

Item No. 5
Halifax Regional Council
November 13, 2012

TO: Members of Halifax Regional Council

Original signed

SUBMITTED BY: Mayor Peter Kelly, Chair, Executive Standing Committee

DATE: October 22, 2012

SUBJECT: CAO 2nd Quarter Update

INFORMATION REPORT

ORIGIN

The CAO 2nd Quarter Update was before the Executive Standing Committee on October 22, 2012.

BACKGROUND

The CAO presented his corporate initiatives update, dated October 16, 2012 as well as his CAO Performance Planning and Review 2012 to 2013, dated October 16, 2012 form for the Committee's review.

DISCUSSION

The Executive Standing Committee approved a motion to receive this information report.

The CAO responded to committee members' questions with respect to Councillor orientation procedures, the 311 call centre and the Cogswell Street Interchange. The CAO committed to providing Councillors with a briefing note regarding the 311 call centre.

BUDGET IMPLICATIONS

There are no budget implications.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

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 Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

The Executive Standing Committee is open to the public.

ATTACHMENTS

Corporate Initiatives Update Information Report

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

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**Executive Standing Committee
October 22, 2012**

TO: Chair and Members of the Executive Standing Committee
Original signed

SUBMITTED BY: Richard Butts - Chief Administrative Officer

DATE: October 16, 2012

SUBJECT: Corporate Initiatives Update

INFORMATION REPORT

ORIGIN

This report originates with staff. It is a regular update to a report previously received by the Executive Standing Committee on August 8, 2012.

BACKGROUND

The Executive Standing Committee receives regular updates on the progress of various ongoing initiatives through the CAO Performance Planning review process. Those updates are at an executive level and are based on a list of objectives and actions as defined by the Committee.

In addition to the activity outlined in those regular updates, there is a significant amount of impactful work ongoing and planned for current and future business cycles.

This report is provided to augment the CAO Performance Planning process and update the Committee on ongoing initiatives beyond those outlined in the regular update process.

DISCUSSION

Through the course of a typical business cycle, HRM administration delivers a range of programs and services. Council and Committees receive regular updates on the progress of many of these initiatives due to their profile in the community. However, these items represent only a portion of the total work delivered by staff in response to Council's direction.

There is a significant amount of additional effort applied to other tasks throughout the organization that support and enhance the successful delivery of services to taxpayers in HRM. Many of these initiatives also directly support continuous efficiency improvements that lead to increased flexibility for Council regarding spending options, service delivery alternatives and tax collection.

This report has been prepared to provide the Executive Committee with an update on some of the most impactful initiatives currently underway or planned in the areas of Business Tools / Processes, Inter-Agency Cooperation, Corporate Alignment, Corporate Strategy and Project Delivery.

Business Tools / Processes

Business Intelligence Program

The administration is actively developing a Business Intelligence (BI) program to organize HRM's extensive data inventory and generate increased capacity for business-like, data-driven decision making across the organization. This program will significantly enhance the power and value of HRM's business data to improve decision making in both day-to-day operations and long term strategic planning.

The development of a roadmap for the implementation of Business Intelligence capabilities has been completed. This includes HRM's current and desired states in this area and a multi-year program / project plan to address the gaps and introduce these new capabilities. The specific projects have been defined including costs and resource estimates. The next steps include the completion of a Business Case that justifies the proposed capital investment and pending approval, the procurement of a Program Manager to lead the Business Intelligence Program.

Key Performance Indicators (KPI's)

A project is underway to develop service standards and KPI's for every service area in HRM. This project will enable the organization to enhance service performance and maximize cost efficiencies. The initial focus of this project is on Business Units that primarily provide services directly to the public as opposed to those that provide internal support.

The current plan is to include Key Performance Indicators in the 13/14 Budget/Business Plan, identifying past performance (the baseline), 12/13 performance expectations (based on current year's data), and projected performance (based on the 13/14 plan and beyond).

In addition, information will be developed during this program to contribute to the previously mentioned Business Intelligence initiative and support prioritization of Business Process Improvement initiatives

Open Data Initiative

The Open Data initiative is a project that will make a wide range of HRM's electronic data available to the public in a machine-readable format at no charge without the limitations of copyright, patent or other restrictions. This program will provide benefit to entrepreneurs, academics, business /community groups, and developers. It will also likely stimulate some technological growth in the IT sector through development of new applications created in response to the availability of this data. It also supports greater transparency by allowing citizens and others to perform their own analyses using accurate HRM generated data.

An Open Data Report was presented to and approved by Regional Council on September 25th, 2012. This enabled the public release of a selection (15) of HRM data sets free of charge and to allow for the engagement of HRM citizens and industry experts in an open data application development contest. This program will provide benefits to entrepreneurs, academics, business / community groups, and developers. The next steps in support of this initiative include the procurement and implementation of a 3rd party platform to host HRM's data catalogue. Completion is anticipated by the end of fiscal 2012.

311 Call Centre

HRM's move from 490-4000 to a 311 phone number for all customer inquiries is in the final planning stages and implementation is scheduled for mid-November 2012. This new service will simplify intake and processing of municipal inquiries and it will include such enhancements as multi-lingual service, holiday service and the integration of Police information / non-emergency incident reporting. The more detailed status of the program implementation is as follows:

- 311 Go Live planned for 15-November-2012
- Procurement finalizing RFP for language line services
- Mapping of current call flow is completed; Auto-attendant changes are being tested
- Holiday service to be reinstated after 311 Go-live
- Citizen Contact Centres are ready to go with non-emergency call-taking but discussions on approach for the integration of Police services are ongoing .

Corporate Printing Services Enhancements

HRM has recently completed an audit of the printing environment and printing equipment inventory throughout the organization. The first step in the implementation of the audit results was to identify a single vendor to provide and manage printing equipment across the corporation.

This simplified management model will result in the replacement of all existing personal printers, faxes, and copiers with a reduced number of shared multi-function devices. This will enhance printing capability throughout the organization and create new capacity for network scanning, scan to email functions, "cloud" printing and swipe card access which will allow users to retrieve printed material from any location in the organization. Machine down-time will also be reduced as each of these devices proactively reports any error conditions directly to the vendor for resolution.

Some of the benefits to this print management model include an estimated 40% reduction in paper consumption through the mandatory default use of duplex printing, 51% reduction in printing-related energy costs, 49% reduction in printing-related Greenhouse gas output, and 28%

reduction in printing-related solid waste (toner cartridges, ink, packaging etc.). Annual savings to the organization are estimated at \$450,000.

HRM is assessing the current and potential future state of the HRM Print Centre with the aim to reducing inefficiencies and improving service delivery standards by optimizing the performance of the Centre's structure, people, processes, technology and equipment. A project will be launched in late 2012-early 2013 to meet these performance improvement goals.

Enterprise Asset Management (EAM)

A three year plan has been developed to enhance management of HRM's major capital assets through improved business practises and updated technology. This project will implement best practise management processes for HRM's fleet, land, buildings, and street right of way assets. It will increase the longevity of these assets, maximize the efficiency of recapitalization and replacement, improve service delivery dependent upon those assets and ultimately save taxpayers money. A project to improve business practises and implement new technology for fleet management is currently underway. Other assets within the street right of way will be the focus of the next phase of the project in 2012/2013.

Fleet Management Improvements

Updated HRM fleet operational practices, policies and performance measures came into effect on June 1, 2011 and improvements continue into the 2012/13 fiscal cycle as part of the EAM program. These improvements have resulted in an overall fleet reduction of approximately \$1.6 million in value since 2010/11. HRM's overall use of vehicle rentals has been reduced by 74% in that same time period and the program targets the elimination of leased vehicles by the end of the 2012 fiscal year.

Although price of fuel is up, HRM's consumption is down as a direct result of the new fleet program. Diesel consumption has been reduced by 9% and gasoline consumption is down by 13% compared to same time period last year.

Installation of new Fleet software – Fleet Focus - Base line testing of the software to begin in the last week of August

Develop a procedure to clearly target the most effective replacement - Creating condition reports will be started in August and completed in October for all 1500 units HRM owns. This will include Police, Fire, Metro Transit and TPW

Automated Vehicle Location (AVL)

A project is underway to develop and implement Automated Vehicle Location (AVL) technology which will support improved Transit and TPW operations. This program will enable transit features such as bus stop annunciation and electronic fare box technology. It will also generate extensive data about routing and vehicle movement that will enhance decision making for transit service as well as increase efficiency in a wide range of vehicle-based TPW operations. The development of a roadmap for Transit AVL technology has been completed which provides a program plan that outlines the projects to be implemented over a 5 year period, including estimated costs (to inform capital planning). A similar exercise in support of TPW AVL technologies will be initiated in October, 2012.

HRM Internet Improvements

A plan is currently in place to improve the functionality of HRM's public web site. This project will improve the community's access to information, ensure accurate and complete information is supplied on-line, increase opportunities for more electronic service transactions and provide additional options for citizen engagement.

HRM completed a third-party review of the current governance, content and supporting technology that led to the existing website. The next phase of the project will implement the recommendations through a governance and content cleanup strategy throughout late 2012-early 2013 in tandem with a strategic internet roadmap plan for the site's long-term technical and service initiatives.

Inter-Agency Cooperation

Human Resources Cooperative Efforts with the Province of Nova Scotia

As part of a service review, HRM Human Resources and the Nova Scotia Public Service Commission will be meeting in September to discuss potential partnership opportunities in the delivery of HR services.

- The HR Management Team met with representatives from the NS Public Service Commission on September 14, 2012
- HR will be forwarding those areas identified for potential collaboration to the Public Service Commission this month (October) and is waiting for the same from their organization
- Further discussions on partnerships will continue

Procurement Cooperation with PNS

HRM partnered with the provincial government to undertake a program called the Spend Analysis and Strategic Procurement Initiative. The intent of this program was to generate a detailed review of procurement cost saving opportunities across both levels of government and in other areas of the public sector.

Deloitte LLP was retained to support the research and analysis component of this program in collaboration with other stakeholders from across the municipality. The analysis portion of the program consisted of two main activities:

- 1) Development of a comprehensive spending profile and identification of potential savings opportunities; and
- 2) Development of an implementation plan, a governance model and consideration of economic impact factors.

The final spend analysis report was received. We are cooperating with the Province toward achieving some "quick hit" opportunities for cost savings and working on some longer term collaborative efforts in other areas such as construction. The spend analysis really confirmed that we were already working on the right things i.e. IT and Fleet.

Access to Business (A2B), Access for Citizens (A4C) Partnership with the Province

HRM is currently exploring opportunities to collaborate with the Province on an initiative to identify opportunities to improve and streamline business and citizen access to services provided by the public sector in Nova Scotia.

This program is in its formative stages and Community and Recreation Services (C&RS) personnel are scheduled to participate in workshops hosted by the province of Nova Scotia in the upcoming months.

Fire Services Cooperative Initiatives with the Department of National Defence

A Memorandum of Understanding (MOU) between HRM and the Department of National Defence (CFB Halifax) concerning mutual aid arrangements was implemented on April 17, 2012.

The main objective of this MOU is to provide the framework to minimize property destruction and environmental damage through cooperation between fire services in response to emergencies. The MOU documents the authority and roles for mutual support in a Fire Service Mutual Aid Plan. The participants will also conduct joint training at intervals to be determined by their respective Fire Chiefs throughout the year.

Fire Services Cooperative Initiatives with the Halifax International Airport Authority

A draft MOU has been developed between HRM and the Halifax International Airport Authority (HIAA) for Joint Planning, Exercising and Emergency Operations.

Any emergency at the Airport could include a large number of casualties and/or wide spread damage that will require a coordinated response by HIAA and the Halifax Regional Municipality. The aim of this MOU is to document collaborative emergency response obligations and enhance operational efficiency by sharing plans, conducting joint exercises and ensuring compatible concepts of operations are employed during an emergency.

This MOU is currently in the development stage and Fire Services staff is engaged in collaborative review with officials from HIAA.

Quarterly Environmental Meetings

HRM continues quarterly senior level meetings with the Nova Scotia Deputy Minister of Environment and Halifax Water to align strategy and expenditures on environmental issues. Current objectives include: Identification of municipal projects that align with the soon to be announced Provincial Sustainable Transportation Strategy; Ongoing intergovernmental discussions on municipal priorities with respect to Solid Waste operations; Development of an NSE / Planning / Development Approvals working group seeking streamlining opportunities; and, progressing the real estate complications related to enabling the concept of the Birch Cove Blue Mountain Regional Park.

Strategic Urban Partnership (SUP)

The SUP is a forum for public and private stakeholders to share, discuss and plan initiatives to better position Halifax's Regional Centre for economic success

SUP continues to engage stakeholders on a variety of initiatives in support of the Regional Centre and in support of the Economic Strategy. The draft SUP Action Plan for 2012/13 focuses:

- Housing (More affordable and below-market housing options to help reach the Regional Centre's goal of 8,000 more residents by 2016);
- Culture (Increase the awareness and importance of spaces displaying public art);
- Mobility (Advocate for the removal of the Cogswell Interchange to improve connectivity within the Regional Centre and free-up land for future development);
- Business (Identify and address barriers to thriving Regional Centre business, including a commercial taxation review, Phase I of which is now complete);
- Infrastructure (Establish a \$50 million capital reserve fund dedicated to repair and enhance the public realm in the Regional Centre), and;
- Vision & Strategy (Support and accelerate the HRMbyDesign Centre Plan as a means to increase Regional Centre density, prosperity and livability).

HRM and GHP participate actively on the Core Team that leads SUP's activities.

Corporate Alignment

Fire Service Realignment

The realignment of Fire and Emergency Service Business Unit was rolled out July 16, 2012 and is now in the implementation process. The realignment is the first phase of an operational review that is being undertaken during this business cycle. This realignment will reduce unnecessary duplication of roles and activities and strengthen leadership by moving decision making into the field and into the communities served by HRM Fire Services.

Implementation of this realignment resulted in a reduction of 7 Non-Union positions. The Operations Division has implemented a new command structure which is focused on improving leadership and operations in the field to support Council's direction and to serve the communities evolving needs.

Enhanced Service Levels for Major Project Approvals

An initiative is underway to improve service delivery and prioritize focus on development projects which contribute major capital investment within HRM. The Planning Applications Group, including the Heritage Property program, has been realigned with the Development Approvals section of the Community and Recreation Services business unit. Planners, Development Officers and Engineers will work in collaboration to establish a Major Development Projects Team. This will create "one window of service" from initial conception and design through detailed permitting review, construction, inspection and occupancy of major development project.

In addition to these long term improvements to the development approval process, staff is also implementing some short term, temporary staff reassignments to provide additional resources which will work to alleviate the existing application case load in the western region (Halifax office).

Legal Services Review

HRM contracted Catalyst Consulting to conduct a review of the Legal Services Business Unit and provide recommendations as to how legal service to the organization could be enhanced. The report from Catalyst included a total of 35 recommendations in the areas of Project Management, Organizational Structure, Communication, Accountability and Process Improvement. Those 35 recommendations generated an implementation plan with a total of 64 detailed deliverables.

As of September 30, 2012, 38 of those deliverables are completed (59%) and the remaining 26 are substantially underway (41%).

Municipal Compliance

Historically, delivery of municipal compliance functions was spread throughout the organization based on service areas. As part of the recent corporate realignment efforts, all primary compliance functions have been consolidated into a single management. Consolidation of animal control and taxi / limousine regulation has produced administrative and resourcing efficiencies.

While delivery of this service remains a highly challenging task, consolidated efforts are providing improved success rates for compliance in many challenging situations. Staff continues actively working on process and procedural changes intended to reduce the amount of time between the initiation of a complaint and conclusion of Dangerous or Unsightly property issues.

African Nova Scotia Affairs

The Government Relations and External Affairs division (GREA) has recently concluded a recruitment process and hired a person to fill the vacant Manager of the African Nova Scotian Affairs Integration Office. This hiring will help HRM meet its commitment made as part of the Africville Settlement to insure equitable municipal service delivery to African Nova Scotian communities in HRM.

Corporate Strategy

Champions Table Initiative

The administration has implemented the Champions Table program to coordinate the management of a complete range of deliverables that directly support strategic direction provided by Council. This totality of the corporate work program has been compartmentalized under several outcome area teams. Each team is championed by a senior staff member and the progress of the related deliverables is reviewed and tracked to inform the business planning process. The following outcome area teams are part of this initiative:

- Excellence in Service Delivery
- Clean and Healthy Environment
- Diverse Lifestyle Opportunities
- Economic Prosperity
- Financial Stewardship
- Integrated and Affordable Transportation Networks

- Organizational Capacity
- Safe, Inclusive and Welcoming Communities
- Well Planned and Engaged Communities

Multi-District Facility (MDF) Initiative

The administration is implementing a program to enhance the reporting requirements, clarify the accountability framework and formalize management agreements between HRM and its board-run multi-district facilities.

The initial round of audited financial statements for these facilities has been received and is currently being analyzed by staff. The initial financial performance report will be presented to Council in the second quarter of 2012.

The first in a series of ongoing regular meetings between staff and MDF General Managers was held in the spring of 2012 to implement consistency and operational process improvements. Existing operational policies are being reviewed and new policies implemented including: critical incident management procedures, fire safety plans and signage, procurement processes and social media policy. Expense reviews are underway and savings opportunities have been found through the transfer of common expenses to HRM's standing offers.

The most recent activity updates on this project are as follows:

- MDF Coordinator hired - joined C&RS team September 4, 2012
- New financial reporting requirements implemented and currently in effect
- First audited financial report for MDF's expected end-June
- First financial performance report anticipated in September to Audit and Finance Committee
- Met with General Managers and Boards and implemented operational process improvements and reporting
- Arranging Standing Offers through Procurement to create scale purchasing efficiencies

Projects

Cogswell Interchange

HRM's 2012-2013 Corporate Plan calls for the issuance of the Cogswell Interchange Masterplan RFP. This is also in the Planning & Infrastructure Business Plan for 2012-2013, to be led by the Planning Services division. This masterplan will be built around a broad-based community engagement program to define the vision for the Cogswell area. It will identify a systematic process for the removal of the interchange, the re-establishment of an at-grade street network, new utilities (including district heating and cooling), new public open spaces, mixed-use buildings, a potential multi-modal transit hub, and a phased plan for moving new development parcels to market.

The RFP for development of master plan for this project was issued on October 13, 2012 and will close on November 9, 2012.

BUDGET IMPLICATIONS

There are no budget implications directly associated with this information report. However, many of the initiatives described herein will generate efficiency which could positively impact future budgets.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

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 Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

There is no Community Engagement component associated with this information report.

ATTACHMENTS

None

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

Report Prepared by: Steven Higgins, Executive Assistant to the Chief Administrative Officer (490-2292)

Report Approved by: Richard Butts – Chief Administrative Officer
