,800	(1,000)	(1.4)	(1.4)
6514 Sods	3,224	8,600	8,600	2,500	8,600	-	-	-
6515 Stone and Gravel	30,529	47,400	47,400	23,400	47,400	-	-	-
6516 Topsoil	75,112	71,800	71,800	63,800	65,800	(6,000)	(8.4)	(8.4)
6517 Paint	76,634	73,400	73,400	35,200	62,200	(11,200)	(15.3)	(15.3)
6518 Metal	18	-	-	400	-	-	-	-
6590 Materials OCC Trsf	-	-	-	(1,500)	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6599 Other Materials	8,941	9,400	9,400	6,300	9,400	-	-	-
* <b>Materials</b>	<b>492,508</b>	<b>453,100</b>	<b>453,100</b>	<b>386,800</b>	<b>429,500</b>	<b>(23,600)</b>	<b>(5.2)</b>	<b>(5.2)</b>
6602 Electrical	168,129	87,100	87,100	110,500	77,100	(10,000)	(11.5)	(11.5)
6603 Grnds & Landscaping	95,040	88,600	88,600	6,600	-	(88,600)	(100.0)	(100.0)
6605 Municipal Taxes	39,693	44,000	44,000	47,100	44,000	-	-	-
6606 Heating Fuel	60,816	64,700	64,700	64,000	47,700	(17,000)	(26.3)	(26.3)
6607 Electricity	1,352,506	1,396,700	1,332,100	1,073,900	1,348,700	16,600	1.2	(3.4)
6608 Water	139,716	149,300	149,300	139,800	147,600	(1,700)	(1.1)	(1.1)
6610 Building - Exterior	10,172	-	-	5,500	-	-	-	-
6611 Building - Interior	1,488	1,000	1,000	28,200	2,500	1,500	150.0	150.0
6612 Safety Systems	2,820	500	500	1,500	500	-	-	-
6616 Natural Gas-Buildings	16,124	-	-	-	-	-	-	-
6617 Pest Management	2,775	3,200	3,200	2,300	3,200	-	-	-
6690 Building OCC Transfer	461	-	-	-	-	-	-	-
6699 Other Building Cost	507,820	511,600	511,600	508,900	473,300	(38,300)	(7.5)	(7.5)
* <b>Building Costs</b>	<b>2,397,560</b>	<b>2,346,700</b>	<b>2,282,100</b>	<b>1,988,300</b>	<b>2,144,600</b>	<b>(137,500)</b>	<b>(6.0)</b>	<b>(8.6)</b>
6701 Equipment Purchase	445,352	472,500	443,500	452,400	348,800	(94,700)	(21.4)	(26.2)
6702 Small Tools	42,646	36,100	36,100	40,300	36,100	-	-	-
6703 Computer Equip/Rent	7,560	5,000	2,000	500	1,100	(900)	(45.0)	(78.0)
6704 Equipment Rental	63,787	70,500	70,500	54,800	70,500	-	-	-
6705 Equip - R&M	15,119	20,700	20,700	15,000	20,700	-	-	-
6706 Computer R&M	605	600	600	400	600	-	-	-
6707 Plumbing & Heating	2,132	3,700	3,700	2,400	2,700	(1,000)	(27.0)	(27.0)
6708 Mechanical Equipment	-	1,000	1,000	-	-	(1,000)	(100.0)	(100.0)
6711 Communication System	150,108	121,000	121,000	136,900	88,300	(32,700)	(27.0)	(27.0)
6790 Equipment OCC Trsf	(11,492)	-	-	-	-	-	-	-
* <b>Equipment &amp; Communications</b>	<b>715,818</b>	<b>731,100</b>	<b>699,100</b>	<b>702,700</b>	<b>568,800</b>	<b>(130,300)</b>	<b>(18.6)</b>	<b>(22.2)</b>
6802 Vehicle R&M	137	-	-	100	-	-	-	-
6803 Vehicle Fuel - Diesel	647	500	500	100	500	-	-	-
6804 Vehicle Fuel - Gas	3,831	6,300	6,300	1,800	3,300	(3,000)	(47.6)	(47.6)
6806 Vehicle Rentals	35,182	17,600	20,600	67,300	17,600	(3,000)	(14.6)	-
6807 Vehicle Leases	-	-	-	2,500	-	-	-	-
6811 Shop Supplies	16	-	-	-	-	-	-	-
6899 Other Vehicle Expense	-	-	-	100	-	-	-	-
* <b>Vehicle Expense</b>	<b>39,814</b>	<b>24,400</b>	<b>27,400</b>	<b>71,900</b>	<b>21,400</b>	<b>(6,000)</b>	<b>(21.9)</b>	<b>(12.3)</b>
6901 Membership Dues	12,454	19,650	12,750	12,450	17,100	4,350	34.1	(13.0)
6902 Conferences/Workshop	14,370	17,200	4,800	400	10,200	5,400	112.5	(40.7)
6903 Travel - Local	163,204	176,200	137,100	117,900	152,900	15,800	11.5	(13.2)
6904 Travel - Out of Town	17,841	15,700	2,400	400	5,000	2,600	108.3	(68.2)
6905 Training & Education	49,931	63,100	16,500	17,000	33,500	17,000	103.0	(46.9)
6906 Licenses & Agreements	20,595	22,500	22,500	23,000	22,500	-	-	-
6908 Medical Examinations	5,350	3,850	3,850	3,850	3,900	50	1.3	1.3
6909 Cost of Sales	446,852	238,800	137,000	127,600	213,700	76,700	56.0	(10.5)
6910 Signage	11,644	39,700	39,700	32,100	39,700	-	-	-
6911 Facilities Rental	245,394	385,900	385,900	261,800	388,200	2,300	0.6	0.6
6912 Advertising/Promotio	38,753	80,400	48,000	40,000	72,500	24,500	51.0	(9.8)
6913 Awards	36,551	62,400	28,900	28,800	54,200	25,300	87.5	(13.1)
6914 Recruiting	22,921	1,000	1,000	1,000	1,000	-	-	-
6916 Public Education	78	5,000	5,000	4,400	5,000	-	-	-
6917 Books and Periodicals	967	1,100	1,100	300	1,100	-	-	-
6918 Meals	7,266	4,400	4,400	1,700	4,400	-	-	-
6919 Special Projects	1,455,981	573,300	359,400	637,700	601,000	241,600	67.2	4.8
6928 Committee Expenses	-	-	-	100	-	-	-	-
6932 Youth Pr Services	2,149	3,000	3,000	1,200	15,500	12,500	416.7	416.7
6933 Community Events	645,166	879,500	653,100	429,700	1,035,600	382,500	58.6	17.7
6936 Staff Relations	246	-	-	-	-	-	-	-
6938 Rewarding Excellence	16,416	13,800	13,800	13,100	13,800	-	-	-
6940 Fencing	129,223	120,900	120,900	193,800	120,900	-	-	-
6941 Playground Equipment	31,494	43,400	43,400	73,900	43,400	-	-	-
6942 Management Fees	466,073	568,200	568,200	591,700	568,200	-	-	-
6943 Health and Wellness	3,023	2,000	2,000	2,000	2,000	-	-	-
6990 Gds & Svcs OCC Trsf	(5,500)	-	-	-	-	-	-	-
6999 Other Goods/Services	189,233	-	-	15,200	-	-	-	-
* <b>Other Goods &amp; Services</b>	<b>4,027,670</b>	<b>3,341,000</b>	<b>2,614,700</b>	<b>2,631,100</b>	<b>3,425,300</b>	<b>810,600</b>	<b>31.0</b>	<b>2.5</b>
7008 ltnTrsf IT & Commun	893	-	-	-	-	-	-	-

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
7009 Internal Trfr Other	(236,846)	(19,500)	(19,500)	(120,900)	(173,500)	(154,000)	789.7	789.7
7010 IntTrfr Insur Funds	-	-	-	(1,300)	-	-	-	-
7011 Int Trf Record Check	1,485	-	-	8,000	3,000	3,000	-	-
7012 Int Trf Print/Reprod	19,327	2,000	2,000	21,200	4,000	2,000	100.0	100.0
7013 Int Trf Extra Duty	30,831	212,400	87,400	87,400	87,400	-	-	(58.9)
7015 Int Trf FacilityRent	68,531	-	-	-	-	-	-	-
<b>* Interdepartmental</b>	<b>(115,781)</b>	<b>194,900</b>	<b>69,900</b>	<b>(5,600)</b>	<b>(79,100)</b>	<b>(149,000)</b>	<b>(213.2)</b>	<b>(140.6)</b>
8011 Interest on Debentur	253,146	-	-	-	-	-	-	-
8012 Principal on Debentu	1,163,999	-	-	-	-	-	-	-
<b>* Debt Service</b>	<b>1,417,145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
8001 Transf Outside Agenc	5,067,727	4,163,800	3,103,200	9,889,300	5,445,650	2,342,450	75.5	30.8
8003 Insurance Pol/Prem	7,811	5,000	5,000	8,300	3,000	(2,000)	(40.0)	(40.0)
8004 Grants	2,874,308	3,095,200	2,970,200	2,970,200	2,980,200	10,000	0.3	(3.7)
8008 Transf to/fr Reserve	(2,761,111)	-	-	-	-	-	-	-
8022 Transf to/fr Trust	(87,158)	-	-	(40,000)	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	(2,722,000)	(2,456,800)	(2,456,800)	(4,794,150)	(2,337,350)	95.1	76.1
8031 Tfr To Resvs Fr Oper	-	540,200	540,200	486,600	540,200	-	-	-
<b>* Other Fiscal</b>	<b>5,101,577</b>	<b>5,082,200</b>	<b>4,161,800</b>	<b>10,857,600</b>	<b>4,174,900</b>	<b>13,100</b>	<b>0.3</b>	<b>(17.9)</b>
<b>** Total</b>	<b>45,820,641</b>	<b>44,694,900</b>	<b>38,830,200</b>	<b>43,945,901</b>	<b>43,017,800</b>	<b>4,187,600</b>	<b>10.8</b>	<b>(3.8)</b>

Summary Details - Parks & Recreation								
	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Revenues	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
5101 Parking Rentals	(182,785)	(180,000)	(153,000)	(75,000)	(153,000)	-	-	(15.0)
5102 Facilities Rentals	(1,177,668)	(869,000)	(577,700)	(214,700)	(675,100)	(97,400)	16.9	(22.3)
5107 Rental Ball Fields	(249,552)	(221,500)	(14,200)	(99,500)	(158,900)	(144,700)	1,019.0	(28.3)
5108 Rental Sportsfields	(162,709)	(164,800)	(15,100)	(52,200)	(85,000)	(69,900)	462.9	(48.4)
5109 Rental Parks	(18,881)	(28,000)	(4,000)	(12,300)	(15,000)	(11,000)	275.0	(46.4)
5110 Rental Sports Courts	(11,340)	(11,000)	(900)	(10,200)	(8,000)	(7,100)	788.9	(27.3)
5111 RTAL Weather Fields	-	(360,600)	(16,600)	(100,000)	(168,900)	(152,300)	917.5	(53.2)
5150 Other Rental Revenue	1,762	(4,000)	(4,000)	(1,000)	(1,800)	2,200	(55.0)	(55.0)
5151 Lease Revenue	(454,132)	(465,400)	(325,800)	(245,800)	(395,900)	(70,100)	21.5	(14.9)
5204 Administration Fees	(278)	-	-	-	-	-	-	-
5209 Comm. Events Rev.	(246,983)	(352,000)	(88,000)	(179,500)	(1,000)	87,000	(98.9)	(99.7)
5210 Sport & Fitness Rev.	(854,666)	(768,400)	(208,200)	(163,400)	(513,200)	(305,000)	146.5	(33.2)
5212 Leisure Skills Rev.	(226,250)	(321,500)	(87,100)	(24,600)	(169,500)	(82,400)	94.6	(47.3)
5213 Play. & Camp Rev.	(908,483)	(759,100)	(205,900)	(172,000)	(494,800)	(288,900)	140.3	(34.8)
5215 Aquat.Rev.-Instuct.	(1,035,987)	(1,011,500)	(352,500)	(93,000)	(662,200)	(309,700)	87.9	(34.5)
5216 Aquat.Rev.-Recreat.	(176,530)	(192,700)	(67,100)	(17,100)	(111,200)	(44,100)	65.7	(42.3)
5218 Hockey Revenue	-	(2,000)	-	-	-	-	-	(100.0)
5219 Ice Rentals	(4,136,312)	(4,461,200)	(2,000,000)	(3,128,200)	(4,024,300)	(2,024,300)	101.2	(9.8)
5220 Public Skates	(426)	-	-	-	-	-	-	-
5228 Membership Revenue	(650,357)	(710,000)	(436,900)	(192,100)	(432,400)	4,500	(1.0)	(39.1)
5239 Cultural Programs	(245,499)	(220,200)	(59,900)	(30,700)	(116,300)	(56,400)	94.2	(47.2)
5250 Sales of Svcs-Other	(255,805)	(325,300)	(244,100)	(226,000)	(243,400)	700	(0.3)	(25.2)
5402 Sale of Bottles	(29,115)	(60,000)	(45,000)	(18,000)	(50,300)	(5,300)	11.8	(16.2)
5403 Sale-Other Recycle	(360,416)	(350,000)	(262,500)	(200,000)	(293,300)	(30,800)	11.7	(16.2)
5404 Canteen Revenue	(223,508)	(80,000)	(40,000)	-	(151,600)	(111,600)	279.0	89.5
5450 Other Sales Revenue	(5,004)	(9,600)	(9,600)	(1,000)	(5,000)	4,600	(47.9)	(47.9)
<b>* Fee Revenues</b>	<b>(11,610,925)</b>	<b>(11,927,800)</b>	<b>(5,218,100)</b>	<b>(5,256,300)</b>	<b>(8,930,100)</b>	<b>(3,712,000)</b>	<b>71.1</b>	<b>(25.1)</b>
5503 Advertising Revenue	(348,811)	(350,000)	(175,000)	(228,900)	(177,000)	(2,000)	1.1	(49.4)
5508 Recov External Parti	(3,094,355)	(2,507,200)	(2,100,600)	(2,226,600)	(717,200)	1,383,400	(65.9)	(71.4)
5509 NSF Chq Fee	(1,580)	(2,000)	(1,000)	-	(1,400)	(400)	40.0	(30.0)
5600 Miscellaneous Revenue	(146,095)	(110,800)	(55,400)	(320,500)	(62,800)	(7,400)	13.4	(43.3)
<b>* Other Revenue</b>	<b>(3,590,841)</b>	<b>(2,970,000)</b>	<b>(2,332,000)</b>	<b>(2,776,000)</b>	<b>(958,400)</b>	<b>1,373,600</b>	<b>(58.9)</b>	<b>(67.7)</b>
<b>** Total</b>	<b>(15,201,766)</b>	<b>(14,897,800)</b>	<b>(7,550,100)</b>	<b>(8,032,300)</b>	<b>(9,888,500)</b>	<b>(2,338,400)</b>	<b>31.0</b>	<b>(33.6)</b>
<b>Net Total</b>	<b>30,618,875</b>	<b>29,797,100</b>	<b>31,280,100</b>	<b>35,913,601</b>	<b>33,129,300</b>	<b>1,849,200</b>	<b>5.9</b>	<b>11.2</b>

## PLANNING & DEVELOPMENT

2021/22 BUDGET AND BUSINESS PLAN

### MISSION

PLANNING & DEVELOPMENT IS LEADING HALIFAX'S TRANSFORMATION, ENSURING OUR REGION IS RESILIENT AND A PREFERRED DESTINATION FOR PEOPLE, INVESTMENT AND NEW IDEAS. WE ARE TAKING ACTION ALIGNED WITH THESE PRIORITIES AND ARE COMMITTED TO DELIVERING RESULTS THAT ARE VALUED BY REGIONAL COUNCIL AND THE COMMUNITY BY IMPROVING AND STREAMLINING OUR LEGISLATION, PROCESSES, SUPPORTING TOOLS AND TECHNOLOGIES.

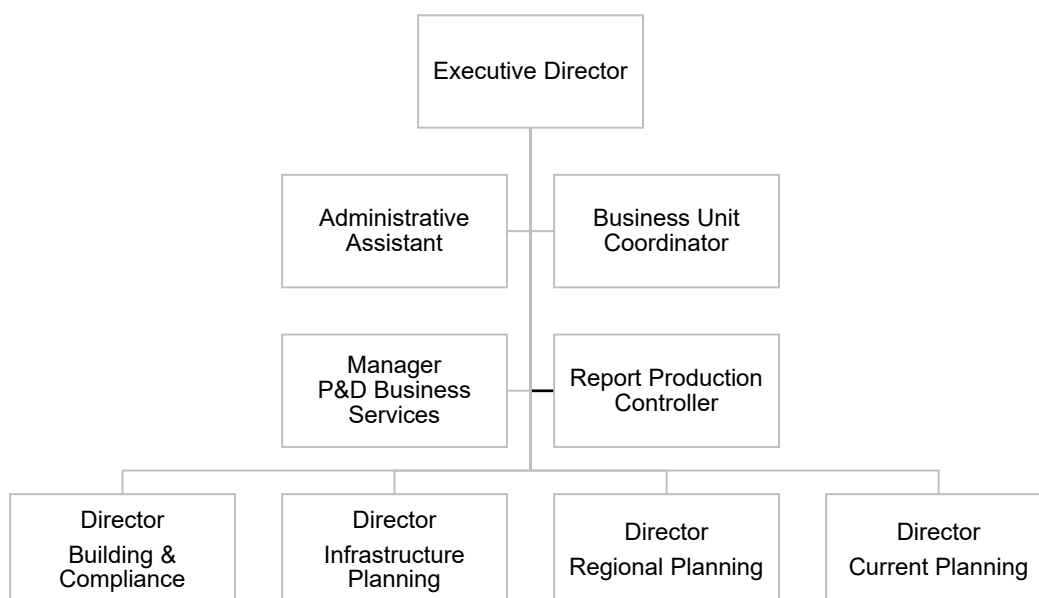
## PLANNING & DEVELOPMENT OVERVIEW

Planning & Development is committed to advancing Regional Council's priority outcomes through the delivery of services designed to build a municipality with a healthy, vibrant and sustainable future.

Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, climate change management, licensing, compliance and building standards.

The team delivers services in an efficient, accurate, professional and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

## PLANNING & DEVELOPMENT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	211	23.0	234.0
Seasonal, Casual & Term	13.7	(10.9)	2.8
<b>Total</b>	<b>224.7</b>	<b>12.1</b>	<b>236.8</b>

*Includes full, part-time and permanent positions. Calculated value based on the normal working hours of each position.*

Perm (13) new positions:

- (1) Principal Planner – added to support Affordable Housing
- (1) Planner II - added to support Affordable Housing
- (2) Assistant Building Official – converted term positions to permanent
- (1) Report Production Controller – converted term position to permanent
- (6) HalifACT
- (1) Urban Design Technician – added in Mobility Response Plan report
- (1) License Support – Position created to support licensing
- (3) Planner I Positions
- (3) Assistant Building Officials
- (3) Compliance Officer I
- (1) Senior Program Engineer

Term (10.9) fewer positions:

- (3) Term Assistant Building Officials ended
- (2.5) Capital funded terms ended
  - Business Transformation Specialist
  - Client Services Specialist (.5)
  - Coordinator Client Services
- (5.4) representing 7 Interns terms ended – not funded by P&D

Temp (2.8) total:

- (1.8) representing 6 Co-op Students @ .3 per position
- (1) Program Engineer – Windsor Street Exchange – funded by Capital

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Regional Plan**

Planning & Development continues to move forward on a wide range of initiatives including the 10-year Regional Plan Review, oversight of Centre Plan approvals process, improving the regulatory framework governing Affordable Housing and implementing a suite of improvements to our data management and reporting work.

#### **Rural Planning Program Implementation**

Develop a rural land use management framework which considers both planning applications and policy in response to issues facing the residents and businesses of our municipality's rural areas and help improve the economic, environmental, and cultural resiliency of rural communities.

#### **Plan & By-law Simplification – Centre Plan Package B Approval & Implementation**

Centre Plan Package B includes proposed policies and regulations for areas designated as Established Residential Areas, Downtown Halifax and Cogswell Interchange Lands, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas. Utilizing the framework that was setup out through the Centre Plan process, the municipality will continue Plan and By-law Simplification for the remainder of the urban settlement area and ensure that each of those plans are modernized.

#### **Streetscaping**

The streetscaping program will be delivered through integration opportunities in our capital infrastructure work within the right of way or as part of standalone projects like the Argyle and Grafton Streetscaping Project.

#### **Addressing Food Insecurity**

HRM has committed to partnering with the Halifax Food Policy Alliance to develop JustFOOD: an action plan for the Halifax Region. JustFOOD is a collaborative effort towards actions to increase food security and strengthen our local food system, through the lens of food justice. A draft framework has been developed, building on the Halifax Food Charter principles. Engagement will begin in 2021 to consider what food justice means to people and the communities they serve, to test draft food system goals, and move together towards action. These engagement results and ongoing research will inform a draft action plan, to be refined through public engagement and brought to reality through supports for action such as champions, funding, people power, performance measurement and other resources for positive change.

#### **Affordable Housing and Development**

The provision of housing is paramount to the success of a municipality as it is an economic driver and is a driver for attracting talent and business. As an urban, suburban and rural municipality, HRM is faced with challenges of geography, supply, and servicing. Success in the provision of housing involves the provision of adequate supply to meet demand and ensuring that this supply is available in locations that will not create cost or environmental barriers to its provision. The Regional Plan will spell out where housing will be permitted, while local area plans will speak to the form. As the municipality is the regulator of supply, HRM's role is to ensure there are no policy barriers to the provision of the supply. Policy should include opportunities for market, mixed market, below market, and deep affordability housing.

### **Net-Zero New Construction**

Halifax will continue to work the Province of Nova Scotia and other external stakeholders on the need for a net-zero new construction standard in the municipality. If after one year there are no signs of progress, Halifax will consider developing a Green Building Standard as an interim, though less impactful, measure. To achieve Council's commitment to a target of net-zero municipal operations by 2030, all new corporate buildings will be built to a net-zero standard (net-zero ready where net-zero is not yet achievable).

### **Community Retrofit, Renewables and Resilience Program**

In order to incentivize energy retrofits of existing buildings community-wide, Halifax will work with financial institutions, other levels of government, and other stakeholders to design and launch an incentive program that includes energy retrofits, renewable energy technologies, and climate resilience measures.

### **Decarbonize Transportation**

To achieve the HalifACT targets for decarbonized transportation, Halifax will implement its Electric Vehicle Strategy (completion targeted for January 2021). This includes considerations for public charging infrastructure, chargers at municipal facilities, and converting municipal fleet to electric vehicles and will require key partnerships, funding and incentives.

### **Coastal and Freshwater Flood Risk Management**

The Municipality will protect people and infrastructure from coastal and freshwater flood risks through modeling and mapping flood risk under current and future climate conditions, incorporating green infrastructure solutions, updating policies, by-laws, codes, and design standards, stormwater management, education, programs, and policies.

### **Protect Critical Infrastructure Against Future Climate and Extreme Weather Impacts**

Over the next four years HRM will develop a framework with owners of critical infrastructure to conduct high level risk and vulnerability assessments. Conduct risk and vulnerability assessments of municipally owned and operated critical infrastructure. Prioritize the most vulnerable infrastructure for improvements.

### **Increase Protection and Health of Valuable Ecosystems**

HRM will implement the actions in the Urban Forest Master Plan and the Green Network Plan to achieve their targets and outcomes including acquiring parkland strategically to achieve Regional Plan objectives and piloting park naturalization initiatives. Strengthening partnerships with academic institutions, other levels of government and non-profit organizations will support this work.

### **Major Strategic Multi-Modal Corridors**

The Integrated Mobility Plan (Action 121) provides direction to identify "Strategic Corridors" that are key to the regional traffic flow, traffic, good movement, and active transportation and develop plans that will guide their development overtime. The Major Strategic Multi Modal Corridors have been identified and will be incorporated with planned recapitalization projects as part of the capital budget discussions.

### **Windsor Street Exchange Redevelopment Project**

The Windsor Street Exchange redevelopment project involves the redesign of the intersection of Bedford Highway, Windsor Street and Lady Hammond Road. The Windsor Street Exchange is one of five key access points to the Halifax Peninsula, and is a bottleneck or "pinch point" in the road network with 48,000 vehicles per day passing

through this area. The reconfiguration of the Windsor Street exchange will have significant benefits for local traffic flow and freight movement. It will also reduce the amount of truck traffic in the downtown core, improve transit and active transportation connectivity, as well as help reduce greenhouse gas emissions.

### **Culture & Heritage Priorities Plan**

The Sharing Our Stories Plan (Culture and Heritage Priorities Plan) provides the vision, principles, and priorities to more effectively guide investments and decisions related to culture and heritage. The Sharing Our Stories project will clarify the municipality's role in supporting culture and heritage by:

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

### **Integrated Land Use Planning**

The Integrated Mobility Plan identifies Integrated Planning and Land Use & Transportation as foundational policies. This includes integrating transportation network planning with community design to achieve active transportation and transit use through compact, mixed use development which can support sustainable and affordable housing.

### **Transportation Demand Management**

Transportation Demand Management (TDM) is one of the foundational policies in the Integrated Mobility Plan (IMP) and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. Approaches will include education, marketing, and outreach, as well as travel incentives and disincentives to influence travel behaviours.

### **External Stakeholder Integration - Integrated Mobility Plan**

HRM partners with external agencies and organizations, such as Province Nova Scotia, Halifax Harbour Bridges, Halifax Port Authority, etc., to collaborate on projects to mitigate disruptions to the mobility network, expand educational programs, promote sustainable and healthy mobility, and monitor the joint success of initiatives. This helps to ensure the objectives of the Integrated Mobility Plan are incorporated into the planning and execution of projects within the Municipality. An example of this would include meeting regularly with Provincial agencies responsible for siting and building roads, schools and hospitals to ensure objectives of the Integrated Mobility Plan are incorporated.

### **Integrated Mobility Land Acquisition Strategy**

The Integrated Mobility Plan (IMP) provides an action plan for short-term and long-term requirements for the transportation network. In order to plan a connected and reliable transportation system, strategic land acquisition is required. Land acquisition is required to secure corridors/sites for short-term and longer-term mobility projects in advance of the project itself being budgeted for. Projects such as the implementation of the Major Strategic Multi Modal Corridors, the Bus Rapid Transit, All Ages and Abilities Regional Centre Bike Network, and the Active Transportation Priorities Plan. This strategy would identify and execute on property assessments, appraisals, and acquisitions.

## Watershed Management

Protect and enhance lakes and rivers through programs, policies and projects. This includes water quality monitoring, blue-green algae management, bacteria testing and public education initiatives.

## PLANNING & DEVELOPMENT BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Planning & Development Admin	\$ 1,839,083	\$ 1,960,900	\$ 1,792,900	\$ 1,766,900	\$ 2,031,900	\$ 239,000	13.3	3.6
Buildings & Compliance	1,079,785	2,470,800	1,976,000	1,161,600	2,801,000	825,000	41.8	13.4
Infrastructure Planning	2,763,468	3,542,800	3,117,200	2,313,600	4,581,275	1,464,075	47.0	29.3
Regional Planning	3,269,241	4,225,200	3,997,800	3,788,800	5,391,225	1,393,425	34.9	27.6
Current Planning	2,732,934	2,089,000	2,542,200	2,242,065	2,904,500	362,300	14.3	39.0
<b>Net Total</b>	<b>\$11,684,510</b>	<b>\$14,288,700</b>	<b>\$13,426,100</b>	<b>\$11,272,965</b>	<b>\$17,709,900</b>	<b>\$ 4,283,800</b>	<b>31.9</b>	<b>23.9</b>

Note: "March budget" is the pre COVID budget presented to Regional Council and was not adopted. "June budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 13,426,100</b>
Compensation Changes:	
New Positions and salary adjustments	1,843,400
New Planner and Compliance Officer Positions from Budget Adjustment List	805,300
Revenue Adjustments:	
Increase to Building Permit Revenue	(268,300)
Increase to Plumbing Permit Revenue	(16,000)
Increase to St. Opening Permit Revenue	(7,000)
Decrease to Taxi License Revenue	68,000
Increase to Zoning Fee Revenue	(16,000)
Increase to Signs and Encroachment Fee Revenue	(72,000)
Increase to Minor Variance Revenue	(13,000)
Decrease to Vending License Revenue	40,000
Decrease to Development Permit Revenue	25,000
Increase to Planning Application Revenue	(37,000)
Increase to Other Services	(37,000)
Increase to Recovery from External Parties	(135,000)
Other Budget Adjustments:	
Increase to Computer Software Licensing	5,000
Increase to Professional Fees	27,500
Increase to Consulting Fees	179,000
Increase to Contract Services	789,700
Decrease to Vehicle Repair and Maintenance (Moved to Fleet)	(9,200)
Increase to Training and Education	94,400
Increase to Research & Data Acquisition	40,000
Increase to Special Projects for Affordable Housing Initiatives	263,000
Increase to Grants for Incentive programs and Mobile Food Market	650,000
Report on E.coli Microbial analysis in First Lake	150,000
Heritage Conservation District Grant Funding	250,000
Increase to Reserve Transfer to fund affordable housing from density bonusing	(200,000)
Increase to Reserve Transfer to fund lake testing report	(150,000)
Other Minor Adjustments	14,000
<b>Total Changes</b>	<b>\$ 4,283,800</b>
<b>2021/22 Budget</b>	<b>\$ 17,709,900</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$16,657,489	\$18,260,350	\$17,987,400	\$16,891,300	\$20,636,100	\$ 2,648,700	14.7	13.0
Office	123,012	158,050	132,400	92,412	137,400	5,000	3.8	(13.1)
External Services	2,063,087	2,159,300	1,610,100	1,328,200	2,756,300	1,146,200	71.2	27.6
Supplies	24,268	53,400	51,400	47,000	51,400	-	-	(3.7)
Materials	794	-	-	-	-	-	-	-
Building Costs	23,485	130,000	96,000	96,400	96,000	-	-	(26.2)
Equipment & Communications	31,974	69,100	19,100	20,000	19,100	-	-	(72.4)
Vehicle Expense	18,711	37,700	23,000	32,000	13,800	(9,200)	(40.0)	(63.4)
Other Goods & Services	411,165	792,600	388,600	317,300	800,000	411,400	105.9	0.9
Interdepartmental	(209,728)	8,400	8,400	8,388	8,400	-	-	-
Other Fiscal	314,174	500,000	375,000	367,300	925,000	550,000	146.7	85.0
<b>Total Expenditures</b>	<b>19,458,431</b>	<b>22,168,900</b>	<b>20,691,400</b>	<b>19,200,300</b>	<b>25,443,500</b>	<b>4,752,100</b>	<b>23.0</b>	<b>14.8</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fee Revenues	\$ (7,155,440)	\$ (7,725,200)	\$ (7,090,300)	\$ (7,747,535)	\$ (7,423,600)	\$ (333,300)	4.7	(3.9)
Other Revenue	(618,481)	(155,000)	(175,000)	(179,800)	(310,000)	(135,000)	77.1	100.0
<b>Total Revenues</b>	<b>(7,773,921)</b>	<b>(7,880,200)</b>	<b>(7,265,300)</b>	<b>(7,927,335)</b>	<b>(7,733,600)</b>	<b>(468,300)</b>	<b>6.4</b>	<b>(1.9)</b>
<b>Net Total</b>	<b>\$11,684,510</b>	<b>\$14,288,700</b>	<b>\$13,426,100</b>	<b>\$11,272,965</b>	<b>\$17,709,900</b>	<b>\$ 4,283,800</b>	<b>31.9</b>	<b>23.9</b>

## PLANNING &amp; DEVELOPMENT SERVICE AREA PLANS (2021/2022)

## BUSINESS SERVICES

Business Services is committed to supporting Regional Council priorities by leading the business unit in formulating and implementing its strategic plan and service standards to achieve goals, objectives, and outcomes consistent with the business unit's strategic direction and corporate vision.

## SERVICE DELIVERED

**Strategic Management**

Apprises of organizational issues, prepares reports, analyses information and other communications, identifying progress, sets forth appropriate recommendations or conclusions as necessary or requested, identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.

**Business Process and Change Management**

Oversees efficient and effective delivery of services in all business unit service areas, managing and monitoring resources, supporting program and service delivery procedures and business processes, so customer/client interests are well represented through direct contact and change, as needed, to support operational functions.

**Staff and Client Engagement**

Accountable for the design and hands-on implementation of all aspects of engagement, communication and training programs required to support the Business Unit Strategic Plan and Corporate Priorities.

## BUSINESS SERVICES KEY DELIVERABLES (2021/22)

Service Excellence – Innovative Performance Excellence
<p><b>Permitting, Licensing &amp; Compliance Solution Implementation - Release 2</b> (Target: Q4 2021/22)</p> <p>Design and implement Release 2 of the new Permitting, Planning, Licensing &amp; Compliance Solution - Public One Stop Service Enterprise (POSSE). Release 2 includes implementing the Licensing &amp; Compliance modules, as well as enhancements to Release 1</p>

## BUILDING & COMPLIANCE

Building & Compliance is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to building construction, licensing and by-law enforcement. This division is responsible for the Animal Control, Building Inspection and Minimum Standards, and By-law Enforcement program areas.

### SERVICES DELIVERED

#### Animal Control

Responsible for responding to animal-related public safety and nuisance issues. Enforcement and public education services are provided by HRM staff and sheltering services for lost and impounded pets are provided through contractual arrangement.

#### Licensing

Responsible for the administration and issuance of various licences.

#### By-law Enforcement

Responsible for the enforcement of HRM's by-laws through response to complaints by way of site inspection, evidence gathering, and remedy as required.

#### Building Approvals

Responsible for reviewing and issuing permits and performing inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings.

#### Building Standards

This service includes minimum standards investigations, sub-standard residential housing, and rooming house licensing.

## SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual*	2019/20 Actual	2020/21 Projected
Number of Residential and Industrial Commercial Institutional (ICI) Building Permits Issued in the Fiscal Year	3,439	3,486	4,125	<b>3,892</b>
New Residential Units Created per 100,000 Population <sup>1</sup>	587	692	834	<b>751</b>
Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population <sup>1</sup>	839	809	739	<b>795</b>
Number of Inspections per Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaint	1.91	2.71	4	<b>4.4</b>
Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws	89%	95%	95%	<b>96%</b>

\*Changes to previously reported numbers are due to a change in calculation to ensure consistent reporting year over year

(1) Population: 2017/18 421,968, 2018/19 & 2019/20 430,512, 2020/21 450,586

Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Number of Building Permits Issued	4,603	4,192	4,645	<b>4,623</b>
Total Construction Value (CV) of Building Permits Issued per Capita <sup>1</sup>	2,319	2,077	2,595	<b>2,303</b>
Building Inspections & Reviews	20,828	21,651	29,097	<b>29,531</b>
Number of By-law - Service Requests <sup>2</sup>	27,104	27,238	11,437	<b>10,144</b>
Number of By-law Services Inspections <sup>3</sup>	13,498	14,242	10,869	<b>8,233</b>
Number of Minimum Standards Service Request (M200)	330	745	840	<b>838</b>
Number of Animals Handled (Animal Control)	448	425	402	<b>287</b>

(1) Population: 2017 421,968, 2018 & 2019 430,512, 2020 450,586

(2) Service requests include requests from Animal Services, License Standards and By-law Standards

(3) Decline is due to the removal of parking service request data as this service area was transferred to TPW in fall 2019

## NUMBER OF BY-LAW – SERVICE REQUESTS

The steep decline in the number of By-law service requests in 2019 is due to the removal of parking service request data as this service area was transferred to Transportation and Public Works in fall 2019. Although By-law services inspections continued throughout 2020, there was a drop-in requests which is likely due to COVID-19 pandemic impacts.

## BUILDING &amp; COMPLIANCE KEY DELIVERABLES (2021/22)

Communities - Safe Communities
<p><b>Review of Building By-Law B201</b> (Target: Q4 2021/22)</p> <p>Building Standards staff will review the existing B201 By-Law to determine any required amendments for regulatory improvements and process efficiencies.</p>
<p><b>Review of Mobile Home Parks Legislation and Operational Engagement</b> (Target: Q4 2021/22)</p> <p>Compliance staff will form and lead a working group to assess HRM's current legislative, regulatory and operational engagement in mobile home parks in order to increase clarity, define roles &amp; responsibilities and consider any regulatory amendments required to achieve these.</p>
Service Excellence – Innovative Performance Excellence
<p><b>Review of Transportation Network Company (TNC) Data Stewardship</b> (Target Q4 2021/22)</p> <p>Licensing staff will form and lead a working group to determine the best way forward to handle the warehousing, dissemination and analysis of TNC-related data in order to maximally contribute to the various project and program dependencies, including HalifACT, IMP and a variety of HRM Transit initiatives.</p>

## INFRASTRUCTURE PLANNING

Infrastructure Planning is committed to supporting Regional Council priorities through the formulation and implementation of policies, standards, by-laws and programs related to the ongoing management of infrastructure, growth and development including the Integrated Mobility Plan. This division is responsible for the strategic transportation, infrastructure policy and standards, climate change, and development engineering program areas.

## SERVICES DELIVERED

### Infrastructure Policy & Standards

Leads the assessment of infrastructure policy standards and plans to assist and manage growth and development issues. Taking direction from the Regional Plan, it is responsible for developing infrastructure standards to be

employed in the assessment of municipally-approved infrastructure, research of appropriate and relevant development standards and engineering standards, including those pertaining to storm water management

### Growth Analysis

Responsible for the development of infrastructure plans and strategies to manage and finance growth and development related issues, including but not limited to the corporate Development Charges program.

### Development Engineering

This group is the business unit lead in providing advice and direction in the administration of municipal engineering aspects of the Subdivision Approvals, Construction Approvals, and Planning Applications programs. Under the authority of the HRM Charter, this group administers engineering specifications and HRM By-laws and approves various activities and permits relating to the design, review, inspection and acceptance of municipal service systems associated with development, subdivision and planning projects.

### Transportation Planning

Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation, and Transportation Demand Management.

### Climate Change Office

Formerly Energy & Environment, the Climate Change Office provides vision and leadership in environmental sustainability and strategic energy opportunities and issues. Develops and oversees projects and programs to ensure the quality delivery of services related to implementing HalifACT. Administers environmental and energy performance measurement, contaminated site management, and environmental policy development for the municipality.

## SERVICE DELIVERY MEASURES

Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Actual
% of residents within 500m of a transit stop within the Urban Transit Service Boundary	86.5%	86.9%	90.1%	89.8%
% of all ages and abilities bicycle network completed in the Regional Centre	20%	24%	29%	34%
Kilometers of transit priority lanes for transit vehicles*	2.4	4.3	6.1	9.1

\* This indicator replaces previously reported "Kilometers of dedicated right of way for transit vehicles".

## KILOMETERS OF TRANSIT PRIORITY LANES FOR TRANSIT VEHICLES

The data represents work completed as of December 2020 (i.e. Between 2016-2020, HRM constructed 9.1kms of transit priority lanes for transit vehicles).

## INFRASTRUCTURE PLANNING KEY DELIVERABLES (2021/22)

<b>Integrated Mobility – Affordable &amp; Sustainable Integrated Mobility Network</b>
<p><b>Integrated Mobility Plan</b> (Target: Q4 2021/22)</p> <ul style="list-style-type: none"> <li>Complete preliminary designs for Bedford Highway (Windsor Street Exchange to Kearney Lake Road), Herring Cove Road (Cowie Hill to Greystone), Portland Street (Eisener Boulevard to Gaston Road), Robie Street (Quinpool Road to Inglis), and Rainnie Drive/Gottingen Street/Brunswick Street Complete Streets.</li> <li>Complete functional plan for Windmill Road (Victoria Road to Wyse Road).</li> <li>Develop a land acquisition strategy for the strategic corridors to secure lands based on these functional and preliminary designs.</li> </ul>
<p><b>Windsor Street Exchange Redevelopment Project</b> (Target: Q4 2021/22)</p> <ul style="list-style-type: none"> <li>Carry out public consultation, including community benefit consultation, and complete both the functional and preliminary designs for the Windsor Street Exchange redevelopment project.</li> <li>Present the Windsor Street Exchange redevelopment project consultation results and functional design to Regional Council.</li> </ul>
<b>Prosperous Economy – Holistic Planning</b>
<p><b>Streetscaping</b> (Target: Q4 2021/22)</p> <p>Planning &amp; Development will continue to identify opportunities to integrate streetscaping elements with recapitalization projects and development led projects.</p>
<b>Environment – Protected &amp; Sustainable Environment</b>
<p><b>Watershed Management &amp; Water Quality Monitoring</b> (Target: Q4 2021/22)</p> <p>Develop program and service delivery model for consideration by Regional Council for watershed management and water quality monitoring program.</p>
<b>Environment – Net Zero Emissions</b>
<p><b>Net-Zero New Construction</b> (Target: Q4 2021/22)</p> <p>Continue to build relationships and partner with key stakeholders to prepare for the tiered federal energy code that is planned for release in December 2021.</p>
<p><b>Decarbonize Transportation</b> (Target: Q4 2021/22)</p> <p>To achieve the HalifACT targets for decarbonized transportation, Halifax will begin the implementation of its Electric Vehicle Strategy (targeted for Council approval May 2021).</p>

**Community Retrofit, Renewables and Resilience Program** (Target: Q4 2021/22)

Lead the launch of a Retrofit Design Team, apply for various funding opportunities, identify resiliency measures best suited for our region and building stock, and develop a retro-fit, renewable and resiliency prototype program

**Environment – Climate Resilience**

**Protect Critical Infrastructure Against Future Climate & Extreme Weather Impacts** (Target: Q4 2021/22)

- In partnership with FES, Planning & Development will create a Critical Infrastructure Working Group to develop a framework to assess and vulnerabilities; and prioritize the most vulnerable infrastructure for resilience measures.
- Begin detailed climate hazard mapping for all HRM as the first step to assessing critical infrastructure risks.

## REGIONAL PLANNING

Regional Planning is committed to supporting Regional Council priorities through the formulation of long-range objectives and policies related to future land use and the growth and development of the municipality. This work has far reaching implications for the organization as it proactively defines the regional settlement pattern and influences the long-term environmental, social and economic resiliency of the community. This division is responsible for the regional policy, community policy, and social and heritage program areas.

### SERVICES DELIVERED

#### Urban Design

Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and by-laws for the Regional Centre for Land Use, Heritage, Streetscapes, and Urban Design. Provide advisory services on urban design issues through development of urban design policies for the city, peer review of significant projects, and input into development applications.

#### Heritage Property Program

Respond to land development and heritage property registration requests through staff or Regional Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street Heritage Conservation District and the *Heritage Property Act*.

#### Affordable Housing

Support for the objectives of the Housing and Homelessness Partnership by exploring ways to positively impact affordable housing via programs, policies and regulations that the Municipality controls in keeping with the Regional Municipal Planning Strategy and the *HRM Charter*.

## Strategic Land Use Policy/Plan

Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review, Centre Plan Development and Community Plan Development.

## Priority Plans

On-going work to develop and implement priorities plans including Sharing Our Stories - Culture and Heritage Plan and the Green Network Plan.

## Social & Economic Research

Prepares projections related to population and employment, including statistics related to regional land supply for housing and employment, and such other research or forecasting issues assigned. Collects and assesses socio-economic data to be used departmentally and corporately and ensures the delivery of annual reporting on Regional Plan indicators and development trend statistics. Complete research on a municipal-wide basis on a wide selection of demographic, socio-economic, land use and economic subjects.

## SERVICE DELIVERY MEASURES

Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Housing Starts	2,891	2,943	3,863	3,440

## HOUSING STARTS

Housing starts are based on building permits issued for new residential units constructed, excluding mobile homes. Although overall housing starts in 2020 decreased over 2019, a continued upward trend is anticipated for the long term.

## REGIONAL PLANNING KEY DELIVERABLES (2021/22)

Prosperous Economy – Holistic Planning
<p><b>Plan &amp; By-law Simplification – Centre Plan Package B Approval &amp; Implementation</b> (Target: Q4 2021/22)</p> <p>Utilizing the framework that was setup out through the Centre Plan process, the municipality will continue Plan and By-law Simplification for the remainder of the urban settlement area and ensure that each of those plans are modernized.</p>

**Regional Plan** (Target: Q4 2021/22)

- Continue with Regional Plan Review process as initiated by Regional Council in February 2020.
- Publish the Themes & Directions report, which will provide the Community Planning and Economic Development Committee, other advisory Committees, Regional Council and the public with the opportunity to engage and provide feedback on the key policy ideas (Spring 2021).
- Prepare a Draft Regional Plan for internal review and feedback (Fall 2021).
- Publish the Draft Regional Plan, which will provide the Community Planning and Economic Development Committee, Regional Council, and the public with an opportunity to engage and provide feedback on the content of the document (Spring 2022).

**Communities – Affordable Communities**

**Affordable Housing** (Target: Q4 2021/22)

- Remove land use policy barriers to supportive/shared housing and ensure a consistent approach region wide.
- Launch the new affordable housing grant program in the fall of 2021. This grant program will allocate the cash-in-lieu for affordable housing, collected through the incentive or bonus zoning program, to affordable housing developments by registered non-profits or charities within the Regional Centre.
- Deliver the Rapid Housing Initiative projects, which will result in new affordable housing units constructed by early 2022, with housing occupied by end of March 2022.
- Amend municipal planning documents and develop a short-term rental registration by-law which will include a focus on reducing the impact of short-term rentals on the long-term rental market.
- Continue to explore options to broaden municipal support for affordable housing through financial incentives and the use of municipal surplus land.

**Communities – Inclusive Communities**

**Addressing Food Insecurity** (Target: Q4 2021/22)

Engagement for the JustFOOD action plan draft framework will begin in 2021 to consider what food justice means to people and the communities they serve, to test draft food system goals, and move together towards action.

**Communities – Involved Communities**

**Sharing Our Stories - Culture & Heritage Priorities Plan** (Target: Q4 2021/22)

One of the main objectives in developing the Culture & Heritage Priorities Plan is increased engagement with traditionally under-represented groups including the Indigenous, African Nova Scotian, Acadian, accessibility and newcomer communities. Currently, staff are engaging with these communities and are anticipating a public release of the draft Culture & Heritage Priorities Plan document by fall 2021, with Regional Council consideration and a public hearing being targeted for winter 2022.

## CURRENT PLANNING

Current Planning is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to land use and property development. This division is responsible for planning applications, rural planning, subdivision approvals, development approvals and the civic addressing program.

### SERVICES DELIVERED

#### As-of-Right Land Development Regulation

Responsible for responding to requests for land development approval, through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the *HRM Charter*.

#### Discretionary Land Development Regulation

Responsible for responding to requests for land development approval, through Regional Council, as per the requirements of various HRM municipal planning strategies, the Regional Plan, and the *HRM Charter*.

#### Subdivision Approvals

Responsible for responding to requests for subdivision approval as per the requirements of the Regional Subdivision by-law and the *HRM Charter*.

#### Civic Addressing, Asset and Commemorative Naming

Responsible for assignment and correction of civic addresses, including street naming and community names / boundary delineation. In addition, this service responds to requests as per the municipality's Asset and Commemorative Naming policy.

### SERVICE DELIVERY MEASURES

Year over Year Permit Work Volume Comparison								
Permit Type	2017		2018		2019		2020	
	# of Apps	Avg. Days to Complete Process	# of Apps	Avg. Days to Complete Process	# of Apps	Avg. Days to Complete Process	# of Apps	Avg. Days to Complete Process
Blasting Permit	51	59	47	25	45	16	31	32
Demolition Permit	141	33	177	26	188	30	216	35
Development Permit Only	557	27	551	26	509	18	542	23
Standard Application/Building Permit	4304	19	4496	20	4988	16	5152	20
Work No Permit Issuance	63	N/A	73	N/A	35	N/A	9	N/A
<b>Total</b>	<b>5116</b>	<b>20</b>	<b>5344</b>	<b>20</b>	<b>5765</b>	<b>17</b>	<b>5950</b>	<b>22</b>

## CURRENT PLANNING - PERFORMANCE MEASURES ANALYSIS

The Current Planning Performance Measures demonstrate an increase in development over the past four years, which is reflective of larger trends of population and economic growth in HRM. An increase in building permits in 2020 correlates with an increase in housing starts and building inspections during the same period. New multi-unit dwelling developments in the Regional Centre account for large portions of the total construction value and new units in HRM. However, most of the permit volume continues to come from low-density residential construction and other minor construction, such as decks and accessory buildings.

Processing time increases in 2020 is due to an increase in the complexity of permit applications which take longer to analyse and process. COVID was a contributor to marginal increases in average processing times as well as complexity.

## CURRENT PLANNING KEY DELIVERABLES (2021/22)

<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Multi-Year Permit and Subdivision Application Process Improvement</b> (Target: Q4 2021/22)</p> <p>Implement the next phases of the multi-year process improvement analysis and implementation program by conducting a detailed review of the low volume / high complexity permit and subdivision application process. Develop and implement process enhancements designed to reduce permit wait times and to take maximum advantage of new technology embedded in the Permitting, Licensing &amp; Compliance Solution when available.</p>
<b>Prosperous Economy – Economic Growth</b>
<p><b>Rural Planning Program Implementation</b> (Target: Q4 2021/22)</p> <p>Develop a rural land use management framework which considers both planning applications and policy in response to issues facing the residents and businesses of our municipality's rural areas and help improve the economic, environmental, and cultural resiliency of rural communities.</p>

## Summary of Net Expenditures - Planning & Development

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
D001 Director P&D	524,896	597,900	459,800	511,100	653,550	193,750	42.1	9.3
D002 PD Business Services	1,314,187	1,363,000	1,333,100	1,255,800	1,378,350	45,250	3.4	1.1
* P & D - Administration	1,839,083	1,960,900	1,792,900	1,766,900	2,031,900	239,000	13.3	3.6
<b>** Planning &amp; Development Admin</b>	<b>1,839,083</b>	<b>1,960,900</b>	<b>1,792,900</b>	<b>1,766,900</b>	<b>2,031,900</b>	<b>239,000</b>	<b>13.3</b>	<b>3.6</b>
S320 Animal control	1,095,029	1,210,200	1,078,700	1,040,800	1,296,500	217,800	20.2	7.1
S330 Taxi & Limousine	126,517	185,500	97,700	281,600	170,725	73,025	74.7	(8.0)
* License	1,221,545	1,395,700	1,176,400	1,322,400	1,467,225	290,825	24.7	5.1
S410 By-Law Services Adm	583,900	652,600	633,800	539,400	652,425	18,625	2.9	(0.0)
S420 By-Law Standards	946,285	1,151,300	1,125,300	1,018,900	1,389,125	263,825	23.4	20.7
S421 Contracted Remedies	2,430	-	-	-	-	-	-	-
* Bylaw	1,532,614	1,803,900	1,759,100	1,558,300	2,041,550	282,450	16.1	13.2
C430 Building Standards	(1,926,184)	(1,054,900)	(1,199,900)	(1,959,500)	(1,026,300)	173,600	(14.5)	(2.7)
D004 Building Administration	251,809	326,100	240,400	240,400	318,525	78,125	32.5	(2.3)
* Buildings	(1,674,375)	(728,800)	(959,500)	(1,719,100)	(707,775)	251,725	(26.2)	(2.9)
<b>** Buildings &amp; Compliance</b>	<b>1,079,785</b>	<b>2,470,800</b>	<b>1,976,000</b>	<b>1,161,600</b>	<b>2,801,000</b>	<b>825,000</b>	<b>41.8</b>	<b>13.4</b>
C450 Development Engineering	33,398	66,300	88,200	(101,200)	425,200	337,000	382.1	541.3
C455 Infrastructure Standards	248,084	365,400	361,000	128,000	-	(361,000)	(100.0)	(100.0)
D006 Infra Planning Admin	223,744	313,150	253,200	225,000	261,175	7,975	3.1	(16.6)
D935 Energy and Environment	850,417	1,304,950	1,062,100	955,200	2,242,900	1,180,800	111.2	71.9
D940 Solar City Program	-	-	-	-	-	-	-	-
D948 LKD-E Sust Comm Proj	-	-	-	-	-	-	-	-
R951 StrategicTrans Plan	763,387	932,600	828,000	852,400	1,101,975	273,975	33.1	18.2
R953 TDM Programs	379,688	114,600	90,600	90,100	113,750	23,150	25.6	(0.7)
R956 IMP Studies	264,750	445,800	434,100	164,100	436,275	2,175	0.5	(2.1)
<b>** Infrastructure Planning</b>	<b>2,763,468</b>	<b>3,542,800</b>	<b>3,117,200</b>	<b>2,313,600</b>	<b>4,581,275</b>	<b>1,464,075</b>	<b>47.0</b>	<b>29.3</b>
C002 Urban Design	849,896	897,900	851,600	840,200	878,650	27,050	3.2	(2.1)
C320 Policy & Strtgc Plan	1,581,638	1,683,000	1,611,500	1,537,600	1,976,025	364,525	22.6	17.4
C340 Social & Eco. Resrch	621,159	1,354,900	1,293,800	1,182,000	2,288,200	994,400	76.9	68.9
D005 Reg. Planning Admin	216,548	289,400	240,900	229,000	248,350	7,450	3.1	(14.2)
<b>** Regional Planning</b>	<b>3,269,241</b>	<b>4,225,200</b>	<b>3,997,800</b>	<b>3,788,800</b>	<b>5,391,225</b>	<b>1,393,425</b>	<b>34.9</b>	<b>27.6</b>
C310 Urban & Rural Applic	1,375,564	1,124,100	1,359,200	1,219,400	1,389,400	30,200	2.2	23.6
C420 Land Dev & Subdv	1,153,415	674,400	941,000	784,465	1,252,300	311,300	33.1	85.7
D003 Current Plan. Admin	203,954	290,500	242,000	238,200	262,800	20,800	8.6	(9.5)
<b>** Current Planning</b>	<b>2,732,934</b>	<b>2,089,000</b>	<b>2,542,200</b>	<b>2,242,065</b>	<b>2,904,500</b>	<b>362,300</b>	<b>14.3</b>	<b>39.0</b>
<b>Net Total</b>	<b>11,684,510</b>	<b>14,288,700</b>	<b>13,426,100</b>	<b>11,272,965</b>	<b>17,709,900</b>	<b>4,283,800</b>	<b>31.9</b>	<b>23.9</b>

## Summary Details - Planning & Development

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	13,848,411	15,495,250	15,495,250	14,774,050	17,314,300	1,819,050	11.7	11.7
6002 Salaries - Overtime	128,387	66,800	56,800	84,700	56,800	-	-	(15.0)
6005 PDP & Union Con Incr	(149,533)	-	-	(139,000)	-	-	-	-
6051 Shift Agreements	1,821	-	-	1,200	-	-	-	-
6054 Vacation payout	10,066	-	-	19,400	-	-	-	-
6100 Benefits - Salaries	2,833,931	3,033,250	3,033,250	2,915,050	3,608,300	575,050	19.0	19.0
6110 Vacancy Management	-	(640,300)	(852,000)	(852,000)	(716,100)	135,900	(16.0)	11.8
6120 Comp OCC Budget Yr 1	-	-	-	-	-	-	-	-
6152 Retirement Incentives	80,278	103,700	52,400	85,700	124,700	72,300	138.0	20.3
6154 Workers' Compensation	242,516	268,950	269,000	249,700	315,400	46,400	17.2	17.3
6155 Overtime Meals	210	-	-	-	-	-	-	-
6158 WCB Recov Earnings	(254)	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	(338,631)	(67,300)	(67,300)	(247,500)	(67,300)	-	-	-
9200 HR CATS Wage/Ben	34	-	-	-	-	-	-	-
9210 HR CATS OT Wage/Ben	253	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>16,657,489</b>	<b>18,260,350</b>	<b>17,987,400</b>	<b>16,891,300</b>	<b>20,636,100</b>	<b>2,648,700</b>	<b>14.7</b>	<b>13.0</b>
6201 Telephone/Cable	22,634	23,800	23,800	26,400	23,800	-	-	-
6202 Courier/Postage	6,359	14,600	11,600	11,050	11,600	-	-	(20.5)
6203 Office Furn/Equip	12,714	26,400	22,900	14,800	22,900	-	-	(13.3)
6204 Computer S/W & Lic	32,361	16,800	13,800	11,000	18,800	5,000	36.2	11.9
6205 Printing & Reprod	2,938	14,200	13,700	6,050	13,700	-	-	(3.5)
6207 Office Supplies	44,194	62,250	46,600	23,112	46,600	-	-	(25.1)

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6299 Other Office Expenses	1,812	-	-	-	-	-	-	-
* Office	123,012	158,050	132,400	92,412	137,400	5,000	3.8	(13.1)
6301 Professional Fees	28,890	15,200	15,200	16,700	42,700	27,500	180.9	180.9
6302 Legal Fees	3,459	2,200	2,200	2,200	2,200	-	-	-
6303 Consulting Fees	939,917	1,199,000	1,014,500	736,000	1,343,500	329,000	32.4	12.1
6316 Real Property Disb	300	-	-	-	-	-	-	-
6399 Contract Services	1,090,521	942,900	578,200	573,300	1,367,900	789,700	136.6	45.1
* External Services	2,063,087	2,159,300	1,610,100	1,328,200	2,756,300	1,146,200	71.2	27.6
6401 Uniforms & Clothing	9,169	32,000	30,000	27,500	30,000	-	-	(6.3)
6402 Med & First Aid Supp	237	-	-	-	-	-	-	-
6404 Rec Prog Supplies	176	-	-	-	-	-	-	-
6406 Bridge Tolls	6,719	7,500	7,500	7,500	7,500	-	-	-
6407 Clean/Sani Supplies	608	1,500	1,500	5,000	1,500	-	-	-
6409 Personal Protect Equ	4,748	9,600	9,600	4,200	9,600	-	-	-
6499 Other Supplies	2,612	2,800	2,800	2,800	2,800	-	-	-
* Supplies	24,268	53,400	51,400	47,000	51,400	-	-	(3.7)
6505 Lubricants	15	-	-	-	-	-	-	-
6517 Paint	779	-	-	-	-	-	-	-
* Materials	794	-	-	-	-	-	-	-
6611 Building - Interior	23,412	30,000	16,000	16,400	16,000	-	-	(46.7)
6614 Envir Assess/Cleanup	-	100,000	80,000	80,000	80,000	-	-	(20.0)
6699 Other Building Cost	73	-	-	-	-	-	-	-
* Building Costs	23,485	130,000	96,000	96,400	96,000	-	-	(26.2)
6701 Equipment Purchase	4,535	57,500	7,500	4,500	7,500	-	-	(87.0)
6702 Small Tools	7	100	100	100	100	-	-	-
6703 Computer Equip/Rent	3,927	-	-	-	-	-	-	-
6704 Equipment Rental	-	-	-	-	-	-	-	-
6705 Equip - R&M	509	200	200	100	200	-	-	-
6706 Computer R&M	894	300	300	300	300	-	-	-
6711 Communication System	22,103	11,000	11,000	15,000	11,000	-	-	-
* Equipment & Communications	31,974	69,100	19,100	20,000	19,100	-	-	(72.4)
6802 Vehicle R&M	18,660	34,500	20,000	29,000	10,800	(9,200)	(46.0)	(68.7)
6806 Vehicle Rentals	-	2,200	2,000	2,000	2,000	-	-	(9.1)
6899 Other Vehicle Expense	52	1,000	1,000	1,000	1,000	-	-	-
* Vehicle Expense	18,711	37,700	23,000	32,000	13,800	(9,200)	(40.0)	(63.4)
6901 Membership Dues	67,561	91,000	88,300	84,400	83,000	(5,300)	(6.0)	(8.8)
6902 Conferences/Workshop	31,701	35,200	-	-	-	-	-	(100.0)
6903 Travel - Local	25,931	47,000	31,200	15,300	32,200	1,000	3.2	(31.5)
6904 Travel - Out of Town	37,546	40,400	-	-	-	-	-	(100.0)
6905 Training & Education	94,219	140,900	27,000	39,600	121,400	94,400	349.6	(13.8)
6906 Licenses & Agreements	3,497	10,000	10,000	14,300	14,300	4,300	43.0	43.0
6907 Commission Fees	9	-	-	-	-	-	-	-
6909 Cost of Sales	551	-	-	-	-	-	-	-
6910 Signage	25,780	28,000	28,000	28,700	30,000	2,000	7.1	7.1
6911 Facilities Rental	1,187	15,700	11,700	1,000	11,700	-	-	(25.5)
6912 Advertising/Promotio	41,291	78,300	28,800	36,900	40,800	12,000	41.7	(47.9)
6913 Awards	62	10,600	-	-	-	-	-	(100.0)
6914 Recruiting	808	-	-	-	-	-	-	-
6915 Research Data Acquis	14,674	110,000	70,000	55,000	110,000	40,000	57.1	-
6916 Public Education	2,451	6,000	1,000	1,000	1,000	-	-	(83.3)
6917 Books and Periodicals	3,286	8,100	-	-	-	-	-	(100.0)
6918 Meals	2,830	7,100	3,100	2,600	3,100	-	-	(56.3)
6919 Special Projects	47,194	151,000	88,000	37,000	351,000	263,000	298.9	132.5
6933 Community Events	2,680	-	-	-	-	-	-	-
6936 Staff Relations	15	-	-	-	-	-	-	-
6938 Rewarding Excellence	5,739	11,800	-	-	-	-	-	(100.0)
6990 Gds & Svcs OCC Trsf	17	-	-	-	-	-	-	-
6999 Other Goods/Services	2,135	1,500	1,500	1,500	1,500	-	-	-
* Other Goods & Services	411,165	792,600	388,600	317,300	800,000	411,400	105.9	0.9
7008 ltnTrsf IT & Commun	1,219	-	-	-	-	-	-	-
7009 Internal Trfr Other	(225,961)	400	400	400	400	-	-	-
7012 Int Trf Print/Reprod	15,013	8,000	8,000	7,988	8,000	-	-	-
* Interdepartmental	(209,728)	8,400	8,400	8,388	8,400	-	-	-
8004 Grants	637,748	500,000	375,000	367,300	1,275,000	900,000	240.0	155.0

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
8008 Transf to/fr Reserve	(323,574)	-	-	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	-	-	-	(350,000)	(350,000)	-	-
* Other Fiscal	314,174	500,000	375,000	367,300	925,000	550,000	146.7	85.0
** Total	19,458,431	22,168,900	20,691,400	19,200,300	25,443,500	4,752,100	23.0	14.8

### Summary Details - Planning & Development

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
4903 Building Permits	(4,782,516)	(4,371,700)	(4,371,700)	(4,800,700)	(4,600,000)	(228,300)	5.2	5.2
4904 Plumbing Permits	(154,775)	(130,000)	(130,000)	(160,000)	(146,000)	(16,000)	12.3	12.3
4905 St. Opening Permits	(47,945)	(40,000)	(40,000)	(54,000)	(47,000)	(7,000)	17.5	17.5
4906 Subdivision Applic.	(95,100)	(140,000)	(140,000)	(140,000)	(140,000)	-	-	-
4907 Taxi Licenses	(139,832)	(158,000)	(158,000)	(90,000)	(90,000)	68,000	(43.0)	(43.0)
4908 Animal Licenses	(210,420)	(175,000)	(175,000)	(150,000)	(175,000)	-	-	-
4911 Zoning Fees	(117,075)	(88,000)	(88,000)	(119,000)	(104,000)	(16,000)	18.2	18.2
4912 Signs & Encroachments	(705,011)	(584,000)	(584,000)	(720,000)	(656,000)	(72,000)	12.3	12.3
4914 Grade Alterations	(202,250)	(537,600)	(537,600)	(537,600)	(537,600)	-	-	-
4915 Minor Variance	(32,255)	(26,000)	(26,000)	(51,235)	(39,000)	(13,000)	50.0	50.0
4916 Vending Licenses	(24,431)	(40,000)	(40,000)	(10,000)	(40,000)	-	-	-
4920 Development Permits	(394,252)	(630,000)	(630,000)	(605,000)	(605,000)	25,000	(4.0)	(4.0)
4950 Other Lic. & Permits	(162,937)	(45,000)	(45,000)	(115,000)	(82,000)	(37,000)	82.2	82.2
5250 Sales of Svcs-Other	(86,640)	(115,000)	(115,000)	(185,000)	(152,000)	(37,000)	32.2	32.2
5253 Subdiv Insp Fees	-	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
* Fee Revenues	(7,155,440)	(7,090,300)	(7,090,300)	(7,747,535)	(7,423,600)	(333,300)	4.7	4.7
5508 Recov External Parti	(618,447)	(175,000)	(175,000)	(179,800)	(310,000)	(135,000)	77.1	77.1
5600 Miscellaneous Revenue	(34)	-	-	-	-	-	-	-
* Other Revenue	(618,481)	(175,000)	(175,000)	(179,800)	(310,000)	(135,000)	77.1	77.1
** Total	(7,773,921)	(7,265,300)	(7,265,300)	(7,927,335)	(7,733,600)	(468,300)	6.4	6.4
Net Total	11,684,510	14,288,700	13,426,100	11,272,965	17,709,900	4,283,800	31.9	23.9

## TRANSPORTATION AND PUBLIC WORKS

2021/22 BUDGET AND BUSINESS PLAN

**MISSION** WE TAKE PRIDE IN PROVIDING HIGH-QUALITY  
TRANSPORTATION AND PUBLIC WORKS SERVICES TO  
BENEFIT OUR CITIZENS. WE MAKE A DIFFERENCE.

## TRANSPORTATION AND PUBLIC WORKS OVERVIEW

Transportation and Public Works is committed to advancing Regional Council's priority areas while ensuring our city is accessible, inclusive and safe.

## TRANSPORTATION AND PUBLIC WORKS ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	324	9	333
Seasonal, Casual & Term	24.2	1.4	25.6
<b>Total</b>	<b>348.2</b>	<b>10.4</b>	<b>358.6</b>

*Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.*

- 6 full time positions and a 0.4 term (seasonal) position included in the Operating budget to provide enhanced street sweeping, illegal dumping enforcement and mobility response tactical team as requested by Council along with additional traffic maintenance supervisory capacity to respond to increased demand.
- 3 full time positions and 1 term position included in the Operating Costs of Capital budget to assume provincial road transfer responsibilities and support capital project delivery.

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Transportation Capital Asset Renewal**

HRM Staff will work with Council to articulate what a "Well-Maintained Transportation Network" means for the municipality. This includes defining levels of service for transportation related assets (e.g. Streets, Sidewalks, Walkways, etc.) and will help identify funding requirements to maintain assets at an acceptable level.

#### **Strategic Road Safety Plan**

TPW will continue to lead and support the road safety plan implementation throughout the organization with the goal of reducing fatal and injury collisions 20% by 2023. This includes collaboration with Corporate Communications for education / engagement, with Police for enforcement, and Province of NS for regulations and infrastructure.

#### **Improve waste diversion and align Halifax's Solid Waste Strategy with HalifACT**

Conduct a review and update of Halifax's Solid Waste Strategy including aligning the strategy with HalifACT, promoting the circular economy, and reviewing HRM's recycling program.

#### **Cogswell Redevelopment Program**

The Cogswell District project will transform land and aging, underutilized transportation infrastructure into a vibrant, mixed use neighbourhood, reintegrating historic aspects of downtown and the waterfront within the north end of Halifax.

#### **All Ages and Abilities Regional Centre Bicycle Network**

When fully constructed the All Ages and Abilities (AAA) Regional Centre Bicycle Network will represent approximately 50 km of connected bicycle facilities that are designed to be accessible for people of all ages and abilities. The network includes protected bike lanes, multi-use pathways, local street bikeways and structures that connect where people live to where they work, shop, learn, access services, relax and enjoy recreation activities.

#### **Active Transportation Priorities Plan**

The Active Transportation Priorities Plan aims to establish safer and connected walking and bicycling infrastructure across the Municipality, increase the number of people using active modes, and improve infrastructure safety through facility design and education.

#### **Urban Forest Master Plan**

Implement the Urban Forest Master Plan (UFMP) that aims to protect and grow the urban tree canopy of HRM through a robust tree planting program, cyclic pruning program, administration of the tree protection By-law T-600, updates to municipal design standards to maximize the benefits of trees in municipal spaces, and through public education and forest stewardship.

## TRANSPORTATION AND PUBLIC WORKS BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Cogswell	\$ -	\$ -	\$ 1,900	\$ -	\$ -	\$ (1,900)	(100.0)	-
Director's Office	509,718	667,100	474,800	489,100	487,400	12,600	2.7	(26.9)
Parking Services	(4,285,457)	(6,976,000)	(6,147,300)	(1,135,700)	(6,445,800)	(298,500)	4.9	(7.6)
Project Planning & Design	3,666,064	3,724,000	3,600,600	3,663,600	3,894,400	293,800	8.2	4.6
Road Operations & Construction	42,196,089	44,954,800	42,354,500	41,787,600	47,526,600	5,172,100	12.2	5.7
Solid Waste	33,345,465	33,295,200	31,355,300	30,168,700	32,987,400	1,632,100	5.2	(0.9)
Traffic Management	13,120,666	13,412,000	11,985,100	11,695,300	13,935,600	1,950,500	16.3	3.9
<b>Net Total</b>	<b>\$88,552,545</b>	<b>\$89,077,100</b>	<b>\$83,624,900</b>	<b>\$86,668,600</b>	<b>\$92,385,600</b>	<b>\$ 8,760,700</b>	<b>10.5</b>	<b>3.7</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 83,624,900</b>
<b>Compensation Changes</b>	
Reinstatement of Students / Seasonals / Overtime & Vacant Positions	1,067,200
Collective agreement increases, individual salary adjustments & compensation changes	932,200
New positions	453,600
2020/21 Operating Cost of Capital positions	173,700
<b>Revenue Adjustments</b>	
Increase in Solid Waste Diversion Credits & Grant revenue	(637,000)
Increase in organics / recyclable tipping fees	(162,000)
Increase in Parking Pay Station revenue	(550,000)
Increase in Parking Permit revenue	(26,000)
Decrease in Parking Ticket revenue	1,631,500
Decrease in Summary Offense Ticket revenue	500,000
Decrease in Recyclables revenue	60,000
Decrease in Miscellaneous recoveries	4,200
<b>Other Budget Adjustments</b>	
Enhanced Transit Stop Clearing (48 to 24 hrs)	2,000,000
Reinstate LED lighting reserve contribution	1,241,500
Reinstate tree planting & pruning	1,050,000
Reinstate weekly organics collection	850,000
Reinstate Household Hazardous Waste service	497,000
Reinstatement of Solid Waste education / advertising / promotion	159,000
Reinstate traffic control costs	116,300
Partial reinstatement (office, training, conferences, materials, etc.)	93,700
Reinstate tree inventory	63,000
Reinstate traffic maintenance contracts & data collection program	34,400
Increase (net) to Solid Waste contracts	1,124,300
Increase Winter Operations contracts & materials	546,800
Increase to street light operations	98,700
Increase to Parking Ban enforcement service	52,900
Increase stump grinding	50,000
Ticket processing fee to Province of Nova Scotia	84,000
Bi-Weekly Recycling (Blue Bag) Collection: Service Impact: Reduce to bi-weekly service	(308,500)
Mobile Household Special Waste Events (x6)	115,000
Savings related to in-house graffiti service	(76,900)
Eliminate printed waste sorting guide	(45,000)
Right size Sign Shop internal recoveries	(30,000)
<b>Business Unit Transfers</b>	
Parking Pay Station Revenue from Fiscal	(2,250,000)
LED lighting technology transfer to Finance, Asset Management & Information, Communications & Technology	(282,000)
Automatic Vehicle Location administration transfer to Corporate & Customer Services	(76,100)
Bell and Sackville Lot revenue transfer from Finance, Asset Management & ICT	(58,000)
Bell and Sackville snow clearing transfer to Corporate & Customer Services	(9,000)
Active Transportation Grant Administration transfer from Parks & Recreation	130,000
Metro Park net transfer from Fiscal	122,200
Christmas tree transfer from Parks & Recreation	20,000
<b>Total Changes</b>	<b>\$ 8,760,700</b>
<b>2021/22 Budget</b>	<b>\$ 92,385,600</b>

## OPERATING- SUMMARY OF EXPENDITURES &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$24,052,058	\$25,484,400	\$24,217,800	\$24,094,900	\$27,144,500	\$ 2,926,700	12.1	6.5
Office	247,682	248,000	172,500	122,900	159,900	(12,600)	(7.3)	(35.5)
External Services	62,008,377	65,499,600	63,128,000	62,705,000	69,725,400	6,597,400	10.5	6.5
Supplies	320,198	371,500	371,500	370,200	364,500	(7,000)	(1.9)	(1.9)
Materials	2,561,722	3,550,500	2,472,600	2,497,100	2,649,200	176,600	7.1	(25.4)
Building Costs	3,309,014	4,182,500	4,032,500	3,819,000	3,376,800	(655,700)	(16.3)	(19.3)
Equipment & Communications	431,090	408,100	397,600	408,800	309,600	(88,000)	(22.1)	(24.1)
Vehicle Expense	14,223	30,800	175,300	60,900	96,500	(78,800)	(45.0)	213.3
Other Goods & Services	4,094,621	2,364,100	1,532,900	1,915,900	1,874,300	341,400	22.3	(20.7)
Interdepartmental	(4,022)	326,500	326,500	260,100	42,000	(284,500)	(87.1)	(87.1)
Other Fiscal	5,533,436	5,366,000	3,581,600	3,581,600	4,323,100	741,500	20.7	(19.4)
<b>Total Expenditures</b>	<b>104,003,333</b>	<b>107,832,000</b>	<b>100,408,800</b>	<b>99,836,400</b>	<b>110,065,800</b>	<b>9,657,000</b>	<b>9.6</b>	<b>2.1</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Payments in Lieu of taxes	\$ (6)	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Transfers from other Govts	(3,410,342)	(3,346,000)	(3,346,000)	(4,404,300)	(3,983,000)	(637,000)	19.0	19.0
Fee Revenues	(10,367,866)	(13,867,800)	(11,898,700)	(6,970,200)	(12,162,200)	(263,500)	2.2	(12.3)
Other Revenue	(1,672,574)	(1,539,200)	(1,539,200)	(1,793,300)	(1,535,000)	4,200	(0.3)	(0.3)
<b>Total Revenues</b>	<b>(15,450,788)</b>	<b>(18,753,000)</b>	<b>(16,783,900)</b>	<b>(13,167,800)</b>	<b>(17,680,200)</b>	<b>(896,300)</b>	<b>5.3</b>	<b>(5.7)</b>
<b>Net Total</b>	<b>\$88,552,545</b>	<b>\$89,079,000</b>	<b>\$83,624,900</b>	<b>\$86,668,600</b>	<b>\$92,385,600</b>	<b>\$ 8,760,700</b>	<b>10.5</b>	<b>3.7</b>
Net Total Pre-Metro Park Transfer*	\$88,977,545	\$89,779,000	\$84,447,900	\$87,245,700	\$90,579,100	\$ 8,760,700	10.4	0.9

\*NOTE: as per Accounting Standards TPW's budget has been restated to reflect the transfer of Metro Park from Finance Asset Management and ICT to their budget. The line above reflects the change in TPW's budget for historical purposes.

TRANSPORTATION AND PUBLIC WORKS SERVICE AREA PLANS  
(2021/22)

## COGSWELL REDEVELOPMENT

## COGSWELL REDEVELOPMENT KEY DELIVERABLES (2021/22)

Prosperous Economy – Economic Growth
<p><b>Cogswell Redevelopment Program</b> (Target: Q3 2021/22)</p> <p>The Cogswell project team will award the construction contract and strive to commence construction by Fall 2021.</p>
Communities – Inclusive Communities

**Cogswell Art and Commemoration** (Target: Q4 2021/22)

The Cogswell project team will engage African Nova Scotian and Mi'kmaw communities for the Cogswell Art and Commemoration program.

## TRAFFIC MANAGEMENT

Traffic Management is committed to supporting Regional Council priorities by providing the safe and efficient management of HRM's transportation system network including traffic flow, traffic signal/street light maintenance, signage, and pavement markings. It also coordinates and manages HRM right of way balancing competing demands for space.

### SERVICES DELIVERED

#### **Traffic Signal Maintenance**

This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of all transportation modes.

#### **Street Light Installation and Maintenance**

This service is responsible for the installation and maintenance of street lights and crosswalk lights to ensure safe roadway lighting levels for all transportation modes.

#### **Traffic Signs Installation and Maintenance**

This service is responsible for the installation and maintenance of traffic signs to ensure the safe movement of all transportation modes.

#### **Pavement Markings**

This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.

#### **Traffic Control and Traffic Calming**

This service manages and evaluates traffic control and traffic calming requests.

#### **Traffic Count Program**

This service manages the collection and analyzing of traffic count data.

#### **Sign Manufacturing**

This service is responsible for sign manufacturing including traffic signs, parks signs, community signs and banners.

#### **Right of Way Approvals / Permitting / Utility Inspection**

This service provides regulation of all activities within the right of way (ROW) to ensure that the integrity of the roadway infrastructure and safe operation is protected.

#### **Traffic Operations**

This service is responsible for the management and safe operation of the roadway network with the vision of reducing transportation fatalities and injuries Towards Zero.

## SERVICE DELIVERY MEASURES

Year	Total Collisions	Total Collisions per 100,000 population	Fatal Collisions	Injury Collisions	Total Fatal + Injury Collisions	Total Fatal + Injury Collisions per 100,000 population	% Reduction Total Fatal + Injury Collisions
<b>2018</b>	6055	1408.5	18	749	767	178.4	-
<b>BASELINE</b>	-	-	-	-	<b>800</b>	-	-
<b>2019</b>	6192	1408.8	17	816	833	189.5	-4.1%
<b>2020*</b>	4441	985.6	5	606	611	135.6	23.6%

\* COVID-related traffic volume reduction of 18%

Population source:

2020: 450,586 (Canmac)

2019: 439,529 (Stats Can)

2018: 429,895 (Stats Can)

All collisions within Provincial and Municipal road right of way

Based on closed collision files received from Halifax Regional Police and Royal Canadian Mounted Police as of February 28, 2021. Future reports may vary.

Traffic Safety Measures	2018 / 2019	2019 / 2020	2020 / 2021	Total Completed	2021/2022 (Proposed)
Leading Pedestrian Intervals	8 (Pilot)	2	15	25	20
Rectangular Rapid Flashing Beacon	3	3	12	23*	19
Accessible Pedestrian Signal	4	5	5	93**	5
Speed Display Signs	-	2	13	15	5
Traffic Calmed Streets	13	13	30	59***	52
40 km/h Neighbourhoods	-	1	6	7	6
Advance Yield Lines at Crosswalks	-	7 (Pilot)	0	7	5
RA-8 (in-street school crosswalk) signs	-	-	5	5	0

\* 6 installed in 2016/2017 and 2017/2018 as pilot

\*\* 79 completed prior to 2017

\*\*\* 3 installed in 2017/2018

## TRAFFIC MANAGEMENT KEY DELIVERABLES (2021/22)

<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>
<p><b>Road Safety – Intersection Improvements</b> (Target: Q4 2021/22)</p> <p>To support road safety, improvements will be implemented at signalized intersections as identified through ongoing in-service safety reviews and diagnostic video analysis of near misses at 10 intersections.</p>
<p><b>Road Safety – Traffic Calming</b> (Target: Q2 2021/22)</p> <p>To support road safety, Traffic Management will complete a review of the Traffic Calming Administrative Order and recommend amendments to better align with the strategic Road Safety Plan.</p>
<p><b>Road Safety – Railway Crossing Safety</b> (Target: Q3 2021/22)</p> <p>To address the goal of reducing collisions at railway crossings, Traffic Management will lead the implementation of safety improvements at the remaining 6 crossing locations to ensure compliance with Transport Canada's Grade Crossing Regulations.</p>
<p><b>Road Safety – School Zones</b> (Target: Q2 2021/22)</p> <p>To support road safety, Traffic Management will implement vertical deflections (speed humps) within a minimum of 40 school zones on streets that qualify under the Traffic Calming Administrative Order.</p>
<p><b>Road Safety – Photo Enforcement</b> (Target: Q3 2021/22)</p> <p>To support road safety, Traffic Management will complete a feasibility analysis study to deliver a photo enforcement program (red light camera and electronic speed detection) within the municipality.</p>
<p><b>Road Safety – Accessible Push Buttons</b> (Target: Q3 2021/22)</p> <p>To support road safety, Traffic Management will develop an implementation plan to upgrade all signalized intersections with accessible push buttons by 2030.</p>
<p><b>Advanced Traffic Management System</b> (Target: Q4 2021/22)</p> <p>To complete the full integration of the traffic signal network into the iNet traffic control system, equipment will be installed at the remaining 48 intersections.</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Streets and Encroachment By-law Review</b> (Target: Q4 2021/22)</p> <p>To ensure By-law consistency, streamline processes, and reduce red tape, Traffic Management will lead the internal and external consultation process to obtain feedback for proposed changes to the Street S-300 and Encroachment E-200 By-laws.</p>

**Billboards** (Target: Q3 2021/22)

Traffic Management will confirm the locations of all existing billboards within the right of way, review existing agreements, and prepare a Request for Proposal to enter into new agreements for all billboard sites.

**Our People – Healthy & Safe Workplace**

**MacKintosh Staff Relocation** (Target: Q4 2021/22)

Traffic Management, with assistance from Corporate Real Estate, will acquire leased space for staff currently working out of MacKintosh Street.

**Service Excellence – Innovative Performance Excellence**

**Contaminated Sites** (Target: Q3 2021/22)

To provide contaminated sites locations to those planning to excavate within the right of way, Traffic Management will engage with Information, Communication and Technology to investigate integration between the GIS contaminated site layer and the One Call (before you dig) solution.

## ROAD OPERATIONS AND CONSTRUCTION

Road Operations and Construction is committed to supporting Regional Council priorities through the proactive maintenance of a safe, efficient, and clean street, sidewalk, bridge, and walkway system. Services include; urban forestry, management of assets in the right of way, inspection of bridges, construction inspection, snow and ice control, emergency event response, road and sidewalk infrastructure construction and maintenance.

### SERVICES DELIVERED

**Road Infrastructure Construction**

This service is responsible for contracting and managing capital construction and repair projects related to streets, curbs, gutters, sidewalks, and bridges.

**Bridge Maintenance**

This service is responsible for the maintenance of bridges to ensure safety and cleanliness.

**Winter Operations**

This service is responsible for the removal of snow and ice from HRM sidewalks, streets, and roads.

**Sidewalk Maintenance**

This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness.

## Street Maintenance

This service is responsible for the maintenance of streets to ensure safety and cleanliness.

## Urban Forest Management

This service is responsible for urban forest management and includes street tree planting, tree protection consultation, pruning, cleanup, invasive species, consultation/support for parks tree programs and urban canopy management and maintenance.

## Non-Road Infrastructure Projects

This service provides construction services to other HRM Business Units to support their infrastructure needs.

## HRM-Wide Maintenance

This service provides maintenance services spanning multiple departments and is provided across the entire municipality.

## Service Delivery

This service includes inspection of assets in the right of way, road patrol, customer service, scheduling and tracking of maintenance and preventative maintenance activities related to Municipal assets.

## Emergency Response

This service includes restoration activities in response to impacts from extreme weather events such as hurricanes and snow bombs.

## Special Event Response

This service supports special events; planning, resource identification / assignment and asset inventory and control.

## Mobility Tactical Support

This service is responsible to provide enhanced oversight, installation, inspection, modifications and maintenance services for year-round conditions as well as for other newly implemented infrastructure in the right of way related to the Integrated Mobility Plan such as bicycle lanes, wider pedestrian infrastructure, etc.

## SERVICE DELIVERY MEASURES

Potholes	2019 Identified	2019 Completed Within Standard	2020 Identified	Projected 2020 Completed Within Standard
Priority 1	3,866	54.6%	1,264	80%
Priority 2	6,484	99.7%	4,018	100%
<b>Total</b>	<b>10,350</b>	<b>-</b>	<b>5,282</b>	<b>-</b>

## POTHOLE MEASURE

During the first wave of COVID-19 only priority 1 potholes on arterials and major roads were repaired resulting in fewer priority 1 potholes being completed within standard.

Urban Forest Measure	2020/21 Planned	2020/21 Actual	2021/22 Projected
Trees Planted	1,800	0	3,100

## URBAN FOREST MEASURE

As a result of COVID-19, the 2020/21 recast budget did not include funding for tree planting resulting in no trees being planted in 2020/21.

ROAD OPERATIONS AND CONSTRUCTION KEY DELIVERABLES  
(2021/22)

<b>Integrated Mobility – Connected &amp; Healthy Long-Range Mobility Planning</b>
<b>Road Transfer</b> (Target: Q1 2022/23) Road Operations and Construction will begin preparations to operate and maintain approx. 300 lane kilometres to be transferred from the Province.
<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>
<b>Tactical Mobility Team</b> (Target: Q2 2021/22) To support growing Tactical and Mobility Response projects in the right of way, Road Operations and Construction will recruit a team to support Planning & Development.
<b>Construction Site Accessibility</b> (Target: Q2 2021/22) Road Operations and Construction will review State of Good Repair maintenance processes and Construction Capital projects to ensure there is pedestrian accessibility through right of way construction sites.
<b>Environment– Protected &amp; Sustainable Environment</b>
<b>Vegetation Management</b> (Target: Q1 2022/23) To support road safety and a healthy urban canopy, Urban Forestry will implement a proactive vegetation management program at Canadian National Railway crossing locations and finalize a vegetation management agreement with Nova Scotia Power.

**Enhanced Street Sweeping** (Target: Q1 2022/23)

To support urban lake pollution control, Road Operations and Construction will implement an enhanced street sweeping program that includes Lake Banook and Lake Micmac as defined in the September 29, 2020 Urban Lake Pollution Control report.

**Responsible Administration – Well Managed**

**Service Level Agreement – Corporate Fleet** (Target: Q4 2021/22)

Road Operations and Construction, led by Corporate Fleet, will develop a Service Level Agreement that defines services, support requirements, responsibilities, service standards and performance measures.

**Service Excellence – Exceptional Customer Service**

**Improved Construction Communication** (Target: Q4 2021/22)

Road Operations and Construction will lead Project Planning and Design, Traffic Management and Corporate Communication to improve overall construction communication to residents.

## PROJECT PLANNING AND DESIGN

Provides professional and technical services that include surveying, engineering design, pavement management, planning and associated administration to support delivery of the road and active transportation capital programs.

### SERVICES DELIVERED

**Road and Active Transportation Capital Projects**

This service is responsible for project selection, project management, surveying, preliminary and detailed engineering design, and tendering of HRM's Road and Active Transportation capital programs.

**Road and Active Transportation Projects & Projects**

This service is responsible for the education, promotion, monitoring, testing programs, studies and amenity improvements for Road and Active Transportation projects.

**Design Support for HRM Business Units**

This service provides project management, surveying, preliminary and detailed engineering design and tendering services to HRM business units to support other transportation capital programs such as road safety, transit, multi-modal, and Business Park projects.

**Road Asset Management**

This service is responsible for the collection of condition data of pavements, concrete curb, sidewalks, pedestrian ramps, street to street walkways, bus landing pads, and crosswalks.

## Bridge Inspection Program

This service is responsible for the Level II and III bridge inspection programs.

### SERVICE DELIVERY MEASURES

Performance Measures	2016	2017	2018	2019	2020	2021 Projected*
Annual Kilometer Paved	66.89	83.54	56.72	52.42	41.09	56.19
Pavement Condition Index	74.7	-	71.7	-	67.9*	66.1
Recapitalization Investment	\$23,925,000	\$33,700,454	\$30,152,000	\$32,609,496	\$30,184,263	\$39,008,616

\* Projected

### PERFORMANCE ANALYSIS

Annual kilometers paved decreased as a result of several factors including; increased unit / project costs, Integrated Mobility Plan and Complete Street guiding principals and reduction in the preventative maintenance/minor rehabilitation program. Complete Street elements including curb extensions, refuge medians, potential sidewalks, etc. are added to preventative maintenance/minor rehabilitation projects which increase project costs and decrease the annual kilometers paved.

In 2017 the municipality shifted its Pavement Condition reporting process and no data was collected. Pavement Condition Index data is collected every two years, there is no data for 2019.

### PROJECT PLANNING AND DESIGN DELIVERABLES (2021/22)

Integrated Mobility – Connected & Healthy Long-Range Mobility Planning
<p><b>Transportation Capital Work Planning</b> (Target: Q4 2021/22)</p> <p>To mitigate impacts on the transportation system of projects in the right of way, Transportation and Public Works will develop an improved capital planning process that integrates the state of good repair program with the Road Network, Transit, the Integrated Mobility Plan, and Active Transportation Plans, in consultation with the Integration Committee, which includes Halifax Water and Heritage Gas.</p>
<p><b>Transportation Construction Project Management Office</b> (Target: Q4 2021/22)</p> <p>To provide enhanced accountability and consolidated updates to the CAO and Regional Council, a Project Management Office (PMO) approach will be explored to oversee complex transportation construction projects.</p>

<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>	
<b>Asset Management</b> (Target: Q4 2021/22)	To improve HRM's asset management, strategic advice will be provided to Regional Council regarding the long-term maintenance of municipal road assets.
<b>Street to Street Walkway Prioritization Procedure</b> (Target: Q4 2021/22)	To support the triennial collection of walkway data condition, a recapitalization prioritization procedure, including condition rating criteria, will be developed.
<b>New Sidewalk Prioritization Procedure</b> (Target: Q4 2021/22)	To support Integrated Mobility Plan Action Item #71, Project Planning and Design will investigate the opportunity to update criteria in the sidewalk assessment tool.
<b>Responsible Administration – Well Managed</b>	
<b>Roads and Sidewalk Asset Management</b> (Target: Q4 2021/22)	Project Planning & Design will action the recommendations identified in the Roads and Sidewalk Asset Management Audit.
<b>Our People – Healthy &amp; Safe Workplace</b>	
<b>Work Safe Practice Process</b> (Target: Q2 2021/22)	To facilitate a safe workplace, Safe Work Practice Plans will be developed in partnership with Health, Safety and Wellness, outlining safety requirements for the Engineering Design division.
<b>Work Safe Practice Process - Phase 2</b> (Target: Q4 2021/22)	To facilitate a safe workplace and building on previous plans, Safe Work Practice Plans will be developed in partnership with Health, Safety and Wellness, outlining safety requirements for the Transportation Infrastructure Management division.

## SOLID WASTE RESOURCES

Solid Waste Resources is committed to supporting Regional Council priorities through the management of the municipal solid waste source separated collection and diversion programs for HRM residential properties and the facilities for processing, recycling, composting, marketing and disposal of solid waste resource materials for both residential and non-residential customers; as well as the delivery of education programs; and administering the construction and demolition waste management strategy.

## SERVICES DELIVERED

### **Collection Services**

Through contracted services, this service provides curbside/roadside collection of garbage, recycling and organics.

### **Chlorofluorocarbon Gas (CFC) Removal**

Through contracted services, this service provides curbside removal of CFC's to facilitate the safe collection of appliances from residents.

### **Construction and Demolition**

Solid Waste Resources administers the construction and demolition (C&D) strategy to maximize diversion.

### **Composting Facility Operation**

Through contracted services this service is the operation of two composting facilities which process materials collected from HRM residents and from institutional, commercial, and industrial (ICI) sector deliveries.

### **Diversion Programming**

This service provides education, outreach, inspections, enforcement and resources to support source separated recycling, composting, and diversion programming as guided by provincial legislation, HRM By-laws and business objectives to enhance overall diversion.

### **Otter Lake Operation**

Through contracted services, this service is the operation of the Otter Lake Waste Processing & Disposal Facility for the processing and disposal of materials collected from the municipality

### **Highway 101 Landfill Site Management**

Through contracted services, this service provides site monitoring, and the operation of the site leachate plant and site energy-from-waste facility.

### **Household Special Waste (HSW)**

Through contracted services, this service is the operation of a HSW depot and multiple yearly mobile events for HRM residential HSW disposal.

### **Recycling – Material Recovery Facility Operation**

Through contracted services, this service is the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from residents, delivered by the ICI Sector, and from other municipalities with inter-municipal agreements with HRM.

### **Rural Refuse Depot Operations**

Through contracted services, this service is the operation and maintenance of two depots located in Sheet Harbour and Middle Musquodoboit to consolidate and transfer refuse to the Otter Lake Waste Processing and Disposal Facility.

## SERVICE DELIVERY MEASURES

Performance Measure	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21 Projected	2021/22 Projected
HRM Disposal Rate (kg per capita)	372	380	381	373	364	370	370
Provincial Average Disposal Rate (kg per capita)	401	404	423	400	399	-	-

## SOLID WASTE RESOURCES KEY DELIVERABLES (2021/22)

Environment – Net-Zero Emissions
<p><b>Organics Management Infrastructure</b> (Target: Q3 2021/22)</p> <p>To replace aging infrastructure, Solid Waste Resources will support the design, construction, and commissioning of a new 60,000 tonne per year composting facility, planned to be operational by November 2023. In fiscal year 2021/2022, staff will review a comprehensive facility design to ensure compliance with contract requirements.</p>
<p><b>Solid Waste Strategy Review - Terms of Reference</b> (Target: Q4 2021/22)</p> <p>To improve waste diversion and align Halifax's Solid Waste Strategy with HalifACT, Solid Waste Resources will develop a Terms of Reference for a Solid Waste Strategy Review for Regional Council's approval pending a decision by the Province of Nova Scotia on the status of future legislation with respect to Extended Producer Responsibility.</p>
<p><b>Education &amp; Diversion - Clear Bag Program</b> (Target: Q4 2021/22)</p> <p>To support diversion, Solid Waste Resources will fully implement and enforce the use of clear bags in condominiums, which will coincide with the implementation of new condo collection contracts.</p>
<p><b>Education &amp; Diversion - Diversion in HRM Facilities</b> (Target: Q2 2021/22)</p> <p>To facilitate diversion and best practices, Solid Waste Resources will assess waste management practices in all municipal facilities.</p>
<p><b>Education &amp; Diversion - Pet Waste Pilot Project in Parks</b> (Target: Q3 2021/22)</p> <p>In collaboration with Parks and Recreation, Solid Waste Resources will deliver a pilot project to evaluate diverting pet waste generated in parks from landfill disposal and assess the feasibility of full-scale implementation.</p>

**Education & Diversion - Multi-Residential Training** (Target: Q4 2021/22)

To support diversion, Solid Waste Resources will offer a course to Property Managers to review solid waste and diversion fundamentals in multi-residential properties.

**Environment – Protected & Sustainable Environment**

**Education & Diversion - Single Use Plastics** (Target: Q4 2021/22)

To support public education on waste reduction, Solid Waste Resources will deliver a communication program focused on single-use plastics reduction.

**Education & Diversion - Illegal Dumping and Litter By-Law Changes** (Target: Q4 2021/22)

To improve illegal dumping and litter enforcement, Solid Waste Resources will add a Solid Waste Diversion Officer, provide a multi-media education program and enforce new provisions to the Solid Waste Resource Collection and Disposal By-law S-600, pending Regional Council approval.

**Service Excellence – Exceptional Customer Service**

**Curbside Collection Program - New Contracts** (Target: Q2 2021/22)

As part of the transition to new residential curbside collection contracts, Solid Waste Resources will work with service providers to ensure collection plans are in place including diversity and inclusion training, side guard implementation, and annual training with 311.

## PARKING SERVICES

Parking Services is committed to supporting Regional Council priorities through the administration and implementation of policies, By-laws and regulations related to parking and curbside management. Responsible for the management and delivery of the municipal parking strategy and programing that aligns with deliverables from the Integrated Mobility Plan. Activities include working with residential neighbourhoods on parking demand management, provision of enforcement services, management of new parking technology systems, working with internal stakeholders to integrate parking needs into roadway projects, and working with business districts and other parking providers to ensure the service of parking is efficient and effective.

### SERVICES DELIVERED

**Parking Supply Management**

This service provides and manages on-street parking and loading controls, policy, supply inventory and demand projection.

### Parking Permit Management

This service is responsible for the administration of the Parking Permits By-law P-1200 including issuing and enforcing residential, commuter, contractor, carshare and student permits across the region.

### Parking Technology Solution Management

This service manages parking solution software and online portal and ticket life-cycle process.

### Equipment Management

This service is responsible for the management and maintenance of parking equipment including pay stations and handhelds.

### Parking Enforcement

This service ensures public safety, maintains traffic flow requirements as directed by signage and enforces the general rules of the road under legislation of the Motor Vehicle Act, HRM By-law P-500 and the HRM Winter Parking Regulations.

### Parking Ticket Management and Administration

This service is responsible for maintaining ticket and enforcement master data, responding to and managing ticket appeals and court docket administration.

### Off-Street Parking

This service is responsible for the management and oversight of municipal off-street parking assets including Metro Park.

## SERVICE DELIVERY MEASURES

Parking Service Requests	2018/19	2019/20	2020/21*
Total Service Requests	16,846	19,085	12,186
Total Service Requests Closed within Standard	16,803	18,086	11,811
% of Service Requests Closed within Standard	99.7%	94.8%	96.9%

\* as of February 22, 2021

Accessible Parking Tickets	2017/18	2018/19	2019/20	2020/21*
Number of Tickets Issued	1,257	1,080	1,701	1,549

\* as of February 22, 2021

## PARKING SERVICES OFFICE KEY DELIVERABLES (2021/22)

<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>
<p><b>Road Safety – On-Street Parking</b> (Target: Q4 2021/22)</p> <p>In conjunction with Traffic Management Road Safety initiatives, Parking Services will explore On-Street Parking as a traffic calming measure, increase Parking Enforcement presence in school zones and develop an internal policy that applies parking principles as part of an overall traffic calming strategy.</p>
<p><b>Accessible Parking</b> (Target: Q4 2021/22)</p> <p>An internal policy for accessible parking spaces in the right of way will be developed and adopted. The policy will provide guidelines for the management of existing accessible parking spaces and the introduction of new accessible parking spaces during construction and other road related projects. Parking Services will work with Planning and Development to ensure land use By-laws are aligned with Rick Hansen Foundation accessible parking standards on private property.</p>
<p><b>Vehicle Immobilization</b> (Target: Q4 2021/22)</p> <p>A report regarding a vehicle immobilization By-law and best practices for working with third party parking management companies will be presented to Council.</p>
<b>Integrated Mobility – Connected &amp; Healthy Long-Range Mobility Planning</b>
<p><b>Off-Street Parking Strategy</b> (Target: Q4 2021/22)</p> <p>A Request for Proposal will be developed to assess existing and future off-street parking supply in the core and growth nodes to determine off-street parking capacity for the next 10-15 years in alignment with the goals of the Integrated Mobility Plan.</p>
<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Parking Technology Service Optimization</b> (Target: Q4 2021/22)</p> <p>To maximize efficiency, data from the new parking system will continue to be used to inform decision making for the introduction of variable peak rates, route and zone enforcement optimization and legislation changes.</p>

## Summary of Net Expenditures - Transportation and Public Works

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
I105 Cogswell Redev Cap S	-	1,900	1,900	-	-	(1,900)	(100.0)	(100.0)
**** Cogswell Redevelopment	-	1,900	1,900	-	-	(1,900)	(100.0)	(100.0)
R100 Directors Admin.	509,718	667,100	474,800	489,100	487,400	12,600	2.7	(26.9)
R101 LKD Serv. Deliv.& Qu	-	-	-	-	-	-	-	-
**** TPW Administration	509,718	667,100	474,800	489,100	487,400	12,600	2.7	(26.9)
**** Director/Administration	509,718	667,100	474,800	489,100	487,400	12,600	2.7	(26.9)
R170 Transportation Serv.	1,299,100	1,227,200	996,200	926,900	1,443,200	447,000	44.9	17.6
**** Transportation Services	1,299,100	1,227,200	996,200	926,900	1,443,200	447,000	44.9	17.6
R112 Rights of Way Approval	396,700	274,900	344,400		388,600	44,200	12.8	41.4
**** Right of Way Services	396,700	274,900	344,400	399,800	388,600	44,200	12.8	41.4
R747 Traffic Signs	1,578,134	1,864,600	2,134,500	2,184,500	2,226,200	91,700	4.3	19.4
**** Sign Shop	1,578,134	1,864,600	2,134,500	2,184,500	2,226,200	91,700	4.3	19.4
R825 Streetlighting	7,992,323	7,952,300	6,615,900	6,517,500	7,856,300	1,240,400	18.7	(1.2)
R827 Traffic Lights	1,854,410	2,093,000	1,894,100	1,666,600	2,021,300	127,200	6.7	(3.4)
**** Traffic Signals & Streetligh	9,846,733	10,045,300	8,510,000	8,184,100	9,877,600	1,367,600	16.1	(1.7)
**** Traffic Management	13,120,666	13,412,000	11,985,100	11,695,300	13,935,600	1,950,500	16.3	3.9
W120 Operations Admin	419,017	(302,000)	(832,900)	(1,311,900)	(304,300)	528,600	(63.5)	0.8
W199 Fleet Maintenance	21,498	40,000	40,000	28,000	40,000	-	-	-
**** Municipal Operations Admin	440,515	(262,000)	(792,900)	(1,283,900)	(264,300)	528,600	(66.7)	0.9
R710 Ser Del & Asset Mgmt	1,874,760	2,052,800	2,012,800	1,991,200	1,935,800	(77,000)	(3.8)	(5.7)
**** Service Delivery & Asset Man	1,874,760	2,052,800	2,012,800	1,991,200	1,935,800	(77,000)	(3.8)	(5.7)
R845 Parks Urban Forestry	3,208,569	3,382,400	2,244,900	2,249,700	3,522,800	1,277,900	56.9	4.2
*** Urban Forestry	3,208,569	3,382,400	2,244,900	2,249,700	3,522,800	1,277,900	56.9	4.2
R120 Construction Ser	1,092,841	1,231,400	1,231,400	1,208,100	1,214,200	(17,200)	(1.4)	(1.4)
*** Construction Services	1,092,841	1,231,400	1,231,400	1,208,100	1,214,200	(17,200)	(1.4)	(1.4)
R723 Enhanced Maint Area	1,968,138	2,216,100	2,065,000	2,017,500	2,491,600	426,600	20.7	12.4
*** Enhanced Maintenance Area	1,968,138	2,216,100	2,065,000	2,017,500	2,491,600	426,600	20.7	12.4
R880 PB Contr. Streets	12,122,890	8,953,100	7,595,900	8,391,600	7,642,100	46,200	0.6	(14.6)
R881 PB Contr. Sidewalks	5,011,765	4,501,400	5,535,400	5,470,000	5,545,100	9,700	0.2	23.2
R882 Winter Program Costs	816,155	1,178,600	1,178,600	1,184,700	1,028,400	(150,200)	(12.7)	(12.7)
R883 In-House Streets	3,314,161	3,508,900	3,508,900	3,534,500	3,884,700	375,800	10.7	10.7
R884 In-Houses Sidewalk	581,868	487,400	487,400	480,800	487,400	-	-	-
R885 PB Contr. ST & SW	3,881,214	8,765,300	8,868,400	8,097,000	10,983,500	2,115,100	23.8	25.3
*** Operation Coordinator/Snow &	25,728,053	27,394,700	27,174,600	27,158,600	29,571,200	2,396,600	8.8	7.9
R715 Streets & Roads West	1,690,779	1,646,300	1,598,800	1,605,200	1,652,300	53,500	3.3	0.4
R716 Streets & Roads East	117,719	119,000	119,000	119,000	122,900	3,900	3.3	3.3
R718 Contracts-Asphalt E	69	-	-	-	-	-	-	-
R719 Contracts-Asphalt W	152,721	241,000	-	-	-	-	-	(100.0)
R720 Street Clean/Graffiti	1,016,459	1,089,800	1,083,700	1,076,900	1,194,700	111,000	10.2	9.6
R735 Street Mctce-East Rgn	1,218,089	1,604,100	1,575,000	1,470,700	1,436,600	(138,400)	(8.8)	(10.4)
R740 Concrete SW-Wst/Bedf	1,286,379	1,351,400	1,261,900	1,284,100	1,504,900	243,000	19.3	11.4
R741 Asph-Crb/Wlkwy-East	592,084	830,500	788,800	804,700	912,800	124,000	15.7	9.9
R742 Concrete Sdewlk East	424,890	758,400	734,200	827,100	912,300	178,100	24.3	20.3
R743 Asphlt Patching West	1,384,025	1,298,900	1,257,300	1,258,700	1,318,800	61,500	4.9	1.5
*** Streets & Roads	7,883,213	8,939,400	8,418,700	8,446,400	9,055,300	636,600	7.6	1.3
R766 Cityworks-Cr990002	-	-	-	-	-	-	-	-
**** Public Works Operations	39,880,814	43,164,000	41,134,600	41,080,300	45,855,100	4,720,500	11.5	6.2
**** Road Operations & Constructi	42,196,089	44,954,800	42,354,500	41,787,600	47,526,600	5,172,100	12.2	5.7
R110 Design Admin.	458,272	467,700	424,100	439,600	448,100	24,000	5.7	(4.2)
R111 Design	1,701,344	1,744,100	1,702,600	1,736,700	1,760,600	58,000	3.4	0.9
R130 Infrastr MgmtServ.	204,553	196,600	196,100	208,200	211,500	15,400	7.9	7.6
R140 Surveying	837,879	891,700	853,900	831,900	897,300	43,400	5.1	0.6
R180 Active Transportation	464,017	423,900	423,900	447,200	576,900	153,000	36.1	36.1
**** Project Planning & Design	3,666,064	3,724,000	3,600,600	3,663,600	3,894,400	293,800	8.2	4.6
R314 Sckv. Landfill Site	4,319	15,300	15,300	-	15,300	-	-	-
R315 Leach. Trt./FlareStc	367,021	350,000	350,000	350,000	350,000	-	-	-
**** Former Solid Waste System	371,340	365,300	365,300	350,000	365,300	-	-	-
R319 Community Monitoring	69,252	90,000	70,000	76,700	90,000	20,000	28.6	-
R321 Administration - WR	1,105,669	1,243,500	1,194,600	1,228,500	1,162,700	(31,900)	(2.7)	(6.5)
*** Admin WR	1,174,921	1,333,500	1,264,600	1,305,200	1,252,700	(11,900)	(0.9)	(6.1)
R320 Otter Lake Operations	6,048,709	6,400,000	6,630,000	6,800,000	6,280,000	(350,000)	(5.3)	(1.9)
R326 Otter Lake WSF	262,499	-	-	-	-	-	-	-
R327 Otter Lake RDF	956,913	87,400	87,400	87,400	-	(87,400)	(100.0)	(100.0)
R329 Otter Lake FEP	262,499	6,000	6,000	6,000	6,000	-	-	-

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
*** Otter Lake	7,530,619	6,493,400	6,723,400	6,893,400	6,286,000	(437,400)	(6.5)	(3.2)
R322 Collection & RRFB	13,944,809	14,635,000	13,262,000	12,213,700	12,406,500	(855,500)	(6.5)	(15.2)
R323 Waste Res Sy Debt Ch	36,624	-	-	-	-	-	-	-
R324 Compost Fac.Burnside	4,180,649	4,102,000	4,134,000	4,050,000	5,247,100	1,113,100	26.9	27.9
R325 Compost Fac.RaggedLk	3,228,093	3,256,700	3,321,700	3,430,000	4,779,100	1,457,400	43.9	46.7
R328 Rural Depots	261,643	230,400	230,400	230,400	235,400	5,000	2.2	2.2
R330 Material Recov. Fac.	2,122,898	2,100,000	2,040,000	1,690,000	1,600,000	(440,000)	(21.6)	(23.8)
R331 RRFB Contract	(666,704)	(631,100)	(651,100)	(663,600)	(603,700)	47,400	(7.3)	(4.3)
R333 C & E Progrms HRM	403,852	446,000	186,000	155,600	345,000	159,000	85.5	(22.6)
R334 Household Haz. Waste	756,721	964,000	479,000	514,000	1,074,000	595,000	124.2	11.4
*** SW Other	24,268,584	25,103,000	23,002,000	21,620,100	25,083,400	2,081,400	9.0	(0.1)
**** Waste Resources	32,974,124	32,929,900	30,990,000	29,818,700	32,622,100	1,632,100	5.3	(0.9)
***** Solid Waste Services	33,345,465	33,295,200	31,355,300	30,168,700	32,987,400	1,632,100	5.2	(0.9)
A315 Ticket Office	(4,085,623)	(6,702,200)	(5,709,700)	(932,200)	(6,365,000)	(655,300)	11.5	(5.0)
M555 Parkade	(425,000)	(700,000)	(823,000)	(577,100)	(700,800)	122,200	(14.8)	0.1
R954 Parking Management	225,166	426,200	385,400	373,600	620,000	234,600	60.9	45.5
***** Parking Services	(4,285,457)	(6,976,000)	(6,147,300)	(1,135,700)	(6,445,800)	(298,500)	4.9	(7.6)
Net Total	88,552,545	89,079,000	83,624,900	86,668,600	92,385,600	8,760,700	10.5	3.7

### Summary Details - Transportation and Public Works

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	18,897,967	19,648,000	19,648,000	19,231,500	20,950,400	1,302,400	6.6	6.6
6002 Salaries - Overtime	1,642,644	1,824,700	1,488,200	1,445,500	1,881,200	393,000	26.4	3.1
6005 PDP & Union Con Incr	(186,817)	-	-	(814,800)	-	-	-	-
6051 Shift Agreements	45,624	188,000	188,000	38,700	38,000	(150,000)	(79.8)	(79.8)
6054 Vacation payout	39,836	-	-	51,700	-	-	-	-
6100 Benefits - Salaries	4,129,846	3,960,300	3,960,300	3,906,000	4,490,900	530,600	13.4	13.4
6110 Vacancy Management	-	(1,283,300)	(2,186,500)	-	(1,283,300)	903,200	(41.3)	-
6152 Retirement Incentives	119,521	138,000	138,000	137,900	152,100	14,100	10.2	10.2
6154 Workers' Compensation	378,411	376,000	376,000	366,300	406,800	30,800	8.2	8.2
6155 Overtime Meals	29,461	-	-	2,700	-	-	-	-
6157 stipends	(5,462)	-	-	-	-	-	-	-
6158 WCB Recov Earnings	(4,568)	-	-	-	-	-	-	-
6190 Compensation OCC trf	(213,200)	218,000	-	(105,100)	-	-	-	(100.0)
6199 Comp & Ben InterDept	(1,484,594)	414,700	605,800	(112,500)	508,400	(97,400)	(16.1)	22.6
9200 HR CATS Wage/Ben	429,301	-	-	10,300	-	-	-	-
9210 HR CATS OT Wage/Ben	235,020	-	-	(63,300)	-	-	-	-
9230 HR CATS OT Meals	(933)	-	-	-	-	-	-	-
* Compensation and Benefits	24,052,058	25,484,400	24,217,800	24,094,900	27,144,500	2,926,700	12.1	6.5
6201 Telephone/Cable	78,246	36,500	26,500	48,600	31,000	4,500	17.0	(15.1)
6202 Courier/Postage	23,235	31,800	9,300	8,300	8,200	(1,100)	(11.8)	(74.2)
6203 Office Furn/Equip	23,717	20,700	16,400	7,100	21,600	5,200	31.7	4.3
6204 Computer S/W & Lic	17,471	10,000	10,000	12,800	11,000	1,000	10.0	10.0
6205 Printing & Reprod	51,096	67,500	45,000	6,600	28,500	(16,500)	(36.7)	(57.8)
6206 Microfilms	-	4,800	4,800	-	-	(4,800)	(100.0)	(100.0)
6207 Office Supplies	49,918	76,700	60,500	36,300	56,500	(4,000)	(6.6)	(26.3)
6299 Other Office Expenses	3,998	-	-	3,200	3,100	3,100	-	-
* Office	247,682	248,000	172,500	122,900	159,900	(12,600)	(7.3)	(35.5)
6301 Professional Fees	40,678	52,500	27,500	52,500	42,500	15,000	54.5	(19.0)
6302 Legal Fees	8,902	10,500	10,500	6,100	5,500	(5,000)	(47.6)	(47.6)
6303 Consulting Fees	38,273	69,000	44,000	42,000	62,000	18,000	40.9	(10.1)
6308 Snow Removal	364,475	921,000	921,000	921,000	921,000	-	-	-
6309 Litigation Disburse	5,000	-	-	-	-	-	-	-
6310 Outside Personnel	516,902	660,000	660,000	657,900	733,900	73,900	11.2	11.2
6311 Security	79,604	70,000	70,000	70,000	70,000	-	-	-
6312 Refuse Collection	102,775	126,800	126,800	111,500	104,500	(22,300)	(17.6)	(17.6)
6315 Outside Policing	90	-	-	-	-	-	-	-
6316 Real Property Disb	286	-	-	-	-	-	-	-
6390 Extnl Svcs OCC Trsf	(58,400)	-	-	(181,400)	-	-	-	-
6399 Contract Services	60,909,793	63,589,800	61,268,200	61,025,400	67,786,000	6,517,800	10.6	6.6
* External Services	62,008,377	65,499,600	63,128,000	62,705,000	69,725,400	6,597,400	10.5	6.5
6401 Uniforms & Clothing	42,298	45,000	45,000	39,600	35,000	(10,000)	(22.2)	(22.2)
6402 Med & First Aid Supp	212	1,400	1,400	1,300	1,400	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6405 Photo Supp & Equip	-	300	300	100	300	-	-	-
6406 Bridge Tolls	29,225	49,500	49,500	38,300	50,800	1,300	2.6	2.6
6407 Clean/Sani Supplies	19,756	17,900	17,900	43,600	19,800	1,900	10.6	10.6
6409 Personal Protect Equ	133,288	128,600	128,600	126,200	128,400	(200)	(0.2)	(0.2)
6490 Supplies OCC Transfer	(100)	-	-	-	-	-	-	-
6499 Other Supplies	95,519	128,800	128,800	121,100	128,800	-	-	-
<b>* Supplies</b>	<b>320,198</b>	<b>371,500</b>	<b>371,500</b>	<b>370,200</b>	<b>364,500</b>	<b>(7,000)</b>	<b>(1.9)</b>	<b>(1.9)</b>
6501 Asphalt	313,424	325,900	270,800	261,000	236,600	(34,200)	(12.6)	(27.4)
6502 Chemicals	94,094	76,500	76,500	76,500	78,500	2,000	2.6	2.6
6503 Fertilizer	86	-	-	-	-	-	-	-
6504 Hardware	121,882	161,500	103,800	-	135,800	32,000	30.8	(15.9)
6505 Lubricants	4,202	7,900	7,900	8,200	7,900	-	-	-
6506 Lumber	9,877	16,800	16,800	8,500	15,800	(1,000)	(6.0)	(6.0)
6507 Propane	1,297	2,200	2,200	2,200	2,200	-	-	-
6508 Ready Mix Concrete	104,817	146,200	122,100	143,600	171,700	49,600	40.6	17.4
6510 Road Oils	-	6,700	6,700	4,400	6,700	-	-	-
6511 Salt	1,619,817	1,543,700	1,543,700	1,543,700	1,619,500	75,800	4.9	4.9
6512 Sand	11,171	10,200	10,200	10,700	10,200	-	-	-
6513 Seeds & Plants	2,764	903,700	3,700	4,700	3,700	-	-	(99.6)
6514 Sods	966	4,100	4,100	2,400	4,100	-	-	-
6515 Stone and Gravel	18,717	52,300	52,300	7,600	52,000	(300)	(0.6)	(0.6)
6516 Topsoil	4,457	10,900	10,900	8,300	10,900	-	-	-
6517 Paint	159,368	173,200	148,200	146,000	181,400	33,200	22.4	4.7
6518 Metal	45,682	46,600	46,600	70,000	46,600	-	-	-
6519 Welding Supplies	5,547	3,200	3,200	6,700	3,700	500	15.6	15.6
6520 Salt-Sand Mix	125	-	-	-	-	-	-	-
6590 Materials OCC Trsf	(1,700)	-	-	-	-	-	-	-
6599 Other Materials	45,131	58,900	42,900	49,800	61,900	19,000	44.3	5.1
<b>* Materials</b>	<b>2,561,722</b>	<b>3,550,500</b>	<b>2,472,600</b>	<b>2,497,100</b>	<b>2,649,200</b>	<b>176,600</b>	<b>7.1</b>	<b>(25.4)</b>
6602 Electrical	582,333	619,000	619,000	420,000	619,000	-	-	-
6603 Grnds & Landscaping	4,356	815,300	665,300	650,000	15,300	(650,000)	(97.7)	(98.1)
6605 Municipal Taxes	8,498	6,000	6,000	6,000	6,000	-	-	-
6607 Electricity	2,593,292	2,618,500	2,618,500	2,618,500	2,689,700	71,200	2.7	2.7
6608 Water	9,527	16,500	16,500	16,500	16,500	-	-	-
6610 Building - Exterior	-	-	-	300	-	-	-	-
6611 Building - Interior	20	300	300	300	300	-	-	-
6612 Safety Systems	390	-	-	-	-	-	-	-
6614 Envir Assess/Cleanup	4,285	5,000	5,000	5,000	5,000	-	-	-
6615 Vandalism Clean-up	123,214	101,900	101,900	101,900	25,000	(76,900)	(75.5)	(75.5)
6690 Building OCC Transfer	(16,900)	-	-	-	-	-	-	-
6699 Other Building Cost	-	-	-	500	-	-	-	-
<b>* Building Costs</b>	<b>3,309,014</b>	<b>4,182,500</b>	<b>4,032,500</b>	<b>3,819,000</b>	<b>3,376,800</b>	<b>(655,700)</b>	<b>(16.3)</b>	<b>(19.3)</b>
6701 Equipment Purchase	133,025	70,900	61,900	45,200	69,900	8,000	12.9	(1.4)
6702 Small Tools	52,826	47,300	47,300	45,200	43,700	(3,600)	(7.6)	(7.6)
6703 Computer Equip/Rent	14,534	6,600	6,600	9,400	6,600	-	-	-
6704 Equipment Rental	40,189	67,100	67,100	122,700	67,100	-	-	-
6705 Equip - R&M	3,298	3,400	1,900	9,000	2,900	1,000	52.6	(14.7)
6706 Computer R&M	2,635	500	500	2,700	500	-	-	-
6707 Plumbing & Heating	34	-	-	-	-	-	-	-
6711 Communication System	184,548	212,300	212,300	174,600	118,900	(93,400)	(44.0)	(44.0)
<b>* Equipment &amp; Communications</b>	<b>431,090</b>	<b>408,100</b>	<b>397,600</b>	<b>408,800</b>	<b>309,600</b>	<b>(88,000)</b>	<b>(22.1)</b>	<b>(24.1)</b>
6802 Vehicle R&M	3,503	7,000	7,000	4,000	6,000	(1,000)	(14.3)	(14.3)
6804 Vehicle Fuel - Gas	-	300	300	-	-	(300)	(100.0)	(100.0)
6806 Vehicle Rentals	2,023	4,500	164,000	49,300	86,500	(77,500)	(47.3)	1,822.2
6807 Vehicle Leases	3,188	15,000	-	-	-	-	-	(100.0)
6899 Other Vehicle Expense	5,509	4,000	4,000	7,600	4,000	-	-	-
<b>* Vehicle Expense</b>	<b>14,223</b>	<b>30,800</b>	<b>175,300</b>	<b>60,900</b>	<b>96,500</b>	<b>(78,800)</b>	<b>(45.0)</b>	<b>213.3</b>
6901 Membership Dues	57,805	56,600	39,100	40,400	44,600	5,500	14.1	(21.2)
6902 Conferences/Workshop	41,508	76,400	11,600	1,800	15,500	3,900	33.6	(79.7)
6903 Travel - Local	287,471	336,700	314,700	272,600	311,000	(3,700)	(1.2)	(7.6)
6904 Travel - Out of Town	28,972	47,800	1,700	-	1,700	-	-	(96.4)
6905 Training & Education	58,677	98,800	41,500	63,000	64,000	22,500	54.2	(35.2)
6906 Licenses & Agreements	328,507	196,200	191,200	166,100	293,900	102,700	53.7	49.8
6907 Commission Fees	2,159	-	-	-	-	-	-	-
6908 Medical Examinations	8,257	5,000	5,000	7,100	5,000	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6909 Cost of Sales	378,974	475,000	475,000	309,900	497,200	22,200	4.7	4.7
6910 Signage	53,849	55,000	55,000	66,900	55,000	-	-	-
6911 Facilities Rental	539	6,300	6,300	300	6,300	-	-	-
6912 Advertising/Promotio	214,783	230,000	144,500	118,700	221,000	76,500	52.9	(3.9)
6913 Awards	1,410	-	-	-	-	-	-	-
6914 Recruiting	-	-	-	3,200	-	-	-	-
6916 Public Education	147,786	201,000	66,000	61,200	145,000	79,000	119.7	(27.9)
6917 Books and Periodicals	4,461	4,300	3,800	4,500	4,300	500	13.2	-
6918 Meals	14,422	16,800	9,800	2,700	7,100	(2,700)	(27.6)	(57.7)
6919 Special Projects	2,104,276	230,900	51,500	661,100	46,500	(5,000)	(9.7)	(79.9)
6928 Committee Expenses	184	900	900	900	900	-	-	-
6929 Procurement Card Clg	738	200	200	200	200	-	-	-
6933 Community Events	235	-	-	-	20,000	20,000	-	-
6936 Staff Relations	1,567	2,000	2,000	2,500	2,000	-	-	-
6938 Rewarding Excellence	3,993	11,300	11,300	10,500	11,300	-	-	-
6940 Fencing	782	4,900	4,900	4,900	4,900	-	-	-
6942 Management Fees	331,461	300,000	88,900	95,600	88,900	-	-	(70.4)
6943 Health and Wellness	1,523	2,500	2,500	2,000	2,500	-	-	-
6999 Other Goods/Services	20,283	5,500	5,500	19,800	25,500	20,000	363.6	363.6
* Other Goods & Services	4,094,621	2,364,100	1,532,900	1,915,900	1,874,300	341,400	22.3	(20.7)
7008 ltnTrsf IT & Commun	2,052	-	-	-	-	-	-	-
7009 Internal Trfr Other	126,009	376,500	376,500	309,700	92,000	(284,500)	(75.6)	(75.6)
7010 IntTrfr Insur Funds	(136,329)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-
7011 Int Trf Record Check	2,075	-	-	-	-	-	-	-
7012 Int Trf Print/Reprod	2,171	-	-	400	-	-	-	-
* Interdepartmental	(4,022)	326,500	326,500	260,100	42,000	(284,500)	(87.1)	(87.1)
8010 Other Interest	7,524	-	-	-	-	-	-	-
8011 Interest on Debentur	34,263	-	-	-	-	-	-	-
8012 Principal on Debentu	1,393,147	-	-	-	-	-	-	-
* Debt Service	1,434,934	-	-	-	-	-	-	-
8008 Transf to/fr Reserve	5,533,436	-	-	-	-	-	-	-
8024 Transf to/fr Capital	7,456	-	-	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	(22,000)	(22,000)	(22,000)	(22,000)	-	-	-
8031 Tfr To Resvs Fr Oper	-	5,388,000	3,603,600	3,603,600	4,345,100	741,500	20.6	(19.4)
9001 Current Yr. Sur/Def	(7,456)	-	-	-	-	-	-	-
* Other Fiscal	5,533,436	5,366,000	3,581,600	3,581,600	4,323,100	741,500	20.7	(19.4)
** Total	104,003,333	107,832,000	100,408,800	99,836,400	110,065,800	9,657,000	9.6	2.1

### Summary Details - Transportation and Public Works

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
4607 Grant Lieu -Via Rail	(6)	-	-	-	-	-	-	-
* Payments in Lieu of taxes	(6)	-	-	-	-	-	-	-
4750 Other Grants	(3,410,342)	(3,346,000)	(3,346,000)	(4,404,300)	(3,983,000)	(637,000)	19.0	19.0
* Transfers from other Gov'ts	(3,410,342)	(3,346,000)	(3,346,000)	(4,404,300)	(3,983,000)	(637,000)	19.0	19.0
4901 Parking Station Rev	-	-	-	-	(2,800,000)	(2,800,000)	-	-
4902 Fines Fees	(3,431,751)	(6,031,500)	(5,431,500)	(2,500,000)	-	5,431,500	(100.0)	(100.0)
4905 St. Opening Permits	(184,963)	(268,300)	(188,300)	(140,000)	(188,300)	-	-	(29.8)
4912 Signs & Encroachments	(181,400)	(185,000)	(185,000)	(185,000)	(185,000)	-	-	-
4921 Parking Permit Rev	-	-	-	-	(120,000)	(120,000)	-	-
4922 Parking Ticket Rev	-	-	-	-	(3,800,000)	(3,800,000)	-	-
5101 Parking Rentals	(2,550,345)	(2,618,000)	(2,005,900)	(1,554,900)	(1,378,900)	627,000	(31.3)	(47.3)
5151 Lease Revenue	(4,284)	-	-	-	-	-	-	-
5225 Tipping Fees-Waste R	(1,495,900)	(1,505,000)	(1,328,000)	(1,080,000)	(1,490,000)	(162,000)	12.2	(1.0)
5255 Engineering Fees	-	-	-	(10,300)	-	-	-	-
5256 SOT Revenue	(2,196,722)	(2,500,000)	(2,000,000)	(750,000)	(1,500,000)	500,000	(25.0)	(40.0)
5403 Sale-Other Recycle	(322,502)	(760,000)	(760,000)	(750,000)	(700,000)	60,000	(7.9)	(7.9)
* Fee Revenues	(10,367,866)	(13,867,800)	(11,898,700)	(6,970,200)	(12,162,200)	(263,500)	2.2	(12.3)
5508 Recov External Parti	(963,848)	(847,200)	(847,200)	(951,300)	(843,000)	4,200	(0.5)	(0.5)
5600 Miscellaneous Revenue	(708,726)	(692,000)	(692,000)	(842,000)	(692,000)	-	-	-
* Other Revenue	(1,672,574)	(1,539,200)	(1,539,200)	(1,793,300)	(1,535,000)	4,200	(0.3)	(0.3)
** Total	(15,450,788)	(18,753,000)	(16,783,900)	(13,167,800)	(17,680,200)	(896,300)	5.3	(5.7)
Net Total	88,552,545	89,079,000	83,624,900	86,668,600	92,385,600	8,760,700	10.5	3.7

**AUDITOR  
GENERAL**

Halifax Regional Municipality

# **OFFICE OF THE AUDITOR GENERAL**

2021/22 BUDGET AND BUSINESS PLAN

**MISSION** TO DELIVER INDEPENDENT AUDITS THAT STRENGTHEN ACCOUNTABILITY AND ENCOURAGE IMPROVED EFFICIENCY AND EFFECTIVENESS OF PROGRAMS.

## OFFICE OF THE AUDITOR GENERAL

The Office of the Auditor General is responsible for auditing Halifax Regional Municipality's programs and accounts, including all municipal bodies. The Office assists Halifax Regional Council in holding itself, and administration, accountable for the use of public funds and for achieving value-for-money in the Municipality's operations.

The Office of the Auditor General independently prepares and publishes its work plan and reports. Details can be found at: <https://hrmauditorgeneral.ca/annual-reports>

### FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Budget	Change (+/-)	2021/22 Budget
Full Time	9.6	-	9.6
Seasonal, Casual and Term	-	-	-
<b>Total</b>	<b>9.6</b>	<b>-</b>	<b>9.6</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

## OFFICE OF THE AUDITOR GENERAL BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
G100 Off of the Auditor General	980,656	1,126,900	1,074,900	984,791	1,211,900	137,000	12.7	7.5
<b>Net Total</b>	<b>980,656</b>	<b>1,126,900</b>	<b>1,074,900</b>	<b>984,791</b>	<b>1,211,900</b>	<b>137,000</b>	<b>12.7</b>	<b>7.5</b>

*Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.*

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21</b>	<b>\$ 1,074,900</b>
Compensation Changes:	
Salary Adjustments	64,200
Other Budget Adjustments:	
Contract Expert For IT Audit	71,100
External services	1,900
Other Goods & Services	(200)
<b>Total Changes</b>	<b>\$ 137,000</b>
<b>2021/22 Budget</b>	<b>\$ 1,211,900</b>

### OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 915,714	\$ 1,032,000	\$ 980,000	\$ 915,991	\$ 1,044,200	\$ 64,200	6.6	1.2
Office	29,313	37,700	37,700	37,600	37,700	-	-	-
External Services	7,603	9,000	9,000	9,500	82,000	73,000	811.1	811.1
Supplies	84	-	-	-	-	-	-	-
Equipment & Communications	451	1,000	1,000	500	1,000	-	-	-
Other Goods & Services	27,491	47,200	47,200	21,200	47,000	(200)	(0.4)	(0.4)
<b>Net Total</b>	<b>\$ 980,656</b>	<b>\$ 1,126,900</b>	<b>\$ 1,074,900</b>	<b>\$ 984,791</b>	<b>\$ 1,211,900</b>	<b>\$ 137,000</b>	<b>12.7</b>	<b>7.5</b>

## Summary of Net Expenditures - Office of the Auditor General

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
G100 Off of the Auditor General	980,656	1,126,900	1,074,900	984,791	1,211,900	137,000	12.7	7.5
<b>Net Total</b>	<b>980,656</b>	<b>1,126,900</b>	<b>1,074,900</b>	<b>984,791</b>	<b>1,211,900</b>	<b>137,000</b>	<b>12.7</b>	<b>7.5</b>

## Summary Details - Office of the Auditor General

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6001 Salaries - Regular	763,045	857,900	815,900	773,000	866,900	51,000	6.3	1.0
6005 PDP & Union Con Incr	(10,875)	-	-	(14,209)	-	-	-	-
6054 Vacation payout	650	-	-	-	-	-	-	-
6100 Benefits - Salaries	146,821	155,900	146,900	140,000	158,800	11,900	8.1	1.9
6152 Retirement Incentives	4,832	5,800	5,550	5,550	5,500	(50)	(0.9)	(5.2)
6154 Workers' Compensation	11,057	12,400	11,650	11,650	13,000	1,350	11.6	4.8
9200 HR CATS Wage/Ben	185	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>915,714</b>	<b>1,032,000</b>	<b>980,000</b>	<b>915,991</b>	<b>1,044,200</b>	<b>64,200</b>	<b>6.6</b>	<b>1.2</b>
6201 Telephone/Cable	460	500	500	2,800	500	-	-	-
6202 Courier/Postage	18	200	200	100	200	-	-	-
6203 Office Furn/Equip	789	2,500	2,500	700	2,500	-	-	-
6204 Computer S/W & Lic	27,130	33,000	33,000	33,000	33,000	-	-	-
6207 Office Supplies	915	1,500	1,500	1,000	1,500	-	-	-
<b>* Office</b>	<b>29,313</b>	<b>37,700</b>	<b>37,700</b>	<b>37,600</b>	<b>37,700</b>	-	-	-
6301 Professional Fees	-	-	-	-	71,100	71,100	-	-
6302 Legal Fees	1,500	5,000	5,000	2,000	3,000	(2,000)	(40.0)	(40.0)
6311 Security	31	-	-	-	-	-	-	-
6399 Contract Services	6,071	4,000	4,000	7,500	7,900	3,900	97.5	97.5
<b>* External Services</b>	<b>7,603</b>	<b>9,000</b>	<b>9,000</b>	<b>9,500</b>	<b>82,000</b>	<b>73,000</b>	<b>811.1</b>	<b>811.1</b>
6499 Other Supplies	84	-	-	-	-	-	-	-
<b>* Supplies</b>	<b>84</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	104	-	-	-	-	-	-	-
6703 Computer Equip/Rent	347	1,000	1,000	500	1,000	-	-	-
<b>* Equipment &amp; Communications</b>	<b>451</b>	<b>1,000</b>	<b>1,000</b>	<b>500</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	11,789	15,000	15,000	12,000	13,000	(2,000)	(13.3)	(13.3)
6902 Conferences/Workshop	1,280	5,500	5,500	-	4,000	(1,500)	(27.3)	(27.3)
6903 Travel - Local	1,127	1,500	1,500	1,200	1,500	-	-	-
6904 Travel - Out of Town	2,547	5,500	5,500	-	3,000	(2,500)	(45.5)	(45.5)
6905 Training & Education	7,165	15,000	15,000	7,000	20,500	5,500	36.7	36.7
6912 Advertising/Promotio	-	700	700	-	1,000	300	42.9	42.9
6914 Recruiting	440	1,000	1,000	-	1,000	-	-	-
6917 Books and Periodicals	1,458	1,000	1,000	500	1,000	-	-	-
6919 Special Projects	643	1,000	1,000	-	1,000	-	-	-
6938 Rewarding Excellence	940	1,000	1,000	500	1,000	-	-	-
6999 Other Goods/Services	102	-	-	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>27,491</b>	<b>47,200</b>	<b>47,200</b>	<b>21,200</b>	<b>47,000</b>	<b>(200)</b>	<b>(0.4)</b>	<b>(0.4)</b>
<b>Net Total</b>	<b>980,656</b>	<b>1,126,900</b>	<b>1,074,900</b>	<b>984,791</b>	<b>1,211,900</b>	<b>137,000</b>	<b>12.7</b>	<b>7.5</b>



# CAO BUSINESS UNIT

2021/22 BUDGET AND BUSINESS PLAN

**MISSION** TO CREATE A GREAT PLACE TO LIVE, WORK AND PLAY BY BECOMING THE BEST MANAGED MUNICIPALITY IN CANADA.

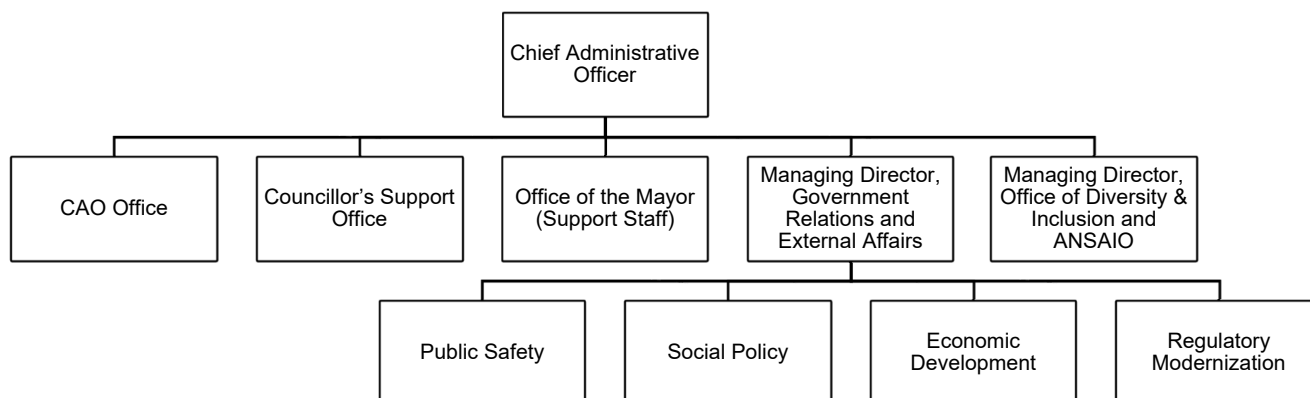
## CAO BUSINESS UNIT OVERVIEW

The Chief Administrative Officer's (CAO) business unit is committed to advancing all Regional Council and administrative priority outcomes by providing leadership to staff.

This is achieved through strategic and operational guidance by the CAO and the senior leadership team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit also provides strategic advice and administrative and legislative support to the Mayor and Regional Council.

The CAO's office also oversees the Councillor Support Office, the support staff in the Mayor's Office, Government Relations and External Affairs (which includes the Regulatory Modernization Project and Public Safety Advisor) as well as Diversity & Inclusion and ANSIAO.

## CAO BUSINESS UNIT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	32.0	13.0	45.0
Seasonal, Casual & Term	2.3	1.0	3.3
<b>Total</b>	<b>34.3</b>	<b>14.0</b>	<b>48.3</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

\* The Full-Time change includes 8 positions transferred from other business units. Seven positions are from HR (Diversity and Inclusion), and one is from CCS (Regulatory Modernization). There are 5 new positions included: One in Public Safety (Program Coordinator), one in GREA (Social Policy Coordinator), one in D&I (Advisor), one Regulatory Modernization (Analyst), and the Council Communication Specialist in the Councillor Support Office.

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Public Safety Strategy 2018-2022**

A roadmap for making evidence-informed, upstream investments in community safety and wellbeing. A comprehensive renewal of the Public Safety Strategy will commence in 2021/22, as part of the Public Safety and Policing Review.

#### **Social Policy**

HRM's Social Policy has 3 focus areas: affordable housing, food security, and connected communities. GREA will work to help build internal capacity across all business units and continue to identify partnerships to enhance collaboration within the focus areas to serve vulnerable communities.

#### **UN Women Safety Cities and Safe Public Spaces Global Flagship Program**

The UN Women Safe Cities and Safe Public Spaces for Women and Girls program prevents and responds to gender-based violence in public spaces. The next phase involves developing and implementing recommendations to address priority areas emerging from a completed scoping study and advance the implementation of a Women's Safety Assessment tool including building partnerships with key stakeholders; developing and implementing comprehensive policies; investing in the safety and economic viability of public spaces; and transforming social norms.

#### **African Nova Scotian Road to Economic Prosperity Action Plan**

The municipality and the Halifax Partnership, in collaboration with the Road to Economic Advisory Committee, will work with the African Nova Scotian community to address historic and present-day economic challenges and opportunities and advance economic development and community priorities by focusing on: building unity and capacity among African Nova Scotians; establishing land ownership; developing infrastructure; attracting investment; and increasing participation in education, employment and entrepreneurship.

#### **Anti-Black Racism Strategy**

The Office of Diversity and Inclusion established an Anti-Black racism strategy and a corporate action plan to guide the municipality in its work with and in the African Nova Scotian Communities.

#### **Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History**

HRM will begin the implementation and tracking of the recommendations in the Report from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History and report progress to Halifax Regional Council.

#### **Immigration Strategy**

To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will work with business units to develop and implement an updated Corporate Immigration Strategy.

## **5-Year Economic Strategy & Halifax Partnership Services Agreement**

The Municipality and the Halifax Partnership will develop and implement a 2022 - 2027 economic strategy to attract, keep, and grow talent, investment, and jobs in Halifax. Deliverables and other responsibilities will be outlined in a revised HRM - Halifax Partnership services agreement.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **Regulatory Modernization Framework**

The Regulatory Modernization initiative will advance strategic and operational actions to: (i) reduce regulatory red-tape for business in specific areas and improve the quality of regulatory and policy outcomes for all HRM customers; (ii) reduce regulatory red-tape from internal operations; (iii) build municipal capacity for policy development and regulatory improvement through best practice, collaboration and engagement, staff training and innovation, and performance measurement; and (iv) develop an operational framework to shift regulatory modernization from a project to an ongoing service deliverable.

#### **Corporate Accessibility Strategy**

To guide the municipality in meeting the Province of Nova Scotia's Accessibility Act goal of an accessible province by 2030, HRM will implement the Corporate Accessibility Strategy.

#### **Diversity & Inclusion Framework**

Under the HRM Diversity and Inclusion Framework, business units continue to carry out their respective initiatives to ensure inclusive service, safe, respectful and inclusive work environment, equitable employment, meaningful partnerships, accessible information and communication in the organization.

#### **Promote Equitable Access to Municipal Services**

Under the Diversity and Inclusion Framework, business units will develop and implement various diversity and inclusion plans and initiatives in collaboration with the Office of Diversity and Inclusion / ANSAIO.

## CAO BUSINESS UNIT BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
CAO Office	\$ 842,670	\$ 874,400	\$ 734,600	\$ 732,500	\$ 877,300	\$ 142,700	19.4	0.3
Councillor Support	2,647,059	2,767,400	2,637,700	2,627,600	3,000,700	363,000	13.8	8.4
Diversity and Inclusion	740,633	752,900	665,200	859,500	1,267,100	601,900	90.5	68.3
Government Relations & External Affairs	3,000,531	3,526,700	3,286,900	3,274,100	4,000,500	713,600	21.7	13.4
Mayors Office	820,881	860,300	810,400	761,500	857,600	47,200	5.8	(0.3)
<b>Net Total</b>	<b>\$ 8,051,774</b>	<b>\$ 8,781,700</b>	<b>\$ 8,134,800</b>	<b>\$ 8,255,200</b>	<b>\$10,003,200</b>	<b>\$ 1,868,400</b>	<b>23.0</b>	<b>13.9</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

2020/21 March & June Budget amounts are restated to include the Diversity and Inclusion division from Human Resources.

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 8,134,800</b>
Compensation Changes:	
New Positions and Salary Adjustments	1,076,800
Revenue Adjustments:	
Remove prior year one time adjustment for Public Safety Grant from DOJ	69,000
Other Budget Adjustments:	
Halifax Partnership - African Nova Scotia Economic Action Plan	175,000
Public Safety and Policing Review / Strategy Refresh	100,000
Halifax Partnership - Economic Development Strategy	60,000
Halifax Partnership - 2% increase in Halifax Partnership Grant	37,600
Increase in Councillor newsletter costs	24,000
Anti-Black Racism Project	72,500
Council Newsletter Funding	56,000
Add back portion of prior year COVID Adjustments:	
External Services / Office Expenses / Meals	56,200
Conferences / Out of Town Travel	53,900
Local Travel / Parking / Councillor Advertising	48,900
Community Events	20,000
Miscellaneous adjustments	18,500
<b>Total Changes</b>	<b>\$ 1,868,400</b>
<b>2021/22 Budget</b>	<b>\$ 10,003,200</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 5,463,374	\$ 5,736,600	\$ 5,628,700	\$ 5,804,900	\$ 6,705,500	\$ 1,076,800	19.1	16.9
Office	45,197	79,200	44,600	45,400	63,600	19,000	42.6	(19.7)
External Services	29,121	89,800	52,500	44,500	137,600	85,100	162.1	53.2
Supplies	414	500	-	9,700	5,500	5,500	-	#####
Materials	944	-	-	1,600	1,200	1,200	-	-
Building Costs	1,689	2,000	1,000	1,100	1,000	-	-	(50.0)
Equipment & Communications	2,179	4,500	700	3,100	900	200	28.6	(80.0)
Vehicle Expense	33,955	33,000	25,000	25,000	34,800	9,800	39.2	5.5
Other Goods & Services	464,114	687,100	368,600	274,800	551,800	183,200	49.7	(19.7)
Interdepartmental	33,400	34,400	34,400	146,300	117,100	82,700	240.4	240.4
Other Fiscal	5,033,998	5,015,800	5,229,000	5,249,000	5,564,900	335,900	6.4	10.9
<b>Total Expenditures</b>	<b>11,108,386</b>	<b>11,682,900</b>	<b>11,384,500</b>	<b>11,605,400</b>	<b>13,183,900</b>	<b>1,799,400</b>	<b>15.8</b>	<b>12.8</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Area Rate Revenue	\$ (2,892,356)	\$ (2,537,300)	\$ (2,797,100)	\$ (2,797,100)	\$ (2,797,100)	\$ -	-	10.2
Payments in Lieu of taxes	-	(140,700)	(154,100)	(154,100)	(154,100)	-	-	9.5
Fee Revenues	(45,674)	(46,000)	(46,000)	(46,000)	(46,000)	-	-	-
Other Revenue	(118,582)	(177,200)	(252,500)	(353,000)	(183,500)	69,000	(27.3)	3.6
<b>Total Revenues</b>	<b>(3,056,612)</b>	<b>(2,901,200)</b>	<b>(3,249,700)</b>	<b>(3,350,200)</b>	<b>(3,180,700)</b>	<b>69,000</b>	<b>(2.1)</b>	<b>9.6</b>
<b>Net Total</b>	<b>\$ 8,051,774</b>	<b>\$ 8,781,700</b>	<b>\$ 8,134,800</b>	<b>\$ 8,255,200</b>	<b>\$10,003,200</b>	<b>\$ 1,868,400</b>	<b>23.0</b>	<b>13.9</b>

\* The 2020/21 March & June Budget amounts are restated to include the Diversity and Inclusion division from Human Resources.

## CAO BUSINESS UNIT SERVICE AREA PLANS (2021/2022)

### DIVERSITY & INCLUSION AND ANSIAO

The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work and play in HRM.

#### SERVICE DELIVERED

##### **Accessibility Services**

Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax's Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

##### **Corporate Diversity Services**

Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. Acts as the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

##### **African Nova Scotian Affairs Integration Office**

Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM in alignment with the Africville Agreement.

##### **Indigenous Community Engagement**

Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and guided by Regional Council's reconciliation statement, and demonstrates HRM's commitment to partnership with the community. Supports the ongoing relationships and partnerships development related to urban indigenous peoples.

##### **Immigration Services and Local Immigration Partnership (LIP)**

Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

##### **French Language Services**

Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

##### **ANSAIO and DPAD (Decade for People of African Descent) Coalition**

Supports and builds partnerships to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

## OFFICE OF DIVERSITY &amp; INCLUSION KEY DELIVERABLES (2021/22)

Our People - Diverse, Inclusive, & Equitable Environment
<p><b>Diversity and Inclusion Framework Year 2</b> (Target: Q4 2021/2022)</p> <p>To advance diversity and inclusion in the organization and support an improved understanding of the community, the Office of Diversity &amp; Inclusion will implement Year 2 of the Diversity and Inclusion Framework. Components will include: working with business units to action their business unit specific plans, developing diversity and inclusion lens tools, and developing the corporate Diversity and Inclusion Policy.</p>
Communities – Inclusive Community
<p><b>Accessibility Strategy – Year 1</b> (Target: Q4 2021/2022)</p> <p>To support HRM in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity &amp; Inclusion will work with business units to implement Year 1 of the Accessibility Strategy.</p>
<p><b>Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History implementation of year 1 recommendations</b> (Target: Q4 2021/2022)</p> <p>HRM will implement and track the recommendations in the Report from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History and provide an annual progress report to Halifax Regional Council.</p>
<p><b>Gender Equity Strategy</b> (Target: Q4 2021/2022)</p> <p>To advance social equity in HRM the Office of Diversity and Inclusion will develop a gender equity strategy to support inclusion for all residents, reducing barriers to municipal services based on gender identity and expression, through the use of Gender-Based Analysis Plus (GBA+) analysis and lens tools.</p>
Communities – Involved Communities
<p><b>Anti-Black Racism Strategy</b> (Target: Q4 2021/2022)</p> <p>HRM will establish an Anti-Black racism (ABR) strategy and implement a corporate action plan. Year one to include: Establishment of an ABR committee of council, Corporate Anti-Black Racism training, establishment of an internal ABR advisory committee and a corporate wide ABR awareness campaign.</p>
<p><b>French Services Strategy</b> (Target: Q4 2022/2023)</p> <p>To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity &amp; Inclusion will work with business units to develop and implement the Corporate French Services Strategy.</p>

## GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS (GREA)

Government Relations and External Affairs is committed to supporting Regional Council Priorities through the provision of strategic advice to the corporation on a range of initiatives.

### SERVICES DELIVERED

#### **Corporate Policy Development and Coordination**

This service is responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

#### **Economic and Social Policy Coordination**

This service provides policy advice and coordinates activities related to the region's economic agenda and Regional Council's social development priority, including coordination of the Economic Growth Plan and Social Policy.

#### **Government and External Relations**

This service is responsible for ongoing management of relationships with other levels of government as well as key stakeholders.

#### **Regulatory Modernization**

This service provides corporate coordination and oversight for the identification of regulatory improvements to reduce red-tape for business and implementation of the corporate regulatory modernization initiative to improve the quality of Halifax's regulatory environment for better policy outcomes. This work includes internal engagement, capacity-building and collaboration to develop and implement a multi-year strategic program of regulatory improvement priorities, regulatory impact assessment and measurement of regulatory modernization outcomes.

#### **Public Safety Coordination**

This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

#### **Special Projects**

This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

## GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS KEY DELIVERABLES (2021/22)

Prosperous Economy – Economic Growth
<p><b>Federal Infrastructure Planning</b> (Target: Q4 2021/2022)</p> <p>To advance HRM's Economic Growth Plan, Government Relations &amp; External Affairs will identify and coordinate applications for federal funding to undertake key infrastructure projects.</p>
<p><b>COVID-19 Economic Response and Recovery Plan</b> (Target: Q4 2021/2022)</p> <p>The Municipality will work with the Halifax Partnership to implement a COVID-19 Economic Response and Recovery Plan to help the economy and community weather the urgent health care crisis, prepare to restart and rebuild when conditions allow, and get back to the municipality's long-term growth trend.</p>
<p><b>Economic Growth Plan (2022-2027) Development</b> (Target: Q4 2021/22)</p> <p>The Municipality and the Halifax Partnership will develop and implement a 2022 - 2027 economic strategy to attract, keep, and grow talent, investment, and jobs in Halifax. Deliverables and other responsibilities will be outlined in a revised HRM - Halifax Partnership services agreement.</p>
<p><b>HRM Innovation Outpost</b> (Target: Q4 2021/2022)</p> <p>Through the Halifax Innovation Outpost, and as a participant of the Halifax Partnership's Innovation District, the municipality will support the innovation community to evolve ideas to leverage municipal infrastructure and assets for early testing and design; provide space for idea generation and collaboration for key social issues such as climate change and food security; and improve municipal data transparency through data modeling and visualization projects.</p>
Prosperous Economy – Talent Attraction and Retention
<p><b>Talent Attraction</b> (Target: Q4 2021/2022)</p> <p>The Municipality will support the Halifax Partnership's Connector Program, Atlantic Innovation Pilot recruitment efforts, and other initiatives to attract talent to Halifax.</p>
<p><b>Talent Retention</b> (Target: 2026/2027)</p> <p>The Municipality will update and implement its immigration strategy (Newcomers Welcoming Plan) to welcome and settle immigrants in Halifax and will support Halifax Partnership programs aimed at retaining new immigrants, recent domestic and international graduates, and internationally-trained workers.</p>

Communities - Inclusive Communities
<p><b>Social Policy Implementation</b> (Target: Q4 2021/2022)</p> <p>Government Relations &amp; External Affairs will coordinate the implementation of HRM's Social Policy with an emphasis on three focus areas: Food Security, Housing and Homelessness, and Connected Communities and Mobility.</p>
<p><b>Response to Homelessness (Navigator Program)</b> (Target: 2025/2026)</p> <p>HRM will explore ways to better coordinate and resource the municipality's role in preventing and responding to the issue of homelessness, including continued support for the Navigator Program.</p>

## PUBLIC SAFETY ADVISOR

The Public Safety Advisor is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of HRM's Public Safety Strategy with the goal of helping to ensure residents and visitors to our community can live, learn, play and work in a safe environment.

### SERVICES DELIVERED

#### Public Safety Coordination

This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

### PUBLIC SAFETY ADVISOR KEY DELIVERABLES (2021/22)

Communities - Safe Communities
<p><b>Research and Innovation: Community Safety and Wellbeing</b> (Target: Q4 2022/2023)</p> <p>Generate evidence on the state of community safety efforts internally and among community stakeholders, including advancing a prototype for an index of community safety and wellbeing and embedding the final tool within HRM.</p>
<p><b>Build Relationships and Capacity to Address Substance Misuse with Key Stakeholders</b> (Target: Q2 2021/2022)</p> <p>To advance implementation of Public Safety Strategy Priority areas related to substance misuse, the Public Safety Advisor will convene key stakeholders to identify and seek resources to fund the development of a municipal drug strategy.</p>

**Community Mobilization** (Target: Q4 2022/2023)

Continue to strengthen the capacity and impact of existing Community Mobilization Teams and work with residents to establish a new CMT, for 4 in total.

**Knowledge Exchange and Communication: Host Canadian Municipal Network on Crime Prevention's (CMNCP) AGM and Conference** (Target: Q4 2021/2022)

Host the Annual General Meeting and conference of the Canadian Municipal Network on Crime Prevention in Halifax. (Note: due to COVID, it is uncertain as to whether this event will take place in 2021).

## REGULATORY MODERNIZATION

To help advance HRM's Organizational Performance Excellence goals, and implement the Economic Growth Plan, HRM will develop and deliver strategic and operational improvements to improve the quality of its regulatory framework by reducing the burden of outdated, overly complex or redundant regulation and business processes, and improving regulation to deliver municipal policy. Moving forward, Regulatory Modernization will focus on the continuance of the Joint Project partnership with the Province of Nova Scotia to reduce red-tape for businesses; build internal capacity-building and collaboration to implement process and customer service improvements and regulatory impact assessment and development of a corporate framework to shift regulatory modernization from a project to a sustainable program of regulatory improvement.

### REGULATORY MODERNIZATION KEY DELIVERABLES (2021/22)

Prosperous Economy – Economic Growth
<p><b>Joint Project Regulatory Modernization Implementation - Phase 3</b> (Target: Q4 2021/2022)</p> <p>HRM will partner with the Province and collaborate with the Joint Project Advisory Panel to develop and implement a Phase III Joint Project for Regulatory Modernization work-plan with multiple red-tape reduction actions to address regulatory change needs for business.</p>
<p><b>Regulatory Reform Year 2</b> (Target: Q4 2021/2022)</p> <p>HRM will continue to develop and implement a strategic framework to improve the regulatory environment, including: (i) continuously developing regulatory impact and business impact assessment tools to effectively implement the Charter of Governing Principles for Regulation AO; (ii) development of a Regulatory Engagement Strategy and Implementation Plan; (iii) implementation of regulatory change actions under the COVID-19 Economic Recovery and Response Plan; and (iv) development of regulatory reform training for staff aligned with policy development best practice and goals to eliminate bias in policy-making.</p>

**Performance Measurement and Continuous Improvement Year II (Target: Q4 2021/2022)**

HRM will begin implementing the Regulatory Modernization Performance Measurement Framework through: (i) development of baseline measurement data in priority regulatory service areas; (ii) data collection, analysis and reporting of red-tape reduction and regulatory modernization results; (iii) establishment of red-tape reduction service-improvement targets; and (iv) identification of specific regulatory improvement areas for delivery.

## OFFICE OF THE MAYOR

The Office of the Mayor is committed to delivering the Mayor's mandate, supporting Regional Council priorities through coordination of constituent and stakeholder relations, communications, and administrative support to the Mayor. The office supports the Mayor in the role as a spokesperson for Council and the municipality, liaises with constituents and HRM staff to investigate issues or concerns, shares information to support the Mayor, and supports the Mayor in intergovernmental and interjurisdictional relations.

### SERVICES DELIVERED

**Mayoral Support**

Delivery of legislative and administrative support to the Mayor.

**Issue Coordination**

Coordination of resident issues, providing responses to residents' issues, managing media relations for the Mayor, maintaining stakeholder relations.

**Mayoral Correspondence**

Preparing correspondence with residents, stakeholders and elected officials from all orders of government on behalf of the Mayor.

## COUNCILLORS SUPPORT OFFICE

The Councillors Support Office is committed to supporting Regional Council priorities through the coordination of resident relations, communications, and administrative support for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

### SERVICES DELIVERED

#### **Councillor-Citizen Relations Support**

The Councillors' Support Office coordinates resident relations and communications for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

#### **Councillor Administrative Support**

The Councillors' Support Office provides administrative support for members of Regional Council.

#### **Councillor Operational Support**

The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary to their position.

## Summary of Net Expenditures - CAO Business Unit

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
E110 CAO Office	836,661	859,900	731,900	725,700	871,600	139,700	19.1	1.4
E113 City Hall Operations	6,010	14,500	2,700	6,800	5,700	3,000	111.1	(60.7)
<b>*** CAO Office</b>	<b>842,670</b>	<b>874,400</b>	<b>734,600</b>	<b>732,500</b>	<b>877,300</b>	<b>142,700</b>	<b>19.4</b>	<b>0.3</b>
E200 Councillor's Support	2,647,059	2,767,400	2,637,700	2,627,600	3,000,700	363,000	13.8	8.4
<b>*** Councillor Support</b>	<b>2,647,059</b>	<b>2,767,400</b>	<b>2,637,700</b>	<b>2,627,600</b>	<b>3,000,700</b>	<b>363,000</b>	<b>13.8</b>	<b>8.4</b>
E402 Fr/Loc Immig Partn	(30,729)	-	(79,700)	-	-	79,700	(100.0)	-
E401 Diversity-Inclusion	771,362	752,900	744,900	859,500	1,267,100	522,200	70.1	68.3
<b>*** Diversity and Inclusion</b>	<b>740,633</b>	<b>752,900</b>	<b>665,200</b>	<b>859,500</b>	<b>1,267,100</b>	<b>601,900</b>	<b>90.5</b>	<b>68.3</b>
C411 Public Safety Advisor	266,463	342,500	263,800	263,800	502,800	239,000	90.6	46.8
C771 BID's Contributions Fund	107,000	207,000	207,000	207,000	207,000	-	-	-
E121 Greater Hlfx Partner	1,843,855	2,015,800	1,955,800	1,955,800	2,059,200	103,400	5.3	2.2
E400 Intergovrn. Relation	783,212	961,400	860,300	847,500	1,231,500	371,200	43.1	28.1
<b>*** Government Relations &amp; Externa</b>	<b>3,000,531</b>	<b>3,526,700</b>	<b>3,286,900</b>	<b>3,274,100</b>	<b>4,000,500</b>	<b>713,600</b>	<b>21.7</b>	<b>13.4</b>
E300 Mayor's office	820,881	860,300	810,400	761,500	857,600	47,200	5.8	(0.3)
<b>*** Mayors Office</b>	<b>820,881</b>	<b>860,300</b>	<b>810,400</b>	<b>761,500</b>	<b>857,600</b>	<b>47,200</b>	<b>5.8</b>	<b>(0.3)</b>
<b>Net total</b>	<b>8,051,774</b>	<b>8,781,700</b>	<b>8,134,800</b>	<b>8,255,200</b>	<b>10,003,200</b>	<b>1,868,400</b>	<b>23.0</b>	<b>13.9</b>

## Summary Details - CAO Business Unit

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	4,719,795	4,852,200	4,849,400	5,220,100	5,447,000	597,600	12.3	12.3
6002 Salaries - Overtime	4,140	1,000	1,000	(800)	-	(1,000)	(100.0)	(100.0)
6005 PDP & Union Con Incr	(101,131)	-	-	(81,100)	-	-	-	-
6054 Vacation payout	-	-	-	3,900	-	-	-	-
6100 Benefits - Salaries	790,480	803,300	803,100	872,000	958,700	155,600	19.4	19.3
6110 Vacancy Management	-	(63,100)	(137,500)	-	-	137,500	(100.0)	(100.0)
6150 Honorariums	11,459	-	-	2,000	-	-	-	-
6152 Retirement Incentives	24,421	27,400	27,400	27,200	31,800	4,400	16.1	16.1
6154 Workers' Compensation	49,196	52,900	52,800	52,600	62,200	9,400	17.8	17.6
6199 Comp & Ben InterDept	(34,985)	62,900	32,500	(291,000)	205,800	173,300	533.2	227.2
<b>* Compensation and Benefits</b>	<b>5,463,374</b>	<b>5,736,600</b>	<b>5,628,700</b>	<b>5,804,900</b>	<b>6,705,500</b>	<b>1,076,800</b>	<b>19.1</b>	<b>16.9</b>
6201 Telephone/Cable	19,385	26,700	21,900	22,000	25,900	4,000	18.3	(3.0)
6202 Courier/Postage	2,647	4,900	4,100	3,600	4,100	-	-	(16.3)
6203 Office Furn/Equip	3,278	3,100	2,600	1,000	3,600	1,000	38.5	16.1
6205 Printing & Reprod	5,141	14,100	4,100	2,800	6,900	2,800	68.3	(51.1)
6207 Office Supplies	12,546	30,400	11,900	14,400	21,600	9,700	81.5	(28.9)
6299 Other Office Expenses	2,200	-	-	1,600	1,500	1,500	-	-
<b>* Office</b>	<b>45,197</b>	<b>79,200</b>	<b>44,600</b>	<b>45,400</b>	<b>63,600</b>	<b>19,000</b>	<b>42.6</b>	<b>(19.7)</b>
6301 Professional Fees	342	5,300	-	5,000	-	-	-	(100.0)
6303 Consulting Fees	17,806	45,000	5,000	18,900	105,500	100,500	2,010.0	134.4
6304 Janitorial Services	142	-	-	-	-	-	-	-
6399 Contract Services	10,831	39,500	47,500	20,600	32,100	(15,400)	(32.4)	(18.7)
<b>* External Services</b>	<b>29,121</b>	<b>89,800</b>	<b>52,500</b>	<b>44,500</b>	<b>137,600</b>	<b>85,100</b>	<b>162.1</b>	<b>53.2</b>
6401 Uniforms & Clothing	-	-	-	6,000	2,000	2,000	-	-
6402 Med & First Aid Supp	-	-	-	100	-	-	-	-
6404 Rec Prog Supplies	224	500	-	-	-	-	-	(100.0)
6407 Clean/Sani Supplies	-	-	-	3,000	3,000	3,000	-	-
6409 Personal Protect Equ	-	-	-	100	-	-	-	-
6499 Other Supplies	190	-	-	500	500	500	-	-
<b>* Supplies</b>	<b>414</b>	<b>500</b>	<b>-</b>	<b>9,700</b>	<b>5,500</b>	<b>5,500</b>	<b>-</b>	<b>1,000.0</b>
6513 Seeds & Plants	196	-	-	-	-	-	-	-
6516 Topsoil	-	-	-	1,600	-	-	-	-
6517 Paint	748	-	-	-	-	-	-	-
6519 Welding Supplies	-	-	-	-	1,200	1,200	-	-
<b>* Materials</b>	<b>944</b>	<b>-</b>	<b>-</b>	<b>1,600</b>	<b>1,200</b>	<b>1,200</b>	<b>-</b>	<b>-</b>
6699 Other Building Cost	1,689	2,000	1,000	1,100	1,000	-	-	(50.0)
<b>* Building Costs</b>	<b>1,689</b>	<b>2,000</b>	<b>1,000</b>	<b>1,100</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>(50.0)</b>
6701 Equipment Purchase	2,179	4,000	200	200	200	-	-	(95.0)
6703 Computer Equip/Rent	-	500	500	600	500	-	-	-
6704 Equipment Rental	-	-	-	2,100	200	200	-	-
6706 Computer R&M	-	-	-	200	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>2,179</b>	<b>4,500</b>	<b>700</b>	<b>3,100</b>	<b>900</b>	<b>200</b>	<b>28.6</b>	<b>(80.0)</b>

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6804 Vehicle Fuel - Gas	213	-	-	200	300	300	-	-
6807 Vehicle Leases	192	-	-	-	-	-	-	-
6899 Other Vehicle Expense	33,549	33,000	25,000	24,800	34,500	9,500	38.0	4.5
<b>* Vehicle Expense</b>	<b>33,955</b>	<b>33,000</b>	<b>25,000</b>	<b>25,000</b>	<b>34,800</b>	<b>9,800</b>	<b>39.2</b>	<b>5.5</b>
6901 Membership Dues	3,277	25,500	17,000	14,000	17,000	-	-	(33.3)
6902 Conferences/Workshop	14,522	42,400	1,000	3,700	30,200	29,200	2,920.0	(28.8)
6903 Travel - Local	61,129	69,500	34,300	21,500	50,900	16,600	48.4	(26.8)
6904 Travel - Out of Town	79,317	89,800	6,000	4,800	49,800	43,800	730.0	(44.5)
6905 Training & Education	22,148	42,000	26,500	22,300	28,000	1,500	5.7	(33.3)
6906 Licenses & Agreements	62	-	-	-	-	-	-	-
6911 Facilities Rental	7,665	8,400	8,400	8,800	9,400	1,000	11.9	11.9
6912 Advertising/Promotio	93,469	119,100	60,800	43,800	86,300	25,500	41.9	(27.5)
6913 Awards	1,901	2,700	2,200	1,500	3,400	1,200	54.5	25.9
6916 Public Education	4,097	-	-	2,900	4,700	4,700	-	-
6917 Books and Periodicals	7,657	10,600	7,600	17,700	11,100	3,500	46.1	4.7
6918 Meals	28,525	26,900	15,300	8,700	26,500	11,200	73.2	(1.5)
6919 Special Projects	96,719	156,600	162,000	80,600	156,000	(6,000)	(3.7)	(0.4)
6928 Committee Expenses	927	4,500	-	1,200	3,000	3,000	-	(33.3)
6933 Community Events	40,162	84,100	27,000	35,300	75,000	48,000	177.8	(10.8)
6936 Staff Relations	-	3,600	-	-	-	-	-	(100.0)
6938 Rewarding Excellence	667	1,400	500	1,000	500	-	-	(64.3)
6999 Other Goods/Services	1,871	-	-	7,000	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>464,114</b>	<b>687,100</b>	<b>368,600</b>	<b>274,800</b>	<b>551,800</b>	<b>183,200</b>	<b>49.7</b>	<b>(19.7)</b>
7008 ItnTrsf IT & Commun	94	-	-	-	-	-	-	-
7009 Internal Trfr Other	4,751	800	800	108,200	800	-	-	-
7012 Int Trf Print/Reprod	28,555	33,600	33,600	38,100	116,300	82,700	246.1	246.1
<b>* Interdepartmental</b>	<b>33,400</b>	<b>34,400</b>	<b>34,400</b>	<b>146,300</b>	<b>117,100</b>	<b>82,700</b>	<b>240.4</b>	<b>240.4</b>
8001 Transf Outside Agenc	2,883,143	4,558,800	4,832,000	4,832,000	5,192,900	360,900	7.5	13.9
8004 Grants	2,150,855	507,000	447,000	567,000	372,000	(75,000)	(16.8)	(26.6)
8030 Tfr Fr Resvs to Oper	-	(50,000)	(50,000)	(150,000)	-	50,000	(100.0)	(100.0)
<b>* Other Fiscal</b>	<b>5,033,998</b>	<b>5,015,800</b>	<b>5,229,000</b>	<b>5,249,000</b>	<b>5,564,900</b>	<b>335,900</b>	<b>6.4</b>	<b>10.9</b>
<b>** Total</b>	<b>11,108,386</b>	<b>11,682,900</b>	<b>11,384,500</b>	<b>11,605,400</b>	<b>13,183,900</b>	<b>1,799,400</b>	<b>15.8</b>	<b>12.8</b>

Summary Details - CAO Business Unit								
	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Revenues	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
4202 Area Rate Commercial	(2,892,356)	(2,537,300)	(2,797,100)	(2,797,100)	(2,797,100)	-	-	10.2
<b>* Area Rate Revenue</b>	<b>(2,892,356)</b>	<b>(2,537,300)</b>	<b>(2,797,100)</b>	<b>(2,797,100)</b>	<b>(2,797,100)</b>	<b>-</b>	<b>-</b>	<b>10.2</b>
4601 Grant in Lieu-Fed	-	(46,000)	(38,500)	(58,200)	(38,500)	-	-	(16.3)
4602 Grant in Lieu-Prov.	-	(94,700)	(115,600)	(67,800)	(115,600)	-	-	22.1
4603 Grant in Lieu-CPC	-	-	-	(3,000)	-	-	-	-
4605 Grant Lieu-Hflx Port	-	-	-	(19,700)	-	-	-	-
4607 Grant Lieu -Via Rail	-	-	-	(5,400)	-	-	-	-
<b>* Payments in Lieu of taxes</b>	<b>-</b>	<b>(140,700)</b>	<b>(154,100)</b>	<b>(154,100)</b>	<b>(154,100)</b>	<b>-</b>	<b>-</b>	<b>9.5</b>
5206 Stipends	(45,674)	(46,000)	(46,000)	(46,000)	(46,000)	-	-	-
<b>* Fee Revenues</b>	<b>(45,674)</b>	<b>(46,000)</b>	<b>(46,000)</b>	<b>(46,000)</b>	<b>(46,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	(127,795)	(177,200)	(252,500)	(353,000)	(183,500)	69,000	(27.3)	3.6
5600 Miscellaneous Revenue	9,213	-	-	-	-	-	-	-
<b>* Other Revenue</b>	<b>(118,582)</b>	<b>(177,200)</b>	<b>(252,500)</b>	<b>(353,000)</b>	<b>(183,500)</b>	<b>69,000</b>	<b>(27.3)</b>	<b>3.6</b>
<b>** Total</b>	<b>(3,056,612)</b>	<b>(2,901,200)</b>	<b>(3,249,700)</b>	<b>(3,350,200)</b>	<b>(3,180,700)</b>	<b>69,000</b>	<b>(2.1)</b>	<b>9.6</b>
<b>Net total</b>	<b>8,051,774</b>	<b>8,781,700</b>	<b>8,134,800</b>	<b>8,255,200</b>	<b>10,003,200</b>	<b>1,868,400</b>	<b>23.0</b>	<b>13.9</b>



# **FINANCE, ASSET MANAGEMENT & ICT**

2021/22 BUDGET AND BUSINESS PLAN

**MISSION** WE PROVIDE FINANCIAL AND TECHNOLOGICAL LEADERSHIP  
THROUGH ADVICE, GOVERNANCE, CUSTOMER-FOCUSED  
SERVICES AND POLICY.

## FINANCE, ASSET MANAGEMENT & ICT OVERVIEW

Finance, Asset Management, & ICT (FAM&ICT) supports Regional Council and Administrative Priorities through leadership of financial and technological activities and providing services and advice. Several of the FAM&ICT multi-year strategic initiatives continue in our current 2021/22 business plan.

## FINANCE, ASSET MANAGEMENT & ICT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Change (+/-)	2021/22 Planned
Full Time	322.2	3.0	325.2 *
Seasonal, Casual and Term	7.1	(6.0)	1.1 **
<b>Total</b>	<b>329.3</b>	<b>(3.0)</b>	<b>326.3</b>

\*Full Time Equivalent changes: 2 Position Management Coordinators transferred to Human Resources (HR). There are 5 new positions included: 1 - Procurement (Storeperson) and 4 – ICT (2 Service Desk Analysts, 1 System Administrator and 1 Sr Service Desk Analyst).

\*\*Seasonal, Casual, & Term changes: 2 positions transferring to Transportation and Public Works (TPW) – Project Director Cogswell Interchange and Project Manager Cogswell Interchange. The following term positions ended: HRM Internship Audit Program, Service Delivery Analyst, HRM Internship Jr. Policy & Business Analyst and HRM Internship Accommodations Services.

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Sufficient Supply of Industrial Lands Inventory**

With a goal of ensuring a sufficient supply of industrial land, the municipality undertakes strategic planning and maintains industrial park inventory to be sold to the private sector for industrial and commercial development. Planning and Development will work with Corporate Real Estate to initiate the secondary planning process and other planning process for the proposed expansion of Industrial Parks. Informed by background studies, this work will include establishing a public engagement program, developing detailed concept plans, and evaluating public infrastructure costs.

#### **Redesign of Community Grants**

The municipality will streamline the Community Grants and Non-Profit Tax Relief programs to make the application process easier, fairer and more inclusive. The redesign - which will include more transparent evaluation criteria - aims to attract more people and groups, better target areas where funding is needed, as well provide a consistent process and approach for all requests.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **Fiscal Sustainability Strategy**

Based on Council's strategic vision, the municipality is conducting long-term financial planning with a focus on sustainability. It includes a one-year budget, a three-year outlook and a long-term plan.

#### **20-Year Community Vision**

Enhanced, best-practice approaches are coming to the municipality's budget and business planning processes. Next year, we are undertaking a 20-year Community Vision to understand the unique perspective of our diverse communities. This information will be used to cast mid-range plans and budgets with the view to a longer-term perspective of how our community wants to grow and evolve.

#### **Commercial Taxation Options**

The municipality will assess, develop and implement, where appropriate, commercial taxation policy changes per Regional Council direction and the fiscal sustainability strategy, including a 3-year phase-in of assessment increases and tiering of tax rates based on assessment and geography.

#### **Service-Centred Budget and Reporting**

To improve financial transparency and enhance decision making, the municipality will budget and report on the delivery of its services. Critical elements include improved costing and reporting that is integrated into operating, capital, and reserve budgets and projections.

### **Risk Management Framework**

The municipality is continuing to develop a Risk Management Framework to anticipate, manage, and mitigate enterprise and corporate risks. Across the organization risks are evaluated and appropriate risk mitigation plans and responses are developed and included in business and strategic plans.

### **Service Performance / Measurement Management**

The municipality is innovating to organize information about our services to improve decision making through the establishment of data analytics and business intelligence with the objectives of improved quality and efficiency of service delivery.

### **Performance Management Framework**

To improve decision making and organizational performance, Corporate Planning will develop a Performance Management Framework that establishes the accountability for the organization and operationalizes a continuous improvement lifecycle and reporting structure.

### **Long-term Capital Planning**

The municipality continues to develop additional analysis and trending techniques to better inform management and Regional Council. Focus is on a long-term Capital Funding Framework, developing asset management plans with HRM business units to collect and record asset condition, and criticality levels for major asset classes.

### **Corporate Accommodations**

The Corporate Accommodations Program is based on the following core objectives:

- Reducing leased space and thereby achieving long term cost savings;
- Providing inviting, open and modern workplaces;
- Focusing on improving accessibility and inclusivity in the office environment;
- Improving ergonomics, operational efficiency and functionality; and
- Ensuring consistency and fairness in the allocation of workspace for staff.

This multi-year program commenced in 2018 and over the next 5 years, will renovate and revitalize office accommodations for staff across all HRM business units. Success of the program is determined not only through the completion of the projects, but also by the long-term efficiency of each space to foster improved business unit operations and employee satisfaction. Corporate Accommodations will continue to evaluate the evolving impact of COVID-19 on our office accommodation program and incorporate changes to standards and space as required. The accommodations program will also take into account the FlexWork Policy being launched April 1, 2021.

### **Digital Strategy**

Technology is changing the way citizens and business engage with and interact with the municipality. The expected norm is streamlined services to connect citizens, businesses, visitors and government bodies to the municipality while providing secure, user friendly and flexible technology to engage the community, complete transactions, make inquiries and requests online, including mobile, any time of day or week.

### **Diversity and Inclusion Framework**

Under the municipality's Diversity and Inclusion Framework, Finance, Asset Management & ICT continue to carry out our respective initiatives to ensure inclusive service, safe, respectful and inclusive work environments, equitable employment, meaningful partnerships, accessible information and communication in the organization.

## FINANCE, ASSET MANAGEMENT & ICT BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Admin - Finance	\$ 1,015,002	\$ 850,200	\$ 786,500	\$ 695,750	\$ 835,800	\$ 49,300	6.3	(1.7)
Corporate Planning	406,458	485,700	563,700	606,070	698,600	134,900	23.9	43.8
Procurement	4,493,098	4,696,600	4,291,100	4,398,745	4,671,650	380,550	8.9	(0.5)
Fiscal Policy & Planning	1,212,846	1,024,400	998,200	905,300	1,034,900	36,700	3.7	1.0
Revenue	(639,131)	(1,055,000)	(392,400)	(335,692)	(458,950)	(66,550)	17.0	(56.5)
Accounting & Financial Reporting	3,795,754	4,237,300	3,868,000	3,585,410	4,180,700	312,700	8.1	(1.3)
Information Technology	22,842,726	25,197,400	23,026,700	22,611,278	26,844,400	3,817,700	16.6	6.5
Asset Management	831,371	1,214,200	1,093,100	989,800	1,217,800	124,700	11.4	0.3
Corporate Real Estate	4,438,593	3,873,300	3,629,200	4,204,050	4,163,400	534,200	14.7	7.5
<b>Net Total</b>	<b>\$38,396,716</b>	<b>\$40,524,100</b>	<b>\$37,864,100</b>	<b>\$37,660,711</b>	<b>\$43,188,300</b>	<b>\$ 5,324,200</b>	<b>14.1</b>	<b>6.6</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 37,864,100</b>
Compensation Changes:	
New Positions/salary adjustments (includes increase in overtime and 5 new FTE)	2,276,000
Revenue Adjustments:	
Decrease in facilities rental revenue	162,700
Decrease in By-law F300 revenue	66,300
Transfer Bell & Sackville parking revenue to TPW	58,000
Other revenue adjustments	(43,000)
Increase in tax sale admin fees and revenue	(74,000)
Increase in tax certificate revenue	(162,500)
Other Budget Adjustments:	
Increase in contract services	871,400
Increase in computer equipment refresh	554,000
Microsoft Licenses	400,000
Increase in professional and consulting fees	302,500
Budget transfer for LED software costs (Itron), sim cards and data plan from TPW	282,000
Increase in leased facilities costs	203,100
Increase in computer software and license costs	183,900
Increase in membership dues and training	124,600
Increase in printing costs (new contract)	114,000
Budget transfer for Safe Fleet Seon Software costs from Transit	55,500
Other minor adjustments	(50,300)
Total Changes	\$ 5,324,200
<b>2021/22 Budget</b>	<b>\$ 43,188,300</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$25,787,794	\$27,556,500	\$26,283,550	\$25,417,302	\$28,559,505	\$ 2,275,955	8.7	3.6
Office	6,332,331	6,987,200	6,251,350	6,318,562	7,040,845	789,495	12.6	0.8
External Services	4,797,873	5,453,100	5,014,750	5,233,401	6,217,450	1,202,700	24.0	14.0
Supplies	12,045	15,000	11,500	16,100	19,500	8,000	69.6	30.0
Materials	3,916	15,000	-	-	-	-	-	(100.0)
Building Costs	873,174	876,100	837,750	908,450	856,250	18,500	2.2	(2.3)
Equipment & Communications	2,458,520	2,355,500	2,110,600	2,078,554	2,536,900	426,300	20.2	7.7
Vehicle Expense	(87)	-	-	-	-	-	-	-
Other Goods & Services	4,579,583	4,747,900	4,007,900	3,966,376	4,353,550	345,650	8.6	(8.3)
Interdepartmental	(398,596)	(310,000)	(314,000)	(640,669)	(81,600)	232,400	(74.0)	(73.7)
Other Fiscal	(544,377)	(409,200)	(409,200)	(320,700)	(391,500)	17,700	(4.3)	(4.3)
<b>Total Expenditures</b>	<b>43,902,178</b>	<b>47,287,100</b>	<b>43,794,200</b>	<b>42,977,376</b>	<b>49,110,900</b>	<b>5,316,700</b>	<b>12.1</b>	<b>3.9</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fee Revenues	(4,646,060)	(5,824,900)	(5,077,100)	(4,756,600)	(5,231,200)	(154,100)	3.0	(10.2)
Other Revenue	(859,402)	(938,100)	(853,000)	(560,065)	(691,400)	161,600	(18.9)	(26.3)
<b>Total Revenues</b>	<b>(5,505,462)</b>	<b>(6,763,000)</b>	<b>(5,930,100)</b>	<b>(5,316,665)</b>	<b>(5,922,600)</b>	<b>7,500</b>	<b>(0.1)</b>	<b>(12.4)</b>
<b>Net Total</b>	<b>\$38,396,716</b>	<b>\$40,524,100</b>	<b>\$37,864,100</b>	<b>\$37,660,711</b>	<b>\$43,188,300</b>	<b>\$ 5,324,200</b>	<b>14.1</b>	<b>6.6</b>

## FINANCE, ASSET MANAGEMENT &amp; ICT SERVICE AREA PLANS (2021/2022)

## FINANCIAL POLICY AND PLANNING

Financial Policy and Planning develops and refines tax and fiscal policies related to HRM's fiscal management, debt policy and property tax, manages the operating and reserve budget processes and provides financial advice and analysis to ensure long-term fiscal sustainability.

## SERVICES DELIVERED

**Budget Coordination**

Development of the annual Operating and Reserve budgets for the Municipality to ensure the fiscal sustainability of the municipality.

**Financial Leadership**

Enable the long-term financial sustainability of the municipality through the development, enhancement and implementation of best practice tools and methods. This includes the development of a long-term financial plan, a tax and fee strategy and the development of Strategic Initiative Funding, including any associated changes to reserves and debt.

## Tax and Fiscal Policy Development

The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term.

## Grants and Contributions Program Support

Provision of leadership and support in the policy and program delivery regarding grants and non-profit taxation.

## FINANCIAL POLICY AND PLANNING KEY DELIVERABLES (2021/22)

Prosperous Economy - Economic Growth
<b>Prepare for Commercial Tax Changes</b> (Target: Q4, 2021/2022)  Depending on final Regional Council direction, Financial Policy & Planning will (1) prepare to introduce a system of commercial tax averaging; (2) conduct additional research and/or requests for legislative changes. Continue to support Regional Council's efforts on small business tax relief.
Responsible Administration - Financially Prepared
<b>Long-term Financial Planning</b> (Target: Q4, 2021/2022)  To support long-term sustainable and resilient financial planning, Financial Policy and Planning will provide a twenty-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.
<b>Debt Policy and Reserve Review</b> (Target: Q1, 2021/2022)  As part of the Fiscal Sustainability Strategy, lead the final steps of the Reserve Review Project by seeking Council direction on number and use of reserves including maximum thresholds for all reserves and align with the fiscal sustainability strategy. Revise the current debt policy to incorporate strategic initiative projects and to determine new debt affordability measures.

## ACCOUNTING & FINANCIAL REPORTING

Accounting and Financial Reporting is committed to supporting Regional Council and administrative priorities through leadership of financial stewardship activities and providing services and advice to internal customers, Regional Council, and residents of the municipality.

## SERVICES DELIVERED

### Accounts Payable Payment Processing

This service is responsible for the accurate and timely processing and payment of HRM invoices.

### **Accounting Controls and Reporting**

This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

### **Revenue and Expenditure Reporting and Analysis**

This service provides oversight of accounting functions and maintains effective internal controls.

### **Regional Council Report Review & Support**

Provide support and financial review to the Regional Council report process.

### **Service Delivery**

Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

### **Payroll Services**

Provide payroll administration services to HRM and Agencies, Boards, and Commissions.

### **Financial Advisory Services**

The provision of advisory services and support to HRM Business Units across a wide-spectrum of finance-related issues.

## ACCOUNTING & FINANCIAL REPORTING KEY DELIVERABLES (2021/22)

<b>Service Excellence – Innovative Performance Excellence</b>
<b>SAP/Hana- Future State Definition and Design Support - (Target: Q4, 2021/2022)</b>  Working with the project team, defining requirements and future reporting needs for SAP/S4 HANA to meet those requirements and allow for reporting efficiencies to improve analysis for the business. Once this has been defined, the project team will ensure that the new system is designed to meet needs of the various stakeholders throughout the municipality and ensure the requirements identified will be delivered.
<b>Budget Process Service Excellence Project (Target: Q4, 2021/2022)</b>  The Budget Process Service Excellence Project is a combination of the previous three OPE projects which included 1) budget process, 2) wage model and 3) projections. In partnership with Financial Policy and Planning and the OPE office these three facets of the budget process will be reviewed to learn more about our businesses' needs and those of the Finance team. This work will improve these core financial services while positioning the team as a true strategic partner. In collaboration with the CAO and Diversity and Inclusion/ANSAIO, Finance will develop a methodology to integrate equity as a core principle in the municipal budgeting process.

## REVENUE

This division is accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio and establishing and overseeing the Payment Card Industry Data Security Standard compliance program.

### SERVICES DELIVERED

#### Cash Management

This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

#### Transit and Parking Meter Revenue Processing

This service is responsible for processing, depositing, and safeguarding HRM's coin revenue.

#### Collections

This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

#### General Revenue

This service is responsible for the billing and administration of all non-property tax revenues.

#### Taxation Services

This service is responsible for the billing and administration of property tax revenues.

#### Treasury Services

This service has responsibility to make investments in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee. The Investment Policy Guides Treasury Services to make investments that produce a competitive rate of return while keeping capital preservation and liquidity needs at the forefront. In addition, the service safeguards HRM's treasury assets.

### SERVICE DELIVERY MEASURES

Taxation Performance Measures	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Projected	Planned
Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy	1.1%	1.1%	2.0%	4.0%
Current Year's Tax Arrears as a Percent of Current Year Levy	2.5%	3.0%	5.0%*	4.0%*

Taxation Performance Measures	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Projected	Planned
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$16.15	\$14.65	\$14.60	\$14.60

\*These measures are high due to the uncertainty regarding COVID-19.

General Revenue Performance Measures	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Projected	Planned
Percent of Billings Outstanding Over 90 Days at Year End	13%	2.0%	2.0%	5.0%
Bad Debt Write Off as a Percent of Billed Revenue	0.2%	0.2%	0.2%	0.3%
Operating Cost of Accounts Receivable Function per Invoice	\$28.87	\$24.75	\$24.75	\$24.75
Average Collection Period (Days)	6	15	15	15
% of Resident Inquiries Completed Within 2 Business Days	98%	98%	98%	98%

#### PERCENT OF BILLINGS OUTSTANDING OVER 90 DAYS AT YEAR END

COVID-19 is leading to a slight increase in receivables over 90 days, the majority are expected to eventually be collected.

#### AVERAGE COLLECTION DAYS

COVID-19 is the main factor in the increase of outstanding current year tax arrears. These taxes will be eventually recouped either via collection efforts or via the tax sale process.

#### GENERAL

Measures are expected to remain constant for 2021/22 and the foreseeable future with the exception of the cost to maintain tax accounts and operating costs of accounts receivable, which are expected to decrease with the migration to a new tax system.

## REVENUE KEY DELIVERABLES (2021/22)

Responsible Administration - Well Managed
<p><b>Revenue Replacement Project</b> (Target: Q4, 2021/2022)</p> <p>The Revenue Replacement project has been included as part of the broader Business Transformation initiative. Pending completion of foundational technology upgrades, Revenue will replace the obsolete revenue management system with a new solution that will allow for enhanced customer self-service opportunities and new revenue streams.</p>
Service Excellence - Exceptional Customer Service
<p><b>Optimize Affordable Access Program</b> (Target: Q4, 2021/2022)</p> <p>Streamline the application intake of the affordable access program to speed internal processing and to make it easier for clients to apply for the program and annually renew their application.</p>

## CORPORATE PLANNING

Corporate Planning supports Regional Council and administrative priorities by assisting business units in strategic planning; business planning; performance reporting, and benchmarking; outcome and accountability reporting; and risk management.

### SERVICES DELIVERED

#### Strategic Planning

This service supports Regional Council and CAO in the development of a 4-yr strategic planning framework comprised of Council and Administrative Priority Outcomes and leads the organization in development of strategic initiatives aligned with this framework. The output of this work is the development of the 4-yr HRM Strategic Priorities Plan.

#### Business Planning

This service facilitates and supports business units in their operational planning and decision-making and production of annual business plans and presentations, ensuring that these processes are integrated with HRM's budgeting processes.

#### Enterprise Risk Management

This service is responsible for ensuring that risks (strategic and operational) are appropriately identified through the business planning process then, evaluated, and managed by the responsible business units through the business planning process.

## Citizen Engagement

This service involves the solicitation of public opinion related to community priorities as well as the services provided by the municipality.

## Performance Measurement

This service provides methods and tools that allow for the coordinated, focused, and objective reporting of strategic priority outcomes, corporate performance, service performance as well as business plan accountability for the organization.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Planned
Operational Risk Registers - % of Business Units Managing Operational Risks through Corporate Practices	-	100%	100%	100%

## CORPORATE PLANNING KEY DELIVERABLES (2021/22)

<b>Responsible Administration - Well Managed</b>
<b>Governance Model</b> (Target Date: Q4, 2021/2022) To improve the identification, assessment, monitoring and reporting of organizational risk, The Corporate Planning Office (CPO) will assist in the establishment of a governance committee and governance procedures in compliance with the International Standards Organization (ISO) standard.
<b>Responsible Administration - Community Focused</b>
<b>Community Visioning Engagement</b> (Target Date: Q4, 2021/2022) Working with multiple stakeholders Corporate Planning will undertake an extensive community engagement to determine the 20-yr Vision for HRM. This engagement will focus on community future state, community priorities, and extensive review of the elements of services delivered to communities to assist in determination of service priorities.
<b>Service Excellence – Innovative Performance Excellence</b>
<b>Corporate Reporting Solution – Strategic and Administrative Performance</b> (Target: Q4, 2021/2022) To improve decision making, organizational performance and "single source of truth" Corporate Planning will implement BI dashboards, associated data architecture and reporting for Strategic/Administrative Key Performance Indicators (KPI's) that measure Strategic/Administrative Priority Outcomes. (2-year initiative that started in late 2020)

**Service Measurement / Management - Pilot Initiative** (Target: Q4, 2021/2022)

CPO will work with Halifax Regional Fire and Corporate Customer Service to conduct a “proof of concept” for the development of service dashboards. This work includes validation of current service descriptions, service standards, performance measures, determination of service costs and development of service dashboards using (Business Intelligence) BI with information housed in the data warehouse. (2-year initiative that started in late 2020).

## PROCUREMENT

Procurement coordinates the acquisition of goods, services, coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

### SERVICES DELIVERED

#### Inventory Management

Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus HRM assets, excluding real estate.

#### Purchasing

In consultation with client business units, this service is responsible for the administration of the procurement policy for the purchase over \$1,000. Current trends are monitored on procurement practice, potential for HRM policy amendments, opportunities for strategic sourcing and working with industry to identify possible barriers to doing business with HRM. Competitive Procurement is used for procurement of all Goods, Services and Construction, using solicitation tools that include Tenders, Request for Proposals (RFP) & Request for Quotation (RFQ).

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Projected	Planned
% of inventory on contract	54.8%	58%	60%	65%
Average Number of bids per Publicly Posted Solicitations Per Year	3.7	Not reported	3.5*	3.7

*\*Estimate lower for 2020/21 than 2018/19 as we moved to electronic submission quickly as a result of the pandemic and the vendor community was adjusting to the pandemic situation as well.*

## % OF INVENTORY ON CONTRACT

% of inventory: The improved methodology shows more accurate numbers. A more focused approach is planned for 2021/22 to increase this KPI.

## AVERAGE NUMBER OF BIDS PER PUBLICLY POSTED SOLICITATIONS

This KPI indicates vendor interest in doing business with HRM.

## PROCUREMENT KEY DELIVERABLES (2021/22)

Service Excellence - Performance Excellence
<p><b>Procurement Redesign</b> (Target: Q4, 2021/2022)</p> <p>Procurement will design and implement an enhanced service delivery model with the goal of becoming a strategic business partner with HRM's business units in the procurement of goods and services. The model will improve customer service with internal and external clients, shorten the time to market and award with vendors, use strategic buying practices, and make better use of taxpayers' dollars. Implementation of the new service delivery model will occur in 2021/22.</p>
<p><b>SAP Release Strategy</b> (Target: Q4, 2021/2022)</p> <p>Release Strategy will be part of the implementation of S4 Hanna and reflect award levels as outlined in the Procurement policy.</p> <p>Release procedures are approval procedures for purchasing documents such as purchase requisitions and purchase orders (POs). A release strategy involves a process where the approver verifies document data (such as material, quantity, and value) and then authorizes the purchase.</p> <p>Implementation of Release Strategy, based on position role (not person), will provide a more robust and efficient process at HRM.</p>
Responsible Administration - Well Managed
<p><b>Phase 2: Response to Auditor General's Audit of Procurement Cards</b> (Target: Q4, 2021/2022)</p> <p>Phase 2 in 2021/22 will consist of providing data to the Auditor General's staff as they re-audit P-cards post the 2019 audit report, and evaluating the actions taken to address the recommendations contained in their report.</p>

## CORPORATE REAL ESTATE

Corporate Real Estate is committed to supporting Regional Council priorities through real property acquisition and disposal services; industrial park development sales and land management; valuation and appraisal; negotiation and lease management where HRM is either landlord or tenant; portfolio development, accommodations planning; and real estate advisory services.

### SERVICES DELIVERED

#### Industrial Park Development

This service is responsible for strategic planning and program delivery of industrial park inventory and the sale of building lot inventory to the private sector for industrial/commercial development.

#### Acquisition and Disposal

This service is responsible for property acquisition and disposal for municipal purposes.

#### Leasing and Tenant Services

This service is responsible for acquiring leased properties to meet clients' requirements, leasing of municipal properties for use by third parties, managing financial and landlord/tenant contract functions, and accommodation and portfolio management services.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Projected	Planned
Property Transactions	\$8.1M	\$50.5M	\$35.0M	\$15M
Industrial Park Sales Acres	36.9 acres	46 acres	51 acres	23 acres
Industrial Park Sales (Gross Revenue)	\$9.03M	\$12.3M	\$17.3M	\$8M

### PROPERTY TRANSACTIONS

Land acquisitions for 2020/21 were led by Bayers Road and Dartmouth Cove ROW (right of way) acquisitions. Property disposals for 2020/21 was anchored by the sale of the former Bloomfield School.

### INDUSTRIAL LANDS

Industrial demand remained strong in 2020/21 as industrial demand increases during the global pandemic. There will be a tightening of supply for 2021/22 as we await the Highway 107 extension and completion of access to Burnside Phase 13.

## CORPORATE REAL ESTATE KEY DELIVERABLES (2021/22)

Service Excellence – Exceptional Customer Service
<p><b>Real Estate Service Improvement Initiative</b> (Target: Q4, 2021/2022)</p> <p>Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands.</p> <ul style="list-style-type: none"> <li>• Introduce SLAs (service level agreements) for balance of major client BU's.</li> <li>• Develop and Introduce Strategic Land Acquisition Planning Tool for Operational Business Units.</li> </ul>
Our People - Healthy & Safe Workplace
<p><b>Corporate Accommodations Plan Implementation</b> (Target: Q4, 2021/2022)</p> <p>The Corporate Accommodations Program is a multi-year program to renovate and revitalize offices accommodations for staff across all HRM business units. Success of the program is determined not only through the completion of the projects, but also by the long-term efficiency of each space to foster improved business unit operations and employee satisfaction.</p> <p>Active projects for 2021/22 include the renovation of 100,000+ sf office space in downtown Halifax to accommodate approximately 600 staff from multiple business units. COVID-19 has resulted in adjustments to workplace design to better support office occupancy both during the current pandemic and in the event of a future pandemic. Design plans for new projects also have fewer individual workspaces and more meeting and collaborative space, reflecting the anticipated long-term impact of COVID-19 on how and where we work. The accommodations program will also take into account the FlexWork Policy being launched April 1, 2021.</p>

## ASSET MANAGEMENT OFFICE

The practice of managing assets to minimize the total costs of owning and operating assets while delivering desired service levels; coordination and oversight of the multi-year Capital budget, projections and accounting.

### SERVICES DELIVERED

#### Asset Management Governance Support

This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

#### Performance Reporting and Continuous Improvement Support

This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

## HRM Asset Portfolio and Capital Budget Coordination

This service facilitates the organization of critical data inputs and drivers, integration of multiple policies and standards, coordination and collaboration factors, and application of fiscal stewardship tools required to lead the capital budget development and its transformation from a single-year approach to a 10-year outlook, focused on sustainability. This work balances long-term outcomes for safe, reliable and cost-effectively managed assets with the demand for growth. This service also coordinates with various stakeholders to enhance the municipality's asset investment capacity.

## Asset Management Process, Tools, and Training

This service provides expertise, technology, and training that enhance business units' ability to perform effective asset management. Remaining current with technological advancements in the industry along with developing strong relationships for a deep understanding of the business needs, enables this service to continuously review and improve functionality of tools for the organization and optimal service to the community. Regular partnership engagement and feedback from the business units is key to this approach.

### ASSET MANAGEMENT OFFICE KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<p><b>Asset Management Plans (AMP's)</b> (Target: Q4, 2022/2023)</p> <p>In an effort to transition asset lifecycle management to a more proactive, reliable, and sustainable state, the Asset Management Office will work towards establishing a corporate Asset Management Policy to draft preliminary AMPs for each major asset class with existing available information. An action plan to improve content will be developed in the next fiscal year. This is a multi-year initiative.</p>
<p><b>Asset Data Management</b> (Target: Q4, 2022/2023)</p> <p>The Asset Management Office will continue to work with business partners to facilitate asset roles and responsibilities and provide guidance to improve asset data quality, including increasing recorded asset condition ratings. This is a multi-year initiative.</p>

## INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT)

Information, Communication, and Technology is committed to providing customer service and technology expertise in support of Regional Council and administrative priorities. ICT is engaging HRM Executive to align corporate vision with technology architecture to drive the continued development of an HRM that is a digital service delivery organization.

ICT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, and refinement of foundational business systems to drive business process improvements.

### SERVICES DELIVERED

#### **Service Desk - Break/Fix and Service Request Management**

Service requests are filtered through the service request system or the ICT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

#### **Data Management and Analytics**

This service comprises all the disciplines related to managing spatial and non-spatial data as a valuable resource and the application of business rules and tools to deliver information that allows business units to make informed decisions.

#### **Personal Computing Services**

This service provides mobile and personal computing technology.

#### **Telecommunications Services**

This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access.

#### **ICT Business Applications Management**

This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of HRM business units.

#### **ICT Infrastructure Management**

This service provides server, network, and security infrastructure to support the operation of and access to HRM business applications and ICT services. Also provided are the operation, maintenance of infrastructure and applications.

#### **Enable New and Enhanced Business Solutions**

This service facilitates ICT customers' business success through the introduction of beneficial changes to process and technology. In partnership with customers, this service ensures joint responsibility for maximizing HRM investments.

## Technology Strategy

This service supports the development of strategic technology plans aligned with business strategy in partnership with business units.

## Cybersecurity

The Cybersecurity Program protects HRM's networks, devices, programs, and data from attack, damage, or unauthorized access.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
ICT Service Desk – Inbound Contact Volume <sup>(1)</sup>	28,231	28,600	31,500	34,020
ICT-Service Desk – Customer Satisfaction <sup>(2)</sup>	97%	97%	97%	98%
Number of Visitor Sessions to Municipal Website per Capita <sup>(3)</sup>	10.4	11.2	9.9	10.9
Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE)	1.0	0.97	0.97	0.97

(1) Measures call volume, not performance. Over the next year, ICT will be developing more meaningful measures.

(2) Satisfaction rate reflects a 1-3% response rate from service desk surveys. Improved feedback methods are being investigated.

(3) 18/19 corrected; 19/20 previously captured results to Dec 1, 2019; updated to reflect actuals to Mar 31, 2020; 20/21 projected updated.

## INBOUND CONTACT VOLUME

Expected increase in call volume is due to historical trending. Deployment of devices to staff working remotely resulting from ongoing impact of COVID-19 significantly increased call volume throughout the year. Net new solutions are also driving additional support calls. Examples expected for 2021/22 – Parking Technology Solution, Permitting, Licensing & Compliance Solution and MS Office 365.

## CUSTOMER SATISFACTION

Expecting to maintain customer satisfaction by proactive Project Management, effective and timely issue escalation and resolution and improving internal processes/tools (e.g. ServiceNow workflows, efficient workflow of tickets to appropriate groups). Also increase in business unit touchpoints to review issues and action accordingly – overall continual service improvement.

## WEBSITE VISITOR SESSIONS

Expected increase in website visitor sessions compared to 2020/21. Although Halifax.ca provided much needed information for citizens and impacts of pandemic, there still was a downturn trend, for example Visitor visits. Fiscal 2021/22 is projected to return to an upward trend due to pandemic response information, additions of new online services established recently through the new Parking Ticket Solution, phase 1 of the Permitting, Licensing & Compliance Solution; and interest in initiatives such as HalifACT, and the Integrated Mobility Plan.

## INFORMATION, COMMUNICATION & TECHNOLOGY (ICT) KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<p><b>Human Resources and Finance Business Transformation Program</b> (Target: Q3, 2021/2022)</p> <p>Administrative services Human Resources and the Finance, Asset Management &amp; ICT business units have indirect impacts on overall citizen service delivery such as:</p> <ul style="list-style-type: none"> <li>• Ensuring the organization has skilled resources through hiring and training to provide excellent service delivery to citizens.</li> <li>• The ability to calculate, collect and account for such revenue as property taxes, parking, permits and licensing, and recreation.</li> <li>• The ability for the organization to work with business units and the vendor community to procure the necessary goods and services required to operate service delivery for citizens.</li> </ul> <p>Over the next two years, Information, Communication &amp; Technology will collaborate to improve business process, user experience, and technology integration for Human Resources and the Finance, Asset Management &amp; ICT business units including:</p> <ul style="list-style-type: none"> <li>• Employee Central, Learning Management System (2021/22)</li> <li>• Recruitment, and Onboarding (2022/23)</li> <li>• Revenue Management (2021/22); and</li> <li>• Finance, and Procurement (2022/23)</li> </ul>
Service Excellence – Exceptional Customer Service
<p><b>Information Technology Asset Management</b> (Target: Q2, 2021/2022)</p> <p>Information Technology assets are pivotal to nearly every area of service delivery. Information, Communication &amp; Technology will continue its work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. Management of defined assets will improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments.</p>

Responsible Administration – Well Managed
<p><b>Cybersecurity Program</b> (Target: Q4, 2021/2022)</p> <p>A Cybersecurity program is being designed and developed to protect HRM's networks, devices, programs, and data from attack, damage, or unauthorized access. This includes continual review of policies, procedures, and practices that are aligned with best practice frameworks to address constantly evolving cyber threats.</p>
Service Excellence – Performance Excellence
<p><b>Enterprise Content Management (ECM) Implementation Plan (5 year) and Employee Intranet Delivery &amp; Implementation</b> (Target: Q4, 2021/2022)</p> <p>The volume of content generated by Halifax's growing number of IT-enabling business solutions has warranted the need for an Enterprise Content Management solution (ECM) that will better support the capture, storage and delivery of information across the organization; citizens and businesses will benefit through access to more timely and accurate information.</p> <p>To address this need, a 5 year plan will be developed to drive implementation of ECM across the organization. In parallel, an innovative quick-win initiative will be kicked off to use the selected ECM technology to redevelop Halifax's Intranet solution. Carried over from 2020/21 plan.</p>
Service Excellence – Innovative Performance Excellence
<p><b>Data Strategy</b> (Target: Q2, 2021/2022)</p> <p>Through the Data &amp; Analytics Community of Practice, the municipality will develop and implement an approach so that the most pressing data needs of the organization are identified and addressed, and data is collected, maintained, and disseminated to inform municipal planning and service delivery.</p>

## Summary of Net Expenditures - Finance and Asset Management & ICT

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
A810 Fiscal & Tax Policy	963,130	764,800	741,100	674,400	773,200	32,100	4.3	1.1
A811 Community Grants	249,716	259,600	257,100	230,900	261,700	4,600	1.8	0.8
<b>** Fiscal Policy &amp; Financial Plann</b>	<b>1,212,846</b>	<b>1,024,400</b>	<b>998,200</b>	<b>905,300</b>	<b>1,034,900</b>	<b>36,700</b>	<b>3.7</b>	<b>1.0</b>
A301 Administration - Finance	841,041	700,200	708,800	646,550	733,100	24,300	3.4	4.7
A888 NAIG - FAM	58,094	-	-	-	-	-	-	-
M351 Managers Contingency	115,867	150,000	77,700	49,200	102,700	25,000	32.2	(31.5)
<b>** Admin - Finance</b>	<b>1,015,002</b>	<b>850,200</b>	<b>786,500</b>	<b>695,750</b>	<b>835,800</b>	<b>49,300</b>	<b>6.3</b>	<b>(1.7)</b>
A311 Revenue - Administration	310,298	338,200	287,500	287,500	431,800	144,300	50.2	27.7
A312 Coin Room	310,353	276,600	241,650	239,950	238,100	(3,550)	(1.5)	(13.9)
A313 Cash Management	414,591	426,200	412,900	412,900	341,900	(71,000)	(17.2)	(19.8)
A314 General Revenue	(400,573)	(399,600)	(157,100)	(127,100)	(155,000)	2,100	(1.3)	(61.2)
A316 Taxation	(1,442,247)	(1,867,400)	(1,539,900)	(1,523,642)	(1,663,900)	(124,000)	8.1	(10.9)
A325 Collections	125,905	111,700	333,950	354,750	321,450	(12,500)	(3.7)	187.8
A360 Parking Meters	42,542	59,300	28,600	19,950	26,700	(1,900)	(6.6)	(55.0)
<b>** Revenue</b>	<b>(639,131)</b>	<b>(1,055,000)</b>	<b>(392,400)</b>	<b>(335,692)</b>	<b>(458,950)</b>	<b>(66,550)</b>	<b>17.0</b>	<b>(56.5)</b>
A302 Corporate Planning	406,458	485,700	563,700	606,070	698,600	134,900	23.9	43.8
<b>** Corporate Planning</b>	<b>406,458</b>	<b>485,700</b>	<b>563,700</b>	<b>606,070</b>	<b>698,600</b>	<b>134,900</b>	<b>23.9</b>	<b>43.8</b>
A321 Accounting Administration	476,065	358,700	167,050	384,380	453,600	286,550	171.5	26.5
A322 Payment Processing	562,461	640,600	639,100	605,250	692,400	53,300	8.3	8.1
A323 Accounting Ctrls/Rpt	604,992	605,500	604,750	552,980	615,500	10,750	1.8	1.7
A324 Accounting Svce Del	818,336	1,133,800	1,129,750	1,022,900	1,084,600	(45,150)	(4.0)	(4.3)
* Accounting	2,461,854	2,738,600	2,540,650	2,565,510	2,846,100	305,450	12.0	3.9
A615 Payroll Ctrls & Rptg	375,464	407,000	412,700	167,900	240,800	(171,900)	(41.7)	(40.8)
A616 Payroll Service Delivery	736,202	776,500	603,900	678,300	840,700	236,800	39.2	8.3
A617 Payroll Processing	222,234	315,200	310,750	173,700	253,100	(57,650)	(18.6)	(19.7)
* Payroll	1,333,900	1,498,700	1,327,350	1,019,900	1,334,600	7,250	0.5	(10.9)
<b>** Accounting &amp; Financial Reporting</b>	<b>3,795,754</b>	<b>4,237,300</b>	<b>3,868,000</b>	<b>3,585,410</b>	<b>4,180,700</b>	<b>312,700</b>	<b>8.1</b>	<b>(1.3)</b>
A331 General Purchasing	847,119	789,200	717,950	833,335	851,100	133,150	18.5	7.8
A332 Inventory Management	136,796	405,200	130,700	63,000	139,000	8,300	6.4	(65.7)
A333 BTC Inventory	633,021	509,200	486,800	579,700	580,800	94,000	19.3	14.1
A334 Corp Fleet & Gen Inv	551,335	544,600	533,150	514,600	572,650	39,500	7.4	5.2
A335 Procurement PSRs	651,100	681,700	676,700	675,700	680,300	3,600	0.5	(0.2)
A336 Procurement Staff	614,773	683,300	683,300	686,000	681,945	(1,355)	(0.2)	(0.2)
A338 RLT Inventory	441,495	428,000	417,600	463,400	498,600	81,000	19.4	16.5
A339 Inventory Administration	617,460	655,400	644,900	583,010	667,255	22,355	3.5	1.8
<b>** Procurement</b>	<b>4,493,098</b>	<b>4,696,600</b>	<b>4,291,100</b>	<b>4,398,745</b>	<b>4,671,650</b>	<b>380,550</b>	<b>8.9</b>	<b>(0.5)</b>
A745 Tech Systems Admin	862,257	859,000	859,000	919,700	886,250	27,250	3.2	3.2
A742 Technology Infrastructure	3,658,495	4,659,500	4,069,000	3,857,200	4,202,950	133,950	3.3	(9.8)
* Infrastructure	4,520,752	5,518,500	4,928,000	4,776,900	5,089,200	161,200	3.3	(7.8)
A721 Chief Info Office	884,608	1,002,000	182,400	979,400	1,136,750	954,350	523.2	13.4
* Chief Information Office	884,608	1,002,000	182,400	979,400	1,136,750	954,350	523.2	13.4
A410 Digital Services	998,209	1,174,200	1,167,500	1,074,654	1,179,250	11,750	1.0	0.4
A642 LKD Portfolio Mgmt	-	-	-	-	-	-	-	-
A645 Strategic Plan/Deliv	372,211	545,900	537,400	243,200	503,250	(34,150)	(6.4)	(7.8)
A724 Enterprise Architect	580,066	604,400	591,100	569,610	607,100	16,000	2.7	0.4
A734 ICT Proj Mgmt (PMO)	1,106,914	935,300	909,500	804,803	933,450	23,950	2.6	(0.2)
A736 ICT Business Analysis	213,164	309,400	309,400	166,000	317,950	8,550	2.8	2.8
A747 ICT Innovation & Quality	-	289,800	289,800	36,300	294,250	4,450	1.5	1.5
A751 Bus. Transformation	-	-	-	169,400	370,700	370,700	-	-
* Strategic Planning & Delivery	3,270,564	3,859,000	3,804,700	3,063,967	4,205,950	401,250	10.5	9.0
A421 ICT Corporate Services	3,696,714	3,771,400	3,194,400	3,061,000	3,862,400	668,000	20.9	2.4
A732 Business App Mgt	5,043,872	5,133,200	5,123,700	4,446,509	5,658,800	535,100	10.4	10.2
A741 Svc Mgt & Ops Admin	499,776	483,800	477,400	461,200	450,950	(26,450)	(5.5)	(6.8)
A743 ICT Asset Management	1,173,519	1,225,900	1,157,300	1,125,848	1,219,450	62,150	5.4	(0.5)
A744 ICT Corporate Solutions	1,147,028	1,185,000	1,172,000	1,379,406	1,406,650	234,650	20.0	18.7
A746 ICT GIS	1,230,428	1,447,700	1,435,500	1,443,438	1,553,750	118,250	8.2	7.3
A749 ICT Service Support	906,662	928,700	918,700	884,259	1,233,750	315,050	34.3	32.8
* Service Management & Operations	13,697,998	14,175,700	13,479,000	12,801,660	15,385,750	1,906,750	14.1	8.5
A726 ICT Digital Security	468,803	642,200	632,600	989,351	1,026,750	394,150	62.3	59.9
* Digital Security	468,803	642,200	632,600	989,351	1,026,750	394,150	62.3	59.9
<b>** Information Technology</b>	<b>22,842,726</b>	<b>25,197,400</b>	<b>23,026,700</b>	<b>22,611,278</b>	<b>26,844,400</b>	<b>3,817,700</b>	<b>16.6</b>	<b>6.5</b>
W701 Asset Management	831,371	1,214,200	1,093,100	989,800	1,217,800	124,700	11.4	0.3
<b>** Asset Management</b>	<b>831,371</b>	<b>1,214,200</b>	<b>1,093,100</b>	<b>989,800</b>	<b>1,217,800</b>	<b>124,700</b>	<b>11.4</b>	<b>0.3</b>
W100 Real Est & Mgt Admin	570,509	606,200	590,850	683,100	710,950	120,100	20.3	17.3

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
W202 Commercial Leasing	3,484,554	3,114,000	2,973,450	3,405,850	3,416,950	443,500	14.9	9.7
W400 Acquisitions & Disposals	165,283	236,000	188,300	157,100	129,400	(58,900)	(31.3)	(45.2)
W500 Business Parks	121,692	(132,900)	(123,400)	(42,000)	(118,900)	4,500	(3.6)	(10.5)
W955 Corporate Accommodations	96,555	50,000	-	-	25,000	25,000	-	(50.0)
<b>** Corporate Real Estate</b>	<b>4,438,593</b>	<b>3,873,300</b>	<b>3,629,200</b>	<b>4,204,050</b>	<b>4,163,400</b>	<b>534,200</b>	<b>14.7</b>	<b>7.5</b>
<b>Net Total</b>	<b>38,396,716</b>	<b>40,524,100</b>	<b>37,864,100</b>	<b>37,660,711</b>	<b>43,188,300</b>	<b>5,324,200</b>	<b>14.1</b>	<b>6.6</b>

### Summary Details - Finance and Asset Management & ICT

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	21,576,072	22,642,000	22,642,000	22,808,700	23,366,000	724,000	3.2	3.2
6002 Salaries - Overtime	491,275	465,800	408,650	337,900	436,905	28,255	6.9	(6.2)
6005 PDP & Union Con Incr	(278,553)	-	-	(245,300)	-	-	-	-
6051 Shift Agreements	2,444	2,200	2,200	2,200	2,200	-	-	-
6054 Vacation payout	55,740	-	-	800	-	-	-	-
6099 Other Allowances	322	-	-	-	-	-	-	-
6100 Benefits - Salaries	4,408,858	4,346,900	4,346,900	4,368,300	4,655,200	308,300	7.1	7.1
6110 Vacancy Management	-	(772,500)	(1,750,300)	(3,250)	(711,100)	1,039,200	(59.4)	(7.9)
6120 Comp OCC Budget Yr 1	-	337,000	100,000	-	-	(100,000)	(100.0)	(100.0)
6150 Honorariums	-	1,000	-	-	-	-	-	(100.0)
6152 Retirement Incentives	128,163	150,200	150,200	143,780	155,800	5,600	3.7	3.7
6154 Workers' Compensation	420,459	377,800	377,800	408,200	436,500	58,700	15.5	15.5
6155 Overtime Meals	1,030	2,000	2,000	1,400	1,900	(100)	(5.0)	(5.0)
6156 Clothing Allowance	1,874	4,100	4,100	4,100	4,100	-	-	-
6158 WCB Recov Earnings	(2,181)	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	(134,837)	-	-	(62,656)	212,000	212,000	-	-
9200 HR CATS Wage/Ben	(883,225)	-	-	(2,341,023)	-	-	-	-
9210 HR CATS OT Wage/Ben	353	-	-	(5,849)	-	-	-	-
<b>* Compensation and Benefits</b>	<b>25,787,794</b>	<b>27,556,500</b>	<b>26,283,550</b>	<b>25,417,302</b>	<b>28,559,505</b>	<b>2,275,955</b>	<b>8.7</b>	<b>3.6</b>
6201 Telephone/Cable	1,346,393	1,327,100	1,276,350	1,294,800	1,283,350	7,000	0.5	(3.3)
6202 Courier/Postage	42,350	39,700	25,700	44,200	38,700	13,000	50.6	(2.5)
6203 Office Furn/Equip	14,035	35,200	14,400	12,650	23,550	9,150	63.5	(33.1)
6204 Computer S/W & Lic	4,465,367	4,938,300	4,602,200	5,014,612	5,241,600	639,400	13.9	6.1
6205 Printing & Reprod	438,225	581,700	303,200	327,300	417,200	114,000	37.6	(28.3)
6207 Office Supplies	49,485	60,100	28,400	28,600	35,345	6,945	24.5	(41.2)
6290 Office OCC Transfer	(25,000)	-	-	(404,300)	-	-	-	-
6299 Other Office Expenses	1,476	5,100	1,100	700	1,100	-	-	(78.4)
<b>* Office</b>	<b>6,332,331</b>	<b>6,987,200</b>	<b>6,251,350</b>	<b>6,318,562</b>	<b>7,040,845</b>	<b>789,495</b>	<b>12.6</b>	<b>0.8</b>
6301 Professional Fees	246,584	245,300	205,300	178,200	295,300	90,000	43.8	20.4
6302 Legal Fees	1,502	-	-	-	-	-	-	-
6303 Consulting Fees	38,942	233,000	62,500	75,500	275,000	212,500	340.0	18.0
6304 Janitorial Services	9,952	11,200	11,200	12,700	15,000	3,800	33.9	33.9
6305 Property Appraisal	24,742	86,000	86,000	30,000	86,000	-	-	-
6306 Property Survey	32,222	54,500	54,500	39,500	54,500	-	-	-
6310 Outside Personnel	-	126,000	126,000	129,000	131,000	5,000	4.0	4.0
6311 Security	6,562	1,800	1,800	1,800	1,800	-	-	-
6312 Refuse Collection	59	500	500	1,500	500	-	-	-
6316 Real Property Disb	9,465	6,000	-	-	20,000	20,000	-	233.3
6390 Extnl Svcs OCC Trsf	-	-	-	(1,198,045)	-	-	-	-
6399 Contract Services	4,427,843	4,688,800	4,466,950	5,963,246	5,338,350	871,400	19.5	13.9
<b>* External Services</b>	<b>4,797,873</b>	<b>5,453,100</b>	<b>5,014,750</b>	<b>5,233,401</b>	<b>6,217,450</b>	<b>1,202,700</b>	<b>24.0</b>	<b>14.0</b>
6401 Uniforms & Clothing	7,656	12,000	8,500	10,500	11,800	3,300	38.8	(1.7)
6402 Med & First Aid Supp	15	100	100	100	100	-	-	-
6406 Bridge Tolls	73	300	300	-	-	(300)	(100.0)	(100.0)
6407 Clean/Sani Supplies	418	1,000	1,000	1,680	6,000	5,000	500.0	500.0
6409 Personal Protect Equ	2,691	1,600	1,600	3,320	1,600	-	-	-
6499 Other Supplies	1,192	-	-	500	-	-	-	-
<b>* Supplies</b>	<b>12,045</b>	<b>15,000</b>	<b>11,500</b>	<b>16,100</b>	<b>19,500</b>	<b>8,000</b>	<b>69.6</b>	<b>30.0</b>
6504 Hardware	1,584	15,000	-	-	-	-	-	(100.0)
6505 Lubricants	(0)	-	-	-	-	-	-	-
6517 Paint	43	-	-	-	-	-	-	-
6599 Other Materials	2,289	-	-	-	-	-	-	-
<b>* Materials</b>	<b>3,916</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100.0)</b>
6602 Electrical	281	4,100	4,100	4,100	4,100	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6603 Grnds & Landscaping	42	-	-	-	-	-	-	-
6605 Municipal Taxes	699,658	698,600	698,600	730,000	748,700	50,100	7.2	7.2
6606 Heating Fuel	3,500	3,100	3,100	3,100	3,100	-	-	-
6607 Electricity	136,476	133,400	100,050	130,050	63,750	(36,300)	(36.3)	(52.2)
6608 Water	8	2,600	2,600	2,600	2,600	-	-	-
6611 Building - Interior	15,361	15,000	15,000	15,300	15,000	-	-	-
6612 Safety Systems	2,320	1,000	1,000	5,000	1,000	-	-	-
6613 Overhead Doors	-	1,000	1,000	1,000	1,000	-	-	-
6615 Vandalism Clean-up	1,968	-	-	-	-	-	-	-
6616 Natural Gas-Buildings	13,466	15,300	10,300	15,300	15,000	4,700	45.6	(2.0)
6617 Pest Management	94	2,000	2,000	2,000	2,000	-	-	-
<b>* Building Costs</b>	<b>873,174</b>	<b>876,100</b>	<b>837,750</b>	<b>908,450</b>	<b>856,250</b>	<b>18,500</b>	<b>2.2</b>	<b>(2.3)</b>
6701 Equipment Purchase	3,284	5,500	2,500	4,200	2,500	-	-	(54.5)
6702 Small Tools	759	1,300	1,300	2,800	1,300	-	-	-
6703 Computer Equip/Rent	1,670,177	1,458,000	1,208,000	1,210,505	1,762,000	554,000	45.9	20.9
6704 Equipment Rental	53,186	40,000	53,000	53,000	54,200	1,200	2.3	35.5
6705 Equip - R&M	9,051	12,600	7,700	7,700	11,000	3,300	42.9	(12.7)
6706 Computer R&M	436,389	424,500	424,500	596,249	284,600	(139,900)	(33.0)	(33.0)
6707 Plumbing & Heating	4,427	3,000	3,000	3,500	3,000	-	-	-
6708 Mechanical Equipment	39	1,000	1,000	1,000	1,000	-	-	-
6711 Communication System	365,108	409,600	409,600	445,600	417,300	7,700	1.9	1.9
6790 Equipment OCC Trsf	(83,900)	-	-	(246,000)	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>2,458,520</b>	<b>2,355,500</b>	<b>2,110,600</b>	<b>2,078,554</b>	<b>2,536,900</b>	<b>426,300</b>	<b>20.2</b>	<b>7.7</b>
6802 Vehicle R&M	56	-	-	-	-	-	-	-
6807 Vehicle Leases	(147)	-	-	-	-	-	-	-
6811 Shop Supplies	4	-	-	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>(87)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	391,954	294,200	238,800	214,300	334,000	95,200	39.9	13.5
6902 Conferences/Workshop	40,693	68,400	-	1,240	10,200	10,200	-	(85.1)
6903 Travel - Local	52,837	76,000	29,100	25,960	30,850	1,750	6.0	(59.4)
6904 Travel - Out of Town	42,372	81,400	600	475	-	(600)	(100.0)	(100.0)
6905 Training & Education	187,503	197,300	67,400	55,011	96,800	29,400	43.6	(50.9)
6906 Licenses & Agreements	2,107	-	-	-	-	-	-	-
6909 Cost of Sales	100	-	-	100	-	-	-	-
6910 Signage	17,905	25,000	5,000	2,500	5,000	-	-	(80.0)
6911 Facilities Rental	3,695,712	3,869,600	3,614,300	3,614,300	3,767,600	153,300	4.2	(2.6)
6912 Advertising/Promotio	50,319	52,700	24,000	21,990	49,500	25,500	106.3	(6.1)
6913 Awards	182	4,100	2,800	1,900	2,800	-	-	(31.7)
6915 Research Data Acquis	-	100	100	100	100	-	-	-
6917 Books and Periodicals	1,835	2,500	1,500	1,800	1,500	-	-	(40.0)
6918 Meals	7,619	7,600	3,400	3,000	6,350	2,950	86.8	(16.4)
6919 Special Projects	31	30,000	-	-	25,000	25,000	-	(16.7)
6933 Community Events	22,000	1,700	1,700	1,700	1,700	-	-	-
6938 Rewarding Excellence	29,106	36,300	18,200	17,300	21,150	2,950	16.2	(41.7)
6943 Health and Wellness	156	-	-	-	-	-	-	-
6999 Other Goods/Services	37,153	1,000	1,000	4,700	1,000	-	-	-
<b>* Other Goods &amp; Services</b>	<b>4,579,583</b>	<b>4,747,900</b>	<b>4,007,900</b>	<b>3,966,376</b>	<b>4,353,550</b>	<b>345,650</b>	<b>8.6</b>	<b>(8.3)</b>
7008 ltnTrsf IT & Commun	(88,230)	-	-	(85,127)	-	-	-	-
7009 Internal Trfr Other	(243,988)	(295,000)	(295,000)	(542,800)	(62,600)	232,400	(78.8)	(78.8)
7011 Int Trf Record Check	71	-	-	-	-	-	-	-
7012 Int Trf Print/Reprod	2,179	-	-	6,258	-	-	-	-
7013 Int Trf Extra Duty	3,008	4,000	-	-	-	-	-	(100.0)
7015 Int Trf FacilityRent	(68,700)	(19,000)	(19,000)	(19,000)	(19,000)	-	-	-
7099 Interdept Chargeback	(2,935)	-	-	-	-	-	-	-
<b>* Interdepartmental</b>	<b>(398,596)</b>	<b>(310,000)</b>	<b>(314,000)</b>	<b>(640,669)</b>	<b>(81,600)</b>	<b>232,400</b>	<b>(74.0)</b>	<b>(73.7)</b>
8008 Transf to/fr Reserve	(544,499)	-	-	-	-	-	-	-
8017 Bank Charges	123	-	-	-	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
8030 Tfr Fr Resvs to Oper	-	(409,200)	(409,200)	(320,700)	(391,500)	17,700	(4.3)	(4.3)
* Other Fiscal	(544,377)	(409,200)	(409,200)	(320,700)	(391,500)	17,700	(4.3)	(4.3)
** Total	43,902,178	47,287,100	43,794,200	42,977,376	49,110,900	5,316,700	12.1	3.9

### Summary Details - Finance and Asset Management & ICT

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
4909 False Alarm Recovery	(636,364)	(735,000)	(530,000)	(500,000)	(530,000)	205,000	-	(27.9)
4951 By-Law F300 Revenue	(1,951,232)	(1,960,000)	(1,762,600)	(1,830,000)	(1,696,300)	263,700	(3.8)	(13.5)
5101 Parking Rentals	(76,445)	(479,000)	(255,000)	(146,700)	(197,000)	282,000	(22.7)	(58.9)
5102 Facilities Rentals	(1,047,941)	(1,140,000)	(1,616,000)	(1,579,200)	(1,681,900)	(541,900)	4.1	47.5
5151 Lease Revenue	(593,128)	(910,900)	(576,000)	(413,700)	(576,000)	334,900	-	(36.8)
5204 Administration Fees	(150)	-	-	-	-	-	-	-
5205 Tax Certificates	(219,000)	(500,000)	(337,500)	(287,000)	(500,000)	-	48.1	-
5229 Tax Sale Admin Fees	(101,800)	(100,000)	-	-	(50,000)	50,000	-	(50.0)
5450 Other Sales Revenue	(20,000)	-	-	-	-	-	-	-
* Fee Revenues	(4,646,060)	(5,824,900)	(5,077,100)	(4,756,600)	(5,231,200)	593,700	3.0	(10.2)
5508 Recov External Parti	(792,791)	(883,100)	(798,000)	(545,665)	(591,400)	291,700	(25.9)	(33.0)
5600 Miscellaneous Revenue	(66,610)	(55,000)	(55,000)	(14,400)	(100,000)	(45,000)	81.8	81.8
* Other Revenue	(859,402)	(938,100)	(853,000)	(560,065)	(691,400)	246,700	(18.9)	(26.3)
** Total	(5,505,462)	(6,763,000)	(5,930,100)	(5,316,665)	(5,922,600)	840,400	(0.1)	(12.4)
Net Total	38,396,716	40,524,100	37,864,100	37,660,711	43,188,300	5,324,200	14.1	6.6



# HUMAN RESOURCES

2021/22 BUDGET AND BUSINESS PLAN

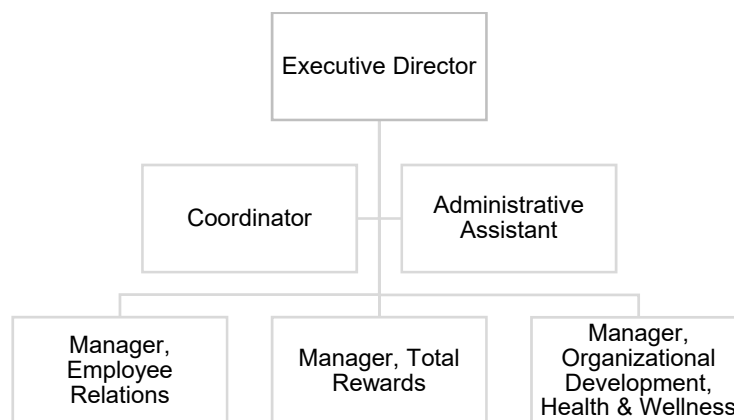
**MISSION** HUMAN RESOURCES IS COMMITTED TO PROVIDING INNOVATIVE AND PRACTICAL HUMAN RESOURCE STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

## HUMAN RESOURCES OVERVIEW

Human Resources remains committed to advancing the Our People Administrative Priority Outcomes. This is achieved through providing a framework to guide the application of all aspects of HRM's human resource practices to support organizational effectiveness.

To achieve this, Human Resources recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized, and fairly rewarded.

## HUMAN RESOURCES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	64.0	1.0	65.0
Seasonal, Casual & Term	-	-	
<b>Total</b>	<b>64.0</b>	<b>1.0</b>	<b>65.0</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position*

Planned change is for one additional Labour Relations Specialist.

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **Healthy and Safe Workplace**

To improve the workplace and employee health and well-being, Human Resources will build and lead the consultation for a three-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality's leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs. The strategy will have a multiple-year focus and a staged implementation.

#### **Diversity & Inclusion Recruitment Strategy HRM-Wide**

In collaboration with Business Units and the Office of Diversity & Inclusion, Human Resources will implement year two of the Hiring and Community Engagement Strategy. The focus will be on the development of recruitment strategies to effectively engage our diverse communities' talents and needs, to create a workforce representative of the public we serve. By proactively engaging our local communities and fostering these partnerships, we will encourage inclusivity, accessibility, and transparency around employment and support HRM's Employment Equity goals. Recruitment strategies will be further tailored to meet the unique operational needs, such as addressing current/future professional skill gaps, high turnover roles, high risk positions, technical positions, leadership roles, etc.

#### **Strategic Human Resources Planning**

Strategic Human Resource Planning is focused on delivering innovative people solutions to meet the changing needs of our employees, Organizational operations, and Municipal priority areas. In collaboration with Human Resources, Business Units will identify current and future human resources needs to achieve operational goals and strategic plans. Key priorities include Recruitment Initiatives, Hiring and Community Engagement Strategies; Supporting Employee Leadership Development; Employee Engagement; Employee Learning and Development; Flexible Working Environment; and Succession Planning.

#### **Enhanced Workplace Culture**

In response to internal and external reviews and recommendations (Employment Systems Review/KPMG Human Resources Processes and Practices Review), Human Resources will continue to lead the continuous improvement of internal policies, practices, and programs to support the provision of a safe, healthy, diverse, inclusive, equitable, and harassment-free environment and enhanced corporate culture (Employment Systems Review/KPMG Human Resources Processes and Practices Review).

## HUMAN RESOURCES BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Administration	\$ 505,426	\$ 472,916	\$ 479,530	\$ 398,095	\$ 443,600	\$ (35,930)	(7.5)	(6.2)
Organizational Development	1,116,137	1,175,800	1,088,300	1,089,012	1,278,250	189,950	17.5	8.7
Client Services	1,474,574	1,280,284	1,234,770	1,366,437	1,602,500	367,730	29.8	25.2
Total Rewards	502,913	660,500	596,200	603,095	741,350	145,150	24.3	12.2
Employee Services	743,527	804,100	800,900	1,006,187	1,107,100	306,200	38.2	37.7
Labour Relations	788,658	942,000	928,700	926,820	1,106,550	177,850	19.2	17.5
Health & Wellness	1,254,216	1,285,700	1,242,400	968,680	890,650	(351,750)	(28.3)	(30.7)
<b>Net Total</b>	<b>\$ 6,385,452</b>	<b>\$ 6,621,300</b>	<b>\$ 6,370,800</b>	<b>\$ 6,358,326</b>	<b>\$ 7,170,000</b>	<b>\$ 799,200</b>	<b>12.5</b>	<b>8.3</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$6,370,800</b>
Compensation Changes:	
New Positions and Salary Adjustments	425,200
Other Budget Adjustments:	
Increase for COVID 19 related costs PPE/Cleaning	5,000
Contract Services	75,000
Local Travel	13,500
Conferences/Workshops	31,900
Training /Education	36,570
Consulting Fees	50,000
Corporate Training	60,000
Special Projects	66,800
Office Supplies	7,500
Rewarding Excellence	15,100
Miscellaneous Expense	12,630
<b>Total Changes</b>	<b>\$ 799,200</b>
<b>2021/22 Budget</b>	<b>\$7,170,000</b>

\* The Approved 2020/21 Budget amount is restated to remove the Diversity and Inclusion division which has moved to CAO.

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 5,853,661	\$ 5,955,500	\$ 6,011,600	\$ 5,970,752	\$ 6,436,800	\$ 425,200	7.1	8.1
Office	30,393	20,500	9,500	13,899	22,000	12,500	131.6	7.3
External Services	197,365	225,700	183,500	242,800	308,500	125,000	68.1	36.7
Supplies	1,006	-	-	100	-	-	-	-
Equipment & Communications	160	1,000	1,000	(1,000)	1,000	-	-	-
Other Goods & Services	374,937	498,600	245,200	210,425	481,700	236,500	96.5	(3.4)
Interdepartmental	7,929	-	-	1,350	-	-	-	-
<b>Total Expenditures</b>	<b>6,465,451</b>	<b>6,701,300</b>	<b>6,450,800</b>	<b>6,438,326</b>	<b>7,250,000</b>	<b>799,200</b>	<b>12.4</b>	<b>8.2</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Other Revenue	\$ (80,000)	\$ (80,000)	\$ (80,000)	\$ (80,000)	\$ (80,000)	\$ -	-	-
<b>Total Revenues</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>-</b>		
<b>Net Total</b>	<b>\$ 6,385,452</b>	<b>\$ 6,621,300</b>	<b>\$ 6,370,800</b>	<b>\$ 6,358,326</b>	<b>\$ 7,170,000</b>	<b>\$ 799,200</b>	<b>12.5</b>	<b>8.3</b>

## HUMAN RESOURCES BUSINESS UNIT SERVICE AREA PLANS (2021/2022)

## EMPLOYEE RELATIONS

Employee Relations consists of the Client Services, Labour Relations, and Conflict Resolution divisions. These divisions have staff who interact directly with clients, and their combined work provides enhanced service to the business units.

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the other divisions within Human Resources to drive employee engagement to meet or exceed operational mandates. Areas of delivery include: performance management, staffing, attendance support, duty to accommodate, change management, diversity and inclusion and succession planning.

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services including fact finding/investigation, collective bargaining, grievance management, union-management relations, progressive discipline, collective agreement administration and training/education/coaching,

Conflict Resolution is committed to supporting administrative priorities through providing subject matter expertise to business unit leaders to effectively and efficiently deal with conflict on their teams. The team investigates complaints involving harassment, discrimination or retaliation in accordance with the organization's Workplace Rights Harassment Prevention Policy.

## SERVICES DELIVERED

### **Organizational Design**

Partners with business unit leaders to identify an appropriate organizational structure to fit current organization realities/goals and to develop the corresponding plan to implement the new changes.

### **Performance Management**

Partnering with the business units to support their efforts to improve employee performance.

### **Succession Planning**

Partnering with the business units to identify internal and external talent to fill future leadership positions.

### **Recruitment and Retention**

Creating dynamic recruitment strategies to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce.

### **Labour Relations Expertise**

Providing consultative service and advice to management related to the unionized workforce.

### **Grievance Management**

Supporting and facilitating the administration of the grievance process.

### **Conflict Resolution**

Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders to effectively and efficiently deal with conflict and harassment on their teams.

### **Human Resources Partnership**

Works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

### **Collective Bargaining**

On behalf of HRM administration, leads negotiations on collective agreements between HRM and its unions.

## SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected
Number of jobs filled	1423	1448	1426	N/A
Internal Promotion Rate	51%	53%	52%	54%
Voluntary Employee Turnover*	2.20%	2.58%	2.25%	1.25%
Number of workplace rights complaints filed	22	26	18	18
Number of grievances filed	69	51	57	55
Number of grievances resolved	59	42	38	34

\*Percentage of permanent employees who resign from the organization.

## EMPLOYEE RELATIONS KEY DELIVERABLES (2021/22)

Our People - Diverse, Inclusive & Equitable Environment
<p><b>Hiring and Community Engagement Strategy</b> (Target: Q4, 2021/2022)</p> <p>To enhance HRM's ability to secure talent and increase diversity to meet current and future operational needs, Human Resources will implement year two of its Hiring and Community Engagement Strategy. Human Resources will engage with local communities and partners to foster and encourage inclusivity, accessibility, and transparency around employment. These efforts will also help establish talent pools, promote job opportunities, influence recruitment processes, and promote HRM as an employer of choice. The Strategy will further support HRM's diversity, inclusion and equity goals as well as gender parity.</p>
<p><b>Employment Equity Program</b> (Target: Q4, 2021/2022)</p> <p>Human Resources, in partnership with the Office of Diversity &amp; Inclusion, will lead the development of an employment equity program which will be implemented over the next 3 to 5 years. This program will have three overarching goals in year one: (1) to develop and implement an awareness campaign focusing on communicating the foundational concepts of Employment Equity, our position as an organization and dispelling myths and misconceptions re: Employment Equity; (2) to finalize the details regarding HRM's organizational stance on designating and preferred positions and postings for those in underrepresented groups; (3) to create a fulsome plan focusing on increasing diverse representation, with a focus on the 5 equity groups, in leadership positions within HRM.</p>

<p><b>Accommodations Policy</b> (Target: Q4, 2022/2023)</p> <p>In alignment with the Accessibility Strategy, Human Resources and the Office of Diversity and Inclusion will create an Accommodations Policy. The Policy will ensure job applicants and employees are provided with accommodations that support a diverse, inclusive, and equitable work environment. Accommodations remove barriers based on protected characteristics to enable employees to fully participate in employment.</p>
<p><b>Support Initiative to Fight Anti-Black Racism</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will implement and support all applicable recommendations in the CAO's response to the Anti-Black Racism (ABR) committee; ensuring alignment with other Human Resource programs and services.</p>
<p><b>Our People – Healthy Workplace</b></p>
<p><b>Conflict Resolution Process</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will review and revise the Workplace Rights Harassment Prevention Policy and supporting business processes to improve efficiency and effectiveness.</p>
<p><b>Enhanced Workplace Culture</b> (Target: Q4, 2021/2022)</p> <p>In response to the external service review (ESR and KPMG) of Human Resources processes and procedures to address harassment and discrimination complaints involving workplace bullying, sexual harassment and race, Employee Relations continues to implement the recommendations to support a safe, healthy, diverse, inclusive and harassment-free environment, where all persons are treated with dignity and respect.</p>
<p><b>Service Excellence - Performance Excellence</b></p>
<p><b>Business Transformation- Recruitment Module</b> (Target: Q4, 2022/2023)</p> <p>The SAP Business Transformation is an employee-central business transformation project undertaken to achieve consistent and automated business processes, reduce manual interventions, and improve data quality, access, and insights. As part of the overarching business transformation project, Employee Relations will support the transition from HRM's current applicant tracking system to the recruitment platform within SAP. Client Services will update its tools, templates and processes as part of this transition to align with best practices around recruitment.</p>

## TOTAL REWARDS

Total Rewards consists of Employee Services and Total Rewards, working together to support client inquiries, manage Human Resources data, manage and administer benefit plans, and development and administration of compensation programs and services.

Total Rewards is committed to supporting administrative priorities through the development of HRM's Total Compensation Strategy including policy framework, program design, pension & benefits plan consulting and administration.

Employee Services is committed to supporting administrative priorities as HR's first point of contact for employee inquiries/service requests. It provides foundational support for Human Resources programs and services including training administration, compensation/benefits and pension inquiries, and the management and reporting of Human Resources data.

## SERVICES DELIVERED

### **Total Compensation Design**

Conducting national, regional and local research and analysis to develop market competitive salary, benefit and pension programs and to provide advice and direction on all aspects of compensation (including executive, union, and non-union compensation).

### **Salary Administration**

Application of a salary policy and associated processes including job evaluation, compression analysis and non-union Individual Salary Adjustment program.

### **Employee Recognition**

Administration of HRM's Employee Recognition Program, Long Service Awards program, and Retirement Award Program.

### **Organizational and Employee Data Management and Reporting**

Maintaining the integrity of organizational structure and employee data, conducting data analysis and preparing various reports to support data driven decision making.

### **Benefits Administration**

Design and administration of HRM's benefit plans.

### **Pension Administration**

Pension reporting and reconciliation required for the employer.

### **Retirement Benefit Administration**

Payment and processing of additional retirement compensation.

### **MyHR Service**

The MyHR service provides a single point of access to Human Resources information and resources for employees.

## SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	2 Weeks	5 Days
My HR Service Request Response Times	2 Days	2 Days	2 Days	2 Days
Number of service requests to MyHR	N/A	N/A	6,375	7,000

## TOTAL REWARDS REPORTING KEY DELIVERABLES (2021/22)

Service Excellence - Performance Excellence
<p><b>Performance Excellence</b> (Target: Q4, 2021/2022)</p> <p>Under the lens of performance excellence, Employee Services will review Human Resources business processes to streamline service delivery to the organization and reduce rework and waste. Documentation of Standard Operating Procedures for processes administered by Employee Services and Total Rewards is the focus for this fiscal year.</p> <p>Human Resources will resume review of the Duty to Accommodate process, which was deferred to the 21/22 fiscal year, seeking opportunities to improve and implement process changes to ensure the timely placement of employees requiring accommodation.</p>
Our People – Engaged & Skilled
<p><b>Business Transformation</b> (Target: Q4, 2021/2022)</p> <p>Employee Services will support the build of the Employee Central foundational data and the development and implementation of business processes to maintain the integrity of organizational structure and employee data. The SAP Business Transformation is an employee-central business transformation project undertaken to achieve consistent and automated business processes, reduce manual interventions, and improve data quality, access, and insights. The improved reporting and analytics resulting from this project will enhance management decision-making and increase autonomy and ownership in everyday work.</p>
<p><b>Non-Union Job Description / Evaluation Enhancement</b> (Target: Q4, 2021/2022)</p> <p>To support succession planning, workforce planning and career progression Human Resources will develop tools and templates to improve consistency and ease of writing job descriptions as well as process improvements to shorten job evaluation timelines.</p>
Our People – Healthy Workplace

**Benefit Plan Review** (Target: Q4, 2021/2022)

Human Resources will conduct an audit of paramedical and drug claims in order to determine desired benefit plan changes. This audit will guide the implementation of plan amendments. In addition, the Benefits Plan will be reviewed to ensure appropriate alignment and integration with the Corporate Health and Wellness Workplace Strategy to support prevention initiatives.

## ORGANIZATIONAL DEVELOPMENT, HEALTH & WELLNESS

The Organizational Development and Health and Wellness divisions work together in order to combine the efforts of staff who support training, policy development, program design, and health and wellness initiatives.

Organizational Development is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, development and delivery of training and professional development programs, change management, policy development and administration of alternate dispute resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

Health & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Wellness Strategy, that supports a healthy and safe workplace.

### SERVICES DELIVERED

**Corporate Training and Leadership Development**

Researches, develops, improves and delivers corporate training programs for employees and leaders.

**Organizational Development**

Provides policy development, project management, coaching, mentoring, and change management advice based on current research, trends and best practice analysis to enhance organizational effectiveness.

**Corporate Health & Wellness**

Provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), ergonomic assessments, health monitoring, health and wellness promotion and the Employee and Family Assistance Program (EFAP).

**Facilitates Employee Engagement Survey**

Provides support and coordination of efforts around conducting a follow up corporate Employee Engagement Survey in 2021. This includes researching potential providers, creating an RFP in consultation with Procurement, participating in the selection process, coordinating the survey process with the successful vendor, and upon receiving results, coordinating work with all business units on creating relevant post-survey action plans.

## SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected
Number of training attendees	2,413	3,231	4,361	3,999*
Number of new health referrals received	707	609	629	600

\* Impacted by closure of Corporate Training classes during Covid

ORGANIZATIONAL DEVELOPMENT, HEALTH & WELLNESS KEY  
DELIVERABLES (2021/22)

Our People – Engaged & Skilled
<p><b>Policy and Program Development</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will undertake a complete Human Resources Policy Review and continue development of new policies and tools to support ongoing organizational needs and priorities.</p>
<p><b>Employee Learning and Development</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will design, deliver and analyze an organization-wide training needs assessment. The output of this assessment will ensure learning and development opportunities are in line with employee competencies and desired business results.</p>
<p><b>Halifax Flexible Work Environment</b> (Target: Q4, 2021/2022)</p> <p>The Halifax Flexible Work Environment is a strategic business initiative that responds to demographic, economic, and technological changes in the workplace, giving employees the ability to apply for flexible work arrangements and locations. It also supports the Integrated Mobility Plan and the Regional Municipal Planning Strategy, aimed at reducing traffic congestion and promoting environmental stewardship.</p>
<p><b>Learning Management Systems – LMS</b> (Target: Q2, 2022/2023)</p> <p>Organizational Development will lead the development of LMS in the multi-year Business Transformation project. LMS will have a significant, positive impact on the administration, documentation, tracking, reporting, automation and delivery of training programs, or learning and development programs. The organization will be able to accurately administer learning programs while providing a consistent user experience for staff across all business units.</p>
<p><b>Succession Planning</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will create a succession planning program to identify internal and external talent to fill future leadership positions, in addition to developmental programs for internal candidates to round out their skillsets in preparation for new opportunities.</p>

**Employee Engagement Survey** (Target: Q4, 2021/2022)

In order to determine whether employee engagement has been positively impacted by business unit actions after the 2018 survey, Human Resources will develop an action and implementation plan to measure HRM's performance on improving employee engagement as well as facilitate a follow-up Employee Engagement Survey in 2021.

**Our People – Healthy Workplace**

**Corporate Health & Wellness Workplace Strategy** (Target: Q4 2023/2024)

To improve the workplace and employee health, safety and well-being, Human Resources has developed a three-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the municipality's leading health indicators, mental health awareness, occupational injuries and absenteeism indicators.

## Summary of Net Expenditures - Human Resources

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
F182 Health & Wellness	1,254,216	1,285,700	1,242,400	968,680	890,650	(351,750)	(28.3)	(30.7)
A240 Labour Relations	788,658	942,000	928,700	926,820	1,106,550	177,850	19.2	17.5
A235 Employee Services	743,527	804,100	800,900	1,006,187	1,107,100	306,200	38.2	37.7
A230 Total Rewards	502,913	660,500	596,200	603,095	741,350	145,150	24.3	12.2
A220 Client Services	1,474,574	1,280,284	1,234,770	1,366,437	1,602,500	367,730	29.8	25.2
A210 Org Dev Health&Well	1,116,137	1,175,800	1,088,300	1,089,012	1,278,250	189,950	17.5	8.7
A205 HR Administration	505,426	472,916	479,530	398,095	443,600	(35,930)	(7.5)	(6.2)
<b>* Human Resources</b>	<b>6,385,452</b>	<b>6,621,300</b>	<b>6,370,800</b>	<b>6,358,326</b>	<b>7,170,000</b>	<b>799,200</b>	<b>12.5</b>	<b>8.3</b>
<b>Net Total</b>	<b>6,385,452</b>	<b>6,621,300</b>	<b>6,370,800</b>	<b>6,358,326</b>	<b>7,170,000</b>	<b>799,200</b>	<b>12.5</b>	<b>8.3</b>

## Summary Details - Human Resources

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	5,221,508	5,108,300	5,108,300	5,034,664	5,406,450	298,150	5.8	5.8
6002 Salaries - Overtime	3,020	1,000	-	-	-	-	-	(100.0)
6005 PDP & Union Con Incr	(131,528)	-	-	-	-	-	-	-
6054 Vacation payout	1,588	-	-	-	-	-	-	-
6100 Benefits - Salaries	907,818	851,000	851,000	828,088	986,650	135,650	15.9	15.9
6110 Vacancy Management	-	(112,800)	(137,300)	-	(80,200)	57,100	(41.6)	(28.9)
6152 Retirement Incentives	27,500	30,300	30,300	30,300	36,200	5,900	19.5	19.5
6154 Workers' Compensation	79,590	77,700	77,700	77,700	87,700	10,000	12.9	12.9
6199 Comp & Ben InterDept	(149,334)	-	81,600	-	-	(81,600)	(100.0)	-
9200 HR CATS Wage/Ben	(106,501)	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>5,853,661</b>	<b>5,955,500</b>	<b>6,011,600</b>	<b>5,970,752</b>	<b>6,436,800</b>	<b>425,200</b>	<b>7.1</b>	<b>8.1</b>
6201 Telephone/Cable	6,527	1,000	1,000	4,000	1,000	-	-	-
6202 Courier/Postage	1,081	2,000	2,000	2,150	2,000	-	-	-
6203 Office Furn/Equip	15,277	7,000	1,000	2,000	4,000	3,000	300.0	(42.9)
6204 Computer S/W & Lic	136	1,000	1,000	875	1,000	-	-	-
6207 Office Supplies	6,820	9,500	4,500	4,700	9,000	4,500	100.0	(5.3)
6299 Other Office Expenses	552	-	-	174	5,000	5,000	-	-
<b>* Office</b>	<b>30,393</b>	<b>20,500</b>	<b>9,500</b>	<b>13,899</b>	<b>22,000</b>	<b>12,500</b>	<b>131.6</b>	<b>7.3</b>
6301 Professional Fees	134,585	172,200	150,000	161,000	150,000	-	-	(12.9)
6303 Consulting Fees	54,862	20,000	-	10,800	50,000	50,000	-	150.0
6399 Contract Services	7,918	33,500	33,500	71,000	108,500	75,000	223.9	223.9
<b>* External Services</b>	<b>197,365</b>	<b>225,700</b>	<b>183,500</b>	<b>242,800</b>	<b>308,500</b>	<b>125,000</b>	<b>68.1</b>	<b>36.7</b>
6404 Rec Prog Supplies	681	-	-	100	-	-	-	-
6409 Personal Protect Equ	325	-	-	-	-	-	-	-
<b>* Supplies</b>	<b>1,006</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	-	1,000	1,000	(1,000)	1,000	-	-	-
6703 Computer Equip/Rent	160	-	-	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>160</b>	<b>1,000</b>	<b>1,000</b>	<b>(1,000)</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	31,412	37,484	37,470	30,533	41,500	4,030	10.8	10.7
6902 Conferences/Workshop	12,021	-	-	2,000	31,900	31,900	-	-
6903 Travel - Local	18,517	35,200	9,200	7,287	22,700	13,500	146.7	(35.5)
6904 Travel - Out of Town	10,666	-	-	-	-	-	-	-
6905 Training & Education	31,672	62,000	29,430	20,005	66,000	36,570	124.3	6.5
6912 Advertising/Promotio	-	10,000	5,000	5,000	10,000	5,000	100.0	-
6913 Awards	(11)	-	-	-	-	-	-	-
6914 Recruiting	30,557	16,000	16,000	2,800	16,000	-	-	-
6915 Research Data Acquis	-	-	-	100	-	-	-	-
6917 Books and Periodicals	6,839	9,100	4,000	4,900	5,000	1,000	25.0	(45.1)
6918 Meals	2,300	1,316	-	200	2,600	2,600	-	97.6
6919 Special Projects	49,793	69,100	-	100	66,800	66,800	-	(3.3)
6937 Corporate Training	176,309	240,000	140,000	128,000	200,000	60,000	42.9	(16.7)
6938 Rewarding Excellence	3,152	17,400	4,100	9,500	19,200	15,100	368.3	10.3
6999 Other Goods/Services	1,710	1,000	-	-	-	-	-	(100.0)
<b>* Other Goods &amp; Services</b>	<b>374,937</b>	<b>498,600</b>	<b>245,200</b>	<b>210,425</b>	<b>481,700</b>	<b>236,500</b>	<b>96.5</b>	<b>(3.4)</b>
7008 ItnTrsf IT & Commun	235	-	-	-	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
7009 Internal Trfr Other	10,513	-	-	-	-	-	-	-
7011 Int Trf Record Check	(6,638)	-	-	-	-	-	-	-
7012 Int Trf Print/Reprod	3,819	-	-	1,350	-	-	-	-
* Interdepartmental	7,929	-	-	1,350	-	-	-	-
** Total	6,465,451	6,701,300	6,450,800	6,438,326	7,250,000	799,200	12.4	8.2

### Summary Details - Human Resources

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
5508 Recov External Parti	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)			
* Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)			
** Total	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)			
Net Total	6,385,452	6,621,300	6,370,800	6,358,326	7,170,000	799,200	12.5	8.3

## LEGAL & LEGISLATIVE SERVICES

2021/22 BUDGET AND BUSINESS PLAN

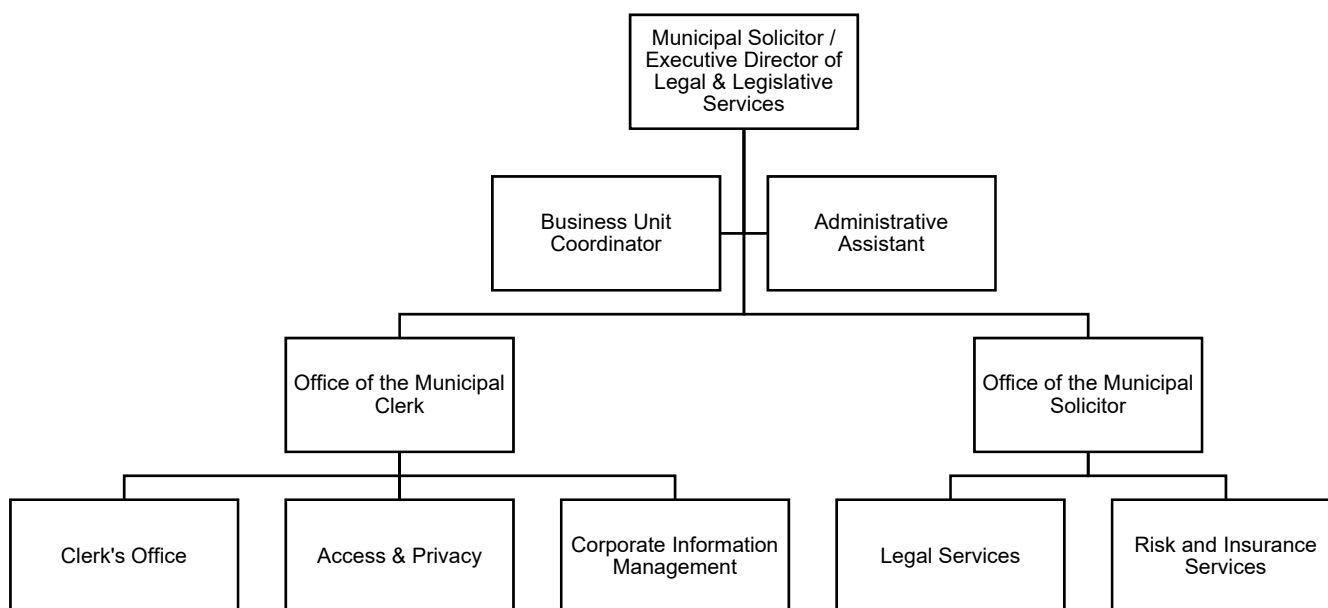
**MISSION** TO PROVIDE HIGH QUALITY PROFESSIONAL SERVICES TO THE MUNICIPALITY IN KEEPING WITH HRM'S CORE VALUES AND COUNCIL PRIORITIES.

WE MAKE A DIFFERENCE.

## LEGAL & LEGISLATIVE SERVICES OVERVIEW

Reporting to the CAO, the Municipal Solicitor/Executive Director leads the Legal & Legislative Services Business Unit that is committed to advancing Regional Council and administrative priority outcomes. This is achieved through delivery of professional support to Halifax Regional Municipality through the provision of legal, risk and insurance services as well as administrative and legislative support.

## LEGAL & LEGISLATIVE SERVICES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	67.6	+3.0	70.6
Seasonal, Casual and Term	5.1	-0.3	4.8
<b>Total</b>	<b>72.7</b>	<b>2.7</b>	<b>75.4</b>

*Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.*

The Full-Time change includes two new administrative positions for Access & Privacy and one full time Senior Digital Information Management Analyst in Corporate Information Management (Records Centre).

## STRATEGIC INITIATIVES (2021/22)

### INITIATIVES SUPPORTING REGIONAL COUNCIL & ADMINISTRATIVE PRIORITIES

#### Risk Management Framework

Risk & Insurance Services will be assuming responsibility for the Risk Management Framework from the Corporate Planning Office. In an effort to better anticipate and manage risks, the Municipality will complete the development of a risk management framework to anticipate, manage, and mitigate enterprise and corporate risks. Across the organization risks are evaluated and appropriate risk mitigation plans and responses are developed and included in business and strategic plans. This year, Risk & Insurance Services will reorganize staffing and begin to build their internal framework to take on this important role.

Legal & Legislative Services will continue to support all HRM Business Units in the delivery of their Regional Council and Administrative Priorities through the provision of legal, risk and insurance services as well as administrative and legislative support.

## LEGAL & LEGISLATIVE SERVICES BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Director's Office	\$ 464,227	\$ 454,400	\$ 454,400	\$ 456,500	\$ 472,800	\$ 18,400	4.0	4.0
Legal Services	3,621,280	4,197,600	3,716,200	3,749,800	4,397,100	680,900	18.3	4.8
Office of the Municipal Clerk	2,416,041	3,087,600	2,978,100	2,962,350	3,157,500	179,400	6.0	2.3
Risk & Insurance Services	562,451	682,000	670,500	670,500	672,600	2,100	0.3	(1.4)
<b>Net Total</b>	<b>\$ 7,063,999</b>	<b>\$ 8,421,600</b>	<b>\$ 7,819,200</b>	<b>\$ 7,839,150</b>	<b>\$ 8,700,000</b>	<b>\$ 880,800</b>	<b>11.3</b>	<b>3.3</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2020/21 Budget</b>	<b>\$ 7,819,200</b>
Compensation Changes:	
New Positions and Salary Adjustments	751,900
Other Budget Adjustments:	
Increase for Election (transfer from reserves)	176,200
Increase for COVID 19 related costs	29,200
Miscellaneous adjustments	9,400
Adjustment to Balance	(85,900)
<b>Total Changes</b>	<b>\$ 880,800</b>
<b>2021/22 Budget</b>	<b>\$ 8,700,000</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 6,420,476	\$ 7,271,900	\$ 7,031,300	\$ 6,968,000	\$ 7,408,800	\$ 377,500	5.4	1.9
Office	156,449	543,900	530,100	551,700	116,900	(413,200)	(77.9)	(78.5)
External Services	447,669	1,573,900	1,468,100	1,447,700	355,900	(1,112,200)	(75.8)	(77.4)
Supplies	3,441	8,400	8,400	6,550	7,800	(600)	(7.1)	(7.1)
Materials	90	-	-	-	-	-	-	-
Building Costs	-	21,600	21,600	21,600	-	(21,600)	(100.0)	(100.0)
Equipment & Communications	4,978	120,400	120,400	120,600	3,500	(116,900)	(97.1)	(97.1)
Vehicle Expense	397	-	-	-	-	-	-	-
Other Goods & Services	329,569	558,700	509,700	519,500	314,600	(195,100)	(38.3)	(43.7)
Interdepartmental	(162,282)	(33,700)	(76,200)	14,700	11,200	87,400	(114.7)	(133.2)
Other Fiscal	222,143	(1,395,000)	(1,395,000)	(1,391,000)	740,000	2,135,000	(153.0)	(153.0)
<b>Total Expenditures</b>	<b>7,422,930</b>	<b>8,670,100</b>	<b>8,218,400</b>	<b>8,259,350</b>	<b>8,958,700</b>	<b>740,300</b>	<b>9.0</b>	<b>3.3</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Fee Revenues	\$ (209,335)	\$ (196,700)	\$ (196,700)	\$ (196,700)	\$ (204,200)	\$ (7,500)	3.8	3.8
Other Revenue	(149,596)	(51,800)	(202,500)	(223,500)	(54,500)	148,000	(73.1)	5.2
<b>Total Revenues</b>	<b>(358,931)</b>	<b>(248,500)</b>	<b>(399,200)</b>	<b>(420,200)</b>	<b>(258,700)</b>	<b>140,500</b>	<b>(35.2)</b>	<b>4.1</b>
<b>Net Total</b>	<b>\$ 7,063,999</b>	<b>\$ 8,421,600</b>	<b>\$ 7,819,200</b>	<b>\$ 7,839,150</b>	<b>\$ 8,700,000</b>	<b>\$ 880,800</b>	<b>11.3</b>	<b>3.3</b>

## LEGAL &amp; LEGISLATIVE SERVICES SERVICE AREA PLANS (2021/22)

## LEGAL SERVICES

Legal Services is committed to supporting Regional Council priorities through the delivery of quality legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

## SERVICES DELIVERED

**Solicitor Services**

Provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research for HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

## Litigation Services

Advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before diverse provincial and federal courts and administrative tribunals at all levels (up to and including the Supreme Court of Canada) as well as in various alternative dispute resolution forums.

## Prosecution Services

Provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Number of Legal Files Opened	785	839	721	-
Number of Prosecution Files Opened	96	117	76	-

## NUMBER OF LEGAL FILES OPENED

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services at substantially higher cost. As of January 2020, Legal Services will have opened 621 files, reviewed approximately 310 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO.

While the overall number of files is reduced this year, primarily due to Covid-19 related issues, workloads were not reduced. Dealing with more significant issues, such as supporting business units through labour issues, legislative requirements affecting Regional Council, Community Councils, Standing and Advisory Committees and in-person meetings, and Covid-19 protocols occupied much of Legal Services' time this year.

## LEGAL SERVICES KEY DELIVERABLES (2021/22)

Governance and Engagement - Municipal Governance
<p><b>Refresh/Review Councillor Code of Conduct</b> (Target: Q4, 2021/2022)</p> <p>After awaiting response from the Federation of Nova Scotia Municipalities in 2019-20, and in an effort to fairly and effectively deal with public and councillor complaints, Legal Services will continue their review the Councillor's Code of Conduct as well as work with Councillors to develop recommendations on Service Guidelines for Constituents that would be appended to the Code of Conduct.</p>
Service Excellence - Performance Excellence
<p><b>Improved Performance Reporting</b> (Target: Q4, 2021/2022)</p> <p>Develop and implement improved Legal Services management and business unit reporting outlining file statistics, report review statistics and "approved as to form" statistics to assist priority setting for legal work.</p>

## OFFICE OF THE MUNICIPAL CLERK

The Office of the Municipal Clerk is a legislated office under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, as well as the official Boards, Committees and Commissions of Regional Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records.

### SERVICES DELIVERED

#### Council Support

This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the Halifax Regional Municipal Charter and applicable administrative orders and policies for:

- Regional Council;
- Community Council, Standing Committees, other Committees of Council, and Board Meetings; and
- Civic Appointments.

## Records Management

Carry out the responsibilities of the Municipal Clerk; ensure accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the Municipality in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk;
- Access and Privacy Office;
- By-Law and Administrative Order Legislative Support; and
- Corporate Information Management Office (HRM Records Centre and Municipal Archives),

## Municipal Elections

This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and CSAP Board Members in accordance with the provincial *Municipal Elections Act* and *Education Act*. Elections can also include plebiscites as directed by Regional Council. The Municipal Clerk's office successfully completed the 2020 Municipal Election in spite of obstacles created by the pandemic.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/2021 Planned	2021/22 Planned
Access and Privacy Program Operating Cost per Formal Request	\$569	\$317	\$554	N/A
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests	631	924	684*	N/A
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	88%	93%	79%	N/A
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	98%	98%	88%	N/A

\*Covid-19 Pandemic affected numerous programs and processes throughout the Municipality as well as the application and processing of FOIPOP requests.

## ACCESS & PRIVACY

Performance has been negatively impacted this year due to business units having to prioritize operational requirements surrounding Covid-19 responses. All applicants were kept informed of progress and, in general, have been supportive.

## OFFICE OF THE MUNICIPAL CLERK KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<p><b>AO19 Review – Corporate Logos</b> (Target: Q4, 2021/2022)</p> <p>To deter unauthorized use of HRM specific corporate marks and logos, the Municipal Clerk will lead a review of Administrative Order 19 (Respecting the Corporate Coat of Arms, and HALIFAX Brand) as well as other legal methods to protect the reputation of HRM.</p>
<p><b>Diversity on Boards and Committees</b> (Target: Q4, 2022/2023)</p> <p>The Municipality will Increase diversity on our Boards and Committees so that these bodies reflect the communities served. This will involve moving forward with updates to the Public Appointment Policy, improving the reach of recruitment efforts, improved training provided to new Committee members, and addressing barriers to participation.</p>

Our People – Engaged and Skilled People
<p><b>Development of Online Training</b> (Target: March 31, 2022)</p> <p>In order to achieve compliance with HRM's AO 2015-001-GOV Respecting Information Management and Part XX of the MGA, Access &amp; Privacy and Corporate Information Management will investigate new virtual learning technologies for the delivery of updated education and training programs on behalf of the Clerk's Office.</p>

Service Excellence – Innovative Performance Excellence
<p><b>Election Process &amp; Procedures Manual</b> (Target: Q4, 2022/2023)</p> <p>The Municipal Clerk's Office in cooperation with Organizational Performance Excellence will assess lessons learned from the 2020 Municipal Election in order to develop detailed process documentation to be implemented for future general and special elections.</p>

## RISK AND INSURANCE SERVICES

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of hazard based operational risk management advice;
- the management of claims made against or by HRM; and
- the management of financing of HRM risk through insurance and a reserve.

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the Municipality and the design and management of the Municipal insurance portfolio for HRM, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

### SERVICE DELIVERED

#### Risk Management

This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

#### Contractual Risk Management

Review and provide insurance and risk management language, advice and protocols.

#### Claims Management

This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

### SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Claims received by fiscal year	2,331	2209	1324	NA

#### CLAIMS RECEIVED BY FISCAL YEAR

Over the last five fiscal years, claims handled by the Risk team have varied from 1553 to 2331. The volatility of claims is due to uncertainty due the number of severe weather events that occur in any given year and the number of kilometres covered by HRM vehicles.

Figures for 2020-2021 are reduced due to the pandemic, in that there was a significant reduction in pedestrian and vehicular traffic, particularly during the winter months.

#### RISK AND INSURANCE SERVICES KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<b>ERM Transfer to Risk &amp; Insurance Services</b> (Target: March 31, 2022) Risk & Insurance Services will work with the Corporate Planning Office to transfer responsibility for Enterprise Risk Management, including the Risk Register and supporting documentation to Risk & Insurance Services.

## Summary of Net Expenditures - Legal & Legislative Services

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
A121 Municipal Clerk	1,139,510	1,212,700	1,124,600	1,124,600	1,111,700	(12,900)	(1.1)	(8.3)
A125 Elections	414,050	915,000	915,000	915,000	839,500	(75,500)	(8.3)	(8.3)
A722 Access & Privacy	311,240	301,800	295,800	294,700	567,500	271,700	91.9	88.0
A725 Information Management	551,241	658,100	642,700	628,050	638,800	(3,900)	(0.6)	(2.9)
<b>* Office of the Municipal Clerk</b>	<b>2,416,041</b>	<b>3,087,600</b>	<b>2,978,100</b>	<b>2,962,350</b>	<b>3,157,500</b>	<b>179,400</b>	<b>6.0</b>	<b>2.3</b>
A110 Legal Services	3,621,280	4,197,600	3,716,200	3,749,800	4,397,100	680,900	18.3	4.8
<b>* Legal Services</b>	<b>3,621,280</b>	<b>4,197,600</b>	<b>3,716,200</b>	<b>3,749,800</b>	<b>4,397,100</b>	<b>680,900</b>	<b>18.3</b>	<b>4.8</b>
A101 Director's Office-Admin	464,227	454,400	454,400	456,500	472,800	18,400	4.0	4.0
<b>* Director's Office</b>	<b>464,227</b>	<b>454,400</b>			<b>472,800</b>	<b>18,400</b>	<b>4.0</b>	<b>4.0</b>
A303 Risk & Insurance Services	562,451	682,000	670,500	670,500	672,600	2,100	0.3	(1.4)
<b>Net Total</b>	<b>7,063,999</b>	<b>8,421,600</b>	<b>7,819,200</b>	<b>7,839,150</b>	<b>8,700,000</b>	<b>880,800</b>	<b>11.3</b>	<b>3.3</b>

## Summary Details - Legal & Legislative Services

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
6001 Salaries - Regular	5,622,886	6,060,300	6,060,300	5,832,380	6,360,300	300,000	5.0	5.0
6002 Salaries - Overtime	20,244	15,100	11,900	34,800	27,000	15,100	126.9	78.8
6003 Wages - Regular	3,291	50,000	50,000	27,100	22,900	(27,100)	(54.2)	(54.2)
6005 PDP & Union Con Incr	(153,425)	-	-	-	-	-	-	-
6054 Vacation payout	16,782	-	-	4,000	-	-	-	-
6099 Other Allowances	1,500	16,200	16,200	16,200	-	(16,200)	(100.0)	(100.0)
6100 Benefits - Salaries	1,020,279	1,023,300	1,023,300	963,720	1,140,700	117,400	11.5	11.5
6101 Benefits - Wages	-	100	100	100	-	(100)	(100.0)	(100.0)
6110 Vacancy Management	-	(82,100)	(319,500)	-	(268,600)	50,900	(15.9)	227.2
6152 Retirement Incentives	30,697	34,400	34,400	34,400	39,800	5,400	15.7	15.7
6154 Workers' Compensation	82,892	86,400	86,400	86,400	96,000	9,600	11.1	11.1
6199 Comp & Ben InterDept	(212,968)	68,200	68,200	(31,100)	(9,300)	(77,500)	(113.6)	(113.6)
9200 HR CATS Wage/Ben	(11,701)	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>6,420,476</b>	<b>7,271,900</b>	<b>7,031,300</b>	<b>6,968,000</b>	<b>7,408,800</b>	<b>377,500</b>	<b>5.4</b>	<b>1.9</b>
6201 Telephone/Cable	7,291	48,400	45,400	47,300	7,500	(37,900)	(83.5)	(84.5)
6202 Courier/Postage	24,913	306,400	304,100	304,100	6,300	(297,800)	(97.9)	(97.9)
6203 Office Furn/Equip	7,592	22,300	19,300	40,500	14,000	(5,300)	(27.5)	(37.2)
6204 Computer S/W & Lic	78,048	47,700	47,700	53,700	58,500	10,800	22.6	22.6
6205 Printing & Reprod	224	70,500	69,000	68,000	2,400	(66,600)	(96.5)	(96.6)
6207 Office Supplies	33,783	48,600	44,600	38,100	28,200	(16,400)	(36.8)	(42.0)
6299 Other Office Expenses	4,599	-	-	-	-	-	-	-
<b>* Office</b>	<b>156,449</b>	<b>543,900</b>	<b>530,100</b>	<b>551,700</b>	<b>116,900</b>	<b>(413,200)</b>	<b>(77.9)</b>	<b>(78.5)</b>
6301 Professional Fees	7,175	13,300	12,300	12,300	11,000	(1,300)	(10.6)	(17.3)
6302 Legal Fees	105,963	175,000	100,000	95,600	100,000	-	-	(42.9)
6303 Consulting Fees	29,367	135,300	135,300	135,300	-	(135,300)	(100.0)	(100.0)
6309 Litigation Disburse	6,396	14,000	12,000	6,000	7,500	(4,500)	(37.5)	(46.4)
6310 Outside Personnel	16,669	431,200	431,200	431,200	-	(431,200)	(100.0)	(100.0)
6311 Security	-	10,800	10,800	10,800	-	(10,800)	(100.0)	(100.0)
6312 Refuse Collection	-	2,200	2,200	2,200	-	(2,200)	(100.0)	(100.0)
6314 Prosecution Services	103,235	126,300	112,000	112,000	118,000	6,000	5.4	(6.6)
6316 Real Property Disb	9,789	10,000	10,000	6,000	10,000	-	-	-
6399 Contract Services	169,075	655,800	642,300	636,300	109,400	(532,900)	(83.0)	(83.3)
<b>* External Services</b>	<b>447,669</b>	<b>1,573,900</b>	<b>1,468,100</b>	<b>1,447,700</b>	<b>355,900</b>	<b>(1,112,200)</b>	<b>(75.8)</b>	<b>(77.4)</b>
6401 Uniforms & Clothing	-	300	300	150	300	-	-	-
6406 Bridge Tolls	-	100	100	100	-	(100)	(100.0)	(100.0)
6407 Clean/Sani Supplies	-	-	-	500	-	-	-	-
6409 Personal Protect Equ	34	-	-	300	-	-	-	-
6499 Other Supplies	3,407	8,000	8,000	5,500	7,500	(500)	(6.3)	(6.3)
<b>* Supplies</b>	<b>3,441</b>	<b>8,400</b>	<b>8,400</b>	<b>6,550</b>	<b>7,800</b>	<b>(600)</b>	<b>(7.1)</b>	<b>(7.1)</b>
6513 Seeds & Plants	90	-	-	-	-	-	-	-
<b>* Materials</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6611 Building - Interior	-	21,600	21,600	21,600	-	(21,600)	(100.0)	(100.0)
<b>* Building Costs</b>	<b>-</b>	<b>21,600</b>	<b>21,600</b>	<b>21,600</b>	<b>-</b>	<b>(21,600)</b>	<b>(100.0)</b>	<b>(100.0)</b>
6701 Equipment Purchase	-	108,200	108,200	108,200	-	(108,200)	(100.0)	(100.0)
6703 Computer Equip/Rent	4,366	9,600	9,600	9,700	2,000	(7,600)	(79.2)	(79.2)
6705 Equip - R&M	-	2,600	2,600	2,600	1,500	(1,100)	(42.3)	(42.3)
6706 Computer R&M	612	-	-	100	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
* <b>Equipment &amp; Communications</b>	<b>4,978</b>	<b>120,400</b>	<b>120,400</b>	<b>120,600</b>	<b>3,500</b>	<b>(116,900)</b>	<b>(97.1)</b>	<b>(97.1)</b>
6806 Vehicle Rentals	60	-	-	-	-	-	-	-
6899 Other Vehicle Expense	336	-	-	-	-	-	-	-
* <b>Vehicle Expense</b>	<b>397</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	115,404	137,000	137,000	137,100	151,500	14,500	10.6	10.6
6902 Conferences/Workshop	2,809	10,700	4,700	3,700	4,700	-	-	(56.1)
6903 Travel - Local	10,339	23,400	20,200	20,200	8,000	(12,200)	(60.4)	(65.8)
6904 Travel - Out of Town	15,842	21,800	-	-	-	-	-	(100.0)
6905 Training & Education	49,385	43,700	28,700	18,800	34,500	5,800	20.2	(21.1)
6910 Signage	282	-	-	-	-	-	-	-
6911 Facilities Rental	1,388	99,500	99,300	98,600	1,900	(97,400)	(98.1)	(98.1)
6912 Advertising/Promotio	30,613	134,200	134,200	133,700	26,000	(108,200)	(80.6)	(80.6)
6917 Books and Periodicals	90,005	72,600	72,600	92,900	81,000	8,400	11.6	11.6
6918 Meals	10,975	11,200	8,900	6,800	2,000	(6,900)	(77.5)	(82.1)
6919 Special Projects	261	-	-	2,900	-	-	-	-
6938 Rewarding Excellence	1,514	2,000	2,000	2,000	4,500	2,500	125.0	125.0
6999 Other Goods/Services	751	2,600	2,100	2,800	500	(1,600)	(76.2)	(80.8)
* <b>Other Goods &amp; Services</b>	<b>329,569</b>	<b>558,700</b>	<b>509,700</b>	<b>519,500</b>	<b>314,600</b>	<b>(195,100)</b>	<b>(38.3)</b>	<b>(43.7)</b>
7005 Interdept EXP	-	200	200	200	-	(200)	(100.0)	(100.0)
7007 ltnTrsf Paper Recyc	-	500	500	500	-	(500)	(100.0)	(100.0)
7008 ltnTrsf IT & Commun	42	-	-	-	-	-	-	-
7009 Internal Trfr Other	5,558	4,900	4,900	4,900	5,000	100	2.0	2.0
7010 IntTrfr Insur Funds	(177,042)	(50,000)	(92,500)	(1,600)	-	92,500	(100.0)	(100.0)
7012 Int Trf Print/Reprod	9,160	8,500	8,500	8,500	6,200	(2,300)	(27.1)	(27.1)
7015 Int Trf FacilityRent	-	2,200	2,200	2,200	-	(2,200)	(100.0)	(100.0)
* <b>Interdepartmental</b>	<b>(162,282)</b>	<b>(33,700)</b>	<b>(76,200)</b>	<b>14,700</b>	<b>11,200</b>	<b>87,400</b>	<b>(114.7)</b>	<b>(133.2)</b>
8008 Transf to/fr Reserve	222,143	-	-	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	(2,310,000)	(2,310,000)	(2,306,000)	(10,000)	2,300,000	(99.6)	(99.6)
8031 Tfr To Resvs Fr Oper	-	915,000	915,000	915,000	750,000	(165,000)	(18.0)	(18.0)
* <b>Other Fiscal</b>	<b>222,143</b>	<b>(1,395,000)</b>	<b>(1,395,000)</b>	<b>(1,391,000)</b>	<b>740,000</b>	<b>2,135,000</b>	<b>(153.0)</b>	<b>(153.0)</b>
** <b>Total</b>	<b>7,422,930</b>	<b>8,670,100</b>	<b>8,218,400</b>	<b>8,259,350</b>	<b>8,958,700</b>	<b>740,300</b>	<b>9.0</b>	<b>3.3</b>

Summary Details - Legal & Legislative Services								
Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
4950 Other Lic. & Permits	-	(1,500)	(1,500)	(1,500)	-	1,500	(100.0)	(100.0)
5250 Sales of Svcs-Other	(209,335)	(195,200)	(195,200)	(195,200)	(204,200)	(9,000)	4.6	4.6
* <b>Fee Revenues</b>	<b>(209,335)</b>	<b>(196,700)</b>	<b>(196,700)</b>	<b>(196,700)</b>	<b>(204,200)</b>	<b>(7,500)</b>	<b>3.8</b>	<b>3.8</b>
5508 Recov External Parti	(149,596)	(51,800)	(202,500)	(223,500)	(54,500)	148,000	(73.1)	5.2
* <b>Other Revenue</b>	<b>(149,596)</b>	<b>(51,800)</b>	<b>(202,500)</b>	<b>(223,500)</b>	<b>(54,500)</b>	<b>148,000</b>	<b>(73.1)</b>	<b>5.2</b>
** <b>Total</b>	<b>(358,931)</b>	<b>(248,500)</b>	<b>(399,200)</b>	<b>(420,200)</b>	<b>(258,700)</b>	<b>140,500</b>	<b>(35.2)</b>	<b>4.1</b>
<b>Net Total</b>	<b>7,063,999</b>	<b>8,421,600</b>	<b>7,819,200</b>	<b>7,839,150</b>	<b>8,700,000</b>	<b>880,800</b>	<b>11.3</b>	<b>3.3</b>

# HALIFAX

## **FISCAL SERVICES**

2021/22 BUDGET AND BUSINESS PLAN

## FISCAL SERVICES OVERVIEW

Fiscal Services is not a business unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization-wide costs and revenues not fully allocated to business units. Fiscal Services includes:

- Property and Other Taxes
- Deed Transfer Tax
- Non-departmental revenues
- Private Roads, other Area Rates
- Debt Charges
- Capital from Operating
- Reserves
- Provincial Mandatory Costs
- Supplementary Education
- Transfers such as Fire Protection, Stormwater and the Halifax Convention Centre
- Contingencies, including for Compensation
- Intern Program, Other Compensation costs
- Grants and Tax Relief
- Valuation Allowance

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Debt Servicing Net of Recoveries	\$ 29,727,592	\$ 32,918,500	\$ 32,226,400	\$ 38,433,100	\$ 36,009,000	\$ 24,569,600	76.2	9.4
Transfers To Outside Agencies	6,818,865	7,064,000	7,064,000	7,064,000	7,565,000	501,000	7.1	7.1
Other Fiscal Services	54,007,928	31,877,100	19,752,700	13,312,300	31,731,300	10,282,600	52.1	(0.5)
Transfers to/fr Other Funds	58,144,271	70,412,900	80,639,900	82,793,900	57,470,300	(46,671,600)	(57.9)	(18.4)
Non-Departmental Revenue	(585,543,610)	(628,023,800)	(613,443,400)	(627,363,700)	(644,606,100)	(22,974,500)	3.7	2.6
<b>Net Total</b>	<b>\$ (436,844,954)</b>	<b>\$(485,751,300)</b>	<b>\$(473,760,400)</b>	<b>\$(485,760,400)</b>	<b>\$ (511,830,500)</b>	<b>\$ (34,292,900)</b>	<b>7.2</b>	<b>5.4</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

## OPERATING - SUMMARY OF CHANGES

<b>Approved 2020/21 Budget</b>	<b>\$ (473,760,400)</b>
<b>Compensation Changes:</b>	
Salary Adjustment Provision	(1,490,500)
Resource Funding Provision	1,250,000
<b>Revenue Adjustments:</b>	
Increase in Deed Transfer Taxes	(19,150,000)
Increase in Tax Revenue	(10,605,200)
Increase in Interest Revenue	(1,392,400)
Transfer of Parking Revenue to TPW	2,250,000
<b>Other Budget Adjustments:</b>	
Federal Safe Restart Reserve Withdrawal	(31,000,000)
Increase in Debt Costs	2,918,900
Strategic Reserve Funding	10,016,000
Remove COVID Contingency	(12,593,000)
Increase in Capital from Operating	32,827,000
Revised Valuation Allowance	(7,001,600)
Other Fiscal Changes	(4,099,300)
<b>Total Changes</b>	<b>\$ (38,070,100)</b>
<b>2021/22 Budget</b>	<b>\$ (511,830,500)</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	\$ 9,232,883	\$ 15,098,200	\$ 16,046,300	\$ 15,342,600	\$ 15,805,800	\$ (240,500)	(1.5)	4.7
Office	42,466	27,800	38,800	513,350	38,800	-	-	39.6
External Services	2,816,196	7,595,300	6,510,700	5,861,650	5,444,000	(1,066,700)	(16.4)	(28.3)
Supplies	322,242	6,100	11,600	251,200	11,600	-	-	90.2
Materials	22,600	-	-	1,500	-	-	-	-
Building Costs	505,615	521,200	487,900	491,300	487,900	-	-	(6.4)
Equipment & Communications	202,462	31,300	11,700	189,900	11,700	-	-	(62.6)
Vehicle Expense	60,669	10,000	10,000	138,100	10,000	-	-	-
Other Goods & Services	142,644	7,029,000	18,664,600	19,634,500	5,609,200	(13,055,400)	(69.9)	(20.2)
Interdepartmental	1,106,142	979,600	678,100	255,400	528,100	(150,000)	(22.1)	(46.1)
Debt Service	39,317,181	45,158,500	44,466,200	50,509,600	47,385,100	2,918,900	6.6	4.9
Other Fiscal	301,617,087	282,543,200	269,384,500	317,536,200	277,913,000	8,528,500	3.2	(1.6)
<b>Total Expenditures</b>	<b>355,388,186</b>	<b>359,000,200</b>	<b>356,310,400</b>	<b>410,725,300</b>	<b>353,245,200</b>	<b>(3,065,200)</b>	<b>(0.9)</b>	<b>(1.6)</b>

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Tax Revenue	\$ (583,232,331)	\$(516,496,000)	\$(516,496,000)	\$(525,664,300)	\$ (527,101,200)	\$ (10,605,200)	2.1	2.1
Deed Transfer Tax	60,181,074	(51,000,000)	(40,850,000)	(51,000,000)	(60,000,000)	(19,150,000)	46.9	17.6
Area Rate Revenue	(185,771,058)	(192,185,600)	(192,170,200)	(191,968,800)	(198,156,800)	(5,986,600)	3.1	3.1
Tax Agreements	(11,918,208)	(12,530,100)	(12,530,100)	(12,922,400)	(12,678,100)	(148,000)	1.2	1.2
Payments in Lieu of taxes	(38,115,975)	(39,295,800)	(39,295,800)	(39,923,400)	(39,295,800)	-	-	-
Transfers from other Govts	(3,622,507)	(3,770,000)	(3,463,000)	(49,654,800)	(3,481,000)	(18,000)	0.5	(7.7)
Interest Revenue	(9,116,499)	(8,392,600)	(4,142,600)	(5,771,300)	(5,535,000)	(1,392,400)	33.6	(34.0)
Fee Revenues	(2,411,946)	(3,000,000)	(2,250,000)	(1,060,000)	-	2,250,000	(100.0)	(100.0)
Other Revenue	(18,225,692)	(18,081,400)	(18,873,100)	(18,520,700)	(18,827,800)	45,300	(0.2)	4.1
<b>Total Revenues</b>	<b>(792,233,140)</b>	<b>(844,751,500)</b>	<b>(830,070,800)</b>	<b>(896,485,700)</b>	<b>(865,075,700)</b>	<b>(35,004,900)</b>	<b>4.2</b>	<b>2.4</b>
<b>Net Total</b>	<b>\$ (436,844,954)</b>	<b>\$(485,751,300)</b>	<b>\$(473,760,400)</b>	<b>\$(485,760,400)</b>	<b>\$ (511,830,500)</b>	<b>\$ (38,070,100)</b>	<b>8.0</b>	<b>5.4</b>

## FISCAL SERVICES PLAN (2021/22)

### DEBT SERVICING

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. The municipality will not be taking out a short-term loan through the provincial program, this is result in a saving of \$21M in debt service costs. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- **Tax Supported Debt** – re-paid through the general and transit tax rates;
- **Other Municipal Debt** – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;
- **Halifax Water Debt** – funds borrowed on behalf of Halifax Water and which are repaid through their rate base; and
- **Repayable Debt** – debt borrowed for and repaid by outside organizations.

### PROVINCIAL AREA RATES

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

#### Mandatory Education

This mandatory education contribution is set by the Province at the value of the Provincial Education Rate times the Uniform Assessment. The estimate for 2021/22 is \$154.5 million, an increase of \$3.8 million from the prior year.

#### Assessment

Property Valuation Services Corporation (PVSC) is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. The estimate for 2021/22 is \$7.3 million, a decrease of \$123.5 thousand from the prior year.

#### Correctional Services

HRM is required to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. The estimate for 2021/22 is \$6.7 million, a decrease of \$129.3 thousand from the prior year.

#### Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. The estimate for 2021/22 is \$5.1 million, an increase of \$1.4 million from the prior year.

### OTHER TRANSFERS

#### Halifax Convention Centre (HCC)

HRM has an agreement with the province to fund the Halifax Convention Centre (HCC). This includes its share of the Provincial lease and the annual operating costs, which are paid to Events East. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre plus those funds which would have been paid to the former World Trade and Convention center (WTCC). The Nova Centre is a private development that includes not only the HCC but also office, hotel, retail and parking. For the 2021/22 fiscal year, HRM has budgeted an amount of \$9.6 M (before reserve withdrawals) for the HCC. This is \$1.4M higher than 2020/21 mainly due to the impact of COVID on the convention business. This will be funded from the HCC reserve.

### **Supplementary Education**

Under the Halifax Charter, HRM provides funding for local schools, including a payment to the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). The Halifax Charter requires that the Municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995/96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the Halifax Regional Centre for Education (HRCE). The total payment for 2021/22 will be paid for through a separate area rate. The estimate for 2021/22 is \$14.7 million, an increase of \$45 thousand from the prior year.

### **Fire Protection Services (Hydrants)**

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to contribute to the Halifax Water Commission (HW) for the hydrant costs incurred by the Commission. These hydrant charges are recovered by HRM via a special Fire Protection Area Rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The estimate for 2021/22 is \$8.4 million, an increase of \$410 thousand from the prior year.

### **Stormwater Right-of-Way (Halifax Water Commission)**

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay to Halifax Water the cost of the stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The estimate for 2021/22 is \$3.9 million, an increase of \$87 thousand from the prior year.

## **GRANTS AND TAX RELIEF**

HRM operates a number of Grant programs. Fiscal services includes the Community Grants Program (\$500,000), the Community Museums Grant Program (\$220,000), the District Activity Fund (\$72,000), and the Barrington Street Heritage Tax Grants Program (\$254,000). Other grant programs are administered by individual business units. HRM also provides a number of tax relief programs including for low income homeowners (\$1.4 million) and for non-profits (\$5.4 million).

## VALUATION ALLOWANCE

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2021/22 it is budgeted at \$3.0 million.

## RESERVES

Reserves are utilized to ensure sustainability and improve the process of planning for HRM's future needs. Reserve Funds are provided for under the Financial Reserves Administrative Order Number 2014-015-ADM and are intended to serve three specific purposes:

- Contingency Funds for Opportunities;
- Contingency Funds for Risk; and
- Savings Funds for Obligations.

Reserves are budgeted for in both Fiscal Services and in individual business units. They may include both deposits to and withdrawals from reserves.

Due to COVID-19, in 2020/21 HRM received one-time funding of \$46M from the Government of Canada which it has placed in reserves for use in 2020/21 and 2021/22. It expects to use \$15M in 2020/21 and has budgeted to withdraw the remaining \$31M in 2021/22.

## CAPITAL FROM OPERATING

Capital from Operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 3% plus inflation per dwelling each year. HRM-wide capital from operating for 2021/22 has been increased by \$30.1M or 152.5 per cent.

## NON-DEPARTMENTAL REVENUE AND AREA RATES

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments, Deed Transfer Tax as well as income from investments.

Also included are the costs and revenues for community area rates for community, private organizations and private roads.

## Summary of Net Expenditures - Fiscal Services

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
M110 Debt & Interest Chg	32,717,414	32,918,500	32,385,800	34,322,300	36,009,000	3,623,200	11.2	9.4
M111 P&I Pmt Fnd by RESF	-	-	(159,400)	-	-	159,400	(100.0)	-
M112 LKD AllocDebtChgtoBU	(7,098,223)	-	-	-	-	-	-	-
M113 Int.Pmt-Gen Govt	781,503	-	-	670,400	-	-	-	-
M114 Int.Pmt-Protect.Serv	197,083	-	-	212,900	-	-	-	-
M115 Int.Pmt-Transp.Serv.	1,992,957	-	-	2,055,400	-	-	-	-
M118 Int.Pmt - Plan & Dev.	26,907	-	-	19,700	-	-	-	-
M119 Int.Pmt - Rec & Cult	1,109,948	-	-	1,152,400	-	-	-	-
<b>** Debt Servicing Net of Recoverie</b>	<b>29,727,592</b>	<b>32,918,500</b>	<b>32,226,400</b>	<b>38,433,100</b>	<b>36,009,000</b>	<b>3,782,600</b>	<b>11.7</b>	<b>9.4</b>
M230 Corrections Services	-	-	-	-	-	-	-	-
M240 Metro Housing Authority	-	-	-	-	-	-	-	-
M280 Mandatory Education	-	-	-	-	-	-	-	-
M318 Prop Valuation Serv	-	-	-	-	-	-	-	-
* Provincially Mandated Services	-	-	-	-	-	-	-	-
M250 Halifax Convention Centre	6,818,865	7,064,000	7,064,000	7,064,000	7,565,000	501,000	7.1	7.1
M288 Suppl Educ HRM-wide	-	-	-	-	-	-	-	-
M291 Fire Protection	-	-	-	-	-	-	-	-
M293 Stormwater ROW	-	-	-	-	-	-	-	-
* Other Outside Agencies	6,818,865	7,064,000	7,064,000	7,064,000	7,565,000	501,000	7.1	7.1
<b>** Transfers To Outside Agencies</b>	<b>6,818,865</b>	<b>7,064,000</b>	<b>7,064,000</b>	<b>7,064,000</b>	<b>7,565,000</b>	<b>501,000</b>	<b>7.1</b>	<b>7.1</b>
E140 Executive Director	-	-	-	-	-	-	-	-
M270 Compensation PPP	3,877,025	4,400,100	4,400,100	3,586,400	3,810,100	(590,000)	(13.4)	(13.4)
M310 Other Fiscal Serv.	5,980,167	15,226,900	(3,900,400)	(1,614,000)	14,958,200	18,858,600	(483.5)	(1.8)
M311 Grants & Tax Concessions	5,857,437	6,495,000	6,495,000	6,002,900	7,391,000	896,000	13.8	13.8
M317 Oper Cost NewCap	660,759	3,167,100	2,670,000	2,670,000	2,500,000	(170,000)	(6.4)	(21.1)
M341 Surplus/Deficit	35,119,994	-	-	-	-	-	-	-
M361 District Activity Fund	71,029	72,000	72,000	72,000	72,000	-	-	-
M380 Locked Storm 2019	2,081,306	-	-	-	-	-	-	-
M381 LOCKED COVID-19 Expenses	482,647	-	-	395,000	-	-	-	-
M451 Valuation Allowance	(122,436)	2,516,000	10,016,000	2,200,000	3,000,000	(7,016,000)	(70.0)	19.2
<b>** Other Fiscal Services</b>	<b>54,007,928</b>	<b>31,877,100</b>	<b>19,752,700</b>	<b>13,312,300</b>	<b>31,731,300</b>	<b>11,978,600</b>	<b>60.6</b>	<b>(0.5)</b>
M316 Strategic Growth Fund	16,755,000	16,755,000	16,755,000	19,555,000	12,800,000	(3,955,000)	(23.6)	(23.6)
M320 Insurance Claims	4,025,071	3,622,900	3,122,900	5,276,900	4,922,900	1,800,000	57.6	35.9
M411 Oper Stabiliz Resrv	-	-	12,593,000	12,593,000	17,716,400	5,123,400	40.7	-
M433 Waste Resource Cap R	505,000	505,000	505,000	505,000	505,000	-	-	-
M461 Capital Fr Operating	32,832,300	45,500,000	19,750,000	19,750,000	52,577,000	32,827,000	166.2	15.6
M471 Other Transfers	4,026,900	4,030,000	27,914,000	25,114,000	(31,051,000)	(58,965,000)	(211.2)	(870.5)
<b>** Transfers to/for Other Funds</b>	<b>58,144,271</b>	<b>70,412,900</b>	<b>80,639,900</b>	<b>82,793,900</b>	<b>57,470,300</b>	<b>(23,169,600)</b>	<b>(28.7)</b>	<b>(18.4)</b>
M510 Property Tax	(472,715,427)	(523,333,000)	(524,124,600)	(526,887,100)	(537,099,300)	(12,974,700)	2.5	2.6
M520 Deed Transfer	(60,181,074)	(51,000,000)	(40,850,000)	(51,000,000)	(60,000,000)	(19,150,000)	46.9	17.6
M540 Grants in Lieu	(38,115,975)	(39,295,800)	(39,295,800)	(39,923,400)	(39,295,800)	-	-	-
M550 Own Source Revenue	(10,908,627)	(10,625,000)	(5,710,000)	(5,990,300)	(4,730,000)	980,000	(17.2)	(55.5)
M560 Unconditional Trans.	(3,622,507)	(3,770,000)	(3,463,000)	(3,562,900)	(3,481,000)	(18,000)	0.5	(7.7)
M570 Conditional Transfer	-	-	-	-	-	-	-	-
<b>** Non-Departmental Revenue</b>	<b>(585,543,610)</b>	<b>(628,023,800)</b>	<b>(613,443,400)</b>	<b>(627,363,700)</b>	<b>(644,606,100)</b>	<b>(31,162,700)</b>	<b>5.1</b>	<b>2.6</b>
<b>Net Total</b>	<b>(436,844,954)</b>	<b>(485,751,300)</b>	<b>(473,760,400)</b>	<b>(485,760,400)</b>	<b>(511,830,500)</b>	<b>(38,070,100)</b>	<b>8.0</b>	<b>5.4</b>

## Summary Details - Fiscal Services

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	1,283,024	11,830,900	12,779,000	7,682,100	11,290,000	(1,489,000)	(11.7)	(4.6)
6002 Salaries - Overtime	14,332	-	-	-	-	-	-	-
6005 PDP & Union Con Incr	3,045,801	-	-	3,917,600	-	-	-	-
6054 Vacation payout	7,903	-	-	1,300	-	-	-	-
6100 Benefits - Salaries	738,342	700,000	700,000	725,400	700,000	-	-	-
6150 Honorariums	5,400	-	-	-	-	-	-	-
6152 Retirement Incentives	2,141,691	2,500,000	2,500,000	2,500,500	2,500,000	-	-	-
6154 Workers' Compensation	3,055	-	-	1,800	-	-	-	-
6155 Overtime Meals	260	-	-	-	-	-	-	-
6190 Compensation OCC trf	395,231	-	-	107,100	-	-	-	-
6199 Comp & Ben InterDept	1,321,769	67,300	67,300	403,900	1,315,800	1,248,500	1,855.1	1,855.1
9200 HR CATS Wage/Ben	113,313	-	-	900	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
9210 HR CATS OT Wage/Ben	162,764	-	-	2,000	-	-	-	-
<b>* Compensation and Benefits</b>	<b>9,232,883</b>	<b>15,098,200</b>	<b>16,046,300</b>	<b>15,342,600</b>	<b>15,805,800</b>	<b>(240,500)</b>	<b>(1.5)</b>	<b>4.7</b>
6201 Telephone/Cable	4,781	2,800	4,200	4,200	4,200	-	-	50.0
6202 Courier/Postage	1,458	1,500	500	1,200	500	-	-	(66.7)
6203 Office Furn/Equip	1,109	-	-	-	-	-	-	-
6204 Computer S/W & Lic	4,269	100	2,300	400	2,300	-	-	2,200.0
6205 Printing & Reprod	-	1,100	200	-	200	-	-	(81.8)
6207 Office Supplies	3,069	6,800	5,200	3,200	5,200	-	-	(23.5)
6290 Office OCC Transfer	27,750	-	-	478,800	-	-	-	-
6299 Other Office Expenses	30	15,500	26,400	25,550	26,400	-	-	70.3
<b>* Office</b>	<b>42,466</b>	<b>27,800</b>	<b>38,800</b>	<b>513,350</b>	<b>38,800</b>	-	-	<b>39.6</b>
6301 Professional Fees	60,483	52,200	46,700	43,700	46,700	-	-	(10.5)
6302 Legal Fees	659,775	125,100	125,200	225,000	125,200	-	-	0.1
6303 Consulting Fees	261,076	20,000	20,000	231,300	284,500	264,500	1,322.5	1,322.5
6304 Janitorial Services	19,256	-	1,000	6,500	1,000	-	-	-
6308 Snow Removal	17,084	15,000	16,000	16,000	16,000	-	-	6.7
6309 Litigation Disburse	100	-	-	-	-	-	-	-
6310 Outside Personnel	168,245	167,200	197,000	71,700	197,000	-	-	17.8
6311 Security	37,869	2,700	1,500	6,900	1,500	-	-	(44.4)
6312 Refuse Collection	1,760	4,000	4,000	4,050	4,000	-	-	-
6390 Extnl Svcs OCC Trsf	81,097	-	-	645,200	-	-	-	-
6399 Contract Services	1,509,450	7,209,100	6,099,300	4,611,300	4,768,100	(1,331,200)	(21.8)	(33.9)
<b>* External Services</b>	<b>2,816,196</b>	<b>7,595,300</b>	<b>6,510,700</b>	<b>5,861,650</b>	<b>5,444,000</b>	<b>(1,066,700)</b>	<b>(16.4)</b>	<b>(28.3)</b>
6401 Uniforms & Clothing	-	-	-	1,700	-	-	-	-
6402 Med & First Aid Supp	37,941	-	-	4,900	-	-	-	-
6405 Photo Supp & Equip	1	-	-	-	-	-	-	-
6407 Clean/Sani Supplies	14,279	6,000	11,500	31,100	11,500	-	-	91.7
6409 Personal Protect Equ	269,921	-	-	212,900	-	-	-	-
6490 Supplies OCC Transfer	100	-	-	-	-	-	-	-
6499 Other Supplies	-	100	100	600	100	-	-	-
<b>* Supplies</b>	<b>322,242</b>	<b>6,100</b>	<b>11,600</b>	<b>251,200</b>	<b>11,600</b>	-	-	<b>90.2</b>
6504 Hardware	3,789	-	-	-	-	-	-	-
6505 Lubricants	505	-	-	-	-	-	-	-
6506 Lumber	213	-	-	-	-	-	-	-
6515 Stone and Gravel	1,392	-	-	-	-	-	-	-
6590 Materials OCC Trsf	16,700	-	-	1,500	-	-	-	-
<b>* Materials</b>	<b>22,600</b>	-	-	<b>1,500</b>	-	-	-	-
6602 Electrical	10,276	-	-	-	-	-	-	-
6603 Grnds & Landscaping	32,731	57,500	57,000	53,400	57,000	-	-	(0.9)
6605 Municipal Taxes	325	300	100	-	100	-	-	(66.7)
6606 Heating Fuel	15,775	22,000	22,000	22,000	22,000	-	-	-
6607 Electricity	22,226	26,100	29,200	26,700	29,200	-	-	11.9
6608 Water	224,887	264,000	221,000	221,000	221,000	-	-	(16.3)
6610 Building - Exterior	39,374	88,000	56,600	55,600	56,600	-	-	(35.7)
6611 Building - Interior	11,198	60,000	95,900	95,600	95,900	-	-	59.8
6612 Safety Systems	8,181	3,300	6,100	3,500	6,100	-	-	84.8
6613 Overhead Doors	9,588	-	-	-	-	-	-	-
6614 Envir Assess/Cleanup	90,384	-	-	-	-	-	-	-
6690 Building OCC Transfer	38,990	-	-	13,500	-	-	-	-
6699 Other Building Cost	1,680	-	-	-	-	-	-	-
<b>* Building Costs</b>	<b>505,615</b>	<b>521,200</b>	<b>487,900</b>	<b>491,300</b>	<b>487,900</b>	-	-	<b>(6.4)</b>
6701 Equipment Purchase	26,820	10,000	5,000	8,000	5,000	-	-	(50.0)
6702 Small Tools	12,126	-	-	-	-	-	-	-
6704 Equipment Rental	37,147	1,500	1,700	12,000	1,700	-	-	13.3
6705 Equip - R&M	8,942	19,800	5,000	6,500	5,000	-	-	(74.7)
6707 Plumbing & Heating	16,714	-	-	-	-	-	-	-
6708 Mechanical Equipment	3,143	-	-	-	-	-	-	-
6711 Communication System	2,178	-	-	-	-	-	-	-
6790 Equipment OCC Trsf	95,392	-	-	163,400	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>202,462</b>	<b>31,300</b>	<b>11,700</b>	<b>189,900</b>	<b>11,700</b>	-	-	<b>(62.6)</b>
6802 Vehicle R&M	5,865	10,000	10,000	95,300	10,000	-	-	-
6803 Vehicle Fuel - Diesel	1,273	-	-	-	-	-	-	-
6804 Vehicle Fuel - Gas	265	-	-	-	-	-	-	-
6810 Comm Vehicle R&M	53,108	-	-	42,100	-	-	-	-
6811 Shop Supplies	158	-	-	700	-	-	-	-

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
<b>* Vehicle Expense</b>	<b>60,669</b>	<b>10,000</b>	<b>10,000</b>	<b>138,100</b>	<b>10,000</b>	-	-	-
6901 Membership Dues	90	-	-	-	-	-	-	-
6902 Conferences/Workshop	572	-	-	-	-	-	-	-
6903 Travel - Local	4,391	-	-	-	-	-	-	-
6905 Training & Education	58	2,200	2,100	2,000	2,100	-	-	(4.5)
6906 Licenses & Agreements	593	-	-	-	-	-	-	-
6908 Medical Examinations	206,386	180,000	180,000	120,000	180,000	-	-	-
6910 Signage	21,899	5,500	1,200	-	1,200	-	-	(78.2)
6911 Facilities Rental	2,216	2,300	100	1,400	100	-	-	(95.7)
6912 Advertising/Promotio	41,328	27,100	29,400	28,000	6,700	(22,700)	(77.2)	(75.3)
6915 Research Data Acquis	150	-	-	-	-	-	-	-
6916 Public Education	245	-	-	-	-	-	-	-
6918 Meals	29,599	-	-	-	-	-	-	-
6919 Special Projects	20,000	765,200	1,137,500	812,400	837,500	(300,000)	(26.4)	9.4
6928 Committee Expenses	549	700	5,500	5,200	5,500	-	-	685.7
6933 Community Events	45,297	61,800	65,100	16,700	65,100	-	-	5.3
6940 Fencing	782	-	-	-	-	-	-	-
6941 Playground Equipment	-	4,000	3,000	3,000	3,000	-	-	(25.0)
6943 Health and Wellness	-	1,300	1,200	-	1,200	-	-	(7.7)
6990 Gds & Svcs OCC Trsf	5,500	-	-	16,000	-	-	-	-
6999 Other Goods/Services	(237,010)	5,978,900	17,239,500	18,629,800	4,506,800	(12,732,700)	(73.9)	(24.6)
<b>* Other Goods &amp; Services</b>	<b>142,644</b>	<b>7,029,000</b>	<b>18,664,600</b>	<b>19,634,500</b>	<b>5,609,200</b>	<b>(13,055,400)</b>	<b>(69.9)</b>	<b>(20.2)</b>
7009 Internal Trfr Other	515,675	479,600	178,100	35,600	28,100	(150,000)	(84.2)	(94.1)
7010 IntTrfr Insur Funds	589,321	500,000	500,000	219,600	500,000	-	-	-
7012 Int Trf Print/Reprod	1,016	-	-	200	-	-	-	-
7015 Int Trf FacilityRent	129	-	-	-	-	-	-	-
<b>* Interdepartmental</b>	<b>1,106,142</b>	<b>979,600</b>	<b>678,100</b>	<b>255,400</b>	<b>528,100</b>	<b>(150,000)</b>	<b>(22.1)</b>	<b>(46.1)</b>
8010 Other Interest	292	500	300	300	300	-	-	(40.0)
8011 Interest on Debentur	6,212,605	7,066,100	6,374,000	6,370,100	7,025,900	651,900	10.2	(0.6)
8012 Principal on Debentur	33,104,284	38,089,500	38,089,500	44,136,800	40,356,500	2,267,000	6.0	6.0
8013 Loan Principal Repay	-	2,400	2,400	2,400	2,400	-	-	-
<b>* Debt Service</b>	<b>39,317,181</b>	<b>45,158,500</b>	<b>44,466,200</b>	<b>50,509,600</b>	<b>47,385,100</b>	<b>2,918,900</b>	<b>6.6</b>	<b>4.9</b>
8001 Transf Outside Agenc	184,495,223	191,066,900	190,683,600	194,682,000	197,646,200	6,962,600	3.7	3.4
8002 Insurance Claims	1,360,359	1,100,000	600,000	1,924,000	600,000	-	-	(45.5)
8003 Insurance Pol/Prem	1,980,941	2,014,400	2,014,600	2,887,700	3,814,600	1,800,000	89.3	89.4
8004 Grants	1,333,113	792,000	792,000	1,946,800	1,142,000	350,000	44.2	44.2
8005 Tax Exemptions	1,107,415	1,275,000	1,275,000	1,075,000	1,425,000	150,000	11.8	11.8
8006 Tax Concess Non Prof	4,189,650	4,650,000	4,650,000	4,450,000	5,396,000	746,000	16.0	16.0
8007 Tax Concess Commerci	4,081,363	4,396,000	4,396,000	4,021,400	4,160,300	(235,700)	(5.4)	(5.4)
8008 Transf to/fr Reserve	20,925,393	-	-	-	-	-	-	-
8009 Fire Protection	7,143,748	9,474,900	9,474,900	7,352,800	9,958,700	483,800	5.1	5.1
8014 Capital from Operati	32,832,300	45,500,000	19,750,000	19,750,000	52,577,000	32,827,000	166.2	15.6
8015 Debenture Discount	231,744	222,300	222,300	222,300	-	(222,300)	(100.0)	(100.0)
8016 Provision for Allow	(122,436)	2,516,000	10,016,000	2,200,000	3,000,000	(7,016,000)	(70.0)	19.2
8017 Bank Charges	409,310	575,200	490,200	490,200	600,200	110,000	22.4	4.3
8022 Transf to/fr Trust	(68,033)	(60,000)	(60,000)	(25,000)	(40,000)	20,000	(33.3)	(33.3)
8024 Transf to/fr Capital	2,501,511	-	240,000	7,106,800	240,000	-	-	-
8026 Property Damage	85,637	94,200	94,200	94,200	94,200	-	-	-
8030 Tfr Fr Resvs to Oper	-	(11,130,200)	(29,553,700)	(33,429,800)	(45,108,200)	(15,554,500)	52.6	305.3
8031 Tfr To Resvs Fr Oper	35,119,994	29,443,000	53,327,000	99,499,300	41,432,100	(11,894,900)	(22.3)	40.7
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	3,835,000	3,835,000	-	-	-
9000 Prior Yr. Sur/Def	(5,131,391)	(2,646,000)	(2,287,100)	(5,130,700)	(3,229,400)	(942,300)	41.2	22.0
9001 Current Yr. Sur/Def	5,306,233	(575,500)	(575,500)	4,584,200	369,300	944,800	(164.2)	(164.2)
<b>* Other Fiscal</b>	<b>301,617,087</b>	<b>282,543,200</b>	<b>269,384,500</b>	<b>317,536,200</b>	<b>277,913,000</b>	<b>8,528,500</b>	<b>3.2</b>	<b>(1.6)</b>
<b>** Total</b>	<b>355,388,186</b>	<b>359,000,200</b>	<b>356,310,400</b>	<b>410,725,300</b>	<b>353,245,200</b>	<b>(3,065,200)</b>	<b>(0.9)</b>	<b>(1.6)</b>

## Summary Details - Fiscal Services

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
		March	June			Δ 2020/21	Budget	Budget
Revenues	Actual	Budget	Budget	Projections	Budget	June Budget	Δ %	Δ %
4001 Res. Property Taxes	(259,546,630)	(269,723,000)	(269,723,000)	(270,090,000)	(280,800,000)	(11,077,000)	4.1	4.1
4002 Comm. Property Taxes	(198,452,422)	(238,058,000)	(238,058,000)	(240,220,000)	(239,550,000)	(1,492,000)	0.6	0.6
4005 Resrc Property Taxes	(1,385,173)	(1,388,000)	(1,388,000)	(1,388,000)	(1,287,200)	100,800	(7.3)	(7.3)
4006 Rec. Non Profit	(21,856)	(17,000)	(17,000)	(21,500)	(17,000)	-	-	-
4007 Resource Forest Taxes	(41,375)	(42,000)	(42,000)	(41,100)	(42,000)	-	-	-
4008 Comm. Forest Taxes	(88,621)	(89,000)	(89,000)	(89,000)	(89,000)	-	-	-
4100 Deed Transfer Taxes	(60,181,074)	(51,000,000)	(40,850,000)	(51,000,000)	(60,000,000)	(19,150,000)	46.9	17.6
4101 Capital Charges	(3,334,106)	(7,179,000)	(7,179,000)	(13,814,700)	(5,316,000)	1,863,000	(26.0)	(26.0)
<b>* Tax Revenue</b>	<b>(523,051,257)</b>	<b>(567,496,000)</b>	<b>(557,346,000)</b>	<b>(576,664,300)</b>	<b>(587,101,200)</b>	<b>(29,755,200)</b>	<b>5.3</b>	<b>3.5</b>
4201 Area Rate Residential	(149,343,165)	(154,967,600)	(154,950,800)	(154,750,500)	(160,331,100)	(5,380,300)	3.5	3.5
4202 Area Rate Commercial	(35,627,049)	(36,382,700)	(36,384,100)	(36,384,100)	(37,032,200)	(648,100)	1.8	1.8
4206 Area Rate Resource	(800,844)	(835,300)	(835,300)	(834,200)	(793,500)	41,800	(5.0)	(5.0)
<b>* Area Rate Revenue</b>	<b>(185,771,058)</b>	<b>(192,185,600)</b>	<b>(192,170,200)</b>	<b>(191,968,800)</b>	<b>(198,156,800)</b>	<b>(5,986,600)</b>	<b>3.1</b>	<b>3.1</b>
4501 Tax Agreement - NSLC	(733,593)	(738,900)	(738,900)	(740,800)	(738,900)	-	-	-
4502 Tax Agreement - NSPI	(4,136,669)	(4,326,800)	(4,326,800)	(4,334,000)	(4,474,800)	(148,000)	3.4	3.4
4503 Tax Agreement - Bell	(1,846,305)	(1,789,700)	(1,789,700)	(1,850,800)	(1,789,700)	-	-	-
4506 Tax Agreement - Mari	(827,910)	(824,200)	(824,200)	(833,900)	(824,200)	-	-	-
4507 Tax Agreement - Heri	(1,113,562)	(1,392,000)	(1,392,000)	(1,678,600)	(1,392,000)	-	-	-
4508 Tax Agreement - HIAA	(1,627,238)	(1,644,500)	(1,644,500)	(1,665,700)	(1,644,500)	-	-	-
4509 Tax Agrmnt - Irving	(1,344,893)	(1,521,300)	(1,521,300)	(1,525,900)	(1,521,300)	-	-	-
4550 Tax Agreement - Other	(288,038)	(292,700)	(292,700)	(292,700)	(292,700)	-	-	-
<b>* Tax Agreements</b>	<b>(11,918,208)</b>	<b>(12,530,100)</b>	<b>(12,530,100)</b>	<b>(12,922,400)</b>	<b>(12,678,100)</b>	<b>(148,000)</b>	<b>1.2</b>	<b>1.2</b>
4601 Grant in Lieu-Fed	(24,708,080)	(25,582,200)	(25,582,200)	(26,014,900)	(25,582,200)	-	-	-
4602 Grant in Lieu-Prov.	(9,203,912)	(9,295,900)	(9,295,900)	(9,469,100)	(9,295,900)	-	-	-
4603 Grant in Lieu-CPC	(665,948)	(701,000)	(701,000)	(699,800)	(701,000)	-	-	-
4605 Grant Lieu-Hflx Port	(1,600,165)	(1,776,400)	(1,776,400)	(1,799,600)	(1,776,400)	-	-	-
4606 Grant in Lieu - CBC	(40,445)	(40,700)	(40,700)	(40,800)	(40,700)	-	-	-
4607 Grant Lieu -Via Rail	(158,596)	(161,300)	(161,300)	(156,300)	(161,300)	-	-	-
4608 Grant in Lieu - WCB	(131,154)	(129,600)	(129,600)	(129,900)	(129,600)	-	-	-
4609 Grant in Lieu- Citad	(1,528,595)	(1,528,600)	(1,528,600)	(1,532,600)	(1,528,600)	-	-	-
4610 Grant in Lieu-NRC	(65,619)	(66,600)	(66,600)	(66,900)	(66,600)	-	-	-
4650 Grant in Lieu - Other	(13,461)	(13,500)	(13,500)	(13,500)	(13,500)	-	-	-
<b>* Payments in Lieu of taxes</b>	<b>(38,115,975)</b>	<b>(39,295,800)</b>	<b>(39,295,800)</b>	<b>(39,923,400)</b>	<b>(39,295,800)</b>	<b>-</b>	<b>-</b>	<b>-</b>
4703 Cond.Grant NS(Other)	-	-	-	(46,091,900)	-	-	-	-
4706 Uncond.Grant NS(oth)	(3,622,507)	(3,770,000)	(3,463,000)	(3,562,900)	(3,481,000)	(18,000)	0.5	(7.7)
<b>* Transfers from other Gov'ts</b>	<b>(3,622,507)</b>	<b>(3,770,000)</b>	<b>(3,463,000)</b>	<b>(49,654,800)</b>	<b>(3,481,000)</b>	<b>(18,000)</b>	<b>0.5</b>	<b>(7.7)</b>
4801 Int. Rev. - Tax	(4,703,984)	(5,000,000)	(3,000,000)	(3,400,000)	(4,500,000)	(1,500,000)	50.0	(10.0)
4803 Int. Rev. - Cap.Chrg	(369,951)	(307,600)	(307,600)	(471,300)	(285,000)	22,600	(7.3)	(7.3)
4850 Int. Rev. - Other	(92,742)	(85,000)	(85,000)	(100,000)	-	85,000	(100.0)	(100.0)
4860 Investment Income	(3,949,821)	(3,000,000)	(750,000)	(1,800,000)	(750,000)	-	-	(75.0)
<b>* Interest Revenue</b>	<b>(9,116,499)</b>	<b>(8,392,600)</b>	<b>(4,142,600)</b>	<b>(5,771,300)</b>	<b>(5,535,000)</b>	<b>(1,392,400)</b>	<b>33.6</b>	<b>(34.0)</b>
4901 Parking Station Rev	(2,411,946)	(3,000,000)	(2,250,000)	(1,060,000)	-	2,250,000	(100.0)	(100.0)
<b>* Fee Revenues</b>	<b>(2,411,946)</b>	<b>(3,000,000)</b>	<b>(2,250,000)</b>	<b>(1,060,000)</b>	<b>-</b>	<b>2,250,000</b>	<b>(100.0)</b>	<b>(100.0)</b>
5502 HRWC Dividend	(5,078,373)	(5,321,900)	(6,113,500)	(5,951,100)	(6,472,000)	(358,500)	5.9	21.6
5504 StormWater ROW Levies	(3,746,894)	(3,835,000)	(3,835,000)	(3,835,000)	(3,922,000)	(87,000)	2.3	2.3
5508 Recov External Parti	(9,140,519)	(8,604,500)	(8,604,600)	(8,504,600)	(8,253,800)	350,800	(4.1)	(4.1)
5509 NSF Chq Fee	(18,360)	(15,000)	(15,000)	-	-	15,000	(100.0)	(100.0)
5600 Miscellaneous Revenue	(241,546)	(305,000)	(305,000)	(230,000)	(180,000)	125,000	(41.0)	(41.0)
<b>* Other Revenue</b>	<b>(18,225,692)</b>	<b>(18,081,400)</b>	<b>(18,873,100)</b>	<b>(18,520,700)</b>	<b>(18,827,800)</b>	<b>45,300</b>	<b>(0.2)</b>	<b>4.1</b>
<b>** Total</b>	<b>(792,233,140)</b>	<b>(844,751,500)</b>	<b>(830,070,800)</b>	<b>(896,485,700)</b>	<b>(865,075,700)</b>	<b>(35,004,900)</b>	<b>4.2</b>	<b>2.4</b>
<b>Net Total</b>	<b>(436,844,954)</b>	<b>(485,751,300)</b>	<b>(473,760,400)</b>	<b>(485,760,400)</b>	<b>(511,830,500)</b>	<b>(38,070,100)</b>	<b>8.0</b>	<b>5.4</b>

**HALIFAX**

**RESERVES**

## RESERVE FUNDS BUDGET

Projected Net Available Balance as of March 31st of the Fiscal Year

	2020/21 (as of December 31/20)	2021/22	2022/23	2023/24	2024/25
<b>RISK RESERVE</b>					
Insurance and Risk - Q406	\$4,304,181	\$4,373,081	\$4,443,081	\$4,514,181	\$4,586,381
Police on the Job Injury - Q411	1,779,441	1,833,341	1,888,041	1,943,641	2,000,142
Operating Stabilization - Q416	8,616,054	8,491,354	8,652,654	8,816,454	8,982,953
General Contingency - Q421	33,331,594	431,044	437,944	444,944	452,044
<b>Total</b>	<b>48,031,270</b>	<b>15,128,820</b>	<b>15,421,720</b>	<b>15,719,220</b>	<b>16,021,520</b>
<b>OBLIGATION RESERVE</b>					
Landfill Closure Costs - Q506	8,025,770	8,091,170	8,065,270	7,836,670	7,401,270
Municipal Election - Q511	706,710	1,480,010	2,265,710	3,064,011	827,010
Convention Centre - Q521	1,096,611	194,411	293,011	415,511	540,011
Capital Fund - Q526	56,605,590	30,406,365	10,076,819	6,130,069	6,281,719
Vehicle Fleet and Equipment - Q531	2,032,362	1,970,362	2,028,262	2,085,062	2,140,762
Central Library Recapitalization - Q536	6,311,799	7,376,999	8,478,499	9,617,999	10,775,699
Building Recapitalization and Replacement - Q541	833,118	830,016	725,214	618,712	510,510
Multi District Facilities - Q546	(1,706)	(753,005)	(387,994)	56,030	507,155
Transit Capital - Q551	196,865	199,965	203,165	206,465	209,765
Solid Waste Facilities - Q556	10,667,675	9,714,674	8,754,974	8,503,874	9,152,975
<b>Total</b>	<b>86,474,794</b>	<b>59,510,967</b>	<b>40,502,930</b>	<b>38,534,403</b>	<b>38,346,876</b>
<b>OPPORTUNITY RESERVE</b>					
Strategic Capital - Q606	54,031,670	82,734,570	97,571,170	92,325,070	108,839,070
Parkland Development - Q611	5,903,595	6,252,095	6,606,095	6,965,795	7,331,295
Business/Industrial Parks Expansion - Q616	43,264,705	46,755,505	47,244,205	47,742,605	51,296,905
Community and Events - Q621	643,159	473,659	797,359	807,159	817,159
Gas Tax - Q626	1,468,672	27,908,172	28,354,672	28,808,372	29,269,272
Debt Principal and Interest Repayment - Q631	46,912,285	71,145,689	88,694,050	107,239,841	126,150,731
Density Bonus Reserve - Q640	1,967,539	1,795,818	1,824,549	1,853,740	1,883,397
<b>Total</b>	<b>154,191,625</b>	<b>237,065,508</b>	<b>271,092,100</b>	<b>285,742,582</b>	<b>325,587,829</b>
<b>Total</b>	<b>\$288,697,689</b>	<b>\$311,705,295</b>	<b>\$327,016,750</b>	<b>\$339,996,205</b>	<b>\$379,956,225</b>

## RESERVE FUNDS BUDGET

April 1, 2021 to March 31, 2022

Reserve Name	Projected Net Available Balance, December 31, 2020	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance
<b>Risk Reserve</b>						
Insurance and Risk - Q406	\$4,304,181	\$0	\$68,900	\$0	\$0	\$4,373,081
Police on the Job Injury - Q411	1,779,441	25,000	28,900	-	-	1,833,341
Operating Stabilization - Q416	8,616,054	-	133,700	-	(258,400)	8,491,354
General Contingency - Q421	33,331,594	2,800,000	6,800	-	(35,707,350)	431,044
<b>Total</b>	<b>48,031,270</b>	<b>2,825,000</b>	<b>238,300</b>	<b>-</b>	<b>(35,965,750)</b>	<b>15,128,820</b>

<b>Obligation Reserve</b>						
Landfill Closure Costs - Q506	8,025,770	-	127,400	(40,000)	(22,000)	8,091,170
Municipal Election - Q511	706,710	750,000	23,300	-	-	1,480,010
Convention Centre - Q521	1,096,611	8,661,700	3,100	-	(9,567,000)	194,411
Capital Fund - Q526	56,605,590	2,854,475	478,800	(29,376,500)	(156,000)	30,406,365
Vehicle Fleet and Equipment - Q531	2,032,362	100,000	31,000	(193,000)	-	1,970,362
Central Library Recapitalization - Q536	6,311,799	949,000	116,200	-	-	7,376,999
Building Recapitalization and Replacement - Q541	833,118	13,798	13,100	-	(30,000)	830,016
Multi District Facilities - Q546	(1,705)	1,050,600	(11,900)	(1,790,000)	-	(753,005)
Transit Capital - Q551	196,865	-	3,100	-	-	199,965
Solid Waste Facilities - Q556	10,667,674	1,305,000	153,000	(2,411,000)	-	9,714,674
<b>Total</b>	<b>86,474,794</b>	<b>15,684,573</b>	<b>937,100</b>	<b>(33,810,500)</b>	<b>(9,775,000)</b>	<b>59,510,967</b>

<b>Opportunity Reserve</b>						
Strategic Capital - Q606	54,031,670	27,900,000	1,302,900	(500,000)	-	82,734,570
Parkland Development - Q611	5,903,595	750,000	98,500	(500,000)	-	6,252,095
Business/Industrial Parks Expansion - Q616	43,264,705	3,000,000	736,300	-	(245,500)	46,755,505
Community and Events - Q621	643,159	940,000	7,500	-	(1,117,000)	473,659
Gas Tax - Q626	1,468,672	52,265,000	439,500	(26,265,000)	-	27,908,172
Debt Principal and Interest Repayment - Q631	46,912,285	25,854,250	1,120,354	-	(2,741,200)	71,145,689
Density Bonus Reserve - Q640	1,967,539	-	28,279	-	(200,000)	1,795,818
<b>Total</b>	<b>154,191,625</b>	<b>110,709,250</b>	<b>3,733,333</b>	<b>(27,265,000)</b>	<b>(4,303,700)</b>	<b>237,065,508</b>

<b>Total</b>	<b>\$288,697,689</b>	<b>\$129,218,823</b>	<b>\$4,908,733</b>	<b>(\$61,075,500)</b>	<b>(\$50,044,450)</b>	<b>\$311,705,295</b>
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## RESERVE FUNDS BUDGET

April 1, 2022 to March 31, 2023

Reserve Name	Projected Net Available Balance, April 1, 2022	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance
<b>Risk Reserve</b>						
Insurance and Risk - Q406	\$4,373,081	\$0	\$70,000	\$0	\$0	\$4,443,081
Police on the Job Injury - Q411	1,833,341	25,000	29,700	-	-	1,888,041
Operating Stabilization - Q416	8,491,354	25,000	136,300	-	-	8,652,654
General Contingency - Q421	431,044	-	6,900	-	-	437,944
<b>Total</b>	<b>15,128,820</b>	<b>50,000</b>	<b>242,900</b>	<b>-</b>	<b>-</b>	<b>15,421,720</b>

<b>Obligation Reserve</b>						
Landfill Closure Costs - Q506	8,091,170	-	127,000	(130,000)	(22,900)	8,065,270
Municipal Election - Q511	1,480,010	750,000	35,700	-	-	2,265,710
Convention Centre - Q521	194,411	8,391,000	4,600	-	(8,297,000)	293,011
Capital Fund - Q526	30,406,365	106,554	158,700	(20,422,000)	(172,800)	10,076,819
Vehicle Fleet and Equipment - Q531	1,970,362	100,000	31,900	(74,000)	-	2,028,262
Central Library Recapitalization - Q536	7,376,999	968,000	133,500	-	-	8,478,499
Building Recapitalization and Replacement - Q541	830,016	13,798	11,400	(100,000)	(30,000)	725,214
Multi District Facilities - Q546	(753,005)	1,071,111	(6,100)	(700,000)	-	(387,994)
Transit Capital - Q551	199,965	-	3,200	-	-	203,165
Solid Waste Facilities - Q556	9,714,674	1,322,400	137,900	(2,420,000)	-	8,754,974
<b>Total</b>	<b>59,510,967</b>	<b>12,722,863</b>	<b>637,800</b>	<b>(23,846,000)</b>	<b>(8,522,700)</b>	<b>40,502,930</b>

<b>Opportunity Reserve</b>						
Strategic Capital - Q606	82,734,570	17,800,000	1,536,600	(4,500,000)	-	97,571,170
Parkland Development - Q611	6,252,095	750,000	104,000	(500,000)	-	6,606,095
Business/Industrial Parks Expansion - Q616	46,755,505	3,000,000	744,000	(3,000,000)	(255,300)	47,244,205
Community and Events - Q621	473,659	1,992,000	12,600	(250,000)	(1,430,900)	797,359
Gas Tax - Q626	27,908,172	26,265,000	446,500	(26,265,000)	-	28,354,672
Debt Principal and Interest Repayment - Q631	71,145,689.0	19,006,600	1,236,514	-	(2,694,753)	88,694,050
Density Bonus Reserve - Q640	1,795,818	-	28,731	-	-	1,824,549
<b>Total</b>	<b>237,065,508</b>	<b>68,813,600</b>	<b>4,108,945</b>	<b>(34,515,000)</b>	<b>(4,380,953)</b>	<b>271,092,100</b>

<b>Total</b>	<b>\$311,705,295</b>	<b>\$81,586,463</b>	<b>\$4,989,645</b>	<b>(\$58,361,000)</b>	<b>(\$12,903,653)</b>	<b>327,016,750</b>
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# Statement of Reserve Withdrawals

Reserve	Withdrawals	Amount	Total
Q416 Operating Stabilization Reserve	Operating - Rent for Police space	258,400	258,400
Q421 General Contingency Reserve	Operating - Bus Stop Theatre Grant	125,000	
	Operating - Insurance	1,800,000	
	Operating - Federal Safe Restart	31,000,000	
	Operating - COVID Event Grant Program & Recovery Event Program	750,000	
	Operating - Multi-District Facility Subsidy Request – COVID impacts to Revenue Shortfall/Expense	1,757,350	
	Public Art at Queen's Marque	125,000	
	Operating - Report on E.coli Microbial analysis in First Lake	150,000	35,707,350
Q506 Landfill Closure & Post Closure Reserve	Operating - Mengoni Environmental Monitoring	22,000	
	Capital - Environmental Monitoring Site Work 101 Landfill	40,000	62,000
Q521 Convention Centre Reserve	Operating - Convention Centre Annual Rent & Operating Costs	9,567,000	9,567,000
Q526 Capital Fund Reserve	Capital - Energy Efficiency Initiatives	2,000,000	
	Capital - Bedford West Road Oversizing	1,800,000	
	Capital - Bedford Outdoor Pool	100,000	
	Capital - Conventional Bus Replacement	871,500	
	Capital - Ferry Overhaul and Capital Upgrades	500,000	
	Capital - Fire Station 2, University Ave Recap	1,000,000	
	Capital - Fort Needham Washrooms	875,000	
	Capital - Halifax City Hall/Grand Parade Restore	150,000	
	Capital - Municipal Fleet Expansion	2,870,000	
	Capital - Park Recapitalization	4,940,000	
	Capital - Sheet Harbour Fire Station	400,000	
	Capital - Moving Forward Together Plan	5,000,000	
	Capital - Wharf Recapitalization	3,000,000	
	Capital - Mackintosh Depot Replacement	4,500,000	
	Capital - Access-A-Bus Replacement	1,370,000	
	Operating - Real Estate Costs	146,000	
	Operating - Legal costs for real estate	10,000	29,532,500
Q531 Fleet Vehicles & Equipment Reserve	Capital - Opticom Signalization	72,000	
	Capital - Police Fleet Replacement	45,000	
	Capital - Police Services Equipment Replacement	76,000	193,000
Q541 Building Recapitalization and Replacement Reserve	Operating - Spencer House Renovations	30,000	30,000
Q546 Multi-District Facilities Reserve	Capital - BMO Centre	250,000	
	Capital - RBC Centre	150,000	
	Capital - Scotiabank Centre	1,000,000	
	Capital - Cole Harbour Place	165,000	
	Capital - Multi-District Facilities-Upgrades	225,000	1,790,000
Q556 Solid Waste Facilities Reserve	Capital - Burnside Composting Facility Repairs	301,000	
	Capital - Replacement Green Carts	410,000	
	Capital - Materials Recovery Facility Repairs	330,000	
	Capital - Ragged Lake Transit Centre Expansion	270,000	
	Capital - Regional /Wilderness Park Development	1,100,000	2,411,000
Q606 Strategic Capital Reserve	Capital - Halifax North Memorial Public Library	500,000	500,000
Q611 Parkland Development Reserve	Capital - Parkland Acquisition	500,000	500,000
Q616 Business/Industrial Park Expansion	Operating - Real Estate Cost	45,500	
	Operating - Real Estate Salary Recovery	200,000	245,500
Q621 Community and Events Reserve	Operating - Cultural Events & Showcase Program	200,000	
	Operating - Public Art operating and program costs	90,000	
	Operating - Program Grant Costs	60,000	
	Operating - Hallmark, Tourism and Sporting events grant	558,000	
	Operating - Hosting	200,000	
	Operating - Hakkodate Xmas Tree	9,000	
	Operating - Policy & Strategic Plan	-	1,117,000
Q626 Gas Tax Reserve	Capital - project funding	26,265,000	26,265,000
Q631 Debt Principle and Interest Repayment	Operating - LED	2,741,200	2,741,200
Q640 Density Bonus Reserve	Operating - Social & Economic Research	200,000	200,000
<b>Total Withdrawals</b>			<b>\$ 111,119,950</b>

## Statement of Reserve Contributions

Reserve	Contributions	Amount	Total
Q411 Police Officer on the Job Injury Reserve	Operating - Police Services	25,000	25,000
Q416 Operating Stabilization Reserve	Operating - EMO Services	-	-
Q421 General Contingency Reserve	Operating - Extra contribution	2,800,000	2,800,000
Q511 Municipal Election Reserve	Operating - Election Office	750,000	750,000
Q521 Convention Centre Reserve	Operating - Fiscal Services - Contribution	8,661,700	8,661,700
Q526 Capital Fund Reserve	Operating - Tax Sale Surplus Account	47,200	
	Operating - Parking Revenue - Develop Nova Scotia	50,000	
	Operating - Revenue - 15% Mt. Hermon Cemetery funds	1,500	
	Operating - Fiscal Services Contribution	500,000	
	Sale of Assets - Land/Buildings	2,255,775	2,854,475
Q531 Fleet Vehicles & Equipment Reserve	Sale of Assets - Vehicles and Equipment	100,000	100,000
Q536 Central Library Recapitalization Reserve	Operating - Fiscal Services	949,000	949,000
Q541 Building Recapitalization and Replacement Reserve	Revenue - Spencer House and Southend Daycare rent	13,798	13,798
Q546 Multi-District Facilities Reserve	Revenue - Nustadia (BMO)	204,000	
	Revenue - Scotiabank Centre	564,500	
	Revenue - Nustadia (RBC Centre)	282,100	
	Revenue - Contribution (M471)	-	1,050,600
Q556 Solid Waste Facilities Reserve	Operating - Fiscal	505,000	
	Revenue - Capital Cost Contribution revenue	800,000	1,305,000
Q606 Strategic Capital Reserve	Operating - Fiscal Services	6,000,000	
	Operating - Extra Contribution	-	
	Operating - Fiscal Services (1 cent)	4,000,000	
	Sale of Assets - Land/Buildings	17,900,000	27,900,000
Q611 Parkland Development Reserve	Revenue - Permit Fees	750,000	750,000
Q616 Business/Industrial Park Expansion Reserve	Sale of Assets - Land/Buildings	3,000,000	3,000,000
Q621 Community and Events Reserve	Operating - Fiscal Services	300,000	
	Revenue - Marketing Levy	640,000	940,000
Q626 Gas Tax Reserve	Revenue - Provincial Gas Tax Program Funding	52,265,000	52,265,000
Q631 Debt Principal and Interest Repayment Reserve	Operating - LED Savings	5,540,500	
	Operating - Fiscal Services	6,455,000	
	Sale of Assets - Land Buildings	3,842,750	
	Operating - Strategic Initiatives	10,016,000	25,854,250
<b>Total Contributions</b>			<b>129,218,823</b>

## RESERVES OVERVIEW

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that “the Municipality shall maintain a capital reserve fund.” Section 120(3) states “The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year’s accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council.”

Section 120(4) states “A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, and may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs.”

Section 120(6) states that “the Municipality may maintain other reserve funds for such purposes as the Council may determine”.

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which implemented the following strategies:

- a) assist in planning for the long-term financial health and stability of the Municipality;
- b) assist in removing unstable and unpredictable tax rates;
- c) integrate the reserve business cases into the business planning and long-term operating and capital budgets;
- d) ensure the Municipality has the ability to fund projects and events:
  - a. that produce long-term efficiency gains,
  - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
  - c. between budget approvals where there is sudden or unexpected business opportunity,
  - d. where future obligations can be reasonable foreseen, and
  - e. where substantial risk to the Municipality may occur.
- e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognize that:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and that a reserve can mitigate this risk by providing funding for sufficient public safety or preventing service interruptions.

Savings funds for future - obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation associated with a strategic plan where the asset or project may not yet be specified, such as the purchase of land; and
- c) a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognize that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy or the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

## RISK RESERVE

### Q406 INSURANCE AND RISK RESERVE:

#### PURPOSE

To protect HRM against unforeseen financial risks related to claims and judgements against HRM, costs related to natural disasters, such as oil contamination, weather related events such as major flooding, snow storms such as “White Juan”, or other significant events or emergencies. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This Reserve will provide an amount to lessen the impact of fluctuation in insurance and risk costs.

Fiscal Services provides funds in the Risk and Insurance Section to fund risk management activities, to investigate and pay for various claims against the HRM both under the insurance deductible or self-insured (uninsured). Any savings in the Risk and Insurance Section’s operating budget should be contributed to this Reserve and any deficit funded by this reserve, if required to maintain the reserve’s balance or mitigate the impact on HRM’s financial position.

If required, the Director of Finance may authorize year end transfers to/from the reserve in accordance with this business case.

This Reserve replaced Q306 – Self-Insurance Reserve

#### SOURCE OF FUNDS

Funding arises from:

- a) transfer of surplus from the Risk and Insurance Section’s operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### APPLICATION OF FUNDS

Funds are allocated for:

- a) funding of claims and settlements over the amount budgeted in Risk and Insurance Section;
- b) covering the costs of emergent risks over and above the amounts budgeted.

## Q411 POLICE OFFICER ON THE JOB INJURY RESERVE:

### **PURPOSE**

To provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability Insurance. Sworn officers with Halifax Regional Police opted out of the Province's WCB insurance and provide 100% self-coverage.

If required, the Director of Finance may authorize year-end transfers to the reserve in accordance with this business case.

### **SOURCE OF FUNDS**

Funding arises from:

- a) the Police Services WCB operating account to contribute a minimum of \$25,000 per year;
- b) transfer of year-end surplus funds in Police Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

This reserve replaced Q323 Police Officer on the Job Injury Reserve.

### **APPLICATION OF FUNDS**

Funds are allocated for supplementing the salary or assisting with Sworn Officer expenses incurred as the result of officers injured on the job, as provided by Article 44 of the 2010 HRPAs collective agreement, or future collective agreements.

## Q416 OPERATING STABILIZATION RESERVE:

### **PURPOSE**

To establish a funding source to smooth significant fluctuations in operating expenditures related to various aspects of service delivery and stabilize tax rates.

This reserve combined and replaced six reserves: Q308 Operations Stabilization Reserve, Q309 Snow and Ice Control Variable Operating Reserve, Q314 E.M.O. Cost Recovery Reserve, Q316 DNA Cost Reserve, Q322 Police Emergency/Extraordinary Investigation Reserve and Q325 Provincially Funded Police Officers & Facility Lease Reserve.

### **SOURCE OF FUNDS**

- a) annual allocations from Fiscal Services operating budget;
- b) transfer of year-end surplus representing the variance between funds received/used for Provincially funded police officers;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Funds are allocated for:

- a) transfers to operating budget to offset any year-end deficit; and
- b) costs specifically attributable to the provincially funded police officers, such as salaries, benefits, accommodations (facilities) and equipment.

## Q421 GENERAL CONTINGENCY RESERVE:

### **PURPOSE**

To receive the annual operating surplus of the Municipality as prescribed by the Provincial Financial Accounting and Reporting Manual, and can be used to fund operating costs, offset deficits, new operating initiatives and/or capital expenditures.

This reserve replaced Q328 Operating Surplus Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) transfer of the year-end operating surplus;
- b) transfers of all or a portion of the year-end Halifax Transit operating surplus;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

- a) Funds are allocated for:
- b) addressing any year-end deficit;
- c) funding of operating costs;
- d) funding of capital projects; and
- e) transfers to Halifax Transit;
  - i. The amount transferred into the Reserve from Halifax Transit at year-end will be the amount transferred to Halifax Transit in the following fiscal year.

## OBLIGATION RESERVES

### Q506 LANDFILL CLOSURE AND POST CLOSURE COSTS RESERVE:

#### PURPOSE

To provide funding for the closure and post closure of landfills, as required by the Halifax Regional Municipality Charter Section 120. Currently there are 3 landfill sites: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

#### SOURCE OF FUNDS

Funding arises from:

- a) transfers from Solid Waste Resources operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### APPLICATION OF FUNDS

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and
- f) leachate and gas management.

## Q511 MUNICIPAL ELECTION RESERVE:

### PURPOSE

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
  - i. Based on the estimated costs of the 2016/17 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$432,000. The annual transfer should be approximately \$432,000.
  - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds are allocated for:

- a) conducting special and regular elections pursuant to legislation; and
- b) routine maintenance of election data, systems and election initiatives deemed necessary by the Election office to ensure critical information is current and in place for special and regular elections.

## Q521 CONVENTION CENTRE RESERVE:

### PURPOSE

To provide funding to reimburse the Province for HRM's share of the Halifax Convention Centre (HCC) costs including the capital costs for its construction (through an annual base rent payment), the operating costs and any operating deficit, as per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

### SOURCE OF FUNDS

Funding arises from:

- a) total revenues from all commercial property taxes levied on the Nova Centre property<sup>1</sup>, including all municipal and provincial area rates and fire protection charges, and any Deed Transfer Tax associated with the property. Contributions to reserve excludes:
  - i) amounts for area improvement and promotion, Business Improvement Districts, (BID's),
  - ii) amounts collected for stormwater charges under By-law C-900, the Charges for Stormwater from Municipal Streets By law, and,
  - iii) any portion of the commercial general rated property tax revenues levied on the Halifax Convention Centre that are not considered a shareable annual cost under Section 4 of the MOU;
- b) funds for the former World Trade and Convention Centre;
- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

As per the terms and conditions of the MOU, funds are allocated for:

- a) annual base rent payments to cover HRM's share of the capital costs amortized over the 25-year lease or any extensions to the term of the lease;
- b) HRM's share of annual operating costs of the Halifax Convention Centre; and,
- c) HRM's share of any operating deficit of the Halifax Convention Center.

## Q526 CAPITAL FUND RESERVE:

### PURPOSE

To provide funding for capital projects as identified in the annual budget process.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) funds received from the sale of property, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and the sale of specific properties identified to be contributions to the Strategic Capital Reserve, Q606;
- b) proceeds of insurance resulting from loss or damage of property that is not used for the replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) funds held in excess of twenty years in the Tax Sale Surplus Trust account as per Section 162(5) of the Halifax Regional Municipality Charter;
- h) one half (1/2) of all user fees from the artificial turf facilities located on the Weir Field in Upper Sackville;
- i) revenue collected from the administration of parking enforcement by HRM on behalf of Waterfront Development Corporation Limited (WDCL);
- j) the operating surplus from MetroPark, other than amounts required by Q541;
- k) revenue from private sector and quasi-private sector parking providers in the urban core which are collaborating on projects related to tracking and communicating parking inventories;
- l) amounts transferred to the fund as approved by Council; and
- m) interest accumulates in accordance with the Corporate Guidelines on Reserves.

### APPLICATION OF FUNDS

Funds are allocated for:

- a) capital expenses for which the municipality may borrow;

- b) HRM's share of capital enhancement projects between HRM and WDCL of HRM owned waterfront assets which consist of Nathan Green Park, Chebucto Landing, Sackville Landing, Karlisen Wharf, Lower Water Street and Salter Street, and
- c) capital costs for the Parking Strategy Project – Roadmap, identified in Functional Plan. Funding identified for governance, use of technology for parking payment (such as pay by plate technology) and the management of parking in high-demand neighbourhoods.) Projects from the roadmap should support three broad themes: (1) Strategies that increase the efficiency of the existing parking system; (2) Strategies that reduce parking demand; and (3) Additional supporting parking related strategies; and
- d) capital costs of the "Downtown I'm In – Urban Core Community Engagement" – Applicable initiatives should be "low cost/high impact opportunities to improve the urban core".

## Q531 FLEET VEHICLES & EQUIPMENT RESERVE:

### **PURPOSE**

Due to HRM's debt policy stating that debt will not be used for assets with a life expectancy under 10 years, this reserve is to provide funding for replacement of fleet vehicles and equipment with a useful life of less than 10 years.

This Reserve combined and replaced three reserves: Q204 General Fleet Reserve, Q205 Police Vehicle & Equipment Reserve and Q206 Fire Vehicle & Equipment Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) proceeds received through the sale of all surplus vehicles and equipment;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines on Reserves.

### **APPLICATION OF FUNDS**

The Reserve is intended to provide funding for the purchase of vehicles and equipment with a useful life of less than 10 years.

## Q536 CENTRAL LIBRARY RECAPITALIZATION RESERVE:

### **PURPOSE**

To provide funding for capital expenditures related to the Central Library recapitalization and replacement and costs to replace building systems.

This reserve replaced Q140 Central Library Recapitalization Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

## Q541 BUILDING RECAPITALIZATION AND REPLACEMENT RESERVE:

### PURPOSE

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement.

This Reserve combined and replaced four reserves: Q112 5594-96 Morris Street Capital Expenditure Reserve, Q125 MetroPark Parkade Reserve, and Q135 Alderney Gate Recapitalization/Leasehold Improvement Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) annual contribution from MetroPark Cost Centre; (past years minimum was \$222,500 per year);
- b) annual contribution from Alderney Gate Operating Cost Centre; (last year's amount was \$405,200 including inflation);
- c) amounts required by any new agreements, other than Multi-District Facilities;
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds may be used for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures. Reserve is intended for significant capital projects, that are extending the life or performance of the asset and is not for routine maintenance.

## Q546 MULTI-DISTRICT FACILITIES RESERVE:

### PURPOSE

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319 Major Events Facility Reserve.

### Source of Funds

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights;

annual operating surplus and naming rights of Scotiabank Centre;

- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

## Q551 TRANSIT CAPITAL RESERVE:

### PURPOSE

To provide funding for the replacement of buses, ferries, transit technology and other transit infrastructure.

This reserve combined and replaced three reserves: Q143 Bus Replacement Reserve, Q129 Ferry Replacement Capital Reserve, and Q144 Metro Transit Technology Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) transfers from the Halifax Transit operating budget;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds are allocated for:

- a) bus replacement for Halifax Transit;
- b) mid-life repair of Halifax Transit ferry vessels;
- c) purchase and/or design and construction of new Halifax Transit vessels and other transit infrastructure;  
and
- d) implementation, replacement, or modification to transit technology.

Funds are not for retrofits, capital improvements, repairs or maintenance to existing bus fleet, vessels or transit infrastructure.

## Q556 SOLID WASTE FACILITIES RESERVE:

### PURPOSE

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land, construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137 Regional Capital Cost Charges Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) transfers from Fiscal Services operating budget;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges & C-800, respecting Regional Capital Cost Charges for Solid Waste;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds are allocated for:

- a) funding of construction/recapitalization of landfill cells;
- b) funding of construction/recapitalization of solid waste facility plants, transit stations and other Solid Waste infrastructure; and

funding for equipment, including replacement green carts, to operate the waste resources program.

## OPPORTUNITY RESERVES

### Q606 STRATEGIC CAPITAL RESERVE:

#### PURPOSE

To provide funding for large capital projects that are strategic in nature.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic” is defined as initiatives which will enable HRM to respond to challenges to our service and infrastructure capability caused by population growth, rapid urban and suburb and development expansion, changing demographics and rapid technological advancements.

Projects should be consistent with long term policies, long term capital planning initiatives outlined in the Strategic Capital Planning and Infrastructure and Arena Consolidation Long Term Arena Strategy reports/presentations of July 2014.

This reserve combined and replaced four reserves: Q310 Service Improvement Reserve; Q330 Strategic Studies Reserve; Q126 Strategic Growth/Potential Strategic Project Reserve and Q146 Planned Strategic Project Reserve.

#### SOURCE OF FUNDS

Funding arises from:

- a) funds received from the sale of property, specifically St. Pats High - 6070 Quinpool Road; Alderney/Ochterloney Parking lots; Lyle Street property; Bloomfield property; Queen Street lot (remaining from Central Library); Red Cross Site; St. Pats Alexandra; Bayne Street property; Bowles Arena; Lebrun Arena; Gray Arena;
- b) sale of other properties, as designated by Council;
- c) an annual transfer from Fiscal Services operating budget; (previous annual amount was \$5,000,000);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### APPLICATION OF FUNDS

Funds are allocated for projects identified in the Strategic Capital Presentation to Council such as Dartmouth Multi Pad, Dartmouth Sportsplex, Cogswell Interchange, \$50M 5Yr Downtown Streetscapes project, and for future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

## Q611 PARKLAND DEVELOPMENT RESERVE:

### **PURPOSE**

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

## Q616 BUSINESS/INDUSTRIAL PARKS EXPANSION RESERVE:

### **PURPOSE**

To manage funds received from the sale of land in HRM business and industrial parks and to provide funding for the capital investment required to acquire and develop and service land for sale in HRM's business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Funds are allocated for: business and industrial park land acquisition;

- a) reimbursing operating costs to business unit for professional and other outside costs; and
- b) land servicing, development and construction costs necessary to bring the lands to market.

## Q621 COMMUNITY AND EVENTS RESERVE:

### PURPOSE

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and
- d) Public Art.

## Q626 GAS TAX RESERVE:

### **Purpose**

To manage funds received under the Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds.

This reserve replaced Q134 - Gas Tax Reserve.

### **Source of Funds**

Funding arises from:

- a) gas tax funding as per the ten-year Municipal Funding Agreement with the province of Nova Scotia (2014); and,
- b) interest accumulated in accordance with the Municipal Funding Agreement.

### **APPLICATION OF FUNDS**

Funds are allocated to investments in infrastructure for its construction, renewal, or material enhancement (expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset) in the following categories:

- a) public transit;
- b) community energy systems;
- c) water and wastewater;
- d) solid waste management;
- e) local roads and bridges;
- f) culture and tourism;
- g) recreation and amateur sport;
- h) highways;
- i) local and regional airports;
- j) short-line rail;
- k) short-sea shipping;
- l) disaster mitigation;
- m) broadband and connectivity; and
- n) brownfield redevelopment.

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and
- c) long-term infrastructure plans.

## Q631 DEBT PRINCIPAL AND INTEREST REPAYMENT RESERVE:

### **Purpose**

To provide funding for principal and interest payments related to debentures and the capital and other lease costs for the LED Street Light Conversion Project.

This reserve combined and replaced two reserves: Q327, LED Street Light Conversion Reserve and Q331 Strategic Infrastructure Reserve.

### **Source of Funds**

Funding arises from:

- a) annual transfer from Fiscal Services operating budget equal to the projected annual savings to the Street Lighting Operating budget, currently recorded in R825, resulting from conversion to LED street lights;
- b) annual transfer from Fiscal Services operating budget in the amount that equals a 1 cent Tax Rate increase;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **Application of Funds**

Funds are allocated for:

- a) to fund capital project costs, purchase and installation of lights, principal and interest payments and any capital lease costs related to the LED Street Lighting project; and,
- b) to fund principal and interest costs incurred related to debentures.

## Q640 INCENTIVE OR BONUS ZONING RESERVE

### PURPOSE

The reserve facilitates the implementation of the incentive or bonus zoning policies as contained in applicable municipal planning strategies and land use by-laws.

- An effective reserve will improve transparency and simplify (bonus zoning) funding for affordable housing, heritage properties, public art, municipal parks, and community or cultural space, in addition to other Municipal funding sources and reserves.

Funds may only be expended in accordance with the *HRM Charter*, applicable land use by-laws, and used for the purpose for which the money was accepted.

### SOURCE OF FUNDS

Sources of funds will include:

- a) incentive or bonus zoning money-in-lieu payments as required by the applicable land use by-laws;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

- Per the Halifax Regional Municipality Charter Subsection 245A (6), the Municipality shall use any money accepted in-lieu of a contribution for the purpose for which the money was accepted;
- Funding allocation for the public benefits will be in accordance with the applicable land use by-laws; and
- Fund expenditures will be in accordance with any Administrative Orders approved by Council.

# GLOSSARY

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are disbursed or received (see Cash Basis).
Administrative Order (AO)	A formal policy passed by Regional Council that has the effect of law.
AO	See Administrative Order.
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only (Compare Regional Area Rate).
Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Assets	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within HRM.
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Occupancy Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied. This tax is no longer used in Nova Scotia.
Business Plans	A Plan that includes program objectives, outcomes desired, required resources and the performance measures used to determine whether outcomes have been achieved.
Business Units	High-level corporate divisions based on major services.
CAO	See Chief Administrative Officer.

Capital Asset	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
Capital Charges	Another name for Local Improvement Charges (LICs).
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development. Sometimes called Development Charges.
Capital Budget	The Council-approved expenditures and defined funding sources for projects supporting significant rehabilitative maintenance, construction, purchase or demolition of municipal infrastructure or equipment. Capital activities are differentiated from routine operational repairs and maintenance and exclude purchase of small equipment and inventory that occur in the regular course of business.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason, it is often referred to as “pay-as-you-go” capital funding.
Capital Reserve Pool (Crespool)	Budget remaining, following completion of a capital project, which was approved to be funded from debt. These funds may be used to provide additional debt funding for capital projects which are over-budget or may be used in future budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis or received	Accounting for expenses and revenues as the funds are disbursed.
CCC	See Capital Cost Contribution.
Citizen	A person who resides in HRM.
Chief Administrative Officer	The Chief Administrative Officer (CAO) is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for non-residential purposes as assessed by the PVSC.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. Council levies Urban, Suburban and Rural General Tax Rates.
Commercial Multiplier	A factor that was formerly used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole. Council uses a special Budget COW to debate the Budget.
Consumer Price Index (CPI)	An indicator of changes in consumer prices. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers as determined by Statistics Canada.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost-effective ways of providing service within budget.
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, municipal debentures are provided by the Municipal Finance Corporation (MFC), a Crown Corporation of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the arms-length transfer of real property (land and buildings), which is payable at the time of conveyance of the title and is based on the purchase price. The rate has

	been set by Council as 1.5% of the purchase price, the maximum rate allowed under Provincial law.
Deficit	At the end of the fiscal year, the amount by which the municipality's operating expenditures exceeds its operating revenues.
Education Rate	Part of the formula used by the Province of Nova Scotia to determine how much each Municipality pays to the Province for Education. The Education Rate is the rate per \$100 of assessed value which is applied to the previous year's Uniform Assessment to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization (EMO).
Executive Director	The most senior management position within a Business Unit.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt, reserves and capital using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections.
Fiscal Year	April 1 to March 31.
Fiscal Services	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, debt charges, payments to reserves, Capital from Operating, Operating Grants, the surplus or deficit from the prior fiscal year, etc.
Fiscal Sustainability Strategy	Regional Council strategy to provide and maintain existing programs without resorting to unplanned increases in rates or cuts in services.
FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardize and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.

General Property Tax Rate	The property tax rate, per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services except for those funded from area-rates.
Generally Accepted Accounting Principles (GAAP)	A set of standardized accounting principles defined by the Canadian Institute of Chartered Accountants.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Total expenditures before deducting revenue.
GST (Goods and Services Tax)	The Federal sales tax.
HalifACT	HRM's climate action change plan.
Halifax Water	Halifax Water is the municipal water, wastewater, and stormwater utility serving the residents of the Halifax region. It is owned by HRM and regulated by the Nova Scotia Utility and Review Board.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
LIC	See Local Improvement Charges.
Local Improvement Charges (LIC)	Council may make by-laws imposing charges on individual properties for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
Long Term Capital Plan	The 10-year Capital Plan consisting of a 3-year detailed plan which includes all project costs and funding sources, and a 7-year capital outlook. The first year is approved by Regional Council as the Project Budget. The second and third year are approved as a detailed planning tool.
Mandatory Education	Provincial statute requires that each municipality contribute to education. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the previous year's Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They

	include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
Multi-Year Financial Strategy	A study undertaken for Regional Council that involved modeling the future financial situation of HRM and implementing a strategy in response. It included Principles of Financial Management, a Reserve Policy, Capital Spending Policy, a Capital Debt Policy, and a business planning process.
Municipal Finance Corporation (MFC)	Crown Corporation of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net Expenditures	Total expenditures less off-setting revenues.
Non-Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board (NSUARB)	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance for strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial Police Act and HRM Bylaws.
Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Assessment	The value of real property as determined by the PVSC. PVSC determines both a Residential "Market" value and a Residential "Capped" value (see Property Assessment Cap). Taxes are

	based on the “Taxable” value which is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Property Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Property Assessment Cap	The percentage that a residential property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous twelve months (October to October). Some properties, such as apartments, are ineligible.
Property Assessment Lift	The total increase in the assessment base from one year to the next; includes Assessment Cap.
Property Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by PVSC. Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the capped value of real property, expressed per \$100 of assessed value.
Property Valuation Services Corporation (PVSC)	Independent, not-for-profit organization that is responsible for assessing all property in Nova Scotia as mandated under the Nova Scotia Assessment Act.
Province	Government of the Province of Nova Scotia.
PVSC	See Property Valuation Services Corporation.
Royal Canadian Mounted Police (RCMP)	Federal policing agency.
RDP-Real Domestic Product	The Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover set costs such as the Mandatory Provincial Costs.

Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 16 Councilors representing the 16 Districts. Regional council is elected once every four years.
Reserves	<p>Accounts in which funds are accumulated to provide the following:</p> <ul style="list-style-type: none"> <li>- Risk Reserve: Funds for unforeseen events involving substantial costs.</li> <li>- Obligations Reserve: Funds for the timely replacement of municipal infrastructure.</li> <li>- Opportunities Reserve: Funds for opportunities that may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity.</li> </ul>
Residential General Tax Rates	The general rate of taxation applied to the taxable value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The Taxable value of real property (land and buildings) used for residential purposes as assessed by the PVSC.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against resource assessment.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Rural General Tax Rate	See Base General Tax Rate.
Service Drivers	Factors which increase demand for a service. Examples include population growth, new construction, new trends, etc.
Stakeholder	A person with an interest or concern in the HRM budget.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and represent a major shift in the type and manner that services are provided.
Strategic Initiative Reserve	A dedicated reserve for projects that are transformational in nature, are tied to an approved Regional Council strategy, and are likely to result in a discernable increase in the tax rate.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM.

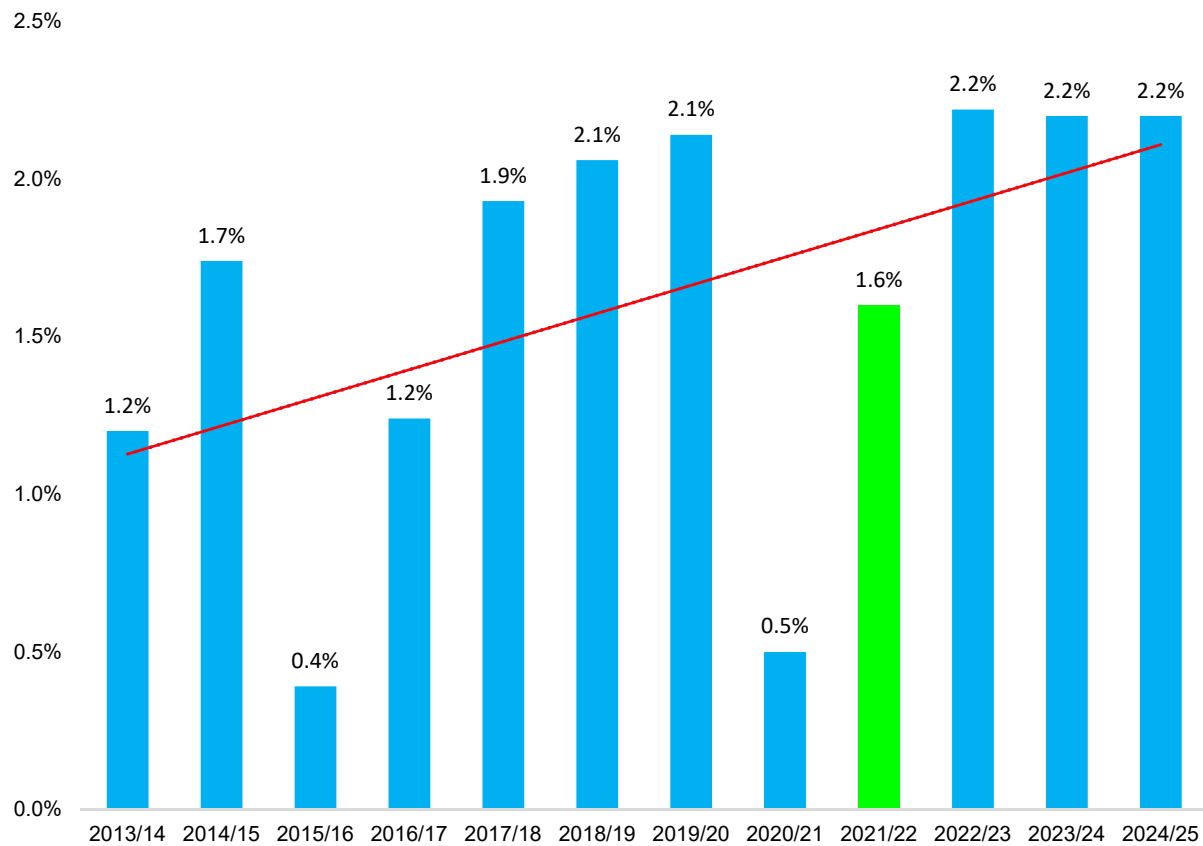
Supplementary Education	Funding amounts provided to the Halifax Regional Centre for Education and the province-wide Conseil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Charter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.
Surplus	A the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review and approval.
Tax Agreements	Agreements made with corporations and utilities that operate under unique circumstances, which, require special arrangements for how they pay taxes.
Tax Payer	Citizens and businesses of HRM who pay taxes.
Taxable Assessed Value	The “Taxable” Assessed value is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue.
TPW	Transportation and Public Works
UFMP	Urban Forest Master Plan
Uniform Assessment	The total of the taxable property assessment plus the value of grants a municipality receives from special property tax arrangements. Uniform assessment is lagged by one year.

**HALIFAX**

APPENDIX

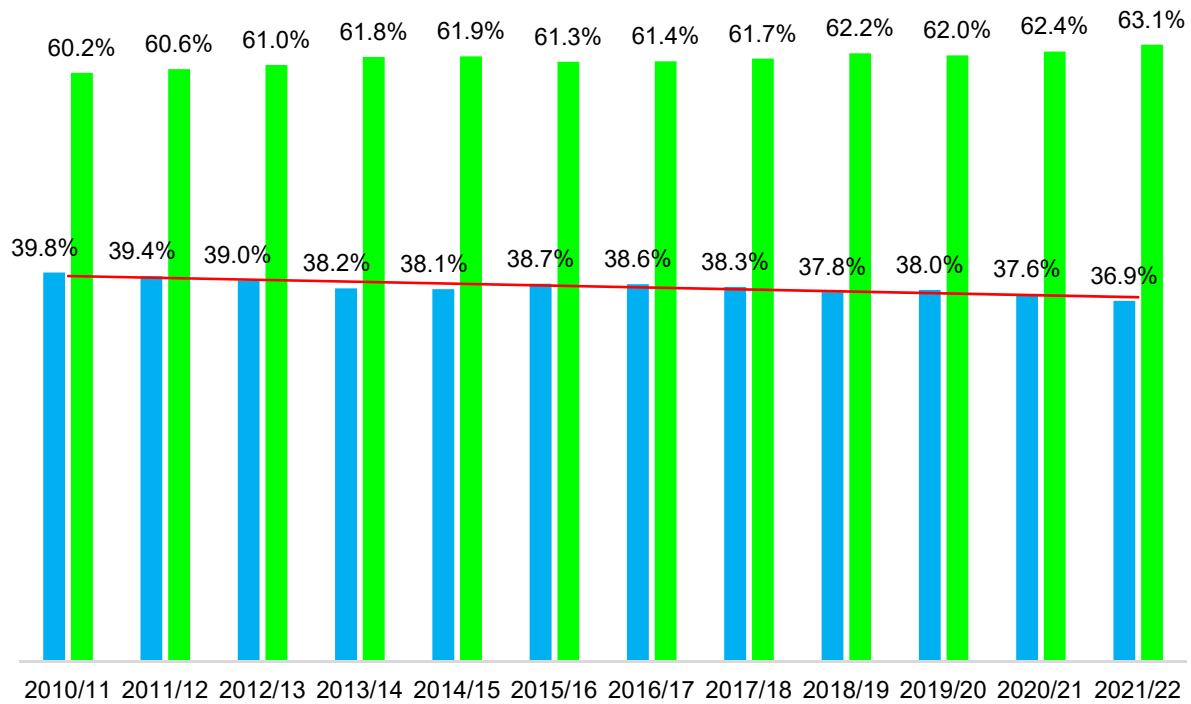
*Select Economic, Tax and Benchmark Data*

**Chart 1- Halifax Inflation (Change in Consumer Price Index (CPI))**



Source: HRM Finance, Canmac Economics, Halifax Region Economic Outlook- December 2020.  
Inflation is measured on calendar-year basis

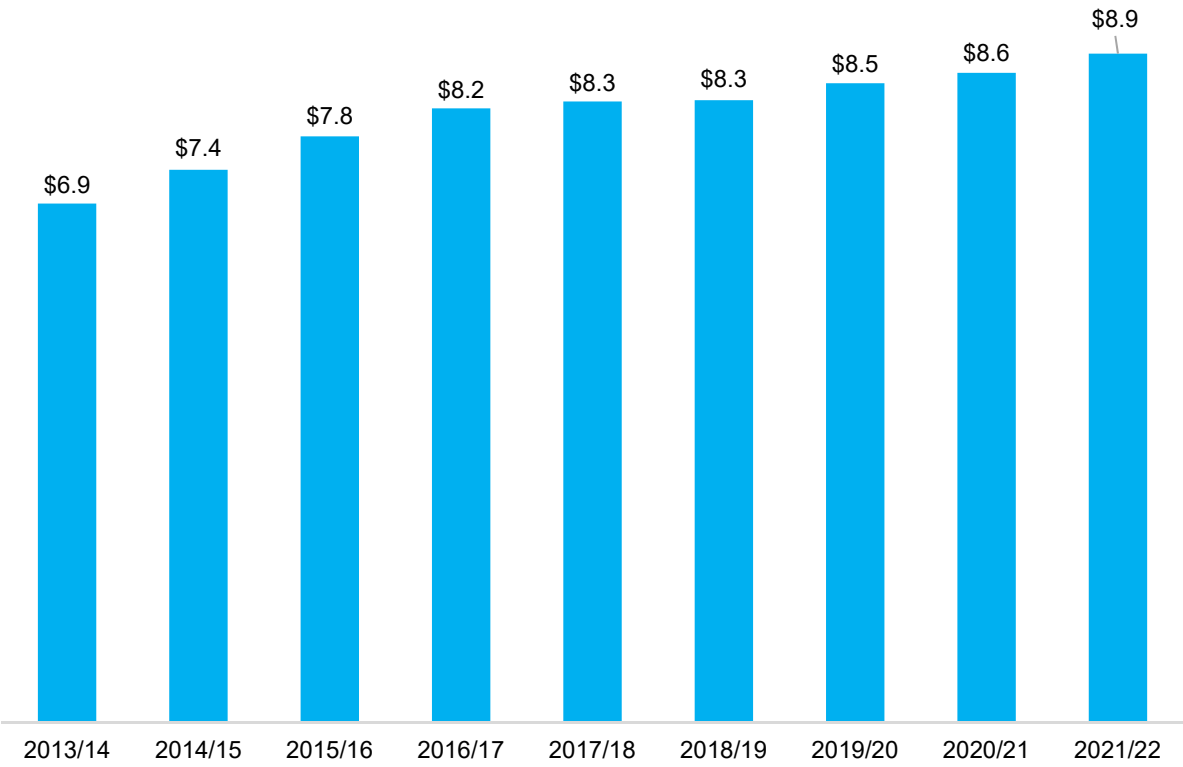
**Chart 2- Residential and Commercial Property Tax Revenues, Relative Share**



Source: HRM Finance (Budgeted Revenues)

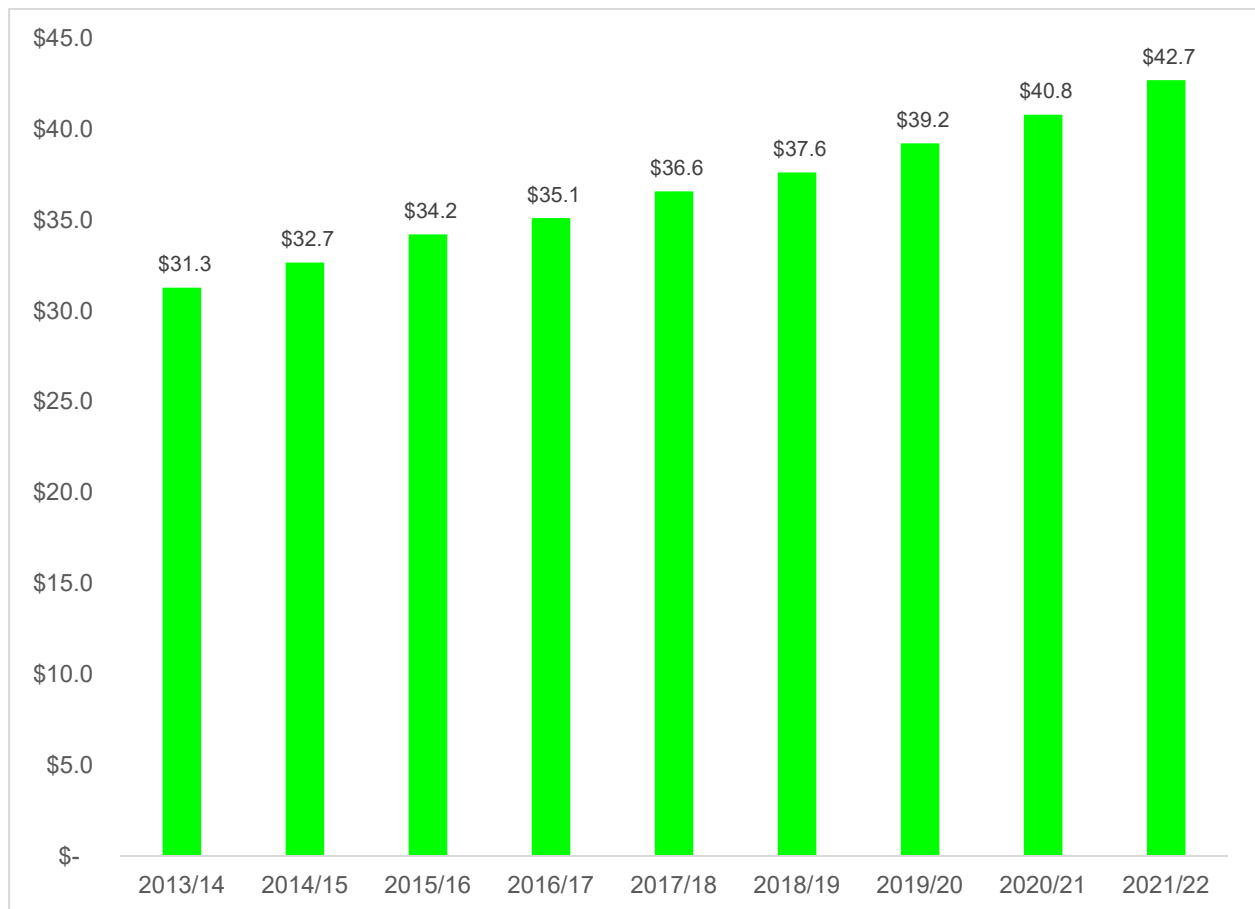
■ Commercial/Business Occupancy/Tax Agreements  
■ Residential/Resource  
— Linear Trend

**Chart 3- Commercial Taxable Assessment Base (Billions)**



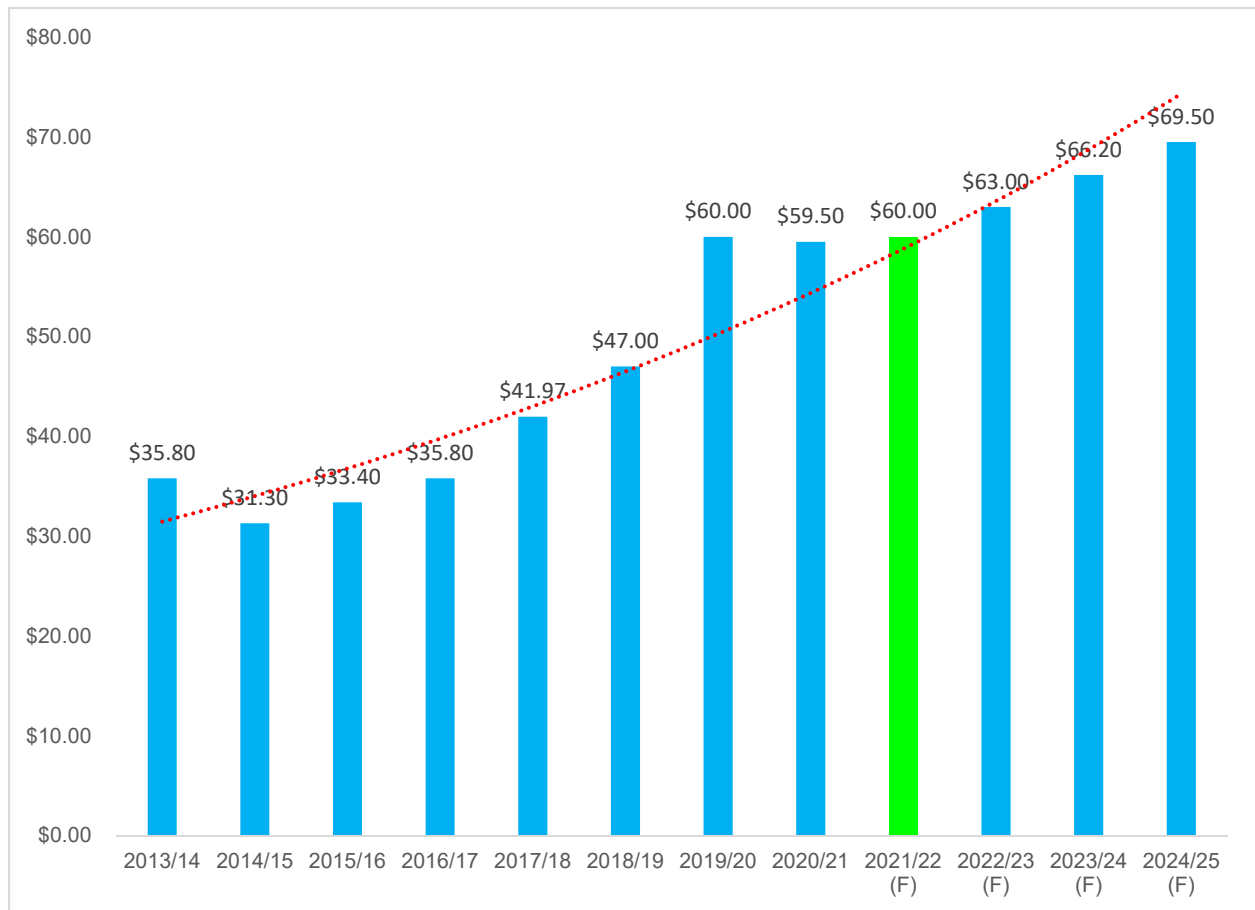
Sources: PVSC (Annual Assessment Roll), HRM Finance

**Chart 4- Residential Taxable Assessment Base (Billions)**



Source: PVSC (Annual Assessment Roll), HRM Finance

**Chart 5- Deed Transfer Tax Revenues (Millions)  
Actual and Forecast**

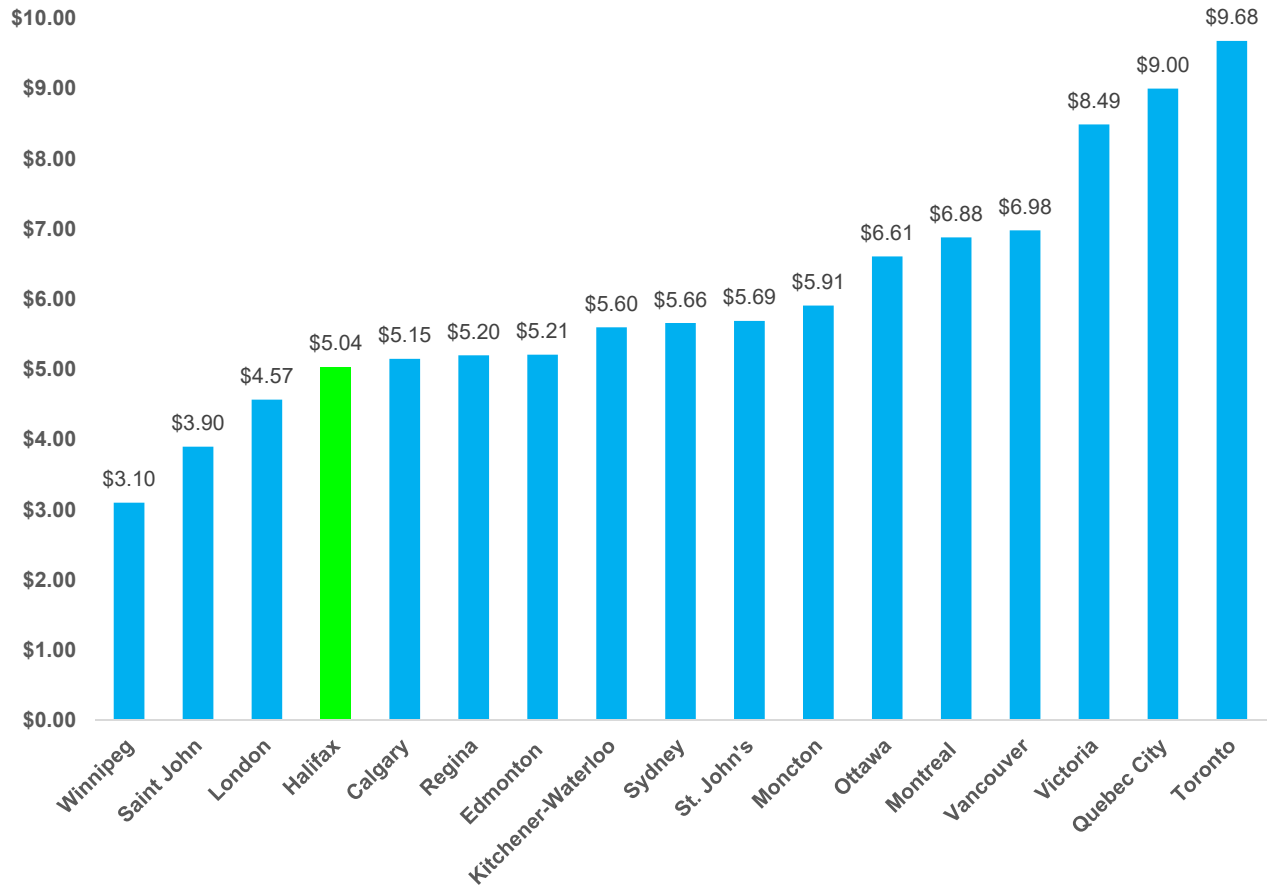


Source: HRM Finance, Canmac Economics, Halifax Region Economic Outlook- December 2020.

Forecast figures are based on econometric predictions from December 2020.

**Chart 6- Commercial Property Tax Survey (Benchmark Cities)**

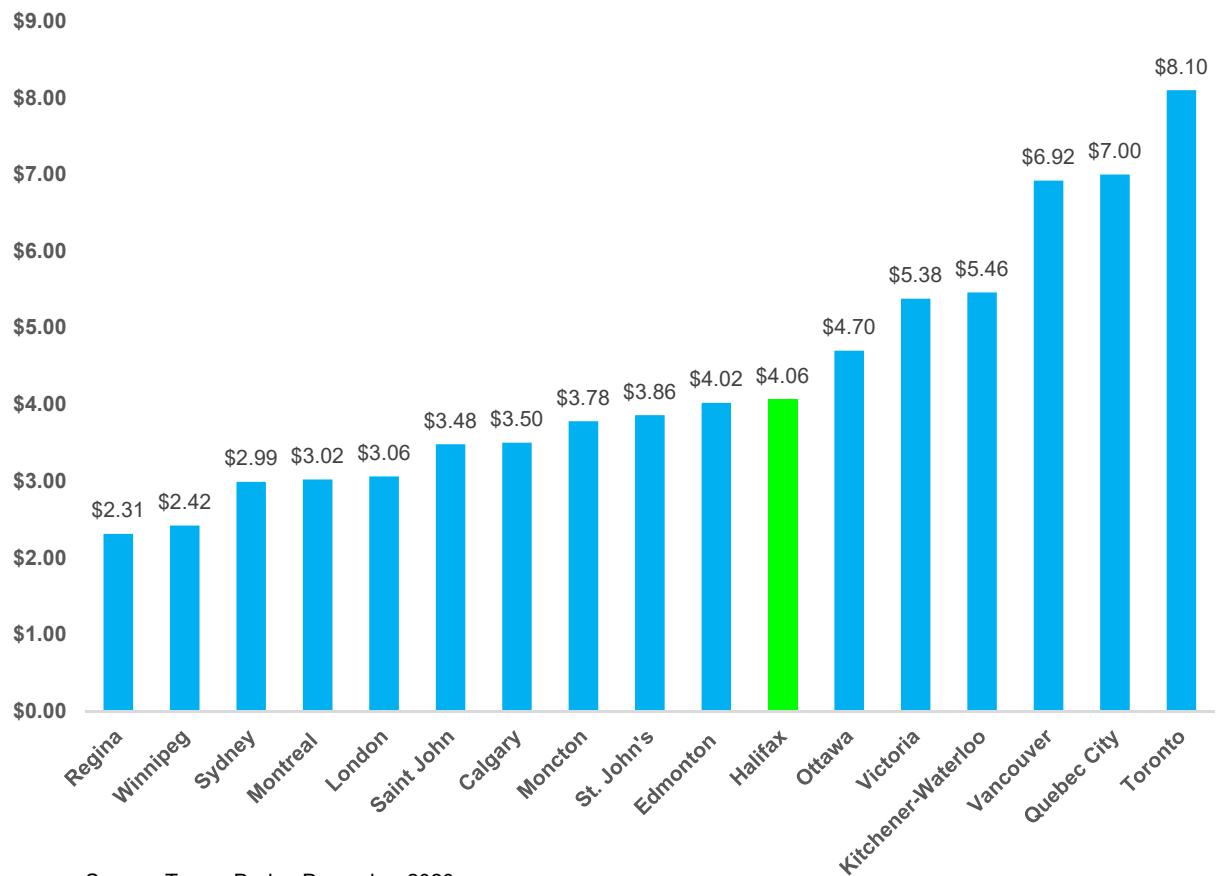
**Property Tax (per square foot) - Class A Office**



Source: Turner Drake, December 2020

### Chart 7- Commercial Property Tax Survey (Benchmark Cities)

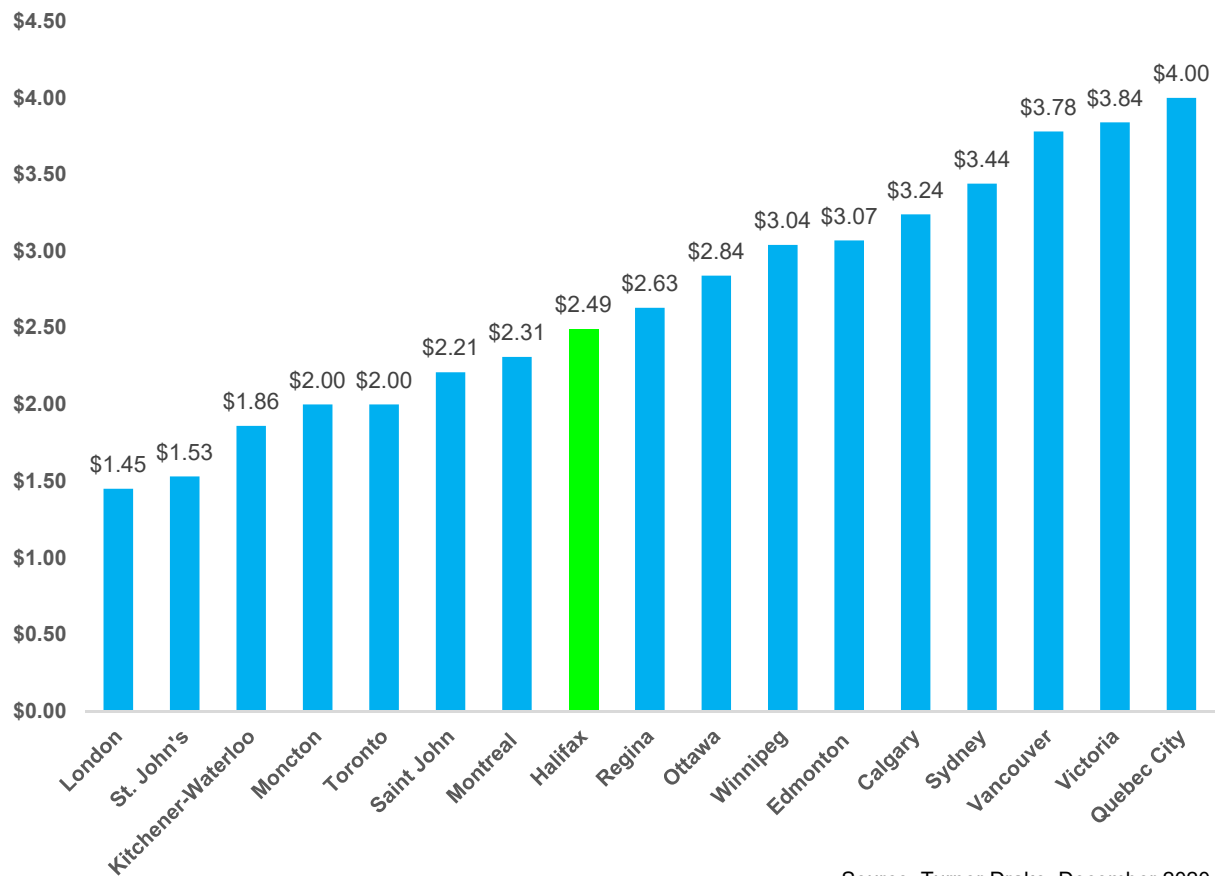
#### Property Tax (per square foot) - Class B Office



Source: Turner Drake, December 2020

## Chart 8- Commercial Property Tax Survey (Benchmark Cities)

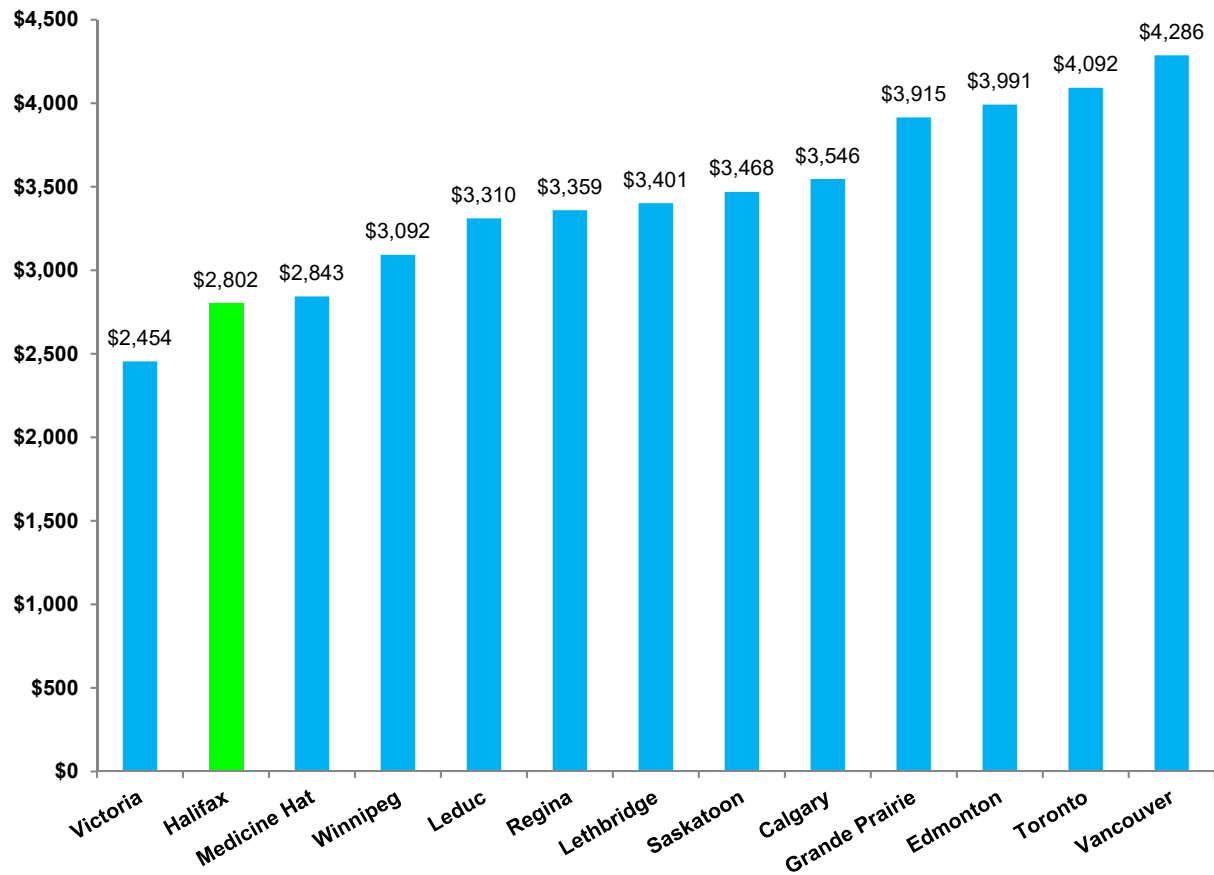
### Property Tax (per square foot) - Light Industrial



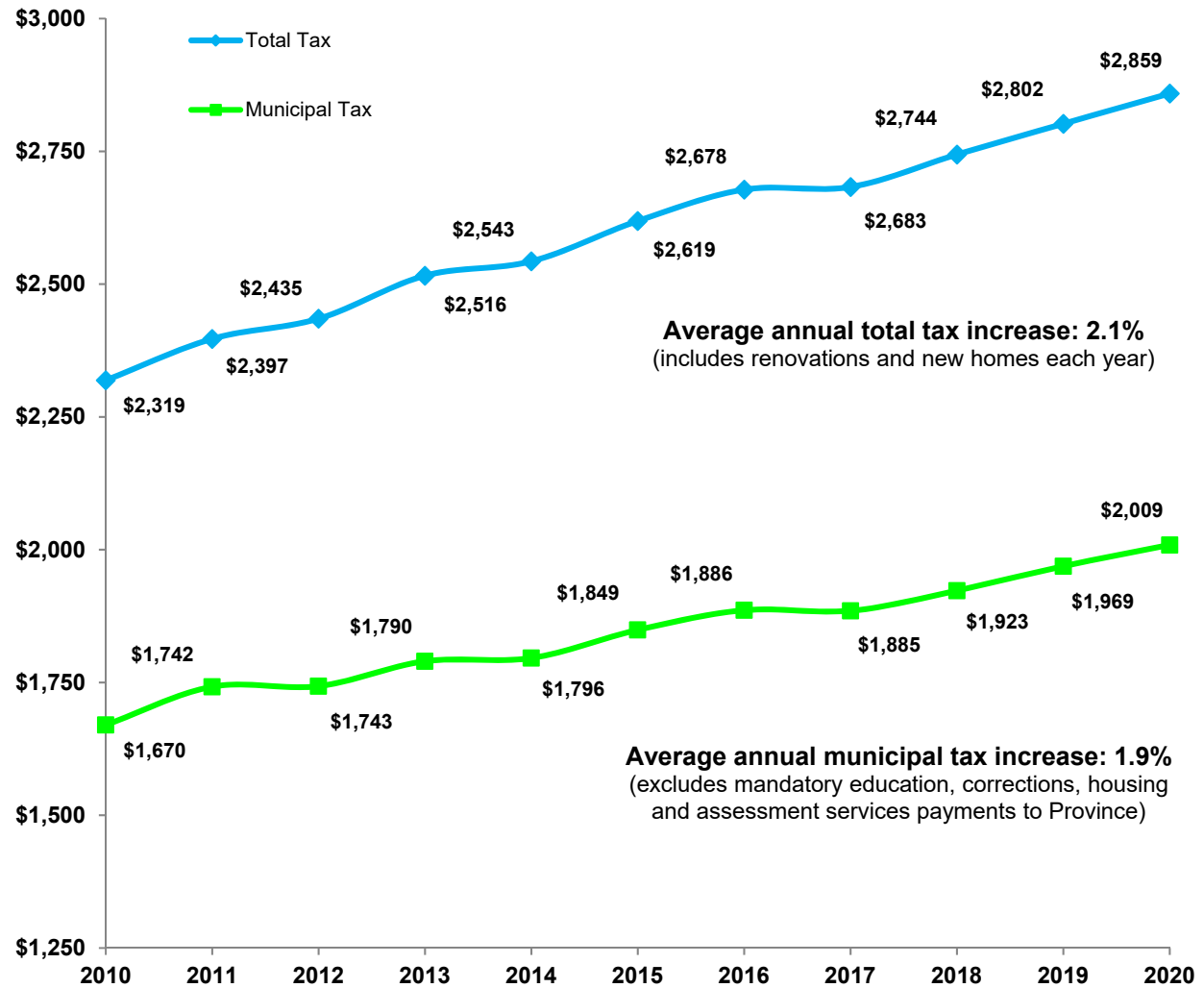
Source: Turner Drake, December 2020

**Chart 9- 2019 Residential Property Taxes Survey (City of Calgary)**

**Average Property Tax per Single-Family Home**



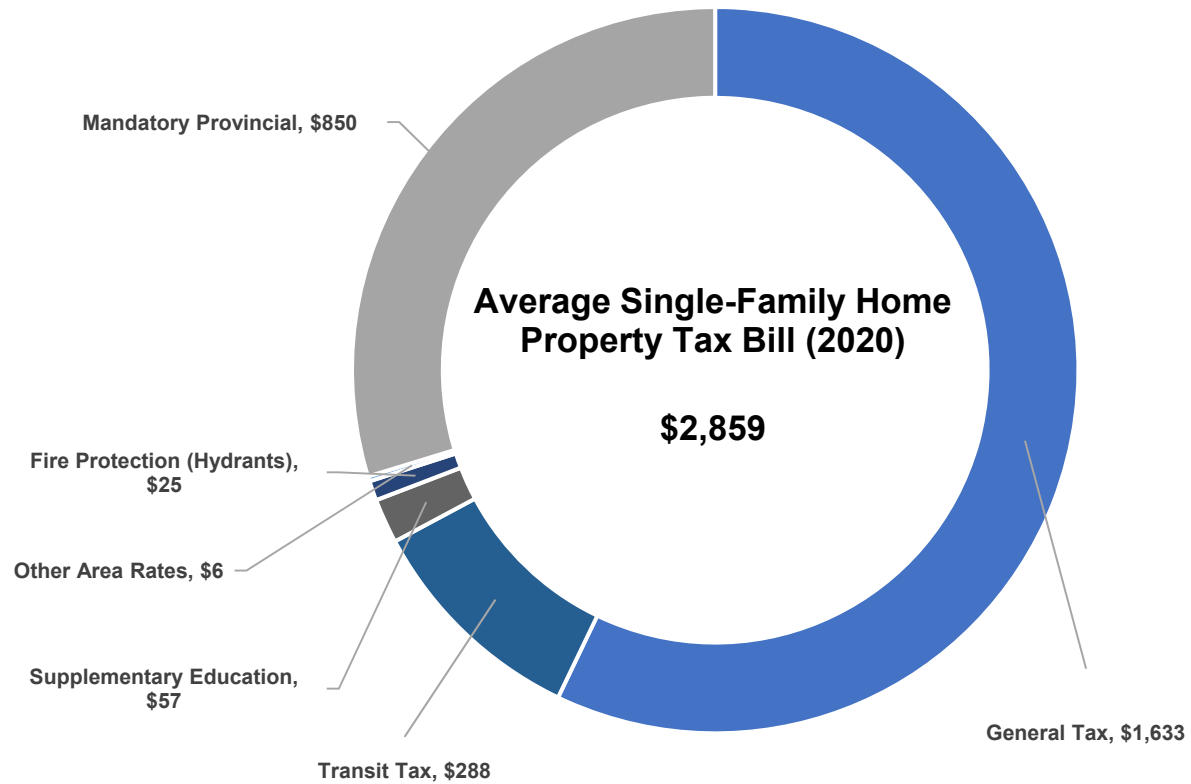
**Chart 10- Average Total and Municipal Property Tax Bill, 2010 to 2020**  
**For Single-Family Homes in the Halifax Region**



Source: HRM Finance (final tax bills, fall of each year)

## Chart 11- 2020 Single-Family Home Property Taxes

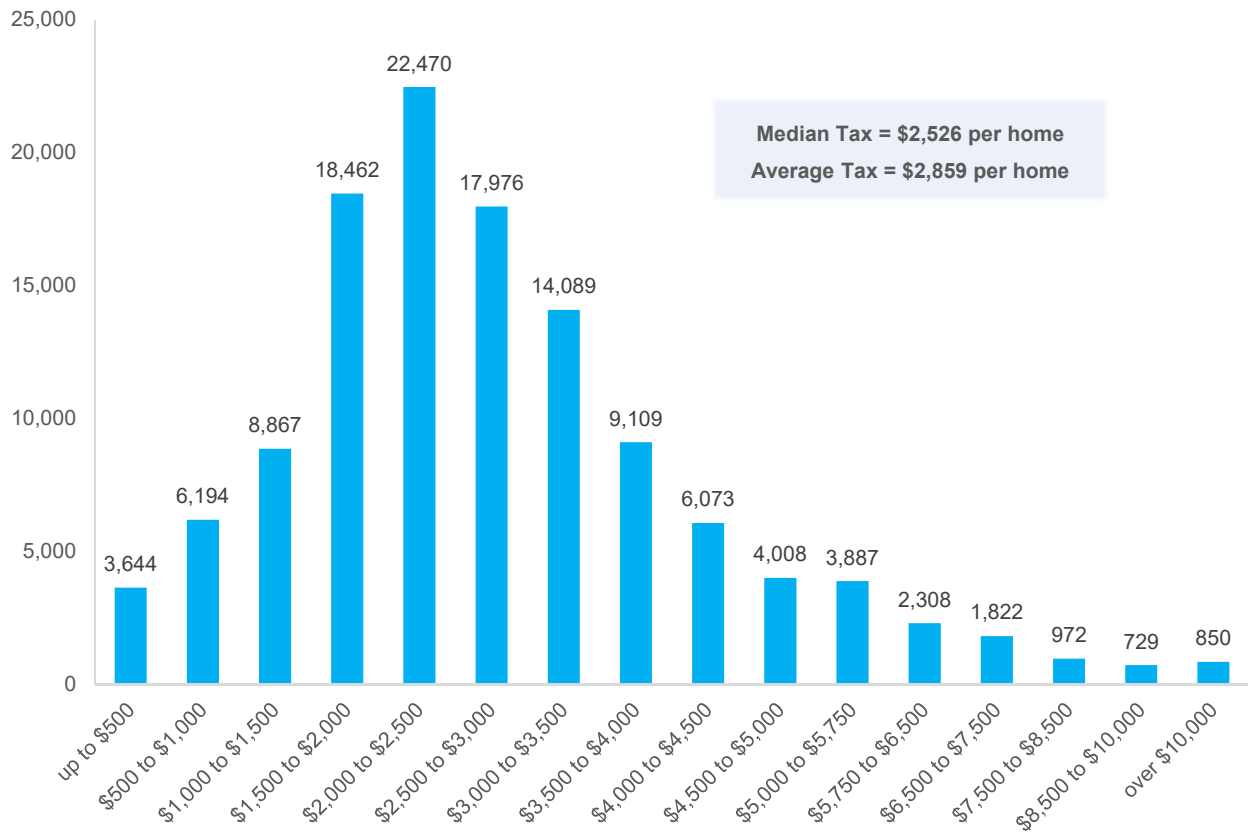
### Average Total Property Tax per Home



Source: HRM Finance (final tax bill, fall 2020)

## Chart 12- 2020 Single-Family Home Property Taxes

### Number of Homes by Total Property Tax



Source: HRM Finance (final tax bill, fall 2020)

# TOTAL HALIFAX BUDGET DETAILS

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6001 Salaries - Regular	301,628,862	322,982,750	322,900,350	305,470,016	331,404,250	8,503,900	2.6	2.6
6002 Salaries - Overtime	18,017,577	14,688,700	13,204,950	16,256,900	16,275,705	3,070,755	23.3	10.8
6003 Wages - Regular	6,358,175	222,400	222,400	69,500	195,300	(27,100)	(12.2)	(12.2)
6004 Wages - Overtime	1,984	-	-	-	-	-	-	-
6005 PDP & Union Con Incr	-	-	-	500,291	-	-	-	-
6050 Court Time	1,092,783	1,362,500	1,090,000	498,200	1,117,300	27,300	2.5	(18.0)
6051 Shift Agreements	326,273	348,700	348,700	217,700	198,700	(150,000)	(43.0)	(43.0)
6052 Shift Differentials	291,939	417,600	417,600	422,700	419,600	2,000	0.5	0.5
6053 Extra Duty	834,113	612,400	612,400	227,500	319,900	(292,500)	(47.8)	(47.8)
6054 Vacation payout	829,302	-	-	819,500	20,000	20,000	-	-
6099 Other Allowances	59,839	37,200	37,200	36,600	19,000	(18,200)	(48.9)	(48.9)
6100 Benefits - Salaries	62,122,362	61,945,350	61,900,450	59,398,998	65,770,950	3,870,500	6.3	6.2
6101 Benefits - Wages	350,446	100	100	100	-	(100)	(100.0)	(100.0)
6110 Vacancy Management	-	(8,072,500)	(16,108,100)	(855,250)	(9,000,600)	7,107,500	(44.1)	11.5
6120 Comp OCC Budget Yr 1	-	1,165,200	100,000	-	938,000	838,000	838.0	(19.5)
6150 Honorariums	2,601,467	3,030,600	3,024,400	2,612,000	2,844,400	(180,000)	(6.0)	(6.1)
6151 Vehicle Allowance	16,789	-	-	18,000	-	-	-	-
6152 Retirement Incentives	4,397,590	5,277,300	5,225,750	4,956,080	5,358,100	132,350	2.5	1.5
6154 Workers' Compensation	7,254,757	7,431,650	7,425,350	6,985,400	7,844,600	419,250	5.6	5.6
6155 Overtime Meals	61,705	25,800	24,200	22,200	22,700	(1,500)	(6.2)	(12.0)
6156 Clothing Allowance	666,594	665,300	665,300	673,300	672,800	7,500	1.1	1.1
6157 stipends	262,984	326,500	176,500	148,500	326,500	150,000	85.0	-
6158 WCB Recov Earnings	(117,944)	(18,300)	(18,300)	(31,900)	(18,300)	-	-	-
6164 On the Job injuries	322,535	244,400	244,400	220,000	244,400	-	-	-
6190 Compensation OCC trf	-	218,000	-	2,000	-	-	-	(100.0)
6194 Sick Bank allowance	2,642,312	-	-	-	-	-	-	-
6199 Comp & Ben InterDept	(329,846)	2,598,500	615,400	(421,456)	2,859,500	2,244,100	364.7	10.0
9200 HR CATS Wage/Ben	(1,056,067)	5,991,600	3,281,100	283,877	5,778,400	2,497,300	76.1	(3.6)
9210 HR CATS OT Wage/Ben	(171,324)	(87,000)	(40,000)	(91,849)	(54,000)	(14,000)	35.0	(37.9)
9230 HR CATS OT Meals	(950)	-	-	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>408,464,259</b>	<b>421,414,750</b>	<b>405,350,150</b>	<b>398,438,907</b>	<b>433,557,205</b>	<b>28,207,055</b>	<b>7.0</b>	<b>2.9</b>
6201 Telephone/Cable	2,172,702	2,093,000	2,008,750	2,183,300	2,016,450	7,700	0.4	(3.7)
6202 Courier/Postage	905,773	1,259,500	1,184,200	1,202,100	1,989,300	805,100	68.0	57.9
6203 Office Furn/Equip	594,021	617,100	347,100	403,850	422,250	75,150	21.7	(31.6)
6204 Computer S/W & Lic	5,624,403	6,413,400	5,825,800	6,375,887	6,403,100	577,300	9.9	(0.2)
6205 Printing & Reprod	915,719	1,239,500	817,600	755,750	941,100	123,500	15.1	(24.1)
6206 Microfilms	-	4,800	4,800	-	-	(4,800)	(100.0)	(100.0)
6207 Office Supplies	655,291	697,950	507,000	449,112	537,345	30,345	6.0	(23.0)
6208 Binding	3,903	4,600	4,600	3,200	4,600	-	-	-
6290 Office OCC Transfer	-	6,000	-	(128,200)	6,000	6,000	-	-
6299 Other Office Expenses	215,982	235,700	192,900	211,224	252,200	59,300	30.7	7.0
<b>* Office</b>	<b>11,087,794</b>	<b>12,571,550</b>	<b>10,892,750</b>	<b>11,456,223</b>	<b>12,572,345</b>	<b>1,679,595</b>	<b>15.4</b>	<b>0.0</b>
6301 Professional Fees	730,378	787,400	649,700	638,200	884,700	235,000	36.2	12.4
6302 Legal Fees	1,127,522	408,200	323,300	790,700	336,300	13,000	4.0	(17.6)
6303 Consulting Fees	1,797,973	1,757,800	1,297,800	1,355,000	2,137,000	839,200	64.7	21.6
6304 Janitorial Services	4,028,711	3,938,800	3,891,000	3,973,300	4,511,800	620,800	16.0	14.5
6305 Property Appraisal	28,387	91,100	91,100	30,000	91,100	-	-	-
6306 Property Survey	32,431	54,500	54,500	39,500	54,500	-	-	-
6308 Snow Removal	1,600,289	2,124,700	2,018,600	2,129,300	2,176,400	157,800	7.8	2.4
6309 Litigation Disburse	11,496	14,000	12,000	6,000	7,500	(4,500)	(37.5)	(46.4)
6310 Outside Personnel	1,122,272	1,838,400	1,812,700	1,704,100	1,521,900	(290,800)	(16.0)	(17.2)
6311 Security	1,832,920	1,531,000	1,418,300	1,456,200	1,715,000	296,700	20.9	12.0
6312 Refuse Collection	369,392	431,500	424,000	387,250	401,400	(22,600)	(5.3)	(7.0)
6314 Prosecution Services	103,235	126,300	112,000	112,000	118,000	6,000	5.4	(6.6)
6315 Outside Policing	27,762,241	27,733,400	28,117,400	28,042,400	29,672,400	1,555,000	5.5	7.0
6316 Real Property Disb	19,840	16,000	10,000	6,000	30,000	20,000	200.0	87.5
6390 Extnl Svcs OCC Trsf	-	50,000	-	(785,645)	40,000	40,000	-	(20.0)
6399 Contract Services	87,625,812	86,221,100	81,291,950	81,545,446	88,644,150	7,352,200	9.0	2.8
<b>* External Services</b>	<b>128,192,897</b>	<b>127,124,200</b>	<b>121,524,350</b>	<b>121,429,751</b>	<b>132,342,150</b>	<b>10,817,800</b>	<b>8.9</b>	<b>4.1</b>
6401 Uniforms & Clothing	1,588,674	1,523,000	1,169,300	1,287,450	1,690,600	521,300	44.6	11.0
6402 Med & First Aid Supp	93,228	29,700	30,500	50,800	98,000	67,500	221.3	230.0
6403 Patrol Equip Supplies	445,165	403,400	402,200	402,200	402,200	-	-	(0.3)
6404 Rec Prog Supplies	432,824	471,500	214,500	163,400	292,300	77,800	36.3	(38.0)

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
6405 Photo Supp & Equip	47,003	29,300	25,300	26,600	27,800	2,500	9.9	(5.1)
6406 Bridge Tolls	520,391	526,300	499,000	494,800	529,400	30,400	6.1	0.6
6407 Clean/Sani Supplies	520,606	395,100	359,900	652,680	711,500	351,600	97.7	80.1
6409 Personal Protect Equ	638,909	290,300	287,800	776,520	630,100	342,300	118.9	117.1
6490 Supplies OCC Transfer	-	23,800	-	-	23,800	23,800	-	-
6499 Other Supplies	247,973	303,900	238,300	284,800	300,900	62,600	26.3	(1.0)
<b>* Supplies</b>	<b>4,534,773</b>	<b>3,996,300</b>	<b>3,226,800</b>	<b>4,139,250</b>	<b>4,706,600</b>	<b>1,479,800</b>	<b>45.9</b>	<b>17.8</b>
6501 Asphalt	378,861	330,400	273,300	263,000	239,100	(34,200)	(12.5)	(27.6)
6502 Chemicals	212,280	261,000	214,000	122,900	211,600	(2,400)	(1.1)	(18.9)
6503 Fertilizer	49,591	56,000	56,000	53,200	46,000	(10,000)	(17.9)	(17.9)
6504 Hardware	246,836	287,900	202,200	220,300	217,200	15,000	7.4	(24.6)
6505 Lubricants	196,791	200,300	163,100	224,900	242,300	79,200	48.6	21.0
6506 Lumber	44,766	56,600	56,600	51,500	55,600	(1,000)	(1.8)	(1.8)
6507 Propane	84,313	226,200	202,200	119,200	190,700	(11,500)	(5.7)	(15.7)
6508 Ready Mix Concrete	105,391	146,200	122,100	144,400	171,700	49,600	40.6	17.4
6510 Road Oils	2,907	6,700	6,700	4,400	6,700	-	-	-
6511 Salt	1,640,041	1,545,500	1,545,500	1,545,500	1,621,300	75,800	4.9	4.9
6512 Sand	34,749	30,500	30,500	28,400	30,500	-	-	-
6513 Seeds & Plants	69,159	973,500	73,500	81,100	72,500	(1,000)	(1.4)	(92.6)
6514 Sodas	4,190	12,700	12,700	4,900	12,700	-	-	-
6515 Stone and Gravel	50,638	99,700	99,700	31,000	99,400	(300)	(0.3)	(0.3)
6516 Topsoil	79,570	82,700	82,700	73,700	76,700	(6,000)	(7.3)	(7.3)
6517 Paint	277,723	274,600	236,600	201,200	278,600	42,000	17.8	1.5
6518 Metal	45,700	46,600	46,600	71,600	46,600	-	-	-
6519 Welding Supplies	13,731	10,200	10,000	16,200	12,100	2,100	21.0	18.6
6520 Salt-Sand Mix	125	-	-	-	-	-	-	-
6599 Other Materials	56,792	69,300	53,300	56,400	72,300	19,000	35.6	4.3
<b>* Materials</b>	<b>3,594,151</b>	<b>4,716,600</b>	<b>3,487,300</b>	<b>3,313,800</b>	<b>3,703,600</b>	<b>216,300</b>	<b>6.2</b>	<b>(21.5)</b>
6602 Electrical	1,251,602	1,129,400	1,060,200	726,700	902,200	(158,000)	(14.9)	(20.1)
6603 Grnds & Landscaping	267,194	1,046,500	855,000	742,000	178,100	(676,900)	(79.2)	(83.0)
6604 Bus Gates/Shlr-R&M	15,424	35,000	25,000	19,400	35,000	10,000	40.0	-
6605 Municipal Taxes	958,177	978,200	978,000	1,041,600	1,066,800	88,800	9.1	9.1
6606 Heating Fuel	902,737	1,015,700	764,600	578,900	710,400	(54,200)	(7.1)	(30.1)
6607 Electricity	8,799,112	9,077,300	7,564,850	7,442,350	8,686,850	1,122,000	14.8	(4.3)
6608 Water	1,064,409	1,206,300	998,100	937,500	1,021,000	22,900	2.3	(15.4)
6609 Elevator & Escalator	183,941	168,000	168,000	123,000	134,700	(33,300)	(19.8)	(19.8)
6610 Building - Exterior	1,201,562	1,031,500	680,500	605,900	443,800	(236,700)	(34.8)	(57.0)
6611 Building - Interior	1,243,067	1,013,300	823,800	818,900	738,500	(85,300)	(10.4)	(27.1)
6612 Safety Systems	564,616	513,900	431,200	706,600	399,700	(31,500)	(7.3)	(22.2)
6613 Overhead Doors	214,139	182,500	148,500	201,000	180,500	32,000	21.5	(1.1)
6614 Envir Assess/Cleanup	198,591	226,500	185,000	195,400	184,500	(500)	(0.3)	(18.5)
6615 Vandalism Clean-up	134,713	101,900	101,900	101,900	25,000	(76,900)	(75.5)	(75.5)
6616 Natural Gas-Buildings	1,646,304	1,726,100	1,242,700	1,024,600	1,400,200	157,500	12.7	(18.9)
6617 Pest Management	35,346	80,500	66,200	68,000	50,500	(15,700)	(23.7)	(37.3)
6690 Building OCC Transfer	577	-	-	13,500	-	-	-	-
6699 Other Building Cost	1,443,871	1,129,800	1,050,200	2,098,650	1,016,900	(33,300)	(3.2)	(10.0)
<b>* Building Costs</b>	<b>20,125,382</b>	<b>20,662,400</b>	<b>17,143,750</b>	<b>17,445,900</b>	<b>17,174,650</b>	<b>30,900</b>	<b>0.2</b>	<b>(16.9)</b>
6701 Equipment Purchase	1,990,986	1,877,000	1,505,500	2,252,800	1,414,100	(91,400)	(6.1)	(24.7)
6702 Small Tools	329,868	255,800	226,900	292,400	257,200	30,300	13.4	0.5
6703 Computer Equip/Rent	1,762,386	1,550,700	1,258,500	1,317,605	1,857,200	598,700	47.6	19.8
6704 Equipment Rental	248,669	217,700	229,100	284,300	229,800	700	0.3	5.6
6705 Equip - R&M	1,081,665	1,245,800	934,800	922,300	950,300	15,500	1.7	(23.7)
6706 Computer R&M	463,047	484,600	452,600	613,649	309,700	(142,900)	(31.6)	(36.1)
6707 Plumbing & Heating	751,418	611,700	536,700	509,400	548,700	12,000	2.2	(10.3)
6708 Mechanical Equipment	1,316,091	824,100	739,100	1,043,500	1,118,300	379,200	51.3	35.7
6711 Communication System	1,674,603	1,791,400	1,790,400	1,905,200	1,670,300	(120,100)	(6.7)	(6.8)
6731 Airtime	253,014	258,700	258,700	258,700	258,700	-	-	-
6732 Mobile Data	87,905	100,000	90,000	105,000	90,000	-	-	(10.0)
6790 Equipment OCC Trsf	-	-	-	(82,600)	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>9,959,652</b>	<b>9,217,500</b>	<b>8,022,300</b>	<b>9,422,254</b>	<b>8,704,300</b>	<b>682,000</b>	<b>8.5</b>	<b>(5.6)</b>
6802 Vehicle R&M	11,350,065	11,314,400	10,661,700	11,049,800	12,263,500	1,601,800	15.0	8.4
6803 Vehicle Fuel - Diesel	11,032,468	10,042,600	6,400,300	6,623,800	7,086,600	686,300	10.7	(29.4)
6804 Vehicle Fuel - Gas	1,912,134	1,311,800	947,600	984,800	999,300	51,700	5.5	(23.8)
6805 Tires and Tubes	1,740,630	1,652,300	1,574,600	1,651,400	1,768,000	193,400	12.3	7.0
6806 Vehicle Rentals	61,532	53,300	207,600	140,700	114,200	(93,400)	(45.0)	114.3

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Expenditures	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Δ %	Δ %
6807 Vehicle Leases	3,233	15,000	-	2,500	-	-	-	(100.0)
6810 Comm Vehicle R&M	3,372,342	2,678,300	2,568,600	3,228,900	3,279,100	710,500	27.7	22.4
6811 Shop Supplies	103,976	126,600	105,300	101,800	107,100	1,800	1.7	(15.4)
6890 Vehicle OCC Transfer	-	161,100	-	-	135,000	135,000	-	(16.2)
6899 Other Vehicle Expense	72,723	440,100	240,000	176,300	317,800	77,800	32.4	(27.8)
<b>* Vehicle Expense</b>	<b>29,649,104</b>	<b>27,795,500</b>	<b>22,705,700</b>	<b>23,960,000</b>	<b>26,070,600</b>	<b>3,364,900</b>	<b>14.8</b>	<b>(6.2)</b>
6901 Membership Dues	777,378	788,434	673,220	635,783	788,400	115,180	17.1	(0.0)
6902 Conferences/Workshop	207,246	323,300	27,600	15,540	127,800	100,200	363.0	(60.5)
6903 Travel - Local	759,385	951,900	658,800	553,947	750,550	91,750	13.9	(21.2)
6904 Travel - Out of Town	852,491	824,100	262,900	46,575	350,700	87,800	33.4	(57.4)
6905 Training & Education	1,726,470	1,718,200	782,230	640,616	1,459,000	676,770	86.5	(15.1)
6906 Licenses & Agreements	780,622	645,600	619,400	625,700	735,300	115,900	18.7	13.9
6907 Commission Fees	420,006	400,000	280,000	210,000	300,000	20,000	7.1	(25.0)
6908 Medical Examinations	350,445	312,850	274,350	217,950	309,900	35,550	13.0	(0.9)
6909 Cost of Sales	826,208	713,800	612,000	437,600	710,900	98,900	16.2	(0.4)
6910 Signage	159,625	155,500	129,900	138,900	138,900	9,000	6.9	(10.7)
6911 Facilities Rental	6,529,430	7,272,200	6,965,500	6,780,872	7,080,600	115,100	1.7	(2.6)
6912 Advertising/Promotio	937,018	1,238,100	664,600	623,390	914,000	249,400	37.5	(26.2)
6913 Awards	93,813	145,100	84,200	88,400	125,700	41,500	49.3	(13.4)
6914 Recruiting	111,813	189,500	73,000	50,500	177,000	104,000	142.5	(6.6)
6915 Research Data Acquis	14,824	126,100	73,100	55,200	115,100	42,000	57.5	(8.7)
6916 Public Education	238,295	277,000	137,000	79,500	220,700	83,700	61.1	(20.3)
6917 Books and Periodicals	2,773,547	2,367,700	2,577,900	2,654,000	2,441,800	(136,100)	(5.3)	3.1
6918 Meals	211,895	150,616	112,600	76,000	139,850	27,250	24.2	(7.1)
6919 Special Projects	3,874,713	2,277,700	2,107,000	2,426,200	2,350,400	243,400	11.6	3.2
6928 Committee Expenses	8,536	21,600	15,000	15,500	22,900	7,900	52.7	6.0
6929 Procurement Card Clg	786	200	200	200	200	-	-	-
6932 Youth Pr Services	2,149	3,000	3,000	1,200	15,500	12,500	416.7	416.7
6933 Community Events	782,249	1,037,100	751,900	484,400	1,202,400	450,500	59.9	15.9
6936 Staff Relations	24,780	28,100	7,500	18,000	23,500	16,000	213.3	(16.4)
6937 Corporate Training	176,327	240,000	140,000	128,000	200,000	60,000	42.9	(16.7)
6938 Rewarding Excellence	125,118	163,600	96,700	100,300	127,950	31,250	32.3	(21.8)
6939 Duty to Accomodate	-	-	-	500	-	-	-	-
6940 Fencing	154,343	145,800	140,800	208,700	140,800	-	-	(3.4)
6941 Playground Equipment	31,494	47,400	46,400	76,900	46,400	-	-	(2.1)
6942 Management Fees	797,534	868,200	657,100	687,300	657,100	-	-	(24.3)
6943 Health and Wellness	101,652	125,800	45,700	63,000	55,700	10,000	21.9	(55.7)
6946 Branch Programming	80,696	54,700	27,400	22,516	37,000	9,600	35.0	(32.4)
6947 Literacy/Heritage Pr	75,221	9,500	9,500	9,500	4,500	(5,000)	(52.6)	(52.6)
6949 Readers Serv Program	149	-	-	-	-	-	-	-
6950 Region.Serv.Program	174,917	123,300	275,800	275,200	194,000	(81,800)	(29.7)	57.3
6952 Team Serv. Program	38	-	-	-	-	-	-	-
6990 Gds & Svcs OCC Trsf	17	600	-	16,000	-	-	-	(100.0)
6999 Other Goods/Services	88,888	6,013,500	17,572,600	18,769,900	4,565,900	(13,006,700)	(74.0)	(24.1)
<b>* Other Goods &amp; Services</b>	<b>24,270,116</b>	<b>29,760,100</b>	<b>36,904,900</b>	<b>37,233,789</b>	<b>26,530,450</b>	<b>(10,374,450)</b>	<b>(28.1)</b>	<b>(10.9)</b>
7005 Interdept EXP	-	200	200	200	-	(200)	(100.0)	(100.0)
7007 ltnTrsf Paper Recyc	-	500	500	1,700	-	(500)	(100.0)	(100.0)
7008 ltnTrsf IT & Commun	(333)	-	-	42,373	-	-	-	-
7009 Internal Trfr Other	(23,245)	652,100	347,300	(116,900)	16,200	(331,100)	(95.3)	(97.5)
7010 IntTrfr Insur Funds	-	300,000	257,500	(46,000)	350,000	92,500	35.9	16.7
7011 Int Trf Record Check	-	(3,300)	(3,300)	7,300	4,200	7,500	(227.3)	(227.3)
7012 Int Trf Print/Reprod	(1,001)	(43,900)	(43,900)	(43,704)	39,100	83,000	(189.1)	(189.1)
7013 Int Trf Extra Duty	(173,122)	(1,000)	(130,000)	87,400	(20,000)	110,000	(84.6)	1,900.0
7015 Int Trf FacilityRent	(40)	(16,800)	(16,800)	(16,800)	(19,000)	(2,200)	13.1	13.1
7099 Interdept Chargeback	261	-	-	-	-	-	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	0	-	-	-
<b>* Interdepartmental</b>	<b>(197,480)</b>	<b>887,800</b>	<b>411,500</b>	<b>(84,431)</b>	<b>370,500</b>	<b>(41,000)</b>	<b>(10.0)</b>	<b>(58.3)</b>
8010 Other Interest	7,816	500	300	300	300	-	-	(40.0)
8011 Interest on Debentur	6,969,387	7,066,100	6,374,000	6,370,100	7,025,900	651,900	10.2	(0.6)
8012 Principal on Debentu	39,433,250	38,089,500	38,089,500	44,136,800	40,356,500	2,267,000	6.0	6.0
8013 Loan Principal Repay	-	2,400	2,400	2,400	2,400	-	-	-
<b>* Debt Service</b>	<b>46,410,452</b>	<b>45,158,500</b>	<b>44,466,200</b>	<b>50,509,600</b>	<b>47,385,100</b>	<b>2,918,900</b>	<b>6.6</b>	<b>4.9</b>
8001 Transf Outside Agenc	192,886,903	199,789,500	198,618,800	209,403,300	208,284,750	9,665,950	4.9	4.3
8002 Insurance Claims	1,361,203	1,100,000	600,000	1,924,000	600,000	-	-	(45.5)
8003 Insurance Pol/Prem	2,062,500	2,092,500	2,092,700	2,966,800	3,886,700	1,794,000	85.7	85.7

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
8004 Grants	7,138,355	5,855,500	5,395,500	6,242,300	6,380,500	985,000	18.3	9.0
8005 Tax Exemptions	1,107,786	1,275,000	1,275,000	1,075,000	1,425,000	150,000	11.8	11.8
8006 Tax Concess Non Prof	4,189,650	4,650,000	4,650,000	4,450,000	5,396,000	746,000	16.0	16.0
8007 Tax Concess Commerci	4,081,363	4,396,000	4,396,000	4,021,400	4,160,300	(235,700)	(5.4)	(5.4)
8008 Transf to/fr Reserve	21,539,563	-	-	-	-	-	-	-
8009 Fire Protection	7,143,748	9,474,900	9,474,900	7,352,800	9,958,700	483,800	5.1	5.1
8014 Capital from Operati	18,976,166	45,500,000	19,750,000	19,750,000	52,577,000	32,827,000	166.2	15.6
8015 Debenture Discount	231,744	222,300	222,300	222,300	-	(222,300)	(100.0)	(100.0)
8016 Provision for Allow	(122,436)	2,516,000	10,016,000	2,200,000	3,000,000	(7,016,000)	(70.0)	19.2
8017 Bank Charges	409,432	575,200	490,200	490,200	600,200	110,000	22.4	4.3
8022 Transf to/fr Trust	(156,534)	(61,200)	(61,200)	(66,000)	(41,200)	20,000	(32.7)	(32.7)
8024 Transf to/fr Capital	2,508,967	-	240,000	7,106,800	240,000	-	-	-
8026 Property Damage	85,637	94,200	94,200	94,200	94,200	-	-	-
8030 Tfr Fr Resvs to Oper	-	(17,101,800)	(35,260,100)	(38,943,700)	(50,964,250)	(15,704,150)	44.5	198.0
8031 Tfr To Resvs Fr Oper	35,119,994	36,336,200	58,410,800	104,529,500	47,092,400	(11,318,400)	(19.4)	29.6
8045 Amortization Expense	347,714	-	-	-	-	-	-	-
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	3,835,000	3,835,000	-	-	-
9000 Prior Yr. Sur/Def	(5,131,391)	(2,646,000)	(2,287,100)	(5,130,700)	(3,229,400)	(942,300)	41.2	22.0
9001 Current Yr. Sur/Def	5,298,777	(575,500)	(575,500)	4,584,200	369,300	944,800	(164.2)	(164.2)
<b>* Other Fiscal</b>	<b>302,914,154</b>	<b>297,327,800</b>	<b>281,377,500</b>	<b>336,107,400</b>	<b>293,665,200</b>	<b>12,287,700</b>	<b>4.4</b>	<b>(1.2)</b>
<b>** Total</b>	<b>989,005,255</b>	<b>1,000,633,000</b>	<b>955,513,200</b>	<b>#####</b>	<b>#####</b>	<b>51,269,500</b>	<b>5.4</b>	<b>0.6</b>

# TOTAL HALIFAX BUDGET DETAILS

	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
Revenues	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
4001 Res. Property Taxes	(259,546,630)	(269,723,000)	(269,723,000)	(270,090,000)	(280,800,000)	(11,077,000)	4.1	4.1
4002 Comm. Property Taxes	(235,570,822)	(238,058,000)	(238,058,000)	(240,220,000)	(239,550,000)	(1,492,000)	0.6	0.6
4005 Resrc Property Taxes	(1,385,173)	(1,388,000)	(1,388,000)	(1,388,000)	(1,287,200)	100,800	(7.3)	(7.3)
4006 Rec. Non Profit	(21,856)	(17,000)	(17,000)	(21,500)	(17,000)	-	-	-
4007 Resource Forest Taxes	(41,375)	(42,000)	(42,000)	(41,100)	(42,000)	-	-	-
4008 Comm. Forest Taxes	(88,621)	(89,000)	(89,000)	(89,000)	(89,000)	-	-	-
4100 Deed Transfer Taxes	(60,181,074)	(51,000,000)	(40,850,000)	(51,000,000)	(60,000,000)	(19,150,000)	46.9	17.6
4101 Capital Charges	(917,802)	(7,179,000)	(7,179,000)	(13,814,700)	(5,316,000)	1,863,000	(26.0)	(26.0)
<b>* Tax Revenue</b>	<b>(557,753,352)</b>	<b>(567,496,000)</b>	<b>(557,346,000)</b>	<b>(576,664,300)</b>	<b>(587,101,200)</b>	<b>(29,755,200)</b>	<b>5.3</b>	<b>3.5</b>
4201 Area Rate Residential	(149,343,165)	(154,967,600)	(154,950,800)	(154,750,500)	(160,331,100)	(5,380,300)	3.5	3.5
4202 Area Rate Commercial	(38,519,404)	(38,920,000)	(39,181,200)	(39,181,200)	(39,829,300)	(648,100)	1.7	2.3
4204 Area Rate Loc Transi	(29,440,213)	(30,655,500)	(30,655,500)	(30,911,800)	(31,730,000)	(1,074,500)	3.5	3.5
4205 Area Rate Reg Transp	(18,238,271)	(18,944,900)	(18,944,900)	(18,971,900)	(19,411,000)	(466,100)	2.5	2.5
4206 Area Rate Resource	(800,844)	(835,300)	(835,300)	(834,200)	(793,500)	41,800	(5.0)	(5.0)
<b>* Area Rate Revenue</b>	<b>(236,341,897)</b>	<b>(244,323,300)</b>	<b>(244,567,700)</b>	<b>(244,649,600)</b>	<b>(252,094,900)</b>	<b>(7,527,200)</b>	<b>3.1</b>	<b>3.2</b>
4501 Tax Agreement - NSLC	(733,593)	(738,900)	(738,900)	(740,800)	(738,900)	-	-	-
4502 Tax Agreement - NSPI	(4,136,669)	(4,326,800)	(4,326,800)	(4,334,000)	(4,474,800)	(148,000)	3.4	3.4
4503 Tax Agreement - Bell	(1,846,305)	(1,789,700)	(1,789,700)	(1,850,800)	(1,789,700)	-	-	-
4506 Tax Agreement - Mari	(827,910)	(824,200)	(824,200)	(833,900)	(824,200)	-	-	-
4507 Tax Agreement - Heri	(1,113,562)	(1,392,000)	(1,392,000)	(1,678,600)	(1,392,000)	-	-	-
4508 Tax Agreement - HIAA	(1,627,238)	(1,644,500)	(1,644,500)	(1,665,700)	(1,644,500)	-	-	-
4509 Tax Agrmnt - Irving	(1,344,893)	(1,521,300)	(1,521,300)	(1,525,900)	(1,521,300)	-	-	-
4550 Tax Agreement - Other	(288,038)	(292,700)	(292,700)	(292,700)	(292,700)	-	-	-
<b>* Tax Agreements</b>	<b>(11,918,208)</b>	<b>(12,530,100)</b>	<b>(12,530,100)</b>	<b>(12,922,400)</b>	<b>(12,678,100)</b>	<b>(148,000)</b>	<b>1.2</b>	<b>1.2</b>
4601 Grant in Lieu-Fed	(24,708,080)	(25,628,200)	(25,620,700)	(26,073,100)	(25,620,700)	-	-	(0.0)
4602 Grant in Lieu-Prov.	(9,203,912)	(9,390,600)	(9,411,500)	(9,536,900)	(9,411,500)	-	-	0.2
4603 Grant in Lieu-CPC	(665,948)	(701,000)	(701,000)	(702,800)	(701,000)	-	-	-
4605 Grant Lieu-Hflx Port	(1,600,165)	(1,776,400)	(1,776,400)	(1,819,300)	(1,776,400)	-	-	-
4606 Grant in Lieu - CBC	(40,445)	(40,700)	(40,700)	(40,800)	(40,700)	-	-	-
4607 Grant Lieu -Via Rail	(158,603)	(161,300)	(161,300)	(161,700)	(161,300)	-	-	-
4608 Grant in Lieu - WCB	(131,154)	(129,600)	(129,600)	(129,900)	(129,600)	-	-	-
4609 Grant in Lieu- Citad	(1,528,595)	(1,528,600)	(1,528,600)	(1,532,600)	(1,528,600)	-	-	-
4610 Grant in Lieu-NRC	(65,619)	(66,600)	(66,600)	(66,900)	(66,600)	-	-	-
4650 Grant in Lieu - Other	(13,461)	(13,500)	(13,500)	(13,500)	(13,500)	-	-	-
<b>* Payments in Lieu of taxes</b>	<b>(38,115,981)</b>	<b>(39,436,500)</b>	<b>(39,449,900)</b>	<b>(40,077,500)</b>	<b>(39,449,900)</b>	-	-	<b>0.0</b>
4703 Cond. Grant NS(Other)	(8,783,167)	(8,716,000)	(9,074,300)	(55,166,200)	(9,074,300)	-	-	4.1
4706 Uncond. Grant NS(oth)	(3,622,507)	(3,770,000)	(3,463,000)	(3,562,900)	(3,481,000)	(18,000)	0.5	(7.7)
4750 Other Grants	(3,410,342)	(3,346,000)	(3,346,000)	(4,404,300)	(3,983,000)	(637,000)	19.0	19.0
<b>* Transfers from other Gov'ts</b>	<b>(15,816,016)</b>	<b>(15,832,000)</b>	<b>(15,883,300)</b>	<b>(63,133,400)</b>	<b>(16,538,300)</b>	<b>(655,000)</b>	<b>4.1</b>	<b>4.5</b>
4801 Int. Rev. - Tax	(4,703,984)	(5,000,000)	(3,000,000)	(3,400,000)	(4,500,000)	(1,500,000)	50.0	(10.0)
4803 Int. Rev. - Cap.Chrg	(369,951)	(307,600)	(307,600)	(471,300)	(285,000)	22,600	(7.3)	(7.3)
4850 Int. Rev. - Other	(92,742)	(85,000)	(85,000)	(100,000)	-	85,000	(100.0)	(100.0)
4860 Investment Income	(3,949,821)	(3,000,000)	(750,000)	(1,800,000)	(750,000)	-	-	(75.0)
<b>* Interest Revenue</b>	<b>(9,116,499)</b>	<b>(8,392,600)</b>	<b>(4,142,600)</b>	<b>(5,771,300)</b>	<b>(5,535,000)</b>	<b>(1,392,400)</b>	<b>33.6</b>	<b>(34.0)</b>
4901 Parking Station Rev	(2,411,946)	(3,000,000)	(2,250,000)	(1,060,000)	(2,800,000)	(550,000)	24.4	(6.7)
4902 Fines Fees	(3,649,900)	(6,296,700)	(5,564,100)	(2,506,900)	(10,000)	5,554,100	(99.8)	(99.8)
4903 Building Permits	(4,782,516)	(4,318,400)	(4,371,700)	(4,800,700)	(4,600,000)	(228,300)	5.2	6.5
4904 Plumbing Permits	(154,775)	(119,000)	(130,000)	(160,000)	(146,000)	(16,000)	12.3	22.7
4905 St. Opening Permits	(232,908)	(308,300)	(228,300)	(194,000)	(235,300)	(7,000)	3.1	(23.7)
4906 Subdivision Applic.	(95,100)	(459,900)	(140,000)	(140,000)	(140,000)	-	-	(69.6)
4907 Taxi Licenses	(139,832)	(158,000)	(158,000)	(90,000)	(90,000)	68,000	(43.0)	(43.0)
4908 Animal Licenses	(210,420)	(200,000)	(175,000)	(150,000)	(175,000)	-	-	(12.5)
4909 False Alarm Recovery	(636,364)	(735,000)	(530,000)	(500,000)	(530,000)	-	-	(27.9)
4911 Zoning Fees	(117,075)	(88,000)	(88,000)	(119,000)	(104,000)	(16,000)	18.2	18.2
4912 Signs & Encroachments	(886,411)	(799,600)	(769,000)	(905,000)	(841,000)	(72,000)	9.4	5.2
4914 Grade Alterations	(202,250)	(565,000)	(537,600)	(537,600)	(537,600)	-	-	(4.8)
4915 Minor Variance	(32,255)	(26,000)	(26,000)	(51,235)	(39,000)	(13,000)	50.0	50.0
4916 Vending Licenses	(24,431)	(40,000)	(40,000)	(10,000)	(40,000)	-	-	-
4920 Development Permits	(394,252)	(630,000)	(630,000)	(605,000)	(605,000)	25,000	(4.0)	(4.0)
4921 Parking Permit Rev	-	-	-	-	(120,000)	(120,000)	-	-
4922 Parking Ticket Rev	-	-	-	-	(3,800,000)	(3,800,000)	-	-
4950 Other Lic. & Permits	(162,937)	(86,500)	(46,500)	(116,500)	(82,000)	(35,500)	76.3	(5.2)
4951 By-Law F300 Revenue	(1,951,232)	(1,960,000)	(1,762,600)	(1,830,000)	(1,696,300)	66,300	(3.8)	(13.5)
5101 Parking Rentals	(3,347,579)	(3,551,800)	(2,517,000)	(1,821,900)	(1,832,000)	685,000	(27.2)	(48.4)
5102 Facilities Rentals	(2,827,469)	(2,216,100)	(2,312,300)	(1,859,400)	(2,472,500)	(160,200)	6.9	11.6
5107 Rental Ball Fields	(249,552)	(221,500)	(14,200)	(99,500)	(158,900)	(144,700)	1,019.0	(28.3)
5108 Rental Sportsfields	(162,709)	(164,800)	(15,100)	(52,200)	(85,000)	(69,900)	462.9	(48.4)
5109 Rental Parks	(18,881)	(28,000)	(4,000)	(12,300)	(15,000)	(11,000)	275.0	(46.4)

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
5110 Rental Sports Courts	(11,340)	(11,000)	(900)	(10,200)	(8,000)	(7,100)	788.9	(27.3)
5111 RTAL Weather Fields	-	(360,600)	(16,600)	(100,000)	(168,900)	(152,300)	917.5	(53.2)
5150 Other Rental Revenue	1,762	(4,000)	(4,000)	(1,000)	(1,800)	2,200	(55.0)	(55.0)
5151 Lease Revenue	(1,442,699)	(1,475,900)	(929,000)	(659,500)	(971,900)	(42,900)	4.6	(34.1)
5201 Fare Revenue	(36,537,575)	(36,083,000)	(16,463,000)	(16,444,700)	(26,757,800)	(10,294,800)	62.5	(25.8)
5204 Administration Fees	(12,799)	(9,600)	(4,800)	-	(1,000)	3,800	(79.2)	(89.6)
5205 Tax Certificates	(219,000)	(500,000)	(337,500)	(287,000)	(500,000)	(162,500)	48.1	-
5206 Stipends	(45,674)	(46,000)	(46,000)	(46,000)	(46,000)	-	-	-
5209 Comm. Events Rev.	(246,983)	(352,000)	(88,000)	(179,500)	(1,000)	87,000	(98.9)	(99.7)
5210 Sport & Fitness Rev.	(854,666)	(768,400)	(208,200)	(163,400)	(513,200)	(305,000)	146.5	(33.2)
5212 Leisure Skills Rev.	(226,250)	(321,500)	(87,100)	(24,600)	(169,500)	(82,400)	94.6	(47.3)
5213 Play. & Camp Rev.	(908,483)	(759,100)	(205,900)	(172,000)	(494,800)	(288,900)	140.3	(34.8)
5215 Aquat.Rev.-Instuct.	(1,035,987)	(1,011,500)	(352,500)	(93,000)	(662,200)	(309,700)	87.9	(34.5)
5216 Aquat.Rev.-Recreat.	(176,530)	(192,700)	(67,100)	(17,100)	(111,200)	(44,100)	65.7	(42.3)
5218 Hockey Revenue	-	(2,000)	-	-	-	-	-	(100.0)
5219 Ice Rentals	(4,136,312)	(4,461,200)	(2,000,000)	(3,128,200)	(4,024,300)	(2,024,300)	101.2	(9.8)
5220 Public Skates	(426)	-	-	-	-	-	-	-
5225 Tipping Fees-Waste R	(1,495,900)	(1,505,000)	(1,328,000)	(1,080,000)	(1,490,000)	(162,000)	12.2	(1.0)
5227 Photocopier Revenue	(121,766)	(122,400)	(61,200)	(26,500)	(76,800)	(15,600)	25.5	(37.3)
5228 Membership Revenue	(650,357)	(710,000)	(436,900)	(192,100)	(432,400)	4,500	(1.0)	(39.1)
5229 Tax Sale Admin Fees	(101,800)	(100,000)	-	-	(50,000)	(50,000)	-	(50.0)
5239 Cultural Programs	(245,499)	(220,200)	(59,900)	(30,700)	(116,300)	(56,400)	94.2	(47.2)
5250 Sales of Svcs-Other	(1,141,419)	(1,446,800)	(1,081,800)	(999,700)	(1,127,100)	(45,300)	4.2	(22.1)
5253 Subdiv Insp Fees	-	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
5255 Engineering Fees	-	-	-	(10,300)	-	-	-	-
5256 SOT Revenue	(2,275,467)	(2,605,000)	(2,052,500)	(753,100)	(1,532,500)	520,000	(25.3)	(41.2)
5402 Sale of Bottles	(29,115)	(60,000)	(45,000)	(18,000)	(50,300)	(5,300)	11.8	(16.2)
5403 Sale-Other Recycle	(682,919)	(1,110,000)	(1,022,500)	(950,000)	(993,300)	29,200	(2.9)	(10.5)
5404 Canteen Revenue	(223,508)	(80,000)	(40,000)	-	(151,600)	(111,600)	279.0	89.5
5450 Other Sales Revenue	(24,645)	(389,600)	(9,600)	(1,000)	(5,000)	4,600	(47.9)	(98.7)
<b>* Fee Revenues</b>	<b>(75,536,152)</b>	<b>(80,690,100)</b>	<b>(49,267,400)</b>	<b>(43,018,835)</b>	<b>(61,621,500)</b>	<b>(12,354,100)</b>	<b>25.1</b>	<b>(23.6)</b>
5501 Fundraising	-	-	-	-	-	-	-	-
5502 HRWC Dividend	(5,078,373)	(5,321,900)	(6,113,500)	(5,951,100)	(6,472,000)	(358,500)	5.9	21.6
5503 Advertising Revenue	(1,111,539)	(1,116,000)	(941,000)	(734,900)	(842,000)	99,000	(10.5)	(24.6)
5504 StormWater ROW Levies	(3,746,894)	(3,835,000)	(3,835,000)	(3,835,000)	(3,922,000)	(87,000)	2.3	2.3
5508 Recov External Parti	(32,851,793)	(19,391,000)	(19,145,400)	(20,360,065)	(18,591,800)	553,600	(2.9)	(4.1)
5509 NSF Chq Fee	(19,940)	(17,000)	(16,000)	-	(1,400)	14,600	(91.3)	(91.8)
5520 Donations	(122,359)	(15,600)	(11,700)	(20,900)	(15,600)	(3,900)	33.3	-
5521 CUPE Admin Fee	-	-	-	-	-	-	-	-
5600 Miscellaneous Revenue	(2,490,330)	(2,235,900)	(2,263,600)	(2,294,000)	(1,919,000)	344,600	(15.2)	(14.2)
<b>* Other Revenue</b>	<b>(45,421,228)</b>	<b>(31,932,400)</b>	<b>(32,326,200)</b>	<b>(33,195,965)</b>	<b>(31,763,800)</b>	<b>562,400</b>	<b>(1.7)</b>	<b>(0.5)</b>
<b>** Total</b>	<b>(990,019,333)</b>	<b>(1,000,633,000)</b>	<b>(955,513,200)</b>	<b>(1,019,433,300)</b>	<b>(1,006,782,700)</b>	<b>(51,269,500)</b>	<b>5.4</b>	<b>0.6</b>
<b>Net Total</b>	<b>(1,014,078)</b>	<b>-</b>	<b>-</b>	<b>(6,060,857)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



HALIFAX