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Item No.
Audit & Finance Standing Committee
March 20, 2013

TO: Chair and Members of Audit & Finance Standing Committee
Original Signed

SUBMITTED BY: _____
Greg Keefe, Director of Finance & ICT

DATE: March 13, 2013

SUBJECT: Plan Alignment with Priorities Update

INFORMATION REPORT

ORIGIN

At the December 4, 2012 Committee of the Whole, Regional Council directed staff to present the 2013/14 draft Budget and Business Plans to the Audit and Finance Committee for review and discussion prior to consideration by Regional Council.

BACKGROUND

As part of the design of the 2013-2014 Proposed Budget, the Audit and Finance Committee is reviewing each Business Unit's high level budget and proposed plans in advance of detailed Budget and Business Plan preparation.

At the December 4, 2012 Committee of the Whole Regional Council considered their Strategic Priority Outcomes and directed staff to: *"present the 2013/14 draft Budget and Business Plans to the Audit and Finance Committee for review and discussion prior to consideration by Regional Council following the priority outcomes described in Attachment "A" having regard to the changes and additional priorities raised by Council during the course of discussion in Committee of the Whole."*

DISCUSSION

Following the fiscal direction received from the Audit and Finance Committee on December 19, 2012, Business Units have been presenting their Proposed 13/14 Budget and Business Plans to the Audit and Finance Committee for consideration.

Included as Attachment A of this report is a summary of 13/14 proposed Business Plan initiatives that have previously been presented to the Audit and Finance Committee.

FINANCIAL IMPLICATIONS

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of the Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

None are associated with this report.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

None

ATTACHMENTS

Attachment A – Business Plan Alignment with Priority Outcomes

A copy of this report can be obtained online at <http://www.halifax.ca/boardscom/SCfinance/index.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Ed Thornhill, Manager, Corporate Planning, 490-4480

Original Signed

Financial Approval by:



Greg Keefe, Director of Finance & ICT/CFO, 490-6308

Transportation Theme (Focus Area)		
Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.		
Priority Outcomes	13/14 Initiatives	13/14 Cost
Transit financial predictability.	Financial Roadmap · Revenue Generation - \$.25 Fare increase	\$2 mil fare revenue
Transit strategic plan that is integrated with other transportation and regional plan elements.	5 year Strategic Growth Plan	
	Public Engagement · Ridership vs. Coverage · Connections vs. Direct	
	Detailed Service Plan · Network Design · Service types	
	Service expansion - 11 units in 13/14	\$5,325,000
	Transit Corridors - North Park Improvements	\$440,000
Transit technology that enhances the rider experience and provides value added planning information.	Technology Solutions Roadmap · Upgrade to software, secure access & camera systems · Progress toward new AVL system	\$7,387,900
A Transit asset and service plan that ensures long term sustainability.	State of Good Repair Funding - Reserves Created	\$2,850,000
	Transit Fleet Recap Plan - 10 vehicles in 13/14	\$3,545,000
HRM road networks are designed and managed to move people and goods easily and efficiently.	Road Network Improvements - Various Capital Projects	\$9,290,000
	Ensure HRM's success as Canada's Atlantic Gateway. Consider Gateway priorities when determining HRM transportation planning and infrastructure priorities	
An active transportation network that is connected and integrated with other transportation and regional plan elements.	Expand and enhance Active Transportation · CPX01196 – Regional Trails	\$1,050,000
	· CTU 00420 – AT Plan	\$1,000,000
	· CR000003 – New Sidewalks	\$2,000,000
HRM commuters have, and choose, transportation options that minimize the use of Single Occupant Vehicles.	CTR00908 – Transportation Demand Management	\$200,000

Economic Development Theme (Focus Area)		
HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the business community.		
Outcomes	Initiatives	13/14 Cost
The Regional Centre is an attractive, welcoming sought after business and residential destination.	CDX01182 – Downtown Streetscaping	\$2,285,000
	Centre Hubs & Corridors CDV00734	\$1,000,000
	RP+5 and Centre Plan	
	Legislative Amendments – Regional Plan/Centre Plan <ul style="list-style-type: none"> · Develop and lead a government relations strategy for legislative amendments that advance Regional Plan and Centre Plan goals 	
	Participate on the Capital Ideas’ Strategic Urban Partnership with all three levels of government and stakeholders to ensure viability and success of the Regional Centre	
	Implement Parking Strategy Recommendations	\$650,000
	Cogswell Interchange – strategic property disposal	
HRM’s Economic Strategy supports and encourages entrepreneurship and ingenuity.	Identify and incorporate year 3 economic strategy priorities into SLA between HRM and GHP tying costs with services provided to show value for investment	
HRM celebrates the arts and respects our rich traditions and cultural heritage.	CD990003 – Cultural Structures (Inventory) and Places	\$500,000
	Central Library <ul style="list-style-type: none"> · Library Capital Campaign · Facility Transition 	<input type="checkbox"/> <input type="checkbox"/>
	Immigration Action Plan <ul style="list-style-type: none"> · Immigrant Service Plan 2010-13 · Update and implementation based on Citizenship and Immigration Integration project at Keshen Goodman Library 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Library – Service to First Nations Communities Plan	<input type="checkbox"/>
HRM’s regulatory and service culture supports and enables development.	Coordinate the alignment of appropriate HRM business processes to support the delivery of economic development priorities	
Rural Economic Development is supported as an integral component of HRM’S overall economic prosperity.		
HRM Business Parks are able to provide an adequate supply of lands to support anticipated economic growth.	CQ300741 – Burnside City of Lakes Development	\$22,000,000
	Bayers Lake Land acquisition	<input type="checkbox"/>

Healthy Communities Theme (Focus Area)		
HRM is a safe, liveable and sustainable community that encourages public engagement and participation in civic life.		
Outcomes	13/14 Deliverable	13/14 Cost
Public Safety – HRM citizens and visitors feel safe where they live, work, and play.		
Affordable Housing – HRM has an adequate supply of safe, affordable housing for all citizens.	Affordable Housing · Continue advocacy strategy to enable Density Bonusing and Site Plan Approval throughout HRM. These are currently tabled in Bill 160 before the Legislature	
HRM is a leader in Environment and Sustainability initiatives.	CBX01161 – Energy Efficiency Projects	\$500,000
	CW000001 – Additional Green Carts for New Residents	\$435,000
	CP990001 - Operationalize the UFMP	\$650,000
	Eastport District Energy	\$300,000

Governance and Communication (Focus Area)		
HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.		
Outcomes	13/14 Deliverables	13/14 Cost
HRM demonstrates good governance through effective Community Council and Committee structures and roles.		
HRM's Agencies, Boards, and Commissions (ABC) function under clear and accountable parameters.	DH Coordination – Improve and/or formalize relationship with Destination Halifax	
	Improve and/or formalize relationships with HRM BIDs	
Rural issues in HRM are respected as integral to regional success.	Library Facilities Master Plan Implementation . Explore shared service delivery models in rural areas - focus: Middle Musquodoboit (include community consultations)	
HRM communicates effectively with citizens and stakeholders.	Improvements to HRM's external web presence. · Develop of a social media hub	
	Communicate HRM needs and resources and ensure they are incorporated into the planning by participating on the Intergovernmental Ships Partnership Committee	
	Continue to educate public on service standards, service levels and winter parking ban.	
	Public Consultation on the Budget	<input type="checkbox"/>
Citizens are treated as partners in development of municipal policy.	Open Data Strategy (CI99001 EDS/BI)	\$70,000
	Library - Community-Led Service to North and East Preston and Cherrybrook	
	Genealogy project with the Black Cultural Centre	<input type="checkbox"/>
	Summer reading program Pilot to daycares / summer camps	<input type="checkbox"/>
	Engage African Nova Scotian communities through ongoing consultations that will inform the work of HRM and support future collaborations and initiatives	<input type="checkbox"/>
	Work collaboratively with HRM business units to identify and influence organizational policies, processes and procedures to improve the delivery of service to African NS communities in HRM	<input type="checkbox"/>

Financial Stewardship		
HRM's management practices support sustainable long term Operating and Capital financial plans.		
Outcomes	13/14 Deliverables	13/14 Cost
Financial Management - HRM's Finances are well managed.	LED Streetlight Conversion . Equipment Purchases plus installs . Complete Street light inventory	\$7,300,000 □
	Document and report on internal controls for the Audit and Finance Standing Committee	□
	Long Term Financial Visioning for HRM-10 years	□
	Tax Strategy . Consultation and research on Commercial Tax	□ □
	Library Facilities Master Plan Implementation . Refurbishment of Cole Harbour Library to provide quality public spaces and improve service delivery . Bedford Library relocation plan development; begin consultations	□ □ □
	Financial Analysis of Eastport District Energy Project	□
	Development Charges – Transit and Transportation	
Asset Management - HRM manages assets so that sustainable plans are in place to maintain and replace them in provision of optimal service delivery throughout their required life cycle.	State of Good Repair - Numerous Projects	\$62,250,000
	CID00631 - Enterprise Asset Management Program . Complete asset inventory of Parks and Sports fields . Develop a coordinated advocacy strategy outlining HRM's priorities for the federal Long Term Infrastructure Plan	\$1,070,000
Risk Management - HRM reports, manages, and mitigates future risks.	Establish Enterprise Risk Management for HRM	
Planning and Accountability - HRM's resources are aligned with corporate strategic outcomes.		

Organizational Capacity		
HRM achieves maximum benefit from its technology, human, and information resources ensuring value for tax payers' dollars.		
Outcomes	13/14 Deliverables	13/14 Costs
Information Technology - HRM technology supports business process efficiency and service delivery.	ICT technology implementations	
	. CI000005 – Recreation Services Software	\$250,000
	. CID01292 AVL	\$750,000
	. CI000001 – Internet Program	\$600,000
	Library Collection HQ Implementation	\$1,235,600
	. RFID tendered in 2012-13 . Automated Materials Handling System tender process 2013-14	
	Library Public Computer Time Management and Print Management Implementation	
Business Intelligence - HRM technology enables maximum benefit and use of information assets.	CI990001 - Enterprise Decision Support Program	\$590,000
Leadership - HRM has strong and effective, formal and informal, leaders at every level of the organization.	Leadership Orientation	
	Leadership Development	
Succession Planning - HRM attracts and retains a diverse, highly skilled, high performing workforce.	Workforce Plan	
	. Diversity Survey	
	. Diversity Strategy	
	Review Recruitment Processes	
	Review Compensation Policies	
	Legal Service complete recruitment	
Workplace Culture - HRM has a positive and constructive workplace culture.	Deliver Ethics Training	
	Library - Collective Bargaining Preparation	
	Creating a positive working culture within Legal Services	
Learning - HRM is an organization of continuous learning.	Review tuition reimbursement practices	
	Offer employee development training program	
Health and Safety - HRM is a safe and healthy workplace.	Expand health, safety & wellness workplace initiatives to ensure alignment with workplace trends regarding illness and injury	
	Continue promoting current health, safety and wellness initiatives.	
	Enhance Return-To-Work (RTW) process, Duty-To-Accommodate (DTA) process with all Business Unit / leadership teams.	
	Library Branch security review	

Service Excellence		
At Halifax Regional Municipality, we recognize and embrace our collective accountability for excellent service delivery, regular performance measurement and continuous improvement.		
Outcomes	13/14 Deliverables	13/14 Cost
Continuous Improvement - HRM employs processes that enable continuous service improvement to identify resource capacity and opportunities for operational efficiencies.	Establish a framework to provide central corporate support for policy development across HRM · Development of a corporate policy coordination division with GREA to be implemented in 13/14	
	Develop long-term government relations priorities and legislative requests that advance HRM major corporate policy initiatives	
	Realign Councillor support resources to reflect one support role for each two Councillors	\$70,000
Service Improvement, Efficiency, and Productivity - HRM implements service improvement, efficiency, and productivity initiatives.	Implementation of Catalyst Consulting Report · Service Expectations · Process Documentation · Policy Development · Recruitments · Standard Contracts · By-law Review Project · Tax Sales Backlog	
	Managed Print Services	\$600,000
	Library Universal Access Plan	
	Stormwater Management Storm Sewer Upgrades CR000001	\$200,000
	Fleet Solution	
	Implement a corporate-wide information and records management training program	
Performance Measures - Service standards for all services have been established and confirmed and reporting processes are in place for all services.	Development of Key Performance Indicators and Service Standards	
Service Culture – HRM staff understand and embrace their role and accountability for delivery of services in achieving outcomes.	To become proactive stewards by increasing awareness of the role and responsibilities of Legal Services within HRM	