Accountability Report 2019–20

Municipal Affairs and Housing



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Accountability Statement

The Accountability Report of the Department of Municipal Affairs and Housing for the year ended March 31, 2020 is prepared pursuant to the *Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the department's Statement of Mandate for the fiscal year just ended. The reporting of the department's outcomes necessarily includes estimates, judgments and opinions by department management.

We acknowledge that this Accountability Report is the responsibility of the Department of Municipal Affairs and Housing management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Department of Municipal Affairs and Housing Nova Scotia's 2019 – 2020 Business Plan(s).

Hon. Chuck Porter Minister Catherine Berliner Deputy Minister

Message from the Minister and Deputy Minister

We are pleased to present the Accountability Report for the Department of Municipal Affairs and Housing (DMAH) for fiscal year 2019-20. This report highlights results and progress in meeting the priorities outlined in the department's business plan for the same year.

In June 2019, the responsibility for Housing Nova Scotia transferred from the Department of Community Services to the Department of Municipal Affairs. The new blended mandate of DMAH promotes responsible local government and supports safe and inclusive communities – priorities that directly benefit Nova Scotians.

Our ability to deliver on this mandate is incumbent upon our partnerships with many stakeholders – from municipalities and the federal government to community agencies, not-for-profit housing providers, the community and co-op sectors and private developers. We thank them for their ongoing work with us and their commitment to advancing these shared priorities.

Together in 2019-20, we were able to secure and administer funding for projects that will improve the treatment of drinking water and wastewater, help reduce flood risk and community vulnerability resulting from climate change, enhance public spaces, and create job opportunities for youth and individuals who are unemployed.

We updated legislation so that it empowers independent and accountable local government and encourages municipal modernization, and we developed materials and tools for municipalities so they can effectively anticipate and plan infrastructure improvements.

We strengthened provincial and municipal emergency preparedness, helped Nova Scotians prepare for and recover from Hurricane Dorian, and enhanced support for local fire services so our volunteer firefighters can safely and effectively protect us.

All Nova Scotians deserve a safe, affordable place to call home. This belief is why we entered into a funding agreement with our federal partners to address Nova Scotia's housing priorities and introduced an action plan that spells out how the first three years of funding will be invested. It is also why we signed an agreement to repair and renovate off-reserve rental housing units for Indigenous people, why more low-income families are benefitting from rent supplements, and why more Nova Scotians are able to buy their first home.

Our deepest thanks to the staff of Municipal Affairs and Housing, the Emergency Management Office, and the Office of the Fire Marshal, who work tirelessly to deliver on our mandate and help build healthy, safe, and inclusive communities for all Nova Scotians.

Sincerely,

Hon. Chuck Porter Minister Catherine Berliner Deputy Minister

	2019-2020 Estimate	2019-2020 Actuals	2019- 2020 Variance
Program & Service Area	(\$thousands)		
Departmental Expenses:			
Senior Management	706	860	154
Corporate Services, Policy & Innovation	1,629	1,704	75
Housing	70,177	93,474	23,297
Municipal Sustainability	196,990	240,420	43,430
Emergency Management Office	13,897	20,502	6,605
Total: Departmental Expenses	283,399	356,960	73,561
Additional Information:			
Ordinary Revenue	5	5	0
Fees and Other Charges	0	0	0
Ordinary Recoveries	137,721	183,086	45,364
Total: Revenue, Fees and Recoveries	137,726	183,091	45,364
TCA Purchase Requirements	505	147	358
Provincial Funded Staff (FTEs)	163.1	159.2	(3.9)

Financial Table and Variance Explanation

Departmental Expenses Variance Explanation:

Department of Municipal Affairs and Housing expenditures were \$73.6 million or 26.0 percent higher than budget primarily due to one-time payment of \$57.7 million Federal Gas Tax to municipalities, \$22.9 million Housing Nova Scotia grants, and \$6.3 million for National Disaster Mitigation Program offset by \$8.9 million delays in Invest Canada Infrastructure program projects, \$4.1 million delays in New Build Canada Small Communities Fund projects and \$0.3 million miscellaneous operating expenses.

Revenue, Fees and Recoveries Variance Explanation:

The Department of Municipal Affairs and Housing revenues, fees and recoveries were \$45.4 million or 34.4 percent higher than budget primarily due to \$57.4 million one-time payment of Federal Gas Tax for municipalities. These increases were offset by \$6.5M delays in Investing in Canada Infrastructure Program projects, \$5.2 million delays in New Build Canada Fund Small Communities Fund projects and a \$0.3 million decline in net other recoveries

TCA Purchase Requirements Variance Explanation:

The Department of Municipal Affairs and Housing Tangible Capital Asset purchase requirements were \$358 thousand lower that estimate due to delays in the DMAH asset tracking project and the Fire Marshal IT system project.

Provincial Funded Staff (FTEs) Variance Explanation:

Delays in filling vacancies account for lower than expected (3.9) FTE's.

Measuring our Performance

Statement of Mandate:

In 2017, the Minister responsible for Municipal Affairs and the Minister responsible for Housing Nova Scotia (at the time, the Minister for Department of Community Services) received the following highlighted items in their mandate letters:

- Further reduce the waitlist for affordable housing by 30% over three years, beginning in 2018.
- Help first time home buyer by creating a down payment assistance program.
- Partner with groups like Bryony House, the Mi'Kmaw Native Friendship Centre, Chrysalis House and Autumn House on new facilities.
- Create innovative approaches to regional economic development such as updating and improving the Regional Enterprise Network (REN) model.
- Work to build on the current strength of relationship with the municipalities and encourage municipal modernization.
- Work with municipalities and Transportation and Infrastructure Renewal on phase two of the federal infrastructure funding programs to support municipalities in leveraging federal investments.
- Create a beautification and streetscaping program.
- Create a Community Works program.

With a new blended mandate in 2019, the Department of Municipal Affairs and Housing promotes responsible local government and safe, sustainable, inclusive communities. Through working with municipalities and other partners, the department will contribute to strong and diverse economies, high quality of life, and affordable, adequate, and suitable housing for all.

To support this mandate, in Fall 2019, DMAH underwent a reorganisation of its divisions since the establishment of the 2019/20 outcome and goals as set out in both DMA and Housing Nova Scotia's 2019-20 Business Plans.

The current mandate of the department is implemented through the following divisions/offices:

- 1. Corporate Policy and Innovation
- 2. Municipal Sustainability
- 3. Emergency Management Office (EMO)
- 4. Housing Nova Scotia

Overview:

The Honourable Chuck Porter is the Minister of the Department of Municipal Affairs and Housing ("the Department").

On June 3rd, 2019, Deputy Minister Nancy MacLellan was appointed to the Department. Since January 25th, 2019, she has been President and CEO of Housing Nova Scotia. On July 17th, 2020, it was announced that Deputy Minister Catherine Berliner will be appointed to the Department.

For fiscal year 2019-20, the Department of Municipal Affairs and Housing Nova Scotia had separate business plans that set out separate goals for the two organizations prior to integration into DMAH. Based on those business plans for their 2019-20 divisions, the following outcomes and goals were identified:

Policy, Planning and Advisory Services

- Municipalities are provided with the legislative and regulatory framework necessary to build and maintain healthy and vibrant communities.
- Municipalities are provided with the appropriate resources and advice to support financial capacity-building and provide effective local governance.

Grants, Programs, and Operations (includes Office of the Fire Marshal)

- Municipalities can properly leverage program funding to support innovative projects and ongoing municipal infrastructure needs.
- Municipalities make informed decisions on infrastructure needs and infrastructure plans.
- Nova Scotians understand their personal responsibility for building and fire safety.

Emergency Management Office

- The safety of Nova Scotians is enhanced through the coordination and collaboration of all stakeholders in the prevention and mitigation, preparedness, response, and recovery from emergencies.
- Nova Scotians have access to high quality & reliable 911 Service.

Housing Nova Scotia:

- Advance Government Strategic Goal: Safe Connected Communities Affordable Housing.
- Reduce the public housing waiting list.
- Ensure long-term sustainability of community housing (government, coop, and not-forprofit).
- Ensure the most vulnerable populations are served.
- Increase supply of affordable housing.
- Leverage external (federal) funding.
- Achieve operational efficiency and effectiveness.

Goals and accomplishments on the above noted outcomes and objectives are as follows: Policy, Planning and Advisory Services:

Goals:

- Review and update the *Municipal Government Act* and *Halifax Regional Municipality Charter*, where applicable.
- Review the Municipal Equalization Program (now referred to as the Municipal Capacity Grant) to ensure the formula is effective and is continuing to meet the needs of municipalities.
- In collaboration with the Joint Municipal/Provincial Roundtable, continue to focus on the Partnership Framework deliverables; responding to annual NSFM resolutions; and

coordinating policy priorities with the NSFM, DMAH, and other provincial departments to ensure joint priorities are being addressed.

- Where applicable, support other government departments with the implementation of any government wide corporate initiatives.
- Encourage municipal modernization by identifying opportunities.
- Continue to work with the Regional Enterprise Networks (RENs) to focus mandates and support increased operational effectiveness.
- Review options with respect to regulations pertaining to municipal Codes of Conduct.
- Form and support the Elections Review Committee.
- In collaboration with the Association of Municipal Administrators of Nova Scotia (AMANS), work to build the online audit training option designed for municipal audit committees.
- Develop an internal Financial Analysis Tool and Dashboard that will support the analysis of municipal financial health.
- Support municipalities in addressing impacts of climate change through climate adaptation infrastructure.
- Complete the development of regulations, guidance documents and support programs associated with minimum planning requirements and assist municipalities with implementation.
- Work with our partner departments to better align municipal and provincial management of our land and other resources.
- Complete the development of a municipal planning flood line mapping standard for the province

Accomplishments:

- DMAH completed the following legislation in fiscal year 2019-20:
 - Bill 192 Amendments to the *Municipal Elections Act* to provide flexibility and more options to Nova Scotians to participate in municipal government.
 - Bill 201 Amendments to the *Municipal Government Act* and the *HRM Charter* to enable municipalities to offer loans to homeowners in their area who need to install or replace their septic systems.
 - Bill 228 Amendments to the *Housing Nova Scotia Act* to enable financial housing supports to be provided directly to families and individuals so they can choose where they want to live.
 - Bill 230 Amendments to the *Municipal Government Act* and the *HRM Charter* to remove unnecessary approvals by the Minister of Municipal Affairs and Housing to reduce regulatory burden.
- Continued review of regulatory options for a code of conduct for municipal officials.
 - In 2020-21, DMAH is planning consultations to further consult with municipalities on ways to strengthen code of conduct frameworks for municipalities.
- The Joint Municipal/Provincial Roundtable met in Fall 2019. During this session, DMAH supported the formation of an All-Party Committee on the Capped Assessment Program.
 - In February 2020, NSFM formed the All-Party Committee to look at the issue.
- Worked closely with the Municipality of the District of West Hants and the Town of Windsor as they formally consolidated the two municipal units on April 1, 2020.

- Hosted, in collaboration with Windsor West Hants, three mini campaign schools for prospective candidates in the Windsor/West Hants election in March 2020.
- Continued efforts to encourage municipalities to work more closely with their regional partners and invited to continue this dialogue in 2020.
- Provincial contribution agreements with the RENs were extended for fiscal year 2019/20. These included several improvements intended to increase the efficiency and effectiveness of the REN program, such as the addition of annual "outcome agreements" to align REN activities with provincial priorities, like the OneNS Report, and reduced reporting requirements in an effort to decrease administrative burden.
- The Municipal Elections Review Advisory Committee (MERAC) was formed in the Spring of 2019 with representation from election administrators from various municipalities.
 - The Elections Review Committee recommended amendments to the *Municipal Elections Act* and election materials. Their work included updates to the Municipal Election Calendar and Handbook for Returning Officers. These will be distributed in Spring 2020 for use by ROs in the upcoming election.
- Beautification & Streetscaping Program awarded \$499, 956 in funds to support the development of attractive and inviting areas where visitors are enticed to spend money in a municipality. Some projects in 2019/20 included downtown façade beautification, signage for trails and park areas, etc.
- The Community Works Program launched and awarded \$215,342 in funding to engage individuals in community projects, such as landscaping or internships, while leveraging investments from interested municipalities.
- Phase One of the Municipal Flood Line Mapping Project was completed, which assists municipalities to better understand the location of areas at risk of river and coastal flooding.
- Continue to provide and use planning input to support the development of *Coastal Protection Act* regulations via collaboration with the Department of Environment.
- Developed Minimum Planning Requirements regulations. To further support minimum planning standards, we completed guidance materials, which are in the final design stage with Communications Nova Scotia and expected to be released to municipalities in Summer 2020.
- We continue to partner with departments on the Land Titles Initiative to help residents in the communities of North Preston, East Preston, Lake Loon/Cherry Brook, Lincolnville and Sunnyville receive clear title to their land.
- Criteria and guidelines for the Municipal Innovation Program (MIP) have been developed and the program is expected to launch in 2020-21. MIP will provide funding to municipalities who are looking to work collaboratively with their neighbours in the areas of economic development, regional infrastructure, and regional planning.
- In collaboration with AMANS, developed and delivered audit committee training to support enhancement of municipalities' financial accountability for municipal audit committees, included an on-line audit committee training tool component.
- Developed a Financial Analyses Comprehensive Tool and Dashboard, which has enabled staff to conduct financial projections and run various financial scenarios for

municipalities and other DMAH divisions. In addition, staff delivered in-person audit training to municipalities.

• Participated in corporate initiatives throughout the year, such as the Government of NS Career Fair, and on a number of interdepartmental committees, including the Diversity Roundtable.

Grants, Programs, and Operations:

Goals:

- Maximize access to federal funding for municipalities and infrastructure improvements.
- Continue to work in collaboration with Municipalities, other Provincial Departments, the Nova Scotia Federation of Municipalities, and the Association of Municipal Administrators to provide guidance regarding the development of tools for a provincewide Asset Management Strategy.
- Continue the delivery and administration of infrastructure funding programs and work in collaboration with the Department of Transportation and Infrastructure Renewal on the new Investing in Canada Infrastructure Program.
- Continue to work with provincial/municipal partners to support their efforts in achieving building and fire safety.
- Continue to support provincial fire services, including the ongoing administration of the Emergency Services Provider Fund.
- Support the work of the Joint Municipal Fire Services Committee.

Accomplishments:

- Administered 8 separate infrastructure programs which provided provincial funding to projects, and 1 federal-only funded infrastructure program (i.e., Gas Tax Fund).
 - Provincial programs saw a total number of 108 projects across Nova Scotia with a combined total project cost of over \$410M. Of that number, 59 projects were completed during the fiscal year.
 - Due to a program top-up for the Gas Tax Fund in 2019-20, we delivered over \$114M to NS municipalities and helped them maximize funding to meet their infrastructure needs.
 - Worked with the federal government to extend the Clean Water and Wastewater Fund program to allow municipalities more time to complete their projects without defaulting on the terms and conditions of the program.
- In association with the Nova Scotia Infrastructure Asset Management Working Group (IAMNS), we worked to create tools and resources to help our municipal clients make informed, evidence-based decisions regarding their infrastructure assets.
 - Some specific milestones that were achieved were the creation of the Working Group (including multi-disciplinary municipal representatives); creation and release of the initial phase of an Infrastructure Registry for Municipal Assets (IRMA) software which provides a free, easy-to-use software to store, map and

view municipal water, wastewater, and stormwater infrastructure, completion of the Nova Scotia Asset Management Program Re-Fresh survey, etc.

- Worked in close collaboration with our partners at the Department of Transportation and Infrastructure (TIR) to deliver the Investing in Canada Infrastructure Program (ICIP).
 - As of March 31, 2020, there was a total of 22 approved projects being delivered by DMAH under ICIP. The 22 projects are approved under the following Streams: Green (Environmental Quality), Transit, Social, and Rural and Northern (water and wastewater) with federal and provincial cost-shared funding provided for approved projects.
- The Office of Fire Marshal (OFM) held discussions with stakeholders, provincial and municipal officials to ensure that the provincial codes are up to date and meeting our citizens health and safety needs while ensuring building and fire safety.
- The OFM supported Building Official training throughout the province. This included providing staff and resources to ensure course content is current and continued to advocate on behalf of Building Officials for provincial support to complete investment in new course materials.
- OFM supported Government's restorative approach to addressing the Nova Scotia Human Rights Board decision around accessible washrooms in Nova Scotia.
- Continued to assist Service Nova Scotia Internal Services (SNSIS) with the administration of the Firefighter Vehicle Registration program through ongoing education and dialogue with the Fire Services.
- The OFM administering the Provincial Fire Service Award Program, overseeing the release of a Provincial Rosette, which signifies length of service and the ongoing support and co-ordination of the Federal Fire Service Award Program.
- Continue to support municipal Building and Fire Officials as they apply provincial codes to ensure building and fire safety within our communities.
- Continuation of the Emergency Services Provider Fund (ESPF) program and improvements were made to better reflect the purchasing of our applicants, such as allowing them to purchase from multiple categories.
 - In 2019-20, the Province of NS made an additional investment in the fund for a total budget \$1.43M for the year.
- The OFM continues to participate and support the Joint Municipal Fire Services Committee, including providing policy support to the current initiative to inform municipalities and Fire Services of their roles and responsibilities.

Emergency Management Office:

Goals:

- Support municipalities in reviewing and updating their Emergency Management Plans.
- Continue the implementation of the Critical Infrastructure Resiliency Plan and participate in the first regional critical infrastructure-focused exercise in partnership with Public Safety Canada and other related stakeholders.

- Update the All-Hazards Emergency Plan that supports the Provincial preparation for, and response to, emergency events.
- Install two Next Generation positions in EMO's 911 test lab so new technologies can be fully evaluated in anticipation of the CRTC-mandated Canadian National NextGen 911(NG911) strategy timeline.

Accomplishments:

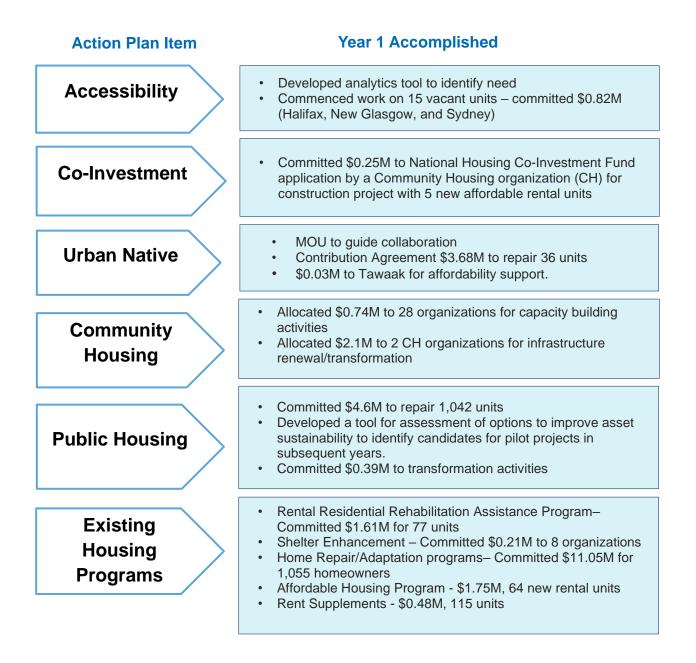
- Replaced the provincial All-Hazards Emergency Plan with the Strategic Emergency Management Plan to guide provincial preparation for, and response to, emergency events.
- Developed new tools to support municipalities with their Emergency Management Plans and programs.
- Fully implemented the Critical Infrastructure (CI) Resiliency Strategy and continues to build new partnerships with critical infrastructure owners and operators. The CI strategy has been used widely in 2019-2020 with Hurricane Dorian, two rail service disruptions, and the recent COVID-19 response.
- Co-led the first regional critical infrastructure-focused exercise in partnership with the Maritime provinces, Public Safety Canada, and other related stakeholders.
- Began implementation of WebEOC, a web-based incident management system that will allow all emergency management partners to communicate in real time during emergency responses.
- Updated and reconfigured the Provincial Coordination Centre to encourage better collaboration among emergency management partners during activations.
- Conducted Emergency Management training and exercises with municipalities.
- Completed the installation of two NS NG911for test lab positions and are currently working with both Bell's 911 and Business division to facilitate the onboarding and configuration process. Our software vendor Intrado is working on their contribution to the test lab. This phase as noted in our Business Plan is complete, but it is a multi-year process that will continue into 2020-21.
- In January 2020, launched provincial Disaster Financial Assistance Program to assist Nova Scotians, businesses, and not-for-profit organizations that had uninsurable claims and municipalities with uninsured losses due to Hurricane Dorian.

Housing Nova Scotia:

Please note: Housing NS's Business Plan for 2019-20 did not include specific planned initiatives as negotiations for the Bi-Lateral Agreement were underway.

Accomplishments:

• Negotiations with the Government of Canada concluded in 2019-20 and the 10-year bilateral Housing Agreement with Canada Mortgage and Housing Corporation (CMHC) was announced in August 2019. In September 2019, Housing Nova Scotia published its' first 3-year Action Plan under the National Housing Strategy Bilateral Agreement. The Action Plan has a balance of new programming to advance shared outcomes and objectives of the National Housing Strategy as well as continued programming including home repair/adaptation programs that will be undertaken over the first three years of the Bilateral Agreement using federal and provincial funding (\$88M). The following diagram summarizes Year 1:



• The Down Payment Assistance Program moved from a pilot in 2018-19 to a permanent program in 2019-20. In 2019-20, it was fully committed at \$1.3M and assisted 194 new households. In 2020-21, the program will increase the program's lending capacity from

\$1.1M to \$2.2M to expand the program to assist more first-time homebuyers. Through this program, nearly 500 first-time homebuyers across Nova Scotia have realized their dream of owning a home.

- An additional 865 households outside of the Action Plan were assisted by the Home Repair and Adaptation program, for a total of 1,920 households.
- With the integration of Municipal Affairs and Housing, DMAH became the department responsible for all homelessness funding as of 2020/21. This includes operational funding for emergency shelters and all items under the Integrated Action Plan to Address Homelessness, initiated April 1,2020. Prior to this, for 2019-20, funding was with the Department of Community Services.
- In 2019-20, 518 new rent supplements were created to reduce the public housing waitlist under Government's platform commitment (cumulative 959 units), which are offset by declines in rent supplements funded through other sources. Of the new supplements created:
 - 120 rent supplements were made available to housing agencies to help support clients to live independently.
 - 115 rent supplements were funded through the provincial cost-match under the Action Plan.
- In addition to the new units added, there were approximately 60 supplements allocated to tenants who had not yet been housed at fiscal year end. We also continued to support rent supplements for the Housing First Program, which is administered through the North End Community Health Clinic's Mobile Outreach Street Health program, to help individuals who require a high level of support to remain housed.
- At March 31, 2020, 2500 households were being assisted with rent supplements.
- Eight housing support workers were funded through DMAH. These positions work within agencies to support individuals experiencing homelessness to access and maintain housing. Agencies are funded to host these positions. These are Adsum for Women and Children, Welcome Housing, Tawaak Housing, Salvation Army, Shelter Nova Scotia Phoenix Youth and Mi'kmaw Native Friendship Centre. DMAH worked with these agencies to support clients who presented at the individual agencies or who were named on a By-Name List through Coordinated access. Coordinated Access is an approach to service delivery endorsed and funded through the Federal homelessness strategy, Reaching Home.
- We created the Supporting Housing Independence Program (SHIP) where individuals in receipt of rent supplements through a housing support worker could be reassessed for support. If support was no longer required, a client could retain the subsidy and allow for the support worker to accept more clients in need on their caseload.
 - By March 31, 2020, 58 individuals had transitioned to SHIP subsidies.
- We supported 'green' initiatives for many of our housing programs and portfolios.
 - Through the CMHC grant, we conducted research that measured the energy savings from the Passive House pilots built by HNS and the energy savings from the envelope upgrades implemented in the housing portfolio of HNS.

- Working with the Onsite Energy Manager and the Building Design Group produced a first draft of HNS Energy Management Strategy.
- The five regional Housing Authorities continued to manage the department's affordable housing stock of approximately 11,300 public housing units and about another 1,500 subsidized units in various rental programs. Housing authorities provide direct client services to more than 20,000 residents living in units designed primarily for seniors and families, and about 5,452 households waiting for affordable housing.
 - A review of building operations was initiated with the aim of improving operational efficiency, effectiveness, and economy. The first phase of the work was completed. Recommendations were accepted and a subsequent phase will be undertaking in 2020/21.
- In addition to the \$4.6 million spent through the Action Plan on capital renewal, a further \$17.4 million was spent in 2019-20 on Capital Asset Management Programs (capital renewal) outside of the Action Plan. In total, over \$22 million was spent impacting 5565 units in 102 communities.

Appendix A: Public Interest Disclosure of Wrongdoing

Annual Report under Section 18 of the Public Interest Disclosure of Wrongdoing Act

The *Public Interest Disclosure of Wrongdoing Act* was proclaimed into law on December 20, 2011.

The Act provides for government employees to be able to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed and they are acting in good faith.

The Act also protects employees who do disclose from reprisals, by enabling them to lay a complaint of reprisal with the Labor Board.

A wrongdoing for the purposes of the Act is:

- a) a contravention of provincial or federal laws or regulations
- b) a misuse or gross mismanagement of public funds or assets
- c) an act or omission that creates an imminent risk of a substantial and specific danger to the life, health or safety of persons or the environment, or
- d) directing or counselling someone to commit a wrongdoing

The following is a summary of disclosures received by the Department of Municipal Affairs and Housing.

Information Required under Section18 of the Act	Fiscal Year 2019-2020
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing (insert separate row for each wrongdoing)	N/A
Recommendations and actions taken on each wrongdoing (insert separate row for each wrongdoing)	N/A

There were no Disclosures of Wrongdoing received by the Department of Municipal Affairs and Housing in 2019-2020.