

**Item No. 4**  
**Committee of the Whole**  
**November 13, 2018**

**TO:** Mayor Savage and Members of Committee of the Whole

**SUBMITTED BY:** Original Signed by   
\_\_\_\_\_  
Jacques Dubé, Chief Administrative Officer

**DATE:** November 13, 2018

**SUBJECT:** 2017-2020 Multi-year Priority Outcome Update

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**ORIGIN**

On December 6, 2016, Regional Council adopted a Strategic Planning Framework, established priority outcomes for their term and directed staff to develop multi-year plans to advance those outcomes. Consistent with past practice, staff is providing an update on those priorities and seeking Council's direction on the 19/20 strategic plan.

**LEGISLATIVE AUTHORITY**

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

**RECOMMENDATION**

It is recommended that Halifax Regional Council:

1. Proceed to prepare the 19/20 multi-year budget and business plan in support of Council's Priority Outcomes and consistent with the Outcome Plans as presented today or amended by Committee of the Whole (COW).

## **BACKGROUND**

Over the last three Municipal elections, Regional Council has established priority outcomes for their term and directed staff to develop plans to advance those outcomes. In alignment with this practice, on December 6, 2016 Regional Council adopted a strategic planning framework (Attachment A) and approved the 2017 – 2020 Priority Outcomes (Attachment B). The strategic objectives are strategic aspirations for the Community that focus on medium and long term desired outcomes. These are not tactical or operational objectives but instead describe a desired end-state sought for the betterment of the entire HRM community. The initiatives used to advance these outcomes are developed as part of the business planning and budget process.

Once established by Council these priority outcomes, typically remain unchanged year over year. However, it is prudent to review and confirm them annually in advance of the business plan and budget consideration. This annual review and validation, typically takes place in November and is the launch to the annual business and budget planning process

## **DISCUSSION**

Regional Council adopted a multi-year approach to budget and business planning which commenced in the 17/18 fiscal period. Consistent with the 18/19 budget year, a two-year planning view will be provided to the Regional Council's Committee of the Whole (COW), however formal approval is confined to 19/20 with 20/21 approved in principle only.

The Priority Outcome Presentations (Attachment C) will provide the Committee of the Whole with:

1. An overview of the Council Priority Outcomes identified and approved in December 2016
2. An update on current and planned initiatives
3. Results based on established key performance indicators

The current and planned initiatives will provide the COW with an overview of what has been accomplished to date for three of the six Council Priority Outcome Areas (Economic Development, Social Development and Governance and Engagement) and how staff intends to proceed under current strategic direction. Should the COW wish to change their strategic direction, staff will adjust plans accordingly. The remaining Council Priority Outcome Areas will be presented at the COW scheduled for Nov 27<sup>th</sup>; this change has made to accommodate for changes resulting from capital planning efforts.

New and established key performance indicators are also included with the presentations. In 19/20 the most appropriate indicators for measuring success from current plans will be consolidated in a Corporate Scorecard providing a concise overview of HRM's progress towards its outcomes Work will continue to add relevant measures, and to refine indicators where data does not exist.

This year attention was assigned to the Administrative Priority Outcome Area (APA), which is a pillar in HRM's Strategic Planning Framework (Attachment A); comprised of the financial, human resource, and business processes and systems that enable the organization to advance both Regional Council's strategic mandate and the administrative priorities of the organization. Like the planning efforts of the Council Priority Outcome Area teams, a cross-functional team of directors and managers worked to better articulate and align priorities to serve the needs of our communities as well as our employees.

The outcome of this work is the Administrative Priority Strategy Map (Attachment D) and Administrative Priority Outcomes (Attachment E). This work does not replace any of the outcomes outlined in the Council Priority Area's but enhances the organization's ability to meet its internal and external obligations. These priorities provide a framework that each business unit will use to build tactics or initiatives into business plans, and measure progress through corporate key performance indicators. The presentation of the Administrative Priority Outcomes is provided in attachment F.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications to this report, however approval of priority outcomes does constitute planning and budget direction.

### **RISK CONSIDERATION**

There are no risks associated with this report.

### **COMMUNITY ENGAGEMENT**

No community engagement was sought for this report; however, the current budget consultation process seeks to solicit public comment on community priorities. The Citizen Survey completed in September 2018 also provides valuable information for assessing community priorities and expectations.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications stemming from this report.

### **ALTERNATIVES**

Council may choose to add, delete or amend their Priority Outcomes and direct staff to develop the 19/20 Multi-year Business and Budget Plans in support of these amended priorities.

### **ATTACHMENTS**

Attachment A – 2017-2020 Strategic Planning Framework – HRM’s Plan on a Page

Attachment B – Council Priority Outcomes

Attachment C – Council Priority Outcome Presentations

Attachment D – Administrative Priority Strategy Map

Attachment E – Administrative Priority Outcome Areas

Attachment F – Administrative Priority Outcome Presentation

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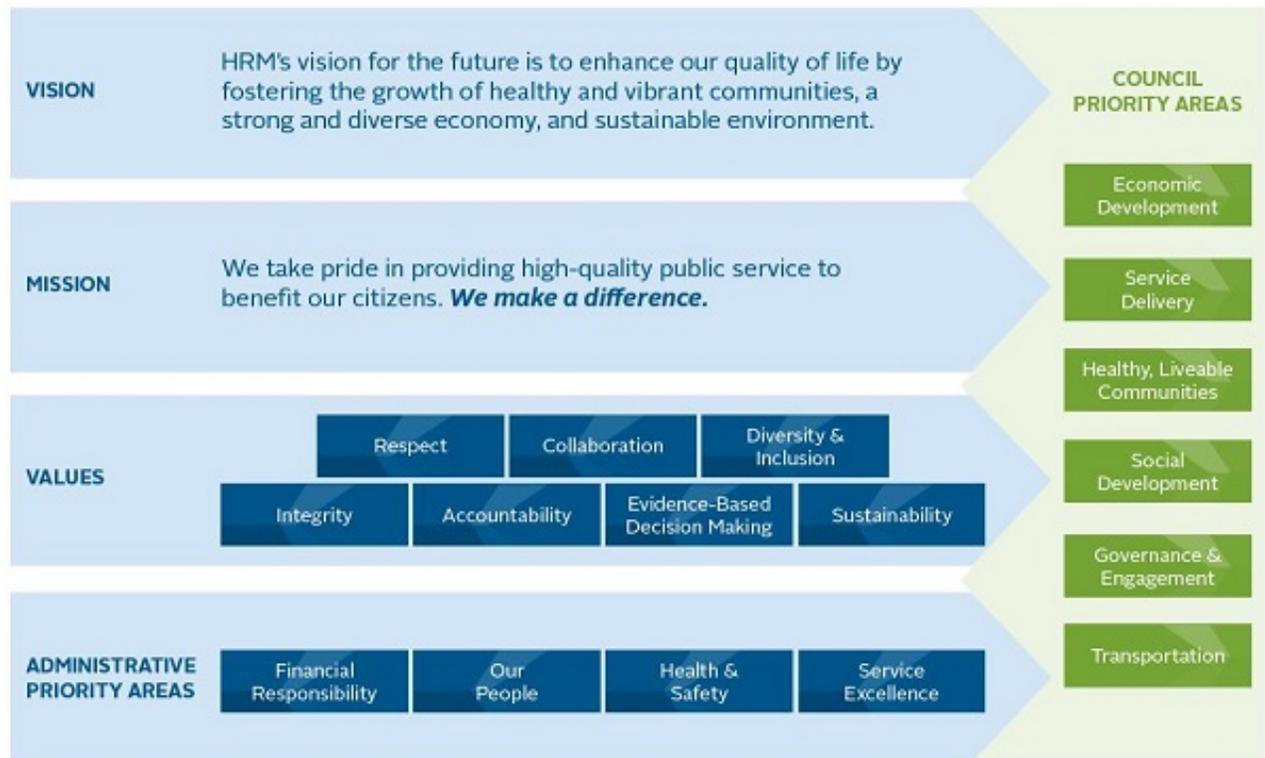
A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Wendy Lines, Acting Manager Corporate Planning, Finance & Asset Management,  
902-490-6470

Report Approved by: Original Signed  
Jerry Blackwood, Acting Director Finance and Asset Management/CFO 902-490-6308

# HRM's Plan on a Page: 2017-2021

The Plan on a Page articulates the values of our organization and demonstrates our key priorities.



## Attachment B – Council Priority Outcome Areas

<b>Economic Development</b>	
<b>HRM is a sought-after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community</b>	
Priority Short Name	Priority Outcome
Attract and Retain Talent	Halifax is a welcoming community where the world's talent can find great opportunities.
Promote and Maximize Growth	Halifax promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.
Rural Economic Development	The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.
Focus on the Regional Centre	Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.
Supply of Industrial, Commercial and Institutional Lands	Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.
Arts, culture and heritage	Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

<b>Governance and Engagement</b>	
<b>HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.</b>	
Priority Short Name	Priority Outcome
Municipal Governance	Halifax citizens have confidence in the governance structures of the municipality.
Communications	Halifax citizens and communities participate in open and transparent communication with the municipality.
Public Engagement	Halifax citizens and communities are engaged in the development of public policy and plans.
Fiscal Responsibility	HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

<b>Healthy, Liveable Communities</b>	
<b>HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities. civic life</b>	
Priority Short Name	Priority Outcome
Public Safety	Halifax citizens and visitors are safe where they live, work, and play
Energy and Environment	Halifax builds resiliency by providing leadership in energy management, sustainability and environmental risk management both as an organization and in the community, we serve.
Recreation and Leisure	Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
Community Health	Halifax shall be an active partner in supporting community health programs such as food security initiatives.

<b>Service Delivery</b> HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality	
<b>Priority Short Name</b>	<b>Priority Outcome</b>
Service to our Business	HRM simplifies processes and delivers service to promote and encourage a vibrant business environment
Service to our People	HRM understands the needs and perspectives of the people they serve, and provides quality service through a person focused approach.
Innovation	Halifax will foster a corporate culture that values innovation and bold ideas and supports the rapid deployment of experimental pilot projects and civic innovation project teams.

<b>Social Development</b> HRM's communities have access to social infrastructure that supports all segments of the community.	
<b>Priority Short Name</b>	<b>Priority Outcome</b>
Social Infrastructure	HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.
Accessible Community	Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.
Housing and neighborhoods	Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods
Equity and Inclusion	Halifax is a diverse and inclusive community that supports everybody.

<b>Transportation</b> Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.	
<b>Priority Short Name</b>	<b>Priority Outcome</b>
Interconnected and Strategic Growth	Halifax will implement an integrated mobility strategy that supports growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles, consistent with the Regional Plan.
A well-maintained transportation network	The Halifax Transportation Network is comprised of well-maintained assets.
A safe and accessible transportation network	The Halifax Transportation Network is designed to be operated to be safe, accessible and supportive of enhanced user experience and focused on service improvements.
Pedestrian Safety	Drivers, cyclists and pedestrians all-share responsibility for travelling safely together. Through education, enforcement, and improved infrastructure (engineering), engagement and evaluation, pedestrians in Halifax are provided with a safe environment in which to walk.

Attachment C

**HALIFAX**

**19/20 – 20/21  
Regional Council  
Priority Outcomes  
Discussion and  
Direction**

COMMITTEE OF THE WHOLE

November 13, 2018

# Agenda

1. Introduction – Mayor Savage
2. Introduction – Jacques Dubé – CAO
3. Council Priority Outcome Presentations

Outcome Area	Outcome Team Lead
Economic Development	Kelly Denty Director, Planning & Development
Social Development	Maggie MacDonald Managing Director, Government Relations and External Affairs
Governance and Engagement	John Traves Director Legal, Municipal Clerk, & External Affairs

4. Recommendation and Discussion

# Introduction

Why are we here?

- To provide progress updates on Council's priorities
- To seek Council's strategic direction for the upcoming multi-year business planning cycle

It is recommended that Halifax Regional Council direct staff to:

Proceed to prepare the 19/20 multi-year budget and business plan in support of Council's Priority Outcomes and consistent with the Outcome Plans as presented today or amended by Committee of the Whole (COW)

# Presentation Format

For each of the three Priority Outcome Areas

- Progress Updates – Current and Planned Initiatives
- Performance Results
- Corporate Strategic Risk Related to Outcome Area

# Council Priorities 17/18 – 20/21

In December 2016, Council identified twenty-five priorities for its current term and organized these into six priority areas. The six priority areas are:

## Economic Development

HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community

## Governance & Engagement

HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs

## Healthy, Liveable Communities

HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities.

## Service Delivery

HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality.

## Social Development

HRM's communities have access to social infrastructure that supports all segments of the community.

## Transportation

Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.

# Administrative Priorities

In 2018, administrative teams adopted a methodology that provides a strategic approach that guides both administrative activities within the organization and mobilizes resources to achieve Regional Council's strategic agenda. Priority areas are:

## Financial Stewardship

We manage public funds equitably, sustainably, with integrity.

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## Our People

HRM is a workplace that inspires our people to provide great service to the communities we serve.

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## Service Excellence

Our community receives the services it values.

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# Economic Development

HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community



# Economic Development

## Council Priorities

Outcome	Description
Promote and Maximize Growth	Halifax promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.
Attract and Retain Talent	Halifax is a welcoming community where the world's talent can find great opportunities.
Rural Economic Development	The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.
Focus on the Regional Centre	Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.
Supply of Industrial, Commercial and Institutional Lands	Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.
Arts, Culture, and Heritage	Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

# Economic Development

## Current and Planned Initiatives

### Promote and Maximize Growth

Halifax promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.

#### Making Halifax an Easier Place to Do Business

- Develop Workplan for Regional Plan 10-Year Review
- Implement Development Approvals Workplan
- Continue HRM-NS Joint Project on Regulatory Modernization
- Identify potential commercial taxation changes for small business
- Implement Customer Service Strategy & continue Performance Excellence activities
- Implement an African Nova Scotian Action Plan
- Pursue changes to the HRM Charter

# Economic Development

## Current and Planned Initiatives

### Promote and Maximize Growth

Halifax promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.

#### **Making Halifax an Easier Place to Do Business Cont.**

- Continue the SmartBusiness Business Retention & Expansion Program
- Continue to produce economic research (e.g. Halifax Index)

#### **Investment Attraction & Trade**

- Expand the Sell Halifax Program
- Leverage regional, national, and international partnerships
- Strengthen and promote the Halifax Gateway
- Establish, strengthen, and market the Halifax Innovation District

#### **Major Projects**

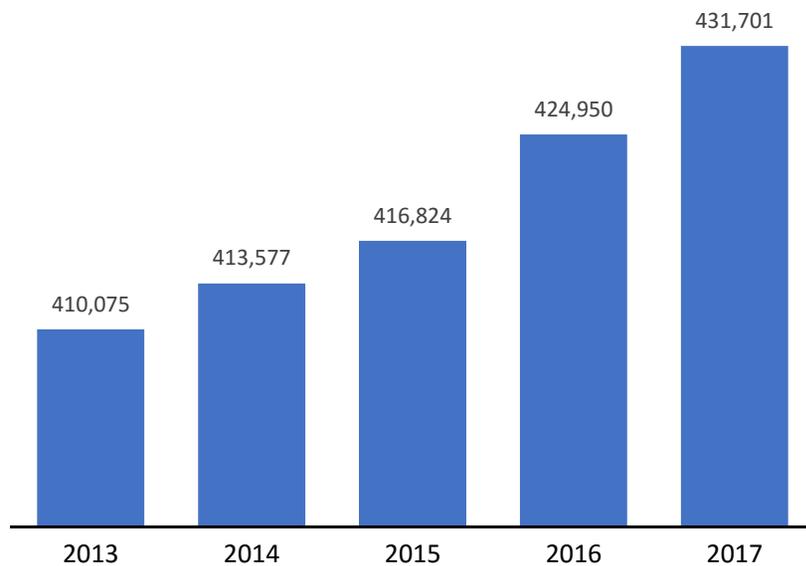
- Secure federal and provincial infrastructure funding

# Economic Development

## Measuring Success

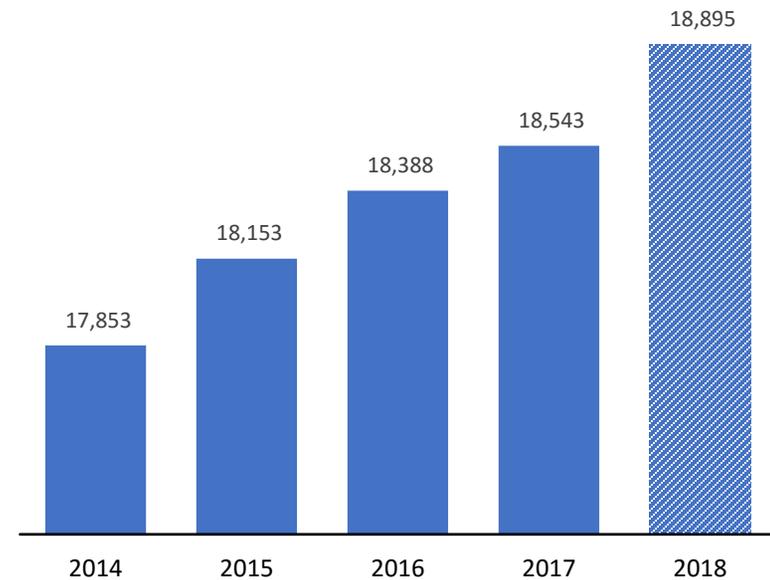
Promote and Maximize Growth

Halifax CMA Population



Source: Statistics Canada. Table 17-10-0078-01

Real GDP at basic prices (2007 \$ millions)



Source: Conference Board of Canada Metropolitan Outlook, Halifax  
Note: 2018 data is forecast only

# Economic Development

## Current and Planned Initiatives

### Attract and Retain Talent

Halifax is a welcoming community where the world's talent can find great opportunities.

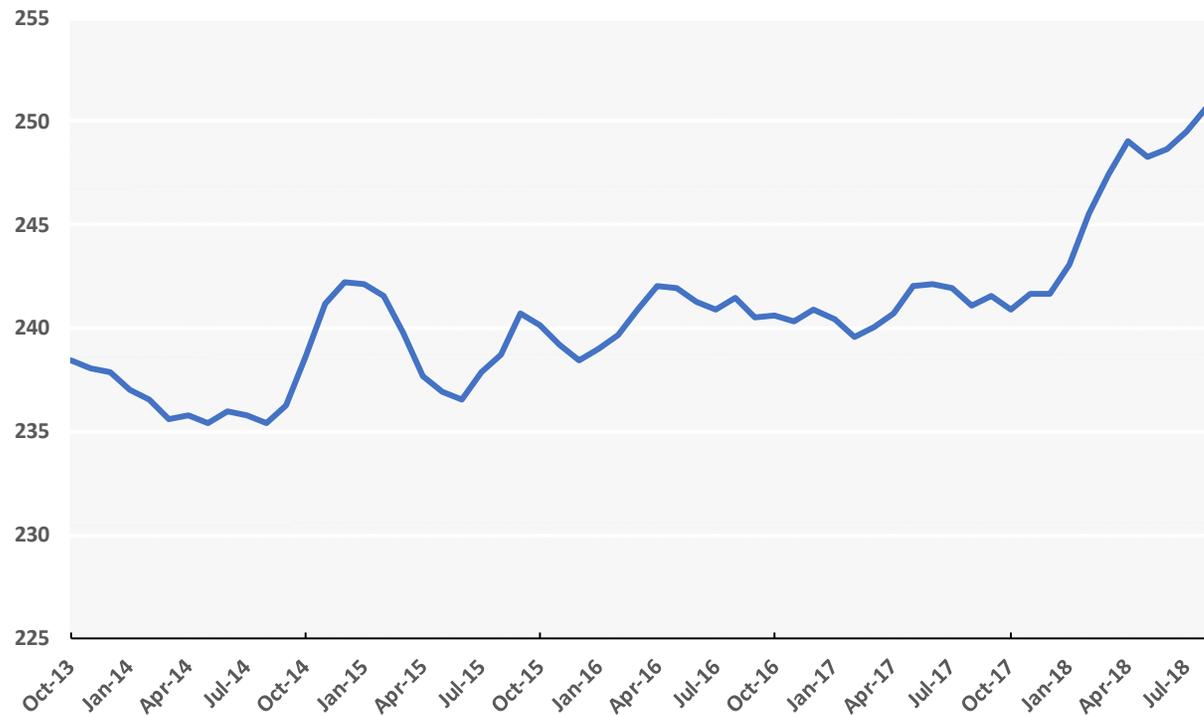
- Implement the Welcoming Newcomers Action Plan
- Leverage the Atlantic Immigration Pilot Program (AIPP)
- Establish African Nova Scotian and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program
- Continue the Bridging the Gap (Internship) Program
- Implement HRM's Employment Equity Policy

# Economic Development

## Measuring Success

### Attract and Retain Talent

Halifax CMA labour force size (seasonally adjusted, x 1000)

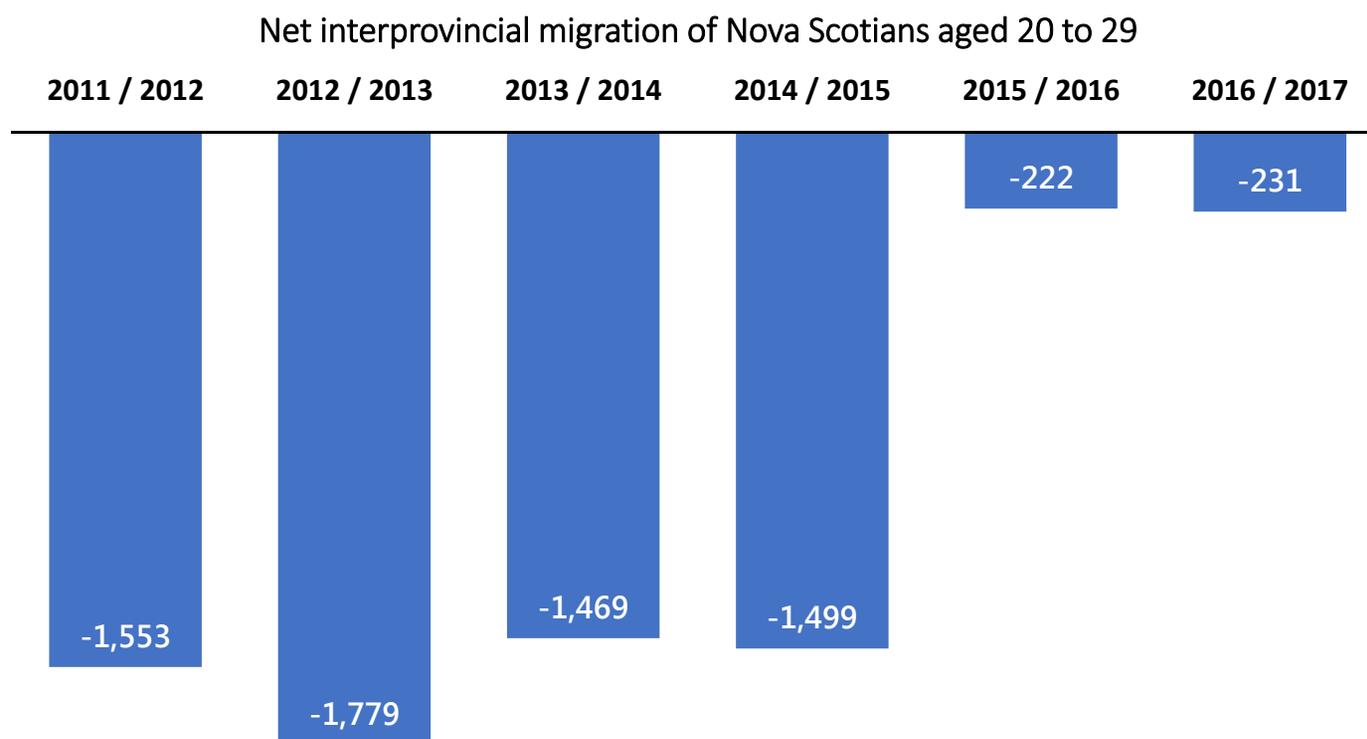


Source: Statistics Canada. Table: 14-10-0294-01 (formerly CANSIM 282-0135)

# Economic Development

## Measuring Success

### Attract and Retain Talent



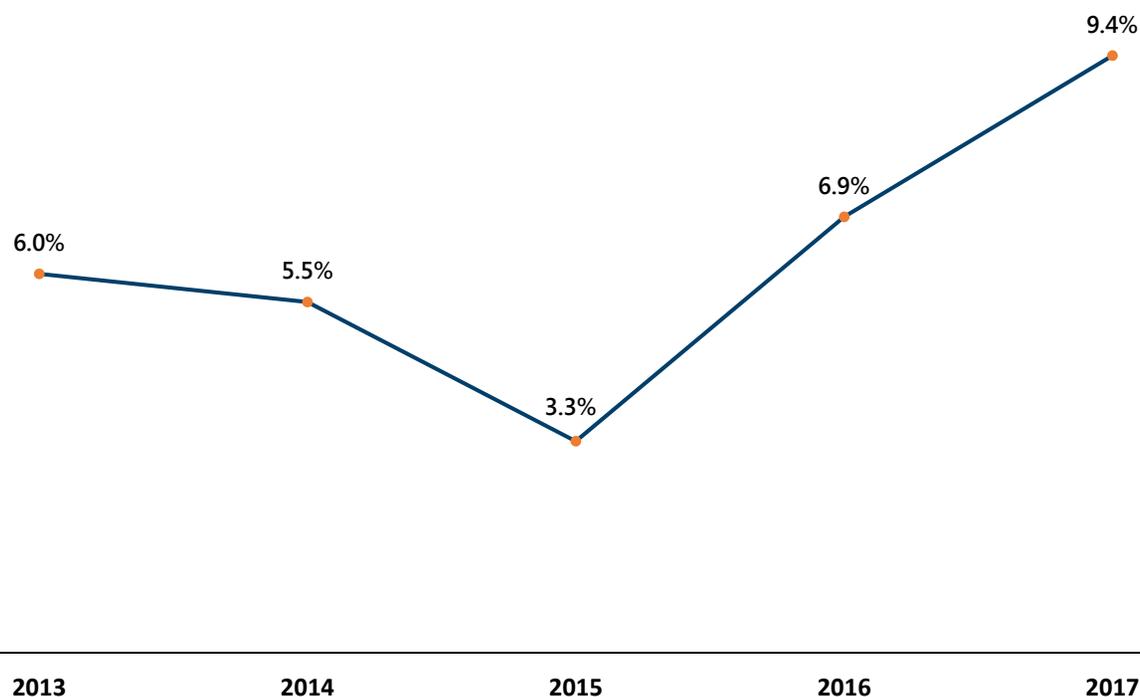
Source: Halifax Partnership

# Economic Development

## Measuring Success

### Attract and Retain Talent

Estimated share of international students at NS post-secondary institutions transitioning to permanent residency



Sources: Maritime Provinces Higher Economic Commission (MPHEC), Nova Scotia Community College (NSCC), Immigration, Refugees and Citizenship Canada (IRCC)

# Economic Development

## Current and Planned Initiatives

### Rural Economic Development

The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.

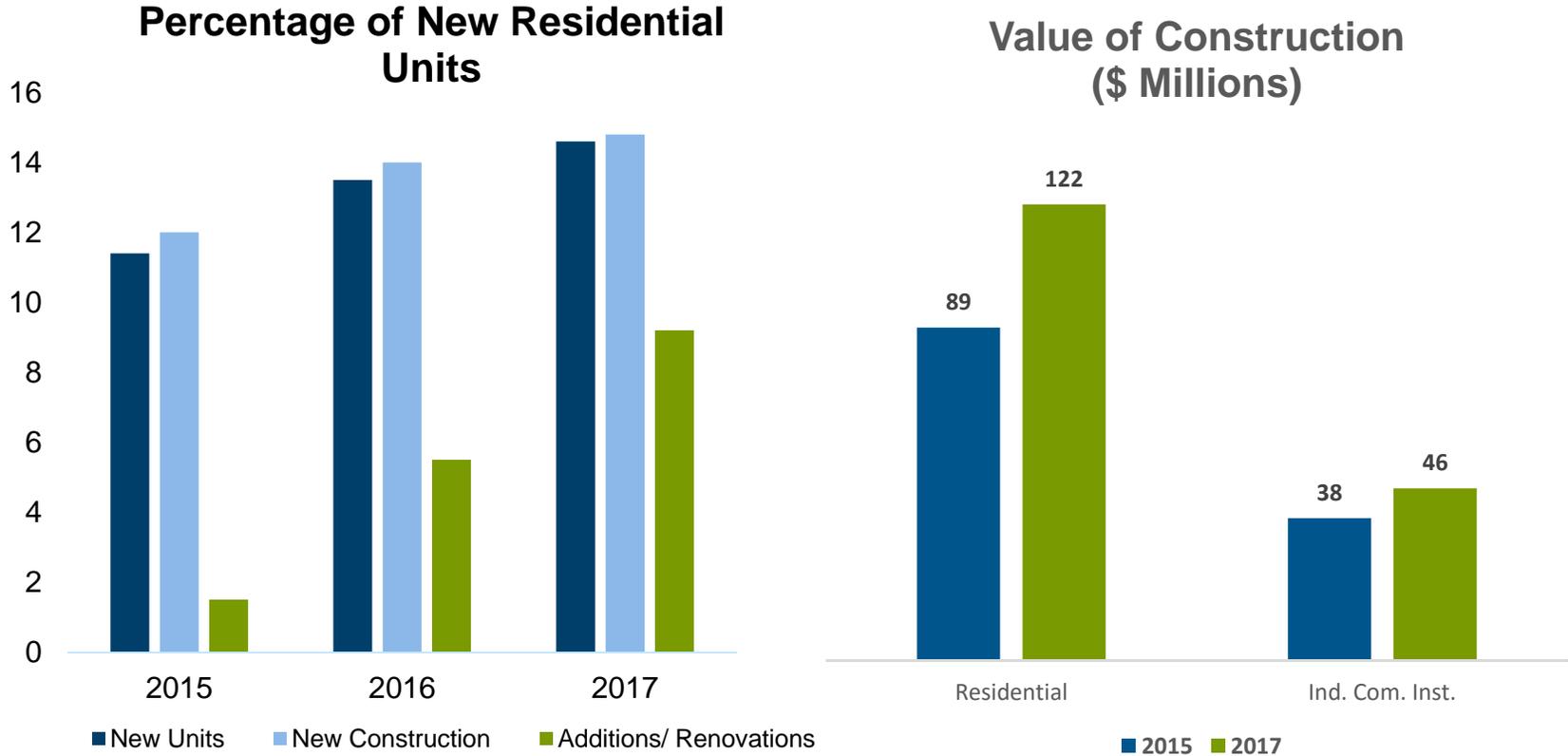
#### Rural Economic Development

- Leverage provincial / federal funding for rural broadband
- Support 100 Wild Islands Development
- Support rural tourism through DEANS and Destination Halifax
- Continue to implement the Rural Planning Team Workplan
- Conduct rural-focused economic research
- Continue outreach to Sheet Harbour and Musquodoboit Harbour Chambers of Commerce

# Economic Development

## Measuring Success

### Rural Economic Development



# Economic Development

## Current and Planned Initiatives

### Focus on the Regional Centre

Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.

#### Planning

- Adopt and implement the Centre Plan

#### Beautification and Placemaking

- Initiate Spring Garden Road streetscaping project

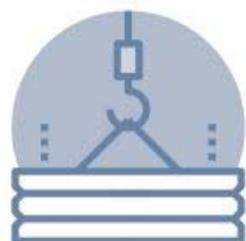
#### Infrastructure

- Complete the final design and partial reconstruction of the Cogswell Lands redevelopment

# Economic Development

## Measuring Success

Focus on the Regional Centre



**Value of  
Approved  
Construction**  
Up 113% to just  
under \$430M

**Value of Commercial,  
Industrial &  
Institutional  
Construction**  
Up 40% to \$140M

**Value of  
Residential  
Construction**  
Up 195% to  
\$283M

**Proportion of Approved Construction within Regional Centre**

**2016: 27%**

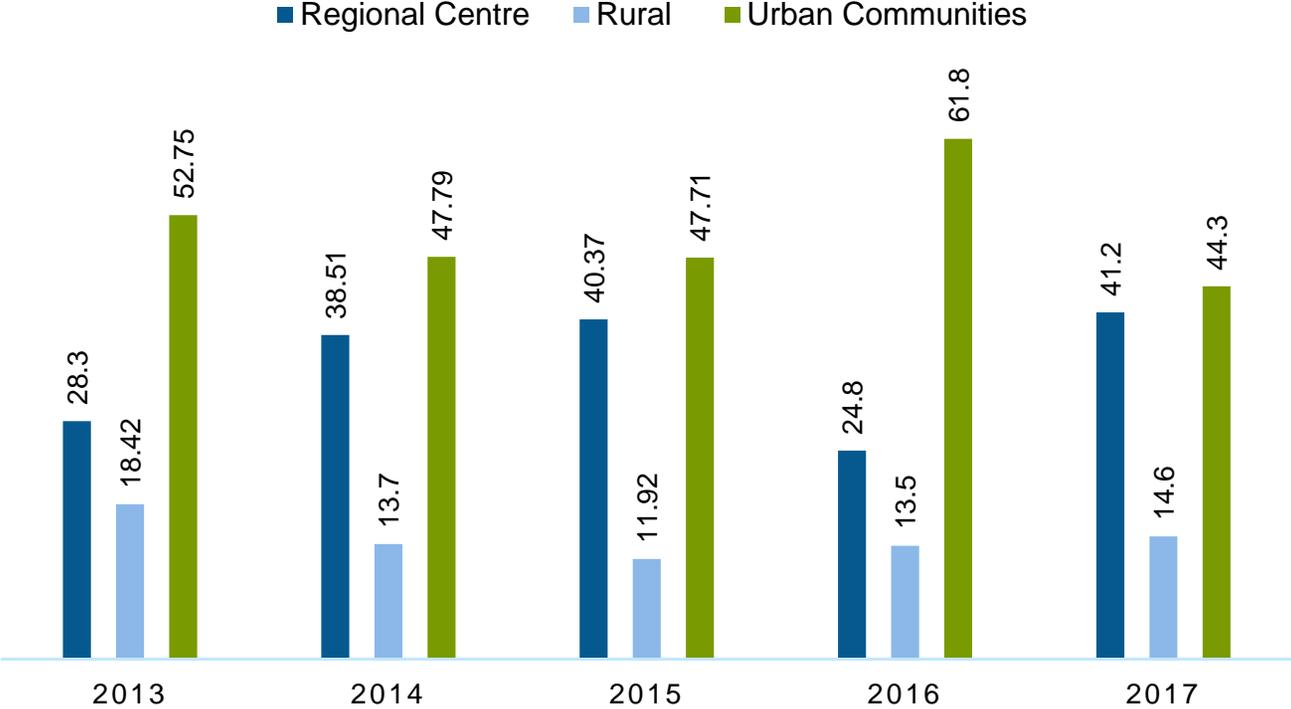
**2017: 41%**

# Economic Development

## Measuring Success

Focus on the Regional Centre

PERCENTAGE OF NEW RESIDENTIAL UNITS BY REGION



# Economic Development

## Current and Planned Initiatives

### Supply of Industrial, Commercial and Institutional Lands

Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities

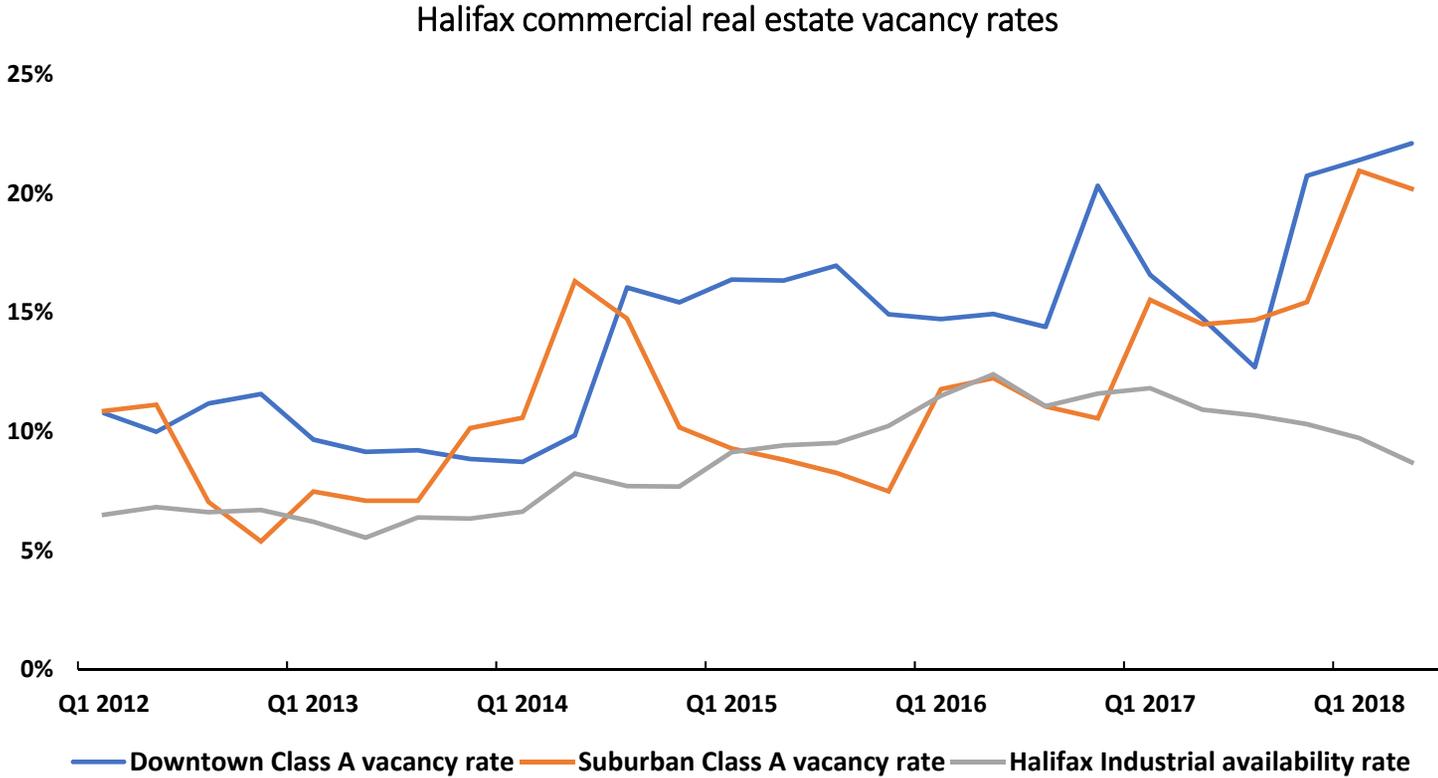
#### Supply and Readiness of Industrial Lands

- Updating Business Park Functional Plan
- Informing capital plans
- Initiating planning process for Ragged Lake
- Amending zoning at Aerotech Business Park and Burnside Industrial Park
- Addressing access to Phase 13 Burnside

# Economic Development

## Measuring Success

### Supply of Industrial, Commercial, and Institutional Lands

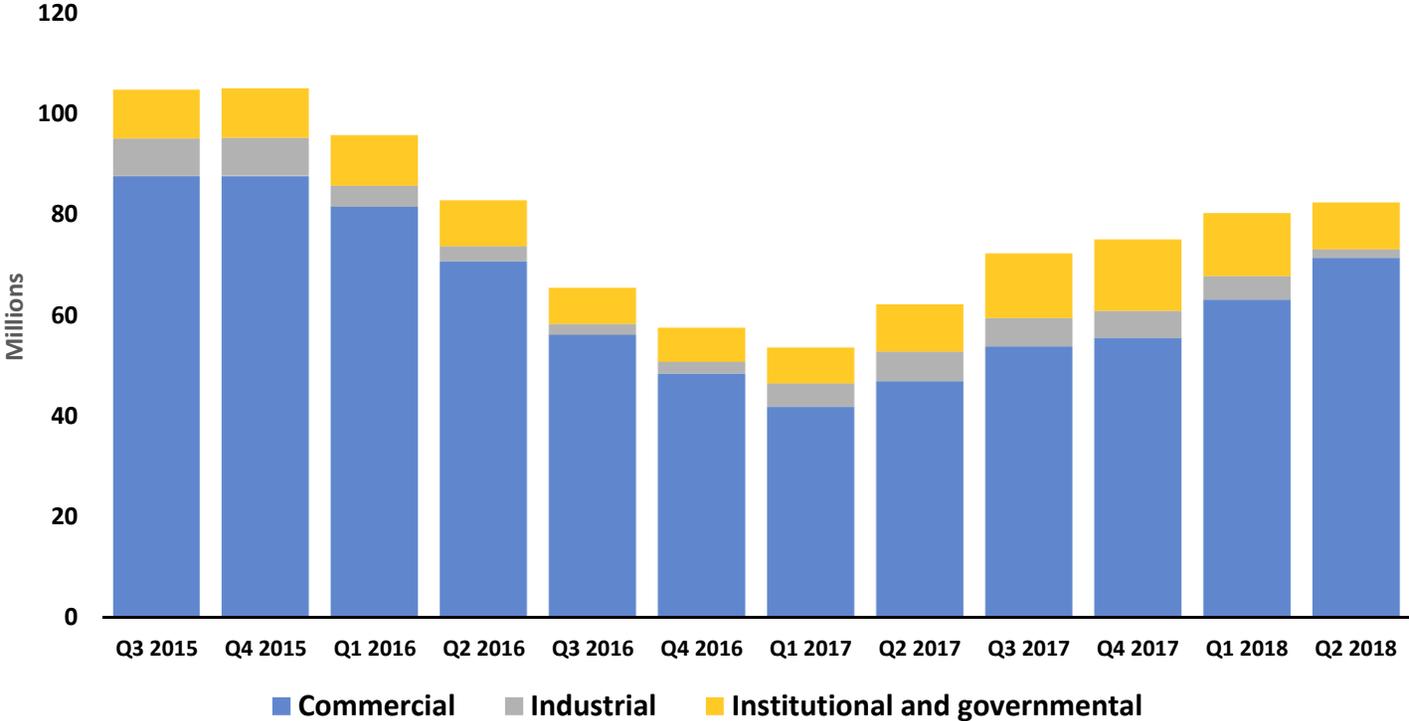


# Economic Development

## Measuring Success

### Supply of Industrial, Commercial, and Institutional Lands

Investment in non-residential building construction  
(2007 constant dollars, seasonally adjusted)



# Economic Development

## Current and Planned Initiatives

### Arts, Culture and Heritage

Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

#### Culture & Heritage Priorities Plan

- Continue funding programs for cultural organizations, festivals and events
- Continue developing Culture & Heritage Priorities Plan
- Undertake cultural spaces planning including the Regional Museum Strategy and Africville Interpretive Framework
- Review HRM's approach to major events attraction and hosting

# Economic Development Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p data-bbox="281 457 1020 555"><b>Responsive Regulatory and Service Culture</b></p> <p data-bbox="281 623 1020 967">The risk that HRM's regulatory environment and service delivery is not responsive to the needs and expectations of the business community resulting in reduced ability to attract new and retain businesses in Halifax.</p> <p data-bbox="281 1032 659 1123">Likelihood: Possible Impact: Moderate</p>	<ul data-bbox="1083 516 1759 1084" style="list-style-type: none"> <li>■ HRM-NS Joint Project Regulatory Modernization</li> <li>■ Performance Excellence</li> <li>■ Customer Service Strategy</li> <li>■ Halifax Charter Review</li> <li>■ Plan and By-law Simplification</li> </ul>

# Economic Development Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p data-bbox="264 440 1041 483"><b>Supply of Lands for Economic Growth</b></p> <p data-bbox="264 548 1047 743">The risk that there will not be sufficient land in the right locations available to support economic growth resulting in loss of economic opportunities.</p> <p data-bbox="264 805 642 898">Likelihood: Possible Impact: Moderate</p>	<ul data-bbox="1108 496 1877 1182" style="list-style-type: none"> <li>▪ Business Park Functional Plan Update</li> <li>▪ Capital plans</li> <li>▪ Planning for Ragged Lake</li> <li>▪ Aerotech Business Park and Burnside Industrial Park amended zoning</li> <li>▪ Access to Phase 13 Burnside</li> <li>▪ Regional Plan</li> </ul>

# Economic Development Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p data-bbox="281 456 772 500"><b>Demographic Challenge</b></p> <p data-bbox="281 565 1012 711">The risk that there will not be a sufficient labour force supply due to an aging population.</p> <p data-bbox="281 768 659 862">Likelihood: Possible Impact: Moderate</p>	<ul data-bbox="1087 516 1793 906" style="list-style-type: none"><li data-bbox="1087 516 1495 560">■ Connector Program</li><li data-bbox="1087 634 1793 678">■ Welcoming Newcomers Action Plan</li><li data-bbox="1087 753 1766 797">■ Atlantic Immigration Pilot Program</li><li data-bbox="1087 872 1528 915">■ Government relations</li></ul>

# Social Development

HRM's communities have access to social infrastructure that supports all segments of the community.



# Social Development

## Council Priorities

Outcome	Description
Housing and Neighborhoods	Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.
Social Infrastructure	HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.
Accessible Community	Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.
Equity and Inclusion	Halifax is a diverse and inclusive community that supports everybody.

# Social Development

## Current and Planned Initiatives

### Housing and Neighborhoods

Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.

- Received legislative amendments granting HRM authority to permit density bonusing
- Finalized work plan in collaboration with Housing and Homelessness Partnership (HHP) to identify and prioritize project work to support affordable housing projects

# Social Development

## Current and Planned Initiatives

### Housing and Neighborhoods

Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.

- Continue, with HHP, to work on removing regulatory barriers to Seniors/supporting housing, secondary suites and new funding tools
- Implement phase 1 and phase 2 recommendations from M200 report re fire inspections
- Report to assess options for transfer of responsibility to operate and deliver housing programs and services
- Participate on joint provincial/municipal housing committee
- Consider neighbourhood design when planning renovations to libraries and new branches (i.e. walkability, transit, proximity to other community centres).

# Social Development

## Measuring Success

### Housing and Neighbourhoods

- 220 people experiencing homelessness based on point-in-time count
- There are 204 shelter beds available in HRM
- Percentage of households (owner & renter) spending 30% or more on shelter costs
  - 2016: 25.4%
  - 2011: 25.0%

# Social Development

## Measuring Success

### Housing and Neighbourhoods

#### **New build:**

- 1,000 additional units of affordable, social and non-market rental housing
  - 100 units created by Housing Nova Scotia + 78 unit Habitat for Humanity development (constr. Begins 2019)
- 1,000 additional units of affordable private rental housing
  - 10 units to be created through Willow Tree
- 250 additional units of affordable home-ownership units
  - 106 housing units by March 2019
- 500 new secondary and backyard suites
  - Est. 94 secondary suites created
- Increase the number of licensed Single Room Occupancies
  - No change since 2016

# Social Development

## Measuring Success

### Housing and Neighbourhoods

#### **Maintain:**

250 additional rent supplements

- 200 additional rent supplements provided by Housing NS

2,000 units preserved or upgraded social, non-profit and private market) through repairs and energy retrofits

- 2,350 units preserved by Housing Nova Scotia

# Social Infrastructure

## Working Definition

*Social infrastructure is not just the social services or programs available to residents of a neighbourhood, but the area's resources and relationships, such as spaces for gathering, opportunities for learning, as well as partnerships and networks within and beyond the community level.*

*- Deborah Cowen & Vanessa Parlette,  
University of Toronto*

# Social Development

## Current and Planned Initiatives

### Social Infrastructure

HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.

- Renovated Musquodoboit Harbour library and recreation centre
- Library offered 423 library programs off-site in community locations in 2017/2018 (12000+ participants)
- Offered Library/Recreation partnerships lending passes for Sackville Stadium and Canada Games Centre
- Created framework for grant and non-profit taxation
- Dartmouth North Community Centre & Library: new playground and Outdoor Library added

# Social Development

## Current and Planned Initiatives

### Social Infrastructure

#### HRM

communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.

- Created Youth Services Plan
- Finalized sale of 5557 Cunard Street to Cunard Street Children's Centre
- Transferred portion of lands exchanged between HPA and HRM to Africville Genealogy Society
- Sold 30 Latter Pond to Herring Cove Community Association
- Renovations to Dartmouth Sportsplex
- Located 3 library lending kiosks in community spaces
- Library in partnership with John Howard Society hosting weekly book club in Central Nova Scotia Correctional Facility

# Social Development

## Current and Planned Initiatives

### Social Infrastructure

HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.

- Continue to implement Youth Programs in conjunction with Youth Plan (Youth Advocate Program, Youth Live, Youth Leadership, Youth Advisory Committee, Youth Rec.)
- Continue to develop Library Strategic Workforce Plan that places emphasis on building community
- Collaborate on barrier-free programming in shared library facilities
- Develop phased implementation of Youth Services Plan
- Develop Social Policy Lens

# Social Development

## Measuring Success

### Social Infrastructure

- 9,912 library programs with attendance surpassing 224,000 in 2017/18
- 7,906 recreation programs with 64,853 participants for HRM operated programs; representing just 30% of municipally supported recreation programming
- Community events grants totalling over \$430,000 in 2017/2018
- Community grants totalling over \$450,000 in 2017/2018

# Social Development

## Current and Planned Initiatives

### Accessible Community

Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

- Completed Universal Access to Municipal Facilities Administrative Order
- Completed accessibility and inclusion strategy for Parks and Recreation
- Made permanent low income transit pass program
- Piloted pass program with Department of Community Services
- Provided free transit travel for children/youth if accompanied by pass holder
- Developed travel training program\*
- Implemented automated stop announcements
- Continue to offer rural transit grant program

# Social Development

## Current and Planned Initiatives

### Accessible Community

Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

- Library offered first full year of Read Away Your Fines program for children / / youth and a Go Fine Free campaign in January 2018
- Library developed Autism tool kits in partnership with Autism Nova Scotia
- Launched Musical Instrument Lending program at Library in summer 2018, giving community members the opportunity to access over 150 instruments
- Continue to provide no-cost equipment loans
- Continue to offer funding access program
- Continue to provide fine-free borrowing for adults living in care

# Social Development

## Current and Planned Initiatives

### Accessible Community

Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

- Library expanding access to accessible format collections for community members with print disabilities. Over 535,000 titles available through two online collections.
- Complete corporate Accessibility Strategy
- Collaborate with the Province and internal stakeholders on standards of the new Accessibility Act implementation
- Implement the Inclusion and Accessibility strategy for HRM Parks and Recreation
- Implement fair entry program
- Provide free inclusion services for disabled persons of all ages

# Social Development

## Current and Planned Initiatives

### Accessible Community

Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

- Include designation of Cogswell Project as a Rick Hansen Gold Zone in upcoming Cogswell District Redevelopment 90% design
- Develop strategy to investigate appropriate level of municipal support for child care
- Work to broaden library reach to ensure the greatest possible access to library services through community-based, off-site services and activities with a focus on underserved and vulnerable communities

# Social Development

## Current and Planned Initiatives

### Accessible Community

Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

- Expand library collections to meet current and anticipated demand for digital and accessible formats
- Pilot a technology lending initiative to support access to collections for those with print disabilities
- Implement recommendations from the Home Delivery Service review, to identify best model for serving residents unable to visit the library because of long term illness, disabilities, or caregiver responsibilities
- Grow library collections in languages other than English

# Social Development

## Measuring Success

### Accessible Community

- 1,000 participants enrolled in Low Income Transit Pass program
- Currently 6,700 Department of Community Services clients enrolled in the DCS bus pass program. 3,300 more expected by year end
- Discounts for recreation programs valued at over \$163,000 for 17/18, on track for increase in 18/19
- 100 free programs and more than 8,000 low cost programs to over 64,000 participants
- Inclusion recreation programming for 400 children this summer
- Over 160,000 participants at oval
- Over 96% of Halifax Transit's fixed-routes designated as accessible for mobility impaired customers

# Social Development

## Current and Planned Initiatives

### Equity and Inclusion

Halifax is a diverse and inclusive community that supports everybody.

- Approved Diversity and Inclusion Framework
- Re-engaged Leadership Working Group
- Revised and approved Employment Equity Policy
- Increased emphasis on diversity & inclusion training
- Offered Leadership program for African NS employees
- Hired French Language Service Coordinator
- Hired Indigenous Community Engagement Advisor

# Social Development

## Current and Planned Initiatives

### Equity and Inclusion

Halifax is a diverse and inclusive community that supports everybody.

- Established a Police Diversity Working Group
- Continued support for Navigator program and supported expansion into North End Halifax and Downtown Dartmouth business areas
- Began hiring policy review
- Commemoration of Edward Cornwallis & the Recognition and Commemoration of Indigenous History Special Advisory Committee initiated

# Social Development

## Current and Planned Initiatives

### Equity and Inclusion

Halifax is a diverse and inclusive community that supports everybody.

- Newcomer conversation groups offered at 5 library branches
- Library holds English Language Learning (1-on-1 and small group sessions) at 8 library branches
- Adult literacy programming offered at 4 library locations, plus a new off-site community-based program held in Greystone community
- Arabic-English family programming offered at library. Library will conduct community engagement initiatives in 2019 to identify barriers and programming needs in community
- Library has developed a framework for working with underserved communities
- Provided intergenerational programming through the REC Van, Adventure Earth Centre, unstructured programming, seniors discount, specific programs

# Social Development

## Current and Planned Initiatives

### Equity and Inclusion

Halifax is a diverse and inclusive community that supports everybody.

- Piloting Library/Community Navigator position at Central Library in 2018/19
- Develop resources and action plan to support statement of reconciliation including strategy for indigenous community engagement
- Develop French services strategy and action plan
- Support Mi'kmaw and immigrant community engagement
- Assess, expand and promote Library multilingual collections, engaging the community in this process
- Develop library framework for working with underserved communities
- Conduct Employment Equity Survey

# Social Development

## Current and Planned Initiatives

### Equity and Inclusion

Halifax is a diverse and inclusive community that supports everybody.

- The Library will build a more inclusive workforce through partnerships with organizations working to increase the labour force participation of people with an intellectual disability or Autism Spectrum Disorder (ASD)
- The library will develop and expand partnerships to better reflect and respect the diversity of our many communities

# Social Development

## Measuring Success

### Equity and Inclusion

- Workforce representative of community we serve

# Governance & Engagement



# Governance and Engagement

## Council Priorities

Outcome	Description
Municipal Governance	Halifax citizens have confidence in the governance structures of the municipality.
Communications	Halifax citizens and communities participate in open and transparent communication with the municipality.
Public Engagement	Halifax citizens and communities are engaged in the development of public policy and plans.
Fiscal Responsibility	HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

*HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.*

# Governance and Engagement

## Current and Planned Initiatives

### Municipal Governance

Halifax citizens have confidence in the governance structures of the municipality.

#### Charter Review

- Pursuing amendments to the Halifax Charter that provide more flexibility in the way HRM operates.

#### Strengthening Governance

- MDFs - Final three Management Agreements with Multi-District Facilities approved by Council October 2, 2018.
- Convention Centre - Events East first budget and business plan approved by Council.
- Halifax Water – *Halifax Regional Water Commission Act* amended to improve governance.
- First presentation of Halifax Regional Water Commission strategic plan made to Council on March 20, 2018.

# Governance and Engagement

## Current and Planned Initiatives

### Municipal Governance

Halifax citizens have confidence in the governance structures of the municipality.

#### Strengthening Governance cont'd

- Auditor General Reports – 2017-18 and 2018-19 reports yielded 51 recommendations for HRM. 34 have been completed and 17 are on track/pending.
- Two independent competency based members have been approved for the Audit & Finance Standing Committee.

#### Regional Council Chamber Technological Upgrade

- RFP Completed and Awarded. Installation/Testing phase underway, project should be completed by end of 2018.

#### Campaign Financing By-law

- Establishes spending/contribution limits.
- Enhancements to overall disclosure of candidate finances in Municipal Elections.

# Governance and Engagement

## Current and Planned Initiatives

### Municipal Governance

Halifax citizens have confidence in the governance structures of the municipality.

#### Board Support & Training

- Intern assigned to evaluate Public Appointment process for efficiencies and a customer-centric approach
- 2019 - Review services provided by staff to Boards and Committees
- 2<sup>nd</sup> Annual Chairs Meeting held in 2018

#### Election Planning Status Update

- Senior Deputy Returning Officer – Training program to begin in 2019 as part of the 2020 election readiness strategy

# Governance and Engagement

## Current and Planned Initiatives

### Municipal Governance

Halifax citizens have confidence in the governance structures of the municipality.

#### By-law Review

- 2018-19 estimated to reach 46% completion
- To date: 11 additional by-law amendments; drafted 21 new or amending Administrative Orders
- Work to continue in 2019-20

#### Red Tape Reduction

- Joint Project for Regulatory Modernization underway with Province to reduce red tape for business
- Processing times for sign permits and sidewalk café and sign licenses are now measured against service standards and publicly reported

#### Administrative Order 50 Surplus Properties

- Review complete and an amendment to Community Interest Category adopted by Regional Council

# Governance and Engagement

## Current and Planned Initiatives

### Municipal Governance

Halifax citizens have confidence in the governance structures of the municipality.

#### **Bloomberg Harvard/Halifax – Data and Evidence Track**

- Bloomberg Harvard staff, Harvard Faculty, the team at Bloomberg Philanthropies and What Works Cities, and a range of experts will help HRM strengthen its ability to use data in decision-making and to solve urgent challenges.

#### **Corporate Scorecard and Strategy Map**

- Formation of Administrative Priority Outcome team and development of Corporate Strategy Map and associated Corporate Scorecard.

# Governance and Engagement

## Measuring Success

### Municipal Governance

- % of reports brought back to Council within CAO/Business Unit agreed timelines
- # of times Council goes in camera
- % of agenda packages distributed on time
- # of residents who apply for public appointments
- FOIPOP
  - 496 formal access applications
  - 1.6% of applications appealed to the NS Information and Privacy Commissioner
  - 87.5% of regular Formal Freedom of Information Requests handled within 30 days

# Governance and Engagement

## Current and Planned Initiatives

### Communications

Halifax citizens and communities participate in open and transparent communication with the municipality.

#### Social Media Enhancement Program

- Social media team established with 30 members across organization collaborating through established strategy; Social Media Policy approved by CAO, effective June 25/18 2018, rollout planned through end of fiscal '18-'19
- '19-'20 focus on benchmarking, promoting best practices

# Governance and Engagement

## Current and Planned Initiatives

### Communications

Halifax citizens and communities participate in open and transparent communication with the municipality.

#### Outreach & Communications Planning

- Parks & Rec strategy/plan completed and underway
- Transit Talks Portal (one public, one for operators) launched with high initial engagement
- Cannabis/smoking awareness campaign through end of 2018
- Reducing Red-Tape webpage promoting progress, updates
- Road/Pedestrian Safety shifting to engage and fund public proposals to improve safety outcomes after four years of awareness campaign messages have not changed attitudes

# Governance and Engagement

## Measuring Success

### Communications

- # of social media requests / # of social media followers / # of web traffic/e-service requests
- # of 311 inquiries resulting from communications activities
- % of survey respondents that think the municipality does a good job of consulting / communicating with the public on key regional and local issues

# Governance and Engagement

## Measuring Success

### Communications

Increased followers\*  
10% (136K to 150K)

Increased reach 28% -  
6.3M to 8M)

Decreased % of engaged users (1.2% to 0.75%)



Increased FB likes 46% (39K to 57K)

Increased reach (views) 69% (3.3M to 5.3M)

Increased % of engaged users (5.8% - 11.6%)

# Governance and Engagement

## Measuring Success

### Communications



#### halifax.ca

- 2.58% increase\* in traffic
- 13.6% increase\* in avg. time on page
- ~6.6M total page views in 2018

#### General opinion

(% of respondents that agree that the municipality does a good job of communicating with public)

2010:	34%
2014:	50%
<b>2018:</b>	<b>64%</b>

2018 Citizen Survey - **69%** of respondents satisfied with the Municipality's Public / Community engagement

#### Media inquiries

YTD 2018: ~800 English, 13 French  
2017: 1,165 English

*Inquiries for P&D, TPW and P&R represent almost half of total YTD decrease*

# Governance and Engagement

## Current and Planned Initiatives

### Public Engagement

Halifax citizens and communities are engaged in the development of public policy and plans.

#### Community Engagement Steering Committee

- Establishing vision, terms of reference, action plan to create consistent terms, plain language and accessible information (multi-lingual or icons/graphics) for engagement programs

#### Planning & Development – Public Participation

- Updating the 1997 Public Participation Guidelines relating to Public Information Meetings to modernize methods to produce more meaningful and inclusive engagement

#### Election Training - Public Education

- Creation of public education materials, partnering with local partners, to provide learning opportunities ??
- Civics 101 programming to be launched in 2019

#### Citizen Survey

- Completed in 2018. Results: [www.Halifax.ca/citizensurvey](http://www.Halifax.ca/citizensurvey)

# Governance and Engagement

## Current and Planned Initiatives

### Public Engagement

Halifax citizens and communities are engaged in the development of public policy and plans.

#### Regional Council/Community Council/Standing Committees

- Public participation available at all meetings

#### Charter of Governing Principles for Regulation

- Established Business Advisory Panel for consultation

#### Cogswell District

- Extensive engagement program in Aug-Sept including in-person sessions (9 pop ups, 4 focus groups, 1 multi-day design charrette) and 350+ responses through online feedback tools (surveys, interactive map)



# Governance and Engagement

## Measuring Success

### Public Engagement

- # of registered/engaged participants on Shape Your City Halifax (including Budget Allocator)
- # of online engagement programs or other opportunities for engagement
- % of respondents that think the municipality does a good job of consulting / communicating with the public on key regional and local issues

# Governance and Engagement

## Measuring Success

### Public Engagement



#### Shape Your City Halifax portal

- **816** new registrations in '17-'18 vs. 634 new registrations in '16-'17, +29%
- **6.7k** engaged visitors in '17-'18 vs. 4.5k engaged visitors in '16-'17, +49%
- **22.1k** informed visitors in '17-'18 vs. 15.4k informed visitors in '16-'17, +44%

7,000+ registrations, 522,000+ site visits, 59 projects since Fall 2013 launch

# Governance and Engagement

## Measuring Success

### Public Engagement

#### 14 active Shape Your City campaigns (9 in '16-'17)

- North End-West End Bikeways
- Secondary & Backyard Suites
- Bus Rapid Transit
- Spring Garden Road Enhancements
- Gottingen Street Transit Priority Bus Lane, Street Improvements
- Cogswell District Redevelopment
- Halifax Urban Greenway
- Municipal Accessibility Framework
- Integrated Mobility Plan
- Downtown Bikeways
- Shared/Supportive Housing
- Natural Person Powers
- Plan Dutch Village Road
- Centre Plan

#### General opinion

(% of respondents that agree that the municipality does a good job of engaging with public on regional and local issues)

2010: 34%  
 2014: 50%  
**2018: 64%**



# Governance and Engagement

## Current and Planned Initiatives

### Fiscal Responsibility

HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

#### **Expenditure and Performance Management**

- MBNCanada Program - 231 measures were submitted for 2017/18 and staff worked with peer municipalities to review the data. The annual report, including 110 HRM measures, will be publicly released on 1-Nov-2018.

#### **Regulatory Impact Assessment and Business Impact Assessment Tools (Red Tape Reduction) - NEW**

- To assist in determining an estimated cost of proposed regulation on business.

# Governance and Engagement

## Current and Planned Initiatives

### Fiscal Responsibility

HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

#### Financial Policy

- Capital Budget Reform –The Capital Steering Committee and staff are currently implementing the elements of a new prioritization framework and will be presenting a 3-year balanced capital budget in December 2018.
- Commercial Tax - Staff are currently finalizing short and long-term options, developed in cooperation with business stakeholders. Staff will return to Regional Council in Fall/Winter 2018 for specific direction.

# Governance and Engagement

## Current and Planned Initiatives

### Fiscal Responsibility

HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

#### Administrative Policy

- Reserve Min Max – Preliminary conversations have been held with business units. The process is expected to be completed by March 2019.
- PILT Resolution – Resolution of outstanding PILT issues and receivables have been completed. Resolution of Halifax Port Authority PILT is expected to be completed by November 30, 2018.
- Reserves – Report on Reserve Business Case due back to Regional Council before close of 2018/2019
- Procurement Policy-Procurement Policy was fully implemented in 2017/18, including 16 education sessions (over 570 attendees).
- Real Estate Transaction Policy/AO-New AO 2018-004 approved by Regional Council on September 18, 2018

# Governance and Engagement

## Measuring Success

### Fiscal Responsibility

- Province of Nova Scotia – Financial Condition Indicators
- MBN Canada Measures
  - Bad Debt Write Off as a Percent of Billed Revenue
  - Current Year's Tax Arrears as a Percent of Current Year Levy

# Governance and Engagement

## Measuring Success

### Fiscal Responsibility

#### Department of Municipal Affairs - Financial Condition Indicators

Indicator	2016	2017	+/-
3-year Change in Tax Base	18.4%	15.9%	-2.5%
Reliance on a Single Business or Institution	1.5%	1.5%	0.0%
Residential Tax Effort	3.9%	3.5%	-0.4%
Uncollected Taxes	5.1%	4.4%	-.7%
Budget Accuracy	5/5	5/5	N/A
Operating Reserves	6.1%	6.2%	.1%
Debt Service	7.4%	7.3%	-0.1%
Outstanding Operating Debt	N/A	.4%	N/A
Undepreciated Assets	53.4%	53.1%	-0.3%
Deficits in the Last 5 Years	1/5	1/5	N/A
Liquidity	1.4	1.2	-0.2
Reliance on Government Transfers	1.5%	1.5%	0.0%
Combined Reserves	N/A	23.3%	NA

\* Source: Municipal Report - Halifax Regional Municipality  
 Department of Municipal Affairs Municipal Profile and Financial Condition Indicators Results 2017

● Low Risk ● Moderate Risk ● High Risk

# Governance and Engagement

## Measuring Success

### Fiscal Responsibility

0.2%

Bad Debt Write Off as a  
Percent of Billed Revenue



MBNC Median: 0.1%

3.0%

Current Year's Tax Arrears as a  
Percent of Current Year Levy



MBNC Median: 2.2%

\* MBNC Canada 2017/18 Results TXRS135, GREV325

# Governance and Engagement Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p><b>Mandate and Expectations</b></p> <p>The risk that Halifax is unable to define expectations, mandate, and scope of issues resulting in poor decisions and sub-optimal resource allocation.</p> <p>Likelihood: <b>Possible</b> (3) Impact: <b>Moderate</b> (3)</p>	<ul style="list-style-type: none"> <li>▪ Report Process Review &amp; Improvements</li> <li>▪ By-law Review</li> <li>▪ Red Tape Reduction</li> <li>▪ Corporate Scorecard</li> </ul>

# Governance and Engagement Related Corporate Strategic Risks

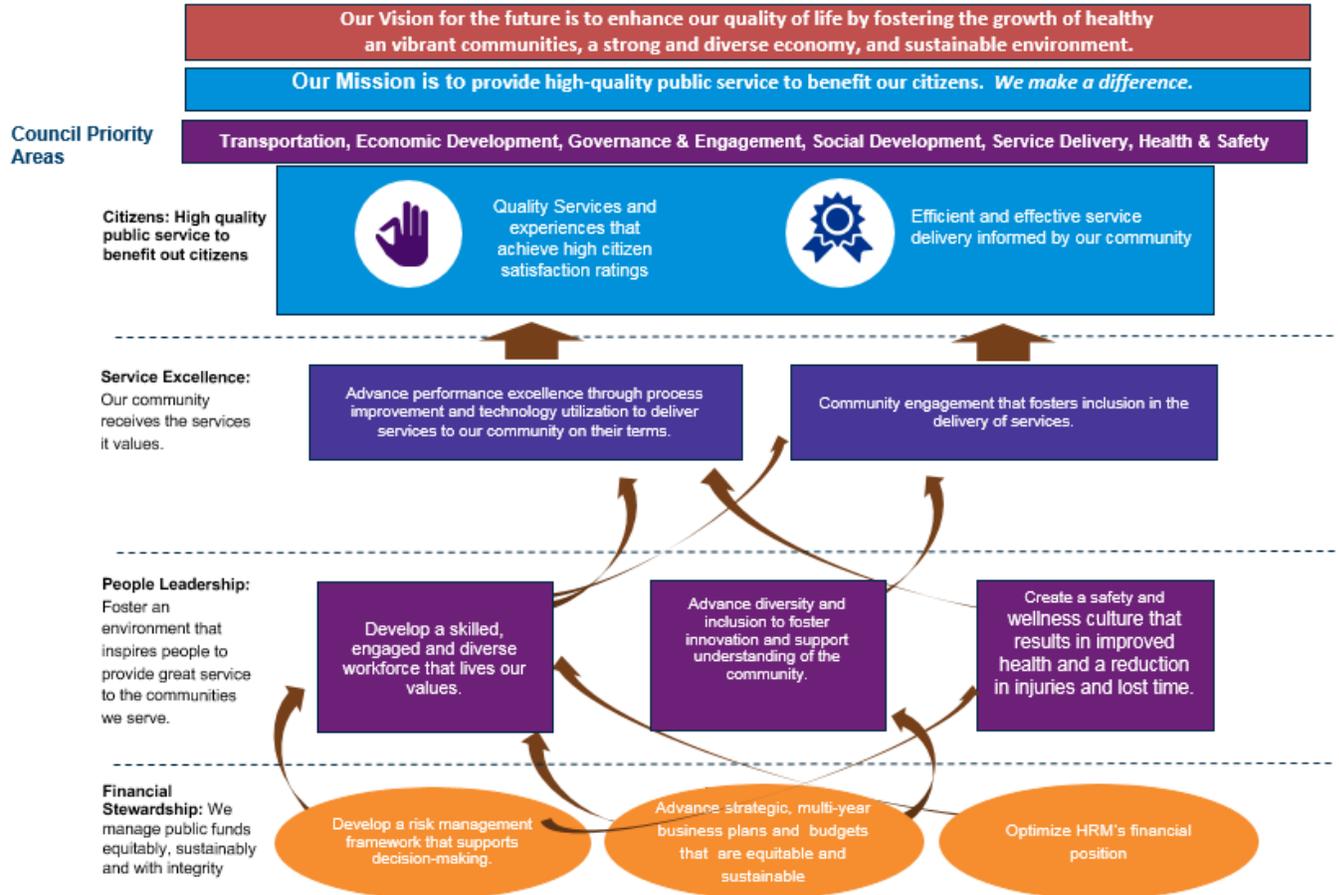
Risk	Key Mitigating Initiatives
<p><b>ABCs - Service Delivery Accountability</b></p> <p>The risk that HRM does not implement proper controls over the agencies, boards, and commissions to which it has delegated service delivery responsibilities resulting in exposure financially, politically, and potentially legally for deficiencies in service. (applicable to Recreation, Storm Water, Environment, etc.)</p> <p>Likelihood: <b>Possible</b> (3) Impact: <b>Moderate</b> (3)</p>	<ul style="list-style-type: none"> <li>▪ Council to review budgets &amp; strategic plans of ABCs</li> <li>▪ MDF Agreements</li> <li>▪ Auditor General reports with respect to ABCs</li> <li>▪ Public Appointment Process Improvements</li> <li>▪ Board Support/Training</li> </ul>

# Governance and Engagement Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p><b>Cyber Security</b></p> <p>The risk that HRM does not maintain a cyber security framework for the purpose of maintaining the confidentiality, integrity, and availability of information, applications and networks resulting in exposure reputationally, financially, politically, and potentially legally for deficiencies in service and/or breach of privacy across all services.</p> <p>Likelihood: <b>Possible</b> (3) Impact: <b>Major</b> (4)</p>	<ul style="list-style-type: none"> <li>▪ Dedicated information security leadership in HRM</li> <li>▪ Monitoring and adding to ICT's security toolset</li> <li>▪ Ensuring Information Security Management System is refined, monitored, and current</li> </ul>

## Attachment D – Administrative Priorities Strategy Map

# Administrative Priorities Strategy Map



## Attachment E – Administrative Priority Areas

### Halifax Regional Municipality Administrative Priorities

<b>Financial Stewardship</b> We manage public funds equitably, sustainably, with integrity.	
<b>Strategic Objectives</b>	
Risk Management Framework	Develop a Risk Management Framework that supports decision-making
Strategic, Multi-year Business and Budget Plans	Advance strategic, multi-year business plans and budgets that are equitable and sustainable
Financial Position	Optimize HRM's financial position

<b>Our People</b> HRM is a workplace that inspires our people to provide great service to the communities we serve.	
<b>Strategic Objectives</b>	
Engaged Workforce	Develop a skilled, engaged and diverse workforce that lives our values
Diverse and Inclusive Environment	Advance diversity and inclusion to foster innovation and support an improved understanding of the community
Healthy and Safe Workplace	Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time

<b>Service Excellence</b> Our community receives the services it values.	
<b>Strategic Objectives</b>	
Performance Excellence	Advance performance excellence through process improvement and technology utilization to deliver services to our community on their terms.
Inclusive Community Engagement	Community engagement that fosters inclusion in the services HRM delivers to our community

Attachment F

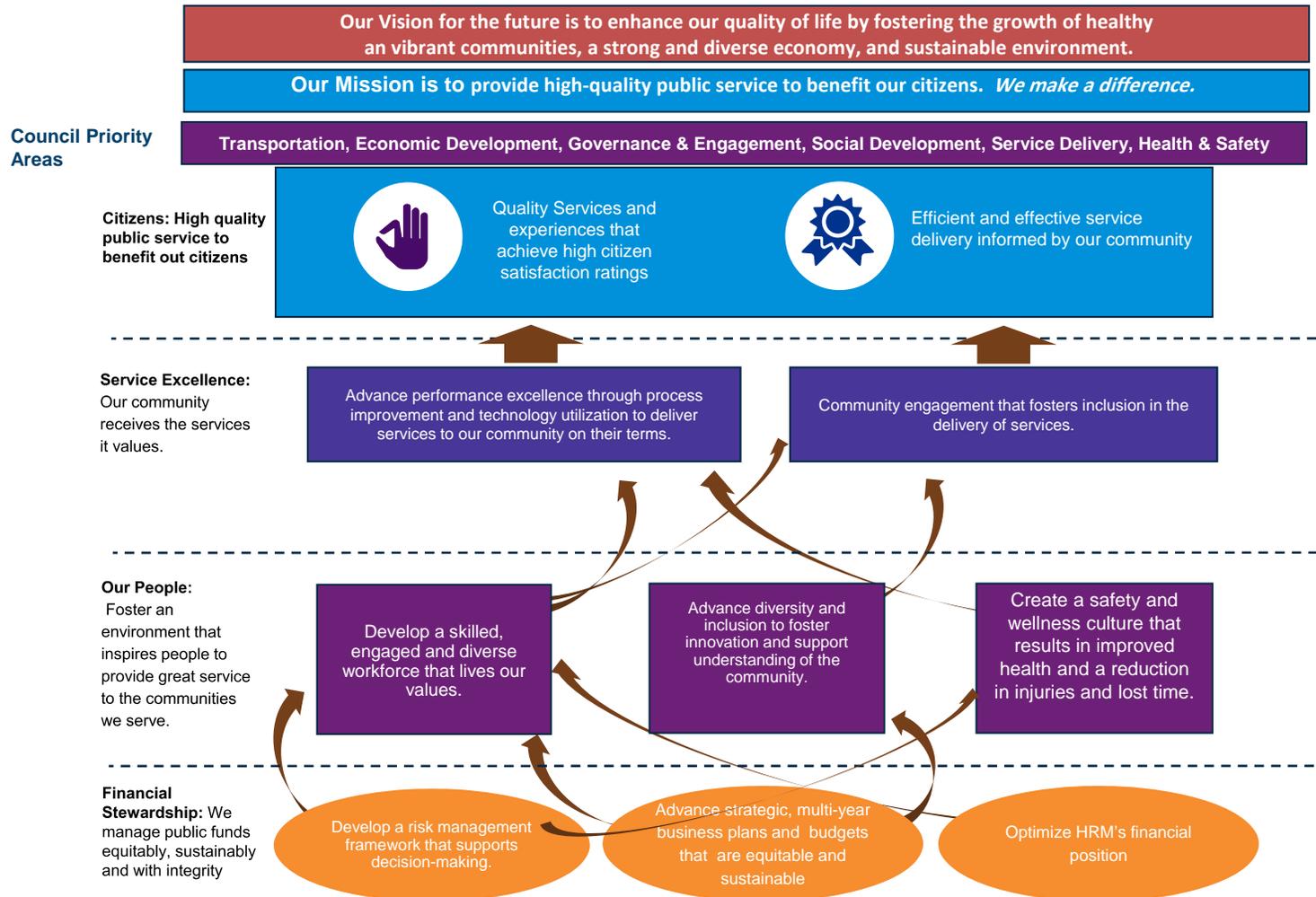
**HALIFAX**

# **Administrative Priority Outcomes Discussion**

Committee of the Whole

November 13, 2018

# Administrative Priorities Strategy Map



# Financial Stewardship

We manage public funds equitably, sustainably, with integrity

Strategic Objectives	
Risk Management Framework	Develop a Risk Management Framework that supports decision-making
Strategic, Multi-year Business and Budget Plans	Advance strategic, multi-year business plans and budgets that are equitable and sustainable
Financial Position	Optimize HRM's financial position

# Financial Stewardship

## Risk Management Framework

Develop a Risk Management Framework that supports decision-making

### 1) Risk Management Framework

- Develop a risk management framework with the appropriate governance model in order to anticipate, manage, and mitigate enterprise and corporate risk. This requires each business unit to assign risk subject matter experts to be trained to develop and maintain operational risk registries.

### Key Performance Indicator

- Compliance to Objective – the success of this initiative will be based on business unit adoption and implementation of operational risk management.

# Financial Stewardship

## Strategic, Multi-year Business and Budget Plans

Advance strategic, multi-year business plans and budgets that are equitable and sustainable

### 1) Review and validate services, service levels, and standards

- All existing services will be reviewed to validate current service levels and service standards; business units will be responsible for providing updated information to the service catalogue and enhancing this information with Municipal Benchmarking Network Canada information. Two services will be selected in 20/21 to pilot service-based budgeting methodology.

### Key Performance Indicator

- Participation rate – the success of this initiative will be based on business unit participation in updating the service catalogue.

# Financial Stewardship

## Financial Position

Optimize HRM's financial position

### 1) Enhance management reporting to support operational decision-making

- Business units require enhanced management reporting to support decision quality. To support this initiative an organizational needs assessment will be conducted and jurisdictional scans of both the public and private sector; the outcome of which will be a discrete list of reports to be developed and provided to the business units.

### Key Performance Indicator

- Not required – business will participate in needs assessment.

# Financial Stewardship

## Financial Position

Optimize HRM's financial position

### 2) Business case process

- Implement a robust business case process that assesses risk, and evaluates financial and non-financial benefits of projects, services, and programs. Each business unit will be responsible for submitting business cases for evaluation and ranking before assignment within capital and operational plans.

### Key Performance Indicator

- # of business plans evaluated to projects submitted – the success of this initiative will be based on adoption of the business case process; full adoption will indicate successful completion of this initiative.

# Financial Stewardship

## Financial Position

Optimize HRM's financial position

### 3) Accurate Projections

- Provide credible and explainable projections for revenue, compensation and operations to inform responsible decision making and increase transparency.

### Key Performance Indicator

- Variance to projection – targets will be established for increasing accuracy by quarter

# Our People

HRM is a workplace that inspires our people to provide great service to the communities we serve.

## Strategic Objectives

Engaged Workforce	Develop a skilled, engaged and diverse workforce that lives our values.
Diverse and Inclusive Environment	Advance diversity and inclusion to foster innovation and support an improved understanding of communities.
Healthy and Safe Workplace	Create a safety and wellness culture that results in improved health, a reduction in injuries and lost time.

# Our People

## Engaged Workforce

Develop a skilled, engaged and diverse workforce that lives our values

### 1) Developing and supporting leaders

- Deliver leadership programs which will develop new leaders, enhance the skills of existing leaders and drive overall employee engagement within the organization.
- Identify business functions that require an assessment of supervisory burden including spans of control within business functions to reduce risk and improve performance.

# Our People

## Engaged Workforce

Develop a skilled, engaged and diverse workforce that lives our values

### Key Performance Indicator

- Internal promotion rate % - a quarterly measure of the internal succession opportunities
- Leadership training courses completed per employee
- Supervisor / employee ratio

# Our People

## Engaged Workforce

Develop a skilled, engaged and diverse workforce that lives our values

### 2) Enhance workplace culture

- Implement the recommendations from the human resources policy and program review to support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect.

### Key Performance Indicators

- # of recommendations implemented
- Employee engagement score

# Our People

## Engaged Workforce

Develop a skilled, engaged and diverse workforce that lives our values

### 3) Improve employee engagement

- Develop and implement Employee Engagement Survey action plans and report on progress
- Conduct a follow-up engagement survey in 2021

### Key Performance Indicators

- Employee engagement score
- Voluntary turnover %
- % of Business Unit action plans completed

# Our People

## Diverse and Inclusive Environment

Advance diversity and inclusion to foster innovation and support an improved understanding of the community

### **1) HRM will have a workforce reflective of the communities we serve**

- Conduct an Employee Self- Identification Survey in 2019
- Lead the development of an employment equity program
- Certify all leaders and hiring panel members under the Hiring Manager Certification program

# Our People

## Diverse and Inclusive Environment

Advance diversity and inclusion to foster innovation and support an improved understanding of the community

### Key Performance Indicators

- Employee Self-identification Survey participation % - one time measure of employee participation rate
- HRM work force is representative of the community we serve – benchmarked against census data
- % of HRM leaders who have been certified under the hiring managers certification program
- % of applicants who have self-identified

# Our People

## Healthy and Safe Workplace

Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time.

### 1) HRM will have a safe workplace

- Implement the S.A.F.E.R. Leadership model to support safe work place practices and advance a safety first culture
- Update the HRM Corporate Safety plan (2019-21) in partnership with Business Units to align with legislative obligations and business unit needs for the next three years

### Key Performance Indicators

- Accident rate
- Near miss rate

# Our People

## Healthy and Safe Workplace

Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time.

### 2) HRM will have a healthy workforce

- Pilot a health and wellness survey with a business unit to establish bench marks to support improved employee mental and physical wellness

### Key Performance Indicators

- # of average sick days per employee
- Employee & Family Assistance (EFAP) utilization rate %

# Service Excellence

Our community receives the services it values.

Strategic Objectives	
Performance Excellence	Advance performance excellence through process improvement and technology utilization to deliver services to our community on their terms.
Inclusive Community Engagement	Community engagement that fosters inclusion in the services HRM delivers to our community

# Service Excellence

## Performance Excellence

Advance performance excellence through process improvement and technology utilization to deliver services to our community

### 1) Lead Corporate Improvement Projects and support Business Units to achieve project success

- Identify and support process improvement projects that result in benefits to both the customer and the organization

### Key Performance Indicator

- Forecast vs Actual - Accountability Tracker Compliance: the success of this initiative will be tracked using the Accountability tool which tracks the actual completion of projects to forecast

# Service Excellence

## Performance Excellence

Advance performance excellence through process improvement and technology utilization to deliver services to our community

### 2) Benefits Realization Framework

- This initiative will track the benefits from operational efficiency and service improvement projects to ensure they achieve the intended performance excellence outcomes and results

### Key Performance Indicators

- There are many ways to track project success depending on the type of process improvement undertaken; some project may reduce costs while others may increase the time it takes to fulfill a citizen request. Quantifiable and non-quantifiable benefits will be reported using this framework.

# Service Excellence

## Performance Excellence

Advance performance excellence through process improvement and technology utilization to deliver services to our community

### Benefits Realization Framework

Classification	Type	Explanation
Financial	Increased revenue	Realisable in \$ value (increased online registration)
	Cost avoidance (not in budget)	Not realisable in \$ value (created staff capacity)
	Cost avoidance (in budget)	Realisable in \$ value (elimination of desk phones)
	Reduced cost	Realisable in \$ value (reduction of fleet)
	Financial intangible	Not quantifiable (increased staff engagement)
	Cost of doing nothing	Realisable in \$ value (maintaining manual process)
Non-financial	Improved performance	Not realisable in \$ value (reduced steps in a process)
	Non-financial intangible	Not quantifiable (improved reporting mechanisms)

# Service Excellence

## Performance Excellence

Advance performance excellence through process improvement and technology utilization to deliver services to our community

### 3. Corporate Performance Excellence (PE) Training

- Provide both foundational performance excellence and tools for continuous improvement training to the organization

#### Key Performance Indicator

- Performance Excellence Training Participation – this measurement will track the number of employees who participate in the training provided to support continuous improvement

# Service Excellence

## Performance Excellence

Advance performance excellence through process improvement and technology utilization to deliver services to our community

### 4. ICT Foundation Strategy

- The development of a technology strategy that focuses on the HRM strategic direction while managing corporate risk to provide enhanced service delivery to citizens

### Key Performance Indicator

- Employee training - # of employees attending cyber security training
- Phishing incidents - # of phishing incidents

# Service Excellence

## Inclusive Community Engagement

Community engagement that fosters inclusion in the services HRM delivers to our community

### 1) Community Outreach Program

- Community Engagement Steering Committee to develop more consistent, inclusive and innovative engagement projects across organization

### 2) Support Customer Service Strategy

- Align communication and outreach initiatives to identify gaps in understanding/meeting needs of all our diverse communities and support employees in developing solutions

# Service Excellence

## Inclusive Community Engagement

Community engagement that fosters inclusion in the services HRM delivers to our community

### Key Performance Indicators

1. # of community engagement programs where engagement expectations and practices are transparent and mutually understood between the municipality and communities
2. # of community engagement programs where participants believe the municipality is conducting community engagement that is representative and accessible, and is informing the approach of service delivery to all of our diverse communities