

HALIFAX

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Item No. 3
Budget Committee
May 12, 2020

TO: Chair and Members of Budget Committee (Standing Committee of the Whole on Budget)

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: May 1, 2020

SUBJECT: Proposed 2020/21 Budget Recast for COVID-19 Impacts

ORIGIN

Fiscal direction established during presentation of the Fiscal Framework on January 7, 2020.

Regional Council debates on the Capital Budget (starting July 16, 2019) and the Operating Budget (starting January 7, 2020).

Regional Council motion of April 14, 2020 that "Halifax Regional Council adopt the amendments to Administrative Order 14, Respecting the Application of Interest Charges on Outstanding Accounts, and Administrative Order 18, the Revenue Collections Policy Administrative Order, as set out in Attachment 3 of the staff report dated April 2, 2020."

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, clause 35 (1) (b), section 93,

35 (1) The Chief Administrative Officer shall... (b) ensure that an annual budget is prepared and submitted to the Council;"

Estimates of required sums

93 (1) The Council shall make estimates of the sums that are required by the Municipality for the fiscal year.

(2) The estimates shall include the probable revenue from all sources other than taxes for the fiscal year and make due allowance for

(a) the abatement and losses that might occur in the collection of the taxes; and

RECOMMENDATION ON PAGE 2

- (b) taxes for the current fiscal year that might not be collected.
- (3) The Council shall include an allowance to provide for any variation in the total assessed value shown on the roll that might result from assessment appeals.
- (4) The Council shall include in its estimates the deficit from the preceding fiscal year.
- (5) The Council may include in its estimates an amount for
 - (a) contingencies and unforeseen expenses in matters on which it may vote and expend money;
 - (b) all or part of any surplus of previous fiscal years that will be available for the current fiscal year.
- (6) The Council shall authorize the levying and collecting of a
 - (a) commercial tax rate of so much on the dollar on the assessed value of taxable commercial property and business occupancy assessment; and
 - (b) residential tax rate of so much on the dollar on the assessed value of taxable residential property and resource property.
- (7) Notwithstanding clause (6)(a), the tax rate for the part of commercial property that is identified on the assessment roll as being occupied by a seasonal tourist business is 75% of the commercial tax rate.
- (8) The tax rates must be those that the Council deems sufficient to raise the amount required to defray the estimated requirements of the Municipality.

RECOMMENDATION

It is recommended that the Budget Committee direct the CAO to revise the 2020/21 Proposed Operating and Capital Budgets, as voted on by Regional Council's Committee of the Whole on Budget at their February 12, 2020 meeting, using the revisions proposed in this report as summarized in Table 3, supported by attachment C and D.

BACKGROUND

At the October 29, 2019 and November 12, 2019 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on January 7, 2020 provided fiscal direction for the 2020/21 budget directing staff: "to develop the 2020/21 Budget according to Council's approved priorities, and preliminary fiscal direction, including setting the average property tax bill for residential homes and commercial properties at a 1.5% increase".

During the Committee of the Whole on Budget meetings, each business unit presented proposed budgets to meet the required fiscal direction. Combined with the fiscal services budget and provincial contributions (\$168.2 million), the entire Budget totals **\$1,000,633,000**. In preparing proposed budgets, business units incorporated direction from Council, addressed inflation on goods and services, and identified cost reductions where practical. In the interest of full transparency, all changes included in proposed budgets were identified in each business unit presentation.

After reviewing individual Business Unit Budgets and debating the Budget Adjustment List (BAL), the Budget Committee approved final proposed spending on February 12th and February 25th. This included total municipal budgeted expenditures of \$832.4¹ million and projected gross capital spending of \$179.8 million. The average single-family home tax bill was proposed to rise 1.4 per cent to \$2,003. The average commercial property tax bill was proposed to rise 1.4 per cent to \$43,185. These increases were in line or below forecasted key economic indicators including inflation (Halifax-CPI) and personal income growth.

¹ Figures have been rounded for presentation purposes

Prior to the budget being ratified by Regional Committee on March 24th, the COVID-19 pandemic struck Nova Scotia and Public Health issued an order requiring people to remain home. While the economic and financial implications of COVID-19 are still developing it is clear that significant changes have already occurred in HRM's financial situation and that they will continue to develop. While much is still uncertain, the fiscal year has already begun and any delays in introducing changes means that the magnitude of those revisions may become even larger. Hence it was deemed prudent to recast HRM's Operating and Capital budgets to protect the fiscal sustainability of the municipality.

DISCUSSION

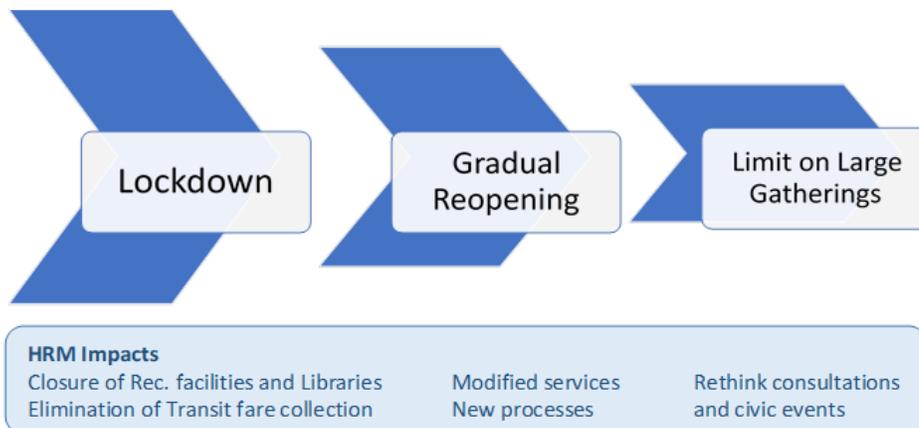
Municipalities rely on property taxation as their major source of revenue. Demand for service changes and improvements have to be balanced against appropriate tax levies on residential and commercial properties. The proposed tax levy must be balanced against the ability of taxpayers to pay for those items and the broad competitiveness that the mix of services and taxes will support. Municipalities are required by legislation to present a balanced budget, they cannot have deficits.

At the time of completing the budget process in February HRM's financial position was relatively strong, being characterized by low debt levels and average residential taxes that benchmark well compared to other Canadian cities. HRM's economy was growing, with positive forecasts for Real GDP and personal income growth per capita of 1.8% and 2.7% respectively. Inflation was forecast as stable at 2.2%. Population and dwelling unit growth were expected to grow at or above trend over the next four years.

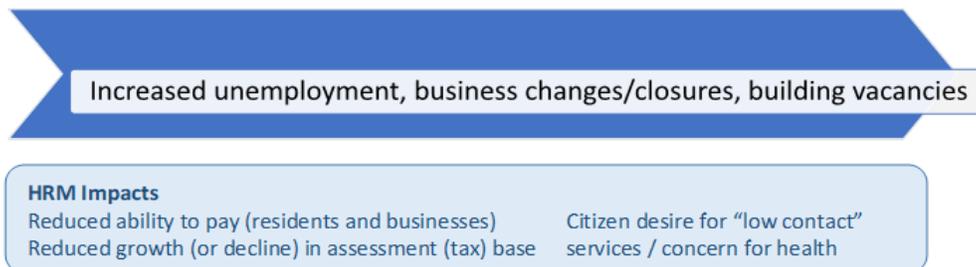
Impact and stages of COVID-19

The impact and stages of COVID-19 start with the immediate public health impacts but move on to produce social and economic impacts over the medium term within two years. There are also longer-term impacts and shifts that will occur, many of which are not apparent. Staff have designed the following graphic to help illustrate the potential impacts of COVID-19 on HRM operations, the graphic should not be viewed as a representation of timelines or impacts from Public Health or the Province of Nova Scotia.

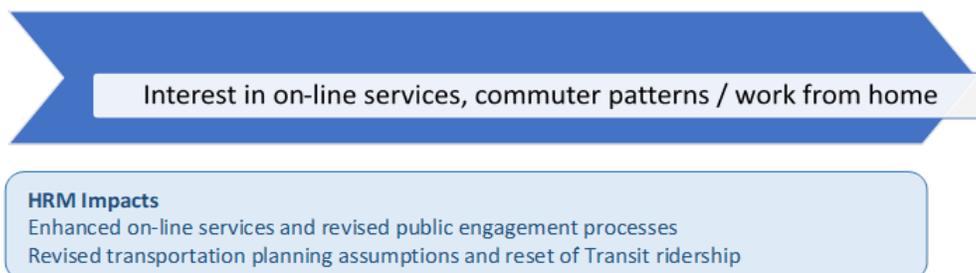
Public Health Impacts (first year or so)



Social & Economic Impacts (one to two years)



Long-term Shifts (on-going)



Economic Implications of COVID-19

Since the outbreak of COVID-19 and the virtual shuttering of the global economy, economic outlooks have been severely downgraded. Nova Scotia and HRM rely on export markets as sources of growth. All export markets (other Provinces, USA, China) are severely impacted by the Great Shut Down (GSD). Reductions in consumer spending and disposable income are severe and deep. In 2020 Halifax GDP is expected to decline nearly 6%, employment by 18,000 and income levels by 6.2%. Deflationary pressures are expected to bring inflation closer to 1 per cent, rather than 2 per cent as in the previous outlook.

Fiscal and monetary policies from senior levels of government are providing support on an unprecedented level. Longer term implications are more difficult to determine, but nearly every market from consumer goods, retail trade, financial services, real estate and air travel are experiencing difficulty seen only in the crises of 2008 and 1929. Despite this, there is a consensus that Canada (and Nova Scotia) should see a return to December 2019 output levels by spring or summer 2021. Due to the composition of its service sector, major capital projects that are on-track, and limited reliance on oil production, Halifax is relatively well-placed to weather this shock. HRM's real GDP is expected to grow slightly above the Canadian average in 2021. HRM's economic outlook using the best available economic data as of April 28th, 2020 is outlined below.

**HRM OUTLOOK
COVID-19 IMPACT
2019 – 2023, Select Indicators, % Change**

	2019	2020	2021	2022	2023
Gross Domestic Product (2012 M)	19,771	18,605	19,185	19,521	19,845
– per cent change	0.40	-5.9	3.12	1.75	1.66
Labour Force (per cent change)	2.97	1.45	1.03	1.38	1.78
Employment (thousands)	240	222	234	241	246
– per cent change	2.47	-7.66	5.38	3.21	2.02
Labour Income (millions)	11,719	11,990	11,249	11,865	12,340
– per cent change	2.31	-6.18	5.48	4.00	3.91
Consumer Price Index (per cent change)	1.87	1.02	2.13	2.18	2.19

Source: Canmac Economics Limited HRM Econometric Model

Financial Implications of COVID-19

As a result of public health restrictions across the country, municipalities in Canada are facing severe financial distress and are urgently taking counter measures to stabilize their financial situations. This sudden financial downturn has three key components:

- a sudden inability to operate non-essential municipal programs,
- a general economic decline affecting municipal revenues; and,
- an unexpected deterioration in the ability of business and residents to pay their property taxes, leading to a potentially severe cash flow crisis.

While the immediate impacts are short term, considerable uncertainty and risks exist with the medium to long term financial picture. Much of the economic and property tax impact is likely structural in nature and will have long term implications.

This situation is not unique to HRM. Municipalities across the country are trying to gauge the impact of COVID-19 on their tax revenue and program revenue. The Federation of Canadian Municipalities has issued a paper (*Protecting Vital Municipal Service*, see Attachment A) that indicates the impacts could be in the range of \$10 to 15 Billion nationwide if social distancing is in place for six months. Those municipalities with a public transit system are estimated to lose \$400 Million per month, nationally in fare revenue.

Inability to Operate Municipal Programs

Due to the State of Emergency and social distancing requirements, the Municipality has been forced to cease or reorganize many municipal services. For instance, Spring and Summer recreation programs are no longer being offered, leading to a loss in program revenues and expenses. Parking meters are being provided for free. Across the organization many revenue sources are in decline ranging from lease revenues to tax certificate revenues. Some program savings are available through lay-off of casual and temporary staff and the forced closure of certain facilities. Most serious of all, however, is the situation in

Transit. While Transit is an essential service and remains in place, transit fares are no longer being collected leading to a projected revenue loss of \$20 M (55%) for the fiscal year. This is based on employment declines, work from home and continuing social distancing limitations, fare revenues are unlikely to return to normal.

Economic Impact on Revenues and Expenses

The resulting economic decline has led to a decline in interest rates and real estate sales. As a result, HRM is estimating declines in its Deed Transfer Tax Revenues (\$7.7M), recreation fees (\$5.7M), Interest Revenues (\$4.2M), as well as fines, fees and other revenues. A decline in the price of fuel (by 28%) and the amount of fuel that HRM is using will save \$4.5M for the Municipality.

Inability to Pay Property Taxes

Declining business sales and income as well as employment losses are expected to make it difficult for many HRM businesses and residents to remit their property taxes on time. In response to this, on April 14, 2020 HRM moved its interim tax bill due date from April 30th to June 1st. (Its Final tax bill due is October 31st).

Commercial assessments reflect the estimated market value of real property. Some are based on the income method, where the underlying lease values and rentals determine the property value, while others reflect property sales data. It is expected that there will be downward pressure on assessment values for 2021, especially in sectors such as hotels, restaurants, lounges and retail. In addition, numerous appeals of the assessed value of commercial property are anticipated. The Property Valuation Services Corporation (PVSC) is working with other assessment agencies, national and international to understand the potential impacts of COVID-19.

Potential Property Tax Deferrals

In order to better serve the community and to reflect the difficult position of its taxpayers, the Nova Scotia Federation of Municipalities and the Association of Municipal Administrators (NSFM/AMA) have been working on a proposal to allow for the deferral of taxes for those businesses and residents that had been severely impacted financially by COVID-19. Using established criteria, the impact to Nova Scotia municipalities was estimated to be in the range of \$380 Million. The NSFM/AMA proposal asked the Department of Municipal Affairs and Housing to grant the legislative authority to municipalities to allow qualifying businesses and residents to pay their taxes over a 24-month term at a reduced interest rate (tax deferral). Of the \$380 Million, HRM's share worst case is estimated to be \$188 Million for the 2020/21 tax year. At this time the Provincial Government has indicated it does not have the legislative authority under the Emergency Measure Act to grant municipalities the legislative authority to defer commercial taxes. Municipality's, however, retain the ability to provide taxpayers in financial difficulties with a Payment Plan. Residents are also currently eligible for HRM's existing Low-Income Property Tax Rebate and Deferral programs (see Attachment B).

Potential Financial Assistance

Municipalities across the country have been lobbying the federal and provincial government for financial assistance to help mitigate the potential revenue loss and assist with short term cash to address liquidity concerns. The requests include FCM recommendations for \$2.4 Billion assistance for transit revenue losses and investments in infrastructure, either through cash injections of \$7.6B in Gas Tax funding, and/or changing program eligibility criteria.

Requests have also been made for Provincial Governments loans to ensure liquidity, provide emergency funding and possible tax deferral programs or to fund payment plans. With some sectors of the economy being completely shut down (hospitality sector, personal and professional services such as dentists and doctors, hairdressers) the risk of late payment and nonpayment of taxes are very real concerns for municipal governments. Requests for assistance across the country has been met with limited success.

Municipal Governments across the country have different legislative authorities making it difficult to compare approaches that are being taken.

The Province of Nova Scotia has arranged a \$380 Million operating fund loan through the Nova Scotia Municipal Finance Corporation at an interest rate of 1.1%. Municipalities can access the fund and have three years to pay the loan back. There are early repayment options on the loan and the repayment is to be made in three installments. Within the first six months of the loan, municipalities must pay back the interest portion of the loan. They do have the option of paying the principal portion on the anniversary of the loan – thereby allowing for an accelerated payment. HRM staff will be bringing forward a request to access the MFC borrowing program in the very near future.

Difference Between Cashflow and Revenue Loss

HRM's finances are being impacted in two ways from COVID-19. The first is from a cashflow perspective, with businesses and residents not having the funds to pay their taxes when they come due, causing a cashflow issue for the Municipality. From an accounting point of view, this is a timing issue and does not result in a decrease in revenues for the 2020/21 fiscal year. Taxes will be largely paid, simply not in 2020/21.

Under "accrual" accounting, tax revenue is recognized when "earned" or billed, even if the cash was not received. Because tax revenue is reported on an accrual basis it is possible HRM will end the year with an accounting surplus on its Financial Statements but little to no cash in its bank accounts. In other words, asset rich but cash poor.

Pre budget recast HRM spends on average a \$100 Million in expenditures per month. The biggest expenditures are payroll, pension contributions, provincial mandatory contributions and capital project payments. HRM is proposing to access the MFC operating loan program to offset some of the cashflow pressure it is facing. Debt charges for the program would be over \$30M. In the event HRM requires more than \$188 Million in cash, staff will be looking to use reserves to protect liquidity and to access other short-term lines of credit through financial institutions. Staff would bring forward separate reports seeking Regional Council authority to move forward with these measures.

The other area of financial pressure is "real" revenue loss (i.e. cash that will not be recovered). Examples of the revenue losses are: transit fares, investment income, parking fees, recreation programming fees, deed transfer tax. These losses must be made up through budget cuts and/or tax increases. "Real" revenue loss includes taxes that the municipality will not be able to collect.

Under accounting standards and the Province's Financial Reporting and Accounting Manual (FRAM) staff set up a valuation allowance of \$10 million for those taxes that it estimates will not be collected through tax sale or are required to offset losses through assessment appeals. The amount of the allowance is based on professional judgment and should reflect general business conditions at the time" as well as "all circumstances known". The amount of the allowance is a reduction to revenues.

Starting Point for Budget Deliberation

Throughout the month of April staff have worked on a variety of budget scenarios to address the budget shortfall using the budget that would have been voted on March 24, 2020 as the starting point of their deliberations. That budget included all the approved items in the Budget Adjustment List (BAL) as well as service changes and improvements, as presented in each Business Unit's budget and business plan presentation.

Business plans were developed on the basis of Council's approved 2020/21 Strategic Priorities Plan. As part of the revised budget process business units have gone through the services they provide and accompanying staffing levels to determine where they can reduce spending while still attempting to

deliver on Council's Strategic Priority Outcomes. However, given revenue shortfalls, loss of productive time during the state of emergency and requirement to shutter or reduce some programs and services as well as budget austerity measures the 2020/21 Strategic Priorities Plan, as ratified by Regional Council on Nov 12, 2019, cannot be delivered in its entirety.

Business Units have adjusted their plans based on ability to deliver and have deferred some 2020/21 strategic initiatives for the 2021/22 budget and business planning cycle when the full impact of the financial situation is known. Business Unit's will highlight the 2020/21 strategic initiatives, along with BAL items, that have been deferred with a full report provided to Regional Council of the 2020/21 Strategic Plan revisions based on budget deliberations in the near future.

In preparing the budget targets for the business units a number of assumptions were made to help guide the process. These include the broad assumption that the economy would be shut until June, that there would be no spring or summer recreation programming and that buses and ferries would not be at pre COVID-19 capacity in fiscal 2020/21. Staff also included a 28% decline in gas and diesel prices. In addition to budget assumptions HRM took steps to layoff casual, term and temporary staff that could not work from home and notified other employees that they would not be called back for seasonal work. This amounted to 1,480 layoffs.

Staff have estimated the revenue loss at \$44 million, including \$20 million in Transit:

Table 1
Revenue Loss - 2020/21

Transit Fares	20,000,000
Deed Transfer Tax	7,650,000
Interest Revenues	4,165,000
Recreation Fees	5,725,000
Fines	1,735,000
Other	4,725,000
Total	44,000,000

In total the revised budget deficiency, without any corrective actions, is \$85M:

Table 2
Budget Deficiency - 2020/21

Revenues Lost	44,000,000
Debt Charges	31,400,000
Valuation Allowance	10,000,000
Total	85,400,000

Budget Mitigation

Staff have looked at all aspects of service delivery to address the revenue gap.

- Compensation – Reductions included a hiring freeze and budgeting for higher vacancies. Layoffs have occurred for term and casual positions and overtime has been reduced.

- Gas and Diesel - The fall in oil prices have led to a price reduction of 28%. In addition, less fuel is being used in many vehicles and facilities.
- Services that have been interrupted have had their budgets reduced accordingly.
- Discretionary and Other Expenditures including office materials, supplies, training, out of town travel, special projects and many non-essential materials have been reduced.
- All Contracts have been reviewed with some adjustments in pricing or services factored in.

Capital projects have been evaluated for ability to deliver and criticality. During the pandemic some types of projects can be completed more quickly due to buildings being closed and reduced volumes of traffic. However, physical-distancing is expected to slow some work practices and increase costs. Delivery of materials has slowed, and the US exchange rate has risen drastically. Vendors in both the US and Canada are experiencing shutdowns and reduced production causing delayed product delivery. Due to budget constraints and a weakened ability to delivery projects, a series of Capital Projects will be delayed and there will be a reduction of \$25M in Capital from Operating, from \$45.5M to \$20.5M.

Table 3
Budget Reductions - 2020/21

Compensation	(21,689,000)
Facilities Costs	(2,184,000)
Programs	(6,538,000)
Grants	(4,921,000)
Contracts, Consulting	(5,650,000)
Supplies, Materials	(3,719,000)
Training and Travel	(2,523,000)
Fuel	(4,481,000)
Reserves	(1,809,000)
Capital from Operating	(25,000,000)
Other	<u>(6,886,000)</u>
Total	<u>(85,400,000)</u>

These budget adjustments will allow HRM to close its Budget Gap:

Table 4
Budget Deficiency - 2020/21

Revenues Lost	44,000,000
Debt Charges	31,400,000
Valuation Allowance	<u>10,000,000</u>
Sub-Total	85,400,000
Cap from Operating	(25,000,000)
Budget Reductions	(60,400,000)
Total	<u>-</u>

FINANCIAL IMPLICATIONS

This report provides aggregates from proposed Operating, Capital and Reserve budgets. Formal budget approval complies with relevant provincial legislation and regulation, upon adoption of the 2020/21 budget.

Currently HRM has a serious financial deficiency in its Budget and in its cash flow position. Approval of the Budget is only the first step in mitigating its financial issues. Over the remainder of the fiscal year the organization will have to closely monitor economic changes, the potential for additional COVID-19 waves, budget progress, the status of tax payments/deferrals, and ongoing liquidity. The current situation is very volatile and uncertain and changes in any of these could require additional financial measures to be undertaken. As HRM approaches the 2021/22 financial year it will need to closely consider the state of its tax base and its revenues. There is a very real chance that the 2021 assessment base will decline and, in addition, that some sectors of the economy may still be unable to pay their prospective tax bills. Hence corrective measures may be needed in-year to not only deal with the 2020/21 finances but also in anticipation of longer-term structural issues.

RISK CONSIDERATION

The budget recommendations, both operating and capital, are based on the best information available at this time and are based upon professional judgement. Risks related to the recommendations in this report are related to divergences in economic conditions from the forecast. Given the current environment these risks should be considered to be likely, with a greater than 50 percent chance of occurring. Should these risks materialize, and the economic impact of COVID-19 deepen, HRM may have difficulties meeting its financial obligations and providing for essential services. The consequences of this will be wide-spread and will affect the community, HRM's vendors and employees as well as the organization's reputation. As a result, HRM may have to introduce more cost cutting measures in-year to mitigate revenue losses. If the financial impacts are not as deep as estimated the option exists to increase services. Staff will have a better idea of what the economic and financial impacts are as Public Health ease restrictions and the final tax bill has been issued and paid by residents and businesses. The success of the budget mitigations will also have a significant impact on the Municipality's cash flow position and therefore the amount of short-term borrowing is required.

COMMUNITY ENGAGEMENT

There has been no direct public engagement on the recast budget. An extensive public engagement was undertaken for the 2020/21 Budget over the month of September. This engagement included nine community pop-up events and on-line survey through the Shape Your City community engagement portal. The results of the Shape Your City Budget engagement were provided in an information report presented to Regional Council on October 29, 2019.

Additionally, an on-line [balance-the-budget tool](#) (the "budget allocator") was open from January 16th to February 6th for the Public to provide feedback on the Budget. There was also an opportunity for the Public to attend budget presentations to the Budget Committee of the Whole, and to present their views.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Committee of the Whole can choose to amend the Proposed Budget and Business Plan through specific motion, and direct staff to proceed to prepare the 2020/21 Budget and Business Plan based on that amended direction.

ATTACHMENTS

Attachment A - Protecting Vital Municipal Services, Federation of Canadian Municipalities, 2020

Attachment B - Summary of HRM Low-Income Property Tax Rebate and Deferral Programs

Attachment C - Deferred Capital Projects

Attachment D – Business Unit Budget Details

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
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ATTACHMENT A

Protecting vital municipal services

Urgent federal recommendations to
address the financial crisis in our cities
and communities due to COVID-19

April 23, 2020

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This is a crisis

A message from FCM's president

In a matter of weeks, the COVID-19 pandemic has turned life upside down. We now face a public health and economic challenge unlike anything we've seen in our lifetime. As municipalities across the country work to support frontline action and ready essential response services, the financial impact to our operations has created a crisis—and threatens to put the Canadians we serve at further risk.

Across Canada, cities and communities are seeing their finances drift toward collapse. This crisis exposes the cracks in an outdated model that is fundamentally misaligned with the modern reality of the role of local governments. Revenues are plummeting. Unanticipated costs are rising. With few fiscal tools available—and no legal ability to run operating deficits—local leaders face stark choices. Protecting essential services now requires support from other orders of government.

Today, FCM is making that urgent request on behalf of cities and communities across the country. We are calling for emergency operating funding for municipalities—to keep essential services running and Canadians safe and protected.

Canadians are depending on the vital services their local leaders provide, from ensuring tap water is clean to sending paramedics to help the sick to safely sheltering our most vulnerable residents. Cutting back services in the middle of a pandemic would put Canadians at further risk. Instead, municipal leaders must continue to help lead the way, supporting people and businesses through this public health and economic storm. To ensure this work continues with the urgency required—on the ground, where Canadians live—direct emergency federal funding is the only option.

Our federal-municipal partnership has delivered remarkable results. Deepening that partnership now will protect Canadians through this pandemic. And when the time comes, local leaders will be ready to help lead Canada's recovery, so this country can prosper and thrive once again.

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Bill Karsten
FCM President

Local leaders on the front lines

Our cities and communities are the front lines of the COVID-19 pandemic. These are the places where Canadians go to work, buy homes, start families, launch businesses, and build the future of this country. As the governments closest to daily life, municipal leaders are mobilizing urgently to keep Canadians safe, and to help people and businesses weather the economic storm.

Municipalities of all sizes are taking extraordinary measures to support Canadians—including our most vulnerable—through this unprecedented public health and economic challenge. They're turning arenas into shelters for the homeless. They're setting up portable hygiene stations. They're deferring property taxes and utility bills for struggling families.

Municipalities are also working day and night to keep essential services running. Bus drivers, paramedics, firefighters, social workers and countless other frontline staff are putting themselves at risk every day to keep Canadians safe and to provide the services people rely on.

In the face of this challenge, essential workers and local leaders are stepping up together as champions for their communities, and this country.

As the national voice for local governments, FCM is fully engaged in this nationwide crisis. We're bringing together communities across the country to help protect people and businesses. Through regular touchpoints with our members—from FCM's Big City Mayors' Caucus and Rural Forum to our provincial-territorial municipal association partners and others—we're convening local expertise, sharing resources and coordinating frontline response efforts.

We're also working directly with federal departments, agencies and decision-makers to help inform Canada's pandemic response. That includes regular scheduled calls with the deputy prime minister and key ministers. This unprecedented engagement is bringing local realities to new federal initiatives—from the Canada Emergency Response Benefit to the Canada Emergency Wage Subsidy—to ensure they meet the needs of Canadians on the ground.

Municipalities in action

The **City of Edmonton, AB** has waived transit fares on all routes and has deployed larger buses to encourage physical distancing, while ensuring essential workers have a safe and reliable way to get to work.

The public library in the **Town of Halton Hills, ON** is using 3D printers to make face shield parts for frontline health care workers. It's also left its Wi-Fi on—despite being closed—so residents without Internet access can apply for provincial and federal resources.

The municipality of **Canton De Gore, QC** has set up a home delivery service for seniors and vulnerable residents—staffed by volunteers—to bring groceries and prescriptions to people confined to their homes.

For more examples of municipal action during the pandemic, go to fcm.ca/COVID19.

Vital municipal services at a glance

COVID-19 is shining a spotlight on the vital role municipalities play in daily life. Now more than ever, Canadians are depending on their local leaders to keep essential services running—to keep people safe and secure through this pandemic. That includes:

- ▶ Local police, ambulance and fire services
- ▶ Maintenance of roads, bridges and other essential infrastructure
- ▶ Safe public transit for essential workers
- ▶ Clean water and wastewater services
- ▶ Garbage collection and recycling
- ▶ Local social services and housing for vulnerable residents
- ▶ Local public health agencies
- ▶ Sustainability and environmental initiatives



Paramedics are on the frontlines providing life-saving services including emergency and non-emergency pre-hospital care to residents. *Photo: City of Toronto*

When the time comes, municipalities will also be ready to lead Canada's recovery, along with our federal partners. Local leaders are already delivering frontline results for Canadians. And they are exceptionally well-placed to deliver stimulus funding quickly—to create jobs and get the economy going. Deepening the federal-municipal partnership even further will help Canada thrive and prosper once again.

Anatomy of our financial crisis

At the best of times, Canada's municipal governments manage a razor-thin fiscal balance to deliver for residents. On the revenue side, they have scant ground to till beyond property taxes and user fees. On the expense side, operating and capital, they must be tremendously cost-efficient with every dollar available. With no legal standing to carry operating deficits, they diligently maintain reserves to carry our communities through cyclical shifts and disruptions.

But these are *historically challenging times*. Municipalities are incurring deep losses due to COVID-19—a combination of foregone revenues (from property taxes and user/utility fees) and unanticipated costs (including public safety measures and support for vulnerable populations). This is not limited to a cash flow challenge; this is a crisis of non-recoverable losses. To continue delivering essential services, many are drawing down limited reserves that were not designed for a crisis of this scale or duration.

Today's crisis exposes cracks in the fundamentally outdated fiscal framework in which municipalities are still forced to operate. And as we now approach a tipping point, our next steps will reverberate

through the lives of Canadians. Insolvency is not an option. Bridge loans cannot address this crisis of permanent losses. Cutting essential services is not an acceptable option, not when Canadians need us most. This is why we are turning to our federal partners for emergency operating funding—to sustain municipal operations and essential services through these extraordinary times.



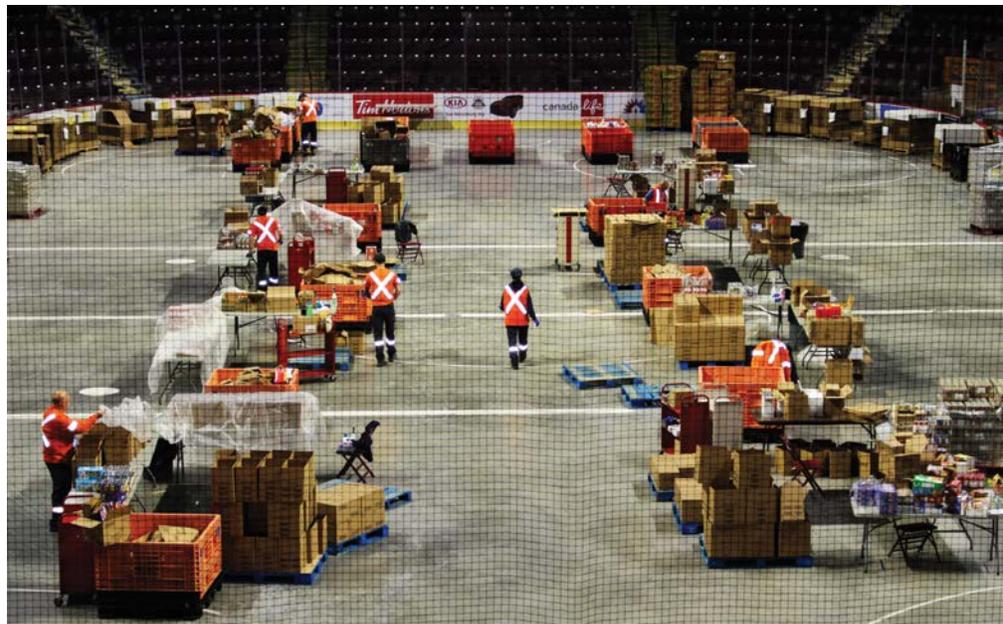
Municipal waste collection operators are keeping municipalities clean and green, while delivering essential services so residents can stay at home.

Photo: City of Toronto

This action will protect essential services Canadians rely on. No one should have to worry if their tap water is clean, whether their garbage will stay on the curb, or when a fire truck or ambulance will arrive.



To keep drivers and riders safe, the City of Selkirk, MB, installed Plexiglas shields and closed off alternating rows inside the buses to encourage physical distancing. *Photo: City of Selkirk*



The City of Windsor's WFCU Centre, home of the Windsor Spitfires Junior-A hockey club, has been transformed into a make-shift foodbank to help those in need during the pandemic. *Photo: City of Windsor*

This action will protect the most vulnerable among us. We must continue deploying extraordinary measures to protect people who face enormous challenges staying safe—in our shelters, on our streets.

This action will support Canada's economic recovery. Municipalities will need to hit the ground running to turn stimulus funds into outcomes—and not be cancelling even *existing* capital projects.

Like never before, our municipal-federal partnership has been building better lives for Canadians. Our partnership is grounded in our respective strengths—local leaders are delivery experts closest to people's real needs, the federal government has the fiscal heft to drive nationwide progress. Today, right now, this partnership is the key to carrying Canadians through this pandemic into better days ahead.

Protecting property taxpayers

Covering municipal losses through a one-time property tax levy is not a viable alternative to federal emergency funding given the significant impact it would have on households trying to weather the economic downturn. Bridging municipalities' 2020 fiscal shortfalls without cutting services—assuming six months of physical distancing—would require dramatic residential property tax levies:

Toronto	56%
Calgary	23%
Vancouver	22%
Montreal	18%
Mississauga	17%

Fiscal impacts of COVID-19

The fiscal impacts of COVID-19 have been swift and dramatic. Non-recoverable municipal losses driven by falling revenues and rising costs have led to an unprecedented financial crisis. To absorb this staggering hit in the near term, we are calling for a federal operating infusion of \$10–15 billion over the next six months. This crisis may compound as physical distancing measures continue, and depending on the timing and pace of future economic recovery.

FCM continues to develop insight on the scale of losses that municipalities may face on the road ahead. The extent and nature of losses vary widely by community, depending on multiple factors:

- ▶ Municipalities with **public transit systems** face significant revenue losses at the fare box—estimated at \$400 million per month nationwide. This accounts for 30–50 percent of monthly net losses for these municipalities. In Metro Vancouver, Translink is losing \$75 million monthly. The Toronto Transit Commission reports a \$23.5 million weekly burn rate—with an 85 percent revenue drop in April alone. Critically, transit is an essential service for frontline workers in this pandemic, but with limited ability to reduce operating expenditures, many transit systems are already scaling back service to ensure solvency.
- ▶ Municipalities are deferring **property taxes, utility and other fees** to support struggling residents in the near-term—another major revenue hit. Even after these deferral programs end, there remains a significant risk of property tax delinquency. With even a 10 percent increase in property tax and utility bill delinquencies, the cities of Vancouver and Toronto estimate revenue losses in 2020 of \$130 million and \$684 million, respectively.
- ▶ Municipalities reliant on **hard-hit industries** face compounding pressures. In tourism-driven Banff, Alberta, 85 percent of workers have been laid off. Tourism Calgary has temporarily laid off more than half of its staff, and the city could lose the \$540 million economic impact of the Calgary Stampede. Agriculture: meat plants in High River, Alberta, and in Montreal have closed temporarily, impacting a third of Canada's beef processing capacity and most pork exports. Natural resources: Western Canadian Select is trading at negative prices, and sawmill closures have put thousands out of work, jeopardizing pulp mill jobs in northern and remote communities.



Like many municipalities, the City of Yorkton has converted one of their public rinks into a temporary site run by public health to help alleviate the impact on local hospitals and emergency rooms. *Photo: City of Yorkton*

- ▶ The loss of **user fees from parking and community, culture, and recreation facilities** is another source of foregone revenue. Many municipalities have already temporarily laid off staff at these facilities to reduce costs. The City of Mississauga estimates lost revenue from recreation facilities to reach \$23.3 million by the end of June. The City of Toronto is losing almost \$17 million monthly from foregone parking fees alone. Smaller communities, at relative scale, stand to take a significant hit as well. Prince George, B.C., estimates a monthly loss of \$15-20 per capita.
- ▶ Without emergency operating funding, municipalities will need to reduce planned **capital expenditures** in 2020 to make up for lost revenues. This will further slow economic activity across the country and increase future repair costs. And this scaling-back is enormously counter-productive to the coming need to drive Canada's economic recovery through new capital investment in municipal assets, including core infrastructure and housing.



The Gatineau Police Department controls movement at the entrance to the territory. *Photo: City of Gatineau*

- ▶ **Rural and small communities** face their own unique economic challenges. The agriculture sector has been hit hard. Some municipalities have begun laying off staff—despite having so few to begin with. With limited access to broadband Internet, many rural Canadians are unable to work from home. New Brunswick's Francophone municipalities are facing a total monthly loss of \$10.5 million. Even before the pandemic hit, eight percent of Atlantic Canada's workforce was already depending on Employment Insurance benefits.

Summary of recommendations

With plummeting revenues, rising expenses and a legal proscription against running operating deficits, municipalities are at imminent risk of having to cut essential services to Canadians to remain solvent. The acceptable alternative is emergency operating funding for municipalities, provided by our stable, trusted, national partner: the Government of Canada.

This section summarizes FCM's urgent recommendation. This is based on the best available data on the projected financial impact of COVID-19—amounting to a near-term gap of \$10–15 billion for municipalities nationwide. It assumes that physical distancing directives substantially persist for six months, with direct municipal revenue impacts continuing through the end of 2020 and possibly into 2021 depending on the pace of economic recovery.

The core of our recommendation is an allocation-based formula to deliver a base level of support to all local governments. This is supplemented by targeted measures to meet distinct needs of municipalities as they continue to keep Canadians fully served and protected.

Immediate action

- 1. Deliver at least \$10 billion in targeted emergency operating funding to all local governments as direct allocations—with a new hybrid formula modelled on both the proven federal Gas Tax Fund (GTF) and a ridership-based allocation for municipalities that operate transit systems.**
 - ▶ Specifically, allocate at least \$7.6 billion of the fund using a GTF-style allocation formula for all local governments, and \$2.4 billion based 100% on transit ridership.
 - ▶ For municipalities that operate transit systems, provide a single blended transfer.
 - ▶ Immediately provide advance payments to municipalities facing urgent liquidity issues.
 - ▶ Leverage the administrative infrastructure of the federal Gas Tax Fund, where possible, to expedite the rollout of dedicated emergency operating grants.



Municipal road maintenance staff are working around the clock to keep roads safe and accessible for those delivering essential services. *Photo: City of Toronto*

2. Deliver additional emergency operating funding to individual local governments facing unique financial pressures related to COVID-19 that are not fully met by the hybrid formula above. Our largest urban centres face distinct challenges supporting self-isolation, sanitation and good health among populations struggling with homelessness and mental health challenges. Smaller communities face unique challenges, starting with access to health care services that can support isolation requirements and urgent care. These and other unique cost drivers will continue to require targeted supports for the full duration of this crisis.



Selkirk, MB Mayor Larry Johansson stopped at a resident's window to admire children's drawings showing their appreciation for essential workers. *Photo: City of Selkirk*

Medium-term action

- 3. Commit to revisit the need for additional operating funding within four months.**
 - ▶ Monitor trends in property tax delinquencies and consider additional supports for individuals and businesses that may not be able to pay property taxes after the expiry of short-term municipal deferral programs.
 - ▶ Depending on the duration and severity of the COVID-19 crisis, prepare for possible additional operating funding assistance in both 2020 and 2021.
- 4. Provide local governments with the ability to transfer unused allocations** to the federal Gas Tax Fund program for capital expenditures as part of Canada's COVID-19 economic recovery plan.

Proposed funding model

This section presents additional guidance for the emergency operating funding outlined in recommendation #1. Our proposed model features two components: a base allocation for all municipalities, and a supplementary allocation for municipalities that own and operate transit systems. To function—efficiently and nationwide—its design must be straightforward, direct and flexible.

Base allocation *(for all municipalities)*

- ▶ At least \$7.6 billion based on the federal Gas Tax Fund formula.
- ▶ Assumes average of \$35 per capita per month, and six months of physical distancing (starting March 2020).

Supplementary allocation *(for municipalities that own and operate transit systems)*

- ▶ \$2.4 billion based entirely on 2019 transit ridership (population not included in formula).
- ▶ Based on Canadian Urban Transit Association needs assessment (\$400 million/month for six months) and validated through individual city estimates.

Design considerations

- ▶ Municipalities should receive a single transfer that combines the base and supplementary allocation (except in the case of provincially-owned transit systems, such as BC Transit and Metrolinx).
- ▶ This single transfer should provide maximum flexibility to local governments to apply funds towards all operating impacts (foregone revenue and/or unanticipated costs) related to the COVID-19 pandemic.

- ▶ No provincial or municipal matching funds should be required.
- ▶ Requiring provincial matching could cause delays given the varied fiscal capacities of provincial/territorial governments. However, provinces and territories continue to have an important role to play in providing targeted supports for local governments including, but not limited to:
 - ▷ direct support for COVID-19 emergency response and support for vulnerable populations;
 - ▷ expansion or backstop of property tax deferral programs (especially long-term deferment programs that will delay taxes beyond a single fiscal year);
 - ▷ block operating grants for local governments.
- ▶ Given significant downside risks—including the likelihood of future pandemic waves that require physical distancing, and the potential for property tax delinquencies—it is likely that the full allocation under an emergency operating grant will be fully utilized by local governments.



The Vulnerable Person's Registry is a critical program where the elderly and people with special needs are contacted daily, making sure that they are safe and their needs are being met. *Photo: Regional Municipality of Wood Buffalo*

- ▶ Any limited unused funding could be reserved for additional COVID-19-related operating shortfalls in 2020 or 2021, or transferred to the federal Gas Tax Fund to be used for incremental capital expenditures as part of Canada's COVID-19 recovery plan.

Potential impact *(all numbers rounded and approximate):*

Municipality	Preliminary net losses*	Base allocation (GTF formula)	Supplementary allocation (transit)	Total allocation
City of Toronto	\$1.690B	\$575M	\$575M	\$1.150B
Metro Vancouver**	\$900M	\$510M	\$290M	\$795M
City of Calgary	\$400M	\$255M	\$115M	\$370M

* preliminary estimates assuming full year impact of six months of physical distancing

** extrapolation of data provided by City of Vancouver (local government not including transit) and TransLink (transit)

Eyes on the future

Right now our focus is on tackling the public health and economic crisis in our cities and communities—and ensuring local leaders can continue to deliver the essential services Canadians rely on. But we're also keeping an eye on the future—for when Canada is ready to move from response to recovery.

Across the country, municipalities have already begun taking steps to help drive the massive nation-building effort that will be required when the pandemic ends—from getting local businesses back on their feet to implementing job-creating stimulus projects. FCM is supporting this work by collecting and analyzing on-the-ground data that will inform recommendations for Canada's recovery. From housing, to infrastructure, to green, sustainable and resilient projects, cities and communities have a long track-record of delivering results efficiently and effectively. Municipalities will be essential partners in rebuilding the economy we want for the future.

But as with any crisis, it will be just as important to learn lessons from this pandemic. We will honour and celebrate how Canadians and their governments came together in common cause. We will also need to take a critical look at the foundational cracks that have been more harshly exposed in how we approach the role of local governments. In clear view are the outdated tools and authorities granted to municipal leaders, and how they simply do not match the modern role cities and communities play in supporting Canadians and driving our economy. When the time is right, FCM and local leaders will be ready to have that conversation.

In the immediate, we will continue working flat-out, as partners on the front lines, to keep Canadians as safe as possible, and ready our economy for the comeback we're confident we can collectively drive. We're all in this together.



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Attachment B

Summary of HRM Low-Income Property Tax Rebate and Deferral Programs

The Halifax Regional Municipality assists low-income homeowners in the Halifax region in paying their property taxes. If you need help paying your property taxes, the Municipality offers a few choices. You can apply for a:

Rebate: if your household income is less than \$35,000, the Municipality will pay a portion of your property taxes. The amount of rebate (up to \$1,050) varies with income and residential taxes billed.

Rebate and a Deferral: after the rebate has been applied to your tax account you can postpone payment of the remaining current year taxes. Interest is charged on the deferred tax amount at the rate set by Regional Council.

Deferral of local improvement charges: Local improvement charges may be added as a lien against a property for services such as sewer, water, or road work. These charges are paid once a year. If you need help paying for a local improvement charge, you can set up a payment plan or apply to defer the charges.

Payment Plan: rather than two large payments, you can pay in smaller monthly amounts. More information on payment plans can be found at:

<https://www.halifax.ca/home-property/municipal-payments/preauthorized-payment-plan>

Eligibility for a low-income property tax exemption

To be eligible for a tax exemption in Halifax, you must meet the following conditions:

- **You must be the registered owner or co-owner of the property.** Registration means that the title to the property is registered with the Nova Scotia Land Registry of Deeds in your name.
 - If there is more than one owner, all owners must sign the application form unless they live out of province.
 - All persons residing on the property must be disclosed on the application form.
 - If there is a living interest, title by adverse possession, power of attorney, or formal trustee, additional information is required, such as a copy of the will or trustee papers. Call 311 for assistance.
- **The combined total household income of all persons living on the property must be \$35,000 or less.**
- **The property must be your permanent place of residence** (your “home”) not a cottage, second home, investment property holding, vacant lot, or income property.
 - A home includes a condominium, a mobile home, or a duplex.
 - Note: you cannot apply for a **deferral** of property taxes, if the property is a mobile home on land not owned by you.

The Property Tax Exemption and Deferral Program is now part of the combined **Affordable Access Program**. For more details on eligibility, see the Affordable Access Guide at: <https://www.halifax.ca/media/65535>

These programs are authorized by Halifax Regional Council under:

Administrative Order 10 – Respecting Partial Tax Exemption for Residential Taxation

By-law T-700 – Respecting Tax Deferrals

ATTACHMENT C

2020/21 Adjusted Capital Plan and Estimated Capital Spend

Project #	Project Name	Asset Category	2019/20 Carry Forward	2020/21 Budget	2020/21 Capital Plan	Budget Reductions	2020/21 Adjusted Capital Plan	Further Estimated Cash Flow Deferrals	2020/21 Estimated Capital Spend
CM200008	Access-A-Bus Fueling Solution - BTC	Buildings/Facilities	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 200,000
CB190006	Accessibility - HRM Facilities	Buildings/Facilities	352,000	600,000	952,000	150,000	802,000	-	802,000
CB190004	Alderney Gate Library Renos	Buildings/Facilities	-	-	-	-	-	-	-
CB190007	Alderney Gate Recapitalization	Buildings/Facilities	1,622,000	-	1,622,000	-	1,622,000	200,000	1,422,000
CB190002	Bedford Library Replacement	Buildings/Facilities	-	250,000	250,000	250,000	-	-	-
CB200013	BMO Centre	Buildings/Facilities	83,000	100,000	183,000	-	183,000	-	183,000
CWU01065	Burner Installation Hwy 101 Landfill	Buildings/Facilities	60,000	-	60,000	-	60,000	60,000	-
CW190005	Burnside Composting Facility Repairs	Buildings/Facilities	309,000	1,120,000	1,429,000	-	1,429,000	330,000	1,099,000
CB000082	Burnside Transit Centre Roof Repairs	Buildings/Facilities	2,455,000	-	2,455,000	-	2,455,000	-	2,455,000
CB000023	Captain William Spry Renovations	Buildings/Facilities	81,000	-	81,000	-	81,000	-	81,000
Build1	Category 1 Recreation Facilities Recap	Buildings/Facilities	-	-	-	-	-	-	-
CB000045	Cole Harbour Place	Buildings/Facilities	396,000	340,000	736,000	-	736,000	-	736,000
CW190003	Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	817,000	1,000,000	1,817,000	-	1,817,000	1,017,000	800,000
CB190011	Corporate Accommodations	Buildings/Facilities	1,627,000	1,000,000	2,627,000	(1,000,000)	3,627,000	-	3,627,000
CB000046	Corporate Accommodations - Alderney	Buildings/Facilities	266,000	-	266,000	-	266,000	-	266,000
CB000075	Dartmouth North Community Centre	Buildings/Facilities	522,000	-	522,000	-	522,000	-	522,000
CB200002	EMO Projects	Buildings/Facilities	-	650,000	650,000	-	650,000	-	650,000
CB190008	Energy Efficiency Initiatives	Buildings/Facilities	106,000	2,000,000	2,106,000	-	2,106,000	-	2,106,000
CB190009	Environmental Remediation/Bldg. Demo	Buildings/Facilities	484,000	-	484,000	-	484,000	-	484,000
CM200002	Ferry Terminal Pontoon Rehab	Buildings/Facilities	15,000	225,000	240,000	-	240,000	-	240,000
CB200003	Findlay Community Centre Recap	Buildings/Facilities	-	-	-	-	-	-	-
CB000052	Fire Station 2, University Ave Recap	Buildings/Facilities	1,708,000	-	1,708,000	-	1,708,000	-	1,708,000
CB000088	Fire Station Functional Improvements	Buildings/Facilities	655,000	400,000	1,055,000	-	1,055,000	-	1,055,000
CB200014	Fire Station Replacements	Buildings/Facilities	1,772,000	5,000,000	6,772,000	5,600,000	1,172,000	-	1,172,000
CB200006	General Building Recapitalization	Buildings/Facilities	352,000	1,800,000	2,152,000	-	2,152,000	-	2,152,000
CB200004	George Dixon Community Ctr Recap	Buildings/Facilities	-	-	-	-	-	-	-
CB200011	Gordon R Snow Community Centre	Buildings/Facilities	-	100,000	100,000	-	100,000	-	100,000
CB180003	Halifax City Hall/Grand Parade Restore	Buildings/Facilities	77,000	-	77,000	-	77,000	-	77,000
CB000039	Halifax Ferry Terminal	Buildings/Facilities	214,000	-	214,000	-	214,000	-	214,000
CB190013	Halifax Forum Redevelopment	Buildings/Facilities	300,000	-	300,000	-	300,000	-	300,000
CB190003	Halifax North Memorial Public Library	Buildings/Facilities	500,000	500,000	1,000,000	-	1,000,000	-	1,000,000
Build4	Heritage Facilities Recapitalization	Buildings/Facilities	-	-	-	-	-	-	-
CB000057	HRFE Future Buildings Recap	Buildings/Facilities	-	-	-	-	-	-	-
CB200015	HRM Depot Upgrades	Buildings/Facilities	212,000	1,200,000	1,412,000	-	1,412,000	-	1,412,000
CB190010	Keshen Goodman Library Renovations	Buildings/Facilities	450,000	2,000,000	2,450,000	-	2,450,000	-	2,450,000
CB190001	LeBrun Centre Renovations	Buildings/Facilities	-	250,000	250,000	-	250,000	-	250,000
CB000089	Mackintosh Depot Replacement	Buildings/Facilities	2,206,000	6,500,000	8,706,000	-	8,706,000	6,500,000	2,206,000
CW200002	Materials Recovery Facility Repairs	Buildings/Facilities	281,000	700,000	981,000	190,000	791,000	-	791,000
CB000073	Metropark Upgrades	Buildings/Facilities	-	-	-	-	-	-	-
CW000011	Miller Composting Purchase	Buildings/Facilities	1,100,000	-	1,100,000	1,100,000	-	-	-
CB200001	Multi-District Facilities-Upgrades	Buildings/Facilities	1,281,000	2,200,000	3,481,000	-	3,481,000	-	3,481,000
CW000009	New Era Recapitalization	Buildings/Facilities	1,045,000	-	1,045,000	-	1,045,000	792,000	253,000
CB000017	New/Expanded Transit Centre	Buildings/Facilities	2,896,000	-	2,896,000	2,896,000	-	-	-
CB000125	Ragged Lake Transit Centre Expansion	Buildings/Facilities	1,500,000	3,500,000	5,000,000	-	5,000,000	3,500,000	1,500,000

Project #	Project Name	Asset Category	2019/20 Carry Forward	2020/21 Budget	2020/21 Capital Plan	Budget Reductions	2020/21 Adjusted Capital Plan	Further Estimated Cash Flow Deferrals	2020/21 Estimated Capital Spend
CB200007	RBC Centre	Buildings/Facilities	199,000	100,000	299,000	-	299,000	-	299,000
CB200009	Regional Library Facility Upgrades	Buildings/Facilities	400,000	500,000	900,000	-	900,000	-	900,000
CB200010	Regional Park Washrooms	Buildings/Facilities	211,000	500,000	711,000	-	711,000	-	711,000
CB200005	Roof Recapitalization	Buildings/Facilities	110,000	700,000	810,000	-	810,000	-	810,000
CB000060	Sackville Sports Stadium	Buildings/Facilities	120,000	-	120,000	-	120,000	-	120,000
CB000079	Sambro/Harrietsfield Fire Station	Buildings/Facilities	4,650,000	-	4,650,000	-	4,650,000	-	4,650,000
CB200008	Scotiabank Centre	Buildings/Facilities	908,000	1,000,000	1,908,000	-	1,908,000	-	1,908,000
CB000080	Sheet Harbour Recreation Centre	Buildings/Facilities	49,000	-	49,000	-	49,000	-	49,000
CB000084	South Peninsula School Gym Enhance	Buildings/Facilities	-	460,000	460,000	-	460,000	-	460,000
CB000011	St. Andrew's Community Centre Renos	Buildings/Facilities	691,000	2,000,000	2,691,000	-	2,691,000	-	2,691,000
Build6	Tallahassee Recreation Centre	Buildings/Facilities	-	-	-	-	-	-	-
CB000016	Transit Facility Investment Strategy	Buildings/Facilities	35,000	600,000	635,000	-	635,000	-	635,000
CM000010	West Bedford Park & Ride	Buildings/Facilities	-	350,000	350,000	300,000	50,000	-	50,000
CB000087	Wharf Recapitalization	Buildings/Facilities	150,000	2,800,000	2,950,000	-	2,950,000	-	2,950,000
CB000042	Woodside Ferry Terminal Upgrade	Buildings/Facilities	900,000	4,500,000	5,400,000	-	5,400,000	-	5,400,000
CR000007	Wrights Cove Terminal	Buildings/Facilities	50,000	-	50,000	50,000	-	-	-
CB000006	Zatzman Sportsplex Revitalization	Buildings/Facilities	200,000	-	200,000	-	200,000	-	200,000
CI190002	2020 Municipal Election e-Voting	Business Systems	349,000	-	349,000	-	349,000	-	349,000
CI190009	Application Recapitalization	Business Systems	659,000	300,000	959,000	618,000	341,000	-	341,000
CI190010	Business Intelligence Program	Business Systems	560,000	50,000	610,000	410,000	200,000	-	200,000
CI990020	CRM Software Replacement	Business Systems	750,000	450,000	1,200,000	600,000	600,000	-	600,000
CI200005	Cyber Security	Business Systems	-	920,000	920,000	-	920,000	-	920,000
CI990018	Enterprise Content & Records Mgmt	Business Systems	509,000	500,000	1,009,000	-	1,009,000	-	1,009,000
CI200002	Finance & HR Business Transformation	Business Systems	10,919,000	9,580,000	20,499,000	1,687,000	18,812,000	-	18,812,000
CI190003	Fleet SAP Interface Upgrades	Business Systems	-	595,000	595,000	595,000	-	-	-
CI190004	HRFE AVL Devices	Business Systems	200,000	25,000	225,000	-	225,000	-	225,000
CI990027	HRFE Dispatch Projects	Business Systems	222,000	-	222,000	-	222,000	-	222,000
CI990028	HRFE FDM Review/Enhance	Business Systems	543,000	-	543,000	543,000	-	-	-
CI190005	HRFE Intelligent Dispatching	Business Systems	-	665,000	665,000	665,000	-	-	-
CI200006	HRP Cybersecurity Program	Business Systems	-	278,000	278,000	-	278,000	-	278,000
CI990023	HRP Records Mgmt Optimization	Business Systems	780,000	250,000	1,030,000	-	1,030,000	-	1,030,000
CI200004	ICT Business Tools	Business Systems	367,000	70,000	437,000	160,000	277,000	-	277,000
CI200003	ICT Infrastructure Recap	Business Systems	283,000	1,813,000	2,096,000	196,000	1,900,000	-	1,900,000
CI200001	IT Service Management	Business Systems	202,000	300,000	502,000	586,000	(84,000)	-	(84,000)
CM180005	New Transit Technology	Business Systems	2,500,000	-	2,500,000	-	2,500,000	-	2,500,000
CI190007	Office 365 Migration	Business Systems	201,000	-	201,000	196,000	5,000	-	5,000
CI990031	Parking Technology	Business Systems	2,633,000	650,000	3,283,000	-	3,283,000	-	3,283,000
CI990013	Permitting, Licensing, Compliance (PLC)	Business Systems	1,101,000	2,056,000	3,157,000	325,000	2,832,000	-	2,832,000
CI000021	Public WiFi	Business Systems	416,000	-	416,000	266,000	150,000	-	150,000
CI000005	Recreation Services Software	Business Systems	604,000	795,000	1,399,000	-	1,399,000	-	1,399,000
CI190006	Risk Management Information System	Business Systems	123,000	170,000	293,000	225,000	68,000	-	68,000
CI190008	Road Disruption Management Solution	Business Systems	164,000	368,000	532,000	325,000	207,000	-	207,000
CI000001	Web Transformation	Business Systems	125,000	250,000	375,000	270,000	105,000	-	105,000
CCV02301 - CCV02316	District Capital Accounts	District Capital Funds	539,372	1,504,000	2,043,372	-	2,043,372	750,000	1,293,372
CP200006	Beazley Park	Outdoor Recreation	500,000	600,000	1,100,000	-	1,100,000	-	1,100,000
CB000067	Bedford Outdoor Pool	Outdoor Recreation	-	-	-	-	-	-	-
CP000020	Cemetery Upgrades	Outdoor Recreation	-	-	-	-	-	-	-
CP000011	Cornwallis Park Master Plan Implementation	Outdoor Recreation	-	-	-	-	-	-	-
CW200001	District 11 Community Integration Fund	Outdoor Recreation	-	25,000	25,000	-	25,000	-	25,000

Project #	Project Name	Asset Category	2019/20 Carry Forward	2020/21 Budget	2020/21 Capital Plan	Budget Reductions	2020/21 Adjusted Capital Plan	Further Estimated Cash Flow Deferrals	2020/21 Estimated Capital Spend
CP000012	Fort Needham Master Plan Implementation	Outdoor Recreation	550,000	-	550,000	550,000	-	-	-
CP200002	Halifax Common Upgrades	Outdoor Recreation	550,000	600,000	1,150,000	-	1,150,000	-	1,150,000
CP200007	Off-Leash Dog Parks	Outdoor Recreation	-	60,000	60,000	-	60,000	-	60,000
CP200004	Park Land Acquisition	Outdoor Recreation	-	500,000	500,000	400,000	100,000	-	100,000
CP200001	Park Recapitalization	Outdoor Recreation	1,600,000	1,225,000	2,825,000	565,000	2,260,000	-	2,260,000
CP200005	Playing Fields and Courts - New	Outdoor Recreation	185,000	550,000	735,000	715,000	20,000	-	20,000
CP200003	Playing Fields and Courts - Renewal	Outdoor Recreation	1,695,000	1,500,000	3,195,000	165,000	3,030,000	-	3,030,000
CP190003	Point Pleasant Park Upgrades	Outdoor Recreation	-	250,000	250,000	-	250,000	-	250,000
CP190005	Public Gardens Upgrades	Outdoor Recreation	120,000	-	120,000	-	120,000	-	120,000
CP190002	Recreational Trails	Outdoor Recreation	-	350,000	350,000	-	350,000	-	350,000
CP180002	Regional Water Access/Beach Upgrades	Outdoor Recreation	80,000	80,000	160,000	80,000	80,000	-	80,000
CP200008	Splash Pads	Outdoor Recreation	-	500,000	500,000	500,000	-	-	-
CP000014	Wilderness Park Development	Outdoor Recreation	40,000	-	40,000	-	40,000	-	40,000
CR200001	Active Transportation - Strategic Projects	Roads, Active Transportation & Bridges	4,195,000	3,690,000	7,885,000	210,000	7,675,000	225,000	7,450,000
CTU01006	Bedford West Road Oversizing	Roads, Active Transportation & Bridges	-	-	-	-	-	-	-
CR200003	Bridges	Roads, Active Transportation & Bridges	3,815,000	1,400,000	5,215,000	200,000	5,015,000	-	5,015,000
CT000013	Burnside Connection to Hwy 107	Roads, Active Transportation & Bridges	-	-	-	-	-	-	-
CM190002	Bus Stop Accessibility/Improvements	Roads, Active Transportation & Bridges	200,000	300,000	500,000	-	500,000	-	500,000
CT000007	Cogswell Interchange Redevelopment	Roads, Active Transportation & Bridges	15,011,000	12,000,000	27,011,000	26,261,000	750,000	-	750,000
CT190003	Downtown Dartmouth Infrastructure Renewal	Roads, Active Transportation & Bridges	50,000	2,000,000	2,050,000	2,000,000	50,000	-	50,000
CM000018	Higher Order Transit Planning	Roads, Active Transportation & Bridges	515,000	-	515,000	-	515,000	-	515,000
CT190009	IMP Land Acquisition	Roads, Active Transportation & Bridges	1,180,000	2,085,000	3,265,000	265,000	3,000,000	-	3,000,000
CT200002	Major Strategic Multi Modal Corridor: Bayers Road	Roads, Active Transportation & Bridges	3,400,000	200,000	3,600,000	-	3,600,000	-	3,600,000
CT190008	Major Strategic Multi Modal Corridor: Bedford Highway	Roads, Active Transportation & Bridges	250,000	-	250,000	-	250,000	-	250,000
CT200003	Major Strategic Multi Modal Corridor: Dutch Village Rd	Roads, Active Transportation & Bridges	-	50,000	50,000	-	50,000	-	50,000
CT190005	Major Strategic Multi Modal Corridor: Herring Cove Road	Roads, Active Transportation & Bridges	250,000	-	250,000	-	250,000	-	250,000
CT190002	Major Strategic Multi Modal Corridor: Portland Street	Roads, Active Transportation & Bridges	150,000	-	150,000	-	150,000	-	150,000
CT200006	Major Strategic Multi Modal Corridor: Robie St & Young St	Roads, Active Transportation & Bridges	-	2,275,000	2,275,000	-	2,275,000	-	2,275,000
CT200005	Major Strategic Multi Modal Corridor: Windmill Rd	Roads, Active Transportation & Bridges	-	200,000	200,000	100,000	100,000	-	100,000
CR180006	New Paving Streets - HRM Roads	Roads, Active Transportation & Bridges	108,667	108,933	217,600	54,600	163,000	-	163,000
CR180007	New Paving Subdivisions - Provincial Roads	Roads, Active Transportation & Bridges	-	376,000	376,000	-	376,000	-	376,000
CR200004	Other Road Related Works	Roads, Active Transportation & Bridges	1,320,000	2,000,000	3,320,000	315,000	3,005,000	-	3,005,000
CT000015	Railway Crossing Improvements	Roads, Active Transportation & Bridges	251,000	-	251,000	-	251,000	-	251,000
CR200007	Regional Centre AAA Bikeways	Roads, Active Transportation & Bridges	2,355,000	3,855,000	6,210,000	100,000	6,110,000	3,325,000	2,785,000
CR200005	Road Ops & Construction - State of Good Repair	Roads, Active Transportation & Bridges	-	4,000,000	4,000,000	1,000,000	3,000,000	-	3,000,000
CT000016	Shearwater Connector	Roads, Active Transportation & Bridges	51,000	-	51,000	-	51,000	-	51,000
CR200002	Sidewalk Renewals	Roads, Active Transportation & Bridges	960,000	2,500,000	3,460,000	-	3,460,000	755,000	2,705,000
CR200006	Street Recapitalization	Roads, Active Transportation & Bridges	10,575,000	26,300,000	36,875,000	800,000	36,075,000	3,435,000	32,640,000
CT200007	Streetscape Renewal	Roads, Active Transportation & Bridges	-	50,000	50,000	50,000	-	-	-
CD000002	Streetscapes - Argyle/Grafton	Roads, Active Transportation & Bridges	567,000	-	567,000	-	567,000	237,000	330,000
CD000001	Streetscapes - Spring Garden Rd	Roads, Active Transportation & Bridges	9,788,000	-	9,788,000	-	9,788,000	7,500,000	2,288,000
CT190001	Streetscaping	Roads, Active Transportation & Bridges	-	400,000	400,000	-	400,000	-	400,000
CT200008	Tactical Urbanism	Roads, Active Transportation & Bridges	490,000	150,000	640,000	-	640,000	-	640,000
CM000009	Transit Priority Measures	Roads, Active Transportation & Bridges	500,000	-	500,000	-	500,000	-	500,000
CT190010	Windsor Street Exchange	Roads, Active Transportation & Bridges	450,000	1,800,000	2,250,000	-	2,250,000	1,875,000	375,000
CT200004	Controller Cabinet & Detection	Traffic & Streetlights	605,000	350,000	955,000	385,000	570,000	-	570,000
CTR00904	Destination Signage Program	Traffic & Streetlights	404,000	-	404,000	150,000	254,000	-	254,000
CT190004	Opticom Signalization	Traffic & Streetlights	-	70,000	70,000	-	70,000	-	70,000
CT190006	Road Safety Improvement	Traffic & Streetlights	1,245,000	1,900,000	3,145,000	870,000	2,275,000	-	2,275,000

Project #	Project Name	Asset Category	2019/20 Carry Forward	2020/21 Budget	2020/21 Capital Plan	Budget Reductions	2020/21 Adjusted Capital Plan	Further Estimated Cash Flow Deferrals	2020/21 Estimated Capital Spend
CT200001	Street Lighting	Traffic & Streetlights	528,500	250,000	778,500	390,000	388,500	-	388,500
CT180003	Traffic Signal Re-lamping	Traffic & Streetlights	-	-	-	-	-	-	-
CM200001	Access-A-Bus Replacement	Vehicles, Vessels & Equipment	635,000	1,170,000	1,805,000	-	1,805,000	-	1,805,000
CM200005	Bus Maintenance Equipment Replacement	Vehicles, Vessels & Equipment	404,000	330,000	734,000	-	734,000	-	734,000
CM200006	Conventional Bus Replacement	Vehicles, Vessels & Equipment	838,000	19,720,000	20,558,000	-	20,558,000	20,558,000	-
CM200007	Ferry Overhaul and Capital Upgrades	Vehicles, Vessels & Equipment	228,000	385,000	613,000	-	613,000	-	613,000
CE200002	Fire Fleet Replacement	Vehicles, Vessels & Equipment	3,780,000	4,185,000	7,965,000	-	7,965,000	-	7,965,000
CE200004	Fire Services Equipment Replacement	Vehicles, Vessels & Equipment	925,000	1,130,000	2,055,000	-	2,055,000	-	2,055,000
CE190001	Fire Services Water Supply	Vehicles, Vessels & Equipment	-	90,000	90,000	-	90,000	-	90,000
CE190006	Fire/Rescue Boat Replacement	Vehicles, Vessels & Equipment	1,300,000	-	1,300,000	-	1,300,000	-	1,300,000
CE200005	Heavy Urban Search & Rescue Equipment	Vehicles, Vessels & Equipment	-	355,000	355,000	-	355,000	-	355,000
CE190005	Ice Resurfer Replacement	Vehicles, Vessels & Equipment	125,000	125,000	250,000	-	250,000	125,000	125,000
CM200004	Mid-Life Bus Rebuild	Vehicles, Vessels & Equipment	-	1,200,000	1,200,000	-	1,200,000	-	1,200,000
CM180008	Moving Forward Together Plan Implementation	Vehicles, Vessels & Equipment	266,000	3,470,000	3,736,000	-	3,736,000	3,736,000	-
CE200001	Municipal Fleet Replacement	Vehicles, Vessels & Equipment	900,000	2,500,000	3,400,000	-	3,400,000	-	3,400,000
CW190001	New/Replacement Green Carts	Vehicles, Vessels & Equipment	364,000	-	364,000	-	364,000	-	364,000
CE200003	Police Fleet Replacement	Vehicles, Vessels & Equipment	1,505,000	800,000	2,305,000	-	2,305,000	-	2,305,000
CE190002	Police Services Equipment Replacement	Vehicles, Vessels & Equipment	-	420,000	420,000	-	420,000	-	420,000
CW200003	Rural Depots	Vehicles, Vessels & Equipment	-	340,000	340,000	-	340,000	-	340,000
CM200003	Transit Support Vehicle Replacement	Vehicles, Vessels & Equipment	-	110,000	110,000	-	110,000	-	110,000
CP190001	Cultural Spaces	Other Assets	150,000	250,000	400,000	150,000	250,000	-	250,000
CWU01092	Dredging of Siltation Pond	Other Assets	360,000	-	360,000	-	360,000	-	360,000
CW190004	Environmental Monitoring Site Work 101 Landfill	Other Assets	308,000	60,000	368,000	-	368,000	-	368,000
CB200012	HalifACT 2050 - Climate Action Plan	Other Assets	-	1,000,000	1,000,000	-	1,000,000	-	1,000,000
CR000001	Storm Sewer Upgrades	Other Assets	546,000	-	546,000	-	546,000	-	546,000
CT200009	Wastewater Oversizing	Other Assets	-	900,000	900,000	-	900,000	-	900,000
Total			\$ 136,334,539	\$ 179,823,933	\$ 316,158,472	\$ 53,478,600	\$ 262,679,872	\$ 54,920,000	\$ 207,759,872

Attachment D – Business Unit Budget Details

Chief Administrative Office	\$ 8,028,800
Revenue Loss	
None	-
Service Changes	
External Services	(81,800)
Halifax Partnerhip - Economic Recovery Plan	75,000
Halifax Partnership - Economic Development Strategy deferred	(135,000)
Other Mitigation	
Advertising and Promotion	(58,300)
Community Events	(37,100)
Conferences/Out of Town Travel	(112,700)
Increase in Recoveries from External Parties	(75,300)
Local Travel/Parking	(40,600)
Memberships/Training and Education	(12,000)
Miscellaneous adjustments	(17,100)
Office Expenses	(25,900)
Vacancy Rate Changes	(148,900)
Total Changes	\$ (669,700)
Revised Budget	\$ 7,359,100

Corporate Customer Service	\$ 42,332,000
Revenue Loss	
None	-
Service Changes	
Close Duke St Contact Ctr. - Includes 3 CSR's	(251,000)
Close Acadia Contact Ctr. - Includes 3 CSR's	(187,700)
Reduce Hours - 311	(100,000)
Other Mitigation	
Reduced Professional/Consulting Fees	(59,500)
Reduced General Expenses	(267,500)
Hiring freeze/Vacancies	(2,223,000)
Reduced Special projects	(42,000)
Reduced maintenance/supplies	(398,100)
Bldg. closures - reduced costs	(1,664,500)
Adjusted Special projects	50,000
Reduced Fuel costs	(1,078,000)
Total Changes	\$ (6,221,300)
Revised Budget	\$ 36,110,700

Halifax Regional Fire and Emergency	\$ 74,506,000
Revenue Loss	
None	-
Service Changes	
Withdraw funding request for increase to Uniforms & Clothing	(202,500)
Withdraw funding request for increase to Training Materials and Services	(290,000)
Reduction to HRFE Volunteer Recognition Program	(770,000)
Reduce Mutual Aid Agreement	(21,200)
Reduce Grants - Ground Search and Rescue by 1/2	(70,000)
Reduce OT & close stn 11 (24 hours) to relocate staff to sheet harbour with day staff from stn 50 or 60	(1,000,000)
Increase Vacancy Target for Hiring Freeze, Retirements & Other Absences	(2,400,000)
Other Mitigation	
Withdraw funding request for increase to Professional Services (FAP) for treatment of PTSD	(60,000)
Withdraw funding request to fund Logistics Pressures	(230,000)
Defer EMO Reserve Contribution	(25,000)
General Expenditure Reductions	(318,200)
Total Changes	\$ (5,386,900)
Revised Budget	\$ 69,119,100

Fiscal Services	\$ (486,092,100)
Revenue Loss	
Deed Transfer Tax	7,650,000
Interest (Taxes)	2,000,000
Interest (Investment, Other)	2,165,000
Parking Revenues	750,000
HST Revenue offset	307,000
Service Changes	
Debt Charges for Spring 20A	(692,100)
Grants (Community, Heritage, Museums)	(505,000)
HRWC Dividend	(791,600)
Operating Cost of Capital (OCC)	(497,100)
Valuation Allowance	10,000,000
Capital from Operating	(25,000,000)
Short Term Loan Repayment	31,400,000
Other Mitigation	
Studies	(301,500)
Insurance	(500,000)
RCMP Contingency	(446,000)
Other	(297,400)
Total Changes	\$ 25,241,300
Revised Budget	\$ (460,850,800)

Finance, Asset Management & ICT	\$ 39,826,000
Revenue Loss	
External Recoveries	248,100
Parking Rentals	712,100
Facilities Revenue	65,900
False Alarm Recovery	205,000
By-Law F300 Revenue	197,400
Tax Certificates	162,500
Tax Sale Admin Fees	100,000
Service Changes	
Printing	(278,500)
Training/Travel/Memberships	(406,000)
New Microsoft Licenses	(400,000)
Citizen Survey	(75,000)
Other Mitigation	
Delay Duke Lease Replacement	(110,000)
External Recovery for Salt Sales	(270,000)
Consulting, Contract Costs & Other External Services	(363,400)
Equipment Purchase and R&M	(244,900)
Office Expenditures	(57,400)
Metro Park Expenditures	(211,100)
Other Expenditures	(101,200)
Facilities Rental & Building Expenditures	(183,700)
Transfer of Metro Park Surplus to Reserves	(500,000)
Vacancy Rate Changes	(2,250,900)
Total Changes	\$ (3,761,100)
Revised Budget	\$ 36,064,900

Human Resources / Office of Diversity and Inclusion	\$	7,374,200
Revenue Loss		
None		-
Service Changes		
Professional Fees-EFAP COSTS		(27,500)
Online Training/Travel/Memberships		(187,200)
Special Projects/Events-D&L only		(127,900)
Secondment		51,200
Other Mitigation		
Rewarding Excellence-Gift Cards		(13,900)
Vacancy Management		(49,200)
Consulting Fees		(20,000)
Compensation And Benefits		(4,100)
Office Expenses		(33,100)
Advertising/Promotion		(5,000)
Total Changes	\$	(416,700)
Revised Budget	\$	6,957,500

Legal & Legislative Services	\$ 8,421,600
Revenue Loss	
None	-
Service Changes	
None	-
Other Mitigation	
Vacancy Rate Change	(474,700)
Office Expenses	(14,000)
Training/Travel/Memberships	(48,300)
Other Cost Reductions	(15,000)
Compensation and Benefits	(3,200)
Legal Fee Charge recoverables	(42,500)
Secondment	(150,700)
Legal Fees-External (Election)	(75,000)
Court Fees	(2,000)
Contract Prosecutors-Night Court	(14,300)
Total Changes	\$ (839,700)
Revised Budget	\$ 7,581,900

Planning & Development	\$ 14,288,700
Revenue Loss	
Fee Revenue Reductions	575,000
Lost Revenues for Patio Fees	40,000
Service Changes	
Cut Trap Spay/Neuter Release program grant by 50%	(25,000)
Consulting Fees	(184,500)
Contract Services	(154,700)
Cut Heritage Incentives Grant (\$150K increase on BAL list)	(200,000)
Cut Accessible Taxi Grant Program development (BAL list)	(100,000)
Cut Water Quality Monitoring Program	(150,000)
Cut 85% of IMP Study funds	(290,000)
Cut Beach Water Testing and Lake Weed Harvesting	(290,000)
Not Hiring Heritage Research Planner approved (BAL list)	(80,000)
Not Hiring 3 six month positions for HalifACT approved (BAL list)	(109,700)
Other Mitigation	
Compensation (mostly Vacancy Management)	(728,200)
Office Costs	(27,700)
Special Projects	(63,000)
Building Costs	(34,000)
Equipment and Communication	(50,000)
Vehicle Expense	(14,700)
Other Goods and Services	(348,800)
Total Changes	\$ (2,235,300)
Revised Budget	\$ 12,053,400

Parks & Recreation	\$ 29,797,100
Revenue Loss	
Cancellation of Spring/Summer Programming & Facility Closures	5,725,200
Events/Grants	262,500
Hotel Levy Revenue Transfer (Discover Halifax)	(1,360,600)
Service Changes	
Cancellation of Spring/Summer Programming & Facility Closures	(4,000,000)
Events/Grants	(640,800)
Transfer to Outside Agencies (Discover Halifax)	1,360,000
Other Mitigation	
Vacancy Management Adjustments	(742,800)
Other Compensation Budget Mitigation	(155,800)
General Expenditure Reductions	(236,100)
Total Changes	\$ 211,600
Revised Budget	\$ 30,008,700

Halifax Regional Police	\$ 89,777,600
Revenue Loss	
Fee Revenues	80,000
Service Changes	
Crossing guards	(390,800)
OT-25% Reduction	(750,400)
Court-25%	(340,600)
18 total vacancies	(1,683,900)
10 Retirements	(624,900)
Term lay-offs	(147,300)
Youth Advocate Program	(95,100)
Other Mitigation	
Equip./Comms	(168,000)
External Services	(759,100)
Office	(106,400)
Other Goods/Services	(527,500)
Total Changes	\$ (5,514,000)
Revised Budget	\$ 84,263,600

Transportation and Public Works	\$ 89,777,100
Revenue Loss	
Parking Meter Fine Revenue	600,000
Summary Offence Tickets	500,000
Parking Permit Revenue	24,000
Organics and Recycling Tip Fees	177,000
Service Changes	
Vacancies	(1,244,300)
Summer Students and Seasonals	(630,000)
Winter Seasonals	(218,000)
Green Cart, Household Hazard Waste, CFC Removal Services	(1,820,000)
Tree Planting / Pruning	(1,082,200)
Senior Snow	(600,000)
Overtime	(336,500)
Road operations & constructions contracts	(331,700)
Public Education	(275,000)
Street Sweeping Enforcement Contract	(54,600)
Line Painting	85,000
Other Mitigation	
Reserve Transfer	(1,284,400)
Training/Travel/Memberships	(226,200)
Special Projects and Studies	(204,400)
Maintenance, Equipment and Materials	(190,900)
Professional Fees	(25,000)
Office Expenses	(36,000)
Inflation on Solid Waste Contracts	(178,000)
Inflation on Winter Works Contracts	(220,100)
Solid Waste Contracts	230,000
Vehicle Rental	159,500
Streets and Services Permit Revenue	80,000
Total Changes	\$ (7,101,800)
Revised Budget	\$ 82,675,300

Halifax Transit	\$ 30,546,900
Revenue Loss	
Decrease to fare revenue	20,000,000
Service Changes	
Other expenses - Office/Bldgs/Supplies/Services	(712,400)
Training/Travel/Advertising	(791,400)
Vacancy Rate Changes	(3,706,400)
Delay MFTP August Implementation	(1,019,100)
Rural Transit Funding Program	(400,000)
Ferry Service Reduction	(283,500)
Other Mitigation	
Equipment and building expenses - repairs/utilities	(1,140,500)
Vehicle Expenses	(1,012,000)
Fuel Price and Usage Reduction	(3,403,400)
Janitorial services	462,000
Total Changes	\$ 7,993,300
Revised Budget	\$ 38,540,200

Halifax Public Libraries	\$ 22,470,000
Revenue Loss	
Cond.Grant NS(Other)	(358,300)
Fines Fees	132,600
Parking Rentals	171,800
Facilities Rentals	88,500
Lease Revenue	72,400
Administration Fees	4,800
Photocopier Revenue	61,200
Donations	3,900
Miscellaneous Revenue	(83,100)
Service Changes	
Vacancy Management	(800,000)
Office furniture/Supplies	(226,400)
Training/Travel/Memberships	(157,000)
Professional Fees	(9,200)
Building Costs	(308,400)
Equipment and Communications	(177,500)
Books/Periodicals	248,200
Interdepartmental	(3,300)
Committee Expenses	(4,900)
Region Serv. Program	152,500
Rewarding Excellence	(3,500)
Other Mitigation	
None	-
Total Changes	\$ (1,195,700)
Revised Budget	\$ 21,274,300

Office of the Auditor General	\$ 1,126,900
Revenue Loss	
None	-
Service Changes	
None	-
Other Mitigation	
Compensation & Benefits	(104,000)
Total Changes	\$ (104,000)
Revised Budget	\$ 1,022,900