

Re: Item No. 7

CORPORATE & CUSTOMER SERVICES

2021/22 Budget & Business Plan
Committee of the Whole on Budget
February 10, 2021

HALIFAX

CORPORATE & CUSTOMER SERVICES



MISSION

Customer service is at the heart of everything we do.

SERVICE AREAS

Municipal Facilities Maintenance & Operation – Diane Chisholm

Maintains over 240 municipal buildings, provides preventative and life cycle maintenance planning, and corporate security.

Customer Contact Centres – Kim Jollimore

Provides customers with easy access to information about municipal services by phone, in-person, or online. 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 Fleet – Scott Sears

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

Corporate Communications – Breton Murphy

Responsible for municipal communications services including marketing, brand management, creative development, media relations, issue management, internal communications and corporate printing services.

SERVICE AREAS

Corporate Facility Design & Construction – John MacPherson

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.

Organizational Performance Excellence – Marion Currie

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

Corporate Safety – Jerry Blackwood

Responsible for developing safety initiatives as part of the Corporate Safety Strategy that includes corporate procedures, performing assessments and activities to reduce incident/accident trends and risk while focusing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a “Safety First” culture.

ABOUT US

PROJECTED DELIVERY OF
BUILDING CONSTRUCTION
PROJECTS

\$30.5M

CAPITAL PROJECTS
DELIVERED

61

BUILDINGS BUILT TO LEED
STANDARDS

12

HRM BUILDINGS MAINTAINED

2.9M sq.ft.

WORK ORDERS COMPLETED
MUNICIPAL FACILITIES

24.6K

BUILDINGS MEETING
ENHANCED ENERGY TARGETS

5

FLEET REPAIR &
MAINTENANCE TASKS
COMPLETED

24.4K

ABOUT US

TRANSACTIONS PROCESSED AT
CUSTOMER CONTACT CENTRES

104K

VALUE OF TRANSACTIONS PROCESSED
AT CUSTOMER CONTACT CENTRES

\$196M

CALLS RECEIVED AT CITIZEN
CONTACT CENTRE

411K

EMAILS RECEIVED AT CITIZEN
CONTACT CENTRE

10K

EMPLOYEES TRAINED IN
PERFORMANCE EXCELLENCE

529

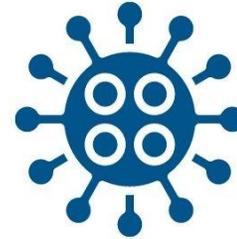
EMPLOYEES TRAINED IN
LEAN SIX SIGMA

267

SUCCESSSES



Completed construction of St. Andrews Centre, opened in fall 2020



Covid-19 Response



Corporate Safety Division joined CCS April 2020



Completed internal process map for Acquisition and Disposal of Surplus Property Holdings



Beazley Field: New fully-accessible facility, including grandstands, universal washrooms and change rooms



Corporate Fleet launched 12 hybrid cars and 2 hybrid SUVs and recently confirmed tender of 1st Electrical Ice Resurfacers

SUCCESSSES



Online PE training, PE Benefits Tracking Tool, and PE training brought in-house



Consolidation of all Corporate Security functions into MFMO



Cityworks Benefits Realization for Enterprise Asset Management: **3152** new building asset components entered in Cityworks from July 2017 to November 2020



Communications strategies to support public engagement. Shape Your City Halifax: over 20% increase in registrants and at least 15 municipal projects/initiatives featured at any given time.



311 After Hour Calls Service implemented an outsourced answering service, resulting in \$80k savings



Effective consolidation of Customer Services Centres

CURRENT & PLANNED INITIATIVES

GROWTH & ASSET RENEWAL PROJECTS

- Construction of new Fire Station in Williamswood
- Halifax Forum Redevelopment
- Alderney Gate Recapitalization
- Wharf Recapitalization
- Woodside Ferry Terminal Renovation
- Mackintosh Depot



Rendition of Wiliamswood fire station

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INCLUSIVE COMMUNITIES

- Various Accessibility Projects:
 - Diversity & Inclusion and Accessibility principles incorporated into design such as Needham Washrooms & St. Andrews Centre;
 - Accessible ramp upgrades, beach mats, and new universal washroom at Penhorn Lake, Beazley Grandstands;
 - Preparations to meet the provincial Access by Design 2030 are underway;
 - Accessibility Infrastructure Audits
 - CCS has 2 staff that are Rick Hansen Certified

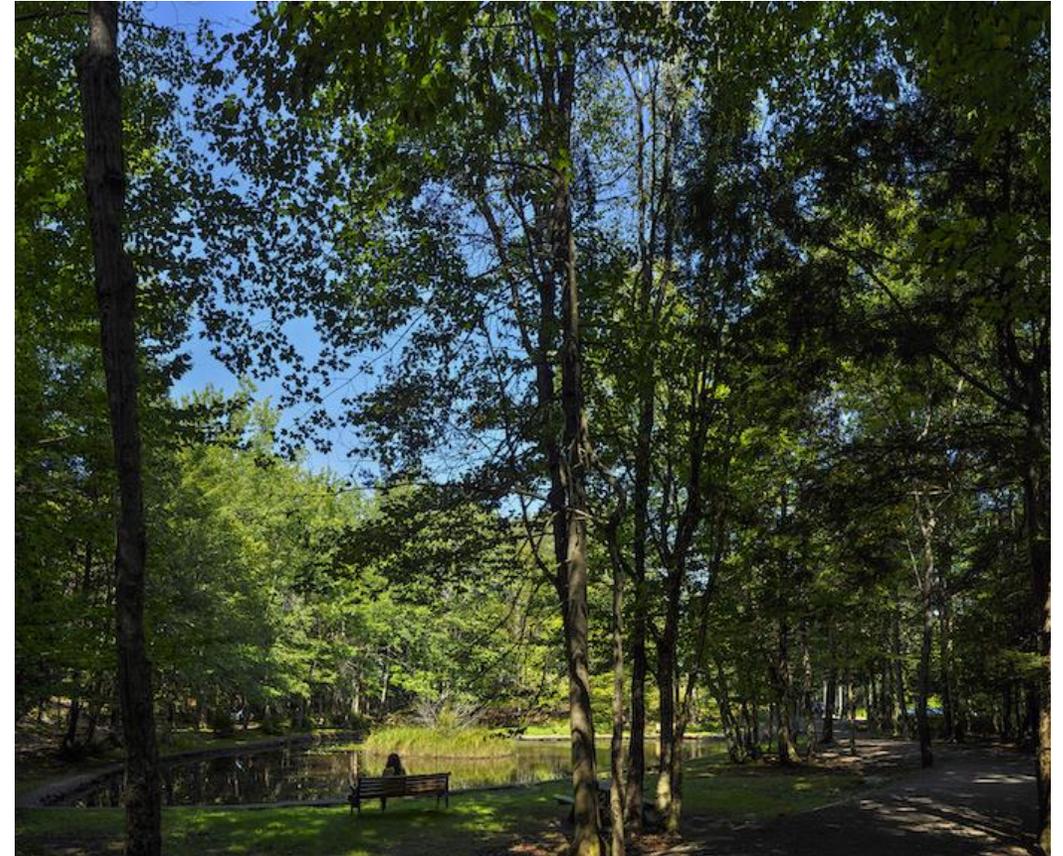


CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

ENVIRONMENT – NET-ZERO EMISSIONS

- Deep Energy Retrofits of Municipal Buildings
- Net-zero New Construction
- Decarbonize Municipal Fleet
- Electrical Vehicle Charging Infrastructure
- Corporate Fuel Management Recapitalization & Remediation Program



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION – WELL MANAGED

- Light Fleet Optimization
- Vehicle Compliance Program
- Fire Emergency Fleet Operational Review & Optimization



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION – COMMUNITY-FOCUSED

Community Engagement Strategy

- Develop Project Charter for Community Engagement Strategy
- Develop Corporate Guidelines for Public Engagement



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

SERVICE EXCELLENCE – EXCEPTIONAL CUSTOMER SERVICE

- 311 Telephony Chat – Phase 2 Integration
- Customer Contact Centres and Canada VRS – Video Relay Service
- Service Level Agreements



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

SERVICE EXCELLENCE – EXCEPTIONAL CUSTOMER SERVICE

Corporate Communications Client-Centric Service Model

GOALS:

- Enhancing processes and protocols
- Increasing focus on strategic social media
- Supporting the launch and oversight of new intranet
- Establishing more formalized research, evaluation & reporting

APPROACH:

- Creation of 3 new positions to enhance planning & project management of BU communications initiatives
 - Client Strategist (2)
 - Digital Strategist (1)
- Restructuring of 2 existing roles to support strategic delivery of creative/ graphic design and internal communications

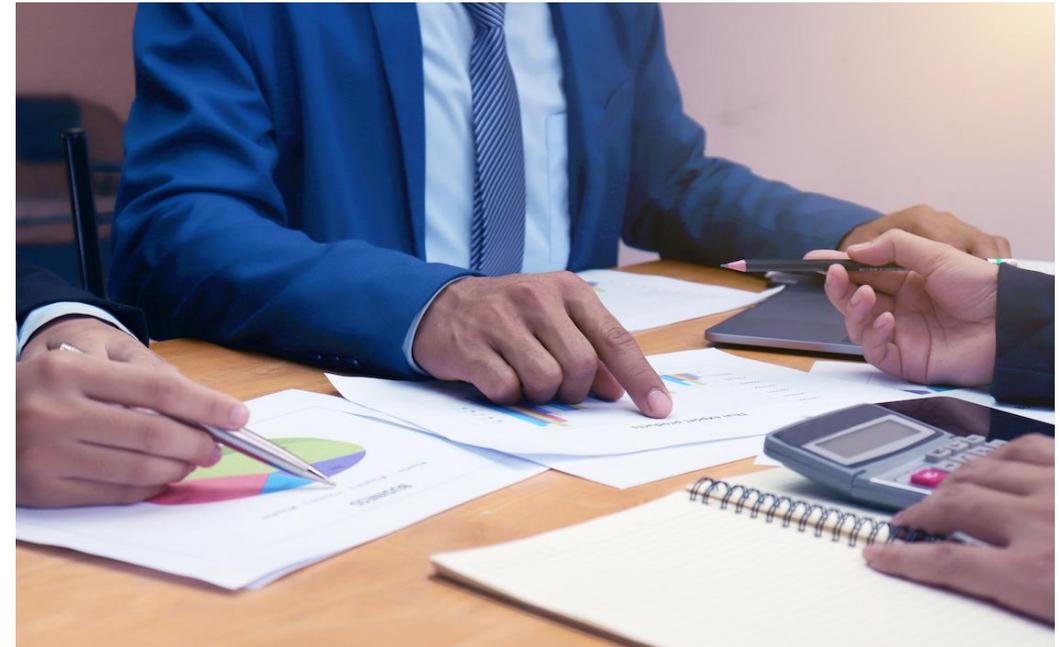
CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

SERVICE EXCELLENCE – INNOVATIVE PERFORMANCE EXCELLENCE

Performance Excellence Program (PE) Program

- Performance Excellence Project Leadership (Green Belt & Corporate Projects)
- Performance Excellence Leadership
- PE Benefits and Savings tracking implemented into Accountability Tracker
- Customer Service Strategy updated and KPIs have been identified to assist BUs with tracking success





CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

OUR PEOPLE

HEALTHY & SAFE WORKPLACE

- COVID-19 Cleaning Requirements
- Corporate Safety Strategy:
 - S.A.F.E.R. Leadership Model
 - Lockout/Tagout Corporate Procedure
 - AED (Automatic External Defibrillator Program)

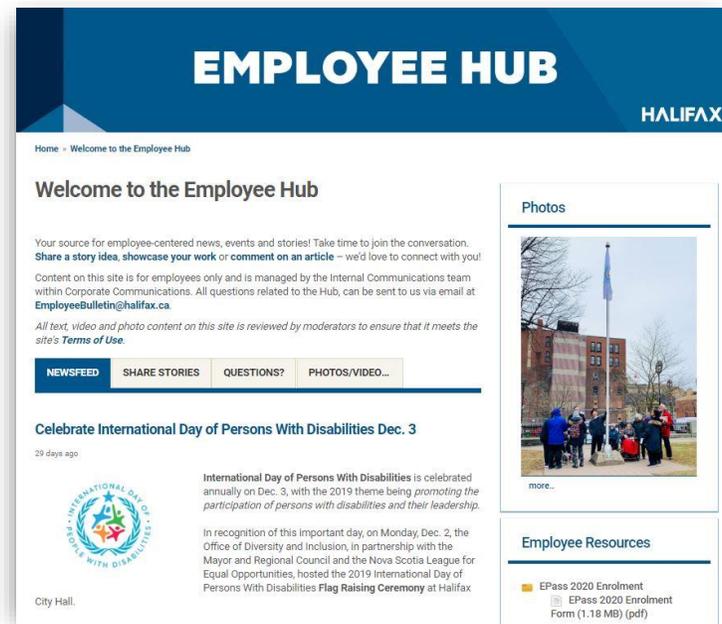
DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

- Meaningful Partnerships
- Safe, Respectful & Inclusive Work Environment – Assessment of Washroom Options

CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES OUR PEOPLE – ENGAGED & SKILLED PEOPLE

Improve Employee Engagement



New Intranet

- Decommissioning current Employee Hub & intranet
- SharePoint platform that integrates with Microsoft Office
- Centralized resource with most up-to-date templates & documents
- Modern and mobile platform for two-way dialogue

PERFORMANCE EXCELLENCE EFFICIENCIES

- Green Belt Projects: 1 completed and 9 Green Belt projects in progress with the potential to save \$10-20k each
- Corporate PE Projects: 2 completed and target to complete 5 corporate improvement projects with a savings of \$50-100k each
- PE training program will require participants to set and track efficiencies with hard/soft savings associated
- OPE and Corporate Planning have collaborated on a tool for BUs to track their improvement project savings
- 36 staff have been trained in Money Belt to assist with setting/achieving targets including all Financial Business Partners

COMMUNITY ENGAGEMENT

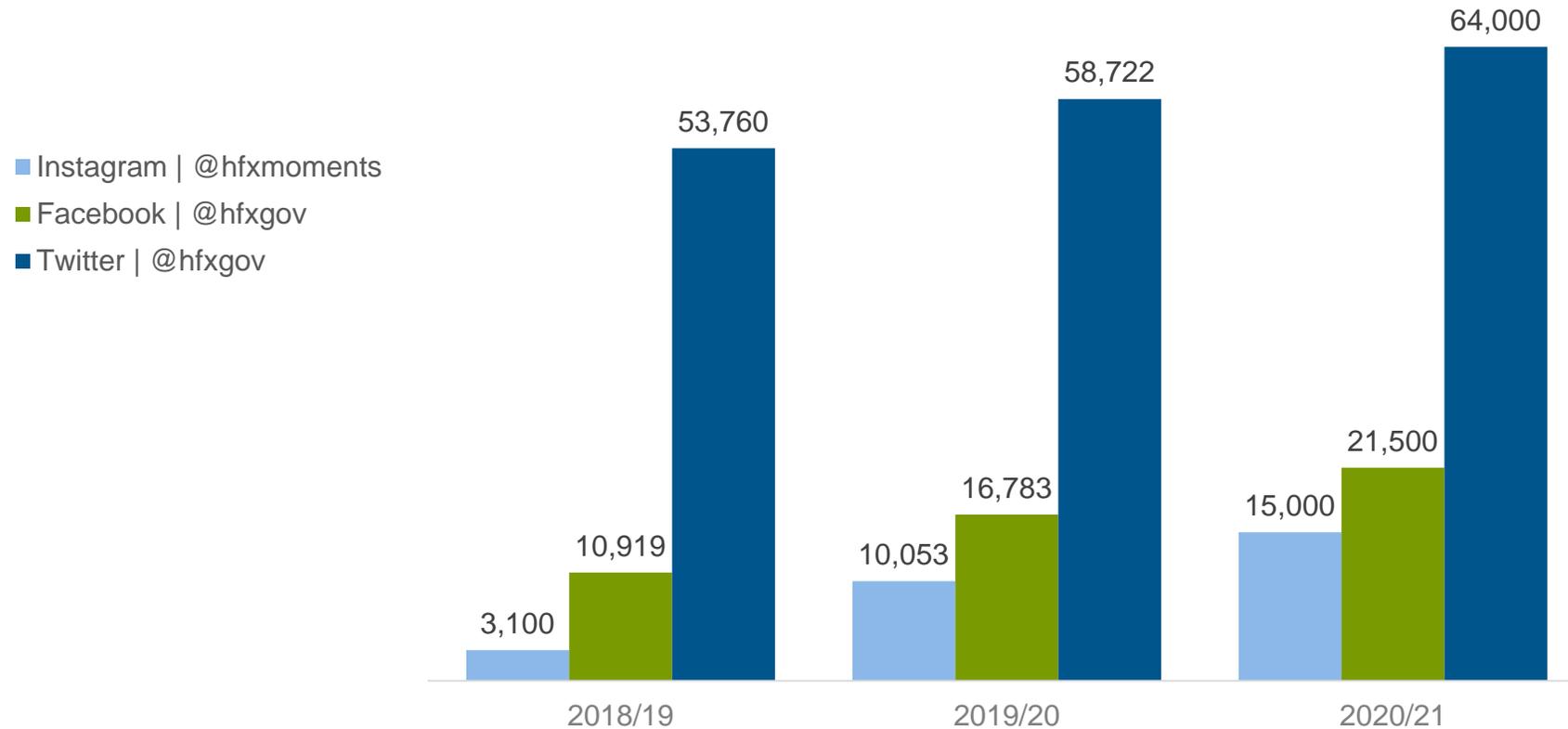
COMMUNICATING ENGAGEMENT OPPORTUNITIES

- COVID-19 Economic Response & Recovery Plan
- Cogswell District
- Rapid Transit Strategy & Electric Bus Proposal
- HalifACT
- Moving Forward Together Plan
- Centre Plan
- Imagine Spring Garden Road
- Integrated Mobility Plan



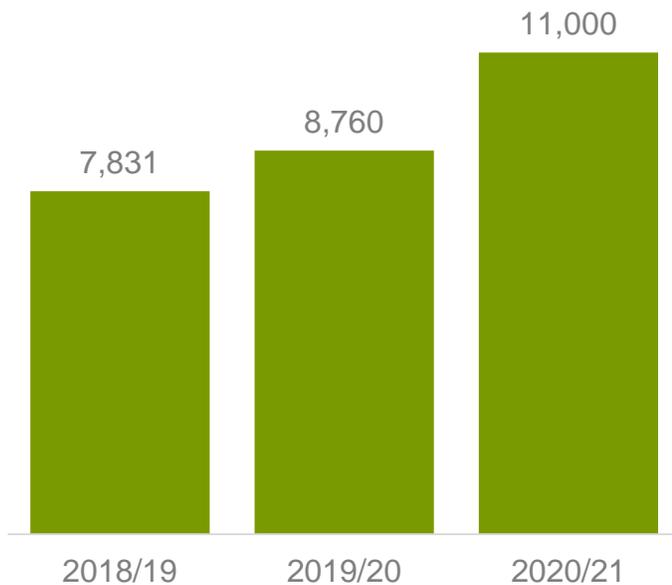
KEY PERFORMANCE INDICATORS

GROWING ENGAGEMENT VIA SOCIAL MEDIA



KEY PERFORMANCE INDICATORS

GROWING ENGAGEMENT VIA SHAPE YOUR CITY HALIFAX



KEY PERFORMANCE INDICATORS

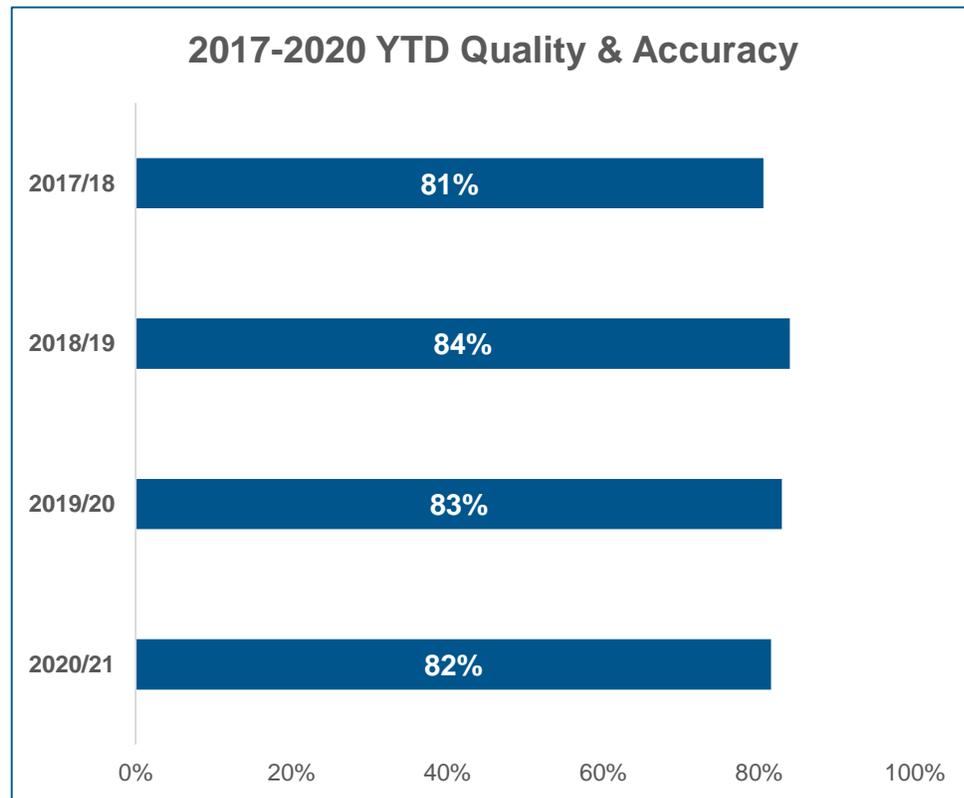
311 - CALL VOLUME



- Call volume decreased slightly year over year for the 8 month period. Weather over the next 4 months will influence volume.
- Year to date, 28% of calls have been handled by the IVR
- Customer Contact Centres continue to proactively identify and implement strategies to improve overall customer satisfaction

KEY PERFORMANCE INDICATORS

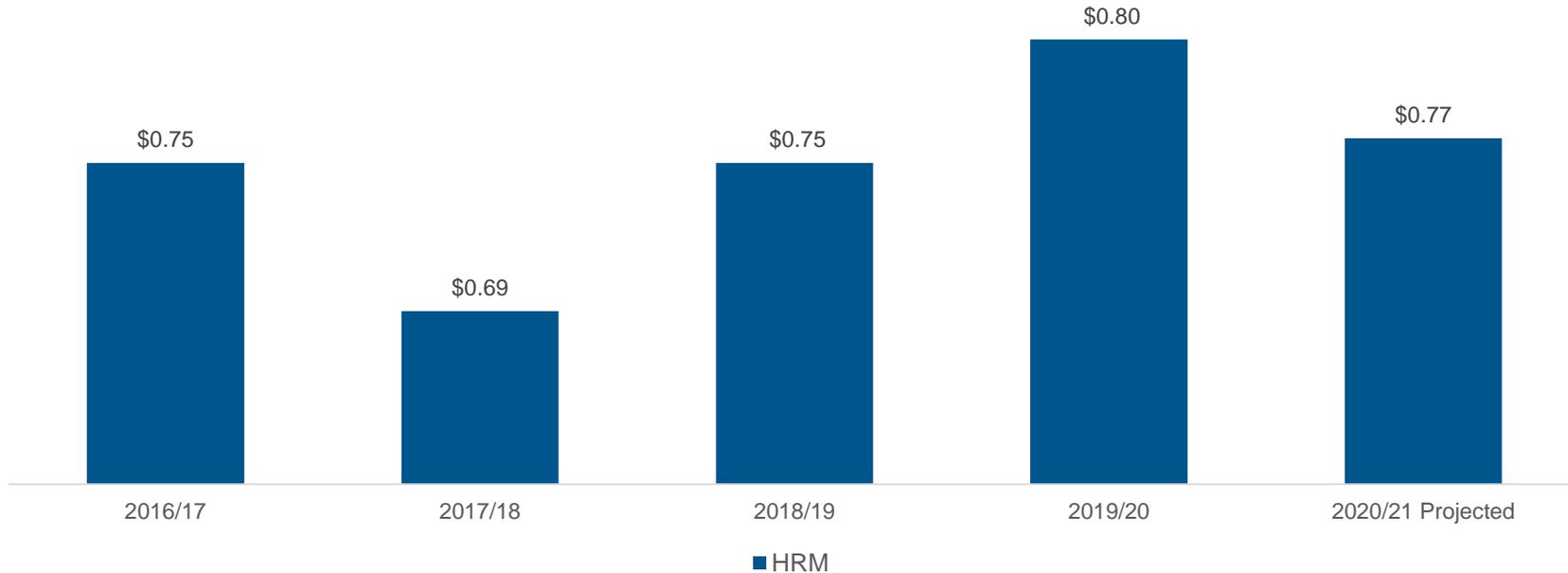
311 – QUALITY AND ACCURACY



- 2018/19 was a benchmark year
- Measures accuracy and quality of service
- Target: 80%
- Year to date: 82%
- Improving quality of service delivery, drives higher customer satisfaction and increases confidence in the services provided by the municipality

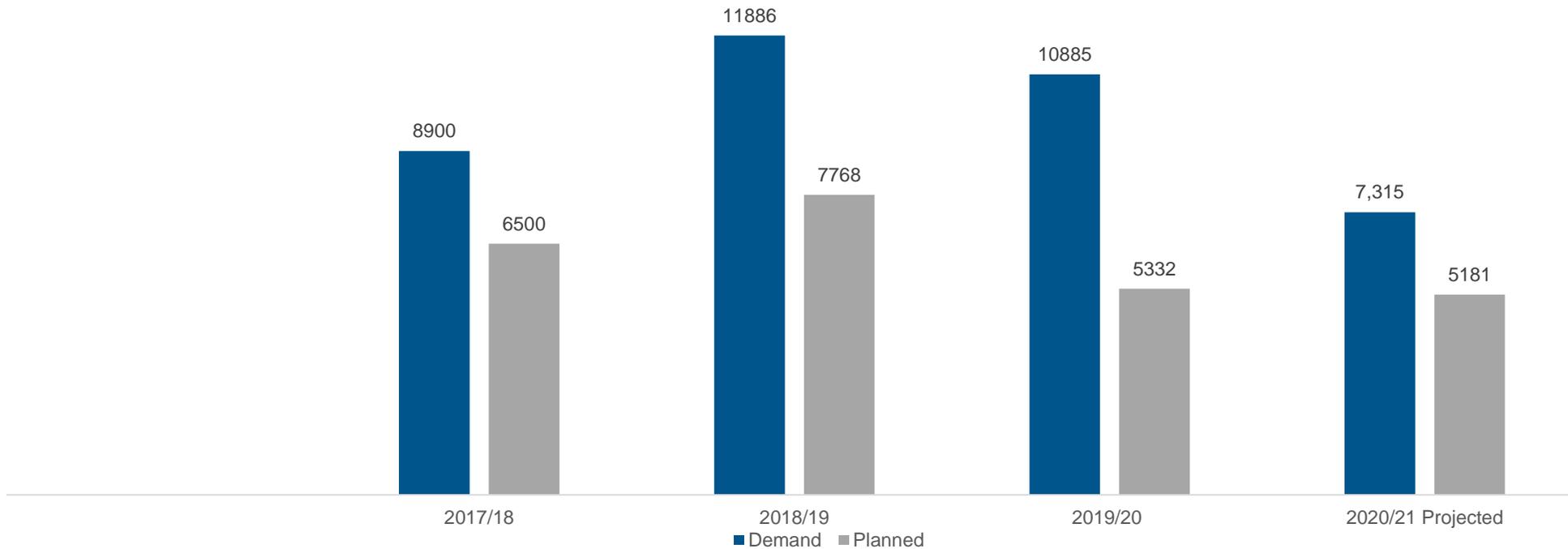
KEY PERFORMANCE INDICATORS

OPERATING COSTS PER VEHICLE KM (MUNICIPAL EQUIPMENT)



KEY PERFORMANCE INDICATORS

MUNICIPAL FACILITIES MAINTENANCE WORK ORDERS: DEMAND VS PLANNED



OPERATING BUDGET

OVERVIEW

Summary of Expenditures & Revenue								
Expenditures	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
Compensation and Benefits	\$17,480,697	\$19,089,100	\$17,240,500	\$17,756,300	\$19,644,300	\$ 2,403,800	13.9	2.9
Office	1,139,605	1,269,600	1,168,400	1,129,200	2,202,700	1,034,300	88.5	73.5
External Services	5,129,252	5,125,700	4,858,400	4,705,400	5,752,800	894,400	18.4	12.2
Supplies	305,668	271,500	223,300	209,800	275,100	51,800	23.2	1.3
Materials	349,616	548,000	451,000	299,700	476,700	25,700	5.7	(13.0)
Building Costs	8,274,388	8,329,800	6,113,400	5,630,200	6,219,600	106,200	1.7	(25.3)
Equipment & Communications	1,976,051	1,468,400	1,369,700	1,446,300	1,560,600	190,900	13.9	6.3
Vehicle Expense	6,436,766	5,620,500	5,114,000	5,522,100	6,090,200	976,200	19.1	8.4
Other Goods & Services	620,902	794,300	643,000	517,000	669,900	26,900	4.2	(15.7)
Interdepartmental	(236,705)	(114,900)	(114,900)	(163,700)	(92,700)	22,200	(19.3)	(19.3)
Debt Service	-	-	-	-	-	-	-	-
Other Fiscal	2,127	-	-	2,700	(30,000)	(30,000)	-	-
Total Expenditures	41,478,366	42,402,000	37,066,800	37,055,000	42,769,200	5,702,400	15.4	0.9

Revenues	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
Fee Revenues	(607,617)	-	-	-	-	-	-	-
Other Revenue	(412,350)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
Total Revenues	(1,019,967)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
Net Total	\$40,458,399	\$42,332,000	\$36,996,800	\$37,003,800	\$41,516,700	\$ 4,519,900	12.2	(1.9)

OPERATING BUDGET

SERVICE AREA OVERVIEW

Service Area Budget Overview								
Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Director's Office Corp Cust Service	542,296	566,200	540,200	836,600	794,500	254,300	47.1	40.3
Corporate Communications	2,809,015	3,425,600	3,007,500	3,031,900	3,552,100	544,600	18.1	3.7
Customer Contact Centres	2,911,915	3,130,700	2,301,800	2,532,600	2,743,200	441,400	19.2	(12.4)
Corporate Fleet	12,121,066	11,726,300	11,068,300	11,490,500	12,641,300	1,573,000	14.2	7.8
Facility Design & Construction	1,146,768	1,355,900	1,233,200	1,229,500	1,281,300	48,100	3.9	(5.5)
Municipal Facilities Mtce & Operations	20,364,386	21,449,200	18,305,600	17,431,200	19,817,400	1,511,800	8.3	(7.6)
Organizational Performance Excellence	562,883	678,100	540,200	451,500	686,900	146,700	27.2	1.3
North American Indigenous Game	70							-
Net Total	\$40,458,399	\$42,332,000	\$36,996,800	\$37,003,800	\$41,516,700	\$ 4,519,900	12.2	(1.9)

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	229.0	1.0	230.0
Seasonal, Casual & Term	0.8	(0.8)	-
Total	229.8	0.2	230.0

Full Time Equivalent – Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

The Full-Time change includes 0.2 net position transferred from other business units:

- 3 Corporate Safety positions were transferred from HR
- 1.8 Regulatory Modernization positions (0.8 FTE Term) were transferred to the CAO
- 5 Customer Services representative positions were eliminated due to 2 Customer Service Centres closing
- 3 new positions in Corporate Communications, and 1 in Corporate Fleet

OPERATING BUDGET

SUMMARY OF CHANGES

Budget Change Summary - Corporate Customer Service	
Change Description / Service Impact	Amount
Approved 2020/21 Budget	\$ 36,996,800
Compensation Changes:	
Add back Covid-19 reductions - Vacant positions, overtime and new positions	1,848,600
Salary & union adjustments and new position transfers (net 0.2 FTE's)	555,200
Revenue Adjustments:	
New client (Public Sector entity) in Print Shop (\$1.177M), plus misc. increases	(1,182,500)
Other Budget Adjustments:	
New client (Public Sector entity) in Print Shop expenditures plus misc. increases	1,156,800
Add back Covid-19 reductions - Facility maintenance and Contracts	973,200
Increased Vehicle expenses - vehicle repair & maintenance and fuel rate increase	782,200
Add back Covid-19 reductions - conferences, training and office supplies	40,100
Increased Materials and misc expenses	33,100
Transfers:	
Transfer of AVL Budget from various Business Units to Fleet	179,200
Transfer of maintenance budget of North Preston Community Centre to MFMO	125,000
Transfer of Snowclearing budget for Bell/Sackville lot	9,000
Total Proposed Changes	\$ 4,519,900
Proposed 2021/22 Budget	\$ 41,516,700

