



P.O. Box 1749
Halifax, Nova Scotia
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Item No.12.2.1
Audit & Finance Standing Committee
February 11, 2021

TO: Chair and Members of Audit & Finance Standing Committee

SUBMITTED BY: - Original Signed -
Jane Fraser, Executive Director, Finance, Asset Management & ICT/CFO

- Original Signed -
Jacques Dubé, Chief Administrative Officer

DATE: February 3, 2021

SUBJECT: Third Quarter 2020/21 Financial Report

ORIGIN

Staff has committed to provide Council with quarterly financial reports including:

- a report of the projected General Rate surplus/deficit by area;
- a report detailing District Capital expenditures in accordance with the District Capital Fund Policy approved by Council on July 31, 2007;
- a report detailing District Activity expenditures in accordance with the District Activity Policy approved by Council October 7, 2003;
- a report detailing Recreation Area Rate expenditures in accordance with the Recreation Area Report Policy approved by Council on May 14, 2002; and,
- a report detailing Hospitality expenses in accordance with Section 79A of the Halifax Regional Municipality Charter

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Council approved, December 11, 2012, that all budget increases are to be presented to the Audit & Finance Standing Committee, prior to submission to Council.

Halifax Charter, section 93(1) - The Council shall make estimates of the sums that are required by the Municipality for the fiscal year; Halifax Charter, section 79A (1), subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if (a) the expenditure is included in the Municipality's operating budget or capital budget or is otherwise authorized by the Municipality; Halifax Charter, section 35(2)(d)(i) - The CAO can only authorize budgeted expenditures or within the amount determined by Council by policy; Halifax Charter, section 120(6) - The Municipality may maintain other reserve funds for such purposes as the Council may determine; Halifax Regional Municipality policy on Changes to Cost Sharing for Capital Projects - Changes requiring Council approval; and the Halifax Regional Municipality Administrative Order 2014-015 Respecting Reserve Funding Strategies - No reserve funds will be expended without the CAO's recommendation and Council approval.

RECOMMENDATION ON PAGE 2

RECOMMENDATION

It is recommended that the Audit & Finance Standing Committee forward the Third Quarter 2020/21 Financial Report to Regional Council for their information.

DISCUSSION

Operating Statement:

At December 31, 2020, HRM had projected a General Rate surplus of \$6,061,000.

The business units are projected to have a \$5.9M deficit, while there is a projected surplus of \$12.0M in Fiscal Services.

The projected surplus is largely due to an increase in Deed Transfer Tax of \$10.1M resulting from a surge in the residential real estate market, coupled with \$2.5M for decreased assessment appeals and a \$7.8M decrease in valuation allowance due to greater than anticipated payment of tax bills. Offsetting these surpluses are a \$6M balloon payment to the Province of Nova Scotia for debt that was paid in full in the current year rather than refinancing and paying the principal and additional interest over the next 5 years. Additionally, there are projected shortfalls in parking station revenues, parking permits, and parking tickets as a result of impacts from the COVID-19 pandemic and the drop in parking volumes in the downtown core. Finally, deficits incurred at the Multi-District Facilities, which are funded by the municipality are projected to be \$6.4M for the year, on top of the \$2.8M deficit projected for the Scotiabank Centre.

A detailed explanation of variances by business unit is included in Attachment #2.

District Capital Funds:

The report of expenditures from Councillors' District Capital Funds is included as Attachment #3 and shows that \$1.9M of the \$2.3M budget has been spent or committed.

District Activity Funds:

The report of expenditures from Councillors' District Activity Funds is included as Attachment #4 and shows that \$26.9K of the \$72K budgeted has been committed or spent.

Recreation Area Rate Accounts:

The details of the Recreation Area Rate Accounts are in Attachment #5. These accounts began the year with a surplus of \$1.5M. To date, \$841K in revenues have been recognized and \$728K has been spent, leaving a surplus of \$1.6M.

Reserves Statement:

The reserve balances at March 31, 2021 are projected to be \$254.4M, an increase over the budget of \$207.2M, driven largely by the receipt of Safe Restart fund for COVID-19 recovery. The details of the reserve projections are included in Attachment #6.

Aged Accounts Receivable:

The Aged Accounts Receivable schedule, included as Attachment #7, represents HRM's gross unconsolidated accounts receivable position which was \$47.4M as at December 31, 2020.

Capital Projection Summary:

The Capital Projection Summary is included as Attachment #8. For the nine-month period ended December 31, 2020 actual expenditures in these projects were \$105.8M. In addition to actuals there are commitments of \$111.4M for a total of \$217.1M. Project Managers are projecting to spend another \$60.7M on these projects in Fiscal 2020/21.

Hospitality Expenses Summary:

The quarterly Hospitality Expenses Summary is included as Attachment #9. For the three-month period ended December 31, 2020, there were no hospitality expenditures as the COVID-19 pandemic has curtailed spending in this area.

Mayor, Councillors and CAO's Expenses:

The report, included as Attachment #10, summarizes the expenses made by the municipality on behalf of or reimbursed to the Mayor, Councillor and CAO for the quarter.

FINANCIAL IMPLICATIONS

Explained in the report.

RISK CONSIDERATION

N/A

COMMUNITY ENGAGEMENT

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

ALTERNATIVES

1. Audit and Finance Standing Committee may choose not to approve the proposed recommendation.

ATTACHMENTS

1. Halifax Regional Municipality Operating Results Projected to March 31, 2021.
2. Explanations of Projected Operating Results
3. Report of Expenditures in the Councillors' District Capital Funds to December 31, 2020.
4. Report of Expenditures in the Councillors' District Activity Funds to December 31, 2020.
5. Report of Changes in the Recreation Area Rate Accounts to December 31, 2020.
6. Halifax Regional Municipality Reserve Funds Projected to March 31, 2021.
7. Accounts Receivable as at December 31, 2020.
8. Capital Projection Summary Projected to March 31, 2021.
9. Quarterly Hospitality Expenses Summary, October 1, 2020 to December 31, 2020.
10. Mayor, Councillors' and CAO's Expense Summary, October 1, 2020 to December 31, 2020.

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

Report Prepared by: Dave Harley, Manager Accounting & Financial Reporting, 902.497.4260

Attachment #1

**Halifax Regional Municipality
Operating Results Projected to March 31, 2021**

Halifax Regional Municipality
 Operating Results
 For the Period from April 1, 2020 to December 31, 2020

Business Unit & Fiscal Services	Budget	Current Projection	Projected Surplus/(Deficit)	Current YTD Actual	% Actual to Projection	Projected Budget Available	Prior YTD Actual
CAO	8,134,800	8,255,200	(120,400)	5,780,826	70.0%	2,474,374	5,622,907
Corporate & Customer Services	36,996,800	37,003,800	(7,000)	25,431,477	68.7%	11,572,323	28,631,702
Finance, Asset Management & ICT	37,041,100	37,083,611	(42,511)	28,236,717	76.1%	8,846,894	27,932,674
Fire & Emergency	71,006,000	71,131,300	(125,300)	53,100,432	74.7%	18,030,868	52,531,810
Fiscal	(473,760,400)	(485,760,400)	12,000,000	(549,361,946)	113.1%	63,601,546	(347,086,428)
Halifax Regional Police	86,275,100	85,430,000	845,100	60,190,569	70.5%	25,239,431	65,159,839
Halifax Transit	40,349,100	41,642,600	(1,293,500)	16,522,777	39.7%	25,119,823	(4,235,011)
Human Resources	6,370,800	6,358,326	12,474	4,326,562	68.0%	2,031,764	4,695,203
Legal & Legislative Services	7,819,200	7,839,150	(19,950)	6,470,657	82.5%	1,368,493	5,322,170
Library	21,674,500	21,674,500	-	14,305,145	66.0%	7,369,355	14,812,842
Office of the Auditor General	1,074,900	984,791	90,109	707,840	71.9%	276,951	715,176
Outside Police BU (RCMP)	27,864,000	27,864,000	-	20,890,611	75.0%	6,973,389	20,621,982
Parks & Recreation	31,280,100	35,913,601	(4,633,500)	21,544,214	60.0%	14,369,386	24,372,402
Planning & Development	13,426,100	11,272,965	2,153,135	7,950,978	70.5%	3,321,987	8,278,059
Transportation & Public Works	84,447,900	87,245,700	(2,797,800)	52,836,721	60.6%	34,408,979	63,089,352
Total	-	(6,060,857)	6,060,857	(231,066,418)		225,005,561	(29,535,324)

Halifax Regional Municipality
Operating Results - Revenue
For the Period from April 1, 2020 to December 31, 2020

Business Unit Revenue	Budget	Current Projection	Projected Surplus/(Deficit)	Current YTD Actual	% Actual to Projection	Projected Budget Available	Prior YTD Actual
CAO	(3,249,700)	(3,350,200)	100,500	(3,357,369)	100.2%	7,169	(2,210,551)
Corporate & Customer Services	(70,000)	(51,200)	(18,800)	(46,167)	90.2%	(5,033)	(801,038)
Finance, Asset Management & ICT	(7,842,000)	(6,797,565)	(1,044,435)	(4,522,564)	66.5%	(2,275,001)	(5,960,239)
Fire & Emergency	(362,700)	(743,400)	380,700	(286,260)	38.5%	(457,140)	(229,938)
Halifax Regional Police	(10,481,900)	(10,774,400)	292,500	(8,313,717)	77.2%	(2,460,683)	(8,315,129)
Halifax Transit	(67,280,800)	(67,391,800)	111,000	(60,601,240)	89.9%	(6,790,560)	(91,902,181)
Human Resources	(80,000)	(80,000)	-	(60,000)	75.0%	(20,000)	(60,000)
Legal & Legislative Services	(399,200)	(420,200)	21,000	(288,012)	68.5%	(132,188)	(271,065)
Library	(5,988,700)	(5,567,100)	(421,600)	(4,190,319)	75.3%	(1,376,781)	(4,542,564)
Parks & Recreation	(7,550,100)	(8,032,300)	482,200	(4,841,936)	60.3%	(3,190,364)	(11,956,015)
Planning & Development	(7,265,300)	(7,927,335)	662,035	(6,080,324)	76.7%	(1,847,011)	(5,635,187)
Transportation & Public Works	(14,872,000)	(11,686,900)	(3,185,100)	(8,310,450)	71.1%	(3,376,450)	(7,937,471)
Total	(125,442,400)	(122,822,400)	(2,620,000)	(100,898,358)	82.1%	(21,924,042)	(139,821,379)

Fiscal Services Revenue	Budget	Current Projection	Projected Surplus/(Deficit)	Current YTD Actual	% Actual to Projection	Projected Budget Available	Prior YTD Actual
Area Rates for Community, Private Organizations & Roads	(1,245,300)	(1,245,300)	-	(1,244,650)	99.9%	(650)	(948,500)
Corrections Services	(6,618,400)	(6,618,400)	-	(6,709,690)	101.4%	91,290	(5,118,500)
Deed Transfer	(40,850,000)	(51,000,000)	10,150,000	(40,160,634)	78.7%	(10,839,366)	(44,641,283)
Fire Protection	(8,010,300)	(8,010,300)	-	(8,068,175)	100.7%	57,875	(5,397,800)
Government Grants	(3,463,000)	(49,654,800)	46,191,800	(49,654,829)	100.0%	29	(2,716,907)
Grants in Lieu	(39,295,800)	(39,923,400)	627,600	(39,909,384)	100.0%	(14,016)	(29,788,600)
Insurance	(500,000)	(400,000)	(100,000)	(219,434)	54.9%	(180,566)	(398,076)
Investment, Interest, Parking Stations and Misc. Revenue	(6,140,000)	(6,459,200)	319,200	(5,081,469)	78.7%	(1,377,731)	(8,774,545)
Mandatory Education	(150,712,000)	(150,712,000)	-	(150,421,536)	99.8%	(290,464)	(108,668,400)
Metro Housing Authority	(3,698,700)	(3,497,300)	(201,400)	(3,512,447)	100.4%	15,147	(2,282,600)
Other Fiscal Services	(265,000)	(135,000)	(130,000)	(94,980)	70.4%	(40,020)	(171,165)
Property Tax, Tax Agreements and HW Dividend	(527,960,600)	(530,723,100)	2,762,500	(524,799,075)	98.9%	(5,924,025)	(356,094,076)
Property Valuation Services	(7,197,400)	(7,197,400)	-	(7,280,140)	101.1%	82,740	(5,466,000)
Recoverable Debt	(15,591,200)	(22,386,400)	6,795,200	(19,962,652)	89.2%	(2,423,748)	(10,353,535)
Stormwater Right of Way	(3,835,000)	(3,835,000)	-	(1,268,672)	33.1%	(2,566,328)	(2,876,323)
Supplementary Education	(14,688,100)	(14,688,100)	-	(14,740,470)	100.4%	52,370	(11,295,400)
Total	(830,070,800)	(896,485,700)	66,414,900	(873,128,237)	97.4%	(23,357,463)	(594,991,711)

Grand Total	(955,513,200)	(1,019,308,100)	63,794,900	(974,026,595)	89.8%	(45,281,505)	(734,813,089)
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Halifax Regional Municipality
Operating Results - Expenses
For the Period from April 1, 2020 to December 31, 2020

Business Unit Expenses	Budget	Current Projection	Projected Surplus/(Deficit)	Current YTD Actual	% Actual to Projection	Projected Budget Available	Prior YTD Actual
CAO	11,384,500	11,605,400	(220,900)	9,138,196	78.7%	2,467,204	7,833,458
Corporate & Customer Services	37,066,800	37,055,000	11,800	25,477,644	68.8%	11,577,356	29,432,739
Finance, Asset Management & ICT	44,883,100	43,881,176	1,001,924	32,759,281	74.7%	11,121,895	33,892,913
Fire & Emergency	71,368,700	71,874,700	(506,000)	53,386,693	74.3%	18,488,007	52,761,748
Halifax Regional Police	96,757,000	96,204,400	552,600	68,504,286	71.2%	27,700,114	73,474,968
Halifax Transit	107,629,900	109,034,400	(1,404,500)	77,124,016	70.7%	31,910,384	87,667,169
Human Resources	6,450,800	6,438,326	12,474	4,386,562	68.1%	2,051,764	4,755,203
Legal & Legislative Services	8,218,400	8,259,350	(40,950)	6,758,669	81.8%	1,500,681	5,593,235
Library	27,663,200	27,241,600	421,600	18,495,464	67.9%	8,746,136	19,355,406
Office of the Auditor General	1,074,900	984,791	90,109	707,840	71.9%	276,951	715,176
Outside Police BU (RCMP)	27,864,000	27,864,000	-	20,890,611	75.0%	6,973,389	20,621,982
Parks & Recreation	38,830,200	43,945,901	(5,115,700)	26,386,150	60.0%	17,559,750	36,328,418
Planning & Development	20,691,400	19,200,300	1,491,100	14,031,303	73.1%	5,168,997	13,913,246
Transportation & Public Works	99,319,900	98,932,600	387,300	61,147,171	61.8%	37,785,429	71,026,823
Total	599,202,800	602,521,943	(3,319,143)	419,193,886	69.6%	183,328,057	457,372,483

Fiscal Services Expenses	Budget	Current Projection	Projected Surplus/(Deficit)	Current YTD Actual	% Actual to Projection	Projected Budget Available	Prior YTD Actual
Area Rates for Community, Private Organizations & Roads	1,245,300	1,245,300	-	(437,050)	-35.1%	1,682,350	948,500
Capital From Operating	19,750,000	19,750,000	-	19,750,000	100.0%	-	24,624,225
Corrections Services	6,618,400	6,618,400	-	4,932,253	74.5%	1,686,147	5,118,500
District Activity Fund	72,000	72,000	-	23,592	32.8%	48,408	45,358
Fire Protection	8,010,300	8,010,300	-	6,200,590	77.4%	1,809,710	5,397,800
Government Grants	-	46,091,900	(46,091,900)	46,091,927	100.0%	(27)	-
Grants & Tax Concessions	6,495,000	6,002,900	492,100	5,701,759	95.0%	301,141	5,659,421
Halifax Convention Centre	7,064,000	7,064,000	-	5,298,000	75.0%	1,766,000	5,344,860
Insurance	3,622,900	5,676,900	(2,054,000)	4,848,128	85.4%	828,772	4,045,029
Internship & Other LTD, Retirement & Benefits	4,400,100	3,586,400	813,700	880,300	24.5%	2,706,100	3,219,212
Investment, Interest, Parking Stations and Misc. Revenue	430,000	468,900	(38,900)	297,767	63.5%	171,133	248,556
Mandatory Education	150,712,000	150,712,000	-	112,292,536	74.5%	38,419,464	108,668,400
Metro Housing Authority	3,698,700	3,497,300	201,400	133,779	3.8%	3,363,521	2,282,600
Other Fiscal Services	(965,400)	1,586,000	(2,551,400)	4,249,858	268.0%	(2,663,858)	4,716,397
Property Tax, Tax Agreements and HW Dividend	3,836,000	3,836,000	-	1,919,722	50.0%	1,916,278	1,856,913
Property Valuation Services	7,197,400	7,197,400	-	5,325,491	74.0%	1,871,909	5,466,000
Recoverable Debt	15,431,800	22,386,400	(6,954,600)	17,085,227	76.3%	5,301,173	10,353,535
Stormwater Right of Way	3,835,000	3,835,000	-	3,978,119	103.7%	(143,119)	2,876,323
Supplementary Education	14,688,100	14,688,100	-	11,150,043	75.9%	3,538,057	11,295,400
Tax Supported Debt	32,385,800	38,433,100	(6,047,300)	38,340,204	99.8%	92,896	29,887,341
Transfers to (from) Reserves	57,767,000	57,767,000	-	33,880,800	58.7%	23,886,200	15,965,175
Valuation Allowance	10,016,000	2,200,000	7,816,000	1,823,245	82.9%	376,755	(114,263)
Total	356,310,400	410,725,300	(54,414,900)	323,766,291	78.8%	86,959,009	247,905,283

Grand Total	955,513,200	1,013,247,243	(57,734,043)	742,960,177	74.2%	270,287,066	705,277,765
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Attachment #2

**Halifax Regional Municipality
Explanations of Projected Operating Results**

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS		Net Surplus / (Deficit)
Office of the Auditor General	Projected surplus in compensation and benefits due to vacancy savings due to longer time than expected needed to fill a vacant position and difference in salary.	64,000
	Projected surplus due to membership fees being less than budgeted for.	3,000
	Projected surplus due to no conference/workshop expenses due to COVID restrictions.	5,500
	Projected surplus due to no out of town travel and reduced local travel due to COVID restrictions.	5,800
	Projected surplus due to reduced training and education due to COVID restrictions.	8,000
	Projected surplus due to no advertising expenses.	700
	Projected surplus due to no recruiting expenses.	1,000
	Projected surplus due to book and periodical expenses being less than budgeted for due to office closures.	500
	Projected surplus due to no special projects due to COVID restrictions.	1,000
	Projected surplus due to rewarding excellence expenses less than budgeted for due to WFH.	500
	Net impact of immaterial non-compensation adjustments.	100
Total Auditor General		90,100
CAO	Projected deficit in compensation and benefits primarily relates to an overstaffed position required in the Diversity and Inclusion division.	(118,500)
	During the COVID-19 budget cuts, \$79.7K in expenses was accidentally removed from the cost center used for external grants for various initiatives creating a budget error and projected deficit.	(79,700)
	Projected surplus in the Mayor's Office, primarily in community events, contract services, travel and advertising due to COVID-19 restrictions.	33,600
	Projected surplus in Councillor advertising due to fewer events (tickets, ads, auctions) due to COVID-19 restrictions.	15,200
	Projected surplus due to Diversity and Inclusion staff unable to participate in planned training, conferences and community engagement sessions due to COVID-19 restrictions.	18,900
	Projected net impact of immaterial revenue and non-compensation adjustments.	10,100
Total CAO		(120,400)
Halifax Regional Fire & Emergency	Projected increase in recoveries from Public Service Canada, Province of NS, and WCB.	380,700
	Projected increase in compensation due to promotional routines, compensation adjustments offset by decrease in estimate for Honorariums and external recoveries.	(337,000)
	Projected increase in equipment and building due to requirements of COVID-19, partially offset by external recoveries	(352,100)
	Projected decrease in Training and Education due to restrictions of COVID-19.	173,300
	Projected increase in Cleaning and PPE due in impacts of COVID-19.	(145,500)
	Projected decrease in supplies and office due to delays in hiring and reduced requirements.	76,500
	Projected decrease in Other Goods and Services impacted by COVID-19 delays in recruitment, medical exams and advertising.	78,800
Total Halifax Regional Fire & Emergency		(125,300)
Finance, Asset Management & ICT	Projected decrease in compensation and benefits relates to 2 Position Management Coordinator positions which have moved to Human Resources (\$177.5K), expected savings in overtime (\$70.8K) and an increase in attrition and turnover in various divisions.	866,200
	Projected decrease in parking rental revenue for Metro Park (\$431K) primarily due to lower than estimated volume of monthly parking rentals during peak season; this is partially offset by an estimated decrease in expenses (\$185.1K) which are partially based on percentage of revenue.	(245,900)
	Projected decrease in parking revenue due to lower than estimated collection in Bell and Sackville lots and delays in resuming collection for monthly parking until October combined with numerous cancellations.	(113,400)
	Projected decrease in facilities lease revenue related to the termination of two leases at Bayne Street in Halifax due to the property now being used for municipal purposes, termination of another lease due to non-payment and providing a 6-month rent free period for renewal of an existing lease.	(179,600)
	Projected decrease in false alarm fees based on downward trend in number of fees collected assumed to be associated with reduced number of people in office buildings, restaurants, etc.	(30,000)
	Projected increase in contract services due to delays in the online tax certificate site rollout resulting in an additional 3 months of costs incurred for 1-900 line beyond initial estimates.	(20,000)

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS		Net Surplus / (Deficit)
	Projected increase in ICT contracts and software and license costs primarily related to Microsoft Designated Support Engineering costs for implementation of security components in HRM's Azure platform and Help Systems Secure File Transfer Gateway, professional services for security, costs associated with project management office setup and Access Control audit with KPMG and infrastructure projects and higher than estimated costs associated with council meeting technology. These costs are partially offset by savings due to some contract (SAP Support & Maintenance, Legend, Itron, etc.) trending lower than estimated.	(178,900)
	Projected increase in printing (\$25.3K) due to higher than estimated usage rates and telephone (\$11.2K) due to incremental growth and increases in data usage.	(36,500)
	Projected increase in communications systems primarily related to increase in Telus SIPA contract costs and estimated increase in WAN/Internet service usage costs.	(36,000)
	Projected increase in building costs primarily relates to higher than estimated taxes paid on leased facilities and savings in electricity and natural gas for lower occupancy rates during the first quarter not expected to be realized.	(70,400)
	Net impact of immaterial non-compensation adjustments.	2,000
Total Finance & Asset Management		(42,500)
Human Resources	Projected surplus from 3 Safety positions being moved to CCS (\$282.5K) partially offset by deficit in HR due to transfers from Police and Transit (\$149.8K) and Projected surplus in HR due to 3 Safety positions being moved to CCS (\$282.5K) and EIT included in wage model \$81.6K partially offset by transfers from Police and Transit (\$149.8K) and Payroll (\$142.2K) and HR Generalist temporary overstaff (\$31.3K).	40,800
	Projected surplus of \$16.0K for recruiting costs coming in under budget due to hiring freeze.	15,700
	Projected deficit due to March 2020 EFAP was not accrued in 2019 resulting in 13 months being paid in 2020 (11k) and Cost of secondment agreement with PNS for Position Management Coordinator backfill while incumbent is on leave (\$26K).	(37,000)
	Projected deficit due to taxes paid on Corporate gift cards-Rewarding excellence.	(2,900)
	Projected surplus due to CPHR dues under budget partially offset by CS staff not budgeted for (\$6.3K).	6,500
	Projected deficit due to office equipment purchases not budgeted for.	(1,000)
	Projected deficit due to unbudgeted telephone costs due to COVID-19 WFH.	(3,000)
	Projected deficit due to unbudgeted consulting expenses, Salary.com (\$8.2k) and Royer-Thompson (\$2.6K).	(10,800)
	Projected deficit due to Employee survey commitments not budgeted for.	(11,500)
	Projected deficit due to expected workshop expenses not budgeted for.	(2,000)
	Projected surplus due to reduced training and education due to COVID restrictions.	5,000
	Projected surplus due to reduced corporate training expenses due to COVID restrictions.	12,000
	Net impact of immaterial non-compensation adjustments.	700
Total Human Resources		12,500
Legal & Legislative Services	Projected surplus in Compensation and benefits due to vacancy savings partially offset by special duties pay (\$22K) and Lawyers minimum raises over and above ISA (\$29K) and associated benefits (\$9K).	63,300
	Projected surplus due to additional Prosecutions Administrative support costs for term extension.	5,500
	Projected deficit due to COVID-19 cleaning supplies and PPE not budgeted for partially offset by reduced use of supplies as staff work from home.	(700)
	Projected deficit due to computer equipment not budgeted for.	(100)
	Projected surplus due to reduced training/conferences due to COVID-19 restrictions.	8,500
	Deficit due to increase in software subscription costs and addition of new O'Briens software.	(6,000)
	Projected surplus due to reduced insurance claim court filing fees.	6,000
	Projected surplus due to migration from property disbursement work to day to day work due to work from home practices.	4,000
	Projected deficit due to actual cost of books and periodicals over budgeted amount.	(20,000)
	Projected deficit due to reduction in insurance transfers due to decrease in work on specific litigation cases due to COVID-19 delay.	(88,400)
	Projected deficit due to cost of plexiglass installation required for COVID-19 safety protocols.	(2,200)
	Projected surplus due to \$5K in 2019 YCW grant revenue received in 2020 and \$15K COVID-19 archives grant received and not budgeted for.	20,000
	Projected deficit due to expected purchase of printer/scanner not budgeted for.	(20,000)
	Projected surplus due to reduced supply usage due to COVID-19 staff working from home.	8,200
	Projected surplus due to reduced travel (\$1k) and reduced Training (\$1.5K) due to COVID-19 restrictions.	2,500
	Projected deficit due to new phones required for MCO staff to replace old Blackberries.	(1,500)

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS		Net Surplus / (Deficit)
	Projected surplus due to reduced shredding costs due to COVID.	4,000
	Projected surplus for increased revenue for increased volume of access applications.	1,000
	Projected surplus due to reduced paper usage due to COVID.	1,000
	Projected deficit due to purchase of cell phone not budgeted for.	(500)
	Projected deficit due to training not budgeted for.	(1,600)
	Net impact of immaterial non-compensation adjustments.	(2,900)
Total Legal & Legislative Services		(19,900)
Transportation & Public Works	Projected surplus in Transfers from Other Gov't due to one-time payment from Divert NS as a result of 3-year smoothing formula for diversion credits (\$439.7K) and a revised forecast by Divert NS for 20/21 diversion credits (\$608.6K), and grants associated with paint stewardship funding trending higher than budgeted(\$10K).	1,058,300
	Projected deficit in Fee Revenues due to reduction in commercial tip fee revenues based on actuals to date and revised forecast for remainder of the year due to COVID-19, and street opening permits trending lower than budgeted.	(296,000)
	Projected deficit in Fee Revenues due to an overall decrease in traffic and parking volumes relating to COVID-19 and offering free parking in first wave of COVID-19 along with the conversion to new parking pay stations.	(2,951,500)
	Projected deficit in Fee Revenues due to decrease in Summary Offense Ticket revenue as a result of a drop in volume of compliance calls coupled with the compliance response approach being adjusted across business units that issue summary offense tickets to reduce direct contact with the public during COVID-19.	(1,250,000)
	Projected surplus in Other Revenue mainly due to amount received from contractor to buy out the warranty portion of a tree planting agreement, unbudgeted CUPE Union recoveries, and recoveries from Halifax Water for sinkhole inspections, increase in bottle refund projections, offset by Bike Week revenue not materialized as a result of COVID-19.	254,100
	Projected surplus in Compensation and Benefits is due to the net effect of vacancies, overstaffs and overtime.	122,900
	Projected surplus in Office Expenditures due to staff not being in the office because of COVID-19.	49,600
	Projected surplus in External Services mainly due to contracted services at MRF trending less than budgeted, reduced commercial activity at Organics facilities offset by increased activity at the Otter Lake facility and increased volume upon reopening HSW depot in September. Several unit price contracts in Traffic Management trending lower than budgeted, NS CPI being negative so no increase in Winter Operations contracts.	398,000
	Projected deficit in Materials due to cost of glass beads for centreline markings higher than anticipated, offset by savings in ROC which were repurposed to buy sweeper attachments.	(24,500)
	Projected surplus in Building Costs due to equipment costs for Street Signs and Street Lighting trending lower than budgeted and no site grounds maintenance needed for Highway 101 Landfill.	213,500
	Projected deficit in Equipment & Communications mainly due to unanticipated paint truck repairs and other unanticipated equipment repairs, offset by AVL costs now administered by CCS.	(11,200)
	Projected surplus in Vehicle Expense, mainly due to reduction in vehicle rentals originally assumed to be required due to COVID-19.	114,400
	Projected deficit in Other Goods & Services mainly due to unbudgeted payment to the Province to address outstanding contractual obligation relating to processing of parking tickets (\$563K), partially offset by savings in conferences/workshops, training, meals and local travel due to COVID-19.	(543,100)
	Projected surplus in Interdepartmental due to recoveries received for speed reader boards, higher than anticipated recoveries for sign manufacturing, and transfer from Parking Project to offset costs for parking signs.	66,400
	Projected net impact of immaterial non-compensation adjustments.	1,300
Total Transportation & Public Works		(2,797,800)
Halifax Transit	Projected decrease in fare revenue due to lower the anticipated ridership.	(18,300)
	Projected decrease in compensation and benefits related to vacancy savings, partially offset by increased overtime.	64,200
	Projected increase related to area rate revenue being greater than the budgeted estimate.	283,300
	Projected increase in costs associated with facilities including security and janitorial costs. Increase in various repairs and maintenance due to weather damage and aging infrastructure, as well as overhead door repairs.	(461,700)
	Projected deficit in fuel costs due to higher than budgeted price of diesel.	(345,800)
	Projected increase in fuel, maintenance, and security related to ferry service hours being greater than budgeted during the summer months.	(46,400)
	Projected increase in training and education.	(64,600)

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS		Net Surplus / (Deficit)
	Projected increase due to requirements for cleaning supplies and personal protective equipment in response to COVID-19.	(165,900)
	Projected increase in uniforms and clothing due to increased contract cost.	(189,200)
	Projected increase in ferry maintenance costs related to maintenance work completed while ferry service was reduced in response to COVID-19, as well as an unbudgeted Voith repair.	(130,000)
	Projected increase in expected warranty and insurance recoveries, partially offset by decrease in advertising revenue.	(47,300)
	Projected deficit in vehicle repair and maintenance due to increased repairs to articulated buses and bus frames, partially offset by decreased Access-A-Bus repairs as a result of decreased kilometers.	(22,500)
	Projected increase in commercial vehicle costs from unbudgeted repairs and increased need for outsourcing work due to vacant positions.	(409,400)
	Projected increase in costs for small tools and uniforms required for new employees.	(64,200)
	Projected deficit for unbudgeted CCTV software costs transferred to ICT.	(55,500)
	Projected decrease in commission expenses due to lower than expected ridership.	70,000
	Projected decrease in fuel and repair and maintenance related to resuming full transit service later than the budgeted assumption.	152,800
	Projected decrease due to kilometers claimed under the Rural Transit Funding Program expected to be lower than budgeted.	220,300
	Projected net impact of immaterial non-compensation adjustments.	(63,300)
Total Halifax Transit		(1,293,500)
Planning & Development	Projected Surplus in Compensation and benefits due to vacancy savings as a result of the hiring freeze due to COVID-19 and positions not being filled as quickly as in typical years.	1,096,100
	Projected surplus in building permit revenue. Building permits revenues were lower than expected in Q1 and Q2 but revenues have been strong for 4 straight months and based on prior year trends should be strong until year end.	429,000
	Projected surplus in plumbing permit revenues which are linked to the building permits.	30,000
	Projected surplus in street opening permits due to higher than budgeted volumes.	14,000
	Projected deficit in animal licenses due to lower volumes, likely due to COVID-19	(25,000)
	Projected surplus in zoning fees due in part to higher than budgeted volumes and the increase to the fee.	31,000
	Projected surplus in signs and encroachment due to an increase in the number of high value encroachment permits issued.	136,000
	Projected surplus in minor variance revenues due to higher than budgeted volumes.	25,200
	Projected deficit in vending license revenue due to COVID-19.	(30,000)
	Projected deficit in development permits due to lower than budgeted volumes.	(25,000)
	Projected surplus in other licenses and permit fee revenue due several high value permits.	70,000
	Projected surplus in sales of services other, which are a variety of different planning applications, are experiencing higher than expected volumes due to the strong construction year.	70,000
	Projected surplus in recovery from external parties due to receiving cost sharing for more than the budgeted amount.	4,800
	Projected deficit in taxi license revenue as over 300 operators have chosen not to renew their licenses during COVID-19.	(68,000)
	Projected Surplus in office supplies due to the amount of staff working from home during the pandemic.	40,000
	Projected surplus in consulting fees mainly due to work being kept in-house. Several projects such as Rapid Transit Strategy, Herring Cove Road Functional Study, Robie Street and Lower Water Street were analyzed by staff to determine next steps.	281,900
	Projected surplus in supplies mainly due to the lack of need for new PPE and equipment.	4,400
	Projected deficit in vehicle repair and maintenance due to some unexpected vehicle costs.	(9,000)
	Projected surplus in membership dues on memberships that could be deferred during COVID-19.	3,900
	Projected surplus in local travel due to lack of travel during the pandemic.	15,900
	Projected deficit in training and development as the training budget during COVID-19 had been reduced below minimum levels.	(12,600)
	Projected deficit in license and agreements as one of the GIS software packages was expired and the replacement software was more expensive.	(4,300)
	Projected surplus in facility rental as there have not been as many public meetings during COVID-19.	10,700
	Projected deficit in advertising and promotion due to an increased amount of notification mailouts required this fiscal.	(8,100)
	Projected surplus in research data acquisition due to less of a need to purchase data from StatsCan for regional planning related studies this fiscal year.	15,000

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS		Net Surplus / (Deficit)
	Projected surplus in special projects similar to consulting. Analysis of several projects was performed by staff internally to determine steps for next year.	51,000
	Projected net deficit of immaterial non-compensation adjustments.	(1,500)
	Projected surplus in grants due to less applications received for heritage grants than budgeted.	7,700
Total Planning & Development		2,153,100
Parks & Recreation		
	Projected deficit in revenue mainly due to NAIG staff reduction and resulting decreased payroll recoverables, aquatic revenue and low membership due to reduced programming due to COVID-19. The decrease in NAIG revenue is partially offset by savings in compensation.	(876,000)
	Projected surplus in compensation and benefits due to NAIG staff reduction and casual wages resulting from low activities caused by COVID-19. This is partially offset by deficit in NAIG revenue.	1,444,200
	Projected deficit in external services due to increase in cost for janitorial services, new vehicle decal & building expenses for Youth Live, improvement in St. Andrew's parking lot and other overall increase in expenses.	(198,800)
	Projected Increase in supplies for medical & first aid, cleaning supplies, personal protective equipment from response to COVID-19 and purchases for kitchen equipment and shower partition.	(130,100)
	Projected deficit in other goods and services due to increased requirement for fencing, playground equipment due to park damage and other related expenses.	(16,300)
	Projected deficit in building cost due to repairs at Seaside Fitness Centre. This is partially offset by reduction in other building cost due to COVID-19.	(1,200)
	Projected surplus in materials due mainly to cheaper price from supplier and lesser field to paint.	73,300
	Projected deficit in interdepartmental due to charges for COVID-19 related increase in signage (print/reproduction) requirements and unbudgeted cost for other transfer charges due to COVID-19 guidelines.	(75,100)
	Projected surplus in transfers due to unbudgeted transfer from trust for cemeteries.	40,000
	Projected surplus in BMO Centre attributable to increase in arena bookings over budgeted and reduction in costs of contract services, electricity and other building costs.	770,800
	Projected surplus in RBC Centre attributable to increase in arena bookings over budgeted and reduction in the cost of electricity and contract services.	740,200
	Projected deficit in vehicle expenses due to increased requirement for vehicle rentals in response to COVID-19.	(33,100)
	Projected deficit in equipment due to purchase in St. Andrew's and Sackville Sports Stadium.	(53,100)
	Projected surplus in office supplies due to low spend as a result of COVID-19.	21,300
	Projected deficit in other fiscal due to MDFs estimated deficit of \$6.5M. Includes Cole Harbour Place (\$1.1M), Halifax Forum (\$700K), St. Margaret's Centre \$338.8K), Zatzman's Complex (\$1.7M) and Canada Games Centre (\$2.5M). In July 2020, Council approved a change to the Canada Games Centre (CGC) management agreement to allow funds owed to HRM from CGC surplus in 2018/19, to be used in recognition of the cash flow challenges faced by both CGC and HRM at that time. Subsequently, due to better than expected cash flow for HRM, funds from the investment account were not required to be withdrawn prematurely and will be directed to reserves as originally intended.	(6,356,600)
	Net impact of immaterial non-compensation adjustments.	17,000
Total Parks & Recreation		(4,633,500)
Halifax Regional Police		
	Projected increase in revenue from Misc. Recoveries, WCB payments, EHS, Back Check services offset by decrease in criminal records check and unexpected completion of secondment.	292,500
	Projected decrease in Compensation and Benefits due to reduced requirement for court time and extra duty as a result of COVID-19 and greater than expected attrition and turnover.	1,326,200
	Projected increase for Legal settlements and Contract services impacted by COVID-19 offset by reduction in requirement for Outside Policing.	(770,300)
	Projected increase in Cleaning supplies and PPE as a result of COVID-19.	(80,000)
	Projected increase in Software, Communications and Technology to replace outdated technology due to impacts of COVID-19.	(219,100)
	Projected decrease in Travel, Training and immaterial non-compensation adjustments due to restrictions imposed by COVID-19.	295,800
Total Halifax Regional Police		845,100

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS		Net Surplus / (Deficit)
Corporate & Customer Services	Projected deficit in Compensation and benefits due to transfer of Corp. Security from HR; plus approved Sr. Communications Advisor, and delay in closing 2 Customer Contact Ctr's.	(515,800)
	Projected surplus in Revenue due to increased recoveries from the Print Shop, misc. Fleet recoveries and COVID-19 cleaning for the Province.	30,000
	Projected surplus in External contracts as able to pause many janitorial contracts during Bldg. closures and reduced use of external contractors for building maintenance; offset by new costs with the reopening of St. Andrew's center (snow & refuse).	153,000
	Projected surplus in Supplies and Materials due to reduced chemicals and propane with pool/Bldg. closures, and other misc. savings.	164,800
	Projected surplus in Building costs for utilities and maintenance due to Bldg. closures and mild winter ytd; offset by an increase in Safety Systems (preventative maintenance).	483,200
	Projected deficit in Equipment & Communications, mainly Mechanical equipment offset by costs related to Pool maintenance.	(76,600)
	Projected deficit in Vehicle Expense due to cost increases in contracted services, parts & tires, reduced Capital replacement has meant continued maintenance to assets outside of expected life span.	(408,100)
	Projected surplus in Special Projects - reduced need for plexi-glass, and transfer of side-guard costs.	102,600
	Projected decrease in Office Supplies (postage) Travel, Training and immaterial non-compensation adjustments due to restrictions imposed by COVID-19.	62,600
	Net impact of immaterial non-compensation adjustments.	(2,700)
	Total Corporate & Customer Services	(7,000)
Library	Projected deficit in Fine Fees revenue due to eliminating fines and fees, reduced demand for parking at Central Library, limited opportunities for facility rentals and no opportunity for lease revenue. (the total impact to the projection is \$303K).	(303,300)
	Projected deficit in Parking rental revenue as staff expect 60% of PY revenue and deficit in Miscellaneous revenues due to reduced capacity due to COVID partially offset by a surplus in donations (\$9K) expected.	(118,300)
	Projected surplus in compensation due to 104 furloughed colleagues between June and September, 2020. These are one-time savings, as all permanent staff have returned.	2,225,500
	Projected deficit related to office costs to include redirected budget funds to provide Wifi boosting, software related to public independent navigating of collection materials (StackMap), and implementation of Office 365.	(152,400)
	Projected deficit related to reinstating Janitorial contracts earlier than budgeted, consulting fees related to live streaming events, and increases to contract services related to self-check machines (Bibliotheca) have all had an impact to external services.	(237,300)
	Projected deficit in janitorial services, cleaning supplies and purchase of PPE.	(165,200)
	Projected deficit due to building costs to address facility issues that are impacting the Library's ability to serve the community within our spaces. This includes improving library outdoor entrance at Captain William Spry Library to reduce congestion within the community centre, repairing and retrofitting the café space at Central Library (with the departure of Pavia), IT infrastructure (network switch upgrades), and improvements to J.D. Shatford Memorial Library to address air flow and physical distancing within the small space.	(925,900)
	Projected deficit due to additional laptop and ipads purchased to support public access technology while ensuring physical distancing and to support loaning of technology. The projection also includes improved (moveable) shelving and upgraded easy-to-clean furniture for various branches to adapt library spaces for COVID, and kitchen equipment for the café space at Central Library.	(490,000)
	Projected surplus due to facility rentals projected increase due to the temporary space lease at Farrell Hall during the Dartmouth North renovation. (\$10K impact). Books and periodicals are projected to spend redirected budget funds on materials.	83,800
	Projected surplus due to unbudgeted COVID related funding.	83,200
	Net impact of immaterial non-compensation adjustments.	(100)
Total Library	-	
TOTAL BUSINESS UNIT VARIANCE	(5,939,100)	

FISCAL SERVICES VARIANCE ANALYSIS		
Fiscal Services	Deed Transfer Tax - Deed transfer taxes are expected to be above budget due to unanticipated activity in the residential real estate market.	10,150,000
	Grants and Tax Concession - Balance remaining after review of merit and eligibility of applications received for the Community Grants program (\$102.2K), and fewer applications received than was budgeted for tax relief for low income (\$200.0K) and non-profit organizations (\$200.0K). Partially offset by miscellaneous adjustments (\$10.1K).	492,100

HALIFAX REGIONAL MUNICIPALITY
Explanation of Projected Surplus/(Deficit)
For the Period Ending December 31, 2020

BUSINESS UNIT VARIANCE ANALYSIS	Net Surplus / (Deficit)
Grants in Lieu - Projected surplus in Federal PILT (\$432.7k), Provincial Grant in Lieu (\$173.2K) and net miscellaneous adjustments to other PILT accounts (\$21.7K) is primarily due to changes in rates and adjustments related to the value of items eligible for PILT.	627,600
Insurance - Insurance claims costs are higher due to an increase in the number of claims processed to date as well as significant settlements that were not known at budget (\$1.324M), insurance premiums have increased due to a hardening in the insurance market (\$875.0K) and other miscellaneous costs (\$15.0K). Partially offset by lower costs anticipated in Accident Benefits costs associated with passengers injured due to Transit incidents/accidents (\$60.0K).	(2,154,000)
Internship & Other LTD, Retirement & Benefits - The projected surplus is primarily related to the 2020/21 Internship Program which has been cancelled due to COVID-19 and an over-budgeted amount for the Engineers in Training program.	813,700
Investment, Interest, Parking Meters and Misc. Revenue - Surplus in investment income due to higher cash balances than anticipated (\$1.05M), increase in property tax interest based on current arrears balance and trend to date (\$400.0K), and net miscellaneous adjustments (\$20.3K). Partially offset by a decrease in parking station revenue primarily due to the effects of COVID-19 (\$1.19M).	280,300
Other Fiscal Services - Projected deficit due to Scotiabank Centre's 2020/21 projected deficit (\$2.8M), and increased costs due to COVID-19 related expenditures (\$395.0K). Partially offset by savings in the Barrington Heritage Incentive Program, less required than budgeted (\$384.7K) and net miscellaneous adjustments (\$128.9K).	(2,681,400)
Property Tax, Tax Agreements and HW Dividend - Projected surplus in tax revenue due to reduction in anticipated current year appeals (\$2.53M), tax agreement revenues higher than budget for Heritage Gas (\$286.6K), Bell Aliant (\$61.1K), and other tax agreement adjustments (\$47.2K). This is partially offset by Halifax Water's dividend lower than budgeted due to the rate base calculation being an estimate at budget (\$162.4K).	2,762,500
Tax Supported Debt - Balloon Payment to the Nova Scotia Municipal Finance Corporation will not be refinanced.	(6,047,300)
Valuation Allowance - Projected surplus is due to greater than expected general revenue collections and lower successful prior year appeals than expected, which means less requirement to allow for bad debts.	7,816,000
Miscellaneous Adjustments - HRM's portion of the Nova Scotia Power HST Offset received from the Province of Nova Scotia was higher than anticipated (\$99.9K). This is partially offset by the interest in recoverable debt incorrectly adjusted in the budget (\$159.4K).	(59,500)
TOTAL FISCAL SERVICES PROJECTED SURPLUS/(DEFICIT)	12,000,000
GRAND TOTAL	6,060,900

Attachment #3

**Report of Expenditures in the Councillors'
District Capital Funds to December 31, 2020**

Summary Councillors' District Capital Funds

April 1, 2020 to Dec 31, 2020

	Budget	Actual Expenditures	Commitments	Total Actual Expenditures & Commitments	Available
DISTRICT 1 - Steven Streach & Cathy Deagle-Gammon	183,228.95	109,005.00	5,200.44	114,205.44	69,023.51
DISTRICT 2 - David Hendsbee	57,208.68	55,880.01	1,328.67	57,208.68	-
DISTRICT 3 - Bill Karsten & Becky Kent	65,297.40	45,862.99	12,067.51	57,930.50	7,366.90
DISTRICT 4 - Lorelei Nicoll & Trish Purdy	296,632.19	37,983.00	223,153.47	261,136.47	35,495.72
DISTRICT 5 - Sam Austin	81,736.24	36,271.23	43,859.29	80,130.52	1,605.72
DISTRICT 6 - Tony Mancini	310,868.48	34,158.27	240,572.40	274,730.67	36,137.81
DISTRICT 7 - Waye Mason	121,145.00	8,625.00	74,020.00	82,645.00	38,500.00
DISTRICT 8 - Lindell Smith	231,300.59	4,625.00	160,486.09	165,111.09	66,189.50
DISTRICT 9 - Shawn Cleary	145,585.44	25,990.00	70,538.40	96,528.40	49,057.04
DISTRICT 10 -Russell Walker & Kathryn Morse	206,403.86	69,597.84	134,628.27	204,226.11	2,177.75
DISTRICT 11 - Steve Adams & Patti Cuttell	85,132.62	66,282.00	-	66,282.00	18,850.62
DISTRICT 12 - Richard Zurawski & Iona Stoddard	261,886.92	5,625.00	214,761.92	220,386.92	41,500.00
DISTRICT 13 - Matt Whitman & Pam Lovelace	57,794.32	11,785.00	19,589.08	31,374.08	26,420.24
DISTRICT 14 - Lisa Blackburn	53,171.36	26,312.50	15,807.57	42,120.07	11,051.29
DISTRICT 15 - Paul Russell	90,759.81	82,136.11	-	82,136.11	8,623.70
DISTRICT 16 - Tim Outhit	58,107.70	28,236.14	15,805.42	44,041.56	14,066.14
Total	2,306,259.56	648,375.09	1,231,818.53	1,880,193.62	426,065.94

Attachment #4

**Report of Expenditures in the Councillors'
District Activity Funds to December 31, 2020**

SUMMARY COUNCILLORS' DISTRICT ACTIVITY FUNDS**April 1, 2020 to December 31, 2020**

Orders	Actual Expenditures	Commitments	Total Actual Expenditures & Commitments	Budget	Available
DISTRICT 1 - Steve Streach & Cathy Deagle-Gammon	1,700.00	-	1,700.00	4,500.00	2,800.00
DISTRICT 2 - David Hendsbee	1,250.00	-	1,250.00	4,500.00	3,250.00
DISTRICT 3 - Bill Karsten & Becky Kent	1,075.00	-	1,075.00	4,500.00	3,425.00
DISTRICT 4 - Lorelei Nicoll & Trish Purdy	1,050.00	-	1,050.00	4,500.00	3,450.00
DISTRICT 5 - Sam Austin	2,510.69	-	2,510.69	4,500.00	1,989.31
DISTRICT 6 - Tony Mancini	1,740.69	1,450.00	3,190.69	4,500.00	1,309.31
DISTRICT 7 - Waye Mason	1,670.00	-	1,670.00	4,500.00	2,830.00
DISTRICT 8 - Lindell Smith	850.00	-	850.00	4,500.00	3,650.00
DISTRICT 9 - Shawn Cleary	1,720.00	-	1,720.00	4,500.00	2,780.00
DISTRICT 10 - Russell Walker & Kathryn Morse	1,250.00	500.00	1,750.00	4,500.00	2,750.00
DISTRICT 11 - Steve Adams & Patti Cuttell	2,743.00	-	2,743.00	4,500.00	1,757.00
DISTRICT 12 - Richard Zurawski & Iona Stoddard	950.00	-	950.00	4,500.00	3,550.00
DISTRICT 13 - Matt Whitman & Pam Lovelace	600.00	-	600.00	4,500.00	3,900.00
DISTRICT 14 - Lisa Blackburn	2,370.00	-	2,370.00	4,500.00	2,130.00
DISTRICT 15 - Paul Russell	1,950.00	-	1,950.00	4,500.00	2,550.00
DISTRICT 16 - Tim Outhit	1,500.00	-	1,500.00	4,500.00	3,000.00
Total	24,929.38	1,950.00	26,879.38	72,000.00	45,120.62

Attachment #5

**Report of Changes in the Recreation Area Rate Accounts
to December 31, 2020**

Halifax Regional Municipality
Continuity Schedule of Recreation Area Rated Accounts
Third Quarter ended December 31, 2020

Area Rated Recreation Account	Opening Deficit (Surplus) April 1, 2020	Revenue April 1, 2020 to Dec 31, 2020	Expenditures April 1, 2020 to Dec 31, 2020	Current Year's Deficit (Surplus) Dec 31, 2020	Accumulated Deficit (Surplus) Dec 31, 2020
Frame Subdivision Homeowners Association	(4,448)	(3,780)	8,183	4,403	(45)
Sackville Heights Elementary School	(124,168)	(280,895)	180,640	(100,255)	(224,423)
Glen Arbour Homeowners Association	(2,074)	(21,385)	19,259	(2,126)	(4,200)
White Hills Residents Association	(65,951)	-	65,951	65,951	-
Lost Creek Community Association	(1,434)	-	-	-	(1,434)
Waterstone Neighbourhood Association	(40,161)	-	-	-	(40,161)
Ketch Harbour Residents Association	117	(14,153)	14,370	217	334
Mineville Community Association	(16,985)	(11,200)	28,337	17,137	152
Three Brooks Homeowners Association	(7,636)	(9,600)	17,236	7,636	-
Haliburton Highbury Homeowners Association	(140,927)	(53,515)	22,164	(31,351)	(172,278)
Highland Park Ratepayers Association	(61,977)	(10,118)	6,087	(4,031)	(66,008)
Kingswood Ratepayers Association	(262,799)	(67,600)	7,864	(59,736)	(322,536)
Prospect Road & Area Recreation Association	(107,745)	(95,881)	106	(95,775)	(203,521)
Westwood Hills Residents Association	(120,182)	-	6,722	6,722	(113,460)
Musquodoboit Harbour	(22,019)	(11,430)	33,421	21,991	(28)
Hammonds Plains Common Rate	(277,106)	-	-	-	(277,106)
Grand Lake/Oakfield Community Centre	(21,084)	(25,274)	26,202	928	(20,156)
Maplewood Subdivision	(153,721)	-	-	-	(153,721)
Silversides Residents Association	(29,346)	(16,300)	39,425	23,125	(6,221)
Fox Hollow at St Margaret's Bay Village Homeowners Association	(6,779)	(6,180)	6,800	620	(6,159)
Lakeview, Windsor Junction, Fall River Ratepayers Association	(31,503)	(213,704)	244,738	31,034	(469)
Totals	(1,497,929)	(841,015)	727,505	(113,510)	(1,611,440)

Attachment #6

**Halifax Regional Municipality Reserve Fund Balance
Projected to March 31, 2021**

Projected Reserve Balances as of Q3

	2020/21	2021/22	2022/23	2023/24	2024/25
Risk Reserves					
Insurance and Risk Reserve (Q406)	\$4,304,000	\$4,373,000	\$4,443,000	\$4,514,000	\$4,586,000
Police on the Job Injury Reserve (Q411)	1,779,000	1,833,000	1,888,000	1,944,000	2,000,000
Operating Stabilization Reserve (Q416)	8,616,000	8,491,000	8,653,000	8,816,000	8,983,000
General Contingency Reserve (Q421)	<u>23,304,000</u>	<u>2,214,000</u>	<u>2,250,000</u>	<u>2,286,000</u>	<u>2,322,000</u>
Sub-Total	\$38,003,000	\$16,911,000	\$17,234,000	\$17,560,000	\$17,891,000
Obligation Reserves					
Landfill Closure Costs (Q506)	\$8,026,000	\$8,091,000	\$8,065,000	\$7,837,000	\$7,401,000
Municipal Election Reserve (Q511)	707,000	1,480,000	2,266,000	3,064,000	827,000
Convention Centre Reserve (Q521)	1,097,000	194,000	293,000	416,000	540,000
Capital Fund Reserve (Q526)	42,368,000	15,681,000	3,198,000	919,000	988,000
Vehicle Fleet and Equipment Reserve (Q531)	2,032,000	1,203,000	1,249,000	1,293,000	1,336,000
Central Library Recapitalization Reserve (Q536)	6,312,000	7,377,000	8,478,000	9,618,000	10,776,000
Building Recapitalization and Replacement Reserve (Q541)	833,000	830,000	725,000	619,000	511,000
Multi District Facilities Reserve (Q546)	(2,000)	(698,000)	(285,000)	207,000	707,000
Transit Capital Reserve (Q551)	197,000	200,000	203,000	206,000	210,000
Solid Waste Facilities Reserve (Q556)	<u>10,668,000</u>	<u>9,715,000</u>	<u>8,755,000</u>	<u>8,504,000</u>	<u>9,153,000</u>
Sub-Total	\$72,238,000	\$44,073,000	\$32,947,000	\$32,683,000	\$32,449,000
Opportunity Reserves					
Strategic Capital Reserve (Q606)	\$54,032,000	\$85,579,000	\$100,461,000	\$95,262,000	\$111,823,000
Parkland Development Reserve (Q611)	5,904,000	6,252,000	6,606,000	6,966,000	7,331,000
Business/Industrial Parks Expansion Reserve (Q616)	43,265,000	46,756,000	47,244,000	47,743,000	51,297,000
Community and Events Reserve (Q621)	643,000	405,000	981,000	994,000	1,007,000
Gas Tax Reserve (Q626)	1,469,000	1,492,000	1,516,000	1,540,000	1,565,000
Debt Principal and Interest Repayment Reserve (Q631)	36,886,000	60,958,000	78,344,000	96,724,000	115,467,000
Density Bonus Reserve (Q640)	<u>1,968,000</u>	<u>1,643,000</u>	<u>1,670,000</u>	<u>1,696,000</u>	<u>1,724,000</u>
Sub-Total	\$144,167,000	\$203,085,000	\$236,822,000	\$250,925,000	\$290,214,000
Total	\$254,408,000	\$264,069,000	\$287,003,000	\$301,168,000	\$340,554,000

Attachment #7

Aged Accounts Receivable as at December 31, 2020

**Aged Accounts Receivable
December 31, 2020**

	Total	0 - 1 Yrs	1 - 2 Yrs	2 - 3 Yrs	3 - 4 Yrs	4 + Yrs	Interest	Adj's/Pmts *
Property Taxes & Capital Charges								
Commercial Property Taxes	\$ 5,682,033	\$ 7,332,307	\$ 1,327,528	\$ 285,915	\$ 99,198	\$ 90,967	\$ 341,236	\$ (3,795,118)
Residential Property Taxes	\$ 16,650,900	\$ 19,658,777	\$ 5,039,884	\$ 1,193,403	\$ 443,205	\$ 1,570,559	\$ 1,775,030	\$ (13,029,958)
Residential/Commercial Mix Property Taxes	\$ 2,180,030	\$ 1,938,345	\$ 501,524	\$ 136,187	\$ 36,037	\$ 28,524	\$ 121,909	\$ (582,496)
Resource Property Taxes	\$ 1,269,441	\$ 467,168	\$ 154,450	\$ 96,668	\$ 87,678	\$ 304,067	\$ 246,552	\$ (87,142)
Total Property Taxes	\$ 25,782,404	\$ 29,396,597	\$ 7,023,386	\$ 1,712,173	\$ 666,118	\$ 1,994,117	\$ 2,484,727	\$ (17,494,714)
Total Local Improvement Charges	\$ 10,775,646	\$ 10,028,268	\$ 144,250	\$ 93,428	\$ 51,120	\$ 185,550	\$ 275,437	\$ (2,407)
Total Taxes & Capital Charges	\$ 36,558,050	\$ 39,424,865	\$ 7,167,636	\$ 1,805,601	\$ 717,238	\$ 2,179,667	\$ 2,760,164	\$ (17,497,121)
Payments-in-Lieu of Taxes (PILT)	\$ 4,879,126	\$ 4,879,401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (275)
Total Property Taxes & PILTS	\$ 41,437,176	\$ 44,304,266	\$ 7,167,636	\$ 1,805,601	\$ 717,238	\$ 2,179,667	\$ 2,760,164	\$ (17,497,396)
General Revenue (Non-Lienable)								
Miscellaneous Billings & Recoveries	\$ 633,138	\$ 3,622,191	\$ 66,125	\$ 290,903	\$ 24,820	\$ 340,973	\$ 17,504	\$ (3,729,378)
Rents	\$ 163,525	\$ 44,153	\$ 22,159	\$ 47,641	\$ 4,293	\$ 86,238	\$ 5,156	\$ (46,115)
Agencies, Boards & Commissions (ABC'S)	\$ 5,200,203	\$ 792,396	\$ 741,698	\$ 403,136	\$ 1,189,908	\$ 2,089,965	\$ 150	\$ (17,050)
Total	\$ 5,996,866	\$ 4,458,740	\$ 829,982	\$ 741,680	\$ 1,219,021	\$ 2,517,176	\$ 22,810	\$ (3,792,543)
Total Aged Accounts Receivable, December 31, 2019	\$ 47,434,042							

* Adj's/Pmts are primarily tax prepayments and prepaid site inspection fees

Attachment #8

**Halifax Regional Municipality Capital Projection Summary
Projected to March 31, 2021**

Capital Projection Summary
For the Period Ending December 31, 2020

Budget Category	Budget				Expenditures			Projections	
	Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22
BUILDINGS/FACILITIES	38,096,950	40,255,000	6,452,311	84,804,261	24,416,622	35,888,719	60,305,341	10,334,305	50,053,334
BUSINESS SYSTEMS	36,663,009	14,702,000	21,870	51,386,879	10,488,069	17,594,657	28,082,726	7,800,148	33,098,662
DISTRICT CAPITAL FUNDS	1,552,260	754,000	-	2,306,260	648,375	1,231,819	1,880,194	492,207	1,165,677
OUTDOOR RECREATION	6,832,350	3,980,000	226,961	11,039,312	6,363,809	2,099,161	8,462,970	1,565,000	3,110,502
ROADS, ACTIVE TRANSPORTATION & BRIDGES	50,765,956	50,645,000	7,624,830	109,035,786	54,059,396	18,857,818	72,917,213	12,389,703	42,586,687
TRAFFIC & STREETLIGHTS	2,723,214	1,100,000	39,942	3,863,156	2,149,475	900,569	3,050,044	420,000	1,293,680
VEHICLES, VESSELS & EQUIPMENT	12,182,711	36,330,000	(557,825)	47,954,886	7,009,889	34,566,283	41,576,172	27,390,008	13,554,989
OTHER ASSETS	1,931,860	2,060,000	(31,768)	3,960,092	648,579	224,752	873,331	339,111	2,972,402
Grand Total	150,748,311	149,826,000	13,776,321	314,350,631	105,784,214	111,363,776	217,147,990	60,730,483	147,835,933

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager to close accounts.

**Capital Projection Summary
For the Period Ending December 31, 2020**

BUILDINGS/FACILITIES	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Access-A-Bus Fueling Solution - BTC	CM200008	-	200,000	-	200,000	-	-	-	-	200,000	Design-Planning
Accessibility - HRM Facilities	CB190006	591,180	450,000	-	1,041,180	561,265	195,973	757,238	180,915	299,000	Work-in-Progress-50%
Alderney Gate Recapitalization	CB190007	1,597,355	-	-	1,597,355	283,517	354,697	638,214	200,000	1,113,838	Design-Planning
BMO Centre	CB200013	171,127	100,000	-	271,127	156,985	28,433	185,418	28,433	85,709	Work-in-Progress-50%
Burner Installation Hwy 101 Landfill	CWU01065	60,000	-	-	60,000	-	-	-	-	60,000	Deferred
Burnside Composting Facility Repairs	CW190005	374,020	1,120,000	-	1,494,020	212,568	416,857	629,425	756,755	524,697	Work Complete
Burnside Transit Centre Roof Repairs	CB000082	2,173,239	-	-	2,173,239	118,032	1,290,996	1,409,028	1,050,000	1,005,207	Work-in-Progress-25%
Captain William Spry Renovations	CB000023	81,438	-	-	81,438	-	-	-	-	81,438	On hold
Central Liby Replacement-Spring Garden	CB000086	70,487	-	-	70,487	59,979	5,240	65,219	5,240	5,268	Closing out Project Account
Cole Harbour Place	CB000045	488,456	340,000	-	828,456	424,144	333,803	757,947	340,000	64,312	Work-in-Progress-75%
Composting/Anaerobic Digestion (AD) Plant	CW190003	1,023,251	1,000,000	-	2,023,251	415,979	194,582	610,561	384,021	1,223,251	Work-in-Progress-50%
Corporate Accommodations - Alderney	CB000046	258,090	-	-	258,090	-	820	820	-	258,090	Design-Planning
Corporate Accommodations	CB190011	1,949,599	2,000,000	-	3,949,599	1,314,572	790,634	2,105,206	200,000	2,435,028	Work-in-Progress-50%
Dartmouth North Community Centre	CB000075	557,170	-	-	557,170	38,850	21,089	59,938	-	518,320	Design-Planning
Emera Oval	CB180008	283,222	-	-	283,222	45,942	25,693	71,635	-	237,280	Closing out Project Account
EMO Projects	CB200002	-	650,000	-	650,000	359,764	218,422	578,186	75,000	215,236	Work-in-Progress-75%
Energy Efficiency Initiatives	CB190008	535,567	2,000,000	-	2,535,567	730,754	1,044,889	1,775,643	1,269,246	535,566	Work-in-Progress-75%
Environmental Remediation/Bldg. Demo	CB190009	672,715	-	-	672,715	179,521	18,764	198,285	22,935	470,259	Design-Planning
Eric Spicer	CB000069	28,005	-	-	28,005	-	-	-	-	28,005	
Evergreen House	CB000051	72	-	(72)	-	-	-	-	-	-	Closing out Project Account
Ferry Terminal Pontoon Rehab	CM200002	10,478	225,000	-	235,478	-	191,271	191,271	230,000	5,478	
Fire Station 2, University Ave Recap	CB000052	1,857,104	-	-	1,857,104	55,630	186,393	242,022	40,000	1,761,474	Design-Planning
Fire Station Functional Improvements	CB000088	648,592	400,000	-	1,048,592	127,284	165,549	292,833	105,000	816,308	Design-Planning
Fire Station Land Acquisition	CB180006	527,473	-	-	527,473	527,270	202	527,472	-	203	
Fire Station Replacements	CB000065	1,207,440	-	-	1,207,440	139,018	708,830	847,849	128,000	940,422	Design-Planning
Fuel Systems Upgrade	CM000020	31,137	-	-	31,137	4,356	7,836	12,192	-	26,781	Work Complete
General Building Recapitalization	CB000090	1,150,904	1,800,000	-	2,950,904	855,872	1,105,514	1,961,386	1,080,000	1,015,033	Work-in-Progress-75%
Gordon R Snow Community Centre	CB200011	-	100,000	-	100,000	-	93,857	93,857	25,000	75,000	Design-Planning
Halifax City Hall/Grand Parade Restore	CB180003	88,808	-	-	88,808	22,393	44,682	67,075	-	66,416	Work-in-Progress-25%
Halifax Ferry Terminal	CB000039	298,587	-	-	298,587	5,674	6,801	12,475	6,000	286,912	
Halifax Forum Redevelopment	CB190013	355,574	-	-	355,574	118,695	224,784	343,479	-	236,879	Design-Planning
Halifax North Memorial Public Library	CB190003	500,000	500,000	-	1,000,000	34,014	-	34,014	-	965,986	Public consultation
HRM Depot Upgrades	CB200015	212,679	1,200,000	-	1,412,679	34,338	92,675	127,013	35,000	1,343,340	Design-Planning
Hubbards Recreation Centre	CB000043	31,724	-	-	31,724	-	-	-	-	31,724	
Keshen Goodman Library Renovations	CB190010	459,887	2,000,000	-	2,459,887	55,538	118,774	174,312	-	2,404,349	Design-Planning
LeBrun Centre Renovations	CB190001	463	250,000	-	250,463	8,232	55,253	63,485	67,231	175,000	Work-in-Progress-50%
Library Masterplan Implementation	CB000077	120,880	-	-	120,880	46,167	74,713	120,880	50,000	24,713	Work-in-Progress-50%
Mackintosh Depot Replacement	CB000089	2,297,221	6,500,000	3,500,000	12,297,221	229,708	17,274,711	17,504,419	30,000	12,037,513	Design-Planning
Materials Recovery Facility Purchase	CW000012	47,617	-	(47,617)	-	-	-	-	-	-	Closing out Project Account
Materials Recovery Facility Repairs	CW200002	280,539	510,000	-	790,539	378,896	183,491	562,388	395,063	16,580	Work-in-Progress-75%
Metropark Upgrades	CB000073	368,539	-	-	368,539	51,209	-	51,209	-	317,330	Design-Planning
Multi-District Facilities-Upgrades	CB200001	1,497,380	2,200,000	-	3,697,380	1,588,367	676,639	2,265,007	375,713	1,733,300	Work-in-Progress-25%
Mumford Terminal Replacement	CB000014	20,960	-	-	20,960	-	20,027	20,027	-	20,960	On hold
New Era Recapitalization	CW000009	1,047,155	-	-	1,047,155	-	54,739	54,739	55,000	992,155	Work Complete
Ragged Lake Transit Centre Expansion	CB000125	1,750,359	3,500,000	-	5,250,359	15,883	47,495	63,378	25,000	5,209,476	
RBC Centre	CB200007	214,061	100,000	-	314,061	29,530	176,369	205,899	-	284,531	
Regional Library Facility Upgrades	CB200009	432,057	500,000	-	932,057	48,156	862,203	910,359	600,000	283,901	Work-in-Progress-25%
Regional Park Washrooms	CB200010	378,721	500,000	-	878,721	332,301	53,109	385,410	25,000	521,420	Work-in-Progress-25%

BUILDINGS/FACILITIES	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Roof Recapitalization	CB180005	541,433	700,000	-	1,241,433	813,622	355,252	1,168,874	327,811	100,000	Work Complete
Sackville Sports Stadium	CB000060	141,785	-	-	141,785	10,235	129,940	140,175	-	131,550	On hold
Sambro/Harrietsfield Fire Station	CB000079	4,684,349	-	-	4,684,349	4,387,818	228,718	4,616,536	250,000	46,531	Work Complete
Scotiabank Centre	CB200008	1,662,768	1,000,000	-	2,662,768	1,286,033	823,256	2,109,289	415,000	961,735	Work-in-Progress-75%
Sheet Harbour Recreation Centre	CB000080	58,607	-	3,000,000	3,058,607	55,531	96,654	152,185	88,076	2,915,000	Land acquisition
Shubenacadie Canal Greenway Trail	CDG00493	44,407	-	-	44,407	11,938	2,658	14,596	-	32,469	
South Peninsula School Gym Enhance	CB000084	-	460,000	-	460,000	-	-	-	-	460,000	
St Paul's Church Wall Restoration	CR000008	10,187	-	-	10,187	-	3,006	3,006	-	10,187	
St. Andrew's Community Centre Renos	CB000011	2,206,396	2,000,000	-	4,206,396	4,074,844	84,221	4,159,065	85,000	46,552	Work Complete
Transit Facility Investment Strategy	CB000016	390,962	600,000	-	990,962	25,984	296,899	322,883	35,000	929,978	
Transit Strategy	CMU01095	80,227	-	-	80,227	7,021	2,225	9,247	-	73,205	
Transit Terminal Upgrade & Expansion	CB180126	14,445	-	-	14,445	-	13,867	13,867	13,866	579	
Upper Sackville Rec. Ctr Facility	CB000061	73,193	-	-	73,193	63,717	-	63,717	-	9,475	Work Complete
West Bedford Park & Ride	CM200009	-	50,000	-	50,000	-	38,802	38,802	50,000	-	
Wharf Recapitalization	CB000087	144,954	2,800,000	-	2,944,954	2,718,591	125,282	2,843,872	75,000	151,364	
Woodside Ferry Terminal Upgrade	CB000042	1,037,118	4,500,000	-	5,537,118	1,306,184	6,188,283	7,494,467	1,100,000	3,130,934	
Zatzman Sportsplex Revitalization	CB000006	254,785	-	-	254,785	44,700	132,847	177,547	110,000	100,086	
TOTAL BUILDINGS/FACILITIES		38,096,950	40,255,000	6,452,311	84,804,261	24,416,622	35,888,719	60,305,341	10,334,305	50,053,334	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

Capital Projection Summary
For the Period Ending December 31, 2020

BUSINESS SYSTEMS	Project Number	Budget			Expenditures			Projections			
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
2020 Municipal Election e-Voting	CI190002	369,372	-	-	369,372	111,598	21,475	133,073	257,773	-	Work Complete
Application Recapitalization	CI190009	496,507	-	(3,754)	492,753	191,630	3,755	195,385	50,000	251,123	Work-in-Progress-50%
Business Intelligence Program	CI190010	307,711	-	-	307,711	137,406	-	137,406	50,000	120,305	Work-in-Progress-50%
Contact Center Telephony Solution	CI990017	94,535	-	-	94,535	7,763	29,523	37,286	-	86,772	
Council Chamber's Technology Upgrade	CI990019	70,496	-	-	70,496	61,942	3,518	65,460	-	8,554	Closing out Project Account
CRM Software Replacement	CI990020	650,092	-	-	650,092	-	-	-	-	650,092	Design-Planning
Cyber Security	CI200005	-	920,000	-	920,000	160,547	86,604	247,151	380,000	379,453	
Data Management and Process Review	CI990021	110,293	-	-	110,293	-	109,500	109,500	-	110,293	Work-in-Progress-25%
Enterprise Content & Records Mgmt	CI990018	718,934	500,000	-	1,218,934	231,641	73,245	304,887	276,000	711,293	Design-Planning
Finance & HR Business Transformation	CI200002	13,243,622	7,893,000	-	21,136,622	3,081,068	3,521,339	6,602,408	3,785,302	14,270,252	Design-Planning
HRFE AVL Devices	CI190004	199,959	25,000	-	224,959	-	-	-	-	224,959	On hold
HRFE Dispatch Projects	CI990027	281,872	-	-	281,872	7,446	-	7,446	-	274,426	On hold
HRFE FDM Review/Enhance	CI990028	30,908	-	-	30,908	-	-	-	-	30,908	Deferred
HRP Cybersecurity Program	CI200006	-	278,000	-	278,000	-	125,143	125,143	278,000	-	Commissioning
HRP Records Mgmt Optimization	CI990023	764,786	250,000	-	1,014,786	69,531	396,287	465,818	45,000	900,255	Work-in-Progress-25%
ICT Business Tools	CI200004	569,524	-	-	569,524	55,446	347,094	402,540	133,429	380,649	Design-Planning
ICT Infrastructure Recap	CI200003	405,019	1,617,000	-	2,022,019	651,612	114,053	765,665	394,000	976,408	
IT Service Management	CI200001	143,088	-	25,624	168,713	94,180	-	94,180	40,000	34,533	Work-in-Progress-50%
LIDAR Data Acquisition	CI000020	703,951	-	-	703,951	7,046	886	7,933	-	696,904	
New Transit Technology	CM180005	10,468,432	-	-	10,468,432	1,181,750	9,044,876	10,226,626	-	9,286,682	
Office 365 Migration	CI190007	60,143	-	-	60,143	1,439	-	1,439	10,000	48,704	
Parking Technology	CI990031	2,783,770	650,000	-	3,433,770	2,324,845	742,039	3,066,884	781,175	327,750	Commissioning
Permitting, Licensing, Compliance (PLC)	CI990013	2,485,004	1,731,000	-	4,216,004	1,065,625	2,481,285	3,546,910	1,131,874	2,018,504	Work-in-Progress-75%
Public WiFi	CI000021	248,370	-	-	248,370	51,933	54,229	106,162	71,320	125,117	Design-Planning
Recreation Services Software	CI000005	728,115	795,000	-	1,523,115	917,991	324,450	1,242,440	54,000	551,125	Work-in-Progress-75%
Risk Management Information System	CI190006	150,000	-	-	150,000	7,012	12,275	19,287	12,275	130,713	Design-Planning
Road Disruption Management Solution	CI190008	180,154	43,000	-	223,154	33,306	-	33,306	-	189,847	On hold
Situational Awareness	CI990035	60,071	-	-	60,071	-	691	691	-	60,071	
Source Management	CI000016	89,166	-	-	89,166	-	88,238	88,238	-	89,166	
Web Transformation	CI000001	249,115	-	-	249,115	35,311	14,151	49,462	50,000	163,804	Work-in-Progress-25%
TOTAL BUSINESS SYSTEMS		36,663,009	14,702,000	21,870	51,386,879	10,488,069	17,594,657	28,082,726	7,800,148	33,098,662	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

Capital Projection Summary
For the Period Ending December 31, 2020

DISTRICT CAPITAL FUNDS	Project Number	Budget				Expenditures			Projections	
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22
District 1 Project Funds	CCV02401	136,104	47,125	-	183,229	109,005	5,200	114,205	1,560	72,664
District 2 Project Funds	CCV02402	10,084	47,125	-	57,209	55,880	1,329	57,209	531	797
District 3 Project Funds	CCV02403	18,172	47,125	-	65,297	45,863	12,068	57,931	4,827	14,607
District 4 Project Funds	CCV02404	249,507	47,125	-	296,632	37,983	223,153	261,136	89,261	169,388
District 5 Project Funds	CCV02405	34,611	47,125	-	81,736	36,271	43,859	80,131	17,544	27,921
District 6 Project Funds	CCV02406	263,744	47,125	-	310,869	34,158	240,572	274,731	96,229	180,481
District 7 Project Funds	CCV02407	74,020	47,125	-	121,145	8,625	74,020	82,645	29,608	82,912
District 8 Project Funds	CCV02408	184,176	47,125	-	231,301	4,625	160,486	165,111	64,194	162,481
District 9 Project Funds	CCV02409	98,460	47,125	-	145,585	25,990	70,538	96,528	28,215	91,380
District 10 Project Funds	CCV02410	159,279	47,125	-	206,404	69,598	134,628	204,226	53,851	82,955
District 11 Project Funds	CCV02411	38,008	47,125	-	85,133	66,282	-	66,282	-	18,851
District 12 Project Funds	CCV02412	214,762	47,125	-	261,887	5,625	214,762	220,387	85,905	170,357
District 13 Project Funds	CCV02413	10,669	47,125	-	57,794	11,785	19,589	31,374	7,836	38,174
District 14 Project Funds	CCV02414	6,046	47,125	-	53,171	26,313	15,808	42,120	6,323	20,536
District 15 Project Funds	CCV02415	43,635	47,125	-	90,760	82,136	-	82,136	-	8,624
District 16 Project Funds	CCV02416	10,983	47,125	-	58,108	28,236	15,805	44,042	6,322	23,549
TOTAL DISTRICT CAPITAL FUNDS		1,552,260	754,000	-	2,306,260	648,375	1,231,819	1,880,194	492,207	1,165,677

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

**Capital Projection Summary
For the Period Ending December 31, 2020**

OUTDOOR RECREATION	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Beazley Park	CP000018	801,945	600,000	-	1,401,945	1,311,373	90,572	1,401,944	-	90,573	
Cemetery Upgrades	CP000020	3,956	-	-	3,956	-	-	-	-	3,956	Design-Planning
Cornwallis Park Master Plan Implementation	CP000011	107,654	-	-	107,654	2,115	18,670	20,785	-	105,539	Commissioning
District 11 Community Integration Fund	CW200001	-	25,000	-	25,000	-	-	-	-	25,000	Deferred
Fort Needham Master Plan Implementation	CP000012	43,918	-	-	43,918	32,456	11,462	43,918	-	11,462	
Halifax Common Upgrades	CP200002	560,557	600,000	-	1,160,557	36,266	142,012	178,279	50,000	1,074,291	Design-Planning
Off-Leash Dog Parks	CP200007	-	60,000	-	60,000	21,368	18,080	39,448	15,000	23,632	Design-Planning
Park Land Acquisition	CP200004	897,047	100,000	-	997,047	785,790	21,456	807,246	-	211,257	
Park Recapitalization	CP200001	2,096,972	660,000	287,831	3,044,803	1,685,969	848,290	2,534,259	750,000	608,834	Work-in-Progress-75%
Playing Fields and Courts - New	CP180005	1,422	-	-	1,422	1,422	-	1,422	-	-	Work Complete
Playing Fields and Courts - Renewal	CP200003	2,019,912	1,335,000	(60,870)	3,294,042	2,436,404	668,876	3,105,280	550,000	307,638	Commissioning
Point Pleasant Park Upgrades	CP190003	29,225	250,000	-	279,225	-	-	-	-	279,225	Design-Planning
Public Gardens Upgrades	CP190005	137,360	-	-	137,360	-	100,262	100,262	10,000	127,360	Design-Planning
Recreational Trails	CP190002	-	350,000	-	350,000	22,743	154,997	177,740	165,000	162,257	Work-in-Progress-25%
Regional Water Access/Beach Upgrades	CP180002	81,635	-	-	81,635	27,903	24,484	52,387	25,000	28,732	Design-Planning
Wilderness Park Development	CP000014	50,747	-	-	50,747	-	-	-	-	50,747	On hold
TOTAL OUTDOOR RECREATION		6,832,350	3,980,000	226,961	11,039,312	6,363,809	2,099,161	8,462,970	1,565,000	3,110,502	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

**Capital Projection Summary
For the Period Ending December 31, 2020**

ROADS, ACTIVE TRANSPORTATION & BRIDGES	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Active Transportation - Strategic Projects	CR200001	5,066,315	3,480,000	(1,334,438)	7,211,876	4,791,177	1,873,940	6,665,117	1,388,074	1,032,625	Work-in-Progress-75%
Barrington Street & Active Transportation	CT190007	662,278	-	-	662,278	1,231	-	1,231	-	661,048	Work Complete
Bedford West Road Oversizing	CTU01006	407,708	-	-	407,708	-	342	342	-	407,708	Design-Planning
Bridges	CR200003	5,383,830	1,200,000	527,620	7,111,450	3,425,440	559,038	3,984,478	1,319,264	2,366,746	Work-in-Progress-50%
Bus Stop Accessibility/Improvements	CM190002	204,080	300,000	-	504,080	74,951	246,082	321,033	290,000	139,128	Work-in-Progress-75%
Cogswell Interchange Redevelopment	CT000007	724,474	-	-	724,474	290,511	574,860	865,371	95,000	338,963	Design-Planning
Downtown Dartmouth Infrastructure Renewal	CT190003	87,862	2,000,000	-	2,087,862	1,567,623	20,167	1,587,789	130,000	390,239	Land acquisition
Higher Order Transit Planning	CM000018	568,571	-	-	568,571	-	52,143	52,143	30,000	538,571	Design-Planning
IMP Land Acquisition	CT190009	1,778,906	1,820,000	-	3,598,906	1,364,745	30,869	1,395,614	234,161	2,000,000	Land acquisition
MacDonald Bridge Bikeway Connection	CT000010	544,671	-	-	544,671	127,721	416,951	544,671	20,000	396,951	Closing out Project Account
Major Strategic Multi Modal Corridor: Bayers Road	CT200002	3,453,455	200,000	1,463,433	5,116,888	2,762,124	4,967,303	7,729,426	1,230,000	1,124,764	Work-in-Progress-50%
Major Strategic Multi Modal Corridor: Bedford Highway	CT190008	250,000	-	-	250,000	-	-	-	15,000	235,000	Design-Planning
Major Strategic Multi Modal Corridor: Dutch Village Rd	CT200003	-	50,000	-	50,000	-	-	-	50,000	-	Design-Planning
Major Strategic Multi Modal Corridor: Herring Cove Road	CT190005	250,000	-	-	250,000	-	-	-	-	250,000	Design-Planning
Major Strategic Multi Modal Corridor: Portland Street	CT190002	150,000	-	-	150,000	-	150,000	150,000	-	150,000	Design-Planning
Major Strategic Multi Modal Corridor: Robie St & Young St	CT200006	-	2,275,000	-	2,275,000	1,728,764	545,972	2,274,736	200,000	346,236	Work Complete
Major Strategic Multi Modal Corridor: Windmill Rd	CT200005	-	100,000	-	100,000	-	-	-	-	100,000	Design-Planning
New Paving Streets - HRM Roads	CR180006	423,580	54,000	-	477,580	104,618	13,648	118,266	13,648	359,314	Work Complete
New Paving Subdivisions - Provincial Roads	CR180007	1,003,372	376,000	-	1,379,372	79,244	-	79,244	376,000	924,128	Work-in-Progress-75%
North Park Corridor Improvements	CT000001	12,479	-	-	12,479	8,658	-	8,658	3,821	-	Work Complete
Other Road Related Works	CR200004	1,375,454	1,685,000	-	3,060,454	932,881	734,255	1,667,136	656,149	1,471,424	Work-in-Progress-75%
Railway Crossing Improvements	CT000015	251,217	-	-	251,217	12,122	12,899	25,021	-	239,095	Work-in-Progress-25%
Regional Centre AAA Bikeways	CR200007	2,355,000	3,755,000	2,355,000	8,465,000	1,498,689	454,500	1,953,189	495,024	6,471,287	Work-in-Progress-50%
Road Ops & Construction - State of Good Repair	CR200005	255,484	3,000,000	-	3,255,484	3,000,154	97,516	3,097,671	255,000	329	Work-in-Progress-75%
Road Oversizing - Bedford South CCC	CTX01126	235,671	-	-	235,671	-	-	-	-	235,671	
Shearwater Connector	CT000016	56,440	-	-	56,440	5,530	154	5,684	-	50,910	Design-Planning
Sidewalk Renewals	CR200002	892,045	2,500,000	-	3,392,045	2,010,797	742,984	2,753,781	194,651	1,186,597	Work-in-Progress-75%
Street Recapitalization	CR200006	12,332,777	25,500,000	4,600,716	42,433,493	29,194,242	6,289,588	35,483,830	4,525,411	8,713,840	Work-in-Progress-75%
Streetscape Renewal	CT200007	339	-	-	339	709	-	709	-	(370)	On hold
Streetscapes - Argyle/Grafton	CD000002	458,042	-	-	458,042	13,594	430,740	444,334	6,500	437,948	Work Complete
Streetscapes - Spring Garden Rd	CD000001	9,817,949	-	-	9,817,949	312,209	277,848	590,057	400,000	9,105,739	Design-Planning
Streetscaping	CT190001	-	400,000	12,500	412,500	173,177	131,140	304,317	154,000	85,323	Work-in-Progress-75%
Tactical Urbanism	CT200008	464,238	150,000	-	614,238	224,690	205,892	430,582	178,000	211,548	Work-in-Progress-75%
Transit Priority Measures	CM000009	799,719	-	-	799,719	350,652	23,044	373,696	-	449,066	
Windsor Street Exchange	CT190010	500,000	1,800,000	-	2,300,000	3,145	5,944	9,089	130,000	2,166,855	Work-in-Progress-25%
TOTALS ROADS, AT & BRIDGES		50,765,956	50,645,000	7,624,830	109,035,786	54,059,396	18,857,818	72,917,213	12,389,703	42,586,687	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

**Capital Projection Summary
For the Period Ending December 31, 2020**

TRAFFIC & STREETLIGHTS	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Controller Cabinet & Detection	CT200004	539,065	-	-	539,065	247,777	104,332	352,108	105,000	186,288	Work-in-Progress-50%
Destination Signage Program	CTR00904	293,931	-	39,942	333,873	160,354	10,362	170,716	-	173,519	Work-in-Progress-75%
Opticom Signalization	CT190004	11,384	70,000	-	81,384	-	80,542	80,542	-	81,384	
Road Safety Improvement	CT190006	278,544	1,030,000	-	1,308,544	1,034,143	605,199	1,639,343	300,000	(25,599)	Work-in-Progress-50%
Street Lighting	CT200001	285,050	-	-	285,050	175,673	31,253	206,926	15,000	94,377	Work-in-Progress-75%
Traffic Signal Installation	CT180007	343,046	-	-	343,046	257,465	66,747	324,212	-	85,581	Closing out Project Account
Traffic Signal Rehabilitation	CT180002	757,176	-	-	757,176	274,063	2,134	276,196	-	483,114	Closing out Project Account
Traffic Signal Re-lamping	CT180003	215,018	-	-	215,018	-	-	-	-	215,018	Closing out Project Account
TOTAL TRAFFIC & STREETLIGHTS		2,723,214	1,100,000	39,942	3,863,156	2,149,475	900,569	3,050,044	420,000	1,293,680	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

**Capital Projection Summary
For the Period Ending December 31, 2020**

VEHICLES, VESSELS & EQUIPMENT	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Access - A - Bus Expansion	CM180002	34,838	-	(34,838)	(0)	-	-	-	-	(0)	Work Complete
Access-A-Bus Replacement	CVD00430	600,152	1,170,000	-	1,770,152	395,143	1,261,000	1,656,143	-	1,375,008	Work-in-Progress 50%
Bus Maintenance Equipment Replacement	CM200005	405,749	330,000	-	735,749	3,849	312,714	316,563	306,901	425,000	Work-in-Progress 50%
Conventional Bus Replacement	CM200006	839,226	19,720,000	-	20,559,226	313,501	19,551,117	19,864,618	19,650,000	595,725	Work-in-Progress 50%
Ferry Overhaul and Capital Upgrades	CM200007	200,497	385,000	-	585,497	486,479	34,878	521,358	-	99,017	
Fire Fleet Replacement	CE200002	3,778,247	4,185,000	-	7,963,247	2,424,799	5,228,222	7,653,021	3,392,757	2,145,691	Work-in-Progress-25%
Fire Services Equipment Replacement	CE200004	1,048,826	1,130,000	-	2,178,826	465,742	816,533	1,282,275	-	1,713,084	
Fire Services Water Supply	CE190001	76,422	90,000	-	166,422	99,085	-	99,085	15,000	52,337	Work Complete
Fire/Rescue Boat Replacement	CE190006	1,283,153	-	-	1,283,153	625,716	638,574	1,264,290	414,000	243,437	Work-in-Progress-50%
Fleet Expansion	CE020002	22,987	-	(22,987)	-	-	-	-	-	-	
Heavy Urban Search & Rescue Equipment	CE200005	-	355,000	-	355,000	99,021	-	99,021	255,979	-	Work-in-Progress-25%
Ice Resurfer Replacement	CE190005	128,892	125,000	-	253,892	103,973	143,757	247,730	-	149,919	Work-in-Progress-50%
Mid-Life Bus Rebuild	CM200004	5,252	1,200,000	-	1,205,252	318,347	-	318,347	886,906	-	Work-in-Progress 75%
Moving Forward Together Plan Implementation	CM180008	266,768	3,470,000	-	3,736,768	-	3,252,889	3,252,889	-	3,736,768	
Municipal Fleet Replacement	CE200001	1,020,569	2,500,000	-	3,520,569	801,173	2,157,539	2,958,712	1,279,941	1,439,456	Work-in-Progress-25%
New/Replacement Green Carts	CW190001	434,177	-	-	434,177	262,540	148,243	410,783	148,202	23,435	Work-in-Progress-75%
Police Fleet Replacement	CE200003	1,481,736	800,000	(317,160)	1,964,576	491,351	761,470	1,252,822	717,880	755,345	Work-in-Progress-25%
Police Services Equipment Replacement	CE190002	16,128	420,000	-	436,128	102,728	98,909	201,637	93,034	240,365	Work-in-Progress-75%
Police Vehicle Equipment	CE190004	182,840	-	(182,840)	-	-	-	-	-	-	Closing out Project Account
Rural Depots	CW200003	-	340,000	-	340,000	-	-	-	-	340,000	Design-Planning
Transit Security	CM180006	356,252	-	-	356,252	16,442	79,524	95,966	119,407	220,403	Design-Planning
Transit Support Vehicle Replacement	CM200003	-	110,000	-	110,000	-	80,913	80,913	110,000	-	Work-in-Progress 50%
TOTAL VEHICLES, VESSELS & EQUIPMENT		12,182,711	36,330,000	(557,825)	47,954,886	7,009,889	34,566,283	41,576,172	27,390,008	13,554,989	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

Capital Projection Summary
For the Period Ending December 31, 2020

OTHER ASSETS	Project Number	Budget				Expenditures			Projections		
		Budget Remaining at March 31, 2020	Budget 2020/21	Budget Increases/ (Decreases)**	Budget Available December 31, 2020	Year-to-Date Expenditures	Year-to-Date Commitments	YTD Expenditures and Commitments	Projected Spending to March 31, 2021	Projected Carry Forward to 2021/22	Project Status
Cultural Spaces	CP190001	356,299	100,000	-	456,299	16,772	57,268	74,040	-	439,528	
Dredging of Siltation Pond	CWU01092	360,000	-	-	360,000	-	-	-	-	360,000	Deferred
Environmental Monitoring Site Work 101 Landfill	CW190004	408,861	60,000	-	468,861	46,275	41,252	87,527	42,000	380,586	Work-in-Progress-75%
HalifACT 2050 - Climate Action Plan	CB200012	-	1,000,000	-	1,000,000	58,331	126,222	184,553	100,000	841,669	Work-in-Progress-25%
HRM Public Art Commissions	CDG01135	49,504	-	-	49,504	-	-	-	-	49,504	
Sandy Lake Wastewater Oversizing	CSX01346	1,115	-	-	1,115	-	-	-	-	1,115	On hold
Storm Sewer Upgrades	CR000001	756,081	-	(31,768)	724,313	527,202	9	527,212	197,111	-	Work Complete
Wastewater Oversizing	CT200009	-	900,000	-	900,000	-	-	-	-	900,000	On hold
TOTAL OTHER ASSETS		1,931,860	2,060,000	(31,768)	3,960,092	648,579	224,752	873,331	339,111	2,972,402	

** Budget adjustments are made up of Council, CAO and Director reports along with reductions requested by the Project Manager.

Attachment #9

**Hospitality Expenses Summary
October 1, 2020 to December 31, 2020**

Hospitality Expenses October - December 2020

Date	Courtesy Visit or Reception	Item(s)	Total	YTD Total
	No hospitality expenses in Q3.		-	-
Total			-	393

Hospitality expenses are:

Expenses incurred while hosting individuals from outside the municipal government for reasons of diplomacy, protocol, business development or promotional advocacy.

Examples include: gifts, receptions, ceremonies, conferences, performances or other group events.

Attachment #10

**Mayor, Councillors and CAO's Expense Summary
October 1, 2020 to December 31, 2020**

Expenses for Reportable Individuals Oct - Dec 2020

Name	Local Travel	Out of Town Travel	Development/ Training	Meals & Other Miscellaneous Expenses	Total	YTD Total
Mayor Mike Savage	-	-	-	139	139	1,013
Councillor Steve Streach	888	-	-	-	888	888
Councillor Cathy Deagle-Gammon	-	-	-	-	-	-
Councillor David Hendsbee	2,324	-	-	-	2,324	3,936
Councillor Bill Karsten	111	-	-	-	111	111
Councillor Becky Kent	-	-	-	-	-	-
Councillor Lorelei Nicoll	-	-	-	-	-	-
Councillor Trish Purdy	-	-	-	-	-	-
Councillor Sam Austin	-	-	-	-	-	-
Councillor Tony Mancini	-	-	-	-	-	-
Councillor Waye Mason	-	-	-	-	-	-
Councillor Lindell Smith	-	-	-	-	-	-
Councillor Shawn Cleary	-	-	-	-	-	-
Councillor Russell Walker	-	-	-	-	-	-
Councillor Kathryn Morse	-	-	-	-	-	-
Councillor Steve Adams	1,054	-	-	-	1,054	8,057
Councillor Patty Cuttell	41	-	-	-	41	41
Councillor Richard Zurawski	-	-	-	-	-	-
Councillor Iona Stoddard	-	-	-	-	-	-
Councillor Matt Witman	-	-	-	-	-	775
Councillor Pam Lovelace	-	-	-	-	-	-
Councillor Lisa Blackburn	356	-	-	-	356	356
Councillor Steve Craig	-	-	-	-	-	-
Councillor Paul Russell	-	-	-	-	-	-
Deputy Mayor Tim Outhit	-	-	-	-	-	-
CAO Jacques Dubé	-	-	-	70	70	236
Total	4,775	-	-	209	4,984	15,415