

Item No. 5
Budget Committee
January 30, 2019

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

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 22, 2019

SUBJECT: Proposed 2019/20 Multi-year Corporate & Customer Services Budget and
Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 16, 2018, staff is required to present the draft 2019/20 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

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 the Budget Committee direct staff to prepare the Corporate & Customer Services 2019/20 Multi-year Budget and Business Plan, as proposed in the accompanying presentation, based on the 1.9% option, and to prepare Over and Under items for that Plan as directed by Regional Council.

BACKGROUND

As part of the design of the 2019/20 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the November 13, 2018 and December 4, 2018 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on November 27, 2018 provided fiscal direction for the 2019/20 Multi-year budget, directing staff to: "direct staff to develop the 2019/20 Budget and 2020/21 Budget in Principle according to Council's approved priorities, and preliminary fiscal direction, including:

- maintaining the appropriate level of existing services with the addition of the new services previously approved by Council;
- a three-year capital budget that recapitalizes assets, funds growth related issues and is balanced to the fiscal framework
- a responsible debt position;
- appropriate reserve balances that allow for risk mitigation, future obligations, and opportunities; and,
- alignment of the current average tax bill for residential homes and commercial properties under two scenarios:
 - a) 1.9% increase for 2019/20;
 - b) 2.1% increase for 2019/20;
 - c) 2.9% increase for 2019/20.

DISCUSSION

Staff has prepared the proposed 19/20 Multi-year Budget and Business Plan consistent with the preliminary fiscal direction received from Council on November 27, 2018 and aligned with Council Priorities as approved on November 13, 2018 and December 4, 2018. The proposed Budget aligns with a 2.9% increase in the average tax bill for both residents and businesses.

Following direction from the Budget Committee, staff will proceed to complete the detailed Budget and Business Plan for inclusion in the proposed 2019/20 Multi-Year Budget and Business Plan documents to be presented to Council, as per the process and schedule approved in the October 16, 2018 staff report.

As part of the Budget process, Regional Council will be provided with a list of possible services increases and decreases that will allow them to more fully direct changes to the budget. As part of this "Over and Under" process, staff will provide budget options for Council's consideration that would achieve an alternative tax bill increase of either 2.1% or 1.9%.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2019/20 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate as they could favour short- term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways; by providing Regional Council with several fiscal options to assist in the achievement of longer term strategic outcomes; by assessing both corporate and capital project risk and by providing the opportunity to draw Regional Council's attention to project or program related risk when reports are presented for consideration.

HRM implemented Enterprise risk management in 2015; corporate risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process; project managers using the same risk assessment tools as those used to assess corporate risk, rate the relative risk of each discreet projects.

COMMUNITY ENGAGEMENT

No community engagement was sought for this report; however, the current budget consultation process seeks to solicit public comment on community priorities; members of the public are invited to provide feedback following each business unit budget and business plan presentation.

The Citizen Survey completed in September 2018 has also provided valuable information for assessing community priorities and expectations and has been incorporated into the planning work.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment 1 - Corporate & Customer Services 2019/20 Multi-year Budget and Business Plan Presentation

Attachment 2 - Corporate & Customer Services 2019/20 Draft Proposed Multi-Year Budget and Business Plan

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

Report Prepared by: Jenny Boenes, Coordinator, Corporate & Customer Services, 902.490.4917

Financial Approval by:

Original Signed by 

Jane Fraser, CFO, Director of Finance and Asset Management & ICT, 902.490.4630

Report Approved by:

Original Signed by 

Jerry Blackwood, Director of Corporate & Customer Services, 902.490.6308

HALIFAX

Corporate & Customer Services

2019/20 and 2020/21 Multi-Year Budget & Business Plan

Committee of the Whole on Budget

CORPORATE & CUSTOMER SERVICES



The Corporate and Customer Services Business Unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, and employees.

Our customers are at the heart of everything we do. With a focus on efficiency, reliability and sustainability, we support excellence in public service delivery on behalf of the Municipality.

Service Areas

Customer
Contact
Centres



Provides customers with easy access to information on municipal services by phone, in-person, or on-line. Customers can call toll-free from anywhere in the Municipality and access a wide variety of information and services in more than 150 languages.

Corporate
Communications



Provides internal and external communications services, marketing, brand management, creative development, media relations, issue management and corporate printing services.

Corporate
Facility,
Design &
Construction



Provides professional design, construction, demolition, inspection, condition assessments and records management for recreation facilities, depots, Transit terminals and garages, administrative buildings, fire stations and police facilities.

Service Areas

Municipal
Facilities,
Maintenance
& Operations



Maintains over 220 HRM buildings, provides preventative and life cycle maintenance planning, and corporate security.

Organizational
Performance
Excellence



Provides leadership, support, and guidance through continuous improvement engagements, change management, implementation of Lean Six Sigma methodologies, and encouraging the practice of continuous improvement.

Regulatory
Modernization

Regulatory Modernization (red tape reduction) is committed to reducing regulatory burden and aligning the regulatory environment in specific areas.

Service Areas



Responsible for the lifecycle management of vehicles and equipment including replacement. Capital projects include purchasing vehicles and equipment for a diverse fleet that includes fire trucks, police and municipal vehicles and equipment.

About Us



- Delivered \$32M building construction projects
- 50 capital projects delivered
- Carry forward funds reduced by \$8M
- AO 2018-002-OP Universal Access to Municipal Facilities completed
- Dartmouth Sportsplex Pool Pod Installation
- Renovation of Musquodoboit Harbour Library & Recreation Centre
- Completed approximately 12,652 Fleet work orders and 25,470 repairs

About Us



- Responded to 430,000 calls and 9,300 emails at 311
- Processed 85,000 transactions at the Customer Service Centres worth a value of \$140M
- Trained 357 staff in Performance Excellence and Lean Six Sigma (LSS) methodologies
- Completed Year 1 Work Plan for Regulatory Modernization Joint Project and supported Phase I of a cross-business unit approach to red-tape reduction and regulatory reform

Initiative Updates – Council Priorities

Governance and Engagement - Public Engagement

Community Engagement Strategy

- The Community Engagement Steering Committee will work to ensure a common understanding of engagement goals between the municipality and the public.
- Establishing vision, terms of reference, action plan to create consistent terms, plain language and accessible information (multi-lingual or icons/graphics) for engagement.

Improve Public Access to Information and Services

- Continue to evolve the integrated strategy for improving digital information sharing and engagement while managing the application of print and broadcast communications.
- Help build civic pride by broadly sharing information that highlights the public benefits of projects, facilities and services approved by Regional Council.

Governance and Engagement - Communications

Social Media Enhancement Program

- Social media team established with ~30 members across organization collaborating through established strategy; Social Media Policy approved
- 19/20 focus on benchmarking, promoting best practices

Initiative Updates – Council Priorities

Governance and Engagement – Fiscal Responsibility

Corporate Fuel Management

- Continue work on the Corporate Fuel Management Project which will ensure HRM meets legislative and environmental compliance requirements and create efficiencies in the fuel management process

Vehicle Compliance

- To ensure appropriate vehicle usage and maintenance, next steps in this project include: creation of clear roles and responsibilities for internal customers regarding vehicle operations.

Surplus / Vacant Property De-commissioning Process

- In order to mitigate risk and costs associated with maintaining and securing surplus/vacant properties, MFMO will work with Real Estate and Business Units to develop a process for decommissioning of surplus/vacant property.

Initiative Updates – Council Priorities

Governance and Engagement – Municipal Governance

Red Tape Reduction

- Joint Project for Regulatory Modernization underway with Province to reduce red tape for business
- Developing a Corporate Framework for prioritizing and undertaking a process of regulatory performance management and review
- Developing an internal Regulatory Modernization Innovation Team to identify red-tape reduction opportunities

Initiative Updates – Council Priorities

Service Delivery - Innovation

Performance Excellence (PE) Program

- 18 Greenbelt projects currently underway
- Corporate Customer Service Strategy and Employee Guidebook launched
- Will Implement a Performance Excellence Program, focused on continuous improvement which includes: change management and communication plans, corporate training program, mentorship to Lean Six-Sigma-trained employees, and celebration of innovation.
- Corporate Training Program will focus on front line staff

Initiative Updates – Council Priorities

Service Delivery – Service to our People

311 Telephony Email Integration

- To provide continuous improvements and innovation to better serve our customers, Customer Contact Centre will integrate Email through the telephony system.

311 Telephony Chat-Integration

- To provide continuous improvements and innovation to better serve our customers, Customer Contact Centre will explore the opportunity to implement chat service for customers.

Initiative Updates – Council Priorities

Healthy, Liveable Communities – Recreation and Leisure



ARCHITECTURE | 40

ST. ANDREW'S COMMUNITY CENTRE

Dartmouth Sportsplex Revitalization

- New Gymnasium
- Renovated locker & change rooms
- Updated Fitness & Pool Facilities
- Improved Accessibility, visibility & security

New Build of St. Andrews Recreation Centre

- Spring 2020 Opening



Diversity & Inclusion Framework

Business Unit Goals

Inclusive Public Service

- C&CS will partner with Procurement to assess and update procurement contract language, with an aim to increase the numbers and types of diverse vendors, and the number of tenders that reflect a diverse workforce.

Safe, Respectful and Inclusive Work Environment

- CFCD will conduct assessments on all C&CS locations to determine opportunities for providing gender neutral washrooms



Diversity & Inclusion Framework

Business Unit Goals

Meaningful Partnerships

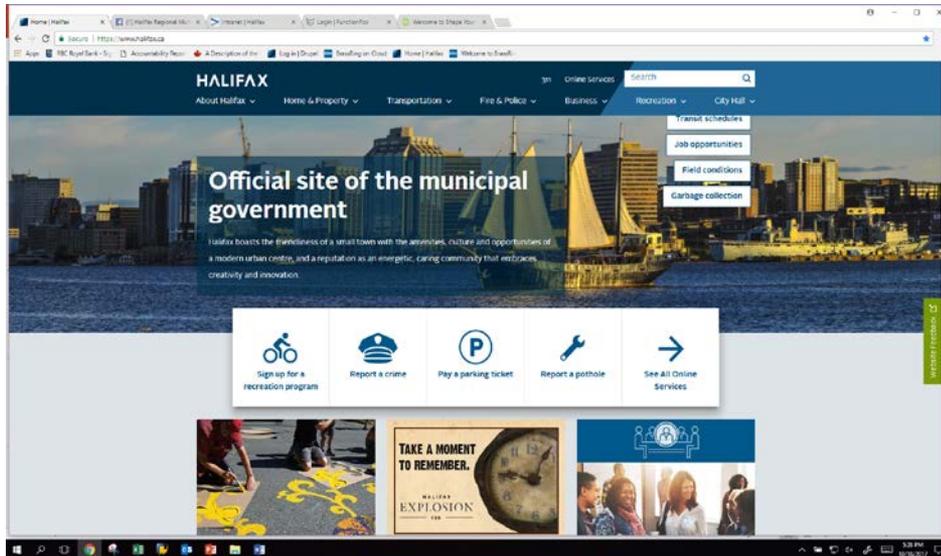
- Several C&CS Service Areas will develop partnerships with educational institutions and Community Groups to reach diverse communities

Accessible Information and Communication

- Corporate Communications will focus on upgrading communication and information tools (inclusive of a review of HRM website photos, written content, non-written tools (video, pictures, icons) to incorporate a more inclusive lens on how we communicate.

Key Performance Indicators

Governance and Engagement – Communications



General opinion

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

2010:34%

2014:50%

2018:64%

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

Key Performance Indicators

Governance and Engagement – Public Engagement



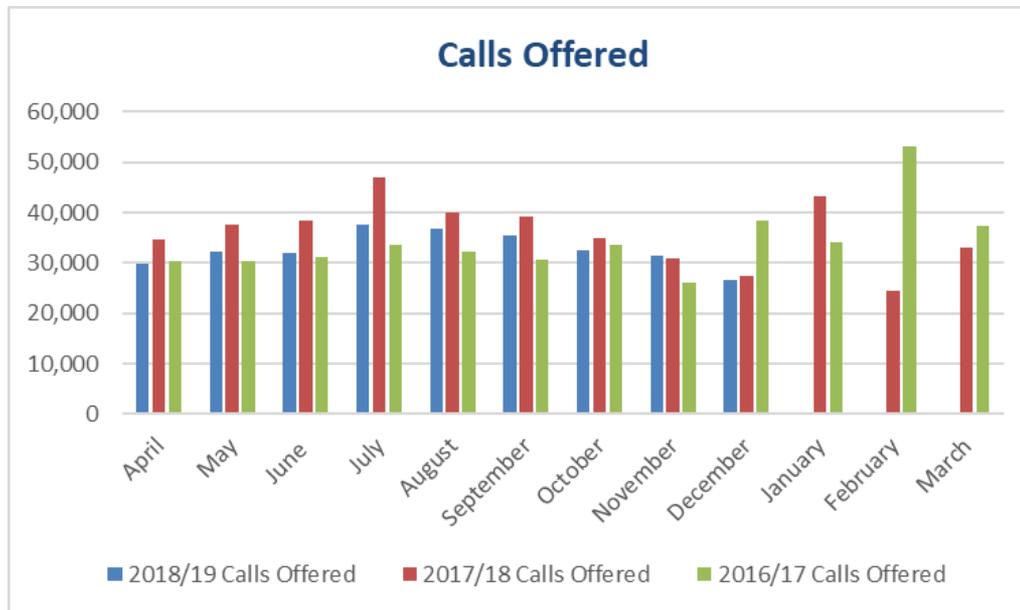
Shape Your City Halifax Community Engagement Portal

- 14 active SYCH campaigns in 2017-18
- 29% increase in registered users (+816)
- 49% increase in engaged participants
- 44% increase in informed participants



Key Performance Indicators

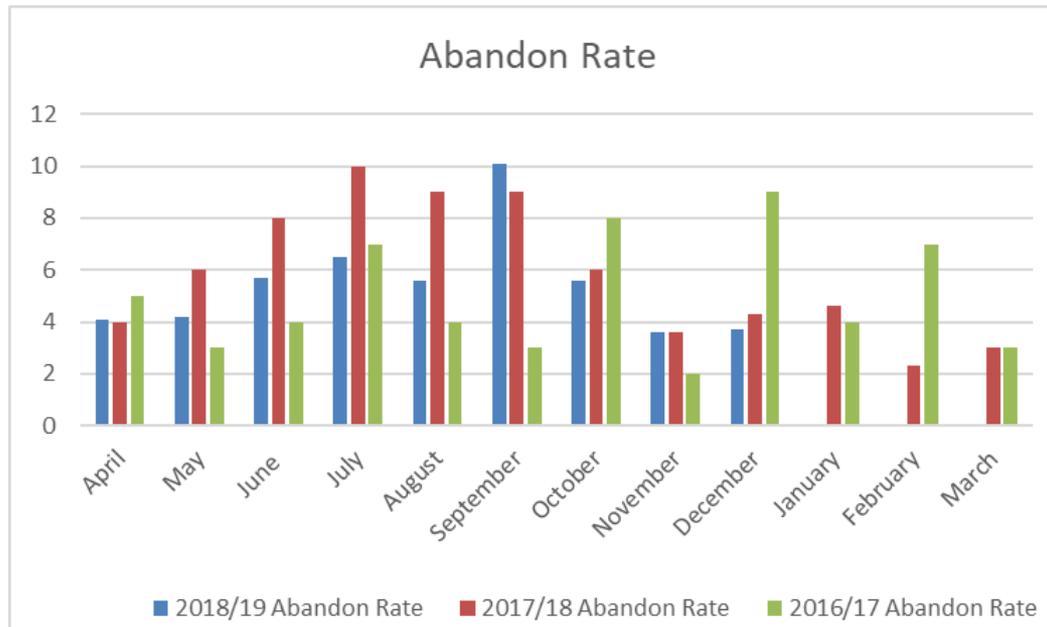
Service Delivery - Service to our People



- Call volume is trending slightly below year over year for the 7 month period. Weather over the next 5 months could influence volume.
- Year to date, 33% of calls have been handled by the IVR.
- Customer Contact Centres (C3) continues to proactively identify and implement strategies to improve overall customer satisfaction.

Key Performance Indicators

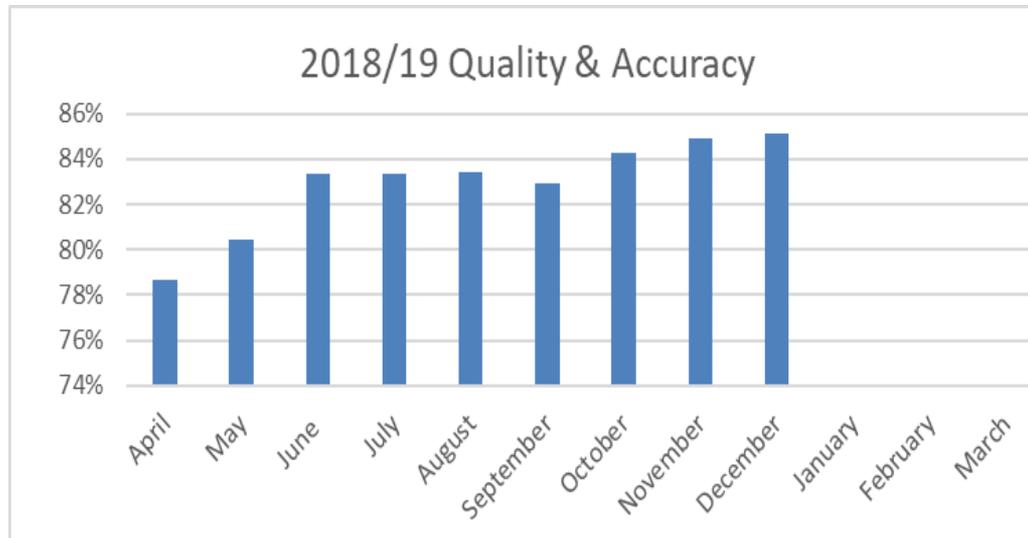
Service Delivery - Service to our People



Abandon rate is a strong indicator of wait times and reflects customer satisfaction with service provided

Key Performance Indicators

Service Delivery - Service to our People



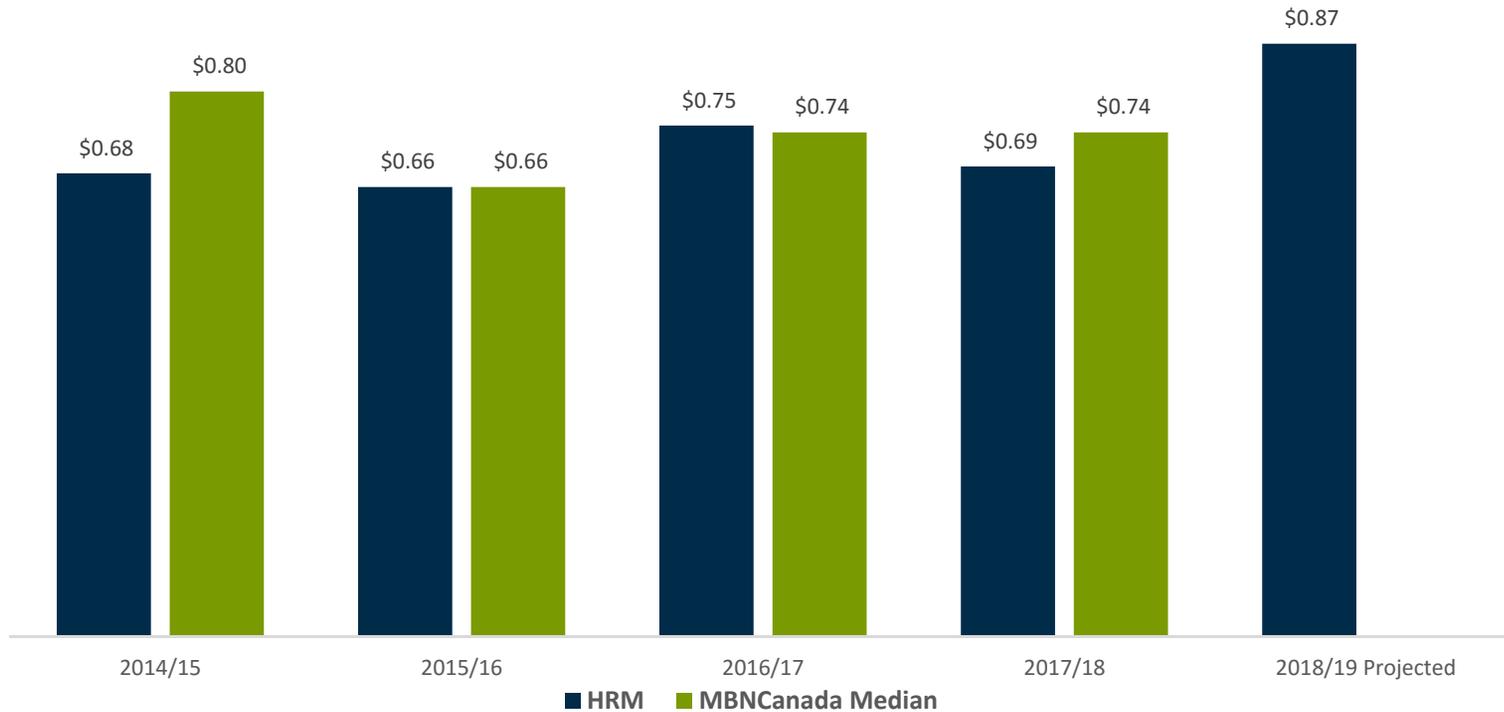
- Quality KPI 2018/19 – benchmark year for 311
- Measures accuracy and quality of service
- Target: 80%
- Year to date: 83%
- Improving quality of service delivery, drives higher customer satisfaction and increases confidence in the services provided by the Municipality

Revised

17/18 Key Performance Indicators

Financial Responsibility – Responsibility for Resources

Operating Cost Per Vehicle KM (Municipal Equipment)



MBNC: Municipal Benchmarking Network Canada
 Measure: FLET326 – Operating Cost per Vehicle KM (Municipal Equipment)

Operating Budget Overview

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	16,096,612	18,367,600	16,691,556	18,622,900	255,300	18,622,900
Office	1,018,179	1,157,400	1,220,200	1,125,100	(32,300)	1,115,200
External Services	5,048,018	5,586,900	5,502,960	5,112,200	(474,700)	5,269,000
Supplies	261,723	277,500	268,769	259,800	(17,700)	260,400
Materials	452,999	457,500	474,200	465,300	7,800	466,600
Building Costs	8,114,166	8,294,500	8,720,595	8,036,500	(258,000)	7,996,500
Equipment & Communications	1,770,355	1,222,100	2,137,197	1,253,400	31,300	1,281,300
Vehicle Expense	5,815,484	4,972,100	6,291,600	6,104,700	1,132,600	6,191,000
Other Goods & Services	918,446	794,100	836,779	1,086,900	292,800	1,052,400
Interdepartmental	(206,893)	(8,400)	(181,217)	(9,400)	(1,000)	(9,400)
Debt Service		10,400			(10,400)	-
Other Fiscal	973,312	2,000	2,000		(2,000)	-
Total	40,262,399	41,133,700	41,964,639	42,057,400	923,700	42,245,900
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Tax Revenues						
Area Rate Revenues						
Fee Revenues	(600,973)	(584,000)	(584,000)	(584,000)	-	(584,000)
Other Revenue	(469,479)	(395,600)	(425,573)	(395,600)		(395,600)
Total	(1,070,451)	(979,600)	(1,009,573)	(979,600)	-	(979,600)
Net Surplus/Deficit	39,191,948	40,154,100	40,955,066	41,077,800	923,700	41,266,300

Service Area Budget Overview

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Organizational Performance Excellence	303,143	644,200	521,400	689,500	45,300	689,500
Director's Office Corp Cust Service	490,343	513,200	513,200	500,300	(12,900)	460,300
Facility Design & Construction	879,472	1,042,900	963,150	1,121,700	78,800	1,121,700
Municipal Facilities Mtce & Op	20,607,334	21,046,700	21,022,640	20,040,500	(1,006,200)	20,197,800
Corporate Fleet	11,260,331	10,814,900	11,891,576	12,309,600	1,494,700	12,391,100
Customer Contact Centres	2,730,784	2,903,200	2,903,200	3,248,200	345,000	3,247,900
Corporate Communications	2,920,540	3,189,000	3,139,900	3,168,000	(21,000)	3,158,000
	39,191,948	40,154,100	40,955,066	41,077,800	923,700	41,266,300

Staff Counts

Service Area	17/18 Approved	18/19 Approved	19/20 Proposed	20/21 Proposed
Director's Office	4.0	3.5	4.0	4.0
Corporate Communications	22.0	22.0	22.0	22.0
Corporate Fleet	60.0	60.7	61.0	61.0
Customer Contact Centres	44.9	44.9	46.4	46.4
Facility Design & Construction	12.0	10.0	10.0	10.0
Municipal Facilities Maintenance & Operations	76.0	83.6	83.6	83.6
Organizational Performance Excellence	2.0	6.7	6.7	6.7
	224.9	231.4	233.7	233.7

Summary of Budget Changes

Description	Change Description / Service Impact	2019/20 Planned Change (\$)	Amounts
Approved 18/19 Budget			\$40,154,100
Compensation	Wage increases, position conversions and 2.3 FTE increase. Provides permanent commitment to Red Tape Reduction, and support of finance, security & safety policies in Customer Service Centres.	\$540,300	\$540,300
Interdepartmental	Recognition of maintenance recoveries for work completed at Libraries and Transit Facilities.	(\$285,000)	(\$285,000)
Budget Adjustments	Reduced Contract Services for Arenas Gray & Bowles (Surplus/vacant Properties winterized), Refuse collection from consolidation; offset by increased Security costs.	(\$474,700)	\$668,400
	Savings from Bowles closure, lighting retrofits and gas conversions and consumption.	(\$258,000)	
	Increase in Fleet expenses - tire replacements for recommended intervals, commercial work to meet demand, AVL and fuel adjustment.	\$1,132,600	
	Funding for Fleet - side guard install and outcomes for Fleet review. Improved cyclist and pedestrian safety and compliance.	\$243,000	
	Misc. expenses	\$25,500	
Total Proposed Changes			\$923,700
Proposed 19/20 Budget			\$41,077,800

Operating Reductions to 1.9%

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Corp Fleet – Fire light Vehicles Fleet will put a process in place (Greenbelt project)	Ongoing	(\$100,000)	(\$149,000)
Corp Fleet – Vacancy Management Historical turnover will be monitored	Ongoing	(\$50,000)	(\$50,000)
Municipal Facilities – Heating Fuel Minimal service impact, based on stable fuel price	Ongoing	(\$60,000)	\$0
Municipal Facilities – Contract Services Reduced ability to maintain or replace Bldg. systems	Ongoing	(\$50,000)	(\$50,000)
Municipal Facilities – Equipment Replacement May impact the repair/replacement priority of Equip.	Ongoing	(\$200,000)	(\$200,000)
Corp Communications - Advertising Minimal service impact – will manage for efficiency	Ongoing	(\$10,000)	(\$10,000)
Corp Contact Centres – Reduction in overtime Moderate service impact –reduced Agent availability.	Ongoing	(\$2,000)	(\$5,000)
Corp Contact Centres – Reduction in Staff Moderate service impact – reduced Agent availability	Ongoing	(\$18,000)	(\$26,000)
Municipal Facilities – Cleaning Contracts Reduced janitorial service may be impacted.	Ongoing	(\$100,000)	(\$100,000)
Total Proposed Reductions		(\$590,000)	(\$590,000)

Operating Options Over Budget

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Corp. Fleet – AVL operating costs Service Impact – minimal service impact	Ongoing	83,000	83,000
Total Proposed Increases		\$83,000	\$83,000

CORPORATE & CUSTOMER SERVICES



Customer Service is at the heart of everything we do!

Corporate & Customer Services

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: Customer Service is at the heart of everything we do.

CORPORATE & CUSTOMER SERVICES OVERVIEW

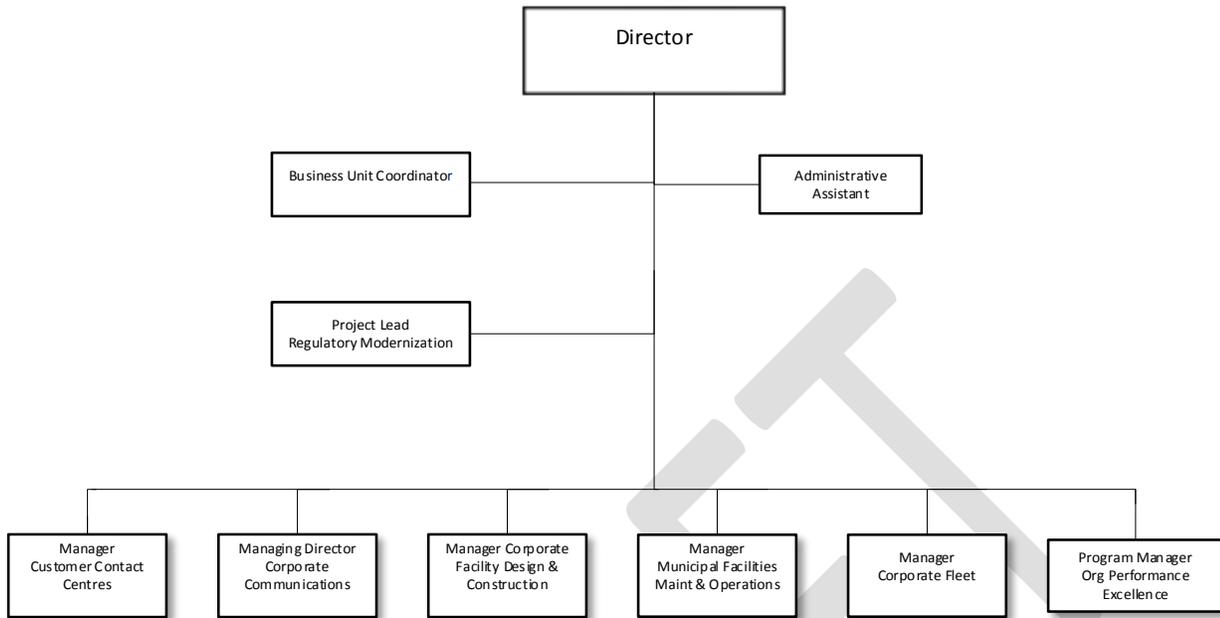
Corporate & Customer Services is committed to advancing Regional Council's priority outcomes of:

- Economic Development – HRM is a sought-after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community;
- Governance and Engagement – HRM's government structures and communications approaches provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs;
- Service Delivery – HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality;
- Healthy, Liveable Communities – HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities;
- Social Development – HRM's communities have access to social infrastructure that supports all segments of the community; and
- Transportation – Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighborhoods, communities and economic growth; as well as advancing the Administrative priority outcomes of:
 - Financial Stewardship
 - Our People
 - Service Excellent

The Corporate & Customer Services Business Unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, and employees. The cornerstone of how we do business is founded on two key areas: Customer Service (our customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service we provide). With a focus on efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality. Services offered include:

- Building design and construction of new recreation centres, fire stations, transit terminals, libraries and other municipal building assets; recapitalization and renovation of HRM's built infrastructure; demolition, inspection and condition assessments;
- Building operations, maintenance of HRM's building assets and corporate security for the organization;
- Corporate fleet maintenance and procurement of corporate vehicles, fire trucks, and police vehicles;
- Customer contact centres' support for over 400,000 customer requests/inquires and over 85,000 processed financial transactions regarding a broad range of municipal services;
- Corporate Communications' support to engage citizens and employees on municipal projects, programs, and services, and to help promote a positive image and reputation for the municipality through all communications channels;
- Performance Excellence and continuous improvement at all levels of the organization, and championing the implementation of the Corporate Customer Service Strategy;
- Regulatory Modernization (red tape reduction) to reduce undue regulatory burden for our customers and align the corporate regulatory environment in specific areas

Corporate & Customer Services Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Approved	2019/20 Planned Change (+/-)	2019/20 Planned Total FTE's
Full Time	229.5	3.5	233.0
Seasonal, Casual and Term	1.9	-1.2	0.7
Total	231.4	2.3	233.7

Business Unit Tax Allocation

Table to be updated in the final draft

Tax Allocation	2018/19 Planned	2019/20 Planned	2020/21* Planned
Percent of the average tax bill spent on Corporate & Customer Services	N/A	N/A	N/A
Average tax bill amount spent on Corporate & Customer Services	N/A	N/A	N/A

* Based on an average tax bill for a single-family home (assessed at N/A in 2018)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Public Safety

Enhance Crisis Communications Capacity

Natural disasters, extreme weather events, infrastructure disruption and other similar crises present a material risk to the livability and safety of the community. Robust inter-agency communications and effective public interactions are key components to minimizing the impact on HRM residents during these types of events.

The Corporate Communications service area will collaborate with emergency service providers to enhance HRM's emergency response capacity through the implementation of a coordinated program of crises communications simulations exercises. Working with the Emergency Management Division, ICT will support the development of an Emergency Communications Solutions Strategy (ECSS). The core benefit of this strategy will be to ensure that Regional Council and municipal staff have a clear understanding of the processes and solutions available to them to continue operating the municipality in the event of an impact to daily operations.

Governance and Engagement – Public Engagement

Community Engagement Strategy

Building on the work undertaken in 2018/19, the Community Engagement Steering Committee will work to ensure common understanding between the municipality and the public of engagement goals while being more consistent, representative and accessible to our diverse communities through all engagement activities. Also linked to this initiative is the Diversity & Inclusion Strategic Objective to provide Accessible Information and Communication. Corporate Communication will focus on upgrading communication and information tools (including a review of HRM website photos, written content, video, and icons) to incorporate a more inclusive lens on how we communicate.

Improve Public Access to Information and Services

The Corporate Communications service area will continue to evolve the municipality's integrated strategy for improving and increasing digital information sharing and engagement while managing the fiscal and social implications of print- and broadcast-based communication as appropriate. The approach will closely link with the municipality's efforts to enhance public engagement practices embedded within the refreshed Community Engagement Strategy. Corporate Communications will also develop and implement a program to promote easily accessible information highlighting the public benefits of municipal priorities and the projects, facilities and services approved by Regional Council, leveraging the integrated communications strategy and its digital and social channels.

Our People – Engaged Workforce

Improve Employee Engagement

In addition to efforts to enhance engagement and collaboration with residents, the municipality also recognizes the importance of developing an engaged and collaborative workforce. HRM uses various media to communicate and engage internally with municipal staff including the internal website (Intranet). The Enterprise Content Management (ECM) strategy will drive the development of a new Intranet to improve organization-wide sharing of manager and employee information tools. In the short-term, Internal Communications will work with ICT and Human Resources to develop a refreshed employee engagement hub (HRM Matters) to connect employees with the organization's future initiatives, its strategic plan (Plan on a Page) and with each other to improve knowledge

sharing, engagement and recognition. In addition, C&CS will develop action plans to implement recommendations from the 2018 Employee Engagement Survey for each of its divisions, with the aim to improve employee engagement and enhance workplace culture.

Financial Stewardship – Financial Position

Corporate Fuel Management

The Corporate Fuel Management Project will ensure HRM meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. The project will:

1. recommend inventory management equipment and systems
2. enable tracking of consumption rates per vehicle
3. eliminate fuel inventory shrinkage
4. assist in preventative maintenance scheduling, and
5. integrate fuel management, fleet management, AVL, and financial systems

Corporate & Customer Services recognizes its role in environmental stewardship, with committed deliverables to this important initiative.

Service Excellence – Performance Excellence

Performance Excellence Program

Organizational Performance Excellence (OPE) will champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement. The program will help deliver more efficient, sustainable, and innovative municipal programs and services that are aligned with our customer's expectations.

The OPE service area will spearhead positive change to help the municipality become a performance excellence organization by:

1. Implementing the Performance Excellence change management and communications plans
2. Facilitating performance excellence engagements with business units to encourage continuous improvement methodologies, and enhance service delivery
3. Developing, implementing, and monitoring a performance excellence corporate training program
4. Celebrating innovation by supporting new and creative approaches to program and service delivery and providing mentorship to Lean Six Sigma-trained employees

Economic Development - Promote & Maximize Growth

Regulatory Modernization Framework

To advance a continuous path of modernizing HRM's regulatory framework for red tape reduction and improved regulatory performance, the Regulatory Modernization multi-year initiative will advance the Joint Project Partnership with the Province and business advisory panel to reduce red-tape for business; conduct internal capacity-building and collaboration to develop outcomes-based regulation and service delivery improvements; and development of a corporate framework to shift regulatory modernization from a Project to an outcomes-based program of regulatory reform and customer focused service delivery.

Diversity & Inclusion

Diversity & Inclusion Framework Implementation Plan

All HRM business units are undertaking initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. Over the next two years, C&CS will promote inclusive public service by partnering with Procurement to assess and update procurement contract language, with an aim to increase the numbers and types of diverse vendors, and the number of tenders that reflect a diverse workforce. C&CS service areas will also focus on deliverables related to the strategic objectives: establishing meaningful partnerships, providing accessible information and communication, and providing a safe, respectful and inclusive work environment.

Corporate & Customer Services Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Capital Cost*	2019/20 OCC	2020/21 Capital Cost
Service Delivery				
	Fleet Vehicle Replacement	\$3,045,000	\$0	\$1,700,000
Governance & Engagement				
	Halifax City Hall and Grand Parade Restoration	\$923,000	\$0	\$0
Healthy, Livable Communities				
	Asset Renewal **	\$44,198,00	\$75,000	\$12,510,000
Social Development				
	Accessibility – HRM Facilities	\$721,000	\$5,000	\$500,000

* Includes carry-forward

** This includes a bundling of building asset renewal capital projects

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Organizational Performance Excellence	303,143	644,200	521,400	689,500	45,300	689,500
Director's Office Corp Cust Service	490,343	513,200	513,200	500,300	(12,900)	460,300
Facility Design & Construction	879,472	1,042,900	963,150	1,121,700	78,800	1,121,700
Municipal Facilities Mtce & Op	20,607,334	21,046,700	21,022,640	20,040,500	(1,006,200)	20,197,800
Corporate Fleet	11,260,331	10,814,900	11,891,576	12,309,600	1,494,700	12,391,100
Customer Contact Centres	2,730,784	2,903,200	2,903,200	3,248,200	345,000	3,247,900
Corporate Communications	2,920,540	3,189,000	3,139,900	3,168,000	(21,000)	3,158,000
	39,191,948	40,154,100	40,955,066	41,077,800	923,700	41,266,300

Summary of Changes Included Proposed Budget

Budget Year	Change Description / Service Impact	2019/20 Planned Change (\$)	Amounts
2018/2019 Approved Budget			\$40,154,100
Compensation	Wage increases, position conversions and 2.3 FTE increase. Provides permanent commitment to Red Tape Reduction, and support of finance, security & safety policies in Customer Service Centres.	\$540,300	\$540,300
Inter Department	Recognition of maintenance recoveries for work completed at Libraries and Transit Facilities	(\$285,000)	(\$285,000)
Budget Adjustments	Reduced Contract Services for Arenas Gray & Bowles (Surplus/vacant Properties winterized), Refuse collection from consolidation; offset by increased Security costs.	(\$474,700)	\$668,400
	Savings from Bowles closure, lighting retrofits and gas conversions and consumption.	(\$258,000)	
	Increase in Fleet expenses - tire replacements for recommended intervals, commercial work to meet demand, AVL and fuel adjustment.	\$1,132,600	
	Funding for Fleet - side guard install and outcomes for Fleet review. Improved cyclist and pedestrian safety and compliance.	\$243,000	
	Misc. cost increases	\$25,500	
Total Impact of Changes			\$923,700
2019/2020 Proposed Budget			\$41,077,800

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	16,096,612	18,367,600	16,691,556	18,622,900	255,300	18,622,900
Office	1,018,179	1,157,400	1,220,200	1,125,100	(32,300)	1,115,200
External Services	5,048,018	5,586,900	5,502,960	5,112,200	(474,700)	5,269,000
Supplies	261,723	277,500	268,769	259,800	(17,700)	260,400
Materials	452,999	457,500	474,200	465,300	7,800	466,600
Building Costs	8,114,166	8,294,500	8,720,595	8,036,500	(258,000)	7,996,500
Equipment & Communications	1,770,355	1,222,100	2,137,197	1,253,400	31,300	1,281,300
Vehicle Expense	5,815,484	4,972,100	6,291,600	6,104,700	1,132,600	6,191,000
Other Goods & Services	918,446	794,100	836,779	1,086,900	292,800	1,052,400
Interdepartmental	(206,893)	(8,400)	(181,217)	(9,400)	(1,000)	(9,400)
Debt Service		10,400			(10,400)	-
Other Fiscal	973,312	2,000	2,000		(2,000)	-
Total	40,262,399	41,133,700	41,964,639	42,057,400	923,700	42,245,900
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Tax Revenues						
Area Rate Revenues						
Fee Revenues	(600,973)	(584,000)	(584,000)	(584,000)	-	(584,000)
Other Revenue	(469,479)	(395,600)	(425,573)	(395,600)		(395,600)
Total	(1,070,451)	(979,600)	(1,009,573)	(979,600)	-	(979,600)
Net Surplus/Deficit	39,191,948	40,154,100	40,955,066	41,077,800	923,700	41,266,300

CORPORATE & CUSTOMER SERVICES SERVICE AREA PLANS (2019/20 - 2020/21)

DIRECTOR'S OFFICE

- Provide Performance Excellence leadership, support and guidance to the entire organization through engaging staff on the value and practice of continuous improvement, organizational change management, implementation of Lean Six Sigma methodologies, and reducing regulatory and business process red tape.
- Commitment to advance efforts to enhance employee engagement in order to develop an engaged and collaborative workforce, guided by the recommendations of the Employee Engagement Survey.
- Commitment to develop action plans linked to the Diversity & Inclusion Implementation Plan, which will enhance efforts to achieve an inclusive and diverse organization, removing barriers that prevent full participation of our residents, businesses, and municipal employees in municipal programs and services.
- Oversight of the joint project between HRM and the Province of Nova Scotia Office of Regulatory Affairs and Service Effectiveness to reduce regulatory burden and red tape in the municipality.

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Diversity & Inclusion Framework Implementation Plan (Est Compl: Q4 19/20)</p> <p>C&CS will develop a Diversity & Inclusion Implementation Plan aligned with the HRM Diversity & Inclusion Framework. C&CS will promote inclusive public service by partnering with Procurement to assess and update procurement contract language, with an aim to increase the numbers and types of diverse vendors, and the number of tenders that reflect a diverse workforce. In addition, HRM will focus on providing notification to diverse communities of tender documents.</p>
Operational Risk Management – Fuel Storage System
<p>Corporate Fuel Management (Est Compl: 20/21) - (Corporate Fleet)</p> <p>To mitigate the risk of environmental hazard/fuel spills occurring, due to aged/inadequate infrastructure, which could result in environmental/legal/financial and reputational damages, Corporate Fleet will progress with The Corporate Fuel Management Project. This will ensure HRM meets legislative and environmental compliance requirements and create efficiencies in the fuel management process; recommend inventory management equipment and systems; enable tracking of consumption rates per vehicle; eliminate fuel inventory shrinkage; assist in preventative maintenance scheduling; and integrate fuel management, fleet management, AVL and financial systems.</p>
Operational Risk Management – Surplus Vacant Property
<p>Surplus / Vacant Property De-Commissioning Process (Est Compl: Q4 19/20) - (Municipal Facilities Maintenance and Operations)</p> <p>To mitigate risk and costs associated with maintaining and securing surplus/vacant properties, MFMO will work with Real Estate and Business Units to develop a formalized process for decommissioning of surplus /vacant property. This would set parameters around the shutdown of a building/facility and equipment.</p>

Operational Risk Management—Community Understanding

Community Engagement Strategy (Est Compl: 20/21) - (Corporate Communications)

Building on the work undertaken in 2018/19, the Community Engagement Steering Committee will work to ensure common understanding between the municipality and the public of engagement goals while being more consistent, representative and accessible to our diverse communities through all engagement activities. Also linked to this initiative is the Diversity & Inclusion Strategic Objective to provide Accessible Information and Communication. Corporate Communication will focus on upgrading communication and information tools (including a review of HRM website photos, written content, video, and icons) to incorporate a more inclusive lens on how we communicate.

Operational Risk Management – Continuous Improvement

Performance Excellence Program (Est Compl: Q4 19/20) - (Organizational Performance Excellence)

To mitigate the risk that HRM does not adopt a culture of continuous improvement because there are unclear accountabilities, roles and responsibilities, resulting in inefficient service delivery and a failure to leverage technology, Organizational Performance Excellence will focus on the implementation of the Performance Excellence Program deliverables across the organization, inclusive of a Benefits Realization Framework.

CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality municipal services by phone, in-person, or on-line. Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services in over 150 languages. HRM also operates five walk-in Customer Service Centres throughout the municipality.

Services Delivered:

Service Delivery – Service to our Customers

Corporate Contact Centre – The 311 Contact Centre serves as the initial intake point for customer service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for requests that require business unit level expertise (Tier 2). Customer Contact Centres supported the 430,000 customers who dialed 311 during 2017/18 by leveraging information mailboxes, upfront messaging and Customer Service Specialists who deliver professional, friendly, helpful, and high-quality service and support on every contact. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

311 After-Hours Dispatch - The culture of service continues after regular business hours. Customers receive support and assistance with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

Customer Service Centres - The Customer Service Centres offer professional, in-person service delivery to customers throughout HRM. The team provides support and assistance for financial transactions such as property tax, licenses, and information related to programs and services offered by HRM. With four full service locations and one satellite office, this team served 85,000 customers in 2017/18.

The Customer Contact Centre team's commitment to customers is directly aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Embedded in the work group's culture is a strong desire to deliver a positive customer experience, which ultimately results in higher customer satisfaction. Plans for further enhancement of the service response include the integration of an email option to the telephony system.

Service Delivery Measures

Customer Contact Centres Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Contact Centre Quality	80%	81%	80%	85%
*Call Volume	411,000	430,000	405,000	405,000
Abandon Rate	5%	6%	6%	5%
# of Counter Service Transactions	94,000	85,000	85,000	80,000
Customer Service Centre Revenue Processed	\$149,000,000	\$140,000,000	\$140,000,000	\$138,000,000

*2018/19 projection can be impacted based on weather. The projection is based on current trending.

Performance Analysis

The 2017/18 year- end quality results positively reflect efforts to improve on the overall level of service provided to customers, with an 81% quality score (target is 80%).

The new call routing technology launched on November 30, 2016 continues to provide benefits to the organization through the effective routing and tracking of internal and external customer calls. Up-front messaging and information mailboxes deflected approximately 30% of the 430,000 customer contacts during the previous fiscal. For the period up to October 31, 2018, customers dialed the 311 Contact Centre 236,000 times for services related to transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement and civic events. Approximately 33% of those contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2018/19 fiscal, we are projecting a 6% decrease in the number of calls to 311 over the previous fiscal. The reduction in calls can be attributed to enhancements made to online services and information as well as improvements related to first call resolution.

The mandate of our Customer Service Centres is to provide support and assistance to HRM customers regarding municipal services. In the previous fiscal, Customer Service Representatives processed 85,000 financial transactions and collected \$140 million in revenue. Transactions declined by 10% over the previous fiscal, which is attributed to an increase in self-serve usage related to improvements to halifax.ca. For the period up to October 31, 2018, Customer Service Centre transaction volumes are in line with the previous fiscal. A reduction of in-person transactions is also anticipated in fiscal 2019/20. Like the 311 Contact Centre, this reduction is related to our approach to providing a multi-channel customer service strategy.

Customer Contact Centres Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our People
<p>C3 - 311 Telephony Chat - Integration (Est. Compl. Q4 19/20) To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to implement chat service for customers.</p>
<p>C3 - 311 Telephony Email – Integration (Est. Compl. Q4 19/20) To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will integrate Email through the telephony system.</p>
Diversity & Inclusion
<p>Meaningful Partnerships (Est. Compl. Q4 19/20) To support the Diversity and Inclusion Framework, Customer Contact Centres will develop partnerships with high schools (HRCE), NSCC, Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion goals and objectives</p>

CORPORATE COMMUNICATIONS

Corporate Communications is committed to supporting Regional Council priorities through the delivery of all services related to internal and external communications, marketing, brand management, creative design, printing and distribution/mail, media relations and issue management for HRM's business units and the Corporation.

Services Delivered:

Governance and Engagement – Communications

Integrated Communications Plan Development - This proactive service is responsible for the development of an annual integrated communication plans that are aligned with HRM business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications throughout the year.

Internal Communications - This service is responsible for establishing the delivery and overall tone for communication across the organization and facilitates effective communication and engagement between business units, elected officials, managers, and employees to help share information on the municipality's future plans and influence and align behaviour with the municipality's mission, values, and priorities.

Mail Coordination - This service is responsible for coordinating external and internal mail services for staff and Regional Council.

Brand Management - This service is responsible for providing strategic direction and tactical implementation of the Halifax brand by collaborating with municipal departments and external agencies to align projects and initiatives with the corporate visual identity and brand voice.

Marketing - This service is responsible for promoting the municipality's services, products, programs, and initiatives to external audiences to improve awareness, understanding, and engagement of municipal matters, and to help to manage the municipality's reputation and image with all external audiences.

Print Production - This service is responsible for delivery of printing, copying, bindery, and distribution services for the organization and Regional Council.

Public Affairs - This service provides strategic communications advice and issues management/crisis communications leadership and support to the organization, and acts as the media liaison and official spokesperson for the organization, when required, to help manage the municipality's reputation and image with all external audiences.

Service Delivery Measures

Corporate Communications Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Number of digital screens (public & internal)	44	48	47	50
Number of followers on @hfxgov	42,000	50,000	53,000	55,000
Number of tweets on @hfxgov	2,800	3,100	3,000	3,000
Engagement rate on Twitter and Facebook* (audience reach/user interactions)	1.6%	3% Twitter, 5.8% Facebook	1.5% Twitter, 11% Facebook	2% Twitter, 15% Facebook
Number of likes/followers on @hfxgov Facebook	3,700	4,000	10,000	12,000
Number of actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	2,700	3,700	5,400	6,500
Number of registered users of Shape Your City Halifax	5,700	6,700	7,400	8,000
Polls/surveys conducted on municipal matters via Halifax Opinion Panel	4	7	0	0*
Number of posts on Employee Engagement Hub	228	218	200	250

*This service will be dropped in 2019-20 as it is not delivering any additional real value than no-cost surveys on the ShapeYourCityHalifax engagement hub.

Performance Analysis

Public Engagement - Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs and planning is essential for better decision making and community building. Better and more frequent engagement with the municipality is also an increasing public expectation with a focus on more inclusive and accessible engagement practices that reflect a clear and transparent rationale for what type of engagement is being done for each specific process or activity. A corporate social media program (policy, strategy, content/engagement team across the organization) is established. In addition, a new Community Engagement Steering Committee to assess all engagement channels is reviewing the municipality's 2008 Community Engagement Strategy. Both elements are working to improve the online interactions between the municipality and the public. The effectiveness of these approaches should be reflected

in the service delivery measures, with a focus on increasing the level of awareness for municipal messages (reach) and influence on audience perceptions/behaviour (engagement) resulting from more compelling and relevant content across all channels. Improved social media management tools will help better deliver this content and assess how it is resonating with the public.

Employee Engagement – The recently completed employee engagement survey provides the municipality with a reliable benchmark with which it can make evidence-based decisions and create plans for improvement, such as ways to increase employee participation in dialogue with leaders and sharing knowledge across the organization. Working with Human Resources and ICT, Internal Communications will lead the development of a refreshed employee engagement hub (HRM Matters) with single-sign-on technology to better connect employees with the organization’s future initiatives, its strategic plan (Plan on a Page), and with each other to improve knowledge sharing, engagement and recognition.

Corporate Communications Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Public Engagement
<p>Community Engagement Strategy - Protocol/Process Development (Est Compl: Q1 19/20) To mitigate the risk that HRM does not understand its community needs due to ineffective community engagement, resulting in resource/service misalignment and ineffective service delivery, Corporate Communications will lead the Community Engagement Steering Committee and develop a protocol to be implemented by business units to assess and benchmark the alignment of expectations between engagement planners and participants.</p>
<p>Community Engagement Strategy - Progress Report (Est Compl: Q4 19/20) The Community Engagement Steering Committee will review and update the status of the Community Engagement Strategy’s five strategic approaches and all related actions and produce a progress report to be tabled with the Senior Leadership Team and Regional Council by Q4 19/20.</p>
Governance and Engagement - Communications
<p>Improve Social Media Management (Est Compl: Q4 19/20) Social media policy, strategy and team are all complete and have been implemented. The next phase is to hire a digital/social media lead and procure a social/media management tool in Q1 19/20 to improve the team's capacity to optimize the municipality’s engagement with a growing and connected customer audience.</p>
<p>Refresh Employee Engagement Hub (Est Compl: Q4 19/20) Corporate Communications will re-launch a refresh of the Employee Engagement Hub (HRMMatters.ca) that will feature single sign-on for seamless access by every employee with a halifax.ca email address.</p>
Diversity & Inclusion
<p>Accessible Information & Communication (Est Compl: Q4 19/20) Corporate Communication will focus on upgrading communication and information tools (inclusive of a review of HRM website photos, written content, non-written tools (video, pictures, icons) to incorporate a more inclusive lens on how we communicate.</p>

CORPORATE FACILITY DESIGN AND CONSTRUCTION

Corporate Facility Design and Construction (CFCD) is committed to supporting Business Units by providing professional and technical services including the project management, design, construction, demolition, inspection, condition assessments, and records management for recreation facilities, depots, transit terminals and garages, administrative buildings, fire stations, and police facilities.

Services Delivered:

Financial Responsibility – Responsibility for Resources

Growth (Capital Delivery) – Buildings and Facilities - This service is responsible for planning, designing, implementing, and delivering (project management) construction and enhancement projects for municipally owned facilities and buildings.

Asset Renewal (State of Good Repair) – Buildings and Facilities - This service is responsible for delivering capital improvements and repair/replacement work for municipally owned facilities and buildings

Service Delivery Measures

Corporate Facility Design and Construction Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Growth Delivered	\$14,681,000	\$17,110,000	\$16,175,000	\$6,080,000
Asset Renewal delivered	\$28,242,000	\$17,378,000	\$16,190,000	\$22,665,000
80% of Capital Budget is committed within the fiscal year	84%	82%	82%	90%
Building Condition Assessments Completed	*Updated: 166 **New: 11	Updated: 3 New: 49	Updated: 0 New: 26	Updated: 30 New: 10

*Updated = Facilities which were assessed in prior years, being reassessed and updated

**New = Facilities being assessed for the first time

Performance Analysis

Several major projects including the Saint Andrew's Community Centre and the Mackintosh Depot are either in the procurement or design phases. CFCD reduced the carry forward funds (unspent funds from previously approved budget years) by over 30% from the beginning of the year. This helps ensure that funds requested in future budget years are spent in that budget year.

Growth Projects (Capital Delivery) - Major construction and improvement projects in 2018/2019 include:

- Dartmouth Sportsplex Revitalization, nearing completion – anticipated full programming is April 2019.
 - The \$28 million revitalization project included the renovation of existing infrastructure and the creation of new spaces that will extend the life of the facility and better align the facility with user's expectations.
 - Upgrades include a new gymnasium, renovated locker and change rooms, updated fitness and pool facilities, improved accessibility, visibility and security, and more.

- Various Accessibility Projects – including vertical lifts, community centre universal washrooms, the Dartmouth Sportsplex pool pod, and Administrative Order 2018-002-OP Universal Access to Municipal Facilities.

Asset Renewal Projects (Capital Delivery) - Major capital improvement and repair/replacement projects in 2018/2019 included:

- Long Term Arena Strategy (LTAS), nearing completion – upgrades to three arenas (Cole Harbour Place, Scotiabank Centre, and Spryfield Lions Arena) were completed between April and October 2018 during the off season for ice sports. The remaining LTAS components for completion include:
 - Demolition of Devonshire Arena
 - Halifax Forum, currently in planning phase – CFCD is providing support and oversight of development options and will oversee the construction of the facility.
- Alderney Gate Revitalization - Pedway Renovation, completed in October 2018.
- Halifax Ferry Terminal Renovations, completed in April 2018
- Various Roof Replacements – upgrades to the following facilities were completed: Acadia Building, Halifax Ferry Terminal, Burnside Transit Centre, and Dartmouth North Community Centre.
- Turner Drive Depot Kitchen and Locker Room renovation

Recent training initiatives, including Performance Excellence, are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

CFDC has developed standardized Project Management Plans to support efficient and consistent project delivery. These include the Project Risk Management Plan, Project Cost Management Plan, Project Schedule Management Plan, and Project Communications Management Plan. Additional Project Management plans are under development.

Corporate Facility Design and Construction Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Implementation of the Long-Term Arena Strategy (Est Compl: Q4 19/20) CFD&C is providing support and oversight of the future operational requirements during the planning phase of the Halifax Forum and will oversee the construction of the facility. CFD&C will undertake necessary repairs and maintenance to ensure the facility is able to be maintained while the analysis is undertaken. Completion of the LTAS includes the demolition of Devonshire Arena.</p>
<p>New build of St. Andrews Recreation Centre - Year 1 (Est Compl: Q4 19/20) Year 1 of a multi-year project, components to be completed during fiscal year 19/20 include tender, award, demolition of existing building and commence construction of new facility.</p>
<p>New build of St. Andrews Recreation Centre - Year 2 (Est Compl: 20/21) Year 2 of a multi-year project, components to be completed during fiscal year 20/21 include Substantial Completion, building opened to the public, and Total Completion of the St. Andrews Recreation Centre.</p>
Transportation - A well maintained transportation network

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Mackintosh Depot Renewal-Year 2 (Est Compl: Q4 19/20) Year 2 of a multi-year project, CFD&C will work with TPW, Parks & Recreation, and Operations staff to finalize the detailed design of the new proposed facility, considering Performance Excellence principles and future use of the facility. Components to be completed during fiscal year 19/20 include issuing and awarding the tender, and commencing construction.</p>
<p>Mackintosh Depot Renewal-Year 3 [Est. Compl. 20/21] Year 3 of a multi-year project, components to be completed during fiscal year 20/21 include making the building weather tight and completing site work.</p>
Financial Stewardship - Financial Position
<p>Building Conditions Assessment Update (Est Compl: Q4 19/20) Update the Building Condition Assessments (BCA) for buildings greater than 10,000 sq. ft. and improve integration of data with EAM. Report on the Facility Condition Index (FCI) of the referenced buildings and the portfolio. Year 2 will focus on buildings under 10,000 sq. ft.</p>
<p>Building Conditions Assessment Update [Est. Compl. 20/21] Update the Building Condition Assessments (BCA) for buildings under 10,000 sq. ft. and improve integration of data with EAM. Report on the Facility Condition Index (FCI) of the referenced buildings and the portfolio as a whole.</p>
Diversity & Inclusion
<p>Safe, Respectful & Inclusive Work Environment - Facility Assessments (Est Compl: Q4 19/20) Corporate Facility and Construction will work with the Diversity & Inclusion Office to define the attributes of a safe, accessible, respectful and inclusive work environment and develop a facility assessment to identify opportunity areas where inclusiveness and diversity is implemented within each CCS division.</p>
<p>Safe, Respectful & Inclusive Work Environment - Assessment of Washroom Options-Year 1 (Est Compl: Q4 19/20) Conduct an assessment of all CCS locations to determine the impact and high-level costing of providing gender neutral washroom options.</p>
<p>Safe, Respectful & Inclusive Work Environment - Assessment of Washroom Options-Year 2 (Est Compl: 20/21) Based on 19/20 assessments, work toward providing gender neutral washroom options within CCS locations.</p>

CORPORATE FLEET

Corporate Fleet's goal is to provide our customers with **Safe, Reliable and Clean** vehicles. Corporate Fleet supports our front-line customer facing business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for Police, Fire, Halifax Transit non-revenue service vehicles (excluding buses and ferries) and Municipal fleet. Corporate Fleet is the asset manager for over 1,530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes fire trucks, police vehicles and municipal vehicles and equipment. Corporate Fleet explores and remains current with the latest technologies available in the fleet industry and works with all business units that need equipment and vehicles to help identify the right asset. Corporate Fleet assists business units in designing specifications to meet their needs and identifying equipment and vehicles that have multiple purpose usage.

Services Delivered:

Financial Stewardship – Financial Position

Fleet Asset Acquisition and Disposal - This service is responsible for the procurement of Fleet assets and equipment repair including the disposal of assets when they are no longer suitable for use by HRM. Corporate Fleet ensures specifications are kept up-to-date with technological and market changes. Corporate Fleet maintains close communication with customers to determine their current and future needs, and to keep assets useful and productive for their full lifecycle. Multi-year plans are used to mitigate large purchasing years, spreading out replacement to create balanced and predictable capital budgets from year to year.

Fleet Planning & Maximization - This service is responsible for fleet lifecycle planning, analysis and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures the ability to both create and closely monitor KPI's will increase, allowing evidence-based decision making and the ability to anticipate trends and make projections with a higher level of accuracy. Data will further improve with the ongoing fuel and AVL projects which will bring more usage data and assist with fleet rationalization.

Legislative Compliance Monitoring - This service provides risk management by ensuring Corporate Fleet operates its garages and maintains the fleet assets within the necessary legislative requirements. Leveraging fleet data management system's functionality allows Fleet to track vehicle compliance and upcoming deadlines for renewal.

Service Excellence – Performance Excellence

Vehicle Repair and Maintenance - This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation and fit for specific business unit use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, MVI's, body repairs and small engine repairs. Assets maintained by this team range from fire trucks to passenger cars, farm tractors to chainsaws.

Service Delivery Measures - Revised

Corporate Fleet Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Maintenance Request Hours (Preventative maintenance (PM) work)	3,874	3,631	3,753	7,128	
Maintenance Request Hours (Demand maintenance work)	20,671	19,342	20,007	16,631	
Average Fleet Age	6 years	6 years	7 years	8 years	
Fleet Assets availability rate	91%	93%	91%	90%	
Service Request Rate: Percent of Non-PM (Planned or Preventative Maintenance) Work Order Hours	84.2%	84.2%	84%	70%	57%
Operating Cost per Vehicle KM	\$0.75	\$0.69	\$0.87	\$0.86	\$0.74
Canadian Association of Municipal Fleet Managers (CAMFM) Door Rate	\$83.24	\$71.52	\$72.02	\$74.47	\$99.92

Municipal Benchmarking Network Canada

***All measures are Municipal Fleet only except CAMFM Door Rate, which includes All Corporate Fleet*

Performance Analysis

Corporate Fleet Maintenance Review

As the Preventative Maintenance (PM) Program and Policy project concludes at the end of the fiscal year, Corporate Fleet will be in a better position to streamline process and practices to reduce the number of PM plans to a more viable number. This change will allow a more accurate representation of vehicle maintenance compliance and demands. The revised process and practice will also allow Fleet the opportunity to improve overall accuracy of fleet lifecycle costing, trends, value, and measurements. Vehicle maintenance and operating costs of an HRM fleet vehicle are influenced by many things including use, weather, cost of fuel, vehicle/equipment, age and suitability to the task. Corporate Fleet works with their clients to best meet their operational needs, reduce impact of downtime, and maintain legislative compliance.

Corporate Fleet Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance & Engagement-Fiscal Responsibility
<p>Fleet Rationalization Implementation (Est Compl: Q4 19/20) This initiative will help identify those vehicles with high and low utilizations in light duty vehicles in Corporate Fleet and non-emergency Fire Fleet. A Fleet Rationalization and Utilization Committee will be created comprised of major Business Unit representatives to create metrics and a dashboard to track vehicles identified for this study.</p>
<p>Vehicle Compliance (Est Compl: Q4 19/20) To ensure appropriate vehicle usage and maintenance, the Vehicle Compliance project will move into its next phase which includes: creating roles and responsibilities for internal customers regarding vehicle operations and staff operating HRM-owned vehicles and equipment.</p>
Service Excellence-Performance Excellence

2019/20 – 2020/21 Deliverables with Estimated Completion

Service Level Agreements (Est Compl: Q4 19/20)

To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements (SLA) with two (2) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and Equipment in 19/20.

Service Level Agreements (Est Compl: 20/21)

To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements with three (3) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and Equipment.

Diversity & Inclusion

Meaningful Partnerships (Est Compl: Q4 19/20)

To support the Diversity and Inclusion Framework, Corporate Fleet will create meaningful partnerships with education and training institutions such as Women Unlimited, NSCC and high schools to enhance diversity of employees in HRM trades positions.

MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS

Municipal Facilities Maintenance and Operations (MFMO) is committed to supporting Administrative priorities and maintains more than 220 HRM-owned buildings through preventative and life cycle maintenance planning, providing clean and safe facilities for all HRM customers.

Services Delivered:

Financial Stewardship – Financial Position

Energy Efficiency Retrofits - This service is responsible for implementing or assisting in the implementation of energy retrofits to HRM buildings and facilities. In April of 2018, MFMO partnered with the Energy & Environment division of HRM and collaborated with Efficiency Nova Scotia to help reduce energy consumption, energy costs and greenhouse gases associated with HRM's portfolio of approximately 220 corporate buildings. This was part of a broader effort by the municipality to reduce its corporate green house gas emissions by 30% over 2008 levels to meet HRM Council's 2011 resolution by 2020. HRM is now tracking energy usage in its largest 61 buildings. It also has a schedule of future projects and is well positioned to gain continued savings in years to come.

Our People - Healthy and Safe Workplace

Security and Access Management - This service provides security and access management services for HRM-owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security processes and policies and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

Service Excellence – Performance Excellence

Buildings Maintenance and Operations - This service provides maintenance and operations services and project management expertise for HRM owned and leased buildings. This includes preventative and unplanned maintenance to HVAC, plumbing, and electrical, as well as carpentry, and structural repair.

In 2018, MFMO changed their service delivery model from a function-based (i.e. carpentry or electrical shop) to an asset-based/customer-based model. For example, Fire Services now has a dedicated supervisor and staff supporting all services in their facilities. This model focuses on service delivery to meet the unique needs of the customers and is further supported through Service Level Agreements (SLA) with individual business units.

Service level agreements have been implemented with all customers; this includes Parks and Recreation, Libraries, Transit, Fire, Police, and TPW. In the same year, MFMO also implemented City Works. Adopting this work order system allowed the division to better define assets and asset ownership. City Works enables MFMO to track work orders and their details more efficiently to allow for a higher level of service, and use the data to increase our preventive maintenance program allowing for more proactive work versus reactive.

The service standards outlined within each SLA have allowed utilizing the different classes of buildings, as set out in the Building Owners and Managers Association (BOMA) standards for facility types. Using those guidelines to realize consistency in service to the customers based on the usage, classes and types of the buildings.

- **Class 1** – e.g. Core 24/7 Fire Stations, Police HQ, Transit, and some HRM operated Recreation centres.
- **Class 2 and 3** - e.g. Rural Fire stations, most Parks & Recreations Facilities, rural community centres with infrequent use.
- **Class 4** being Surplus as declared by Regional Council. These facilities require minimal service.

By delivering service to customers in this manner using the SLAs, mutually agreed upon expectations for both MFMO and its customers are established and articulated while mitigating the over-servicing and under-servicing of some facilities.

Indoor and outdoor Pools, Splash Pads, and Skating Oval Maintenance and Repair – This service provides operations services including maintenance and repair for HRM indoor and outdoor swimming pools, splash pads, and the outdoor skating oval. This area is becoming a large component of MFMO seasonal work. Aging infrastructure and the current labour-intensive systems that are in place at both indoor and outdoor pools all add to the demands placed on the division to deliver the services within the current budget. MFMO is addressing these issues in a variety of ways such as bringing half of the operation of the Sackville Splash Pad in-house (which was previously contracted out) at a savings of approximately \$60,000, which was redirected to cover maintenance costs associated with outdoor pools.

Service Delivery Measures

Municipal Facilities Maintenance and Operations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Number of Planned Maintenance Work Order Requests	6,139	6,500	7,050	7,050
Number of Demand Maintenance Work Order Requests	8,859	8,900	8,900	8,900
Ratio of Planned vs. Demand Work Orders	43%	n/a	43%	43%
Cost of facilities maintenance per square foot *	\$9.12	\$9.35	\$9.78	\$9.78

Municipal Facilities Maintenance and Operations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.40	\$2.50	\$2.71	\$2.71
Total square footage of buildings maintained by the MFMO	2,866,350	2,988,350	2,988,350	2,988,350
Customer Service Requests (addressed within standard)	85%	85%	85%	85%

* Costs are not inclusive of program support or amortization allocations

Performance Analysis

In addition to the Municipal Facilities Budget, MFMO also provides services to other facilities for business units such as Transit and Libraries, utilizing their budget, as well as other sites such as community-run facilities, where certain maintenance tasks are taken care of by the governing board. These costs are charged directly to those business units.

Data collection is ongoing for the City Works Asset Registry. The ratio of demand vs planned work orders is expected to continue as outlined above, until consistent data collection for planned maintenance is entered into the City Works Asset Registry.

Municipal Facilities Maintenance and Operations Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Our People – Healthy and Safe Workplace
HRM CCTV Policy (Est. Compl. 20/21) To improve safety in HRM facilities, HRM will develop an HRM CCTV Policy, informed by the recent approval of the CCTV Administrative Order.
Security Review - Implementation of Recommendations (Est Compl: Q4 19/20) To realize efficiencies and improve service delivery, MFMO will implement the recommendations of the Security Review. Implementing the recommendations of the Security Review will impact efficiencies and service delivery by centralizing the security functions within HRM.
Financial Stewardship -Risk Management Framework
Surplus / Vacant Property De-Commissioning Process (Est Compl: Q4 19/20) To mitigate risk and costs associated with maintaining and securing surplus/vacant properties, MFMO will work with Real Estate and Business Units to develop a formalized process for decommissioning of surplus /vacant property. This would set parameters around the shutdown of a building/facility and equipment.
Diversity & Inclusion
Meaningful Partnerships (Est. Compl. Q4 19/20) To support the Diversity and Inclusion Framework, MFMO will partner with schools (NSCC and High School) and other facility management organizations such as BOMA (Building Owners & Managers Association) to promote diversity in apprenticeships and trades positions.

ORGANIZATIONAL PERFORMANCE EXCELLENCE

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement in order to minimize costs and deliver desired service results. Focusing on performance excellence principles enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the organization. The OPE Office provides leadership, support and guidance to the entire organization through continuous improvement engagements, organizational change management, implementation of Lean Six Sigma and other methodologies, and encouraging the practice of continuous improvement. Key organizational activities for 2019/20 include the following:

- Identifying and supporting corporate level improvement initiatives;
- Provision of training and tools aligned with continuous improvement including Lean Six Sigma methodologies with a focus on front line staff;
- Change management implementation and support;
- Mentoring in continuous improvement;
- Measuring and reporting on successes utilizing the Benefits Realization Framework; and
- Continuing to support the Corporate Customer Service Strategy implementation.

Services Delivered:

Service Excellence – Performance Excellence

Performance Excellence Leadership – The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, and a focus on the customer.

Organizational Change Management Leadership – Motivation toward Performance Excellence is enabled by effective change management and communications strategies that encourage attitudes, behaviors and actions aligned at every level of the organization.

Organizational Portfolio Management - Organizational Performance Excellence will support collaborative approaches and innovative decision making across the organization with a focus on improving services and lowering costs.

Service Delivery Measures

Performance Excellence Performance Measures	2017/18 Actual	2018/19 Projected	2018/19 Actual	2019/20 Planned
# of people trained in Performance Excellence & Lean Six Sigma methodologies	140	100	357	400
# Corporate Level Projects Completed	N/A	N/A	5	5
# Green Belt Level Projects Completed by Business Units	N/A	N/A	16	20

Performance Analysis

In 2018/19, the OPE office drafted the Benefits Realization Framework to assist those working on improvement projects to develop metrics and report on results. Focusing on benefits realization is a structured way to alter the conversation towards achieving the intended performance excellence outcomes and results. Benefits are only realized when a concerted effort to define, measure and manage them is established. Benefits realization is an important contributor to evidence-based decision making and the realization of strategic outcomes. It is important to recognize the non-financial benefits can be as important as the financial benefits being achieved. The Performance Excellence training program focusses on the tools available to help measure progress and address performance gaps.

Performance Excellence Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery-Innovation
Performance Excellence Change Management / Communication Plans (Est Compl: Q4 19/20) To support Performance Excellence, OPE will implement the Performance Excellence Change Management and Communications plans.
Performance Excellence Engagements (Est Compl: Q4 19/20) To encourage continuous improvement methodologies, and enhance service delivery, OPE will lead a number of Corporate PE projects and provide project support to BU led projects in 2019/20.
Performance Excellence Training (Est Compl: Q4 19/20) To support HRM in identifying and creating efficiencies and performance improvements, OPE will develop, implement, and monitor a performance excellence corporate training program.
Service Excellence-Performance Excellence
Implementation of the Corporate Customer Service Strategy (Est Compl: Q4 19/20) Champion implementation of the Corporate Customer Service Strategy across the organization

REGULATORY MODERNIZATION

As part of HRM's Organizational Performance Excellence (OPE) commitment and implementation of the 5-year Economic Growth Plan, HRM will work to reduce the undue burden of outdated, overly complex or redundant regulation and business processes. This will make Halifax an easier place to do business and raise investor confidence in Halifax as a welcoming and vibrant economic hub.

Moving forward, Regulatory Modernization will focus on the continuance of the Joint Project with the Province to reduce red-tape for business, further internal capacity-building and collaboration to advance business process and customer service improvements for better-performing regulation, and development of a corporate framework to shift regulatory modernization from a Project to an outcomes-based sustainable program of regulatory reform.

Services Delivered

Service Delivery – Service to Our Business

Regulatory Modernization Continuous Improvement Planning - Corporate coordination and oversight for the identification of continual, incremental regulatory improvements and implementation of regulatory modernization priorities and outcomes across business units.

Regulatory Reform - Corporate leadership, engagement, internal capacity-building and operational collaboration to develop and implement a multi-year strategic program of corporately- aligned regulatory improvement and performance measurement.

Performance Analysis

A key objective for Regulatory Modernization is the development of an outcomes-based approach to regulatory service delivery using indicators of regulatory improvement and burden reduction, and useful metrics to track progress. Toward this objective, baseline data and performance measurement has begun for a selection of permit and licence processing times against service standards. Proposed research in collaboration with the Province will determine key metrics to be benchmarked against other cities to help identify gaps in service delivery and measurable improvements to specific processes and customer service.

Regulatory Modernization Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery-Service to our Business
<p>Joint Project Regulatory Modernization Implementation (Phase II) (Est. Compl. 20/21)</p> <p>To remove regulatory barriers for business and promote economic growth, CCS will lead the management of the Joint Project for Regulatory Modernization (Phase II) partnership with the Province of Nova Scotia and business advisory panel to implement a 2-year red-tape reduction for business, which will include several action items.</p>
Service Delivery – Innovation
<p>Regulatory Modernization - Continuous Improvement Action (Phase I) (Est. Compl. Q4 19/20)</p> <p>To incorporate red-tape reduction and regulatory modernization outcomes into HRM-wide continuous improvement actions, CCS will lead the following deliverables:</p> <ol style="list-style-type: none"> 1. Development and project management of a Regulatory Modernization Staff Team to identify priority red-tape reduction actions and implement a joint business unit work-plan of continuous improvement projects 2. Support CCS in the implementation of the Performance Excellence Change Management and Communication Plan(s) through the identification and development of regulatory modernization change management supports and development and delivery of a regulatory modernization engagement strategy, and 3. To make it easier for HRM's business customers to comply with regulation in a code enforcement environment, CCS will work with internal and external (Provincial) partners to develop and pilot an educative customer service training program for Fire inspectors.
<p>Regulatory Reform (Phase I) (Est. Compl. Q4 19/20)</p> <p>To improve regulatory performance and policy outcomes, and provide operational guidance for regulatory service delivery, CCS will lead Phase I of a Corporate Regulatory Reform Framework through the following deliverables: Charter of Governing Principles for Regulation - Implementation Tool-Box to support regulatory impact assessment and compliance including:</p> <ol style="list-style-type: none"> 1. Development of corporate regulatory modernization outcomes and a policy options guide, 2. Performance metrics and benchmarking data for select business processes and/or approvals, 3. A performance measurement and evaluation template, and 4. Regulatory engagement guidelines (aligned with the Corporate Engagement Strategy)