

Re: Item No. 5

CHIEF ADMINISTRATIVE OFFICE

2021/22 Budget & Business Plan
Committee of the Whole on Budget
February 3, 2021

HALIFAX

CHIEF ADMINISTRATIVE OFFICE



MISSION

To create a great place to live, work and play by becoming the best managed municipality in Canada.

ORGANIZATIONAL CHART



SERVICE AREAS

CAO Administrative Office

Provides corporate-wide leadership, strategic direction and operational guidance to all Business Units.

Office of Diversity & Inclusion (D&I), African Nova Scotian & Indigenous Affairs Office (ANSIAO)

Building an inclusive organizational culture that values and reflects the diverse community that we serve.

Government Relations and External Affairs (GREA)

Supports Regional Council Priorities through the provision of strategic advice to the corporation on a range of initiatives. This includes intergovernmental relations, economic development, public safety, social policy, regulatory modernization and relationships with the Business Improvement Districts and the Halifax Partnership.

Office of the Mayor

Coordinates constituent relations, communications and administrative support to the Mayor.

Councillor's Support Office

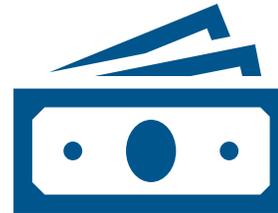
Coordinates constituent relations, communications and administrative support for members of Council.

ABOUT US

EXECUTIVE LEADERSHIP
TO STAFF



FISCAL RESPONSIBILITY:
HUMAN, FINANCIAL AND
PHYSICAL



PROMOTE A POSITIVE
CORPORATE CULTURE



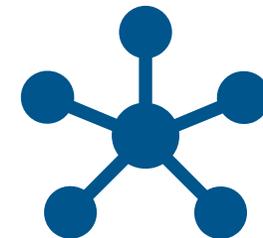
LEADERSHIP FOR STRATEGIC
INITIATIVES & MAJOR PROJECTS



ENGAGE EXTERNAL
STAKEHOLDERS



ISSUES MANAGEMENT



OPERATING BUDGET

STAFF COUNTS

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
Total	34.3	14.0	48.3

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 & 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 in Regulatory Modernization (Analyst), and the Council Communication Specialist in the Councillor Support Office.*

CHIEF ADMINISTRATIVE OFFICE

STAFF COUNTS

CAO Office	Councillor Support	Mayor's Office	GREA	D&I and ANSAIO
CAO	Manager	Mayor	Managing Director, GREA	Managing Director (all transferred from HR)
Senior Advisor	Senior Council Constituency Coord	Administrative Assistant, Mayor	Intergovernmental Affairs Advisor	Advisor, Diversity & Inclusion indigenous Community Engagement
Executive Coordinator	Council Constituency Coordinator x 8	Community Liaison Coordinator	Senior Advisor, Economic Policy and Development	Advisor, French Language Services
Report Production Controller	Administrative Coordinator	Administrative Assistant, Reception	Senior Policy Advisor	Advisor, African Nova Scotian Affairs
Report Production Process Controller	NEW: Council Communication Specialist	Chief of Staff	Community Developer	ANSAIO Engagement Liaison
		Senior Policy Advisor	Administrative Assistant	Local Immigration Partnership Coordinator (funded externally)
		Special Assistant	Public Safety Advisor	Advisor, Accessibility Services
			Public Safety, Community Developer	Advisor, Gender Services (TERM to December 2021)
			Public Safety, Community Mobilization Coordinator	NEW: Advisor, Diversity & Inclusion
			NEW: Public Safety Program Coordinator	
			NEW: GREA Social Policy Coordinator	
			Project Lead, Regulatory Modernization (transferred from CCS)	
			NEW: Regulatory Modernization Analyst	

Transferred positions are highlighted in yellow. New positions are highlighted in green.

OPERATING BUDGET

OVERVIEW

Summary of Expenditures & Revenue								
Expenditures	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	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	-	1,000.0
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	479,300	110,700	30.0	(30.2)
Interdepartmental	33,400	34,400	34,400	146,300	61,100	26,700	77.6	77.6
Other Fiscal	5,033,998	5,015,800	5,229,000	5,249,000	5,564,900	335,900	6.4	10.9
Total Expenditures	11,108,386	11,682,900	11,384,500	11,605,400	13,055,400	1,670,900	14.7	11.7

Revenues	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	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
Total Revenues	(3,056,612)	(2,901,200)	(3,249,700)	(3,350,200)	(3,180,700)	69,000	(2.1)	9.6
Net Total	\$ 8,051,774	\$ 8,781,700	\$ 8,134,800	\$ 8,255,200	\$ 9,874,700	\$ 1,739,900	21.4	12.4

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 BUDGET

SERVICE AREA OVERVIEW

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	2,944,700	307,000	11.6	6.4
Diversity and Inclusion	740,633	752,900	665,200	859,500	1,194,600	529,400	79.6	58.7
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)
Net Total	\$ 8,051,774	\$ 8,781,700	\$ 8,134,800	\$ 8,255,200	\$ 9,874,700	\$ 1,739,900	21.4	12.4

* The 2020/21 Budget amounts are restated to include the Diversity and Inclusion division from Human Resources.

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2020/21 (June) Budget	\$ 8,134,800
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
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
Total Proposed Changes	\$ 1,739,900
Proposed 2021/22 Budget	\$ 9,874,700

* The 2020/21 Budget amounts are restated to include the Diversity and Inclusion division from Human Resources.

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS (GREA)

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

PROSPEROUS ECONOMY – ECONOMIC GROWTH

- 5-Year Economic Strategy & Halifax Partnership Services Agreement
- Regulatory Modernization Framework

COMMUNITIES – INCLUSIVE COMMUNITIES

- Social Policy

COMMUNITIES – SAFE COMMUNITIES

- Public Safety Strategy
- UN Women Safe Cities and Safe Public Spaces Global Flagship Program





OFFICE OF DIVERSITY & INCLUSION AND ANSAIO

HALIFAX

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INCLUSIVE COMMUNITIES

- Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History
- Immigration Strategy – Year 1
- Corporate Accessibility Strategy
- Promote Equitable Access to Municipal Services

COMMUNITIES – INVOLVED COMMUNITIES

- Anti-Black Racism Strategy

PROSPEROUS ECONOMY – ECONOMIC GROWTH

- African Nova Scotian Road to Economic Prosperity Action Plan

CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

OUR PEOPLE – DIVERSE, INCLUSIVE, & EQUITABLE ENVIRONMENT

- Diversity & Inclusion Framework



OPERATING BUDGET

OPTIONS OVER BUDGET

Estimated Costs for Anti-Black Racism	2021/22 Amount
New temporary position to support the ABR Strategy and Action Plan	\$ 85,000
Support for external and community projects	100,000
External consulting fees	50,000
Training, speakers' series and awareness/communication campaign	77,500
Anti-black racism audit	30,000
African Nova Scotia Integration Office	20,000
Total Costs	\$ 362,500
Funding Required	
One-time reserve funding approved in 2020/21	(300,000)
Less amounts required for 2020/21 costs	10,000
Total Funding Required	\$ 72,500

