



**REVISED**

**Jan 31/24**

Attachment 6 (Presentation) only

P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Item No. 6.1**  
**Budget Committee**  
**January 31, 2024**

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

**SUBMITTED BY:** Original Signed

---

Cathie O'Toole, Chief Administrative Officer

**DATE:** January 24, 2024

**SUBJECT:** **Proposed 2024/25 Corporate Services Budgets and Business Plans**

---

**ORIGIN**

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 3, 2023, staff are required to present the draft 2024/25 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**

That the Budget Committee direct the Chief Administrative Officer to:

1. Incorporate the Chief Administrative Office proposed 2024/25 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2024/25 Operating Budget;
2. Incorporate the Finance & Asset Management proposed 2024/25 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2024/25 Operating Budget;
3. Incorporate the Human Resources proposed 2024/25 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2024/25 Operating Budget;
4. Incorporate the Information Technology proposed 2024/25 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2024/25 Operating Budget; and
5. Incorporate the Legal & Legislative Services proposed 2024/25 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2024/25 Operating Budget.

## **BACKGROUND**

On January 12, 2021, Regional Council adopted a Strategic Planning Framework, establishing priority outcomes for their term, and directed staff to develop plans to advance these outcomes.

As part of the design of the 2024/25 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed municipal Budget and Business Plan preparation.

At the October 3, 2023, Budget Committee meeting, Council approved staff's proposed approach to present the Corporate Services business units as a consolidated presentation. This 'bundle' includes the Chief Administrative Office, Finance & Asset Management, Human Resources, Information Technology, and Legal & Legislative Services. Each business unit plan and budget is separate from the others, and are included as attachments to this report.

This recommendation does not include the addition/removal of any proposed Budget Adjustment List options.

## **DISCUSSION**

Staff has prepared the proposed 2024/25 Corporate Services Budgets and Business Plans consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020, as well as budget outlook provided on November 28, 2023.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budgets and Business Plans for inclusion in the proposed 2024/25 HRM Budget and Business Plan documents to be presented to Regional Council's Budget Committee, as per the process and schedule approved on October 3, 2023.

## **FINANCIAL IMPLICATIONS**

The recommendations in this report will lead to the development of a proposed 2024/25 Budget for each of the corporate services Business Units. There are no immediate financial implications from this recommendation. 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 associated with this report, there may be risks associated with individual decisions during the budget debate that 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 risks when reports are presented for consideration.

Enterprise risks are reviewed as part of the strategic planning process and mitigating initiatives incorporated into business planning activities to reduce or eliminate the impact and likelihood of the risk occurring.

### **COMMUNITY ENGAGEMENT**

The 2024/25 budget process seeks to solicit public comment by inviting members of the public to provide feedback prior to each business unit budget and business plan presentation.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental implications were identified.

### **ALTERNATIVES**

Budget Committee could choose to amend the Budgets and Business Plans as proposed in the supporting presentation through specific motion and direct the Chief Administrative Officer to prepare the Budgets and Business Plans for inclusion in the proposed 2024/25 HRM Budget and Business Plan documents.

### **ATTACHMENTS**

Attachment 1 – 2024/25 Chief Administrative Office Proposed Budget and Business Plan  
Attachment 2 – 2024/25 Finance & Asset Management Proposed Budget and Business Plan  
Attachment 3 – 2024/25 Human Resources Proposed Budget and Business Plan  
Attachment 4 – 2024/25 Information Technology Proposed Budget and Business Plan  
Attachment 5 – 2024/25 Legal & Legislative Services Proposed Budget and Business Plan  
Attachment 6 – 2024-25 Corporate Services Budget and Business Planning Presentation

---

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

Report Prepared by: Michael Pappas, Director, Corporate Planning & Performance, Finance & Asset Management

Financial Approval by: Jerry Blackwood, CFO, Executive Director of Finance & Asset Management

Report Approved by: Cathie O'Toole, Chief Administrative Officer, Chief Administrative Office

**HALIFAX**





# **CAO BUSINESS UNIT**




**2024/25 BUDGET AND BUSINESS PLAN**

**MISSION** TO CREATE A GREAT PLACE TO LIVE WORK AND PLAY BY BECOMING THE BEST  
MANAGED MUNICIPALITY IN CANADA.

## READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



Strategic initiatives or deliverables supporting HalifACT.

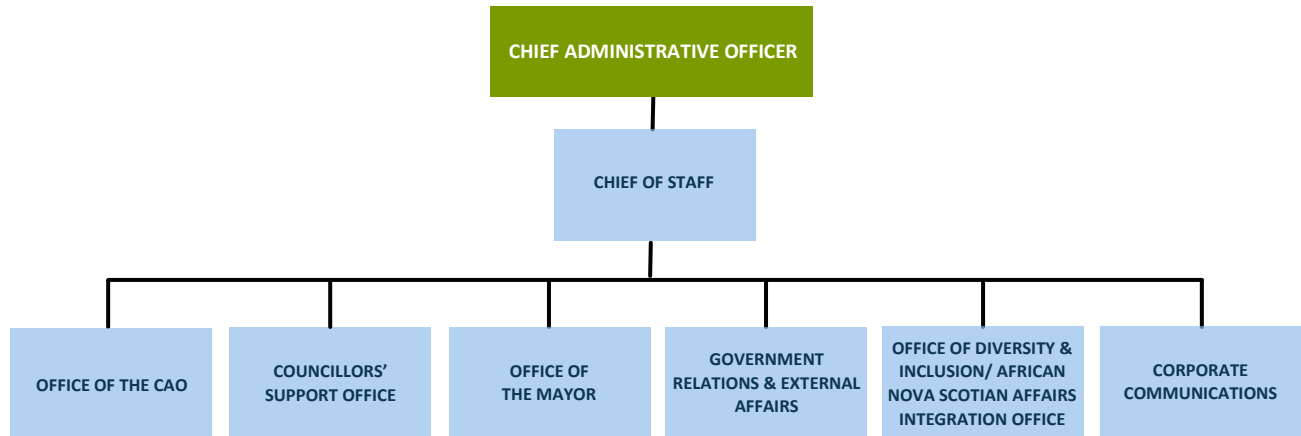
## OVERVIEW

The Chief Administrative Officer's (CAO) business unit is committed to advancing all Regional Council and administrative priority outcomes by providing leadership to staff.

This is achieved through strategic and operational guidance by the CAO and the senior leadership team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit also provides strategic advice and administrative and legislative support to the Mayor and Regional Council.

The CAO oversees the Chief Administrative Office which includes the support staff in the Mayor's Office, Government Relations & External Affairs, the Office Diversity & Inclusion/ African Nova Scotian Affairs Integration Office (D&I/ ANSAIO) and Corporate Communications. The CAO also oversees the Chief of Police.

## ORGANIZATION CHART










## FULL TIME EQUIVALENT COUNTS







Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	66.0
Transferred Positions:	
Corporate Communications positions transferred from Human Resources	30.0
Public Safety positions transferred to Community Safety	(11.0)
Policing Policy Strategist transferred to Legal & Legislative Services	(1.0)
New Positions:	
Coordinator Accessibility Community Outreach and Research	1.0
Deleted Positions:	
DCAO Corporate Services	(1.0)
Coordinator to the DCAO	(1.0)
Total Changes	17.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>83.0</b>

Includes full, part-time, and permanent positions.  
 Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>2022-2027 Inclusive Economic Strategy</b>	The municipality and Halifax Partnership will implement and track the Council-approved <i>2022-2027 Inclusive Economic Strategy</i> titled "People, Planet, Prosperity."	 Economic Growth

Initiative	Description	Priority & Outcome
<b>Accessibility Strategy</b>	The municipality is implementing the <i>Accessibility Strategy</i> in order to meet the Province of Nova Scotia's <i>Accessibility Act</i> goal of an accessible province by 2030.	 Inclusive Communities
<b>African Nova Scotian Road to Economic Prosperity Action Plan</b>	The municipality and the Halifax Partnership, in collaboration with the Road to Economic Advisory Committee, will continue to work with the African Nova Scotian community to address historic and present-day economic challenges and opportunities, and to advance economic development and community priorities by focusing on: building unity and capacity among African Nova Scotians; establishing land ownership; developing infrastructure; attracting investment; and increasing participation in education, employment and entrepreneurship. This will include continuing the work around AKOMA, Beechville Land Developments, Hammonds Plains, Lucasville and other historic African Nova Scotian communities.	 Economic Growth
<b>Anti-Black Racism Strategy</b>	The municipality will continue the <i>Anti-Black Racism Strategy</i> and a corporate action plan to guide its work with and in the African Nova Scotian communities.	 Inclusive Communities
<b>Diversity &amp; Inclusion Framework</b>	Business units continue to carry out their respective <i>Diversity &amp; Inclusion Framework</i> related initiatives to ensure inclusive service, a safe, respectful and inclusive work environment, equitable employment, meaningful partnerships, accessible information and communication within the organization.	 Diverse, Inclusive & Equitable Environment
<b>Immigration Strategy</b>	To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion/ African Nova Scotian Affairs Integration Office will work with business units to develop and implement an updated <i>Corporate Immigration Strategy</i> .	 Inclusive Communities
<b>Promote Equitable Access to Municipal Services</b>	The municipality will partner with the community to continue to identify programs, services, and policies that promote equitable access to community services.	 Inclusive Communities
<b>Policy Modernization and Coordination</b>	The municipality will deliver a corporate-wide framework to improve processes and policies and help advance strategic outcomes including developing impact assessment tools and policy reform approaches.	 Innovative Performance Excellence

Initiative	Description	Priority & Outcome
<b>Indigenous Services Strategy</b>	Upon completion of the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History, work will transition to developing and implementing an <i>Indigenous Services Strategy</i> .	 Inclusive Communities
<b>Atlantic Immigration Program</b>	The Halifax Partnership will help employers recruit international talent through the Atlantic Immigration Program, Global Talent Strategy, and other federal initiatives.	 Talent Attraction, Retention & Development
<b>Local Immigration Partnership</b>	Through the Local Immigration Partnership, we will bring together settlement agencies, community groups, employers, and others to create a welcoming and inclusive community for newcomers.	 Inclusive Communities
<b>Halifax Connector Program</b>	The Halifax Partnership will also continue and enhance its Halifax Connector Program that helps immigrants, international students, and recent graduates rapidly build their professional network and connect with career opportunities. To develop labour, the Partnership will determine, communicate, and resolve immediate labour market needs with industry and local universities and community college. It will also consider how best to work with others to prepare kids and businesses for tomorrow's economy.	 Talent Attraction, Retention & Development
<b>Community Engagement Strategy</b>	The municipality will launch the revised <i>Community Engagement Strategy</i> , which aims to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement.	 Inclusive Communities
<b>Social Policy</b>	The municipality will work to help build internal policy capacity across all business units and identify and align partnerships to enhance collaboration to serve vulnerable communities.	 Inclusive Communities



# BUDGET

## SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Corporate Communications	\$ 3,626,496	\$ 3,568,700	\$ 3,445,900	\$ 3,864,900	\$ 296,200	8.3
Government Relations & External Affairs	4,266,059	4,614,500	3,629,800	3,709,200	(905,300)	(19.6)
CAO Office	1,730,164	1,947,000	1,108,300	1,525,500	(421,500)	(21.6)
Councillor Support	2,856,982	3,115,600	3,077,100	3,209,200	93,600	3.0
Diversity and Inclusion	1,333,333	1,997,400	1,905,800	2,171,500	174,100	8.7
Mayors Office	819,897	851,200	850,700	906,700	55,500	6.5
<b>Net Total</b>	<b>\$ 14,632,931</b>	<b>\$ 16,094,400</b>	<b>\$ 14,017,600</b>	<b>\$ 15,387,000</b>	<b>\$ (707,400)</b>	<b>(4.4)</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 10,038,589	\$ 10,974,600	\$ 9,840,000	\$ 10,827,200	\$ (147,400)	(1.3)
Office	1,028,658	904,000	873,900	898,300	(5,700)	(0.6)
External Services	280,782	421,700	333,800	322,100	(99,600)	(23.6)
Supplies	6,657	5,000	5,400	7,500	2,500	50.0
Materials	2,140	-	-	-	-	-
Building Costs	3,463	4,500	4,500	4,500	-	-
Equipment & Communications	10,568	15,500	19,500	15,500	-	-
Vehicle Expense	27,854	26,400	26,400	26,400	-	-
Other Goods & Services	524,775	687,500	840,200	720,400	32,900	4.8
Interdepartmental	(368,089)	(116,300)	(100,500)	(116,300)	-	-
Other Fiscal	6,379,634	6,884,200	6,397,000	6,394,100	(490,100)	(7.1)
<b>Total Expenditures</b>	<b>17,935,031</b>	<b>19,807,100</b>	<b>18,240,200</b>	<b>19,099,700</b>	<b>(707,400)</b>	<b>(3.6)</b>

Revenues	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Area Rate Revenue	\$ (2,885,880)	\$ (3,347,300)	\$ (3,347,300)	\$ (3,347,300)	\$ -	-
Payments in Lieu of taxes	-	(172,100)	(172,100)	(172,100)	-	-
Transfers from other Gov'ts	(2,650)	-	(11,300)	-	-	-
Other Revenue	(413,571)	(193,300)	(691,900)	(193,300)	-	-
<b>Total Revenues</b>	<b>(3,302,101)</b>	<b>(3,712,700)</b>	<b>(4,222,600)</b>	<b>(3,712,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 14,632,931</b>	<b>\$ 16,094,400</b>	<b>\$ 14,017,600</b>	<b>\$ 15,387,000</b>	<b>\$ (707,400)</b>	<b>(4.4)</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 16,094,400
<b>Service Enhancements</b>	
Coordinator Accessibility Community Outreach and Research	90,900
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	656,000
<b>Contractual Increases</b>	
Halifax Partnership 2% increase	39,900
<b>Other/Transfers</b>	
Board of Police Commissioners (BoPC) related work	50,000
Removal of the DCAO Corporate Services division	(453,600)
Transfers to Community Safety	(868,800)
Transfers to Legal & Legislative Services	(221,800)
<b>Total Changes</b>	\$ (707,400)
<b>2024/25 Budget</b>	\$ 15,387,000

### Service Enhancements

**Coordinator Accessibility Community Outreach and Research.** Aligning with the *Nova Scotia Accessibility Act* and *Access by Design* plan, Halifax Regional Council passed the *Accessibility Strategy* in May 2021 to support the municipality’s work on improving accessibility within the municipality. Reporting to the Accessibility Advisor, the Coordinator, Accessibility Community Outreach and Research will provide expertise to all municipal business units in the development, implementation and support of community engagement initiatives with equity-seeking groups impacted by barriers to accessibility as well as initiatives to improve accessibility within the municipality. The position will promote innovative community engagement programs by working with business units to identify opportunities for improved participation and outreach strategies the identified communities. With the pressure to meet provincial requirements to update the municipal strategy, including community engagement and outreach, this position is needed to provide the additional resources. This position will play a key role in supporting the implementation of the strategy under the leadership of the Accessibility Advisor.

## SERVICE AREA PLANS

### OFFICE OF DIVERSITY & INCLUSION/ ANSAIO

The Office of Diversity & Inclusion/ ANSAIO builds an inclusive organizational culture that values and reflects the diverse community that we serve. The office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in the Halifax Regional Municipality.

#### Services Delivered

**Accessibility Services.** Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax’s inclusive and accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

**Corporate Diversity Services.** Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities, and performance measures with respect to diversity and inclusion. Acts as the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

**African Nova Scotian Affairs Integration Office.** Continuing the momentum from the *Decade for People of African Descent*, provides leadership, strategic direction, policy advice, and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within the municipality in alignment with the Africville Agreement.





**Indigenous Community Engagement.** Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission guided by Regional Council’s reconciliation statement. The engagement demonstrates the municipality’s commitment to partner with the community and support the ongoing relationships and partnerships related to urban indigenous peoples.




**Immigration Services and Local Immigration Partnership (LIP).** Immigration Services supports the participation of immigrants and migrants (including international students, temporary foreign workers, and refugee claimants) in the municipality based on the equity and inclusion platform.


**French Language Services.** Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

### Service Delivery Performance Measures

Performance Measures	2021/22	2022/23	2023/24 Projected
Diversity & Inclusion training <sup>1</sup>			
Number of participants	436	728	518
Number of training sessions	36	48	37
Notes: 1) Training sessions included: <i>Diversity &amp; Inclusion: An Overview; Reaching Out from an Afrocentric Place; Towards Bias Free Practices; Gender Based Analysis Plus (GBA+) Toolkit; Going from Support to Inclusion: Accessibility Training; Parles-vous français? Understanding Acadian and Francophone Communities and French Services; and Indigenous Blanket Exercise.</i>			

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Diversity and Inclusion Framework (Year 5)	Diversity & Inclusion/ ANSAIO is working with business units to implement the final year of the renewed <i>Diversity and Inclusion Framework</i> to improve the understanding of diversity and inclusion in the workplace (D&I corporate lens tools, policies, and corporate training). The framework will be reviewed and updated.	 Inclusive Communities	T – Q4 2024/25
Gender Equity Strategy (Year 2)	To advance social equity in the municipality, the Office of Diversity & Inclusion/ ANSAIO will develop a gender equity study and action plan, reducing barriers to municipal services based on gender identity and expression through the use of Gender Based Analysis plus (GBA+) analysis and lens tools. Diversity & Inclusion / ANSAIO will continue to work with business units to implement, track and evaluation actions of the Gender Equity Strategy.	 Inclusive Communities	T – Q4 2024/25
French Services Strategy (Year 4)	<p>To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity &amp; Inclusion/ ANSAIO is working with business units and the community to implement Year 4 of the Corporate French Services Strategy.</p> <p>With the completion of Phase 1, the Office of Diversity &amp; Inclusion/ANSAIO will re-evaluate the strategy and reprioritize the Phase 2 action items through external and internal consultation.</p> <p>The Office of Diversity &amp; Inclusion/ ANSIO will collaborate with business units to implement the Multilingual Policy and Procedures and develop supporting resources.</p>	 Inclusive Communities	T – Q4 2024/25
Accessibility Strategy (Year 4)	To support the municipality in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion/ ANSAIO will continue to work with business units and community to implement Year 4 of the <i>Accessibility Strategy</i> . Actions will be tracked and evaluated with focus on consultations to support the updating of the strategy in alignment with provincial requirement. Internal and external consultations will take place in 2024, and by December 2024 a new strategy will be presented to Regional Council.	 Inclusive Communities	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Anti-Black Racism Strategy (Year 4)	The municipality established an <i>Anti-Black Racism Strategy</i> to implement a corporate action plan. Year 4 will include: Anti-Black Racism training, supporting African Decent Advisory Committee of Council, implementation of the Anti-Black Racism grants program, and a corporate wide awareness strategy.	 Inclusive Communities	T – Q4 2024/25
Immigration Strategy Implementation (Year 2)	To advance social equity in the municipality, the Office of Diversity & Inclusion/ ANSAIO will implement Year 2 of the <i>Immigration Strategy</i> , focusing on inclusive public service, safe and equitable work environment, meaningful partnerships, and accessible information and communication. Emphasis will be placed on community partnerships to create publications related to immigrant and newcomer communities and their impact on the municipality’s economic development. Work with the Local Immigration Partnership will continue to build relationships with newcomer service groups and provide resources and training for employees to ensure awareness of systemic barriers faced by immigrants in the municipality.	 Inclusive Communities	T – Q4 2024/25
African Nova Scotian Road to Economic Prosperity (Year 4)	The Office of Diversity & Inclusion/ ANSAIO, in partnership with the Road to Economic Prosperity Advisory Committee and the Halifax Partnership, works with business units and the community to implement priorities and track and evaluate actions of the Action Plan, supporting the work in alignment with financial agreements. Collaborating with Planning & Development through the embedded D&I advisor, move forward projects related to ANS communities. Work will align with the priorities of the plan related to community capacity building, land ownership, infrastructure, investment, and increased African Nova Scotian participation in education, employment, and entrepreneurship. Through ANSAIO, an annual report will be presented to Regional Council.	 Inclusive Communities	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Indigenous Services Strategy (Year 1)	The Office of Diversity & Inclusion/ ANSAIO will support the municipality's commitment to the Truth and Reconciliation Commission, through engagement of both internal and external partners in the development of an Indigenous Services Strategy.	 Inclusive Communities	T– Q4 2024/25

## GOVERNMENT RELATIONS & EXTERNAL AFFAIRS

Government Relations & External Affairs (GREA) is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

### Services Delivered

**Corporate Policy Development and Coordination.** Responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

**Economic and Social Policy Coordination.** Provides policy advice and coordinates activities to advance Regional Council's Economic Development and Social Development priorities.

**Government and External Relations.** Responsible for ongoing management of relationships with other orders of government as well as key stakeholders.

**Policy Modernization.** Provides corporate coordination and oversight for the identification of policy improvements to enhance the effectiveness of the municipality's policy eco-system.






### Service Delivery Performance Measures

Performance Measures	2021/22	2022/23	2023/24 Projected
Social Policy support training <sup>1</sup> Number of participants Number of training sessions	Training and support program in development for 2021/22 and 2022/23.		172 401
Number of intergovernmental agreements signed and supported by Government Relations and External Affairs <sup>2</sup>	10 signed (\$100.206M funding)	6 signed (\$146.871M funding)	11 signed (\$117.514M funding)

Notes: 1) Training sessions included *Anti-Black Racism, Non-Violent Crisis Intervention, Police Transformation* interviews, *Crisis Intervention & De-escalation*

2) The Intergovernmental agreements and funding:

- Represents agreements supported by GREA only
- Represents estimates for previous fiscal years as this is a new KPI
- Represents agreements signed/formalized during the 2023/24 fiscal-to-date
- The municipality may not receive this funding during 2023/24 and other agreements may be signed prior to year-end.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
2022-2027 Inclusive Economic Strategy (Year 3)	The municipality and the Halifax Partnership will continue implementation and tracking of the <i>2022-2027 Inclusive Economic Strategy</i> to attract, keep, and grow talent, investment, and jobs in Halifax.	 Economic Growth	T – Q4 2024/25
Policy Modernization and Coordination – Framework Development	The municipality will develop and implement a policy modernization and coordination framework designed to advance strategic outcomes and ensure effective, timely collaboration and information sharing.	 Innovative Performance Excellence	T – Q4 2024/25
Talent Retention	The municipality will continue to update and implement its immigration strategy ( <i>Newcomers Welcoming Plan</i> ) to welcome and settle immigrants in Halifax and will support Halifax Partnership programs aimed at retaining new immigrants, recent domestic and international graduates, and internationally trained workers.	 Talent Attraction, Retention & Development	T – Q4 2026/27
Community Safety and Police Transformation Support	In part of efforts to continue to support the establishment of the Community Safety business unit, resources will be dedicated to emergency management policy and procedures, stabilization centre and police transformation including: <ol style="list-style-type: none"> <li>1) Supporting analysis and development of policy with Community Safety (Emergency Management Operations);</li> <li>2) Providing training with Community Safety (<i>Non-violent Crisis Intervention</i> training);</li> <li>3) Working to assist cultural transformation within Halifax Regional Police, including training and guidance around workplace policies and procedures; and</li> <li>4) Assisting with intergovernmental negotiations, agreements and funding with Community Safety around the stabilization centre.</li> </ol>	 Safe Communities	T – Q4 2024/25
Social Policy Facilitation	Lead the Social Policy Working Group and report to Council annually. Maintain a high-level account of the social policy initiatives across the municipality and facilitate communication between staff as required to ensure strategic alignment and prevent duplication of work.	 Inclusive Communities	T – Q4 2025/26

## CORPORATE COMMUNICATIONS

The Corporate Communications division supports the priorities of Regional Council and the administration through the delivery of strategic, integrated communications for the organization and its business units. The division is responsible for administering all aspects of the municipality's communications activities with our internal and external audiences.

The primary focus for Corporate Communications is to promote and protect the HALIFAX brand by nurturing a positive image and reputation for the municipality through all communications channels; thereby garnering an understanding of, and support for, ongoing municipal initiatives.

The Corporate Communications division consists of four sections: Public Affairs; Marketing; Internal Communications; and Print Services. The division's services include communications planning, marketing, brand management, creative design, social media management, media relations and issues management, internal communications, as well as printing and mail distribution.

### Services Delivered

**Communications Planning.** Development and execution of annual, as well as initiative-specific, integrated communication plans that are aligned with business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications efforts throughout the year.

**Internal Communications.** Establishes the delivery and overall tone for communication across the organization and facilitates effective engagement between business units, managers, and employees to share information on the municipality's strategic plans in alignment with the organization's mission, values, and priorities. Internal Communications helps the municipality's more than 5,000 employees (including full-time, contracted, and seasonal workers) understand and deliver on the priorities of Regional Council and the administration.

**Marketing.** Promotes the municipality's services, programs and initiatives to external audiences to improve awareness, understanding and engagement on municipal matters. Encourages public participation to build strong relationships with residents while helping to build the municipality's reputation and image with all external audiences. The Marketing section is responsible for brand management, providing oversight, strategic direction, and tactical implementation of the HALIFAX brand by working with municipal business units and external agencies to align projects and initiatives with the corporate visual identity and brand voice. This includes ensuring that creative design of communications material produced by the municipality (e.g., advertising, design, copy and digital assets) is brand compliant and aligns with the corporate style guide. Marketing also leads social media management for the organization, administering five primary accounts and providing oversight of the multi-departmental social media team of approximately 25 staff that Marketing has trained and authorized to administer 18 designated municipal accounts.

**Print Services.** Responsible for the end-to-end provision of print and distribution services for all municipal business units. Print production includes the delivery of printing, copying, bindery and distribution services for the organization and Regional Council. This section also coordinates external and internal mail services for staff and Regional Council.

**Public Affairs.** Delivers strategic communications advice, organizational leadership for issues management/ crisis communications, and media relations expertise to help inform stakeholders and manage the municipality's reputation with all external audiences. Apart from Halifax Regional Police, Halifax Water and Halifax Public Libraries, all media inquiries for the municipality's administration are facilitated by Public Affairs which works with



relevant business units to develop approved responses that are delivered by Public Affairs Advisors and, where appropriate, subject matter experts from business units. The four Public Affairs Advisors and the Senior Public Affairs Advisor are the only members of the Corporate Communications team who liaise with media, except for the Manager, Public Affairs and the Managing Director, Corporate Communications, when appropriate.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Followers on primary social media accounts (X, Facebook Instagram, LinkedIn and YouTube)	132,814	148,552	169,800	181,000
Users on halifax.ca	2,514,927	3,050,0000	2,500,000	3,000,000
Percentage of website traffic driven by social media	16%	10.4%	16%	16.5%
Actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	15,673	7,561	5,000	6,000
Posts via Employee Engagement Hub	196	164	208	200
All staff emails, including Employee Bulletins	97	107	121	110
Public Service Announcements (PSAs), Media Releases and Statements <sup>1</sup>	696	731	680	700
Media inquiries	998	1,066	1,200	1,100
Units printed <sup>2</sup>	2,454,939	2,900,000	3,000,000	3,100,000
Mail items processed (incoming and outgoing mail)	250,000 in 725,000 out	300,000 in 725,000 out	320,000 in 725,000 out	350,000 in 725,000 out
Notes:	1) All PSAs, media releases and statements are issued by Public Affairs in both English and French. 2) Significant increase in units planned to be printed in 2022/23 is primarily due to onboarding service provision for a public sector entity.			

## Performance Measures Analysis


Ongoing enhancements to social media efforts, including the use of more videography, continues to drive year-over-year growth in the number of followers – and ultimately our ability to reach and engage with residents and stakeholders through each of our primary social media accounts (i.e. X, Facebook, Instagram, LinkedIn and YouTube). Development of a Rural Communications Strategy in 2024/25 will support efforts to reach those whose access to and use of online platforms is relatively lower by leveraging traditional communications channels such as radio, TV, daily and community newspapers.





The number of engaged users of the municipality’s online engagement portal, Shape Your City Halifax (SYC), increases in years when there are a greater number of municipal projects requiring the use of SYC for public engagement. Metrics related to engagement will continue to evolve moving forward, to align with the revised *Community Engagement Strategy* launching in 2024/25.

Engagement with employees continues to be a priority, with communication supported across multiple methods ranging from face-to-face and printed materials to a range of web-based and digital channels. Outreach via primary digital channels is stable or growing year-over-year. With the launch of the new employee intranet targeted for 2024/25, posts will migrate from the existing Employee Engagement Hub to the new intranet using a SharePoint platform.

The number of PSAs, media releases and issued statements has remained stable while the number of media inquiries has trended upwards. Proactive efforts – such as educational campaigns and promoting municipal initiatives – contribute to increases in communication to, and inquiries from, media. Fluctuations from year to year are also impacted by external factors such as weather events (e.g. winter storms), issues management (e.g. homelessness crisis) and emergencies (e.g. wildfires).

The number of units printed is trending upward, based on increased demand for a variety of communications materials to reach a more diverse and growing number of residents. For example, more materials are being translated and more residents require notifications as part of neighbourhood mailouts related to municipal projects. Efforts remain focussed on eliminating unnecessary printing. In addition to advising business unit clients about alternatives to print materials, where appropriate, Corporate Communications supports *HalifACT* objectives by reducing waste (e.g. printing more impressions per sheet, using lower grade paper stock where possible, etc.) to reduce cost and overall paper consumption.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Community Engagement Strategy – Launch / Implementation	Corporate Communications will provide communications support for the launch of the revised <i>Community Engagement Strategy</i> (CES), including corporate guidelines for all public engagements and evidence-based tools and resources to support the strategy, its implementation and success. In collaboration with other business units, public consultation will be undertaken to help validate the CES and modify, as appropriate, moving forward.	 Community-Focused	T – Q2 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Crisis Communications	Corporate Communications will complete an audit of, and enhancement to, its crisis communications resources and protocols, including the municipal crisis communications plan and an emergency communications playbook.	 Safe Communities	T – Q2 2024/25
Rural Communications Strategy	Corporate Communications will develop a <i>Rural Communications Strategy</i> , identified as a deliverable of the <i>Rural Recreation Strategy</i> , to support business unit clients with improved efforts to inform and engage rural residents through approaches that better align with the rural experience.	 Community-Focused	T – Q3 2024/25
Digital Strategy	Corporate Communications will develop a comprehensive digital strategy to support cost-effective, efficient, accessible and impactful approaches to reaching and engaging audiences. This will include a review and update to the <i>Social Media Policy</i> , as well as development of tools and protocols to better leverage an enhanced library of digital assets (e.g. photos, videos).	 Community-Focused	T – Q4 2024/25
IT Intranet Communications Support	Corporate Communications supports IT in its efforts to launch a new employee intranet, powered by a SharePoint based content management platform. The new intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information. Implementation planning will begin in Q4 2023/24 where a target date will be determined for this work.	 Engaged & Skilled People	T – TBD per Q4 2023/24 implementation planning

## COUNCILLORS’ SUPPORT OFFICE

The Councillors’ Support Office is committed to supporting Regional Council priorities through the coordination of resident relations, communications, and administrative support for members of Regional Council.

### Services Delivered

**Councillor-Citizen Relations Support.** The Councillors’ Support Office coordinates resident relations and communications for members of Regional Council. The office liaises with residents, municipal staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

**Councillor Administrative Support.** The Councillors' Support Office provides administrative support for members of Regional Council.

**Councillor Operational Support.** The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary for their position.

## **OFFICE OF THE MAYOR**

The Office of the Mayor is committed to delivering the Mayor's mandate, supporting Regional Council priorities through coordination of constituent and stakeholder relations, communications, and administrative support to the Mayor. The office supports the Mayor in the role as a spokesperson for Council and the municipality, liaises with constituents and municipal staff to investigate issues or concerns, shares information to support the Mayor, and supports the Mayor in intergovernmental and interjurisdictional relations.

### **Services Delivered**

**Mayoral Support.** Delivery of legislative and administrative support to the Mayor.

**Issue Coordination.** Coordination of resident issues, providing responses to residents' issues, managing media relations for the Mayor, maintaining stakeholder relations.

**Mayoral Correspondence.** Preparing correspondence with residents, stakeholders and elected officials from all orders of government on behalf of the Mayor.

**HALIFAX**

# **FINANCE & ASSET MANAGEMENT**





**2024/2025 BUDGET AND BUSINESS PLAN**




**MISSION**

WE PROVIDE FINANCIAL AND STRATEGIC LEADERSHIP THROUGH ADVICE,  
GOVERNANCE, CUSTOMER-FOCUSED SERVICES AND POLICY.

## READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

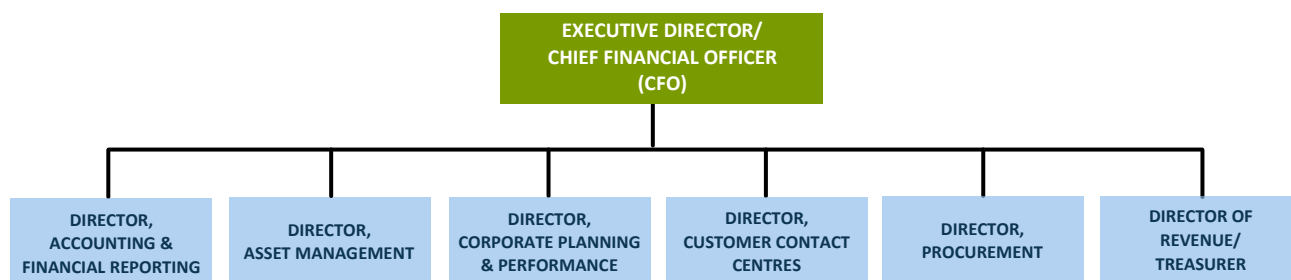


Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Finance & Asset Management (FAM) supports Regional Council and Administrative Priorities through leadership of financial and strategic activities and providing services and advice. The FAM multi-year strategic initiatives continue in the current 2024/2025 business plan.

## ORGANIZATION CHART











## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	234.6
Transferred Positions:	
Transferred to Community Safety	(1.0)
New Positions:	
Warranty Administrator	1.0
Supervisor, Warranty Program	1.0
Supply Assistants II	2.0
Total Changes	3.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>237.6</b>

Includes full, part-time, and permanent positions.  
 Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Corporate Performance Management Program (CPMP)</b>	The Corporate Performance Management Program aims to improve decision making and organizational performance through the establishment of relevant service standards and quality key performance indicators at all levels of the municipality. The program also aims to increase performance management through the use of digitized business intelligence to increase information accessibility and implement formal performance monitoring.	 Well-Managed
<b>Environment/HalifACT</b>	Finance & Asset Management plans to be a key support for the <i>HalifACT Sustainable Financing Strategy</i> . In particular, the Accounting and Financial Reporting & Planning and Asset Management Office teams will work closely with the Environment & Climate Change team and their key stakeholders to develop the financing strategy to operationalize the <i>HalifACT Plan</i> over the next 30 years, as well as, supporting the coordination and prioritization of interdepartmental capital projects, cost sharing agreements, and establishing asset data management of natural assets.	 Financially Prepared 
<b>Fiscal Sustainability Strategy</b>	The municipality is developing a <i>Fiscal Sustainability Strategy</i> to predict medium-term expenditure growth and provide forecasting of expenditures and scenario planning.	 Financially Prepared

Initiative	Description	Priority & Outcome
<b>Long Term Capital Planning - Phase 2</b>	The municipality continues to develop additional analysis and trending techniques to better inform management and Regional Council. Focus is on a long-term Capital Funding Framework, developing asset management plans with HRM business units to collect and record asset condition, and criticality levels for major asset classes.	 Well-Managed
<b>Performance Excellence Program</b>	The municipality will continue to champion and support the implementation of a Performance Excellence program across the organization, with a focus on efficiency. This includes the adoption of a lean organizational mindset and actively enabling the workforce to practice continuous improvement.	 Innovative Performance Excellence
<b>Redesign of the Tax Relief for Non-Profit Organizations</b>	Present proposed new Administrative Order to Regional Council, distribute a Communications Package to program participants, and develop new program materials.	 Inclusive Communities
<b>Social Value Framework</b>	Procurement will formally engage with vendor community, communities of interest and social enterprises to further refine the application and strategic approach of Council's approved Social Value Framework. This supports the municipality's social strategy, economic growth and inclusive communities.	 Inclusive Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Customer Contact Centres	\$ 2,611,032	\$ 2,606,600	\$ 2,712,000	\$ 2,878,700	\$ 272,100	10.4
Admin — Finance	901,193	1,024,800	1,017,900	654,000	(370,800)	(36.2)
Revenue	162,108	(1,246,400)	(736,700)	(805,700)	440,700	(35.4)
Corporate Planning & Performance	1,252,592	1,253,200	1,257,500	1,421,700	168,500	13.4
Accounting & Financial Reporting	4,927,911	4,971,700	5,234,510	5,745,900	774,200	15.6
Procurement	5,216,237	5,209,400	5,290,600	5,832,700	623,300	12.0
Asset Management Office	1,361,668	1,528,100	1,531,200	1,632,200	104,100	6.8
<b>Net Total</b>	<b>\$ 16,432,740</b>	<b>\$ 15,347,400</b>	<b>\$ 16,307,010</b>	<b>\$ 17,359,500</b>	<b>\$ 2,012,100</b>	<b>13.10</b>



## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 18,743,671	\$ 18,402,600	\$ 18,971,900	\$ 20,905,400	\$ 2,502,800	13.6
Office	116,623	149,400	220,610	250,500	101,100	67.7
External Services	661,990	904,900	993,500	662,000	(242,900)	(26.8)
Supplies	10,496	22,800	22,900	22,800	-	-
Materials	758	-	-	-	-	-
Building Costs	201	-	-	-	-	-
Equipment and Communications	47,094	71,300	100,700	71,300	-	-
Vehicle Expense	268	-	-	-	-	-
Other Goods & Services	801,365	596,300	591,800	255,100	(341,200)	(57.2)
Interdepartmental	30,458	20,700	38,400	20,700	-	-
Other Fiscal	(19,560)	-	(14,500)	-	-	-
<b>Total Expenditures</b>	<b>20,393,365</b>	<b>20,168,000</b>	<b>20,925,310</b>	<b>22,187,800</b>	<b>2,019,800</b>	<b>10.0</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Fee Revenues	(3,099,405)	(4,130,300)	(3,804,000)	(4,138,000)	(7,700)	0.2
Other Revenue	(861,220)	(690,300)	(814,300)	(690,300)	-	-
<b>Total Revenues</b>	<b>(3,960,625)</b>	<b>(4,820,600)</b>	<b>(4,618,300)</b>	<b>(4,828,300)</b>	<b>(7,700)</b>	<b>0.2</b>
<b>Net Total</b>	<b>\$ 16,432,740</b>	<b>\$ 15,347,400</b>	<b>\$ 16,307,010</b>	<b>\$ 17,359,500</b>	<b>\$ 2,012,100</b>	<b>13.10</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 15,347,400
Service Enhancements	
New staff for warranty programs and Fleet supports	257,300
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	2,390,300
Contractual Decrease	
Removal of salt scale contract	(97,300)
Revenue Changes	
False Alarm Revenue increased	(300,000)
Tax Sale Admin Fee increased	(100,000)
Reduction to F300 Revenue and Tax Certificates	392,300
Other/Transfers	
Position transferred to Community Safety	(144,800)
Corporate membership and other expenses transfer to Fiscal	(385,700)
<b>Total Changes</b>	\$ 2,012,100
<b>2024/25 Budget</b>	<b>\$ 17,359,500</b>

### Service Enhancements

**New Staff for Warranty Programs and Fleet Supports.** The Warranty Initiative aims to increase warranty collection for faulty vehicle parts by establishing a section with a program administrator. By the end of year two, the initiative is projected to return on the investment by collecting the added revenue on parts.

## SERVICE AREA PLANS

### ACCOUNTING & FINANCIAL REPORTING

Accounting & Financial Reporting is responsible for the development of annual Operating and Reserve budgets as well as providing services, support and advice to internal clients, Regional Council, and residents of the municipality. A focus on ensuring the fiscal sustainability of the municipality through effective controls, strategies, planning and reporting.

#### Services Delivered

**Accounting Controls and Reporting.** This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

**Accounts Payable Payment Processing.** This service is responsible for the accurate and timely processing and payment of the Halifax Regional Municipality invoices.

**Budget Coordination.** Development of the annual Operating and Reserve budgets for the municipality to ensure the fiscal sustainability of the municipality. This includes setting the property tax rates.

**Financial Leadership.** Enable the long-term financial sustainability of the municipality through the development, enhancement and implementation of practices and strategies for the municipality.

**Payroll Services.** Provide payroll administration services to the Halifax Regional Municipality and Agencies, Boards, and Commissions.

**Regional Council Report Review and Support.** Provide support, financial review and sign-off to the Regional Council report process.

**Revenue and Expenditure Reporting and Analysis.** This service provides oversight of accounting functions and maintains effective internal controls.

**Service Delivery.** Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

### ASSET MANAGEMENT OFFICE

The practice of managing assets to minimize the total costs of owning and operating assets while delivering desired service levels, coordination and oversight of the multi-year Capital budget, projections, and accounting.

#### Services Delivered

**Asset Management Governance Support.** This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

**Asset Management Process, Tools, and Training.** This service provides expertise, technology, and training that enhance business units' ability to perform effective asset management. Remaining current with technological advancements in the industry along with developing strong relationships for a deep understanding of the business

needs, enables this service to continuously review and improve functionality of tools for the organization and optimal service to the community. Regular partnership engagement and feedback from the business units is key to this approach.

**HRM Asset Portfolio and Capital Budget Coordination.** This service facilitates the organization of critical data inputs and drivers, integration of multiple policies and standards, coordination and collaboration factors, and application of fiscal stewardship tools required to lead the capital budget development and its transformation from a single-year approach to a 10-year outlook, focused on sustainability. This work balances long-term outcomes for safe, reliable, and cost-effectively managed assets with the demand for growth. This service also coordinates with various stakeholders to enhance the municipality’s asset investment capacity.

**Performance Reporting and Continuous Improvement Support.** This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

**Service Delivery Performance Measures**

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
# of capital projects managed for budgeting and accounting	179	242	222	260	184
\$ of capital projects managed for budgeting and accounting	\$148M	\$200M	\$191M	\$280M	\$309M
# of requests for change processed for EAM systems users	330	323	573	500	500

**CORPORATE PLANNING & PERFORMANCE**

Corporate Planning & Performance (CPP) includes both Corporate Planning and Corporate Performance and provides corporate change management support to the organization. Corporate Planning (CPO) supports Regional Council and administrative priorities by administering and supporting business units in strategic planning, business planning, progress and accountability reporting, and community engagement through various channels including the Resident Survey.

Corporate Performance (CPE) strengthens the use of metrics, best practices, and technology to deliver municipal goals efficiently and effectively. Focusing on continuous improvement principles, CPE aims to improve customer satisfaction, employee engagement, operational performance, and increase public trust and confidence in the municipality. CPE provides leadership and guidance to the entire organization through consultation, organizational change management, and lean methodologies that support the culture of continuous improvement.

**Services Delivered**

**Business Planning.** This service administers the business planning processes for the municipality, and supports business units in their operational planning and decision-making and production of annual business plans, ensuring that these processes are aligned with the municipality’s strategic priorities and budgeting processes.

**Continuous Improvement Training and Awareness.** Corporate Performance will continue to deliver training and materials to the organization to build awareness about the concepts of performance excellence, continuous improvement, and innovative thinking.

**Continuous Improvement Support.** This service includes supporting business units in identifying continuous improvement projects, mentorship and/or leadership through projects, project management, and reporting on results of performance excellence initiatives.

**Corporate Change Management.** This service enables Performance Excellence through effective change management and communications strategies that encourages alignment of attitudes, behaviours, and actions at every level of the organization.

**Performance Measurement.** This service provides methods and tools that allow for the coordinated, focused, and objective reporting of strategic priority outcomes, corporate performance, service performance as well as business plan accountability for the organization.

**Resident Engagement.** This service involves the solicitation of public opinion related to community priorities as well as the services provided by the municipality.

**Strategic Planning.** This service supports Regional Council and the CAO in the development of an integrated strategic planning framework reflecting Council and Administrative priorities and guides the organization in the development of initiatives in support of these priorities.

### Service Delivery Performance Measures







Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Corporate service dashboards completed (#)	N/A	2	4	2	2
# training participants - Performance Excellence & Lean training <sup>1</sup>	153	74	81	150	100
# of corporate improvement projects completed <sup>2</sup>	1	7	6	8	6
Notes:      1) The number of people trained reflects the number of registrations to Performance Excellence courses and Lean certifications. 2) Corporate projects (either service dashboards or improvement projects) are those projects supported by Corporate Planning & Performance.					


### Performance Measures Analysis

During 2022/23 the Corporate Performance team, in partnership with Digital Services, completed the Parking Services Dashboard (Phase I) and the Solid Waste Services Dashboard. Corporate Performance also supported the development of the Workforce Profile dashboard led by Human Resources and developed by Digital Services and created a KPI dashboard for the Office of Diversity & Inclusion. It is expected that up to two service dashboards will be completed by the end of fiscal year 2023/24 including a second phase for the Parking Services Dashboard.

The number of training participants in either Performance Excellence awareness or lean Yellow Belt was 81 in 2022/23. The training continues to be of interest to the workforce and is expected to almost double in 2023/24 to 150 participants with many requests for in-person Performance Excellence awareness training and lean Yellow Belt training for targeted municipal service areas.

Finally, six corporate improvement projects were completed in 2022/23 with many requests for project support coming in during 2023/24. It is expected that eight corporate projects will be completed in 2023/24.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Corporate Performance Management Plan	Corporate Performance will define a plan and resource allocation to achieve the goals of the Corporate Performance Management Program and support business units in regularly reviewing service standards, efficiency, and effectiveness of the administration and operations.	 Well-Managed	T - Q4 2024/25
2024 Resident Survey	Corporate Planning will develop, deliver, and report on a 2024 Resident Survey to inform the 2026-2030 Strategic Priorities Plan and business planning and budgeting decisions.	 Community-Focused	T – Q3 2024/25
2026-2030 Strategic Priorities Plan	Corporate Planning will lead the development of the next Strategic Priorities Plan, including design and consultation with Council and stakeholders.	 Well-Managed	T - Q4 2025/26
Service Catalogue Updates	Corporate Planning will work with business units to update the municipal service catalogue.	 Well-Managed	Est - Q2 2024/25
Municipal Service Review Model	Corporate Performance will outline a business case for undertaking regular service reviews and define the scope of service reviews, how services are selected for reviews, and how they will be completed and reported on.	 Well-Managed	T - Q2 2024/25
Strategic and Business Planning Tool	Define requirements and conduct market scan for an enterprise planning tool that aligns strategic and business planning, development of linkages with various organizational plans and risk mitigation efforts and provides reporting capabilities.	 Well-Managed	T - Q4 2024/25

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Performance Excellence Project Support	To encourage continuous improvement and operational efficiency, Corporate Performance will lead at least five Corporate Performance Excellence projects while providing support to business unit led projects in 2024/25.	 Well-Managed	T - Q4 2024/25

## CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality services by phone, in-person, or on-line and connecting residents to important municipal services and information available in more than 150 languages.

### Services Delivered

**311 After-Hours Dispatch.** The after-hours service is provided by an outsourced partner who handles urgent calls after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

**311 Customer Contact Centre.** The 311 Customer 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 assist customers who dial 311 or email [contactus@311.halifax.ca](mailto:contactus@311.halifax.ca) by leveraging information mailboxes, upfront messaging and Customer Service Specialists.

**Customer Service Centres.** The Customer Service Centres offer professional, in-person service delivery to customers throughout the Halifax region. Comprised of two full-service locations and one satellite office, the team provides support and assistance for financial transactions such as property tax, permits, licenses, and information related to programs and services offered by HRM.

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Contact Centre quality	82%	84%	87%	87%	85%
Call volume	342K	348K	343K	350K <sup>1</sup>	350K
Email volume	14K	40K	46K	50K <sup>1</sup>	50K
Abandon rate	5.7%	6.6%	6.7%	8.2%	7.0%
# of counter service transactions	34K	34K	37K	55K	50K

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Customer Service Centre revenue processed	\$102M	\$112M	\$124M	\$200M	\$180M
Notes: 1) 2023/24 projection can be impacted based on weather. The projection is based on current trending.					


### Performance Measures Analysis

The 2022/23 year-end quality results positively reflect efforts to improve on the overall level of service provided to customers, with an 87% quality score (target is 80%).

The addition of email routing to our telephony system continues to provide benefits to the organization through increased improvements to service standards and effective routing and tracking of internal and external customer emails. Email volume continues to increase year over year.

Up-front messaging and information mailboxes deflected approximately 29% of the 343,000 customer telephone contacts during the previous fiscal. For the period up to November 30, 2023, customers dialed the 311 Contact Centre 255,000 and emailed 46,000 times for services related to transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement and civic events. Based on current trends, for the 2023/24 fiscal, there is a projected increase in the number of calls to 311 over the previous fiscal.

The mandate of the Customer Service Centres is to provide support and assistance to HRM (Halifax Regional Municipality) customers regarding municipal services. In 2022/23, Customer Service Representatives processed 37,000 financial transactions and collected \$124 million in revenue. Transactions and revenue increased in 2023/24 and is projected to end the fiscal at \$200 million in revenue and 55,000 transactions. The increase is due to collaboration between Revenue and Customer Service Centres to assist with processing of tax payments. Increases as well as efficiencies were also gained by assuming payment processing that was previously handled by an outsourced vendor. In-person transactions are anticipated to remain similar in fiscal 2024/25.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
New Telephony and Workforce Management System	Working with Information and Technology, Customer Contact Centres will review and evaluate a replacement of the 311 Telephony System and Workforce Management System.	 Exceptional Customer Service	EST – Q1 2024/25

## PROCUREMENT

Procurement coordinates the acquisition of goods, services, and the administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

### Services Delivered

**Inventory Management.** Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus municipality assets, excluding real estate.

**Purchasing.** In consultation with client business units, this service is responsible for the administration of the procurement policy for purchases over \$1,000. Current trends are monitored on procurement practice, potential for municipal policy amendments, opportunities for strategic sourcing, and working with industry to identify possible barriers to doing business with the municipality. Competitive Procurement is used for procurement of all Goods, Services and Construction, using solicitation tools that include Tenders, Request for Proposals (RFP) & Request for Quotation (RFQ).

### Service Delivery Performance Measures




Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
% of inventory on contract	60%	51%	60%	55%	60%
Average number of bids per publicly posted solicitations per year	3.5	2.9	3.5	2.3	3.5

### Performance Measures Analysis

**% of inventory on contract.** Goal remains at 60% minimum. Labor issues over past two years have impacted the ability to pull and analyze data needed to create solicitations to post for vendors to bid on, resulting in the inability to have more agreements of inventoried items on contract.

**Average number of bids per publicly posted solicitations per year.** Supply chain and labor shortage issues have impacted vendors' ability to submit bids; vendors are bidding on what they can handle with their current staffing complement, resulting in the receipt of fewer bids.



2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Fleet Inventory Service Delivery	Using performance excellence principles and in conjunction with Corporate Performance, review and initiate service Inventory's service delivery to Transit and Corporate Fleet. Specific initiatives are: Parts Request & Fulfillment, Alternative Procurement Methods, Warranty Management, Tire Management, Space Utilization.	 Exceptional Customer Service	T - Q4 2024/25
Social Value Framework – Vendor Engagement	Procurement will be developing a formal process in early 2024 to engage with the vendor community on how best to attract new suppliers to HRM that promote social value.	 Inclusive Communities	T – Q4 2024/25
Procurement Redesign	Processes will be updated and/or developed to reflect new structure and use of eSourcing. KPIs will also be created using data from central intake tool and the eSourcing system.	 Well-Managed	T – Q4 2024/25

## REVENUE

This division is accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio and establishing and overseeing the Payment Card Industry Data Security Standard compliance program. In addition, responsible for Grants and Contributions and Tax & Fiscal Policy development.

### Services Delivered

**Cash Management.** This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

**Collections.** This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

**General Revenue.** This service is responsible for the billing and administration of all non-property tax revenues.

**Grants and Contributions Program Support.** Provision of leadership and support in the policy and program delivery regarding grants and non-profit taxation.

**Tax and Fiscal Policy Development.** The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term. This includes the development of a long-term financial plan, a tax and fee strategy and the eventual development of service-centered budgeting and reporting.

**Taxation Services.** This service is responsible for the billing and administration of property tax revenues.

**Transit and Parking Meter Revenue Processing.** This service is responsible for processing, depositing, and safeguarding the municipality's coin revenue.

**Treasury Services.** This service has responsibility to make investments in accordance with the Halifax Regional Municipality Investment Policy and manages changes to the policy through consultation with the Halifax Regional Municipality Investment Policy Advisory Committee. The Investment Policy Guides Treasury Services to make investments that produce a competitive rate of return while keeping capital preservation and liquidity needs at the forefront. In addition, the service safeguards the municipality’s treasury assets.


**Service Delivery Performance Measures - Taxation**

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Per cent of prior year's tax arrears not collected in the current year as a percent of the current year levy	2.00%	1.85%	1.00%	1.00%	
Current year's tax arrears as a percent of current year levy	2.66%	1.75%	2.00%	1.00%	

**Service Delivery Performance Measures – General Revenue**

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Per cent of billings outstanding over 90 days at year end <sup>1</sup>	2.0%	3.11%	1.75%	1.24%	
Bad debt write off as a percent of billed revenue	0.2%	0.3%	0.03%	0.01%	
% of resident inquiries completed within 2 business days	98%	89%	66% <sup>2</sup>	96%	

Notes: 1) Excludes Halifax Water Commission.  
2) In 2022/23 service requests increased 116% over the prior year, leading to decreased response times. The increase is attributable to increased false alarm inquiries. The following year, staffing was adjusted to accommodate what is predicted to be a permanent increase in inquiries.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Tax and Fee Revenue Strategy	Implement new user fees that align with fees changed in other jurisdictions.	 Responsible Administration	T – Q3 2024/25

# HUMAN RESOURCES





2024/25 BUDGET AND BUSINESS PLAN



**MISSION**

COMMITTED TO PROVIDING INNOVATIVE, PRACTICAL STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

## READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

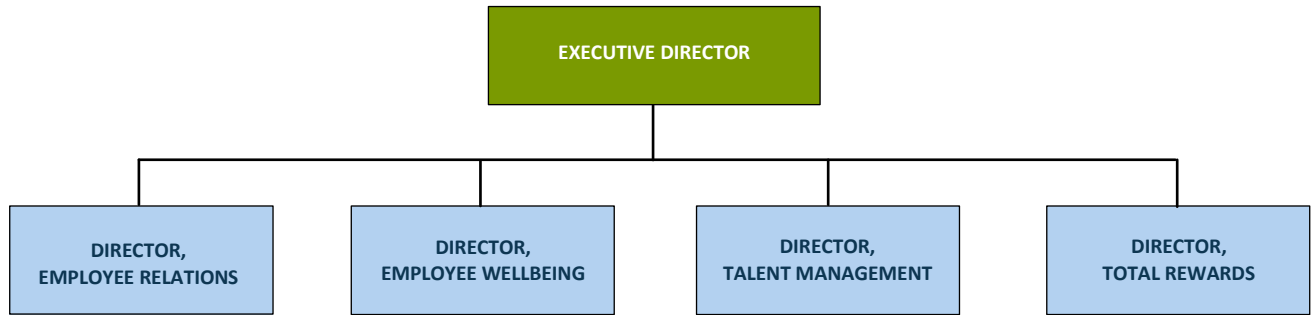

 Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

Human Resources (HR) remains committed to advancing the Our People Administrative Priority Outcomes. This is achieved through providing a framework to guide the application of all aspects of the municipality’s human resource practices to support organizational effectiveness.

To achieve this, HR recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized, and fairly rewarded.

## ORGANIZATION CHART






## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	106.0
Transferred Positions:	
Transfer of Corporate Comms positions to CAO Business Unit	(30.0)
New Positions:	
Talent Acquisition Specialist	1.0
Talent Acquisition Assistant	1.0
Immigration Specialist	1.0
Training Service Representative	1.0
Human Resources Business Partner	2.0
Total Rewards Generalist	1.0
<b>Total Changes</b>	<b>(23.0)</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>83.0</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Employee Wellbeing</b>	Moving to a more wholistic approach to supporting employees. Recognizing that employee wellbeing is deeply connected to talent retention and engagement. Emphasis on proactive prevention programming designed to address areas where the workplace is impacting employee wellbeing including psychological safety, physical safety, and illness.	 Healthy & Safe Workplace
<b>Talent Strategy</b>	Meeting the organizational needs for talent by creating an umbrella strategy that will connect and enhance existing programs for recruiting, total rewards and employee development. Recruitment programs will be enhanced through expanded outreach to equity seeking communities, proactive talent search, and improved communication of Halifax Regional Municipality's value proposition. Employee development will expand to move beyond succession planning to success planning, supporting employees to achieve career success as they see it, becoming a technical/subject expert, becoming a leader, or having a multi-faceted career in many different business units. The Total Rewards package will be refreshed continuously to reflect market conditions.	 Engaged & Skilled People
<b>Workforce Planning</b>	Development of a framework to identify and project Halifax Regional Municipality's future workforce requirements. Model will need to incorporate projected population and service growth and anticipate staff needed for: front line delivery, leadership to direct staff, and support unit staff requirements.	 Engaged & Skilled People

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	Budget	2024/25	Δ %
	Actual	Budget	Projections		Δ 23/24 Budget	
HR Administration	\$ 539,545	\$ 1,347,600	\$ 1,253,450	\$ 607,300	\$ (740,300)	(54.9)
Employee Wellbeing	1,151,658	1,574,200	1,352,000	1,610,700	36,500	2.3
Talent Management	853,674	1,005,450	1,958,500	3,660,700	2,655,250	264.1
Employee Relations	2,462,291	1,955,150	2,018,900	2,369,600	414,450	21.2
Total Rewards	2,268,185	3,125,500	2,027,300	1,972,000	(1,153,500)	(36.9)
<b>Net Total</b>	<b>\$ 7,275,353</b>	<b>\$ 9,007,900</b>	<b>\$ 8,610,150</b>	<b>\$ 10,220,300</b>	<b>\$ 1,212,400</b>	<b>13.5</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 6,799,597	\$ 8,516,850	\$ 7,958,000	\$ 9,518,600	\$ 1,001,750	11.8
Office	16,191	14,750	18,350	23,800	9,050	61.4
External Services	209,221	203,500	296,700	216,300	12,800	6.3
Supplies	-	-	100	200	200	-
Equipment and Communications	-	1,000	-	-	(1,000)	(100.0)
Other Goods and Services	404,379	351,800	563,200	541,400	189,600	53.9
Interdepartmental	(74,035)	-	(146,200)	-	-	-
<b>Total Expenditures</b>	<b>7,355,353</b>	<b>9,087,900</b>	<b>8,690,150</b>	<b>10,300,300</b>	<b>1,212,400</b>	<b>13.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)	-	
<b>Total Revenues</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>-</b>	
<b>Net Total</b>	<b>\$ 7,275,353</b>	<b>\$ 9,007,900</b>	<b>\$ 8,610,150</b>	<b>\$ 10,220,300</b>	<b>\$ 1,212,400</b>	<b>13.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 9,007,900</b>
<b>Service Enhancements</b>	
Staff to support immigration recruitment initiatives	111,500
Finance and HR Business Foundations project training content costs	55,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	890,250
Increase in recruiting costs	75,000
Increase in membership due costs	23,600
Increase in travel costs	20,600
Miscellaneous adjustments	23,650
<b>Contractual Increases</b>	
Increase in professional fee costs for the EFAP program	12,800
<b>Total Changes</b>	<b>\$ 1,212,400</b>
<b>2024/25 Budget</b>	<b>\$ 10,220,300</b>

### Service Enhancements

**Position to Support Immigration Recruitment Initiatives.** This position will require membership in the Immigration Consultants of Canada Regulatory Council (ICCRC) which allows the incumbent to represent the individual in conversations with ICCRC and provide guidance to the individual accordingly. Offering support to current employees and those seeking employment, who are pursuing an immigration pathway to permanent residency, is crucial in positioning the municipality as an employer of choice for newcomers and to attract and retain skilled foreign workers.

**Finance and HR Business Foundations Project - Training Content.** Acquiring a library of training courses that are pre-built by industry leading professionals will allow employees to fully leverage the future Learning Management System (LMS). The training content will be arranged into logical learning paths to complement in-

class and virtual training offerings and it will enhance credibility and aid in the adoption of the LMS. Acquiring this content will also provide the project team the time and data (training content) to complete robust user acceptance testing during the project. This service enhancement is aligned with the Our People administrative priority of Engaged & Skilled People.

## SERVICE AREA PLANS

### EMPLOYEE RELATIONS

Employee Relations consists of the Client Services, Labour Relations and Respectful Workplace divisions working together to support the organization in achieving its business objectives and ensuring a respectful workplace.

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the other divisions within Human Resources to drive employee engagement to meet or exceed operational mandates. Areas of delivery include employee engagement and retention, duty to accommodate, change management, performance management and succession planning.

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services including positive union-management relations, collaborative problem-solving, collective agreement administration, training/education/coaching, ensuring procedural fairness in fact finding/investigation, collective bargaining and grievance management.

The Respectful Workplace Division is committed to supporting administrative priorities through providing coaching and advice to business unit leaders and employees in dealing with workplace behaviours that do not align with the municipality's commitment to Respect as a core value. The team encourages a proactive approach to addressing behaviours at the earliest opportunity. The team coordinates and/or conducts informal resolutions such as mediation, and formal resolution such as investigations in accordance with the organization's Respectful Workplace Program.

### Services Delivered

**Collective Bargaining.** On behalf of Halifax Regional Municipality's administration, leads negotiations on collective agreements between the municipality and its unions.

**Conflict Resolution.** Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders to deal with conflict and harassment on their teams effectively and efficiently.

**Grievance Management.** Supporting and facilitating the administration of the grievance process.

**Human Resources Partnership.** Works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

**Labour Relations Expertise.** Providing consultative service and advice to management related to the unionized workforce.



**Performance Management.** Partners with the business units to support their efforts to improve employee performance.



**Respectful Workplace.** Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders and employees to deal with behaviours that do not align with the municipality’s commitment to respect as a core value.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of workplace rights complaints filed	20	15	19	-
Number of grievances filed	68	86	80	-
Number of grievances resolved	75	78	60	-

### Performance Measures Analysis

Grievance activity remains high; however, most grievances are resolved between the parties using the grievance process and do not require third party adjudication.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Duty to Accommodate Policy Implementation	The Duty to Accommodate Policy is a deliverable of the Accessibility Strategy. The goal of the policy is to ensure that employees, job applicants and leaders are aware of the organization's commitment to its legal obligation to provide accommodation related to a protected ground under the Nova Scotia Human Rights Act to the point of undue hardship and to outline the process for seeking accommodation in the job competition process or in employee's job. The Policy, developed in 2023/24, and supporting tools will be implemented across the organization in 2024/25.	 Engaged & Skilled People	T – Q4 2024/25
Respectful Workplace Program Implementation	The goal of the Respectful Workplace Program is to promote a proactive approach to prevention and management of disrespectful workplace behaviors and workplace conflict. The program will consist of a suite of policies, tools and training that were developed in 2023/24 following extensive research and internal consultation.	 Healthy & Safe Workplace	T – Q4 2024/25

## EMPLOYEE WELLBEING

Health & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Wellness Strategy, that supports a healthy and safe workplace.

Corporate Safety is committed to supporting administrative priorities through the administration of the Corporate Safety Strategy, including initiatives to reduce incident/accident trends, while building awareness of our programs that support a safe workforce.

The Employee Wellbeing division is committed to supporting our people through the support of a psychological safe workplace with the promotion of the psychological workplace standards.

### Services Delivered

**Corporate Health and Wellness.** Provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), ergonomic assessments, health monitoring, health and wellness promotion, the support of a psychological safe workplace, and the Employee and Family Assistance Program (EFAP).


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

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of new health referrals received	629	897	673	721
Number of of Workplace Safety Assessments completed	20	20	20	25
Total Accident frequency	9	9	8	8
Lost Time Accident frequency	4	4	4	4

### Performance Measures Analysis

With the reduction of COVID-19 related referrals, the overall number of health referrals has decreased since the high in 2022/23. However, the increased presence of co-morbid factors and mental health related referrals results in complex work. It is anticipated this will continue going into 2024/25.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Employee Wellbeing Assessment	Conduct an overall assessment of the state of Halifax Regional Municipality’s employee wellbeing including physical and psychological safety and develop an employee wellbeing dashboard with metrics and KPIs. This analysis will establish the baseline for the municipality’s employee wellbeing and will be used to measure progress of frameworks and initiatives to address employee wellbeing issues.	 Healthy & Safe Workplace	T – Q4 2024/25

## TALENT MANAGEMENT

Talent Management. consists of Talent Acquisition and Talent Development working together to support acquisition of new talent and the learning & development of existing talent to meet the current and future needs of the municipality.

**Talent Acquisition.** is committed to supporting administrative priorities through the delivery of employee recruitment strategies and programs which will attract the talent HRM needs to deliver services in alignment with Halifax Regional Municipality’s Employment Equity and Accessibility objectives.

**Talent Development.** is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, development, and delivery of training and professional development programs.

### Services Delivered

**Corporate Learning and Development.** Researches, develops, improves, and delivers corporate training and employee development programs to support employee success at all levels.

**Recruitment and Retention.** Creates dynamic recruitment strategies to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce and employee development programs to support employee success at all levels.

**Success Planning.** Develop and deliver training and support tools and partner with the business units to support internal talent in achieving their professional development goals and ready them for future opportunities with Halifax Regional Municipality.

### Service Delivery Performance Measures





Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of jobs filled	1584	1,525	1500	1500
Internal Fill Rate <sup>1</sup>	44%	44.90%	44.4%	45%
Internal Promotion Rate <sup>2</sup>	-	4.29%	2.79%	4.5%
Voluntary Employee Turnover <sup>3</sup>	3.56%	5.68%	4.19%	4%
Number of training attendees	2,555	5740	5180	6000
Notes:	1) Internal Fill Rate is calculated as follows: $\text{Internal Movements} / (\text{Internal Movements} + \text{Hires} + \text{Rehires})$ . 2) Internal Promotion Rate is calculated as follows: $\text{Total number of promotions} / \text{Total number of employees} \times 100$ . Data from Employee Central from July 1, 2022 to March 31, 2023, and from April 1, 2023 to November 30, 2023, to project the rate for the 23/24 fiscal year in total. 3) Percentage of active permanent employees who resign from the organization.			

### Performance Measures Analysis

Voluntary employee turnover is projected to decrease for 2023/24, as is the projected number of jobs filled. This alignment suggests the municipality is returning to a greater level of stability in the municipal workforce.

The Internal Fill Rate has remained consistent for the last three years, however, the Internal Promotion Rate is projected to dip in 2023/24. HR is focused on employee development programs in 2024/25 to support employees who want to move to the next level in their careers with the municipality.

As the workforce returned to more in-person training in 2023/24, there was a decrease in the total number of attendees. This may be indicative of a desire for self-directed or virtual instructor lead training rather than classroom-based training. HR continues to review training delivery methods and frequency of offerings to reach a larger number of employees and it is anticipated that the implementation of the Learning Management System in the 2024/25 fiscal year will increase participation in self-directed learning opportunities.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Community Engagement and Marketing	In partnership with Corporate Communications, develop and implement a recruitment brand strategy and a community engagement plan in alignment with the Employment Equity Program and <i>Accessibility Strategy</i> .	 Diverse, Inclusive & Equitable Environment	T – Q4 2024/25
Employee Development Programs	Development and delivery of new Evolving Leaders Program; review and refresh of the Mentorship Program and Success(ion) Planning program and tools to support employee development, engagement and retention.	 Engaged & Skilled People	T – Q4 2024/25
Success Factors – Learning Management System	As the business owner of the Learning Management System, Human Resources will work with the IT technical team to ensure system configuration aligns with industry best practices and fully leverages the tools available to improve employee learning and development experiences and reporting across the organization.	 Engaged & Skilled People	T – Q4 2024/25
Talent Pipelines	Continue development of talent pipelines to fill current and future human resources by establishing meaningful partnerships with post secondary institutions and community partners.	 Engaged & Skilled People	T – Q4 2024/25

## TOTAL REWARDS

Total Rewards consists of Benefits & Employee Services, HR Systems & Reporting, and Compensation working together to support client inquiries, manage Human Resources data, manage and administer benefit, pension, and compensation plans.

Benefits & Employee Services is committed to supporting administrative priorities as HR's first point of contact for employee inquiries/service requests. It provides foundational support for Human Resources programs and services including general employee HR inquiries, benefit and pension administration, and the administration of Employee Recognition Programs. Other areas of delivery include benefit plan design, pension and benefits consulting, and recognition program design.

HR Systems & Reporting is committed to supporting the organization in the management and reporting of Human Resources data. This service area supports the Organizational Structure, administration of employee transactions, and data analysis to develop workforce reports and dashboards, identify trends and support the organization in making data driven decisions.

## Services Delivered

**Benefits Administration.** Design and administration of Halifax Regional Municipality's benefit plans.

**Benefit Plan & Pension Administration.** Administers group benefit plans and the pension plan for multiple union and non-union groups, including Halifax Public Libraries.

**Employee Recognition.** Administration of Halifax Regional Municipality's Employee Recognition Program, Long Service Awards program, and Retirement Award Program.

**HR Reporting.** Prepares various reports to support data driven decision making including reports and dashboards that provide business units with tools to plan for day-to-day operations.

**MyHR Service.** The MyHR service provides a single point of access to Human Resources information and resources for employees.

**Organizational & Employee Data Management.** Maintains the integrity of organizational structure and employee data, conducts data analysis, and provides reports to support the organization in making data driven decisions.

**Pension Administration.** Pension reporting and reconciliation required for the employer.

**Retirement Benefit Administration.** Payment and processing of additional retirement compensation.

**Salary Administration.** Application of a salary policy and associated processes including job evaluation, analysis and non- union Individual Salary Adjustment program.





**Total Compensation Design.** Conducting national, regional, and local research and analysis to develop market competitive salary, benefit, and pension programs and to provide advice and direction on all aspects of compensation (including executive, union, and non-union compensation)

## Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Pre-Retirement Leave (PRL) processing time	2 weeks	5 days	5 days	3 days
MyHR Service Request response times	2 days	2 days	2 days	3 days
Number of service requests to MyHR	7,168	8,067	8,470	9,317

## Performance Measures Analysis

As a result of ongoing improvements within the Employee Services team, Pre-Retirement Leave Processing Time has been reduced by approximately 78.6% over the past four years. MyHR service requests are projected to continue trending upward in 2024/25 because of increasing employee awareness of the service; this also directly correlates to the projected increase in Service Response Times for 2024/25.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Employee Value Proposition	Develop tools and strategies that effectively communicate the employee value proposition and support employee retention and talent attraction to remain competitive in the market.	 Engaged & Skilled People	T – Q4 2024/25
HR Data Integration	As the business owner of the HR System and Data, work with the IT technical team to ensure the new HR system configurations align with corporate data reporting needs and supports the organization in workforce planning.	 Engaged & Skilled People	T – Q4 2024/25
Rewards and Recognition	Update the reward and recognition program to ensure employees are recognized in a meaningful and consistent manner that maintains employee engagement.	 Engaged & Skilled People	T – Q4 2024/25
Total Rewards Strategy	Refresh the Total Rewards Strategy to ensure that Halifax Regional Municipality's employee value proposition is sustainable and flexible to respond to the evolving labour market.	 Engaged & Skilled People	T – Q4 2024/25

# INFORMATION TECHNOLOGY

## 2024/25 BUDGET AND BUSINESS PLAN





### **MISSION**




TO DELIVER TECHNOLOGY AND SOLUTIONS THAT ENABLE THE HALIFAX REGIONAL MUNICIPALITY TO BECOME AN ORGANIZATION THAT GOVERNS WITH TRANSPARENCY AND EVIDENCE-BASED DECISION MAKING, WHILE PROVIDING SECURE CUSTOMER-CENTRIC DIGITAL SERVICES THAT ALIGN WITH COUNCIL AND ADMINISTRATIVE PRIORITIES.



## READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together Strategic initiatives or deliverables supporting HalifACT

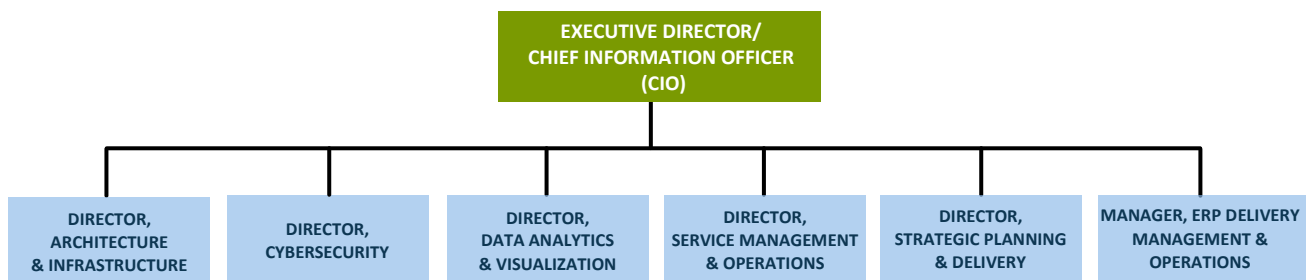
## OVERVIEW

Several of the Information Technology multi-year strategic initiatives continue the current 2024/25 business plan.

Information Technology (IT) is committed to providing customer service and technology expertise in support of Regional Council and Administrative priorities. IT aligns the corporate vision with technology architecture to drive the continued development of the municipality as a digital service delivery organization.

IT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, refinement of foundational business systems to drive business process improvements, and overall cybersecurity best practice to manage organization risk.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	142.0
<b>New Positions:</b>	
Application Administrator	4.0
Service Desk Analyst	2.0
Field Support Analyst	1.0
Project Manager Information Technology	3.0
Senior Business Analyst	3.0
Change Management Consultant	1.0
SAP Functional Analyst	1.0
Business Analytics Developer	2.0
Network Administrator II	1.0
Manager Cybersecurity Operations	1.0
GIS Business Lead	1.0
<b>Deleted Positions:</b>	
Administrative Assistant II	(1.0)
<b>Capital Changes:</b>	
Accountant	(1.0)
Contract Administrator	(1.0)
Project Manager IT	(3.0)
Senior Project Lead	(1.0)
Procurement Officer	(1.0)
Senior Business Analyst	(2.0)
<b>Total Changes</b>	<b>10.0</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>152.0</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Information Technology Strategic Plan</b>	IT will continue to execute the multi-year strategy developed in 2022/23 through review and enhancement of key IT processes, continued engagement with business units to identify opportunities to leverage technology, and updates to the IT strategic plan to ensure IT's activities in future years align with the needs of all business units. All areas of IT will be governed by the overarching IT Strategic Plan including: Architecture & Infrastructure, Cybersecurity, Data Analytics & Visualization, Strategic Planning & Delivery, Service Management & Operations, and Enterprise Resource Planning (ERP) Delivery Management & Operations.	 Innovative Performance Excellence

# BUDGET

## SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23 Actual	2023/24 Budget	2023/24 Projections	Budget	2024/25 Δ 23/24 Budget	Δ %
Chief Information Office	\$ 1,258,388	\$ 6,102,250	\$ 6,796,850	\$ 7,243,200	\$ 1,140,950	18.7
Data Analytics & Visualization	3,057,009	3,071,700	3,164,600	3,579,700	508,000	16.5
Architecture & Infrastructure	6,202,331	7,593,000	7,714,800	8,625,650	1,032,650	13.6
Strategic Planning & Delivery	1,983,634	2,691,200	2,240,700	2,904,150	212,950	7.9
Service Management & Operations	16,939,878	12,344,200	13,000,300	14,878,650	2,534,450	20.5
Cybersecurity	914,430	964,950	1,022,050	1,197,550	232,600	24.1
<b>Net Total</b>	<b>\$ 30,355,670</b>	<b>\$ 32,767,300</b>	<b>\$ 33,939,300</b>	<b>\$ 38,428,900</b>	<b>\$ 5,661,600</b>	<b>17.3</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23 Actual	2023/24 Budget	2023/24 Projections	Budget	2024/25 Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 12,849,826	\$ 13,482,650	\$ 13,816,600	\$ 16,282,050	\$ 2,799,400	20.8
Office	7,958,249	8,846,400	9,199,600	9,923,750	1,077,350	12.2
External Services	7,363,588	7,984,900	8,369,000	9,002,850	1,017,950	12.7
Supplies	-	-	200	-	-	-
Building Costs	-	-	-	29,200	29,200	-
Equipment and Communications	2,133,302	2,390,700	2,488,300	3,034,200	643,500	26.9
Vehicle Expense	17	-	-	-	-	-
Other Goods and Services	95,096	71,250	111,450	165,450	94,200	132.2
Interdepartmental	(30,665)	-	250	-	-	-
Other Fiscal	-	-	(28,700)	-	-	-
<b>Total Expenditures</b>	<b>30,369,414</b>	<b>32,775,900</b>	<b>33,956,700</b>	<b>38,437,500</b>	<b>5,661,600</b>	<b>17.3</b>

Revenues	2022/23 Actual	2023/24 Budget	2023/24 Projections	Budget	2024/25 Δ 23/24 Budget	Δ %
Other Revenue	\$ (13,744)	\$ (8,600)	\$ (17,400)	\$ (8,600)	\$ -	-
<b>Total Revenues</b>	<b>(13,744)</b>	<b>(8,600)</b>	<b>(17,400)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 30,355,670</b>	<b>\$ 32,767,300</b>	<b>\$ 33,939,300</b>	<b>\$ 38,428,900</b>	<b>\$ 5,661,600</b>	<b>17.3</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 32,767,300</b>
<b>Service Enhancements</b>	
Staff supporting capital initiatives	546,400
Staff supporting Cybersecurity Auditor General recommendations	544,800
Staff supporting continued application development and growth initiatives	241,100
<i>Enterprise Content &amp; Records Management</i> project software contract costs	123,500
Increase in computer equipment costs for meeting room technology upgrades	100,000
<i>ICT Infrastructure Recapitalization</i> project rent and utility costs	79,300
<i>Voluntary Vulnerable Person Registry</i> software license costs	10,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	1,467,100
Increase to Enterprise Resource Planning system software and license costs	350,000
Increase to IT software, service and licensing costs	349,700
Increase in computer equipment costs for technology asset refresh	300,000
Increase in repairs and maintenance costs	92,900
Other inflationary and service pressures	40,100
<b>Contractual Increases</b>	
Increase to telephone and mobility contract costs	501,500
Increase in support agreement for PD and teller payment processing software	328,900
Increase to IT support contract costs	222,800
Increase in repairs and maintenance contract costs	150,500
Increase in print contract costs	106,700
<b>Other/Transfers</b>	
Increase in consulting requirements	102,300
Miscellaneous adjustments	4,000
<b>Total Changes</b>	<b>\$ 5,661,600</b>
<b>2024/25 Budget</b>	<b>\$ 38,428,900</b>

### Service Enhancements

**Staff supporting capital initiatives.** Increase staffing complement to offset the reliance on subcontracted personnel to deliver on capital funded transformational projects. Significant savings will be realized by the municipality by leveraging full time project management, business analysis, and change management resources.

**Staff supporting Cybersecurity Auditor General recommendations.** Recommendations within the Auditor General report, *The Management of Cybersecurity*, called for additional staffing to be put in place to provide greater separation of duties, enhanced monitoring of infrastructure, and for increased interactions with the municipality's employees to ensure compliance with the cybersecurity program.

**Staff supporting continued application development and growth initiatives.** As new systems are implemented to support the municipality's business units, IT takes on increased workloads to provide ongoing support and maintenance of these systems. Over the next year, the implementation of several new applications will be underway for corporate scheduling, enhanced HR functionality, workplace management, mobile license

plate recognition, automated salt scales, electronic agenda management, and others. As these initiatives advance, additional system administrators are needed to support the new systems.

**Enterprise Content & Records Management project software contract costs.** Microsoft SharePoint and OneDrive have been implemented within the municipality as part of the Microsoft 365 suite of productivity tools. To ensure proper disaster recovery and business continuity, a backup solution has been put in place.

**Increase in computer equipment costs for meeting room technology upgrades.** As the use of online/hybrid meetings has grown, the need to enhance and augment the technology within the municipality's meeting spaces has increased.

**ICT Infrastructure Recapitalization project rent and utility costs:** To facilitate the required vacating of our primary datacentre housed within Duke tower, a lease of a co-location hosting facility has been procured which provides an upgrade in facilities while negating the need to invest in building a new datacentre.

**Voluntary Vulnerable Person Registry software license costs.** To facilitate the *Voluntary Vulnerable Person Registry*, a new application is required to be implemented with corresponding licensing costs.

## SERVICE AREA PLANS

### ARCHITECTURE & INFRASTRUCTURE

The Architecture Team develops and maintains the blueprints for technology and business solutions within the municipality. They maintain the *Reference Architecture* from which decisions are made regarding software products and supporting technologies that will be deployed and leveraged.

The Infrastructure Team maintains and supports the enterprise network and server infrastructure upon which technology within Halifax Regional Municipality runs. This includes two data centers, one of which the municipality owns and operates and a co-location facility, along with hardware, cloud-based infrastructure, and networking devices.

#### Services Delivered

**Architecture.** This service develops reference architectures which guide the selection and implementation of technology solutions for the organization. Through the development and maintenance of standards, guidelines, practices and processes related to management of infrastructure and enterprise architecture governance, the Enterprise Architects ensure that technology landscape is in place to support the services the municipality provides in the most sustainable, consistent, reliable, and cost-effective manner possible.




**Infrastructure management.** This service provides servers, network, and infrastructure to support the operation of and access to business applications and IT services. Also provided are the operation and maintenance of infrastructure and applications including disaster recovery planning.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Core network availability (excludes scheduled outages)	99.86%	100%	99.99%	99.99%

### Performance Measures Analysis

**Core network availability (excluding scheduled outages for maintenance/upgrades).** These values represent the uptime of the municipality’s core network services in our Data Centers. Downtime as a result of scheduled maintenance/changes is not represented in this value. For example, if there were unexpected interruptions in our core network services during the fiscal year which resulted in downtime/instability for 8h41m, the resulting uptime would be 99.9% of the year.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Municipal Reference Architecture	This ongoing initiative will continuously update our current state architecture for business applications and services as services are added and removed which will allow us to understand how changes in the landscape will impact the environment as a whole. The <i>Municipal Reference Architecture</i> also includes a target state to provide a framework to strive towards when changing or implementing services in the overall landscape. This year will include establishing guidelines and revisiting guiding principles related to the Enterprise Architecture Program in addition to the ongoing work to maintain and enhance the Reference Architecture.	 Well-Managed	T – Q4 2024/25
Network Infrastructure Upgrades	This lifecycle management initiative is to refresh the network equipment in our office locations to ensure continued network stability and security.	 Well-Managed	T – Q4 2024/25
Strengthen Disaster Recovery Capabilities	Strengthen disaster recovery procedures with the enhanced capabilities available as a result of the hardware refresh and implementation of the new data centre in FY 2023/24.	 Well-Managed	T – Q4 2024/25

## CYBERSECURITY

The Cybersecurity program provides strategies, tools, approaches, and education to the municipality with the goal of managing the business continuity risk associated with the use of technology. In doing so the program strikes a balance between risk mitigation and enabling the organization to remain productive.

### Services Delivered


**Security Awareness.** Ensure the organization’s security awareness program is updated frequently to address new technologies, threats, standards, and business requirements.


**Security Controls.** Regular monitoring of threats and vulnerabilities, implementing remediation activities when appropriate.

**Incident Management Planning.** Development of plans and procedures for responding in the face of cybersecurity incidents.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Cybersecurity awareness training completion rate	1,996 (53%)	2,119 (50%)	2,225 (63%) <sup>1</sup>	70%
Spam emails diverted from users	1,194,936 / month (1,344 / hour)	1,494,134 / month (2,075 / hour)	1,867,667 / month (2,594 / hour)	2,334,583 / month (3,242 / hour)
Cybersecurity incidents requiring intervention <sup>2</sup>	Average of 28 / month	Average of 61 / month	Average of 90 / month	Average of 130 / month
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) Cybersecurity Awareness Training Completion Rate as at 15 Dec 2023 – 3,587 users assigned training, 2,225 completed (63%), 1,228 users in progress (34%) and 104 users not started (4%).</li> <li>2) Cybersecurity Incidents Requiring Intervention – The number of times an employee has encountered a cybersecurity threat of a strong enough severity that the Cybersecurity team needs to intervene.</li> </ol>				

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Security Control Implementation Assessment	Cybersecurity has aligned an internal review of the Cybersecurity practice with Auditor General Cyber audit recommendations to establish a roadmap and timeline for implementation of security best practices for the organization.	 Well-Managed	T - Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Security Awareness Program	<p>The program continues to expand with the development of a communication calendar for socializing security best practices and following up with users impacted by the simulated Phishing campaigns with additional training.</p> <p>The second year of the awareness training has refresher modules being rolled out to all users. Reporting on completion rates to Business Units and corporate learning will be enhanced and operationalized in line with Auditor General recommendations.</p>	 Well-Managed	T - Q4 2024/25

## DATA ANALYTICS & VISUALIZATION

The Data Analytics & Visualization Team is comprised of Business Intelligence, Geographic Information Systems (GIS) and Digital Services practices. In addition to ongoing maintenance of their programs, their roadmaps further reflect customer plans and future investments in these respective areas.

### Services Delivered

**Data management and analytics.** This service comprises all the disciplines related to managing spatial and non-spatial data as an asset on behalf of municipal business units. The primary focus is to work collaboratively with business unit stakeholders to design and develop solutions to collect, transform, and share data as information both internally and externally, facilitating data driven decision making across the municipality.

**Web solutions and user centric design.** This service supports the maintenance and growth of the municipality’s public facing web solutions, with a focus on user centered design and accessibility. The team collaborates with business unit stakeholders to ensure solutions align with resident needs as the municipality’s digital footprint is expanded.




### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Number of Open Data sets <sup>1</sup>	180	210	238	263
Website visits (sessions) <sup>2</sup>	5,267,580	6,230,857	7,552,167	6,500,000
Website average session duration (mm:ss) <sup>3</sup>	1:59	1:52	2:01	1:55

Notes:

- 1) Expectation is to continue to release new data sets every two months. Data sets have various refresh cycles depending on business need, ranges from daily, weekly, monthly to annually.
- 2) The number of times a user visited the website, consisting of one or more pageviews.
- 3) A view of how long users are spending on website.



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Geographic Information Systems (GIS) Strategy Refresh Year 2 Implementation	Implement year two of the updated Geographic Information Systems Strategy, focusing on enhancing municipal services through refining GIS roles and responsibilities, expanding partnerships with external organizations and increasing geo-literacy across the municipality.	 Innovative Performance Excellence	T - Q4 2024/25
Business Intelligence (BI) Strategy Refresh Year 1 Implementation	Implement year one of the Business Intelligence Strategy, focusing on enhancing municipal services through enabling self-service tools to empower end users, updating our BI operational model, and evaluating standards and best practices for metadata management.	 Well-Managed	T - Q4 2024/25
Implementation of Web Governance and Content Management Model Updates	As both the municipality and the role of a corporate website have evolved since the launch of the current Halifax.ca, a review of governance and content management models was completed in 2023/24. Focus this year will be on implementing recommendations, aligning roles and responsibilities with current needs and direction.	 Innovative Performance Excellence	T - Q1 2024/25




## ERP DELIVERY MANAGEMENT & OPERATIONS

The ERP Delivery Management & Operations department evolved from the SAP Program Management group to encompass delivery and support of enterprise resource planning solutions including both Financial and Human Resources (HR) systems.

### Services Delivered

**Enhance tools and capabilities.** Deliver new and improved solutions based on business priorities and approved projects in support of business unit process improvements and service augmentations.

**ERP operations management.** Operate and maintain integrated ERP solutions providing reliable tools to support financial and human resource management functions within the organization.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
ERP Roadmap	<p>The municipality's ERP system is the source of truth for the municipality's financial and human resource information. The ERP system provides capabilities that can be leveraged to support future service expansions designed to keep pace with strategic direction, expectations and the needs of clients and residents. The ERP roadmap will provide a clear path to benefits realization and categorize and prioritize ERP initiatives while identifying resources, timelines, and investment.</p> <p>Deliverables will include updates to the current Roadmap, Executive Leadership approval of the roadmap and initial planning for next steps.</p>	 Well-Managed	T – Q3 2024/25
Corporate Scheduling – Time & Attendance	<p>Continuing activities for the implementation of the UKG software product to provide enhanced Time &amp; Attendance capabilities across Halifax Regional Municipality business units including advanced scheduling functionality for emergency services.</p> <p>The Corporate Scheduling Time and Attendance solution will streamline the employee payroll process while reducing manual activities, duplication of work and the number of errors. The solution will improve management reporting and enforce adherence to collective agreement terms.</p> <p>Deliverables will include build and configuration of the Time, Attendance and Scheduling solution and the commencement of deploying the new solution across the organization.</p>	 Well-Managed	T - Q4 2024/25
HR Project – Phase 2	<p>Following the successful roll out of the SAP SuccessFactors Employee Central module, the HR Project will focus on the planning of the enterprise Learning Management Systems (LMS), Recruiting and Onboarding modules.</p> <p>Deliverables will include finalization of a contract for technical implementation services, detailed planning, build, and deployment of the LMS module and the commencement of detailed planning for the Recruiting and Onboarding modules.</p>	 Engaged & Skilled People	T - Q4 2024/25

## SERVICE MANAGEMENT & OPERATIONS

The Service Management & Operations Team is responsible to provide front line customer service and support for all IT services. The IT Process Coordinators define and implement operational processes to incrementally increase value to customers and enable efficient execution of IT service delivery. This includes the Service Desk, system access management, provisioning, and deployment of personal devices such as computers or phones, ongoing maintenance and support for business applications, oversight of managed IT services, and contract management functions for IT Services Delivered.

**Service Desk.** This service provides tier 1 front level customer support for incident troubleshooting and restoration of service (break/ fix), and Service Request Management. Service requests are filtered through the service management system to ensure that they are logged, prioritized, assigned to the correct IT group for action, monitored, fulfilled, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

**Field Support & Asset Management.** This service provides mobile and personal computing technology (laptops, desktop computers, tablets and peripherals), including provisioning, configuration, and technical support.

**Corporate Services.** This area is responsible for providing managed service and contract oversight. This includes telecommunications related services (voice, audio conferencing, mobility/cellular). Managed Print, Public Wifi, Meeting Room technology, and TMR2 (mobile radio) emergency service. IT supports hundreds of contracts which underpin all IT services provided by IT to HRM business units: this includes procurement, contract negotiations, contract, vendor performance management, renewals, and payment.

**IT Business Applications Management.** This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of municipal business units. Enhancements are assessed and implemented to enable continued fit to business process to deliver incremental increases in value.

**Service Management & Process Optimization.** Accountable to ensure the IT services delivered are meeting customer expectations and delivering the intended value. This function includes ensuring system changes are adequately assessed for business unit impact, communicated and risk mitigated. Data is analyzed to look for trends and opportunities to optimize process.



### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Total Asset/Device Count	N/A	4,600	5,300	5,600
Total IT Ticket Volume	28,700	34,000	36,000	38,000

### Performance Measures Analysis

IT devices include all desktop and laptop computers, tablets, and mobile phones in use and supported by IT. Increases are attributed to a variety of factors including increase in overall HRM FTE, increase in municipal employees who are provided a device, and new needs for mobility devices such as tablets for field workers. Projecting continued increases due to high demand for mobile device deployment to field workers and employees previously without a device.

Total IT Service ticket volume includes all client-reported incidents (to report a system issue) and service requests (to order products or services). Increases are attributed to growth in municipal employee devices (see above), addition of new systems and services (i.e. SuccessFactors or OneDrive), and introduction of new processes (i.e. Multi-Factor Authentication and VPN). Projecting continued increases due to anticipated onboarding of multiple new systems and additional cadence to tighten operating processes and protect our digital assets from Cyber Security risk.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
AI Chat as an IT Support Channel	Design, configure, test, implement and communicate the addition of an AI Chatbot to the current IT Service Portal. Currently, HRM employees may call or submit tickets (work requests) in the IT Portal. The addition of an AI Chatbot will enable employees to ask quick questions and receive help on common problems or service requests, routing to a human Service Desk Analyst within IT should the Chatbot not fulfill the requestors needs.	 Innovative Performance Excellence	Q2 2024/25
Asset Management Maturity and Automation	Redesign and improve operating processes governing the management of endpoint devices. This work will improve efficiency and accuracy in asset management and address recommendations in the Auditor General report.	 Innovative Performance Excellence	Q3 2024/25

## STRATEGIC PLANNING & DELIVERY


The Strategic Planning & Delivery Team is responsible for developing and maintaining relationships with all business units within Halifax Regional Municipality, developing strategies for leveraging technology within them, and overseeing the technology projects which implement solutions.

### Services Delivered

**Business relationship management.** This service supports business units and senior management to shape business demand into supply by partnering with appropriate resources to facilitate the creation of ideas, business cases, and strategic plans.

**Portfolio and project management.** This function ensures a multi-year strategic plan is in place to guide technology investments, delivery plans, skills development, and organizational structure. Project and portfolio management approaches are leveraged to ensure the appropriate selection and successful delivery of technology enabled business solutions.

The Project Management Office (PMO) works with the business units to deliver single and multi- year IT capital funded and operations projects. These include system replacements, system upgrades, and business transformation type projects delivered to business units to support their various operational requirements.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Portfolio Management and Project Management Office Project Delivery	<p>IT Investment Committee will continue to be leveraged to make business-driven decisions regarding the initiatives that IT delivers. This includes approving projects, priorities, and the overall IT Project Portfolio.</p> <p>Deliverables from this process include business cases developed for each proposed initiative, a portfolio plan for the execution of approved projects, and this year will include regular updates to senior management regarding progress within the portfolio.</p>	 Well-Managed	T - Q4 2024/25

# LEGAL & LEGISLATIVE SERVICES





2024/25 BUDGET AND BUSINESS PLAN




**MISSION** TO PROVIDE HIGH QUALITY PROFESSIONAL SERVICES TO THE HALIFAX REGIONAL MUNICIPALITY IN KEEPING WITH THE MUNICIPALITY'S CORE VALUES AND COUNCIL PRIORITIES.

WE MAKE A DIFFERENCE.

## READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

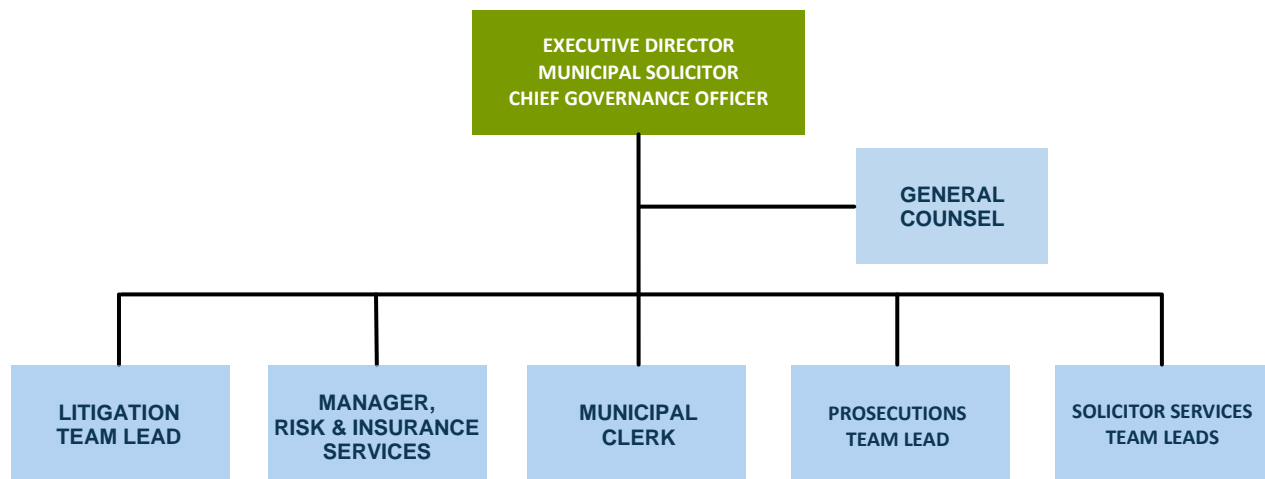


Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Reporting to the Chief Administrative Officer (CAO), the Municipal Solicitor / Executive Director / Chief Governance Officer, leads the Legal & Legislative Services Business Unit that is committed to advancing Regional Council and administrative priority outcomes. This is achieved through delivery of professional support to Halifax Regional Municipality through the provision of legal, risk and insurance services as well as meeting management, legislative and other administrative support.

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	<b>75.6</b>
Transferred Positions:	
Policing Policy Strategist transferred from CAO Office	1.0
Election Project Coordinator transferred to Fiscal	(1.0)
New Positions:	
Election Project Coordinator	1.0
Legislative Assistant	1.0
Committee Coordinator	1.0
Enterprise Risk and Insurance Analyst	1.0
Solicitor	1.0
Total Changes	5.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>80.6</b>

Includes full, part-time, and permanent positions.  
 Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Governance Framework</b>	Collaborating with all Business Units, establish a framework to ensure municipal by-laws, administrative orders and policies are periodically reviewed including identification of business unit owners, period of review and performance tracking to ensure reviews occur.	 Responsible Administration
<b>Enterprise Risk Management Framework</b>	The municipality has developed and will continue to monitor and implement aspects of the Risk Management Framework. The framework will manage and mitigate enterprise and operational risks through business and strategic plans.	 Holistic Planning

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23 Actual	2023/24 Budget	2023/24 Projections	2024/25		
				Budget	Δ 23/24 Budget	Δ %
Office of the Municipal Clerk	2,398,886	2,686,900	2,771,950	2,949,300	262,400	9.8
Legal Services	4,577,471	4,796,800	4,980,500	4,999,100	202,300	4.2
Executive Director's Office	490,618	492,500	492,500	506,100	13,600	2.8
Board of Police Commissioners	39,736	13,900	248,300	479,400	465,500	3,349.0
Risk & Insurance Services	613,742	711,800	642,800	854,100	142,300	20.0
<b>Net Total</b>	<b>\$ 8,120,453</b>	<b>\$ 8,701,900</b>	<b>\$ 9,136,050</b>	<b>\$ 9,788,000</b>	<b>\$ 1,086,100</b>	<b>12.5</b>



## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 7,593,276	\$ 8,275,300	\$ 8,644,900	\$ 9,019,100	\$ 743,800	9.0
Office	163,965	129,100	133,100	134,600	5,500	4.3
External Services	324,173	314,500	414,500	570,000	255,500	81.2
Supplies	2,311	3,100	3,150	5,100	2,000	64.5
Equipment and Communications	1,360	2,500	3,000	2,500	-	-
Other Goods & Services	317,308	349,100	364,500	438,600	89,500	25.6
Interdepartmental	6,210	6,000	6,200	8,500	2,500	41.7
Other Fiscal	(8,157)	(8,000)	(9,600)	(8,000)	-	-
<b>Total Expenditures</b>	<b>8,400,446</b>	<b>9,071,600</b>	<b>9,559,750</b>	<b>10,170,400</b>	<b>1,098,800</b>	<b>12.1</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Fee Revenues	(224,790)	(227,500)	(227,500)	(230,200)	(2,700)	1.2
Other Revenue	(55,203)	(142,200)	(196,200)	(152,200)	(10,000)	7.0
<b>Total Revenues</b>	<b>(279,993)</b>	<b>(369,700)</b>	<b>(423,700)</b>	<b>(382,400)</b>	<b>(12,700)</b>	<b>3.4</b>
<b>Net Total</b>	<b>\$ 8,120,453</b>	<b>\$ 8,701,900</b>	<b>\$ 9,136,050</b>	<b>\$ 9,788,000</b>	<b>\$ 1,086,100</b>	<b>12.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 8,701,900</b>
Service Enhancements	
Staff supporting Clerk's Office	137,000
Supporting <i>Enterprise Risk Management Framework</i>	106,000
Inflation/Service Pressures	
Board of Police Commissioners (BoPC) Increases	240,000
Collective agreements and other compensation adjustments	351,300
Other inflationary and service pressures	30,000
Other/Transfers	
BoPC Policing Policy Strategist and legal fees transferred from CAO Office	221,800
Total Changes	\$ 1,086,100
<b>2024/25 Budget</b>	<b>\$ 9,788,000</b>

### Service Enhancements

**Staff supporting Clerk's Office.** This year, the Municipal Clerk's Office realigned to create efficiencies and increase collaboration. This resulted in the creation of two new positions to support the legislative work, including one position dedicated to the increased demand for support to the Board of Police Commissioners.

**Staff supporting the *Enterprise Risk Management Framework*.** Risk & Insurance Services took over the responsibilities of Enterprise Risk Management in fiscal 2020-2021 with no increase to its staff compliment. To continue to make progress in this important work, it was determined that an additional staff member was required.

## SERVICE AREA PLANS

### EXECUTIVE DIRECTOR'S OFFICE

The Executive Director / Municipal Solicitor / Chief Governance Officer provides legal and other advice to the CAO, senior leadership, and Regional Council as well providing direction and support to the Legal & Legislative Services management team and the Business Unit. This year, the title of Chief Governance Officer was added to provide strategic governance and oversight with respect to legal, regulatory, and policy compliance within the organization.

### LEGAL SERVICES

Legal Services is committed to supporting Regional Council priorities through the delivery of quality legal services that support Regional Council, its agencies, boards, commissions, and committees, and the municipal business units.

#### Services Delivered

**Solicitor Services.** Provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the municipality; provides advice to management and staff on a wide range of topics, including related research for the municipality. Works with business units to develop, amend, and consolidate by-laws for the municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of-way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

**Litigation Services.** Advises and represents the municipality in dispute resolution matters including proceedings involving the municipality and its employees before diverse provincial and federal courts and administrative tribunals at all levels (up to and including the Supreme Court of Canada) as well as in various alternative dispute resolution forums.


**Prosecution Services.** Provides training to Halifax Regional Police and HRM employees, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, *Emergency Management Act*, *Health Protection Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as municipally-issued parking tickets, including all related applications and appeals.

#### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected
Number of legal files opened	769	755	840	704
Number of prosecution files opened	77	116	130	167
Number of reports reviewed	324	369	392	387

## Performance Measures Analysis

As mentioned above, Legal Services supports all municipal business units with their day-to-day operations including general advice, litigation support in multiple areas of law including personal injury, labour issues, contract disputes, etc., as well as real property matters, contract drafting and review, and providing general advice as outlined above. This year projects a slight decrease in the number of files of approximately 11% mainly in our property files. These files will vary significantly with large acquisition projects such as the Cogswell Interchange, and the Bayers Road and Robie Street corridor expansions.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Signage Standards Policy	Legal Services will collaborate with business unit partners to develop a corporate standards policy for municipal signage. This includes establishing protocols for design and production that ensure brand-compliance as well as consistent look and feel for signage across all municipal assets. Standards for signage will be informed by the <i>Multilingual Strategy</i> being developed by the Diversity & Inclusion/ African Nova Scotian Integration Office.	 Inclusive Communities	T – Q4 2024/25

## OFFICE OF THE MUNICIPAL CLERK

The Office of the Municipal Clerk is a legislated office under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, as well as the official Boards, Committees and Commissions of Regional Council. The Office of the Municipal Clerk is tasked with ensuring consistent and transparent access to local government, the maintenance and integrity of the municipality’s public records, as well as administration and delivery of municipal elections.

### Services Delivered

**Council and Committee Support.** This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the *Halifax Regional Municipal Charter* and applicable administrative orders and policies for:

- Regional Council;
- Community Council, Standing Committees, other committees of Council, and board meetings; and
- Public Appointments.

**Records Management.** Carries out the responsibilities of the Municipal Clerk; ensures accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record

management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the municipality in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk/Council and Committee Services;
- Access & Privacy Office;
- Corporate Information Management Office (HRM Records Centre and Municipal Archives).

**Municipal Elections.** This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and Conseil scolaire acadien provincial (CSAP) Board Members in accordance with the provincial *Municipal Elections Act* and *Education Act*. Elections can also include plebiscites as directed by Regional Council. This year, the Municipal Clerk’s Office will be focusing on the preparation and execution of the 2024 municipal election.



### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected
Total number of Formal Freedom of Information (as per Legislated FOI Program) Requests	661	1,371 <sup>2</sup>	750 <sup>3</sup>	358
Total number of Regular Freedom of Information Requests received	171	341	290	358
Percent of Formal Freedom of Information Requests completed within 30 days	80% <sup>1</sup>	84%	89%	60%
Percent of Formal Freedom of Information Requests, extensions, and third-party notices completed within legislated timelines	80% <sup>1</sup>	94% <sup>4</sup>	91% <sup>4</sup>	64%

Notes: 1) COVID-19 affected numerous programs and processes throughout the municipality as well as the application and processing of FOIPOP requests.  
 2) The spike in 2021/22, was due to a property FOIPOP request on a 400-unit building, where each unit had a separate civic address and unit was required to be processed separately.  
 3) Property requests continued to be included in the ‘Formal Freedom of Information Requests’ in early 2022/2023 until new software was implemented. A new process was created for property requests, and these requests are no longer included in the tracking of Formal Freedom of Information Requests.  
 4) Quick turnaround in property access requests artificially inflated the percentages in 2020/21, 2021/22 and 2022/23.

## Performance Measures Analysis

The Access & Privacy office expects to process 358 applications this year, which includes a significant number of high-volume requests on matters of public interest. Despite a re-structuring in 2022, regular access requests (separate from the property requests) continued to increase in number and complexity. The volume of responsive records per request is also greater than previous years. In 2023/24 to date, 27 requests have resulted in fee estimates. This is due to the large volume of responsive records. As reference, in the last ten years combined, only 41 fee estimates had been issued.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
2024 Municipal Election	The Municipal Clerk's Office will work with the Election Steering Committee to complete the operational plan and deliver the 2024 Municipal Election.	 Involved Communities	T – Q4 2025/26
Governance Review - Agencies, Boards, Committees & Commissions	The Municipal Clerk's Office in collaboration with the Executive Director and GREA, will lead a comprehensive review of the governance of HRM Agencies, Boards, Committees & Commissions with a view to reduce duplication, close gaps, increase efficiencies and optimize resources while also reviewing and improving terms of reference and work that flows to Council. (see June 20, 2023 motion of Regional Council)	 Responsible Administration	T – Q4 2025/26

## RISK & INSURANCE SERVICES

Risk & Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of enterprise risk, hazard based and operational risk management advice;
- the management of claims made against or by the municipality; and
- the management of financing of municipal risk through insurance and a reserve.

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the municipality and the design and management of the municipal insurance portfolio for the municipality, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

### Services Delivered

**Risk Management.** This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the municipality, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets,

boards and commissions, including Halifax Water, Halifax Public Libraries and others for which the municipality is contractually obligated to provide insurance.

**Enterprise Risk Management.** This service is responsible for ensuring that risks (strategic and operational) are appropriately identified through the business planning process, evaluated, and managed by the responsible business units.

**Contractual Risk Management.** Review and provide insurance and risk management language, advice and protocols.


**Claims Management.** This service provides adjusting, investigation, and settlement of claims against and for the municipality including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected
Claims received by fiscal year	2,205	1,391	1,976

### Performance Measures Analysis

Claims have increased due to the number of catastrophic events that have occurred this fiscal year. It should be noted that most situations where claims have been reported are due to adverse weather or the wildfire, and liability against the municipality is unlikely. As such, it is not anticipated that a greater than normal cost will be incurred for claims settlements. There may be increased costs in external claims handling due to the increased volume of claims received.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Implementation of Risk Committee	Risk & Insurance Services will implement a Risk Committee to support a consistent approach to rate enterprise risk levels (likelihood and impact) to determine which new and emerging risks to be elevated to the senior leadership.	 Responsible Administration	T – Q4 2024/25

January 31, 2024

**HALIFAX**

Revised

# **CORPORATE SERVICES**

## 2024/25 Budget and Business Plans

# Corporate Services Business Units

- Chief Administrative Office
- Finance & Asset Management
- Human Resources
- Information Technology
- Legal & Legislative Services





# Chief Administrative Office

## Mission

To create a great place to live work and play by becoming the best managed municipality in Canada.

## Service Areas

- Office of the CAO
- Government Relations & External Affairs
- Corporate Communications
- Diversity & Inclusion/ ANSAIO
- Office of the Mayor
- Councillor's Support Office

# Successes

- **Youth Advisory Committee** launched to provide counsel and guidance to the African Nova Scotian Economic Action Plan.
- Administrative order approved to establish an **African Descent Advisory Committee of Council**.
- The Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History has transitioned to developing and implementing the **Indigenous Service Strategy**.

# Successes

- Agreement reached with the Government of Canada to receive \$79.3 million in under the **Housing Accelerator Funding** program to help accelerate an increase of housing units in the municipality.
- Hosted two **Anti-Black Racism** conferences and continue to provide training to the municipality.
- Offering **Non-Violent Crisis Intervention** training to staff.
- **Police Transformation.**

# Successes

- Leveraged LinkedIn for CAO messages, particularly with Diversity and Inclusion content.
- Launched an educational video series on Homelessness.
- Council approved D&I Guidelines for Council Reports.
- Provided crisis communication support for wildfires, flooding.

# KPI Highlights

	2021/22	2022/23	2023/24 Projected
Diversity & Inclusion training			
Number of participants	436	728	518
Number of training sessions	36	48	37
Corporate Communications			
Number of media inquiries	998	1066	1200
Number of Comm Plans	-	-	129
Social Policy support training			
Number of participants	Training and support program in development for 2021/22 and 2022/23.		401
Number of training sessions			172

# 2024/25 Planned Work Highlights



## Prosperous Economy

- 2022-2027 Inclusive Economic Strategy
- African Nova Scotian Road to Economic Prosperity
- Atlantic Immigration Program
- Halifax Connector Program



## Service Excellence

- Policy Modernization and Coordination



## Our People

- Diversity & Inclusion Framework

# 2024/25 Planned Work Highlights



## Communities

- Accessibility Strategy
- Anti-Black Racism Strategy
- Immigration Strategy
- Equitable Access to Municipal Services
- Indigenous Services Strategy
- Local Immigration Partnership
- Community Engagement Strategy
- Social Policy

# Staff Counts

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	66.0
Transferred Positions:	
Corporate Communications positions transferred from Human Resources	30.0
Public Safety positions transferred to Community Safety	(11.0)
Policing Policy Strategist transferred to Legal & Legislative Services	(1.0)
New Positions:	
Coordinator Accessibility Community Outreach and Research	1.0
Deleted Positions:	
DCAO Corporate Services	(1.0)
Coordinator to the DCAO	(1.0)
<b>Total Changes</b>	<b>17.0</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>83.0</b>

*Includes full, part-time, and permanent positions.*

*Some opening balances have been restated to be consistent with how an FTE is counted.*



# Operating Budget Summary of Changes

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 16,094,400
Service Enhancements	
Coordinator Accessibility Community Outreach and Research	90,900
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	656,000
Contractual Increases	
Halifax Partnership 2% increase	39,900
Other/Transfers	
Board of Police Commissioners (BoPC) related work	50,000
Removal of the DCAO Corporate Services division	(453,600)
Transfers to Community Safety	(868,800)
Transfers to Legal & Legislative Services	(221,800)
<b>Total Changes</b>	\$ (707,400)
<b>2024/25 Budget</b>	\$ 15,387,000

# Finance & Asset Management

## Mission

We provide financial and strategic leadership through advice, governance, customer-focused services and policy.

## Service Areas

- Accounting & Financial Reporting
- Corporate Planning & Performance
- Asset Management Office
- Customer Contact Centres
- Procurement
- Revenue

# Successes

- **Government Finance Officers Award:**  
Distinguished Budget Award
- Cityworks flood-tracking support
- **Capital Policy** update
- KPI Management Tool
- **CAO Award** for 311 Customer Service
- Procurement modernization
- *Land Titles Clarification Act* work
- Grants redesign

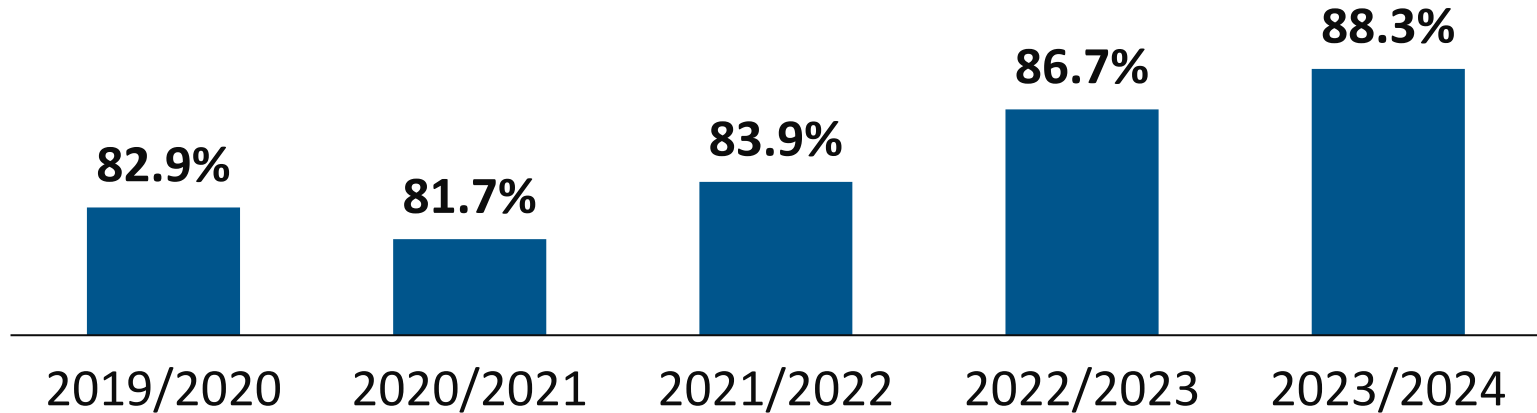


# KPI Highlights

	2020/21	2021/22	2022/23	2023/24 Projected
Abandon Rate	5.7%	6.6%	6.7%	8.2%
Gross % return on Money Market Investment Portfolio	0.84%	0.72%	3.4%	5.2%
Number capital projects managed	179	242	222	260
Value of capital projects managed	\$148M	\$200M	\$191M	\$280M

# KPI Highlights

## 311 Contact Centre - Quality And Accuracy Annual Average



# 2024/25 Planned Work Highlights



## Responsible Administration

- *2026-2030 Strategic Priorities Plan*
- *2024 Resident Survey*
- Customer portal – Tax Revenue Module
- Corporate Scheduling



## Service Excellence

- Replacement Telephony and Workforce Management System

# Staff Counts

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	234.6
Transferred Positions:	
Transferred to Community Safety	(1.0)
New Positions:	
Warranty Administrator	1.0
Supervisor, Warranty Program	1.0
Supply Assistants II	2.0
Total Changes	3.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>237.6</b>

*Includes full, part-time, and permanent positions.*

*Some opening balances have been restated to be consistent with how an FTE is counted.*

# Operating Budget Summary of Changes

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 15,347,400
Service Enhancements	
New staff for warranty programs and Fleet supports	257,300
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	2,390,300
Contractual Decrease	
Removal of salt scale contract	(97,300)
Revenue Changes	
False Alarm Revenue increased	(300,000)
Tax Sale Admin Fee increased	(100,000)
Reduction to F300 Revenue and Tax Certificates	392,300
Other/Transfers	
Position transferred to Community Safety	(144,800)
Corporate membership and other expenses transfer to Fiscal	(385,700)
Total Changes	\$ 2,012,100
<b>2024/25 Budget</b>	<b>\$ 17,359,500</b>



# Human Resources

## Mission

Committed to providing innovative, practical strategies and solutions that address business needs and promote service excellence.

## Service Areas

- Employee Relations
- Employee Wellbeing
- Talent Management
- Total Rewards

# Successes

- 18 new graduates of the **Aspiring Leaders Program** identifying as African Nova Scotian or of African descent
- **CAO Award** for delivery of the Aspiring Leaders Program
- Implemented a **LinkedIn strategy** resulting in 6000 new followers
- Improved average time to hire by 30%
- Negotiated two collective agreements
- Developed **Respectful Workplace and Duty to Accommodate** policies
- Implemented Phase 1 of the **Workforce Dashboard**

# KPI Highlights

	2021/22	2022/23	2023/24	2024/25 Projected
Internal promotion rate	-	4.29%	2.79%	4.5%
Average time to hire (days)	-	-	85.1	< 90
# new health files received	629	897	673	721
# training attendees	2555	5740	5180	6000

# 2024/25 Planned Work Highlights



## Our People

- Talent Pipeline (continued development )
- Employee Value Proposition
- Total Rewards Strategy refresh
- New Evolving Leaders Program development
- Recruitment Brand Strategy
- Community Engagement Plan
- Workforce Planning
- Mentorship Program refresh

# 2024/25 Planned Work Highlights



## Our People

- Success(ion) Planning program refresh
- Employee Wellbeing Assessment
- Duty to Accommodate Policy and Respectful Workplace Program implementations
- Corporate Learning Management System

# Staff Counts

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	106.0
Transferred Positions:	
Transfer of Corporate Comms positions to CAO Business Unit	(30.0)
New Positions:	
Talent Acquisition Specialist	1.0
Talent Acquisition Assistant	1.0
Immigration Specialist	1.0
Training Service Representative	1.0
Human Resources Business Partner	2.0
Total Rewards Generalist	1.0
<b>Total Changes</b>	<b>(23.0)</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>83.0</b>

*Includes full, part-time, and permanent positions.*

*Some opening balances have been restated to be consistent with how an FTE is counted.*

# Operating Budget Summary of Changes

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 9,007,900
Service Enhancements	
Staff to support immigration recruitment initiatives	111,500
Finance and HR Business Foundations project training content costs	55,000
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	890,250
Increase in recruiting costs	75,000
Increase in membership due costs	23,600
Increase in travel costs	20,600
Miscellaneous adjustments	23,650
Contractual Increases	
Increase in professional fee costs for the EFAP program	12,800
<b>Total Changes</b>	\$ 1,212,400
<b>2024/25 Budget</b>	\$ <b>10,220,300</b>

# Information Technology

## Mission

To deliver technology and solutions that enable the Halifax Regional Municipality to become an organization that governs with transparency and evidence-based decision making, while providing secure customer-centric digital services that align with Council and Administrative Priorities.

## Service Areas

- Architecture & Infrastructure
- ERP Delivery Management & Operations
- Cybersecurity
- Data Analytics & Visualization
- Service Management & Operations
- Strategic Planning & Delivery



# Successes

- Wildfire and flood response
- HR Workforce Report
- Africville Story Map
- District Boundary Review support
- *Vulnerable Persons Registry* support
- First property tax roll in new Tax and Revenue System
- POSSE Permit Map application and dashboards



# KPI Highlights

	2021/22	2022/23	2023/24 Projected	2024/25 Projected
Number of Open Data sets	180	210	238	263
Website visits (sessions)	5.26M	6.23M	7.55M	6.50M
Total IT ticket volume	28.7K	34.0K	36.0K	38.0K
Total asset/device count	n/a	4,600	5,300	5,600

# KPI Highlights

	2021/22	2022/23	2023/24 Projected	2024/25 Projected
Core network availability	99.86%	100%	99.9%	99.99%
Cybersecurity Awareness Training completion rate	53%	50%	63%	70%
Spam emails diverted (average per month)	1.19M	1.49M	1.86M	2.33M
Cybersecurity incidents requiring intervention (average per month)	28	61	90	130

# 2024/25 Planned Work Highlights



## Service Excellence

- GIS Strategy Refresh, Year 2 Implementation
- Implementation of Web Governance and Content Management Model Updates
- AI Chat as an IT Support Channel

# 2024/25 Planned Work Highlights



## Responsible Administration

- Strengthen Disaster Recovery Capabilities
- Security Control Implementation Assessment
- Security Awareness Program
- Business Intelligence Strategy Refresh, Year 1 Implementation
- ERP Roadmap

# Staff Counts

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	142.0
New Positions:	
Application Administrator	4.0
Service Desk Analyst	2.0
Field Support Analyst	1.0
Project Manager Information Technology	3.0
Senior Business Analyst	3.0
Change Management Consultant	1.0
SAP Functional Analyst	1.0
Business Analytics Developer	2.0
Network Administrator II	1.0
Manager Cybersecurity Operations	1.0
GIS Business Lead	1.0
Deleted Positions:	
Administrative Assistant II	(1.0)
Capital Changes:	
Accountant	(1.0)
Contract Administrator	(1.0)
Project Manager IT	(3.0)
Senior Project Lead	(1.0)
Procurement Officer	(1.0)
Senior Business Analyst	(2.0)
Total Changes	10.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>152.0</b>

*Includes full, part-time, and permanent positions.*

*Some opening balances have been restated to be consistent with how an FTE is counted.*

# Operating Budget Summary of Changes

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 32,767,300
<b>Service Enhancements</b>	
Staff supporting capital initiatives	546,400
Staff supporting Cybersecurity Auditor General recommendations	544,800
Staff supporting continued application development and growth initiatives	241,100
<i>Enterprise Content &amp; Records Management</i> project software contract costs	123,500
Increase in computer equipment costs for meeting room technology upgrades	100,000
<i>ICT Infrastructure Recapitalization</i> project rent and utility costs	79,300
<i>Voluntary Vulnerable Person Registry</i> software license costs	10,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	1,467,100
Increase to Enterprise Resource Planning system software and license costs	350,000
Increase to IT software, service and licensing costs	349,700
Increase in computer equipment costs for technology asset refresh	300,000
Increase in repairs and maintenance costs	92,900
Other inflationary and service pressures	40,100
<b>Contractual Increases</b>	
Increase to telephone and mobility contract costs	501,500
Increase in support agreement for PD and teller payment processing software	328,900
Increase to IT support contract costs	222,800
Increase in repairs and maintenance contract costs	150,500
Increase in print contract costs	106,700
<b>Other/Transfers</b>	
Increase in consulting requirements	102,300
Miscellaneous adjustments	4,000
<b>Total Changes</b>	\$ 5,661,600
<b>2024/25 Budget</b>	<b>\$ 38,428,900</b>

# Legal & Legislative Services

## Mission

To provide high quality professional services to the Halifax Regional Municipality in keeping with the municipality's core values and Council Priorities. We make a difference.

## Service Areas

- Executive Director's Office
- Office of the Municipal Solicitor/Chief Governance Officer
- Legal Services
- Office of the Municipal Clerk
- Risk & Insurance Services



# Successes

- Development and roll-out of mandatory HRM-wide training: **Essentials of Records and Information Management**
- Implementation of Access and Privacy software for property requests
- Revised *Public Appointment Policy*



# KPI Highlights

	2020/21	2021/22	2022/23	2023/24 Projected
Formal Freedom of Information requests completed within 30 days	80%	84%	89%	60%
Formal Freedom of Information requests, extensions and third-party notices completed within legislated timelines	80%	94%	91%	64%

# 2024/25 Planned Work Highlights



## Responsible Administration

- 2024 Municipal Election
- Enterprise Risk Management Framework
- By-law, Administrative Order and Policy Review
- Governance Review – Agencies, Boards, and Committees

# 2024/25 Planned Work Highlights



## Communities

- Signage Standards Policy



## Environment

- Support business units in delivering on their *HalifACT* initiatives

# Staff Counts

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	<b>75.6</b>
Transferred Positions:	
Policing Policy Strategist transferred from CAO Office	1.0
Election Project Coordinator transferred to Fiscal	(1.0)
New Positions:	
Election Project Coordinator	1.0
Legislative Assistant	1.0
Committee Coordinator	1.0
Enterprise Risk and Insurance Analyst	1.0
Solicitor	1.0
Total Changes	5.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>80.6</b>

*Includes full, part-time, and permanent positions.*

*Some opening balances have been restated to be consistent with how an FTE is counted.*

# Operating Budget Summary of Changes

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 8,701,900</b>
Service Enhancements	
Staff supporting Clerk's Office	137,000
Supporting <i>Enterprise Risk Management Framework</i>	106,000
Inflation/Service Pressures	
Board of Police Commissioners (BoPC) Increases	240,000
Collective agreements and other compensation adjustments	351,300
Other inflationary and service pressures	30,000
Other/Transfers	
BoPC Policing Policy Strategist and legal fees transferred from CAO Office	221,800
<b>Total Changes</b>	<b>\$ 1,086,100</b>
<b>2024/25 Budget</b>	<b>\$ 9,788,000</b>

