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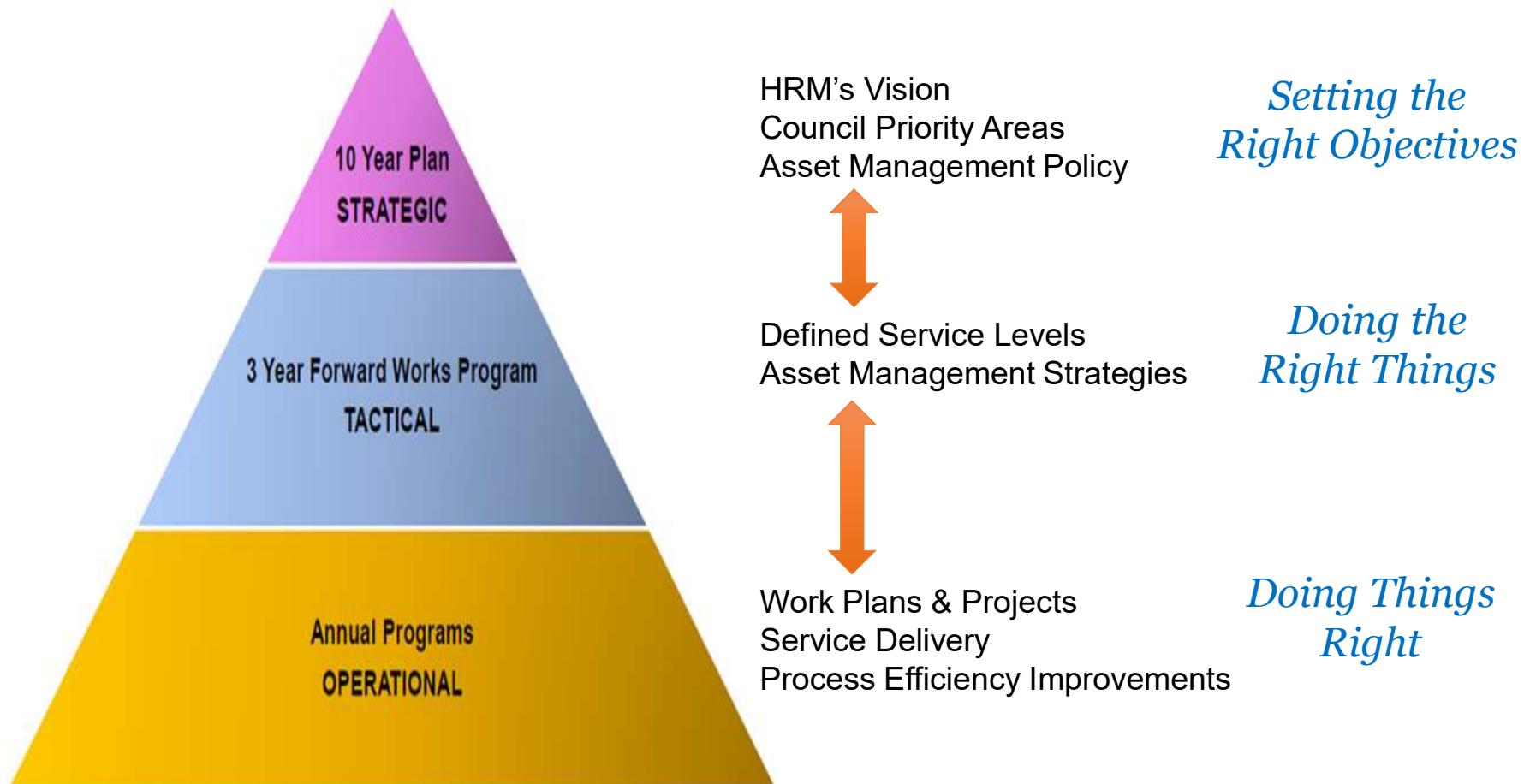
Prioritizing Capital Outcomes

Budget Committee July 19, 2019

Overview

- Linking Council's Strategic Plan to Projects
- Capital Prioritization Framework Overview
- Aligning Strategies to Council Priorities
- Prioritizing Capital Outcomes

Organizational Alignment – Linking Strategies to Projects



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Multi-year Planning Cycle



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Capital Prioritization Framework

Each capital project is evaluated under the framework for:

- Impact to **Strategic Alignment to Council Priority Areas**
- Impact to operational **Levels of Service**
- Impact to **Risk**
- **Capacity** to Deliver (readiness)

Iterative improvements for 2020/21 capital process:

- **Risk** matrix: *add environmental element*
- **Impact to Service** matrix: *improve service definitions*
- **Strategic Alignment** matrix: *Council to provide weightings to priority areas (July 19th)*

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Strategic Alignment

Asset Management translates Council's direction into technical and financial decisions, plans and activities.

FROM

What we want to achieve in the future

(Strategic Objectives)

TO

What we need to do to get there

(AM decisions, plans & activities)

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Aligning Strategies to Council Priorities

Council Priority Areas

Governance & Engagement

- Corporate Public Engagement Strategy (CAD 15/17)
- HRM's Plan on a Page (CAD 15/16)
- Strategic Communications Plan (CAD 10/11, 11/12, 15/16)
- Community Engagement Strategy (ICS 15/16 - 20/20)
- Multi Year Financial Strategy (Finance 10/11 - 15/14)
- Cyber Security Framework (ICT 14/18)
- Enterprise Content Management Strategy (ICT 12/16 - 15/20)
- HRM Charter (HRM 14/15, 15/20)
- Park Rationalization Strategy (PRM 17/18 - 18/19)
- Parks & Recreation Outreach Communications Plan (PRM 16/17 - 18/19)
- Parks & Recreation Strategic Policy Framework (PRM 16/17 - 18/19)

Service Delivery

- Crisis Communication Plan (ICS 16/17, 18/19)
- Customer Service Strategy (ICS 17/18 - 18/19)
- Corporate Accommodations Plan/Strategy (Finance 15/16 - 15/20)
- Enterprise Risk Management Framework (Finance 14/15)
- Corporate Health & Wellness Workplace Strategy (HR 17/18 - 18/19)
- Corporate Learning & Development Strategy (HR 15/16 - 16/17)
- HR Technology Roadmap (HR 14/15 - 15/17)
- HRM People Plan/Human Capital Strategy (HR 10/11 - 15/16)
- Talent Management Framework (HR 14/15, 14/17, 16/20)
- Emergency Response Time Targets (PRM 16/20)
- HRFE Communications & Technology Roadmap (HRFE 12/14 - 18/20)
- Business Intelligence Strategy (ICT 20/14 - 18/19, 19/20)
- Customer Relationship Strategy (ICS 15/16 - 18/19)
- Digital Strategy (ICT 16/17)
- GIS Strategy (ICT 17/18)
- ICT Strategic Plan (ICT 14/15, 17/18 - 19/20)
- Innovation Strategy (HR)
- Smart City Strategy & Roadmap (ICT 15/16)
- HRP Technology Roadmap (PRM 16/17, 18/20)
- Infrastructure Charges Implementation Plan (PRM 16/17 - 18/19)
- Planning & Development Strategic Plan 2015-18 (PRM 12/16 - 18/20)
- One Membership (PRM 14/16-17/20)
- Parks & Recreation Technology Roadmap (PRM 16/18)
- Halifax Transit Technology Roadmap (Transit)

Healthy, Livable Communities

- Waste Resource Strategy Review (2012)
- Green Network Plan (2018)
- Urban Forest Master Plan (Sep 2012)
- Community Facility Master Plan 2 (Feb 2017)
- HalIFACT 2050 (Currently in development)
- Wastewater Management Functional Plan?
- Stormwater Management Functional Plan?
- Communication Risk Strategy (CAD 15/16)
- 23 Year Facilities Recapitalization Plan (ICS 13/14)
- Corporate Security Strategic Plan (ICS 14/15 - 15/16)
- Emergency Communications Solutions Strategy (ICS 14/16 - 16/20)
- Business Continuity Plan/Emergency Preparedness Plan (HRFE 09/11 - 11/15)
- HRFE Operational Review/Strategic Master Plan (HRFE 12/14 - 19/20)
- Crime Reduction Strategy (Police Updated in 18/19)
- HRP Strategic Plan (PRM 20/17 - 20/20)
- Sexual Violence Strategy (PRM 17/18 - 18/19)
- Invasive Species Management Strategy (PRM 15/16)
- National Disaster Mitigation Study (PRM 15/16)
- 10-Year Recreation Facility Capital Plan (PRM 13/14)
- Aquatic Strategy (PRM 17/18 - 19/20)
- Fort Needham Park Master Plan (PRM 15/16)
- Halifax Common Master Plan (PRM 13/14, 15/16, 18/19, 19/20)
- Long Term Arena Strategy (PRM 15/16 - 19/20)
- Multi District Facility Strategy (PRM 12/14 - 14/15)
- Off-Leash Strategy (PRM 14/16)
- Parkland Acquisition Plan (PRM 15/16 - 20/21)
- Parks Master Plans (PRM 10/11 - 20/21)
- Regional Parks Washroom Strategy (PRM 16/17)
- Rural Recreation Strategy (PRM 14/17)
- Youth Services Plan (PRM 14/18)
- Public Safety Strategy/Plan (Police & PRM 14/15 - 15/16, 17/18 - 19/20)
- C & D Waste Management Strategy (TRW 12/15, 16/20)
- Organic Waste Strategy (TRW 15/16)

Social Development

- Centre Plan
- Underground Utilities Functional Plan?
- Affordable Housing Functional Plan?
- Welcoming Newcomers Plan (CAD 15/16 - 16/17)
- Accessibility & Inclusion Strategy (HR 18/17 - 19/20)
- African NS Action Plan (HR 18/19 - 19/20)
- Diversity & Inclusion Framework (HR 18/17 - 19/20)
- Library Facilities Master Plan (Library 12/11, 13/30)
- Library Strategic Plan 2016-20 (Library 12/11, 12/14, 15/16, 16/17)
- Recreation Fee Review (PRM 14/16 - 19/20)

Economic Development

- Communication Tower / Antenna Functional Plan
- Culture & Heritage Priorities Plan
- Halifax Economic Growth Plan
- Immigration Action Plan (2005 & 2013)
- Business Parks Development Functional Plan (2008)
- Financial Priorities Plan?
- Cultural Spaces Plan (PRM 15/16 - 16/17)
- Event Strategy (PRM 10/11 - 11/12)
- Regional Museum Strategy (PRM 17/18 - 18/20)

Transportation

- Integrated Mobility Plan
- Active Transportation Priorities Plan (Updated 2014)
- Transportation Demand Functional Plan (Jun 2010)
- Regional Parking Strategy (2008)
- Moving Forward Together Plan (2016)
- Road Safety Framework (TRW 16/17 - 18/20)
- Annual Transit Service Plan (Transit - 19/20)
- AAB Continuous Service Improvement Plan (Transit 15/20)

LEGEND

- Regional Plan Strategy
- Business Unit Initiative

Aligning Capital to Council Priorities

Capital Projects now identifying which Council Priority Area and Strategic Document it advances

Direction required on where Council would like staff to place more focused effort

Higher weighted Council Priority Areas will result in a higher prioritization rating on aligned projects during the consolidated portfolio evaluation process

Where to Focus Capital Efforts?

Council Priority Areas	Economic Development	Service Delivery	Healthy, Livable Communities	Social Development	Governance & Engagement	Transportation	Total	Weighting Factor
Economic Development	0.5	0.5	0.5	0.5	1	0.5	3.5	19%
Service Delivery	0.5	0.5	0	0.5	1	0.5	3.0	17%
Healthy, Livable Communities	0.5	1	0.5	0.5	1	0.5	4.0	22%
Social Development	0.5	0.5	0.5	0.5	1	0	3.0	17%
Governance & Engagement	0	0	0	0	0.5	0	0.5	3%
Transportation	0.5	0.5	0.5	1	1	0.5	4.0	22%
							18	100%

Scoring Criteria

- 1 - Clearly More Important
- 0.5 - More or less the same importance
- 0 - Clearly Less Important

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Prioritizing Capital Outcomes

“It is recommended that Budget Committee direct staff to evaluate capital projects in the 2020/21 capital budget using Strategic Alignment weighted allocations as described in this report.”