

# **Business Planning & Information Management**

**Business Plan - 2008/09**

**Mission:** *In support of Excellence in Service Delivery, Business Planning & Information Management provides integrated, client-focused solutions in the areas of technology, knowledge/data management, and public access through the provision of leadership, expertise, advice, products, and standards.*

## **Business Unit Overview:**

Business Planning and Information Management (BPIM) is organized into several divisions which emphasize service delivery to citizens and business units in support of the Halifax Regional Municipality's strategic outcome of excellence in service delivery.

**Director:** Brad Anguish

**Client Services**  
Cathy Mellett

The Client Services Division of Business Planning and Information Management manages the processes, systems and services delivered through HRM's citizen-facing information and service channels (Call Centre/Dispatch; Web Services; Customer Service Centres, Visitor Centres). Sections include:

- Corporate Call Centre & Dispatch Services
- Visitor and Customer Services
- E-Commerce & Web Services
- Hansen Business Support Team

**Data/Business Information Management**  
Donna Davis

The Data/ Business Information Management Division is responsible for overall information management within the HRM organization. The division provides corporate direction regarding the collection, management, use, and protection of geographic and business data/ information under the following sections and programs:

- Corporate Data Strategies & Projects
- Corporate Library & Municipal Archives
- Corporate Document & Records Management
- Civic Addressing Program
- Geographic Information Systems Services (GISS)

**Information  
Technology**  
David Muise

Information Technology provides management and stewardship of HRM's Technology investments, and develops plans for maintaining and enhancing systems throughout their life cycle. HRM's target environment for Information Technology is one where the electronic services and business information delivered are available, accurate, secure and timely. These services are delivered through the following sections:

- Information Technology Professional Services
- Application Development and Support
- Technology and Infrastructure
- Customer Care & PC Support Services

**Business Planning /  
Performance  
Measurement**  
Michael Pappas  
Marc Scarfone

Facilitates and coordinates the business planning process across the organization. Ensures Business Unit goals, objectives and performance measures are documented and accessible. Analyses issues and resource allocations to ensure Council's priorities are supported.

**Halifax Harbour  
Solutions Project**  
Ted Tam,  
Project Manager

This project will construct wastewater treatment plants and collection systems in Halifax, Dartmouth and Herring Cove to improve the water quality of the Halifax Harbour.

**Summary of Business  
Unit Structure  
Changes:**

- Harbour Solutions Project moved from Environmental Management Services

**Core Operations and Services provided:**

- Provided services to over 100,000 visitors in 2007
- Received over 584,000 calls at the Corporate Call Centre in 2007
- Customer Service Centres handled over 180,000 transactions with a value of over \$120,000,000
- Made 400 descriptions of HRM Archives' historical records available on-line via [www.halifax.ca/archives](http://www.halifax.ca/archives), with financial assistance from Library and Archives Canada
- Received 319 (211 internal and 108 external) Archive reference requests and 83 visits to the Archives research room.
- Produced 2500 linear feet of map product
- Added 49 new layers of HRM data to our Geographic Information System database
- Launched a public mapping site offering 45 layers of geographic information to citizens and businesses through the Internet
- Corrected 2509 civic addresses in the urban core of HRM

## Permanent Full Time Equivalent (FTEs):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
Permanent FTEs	154	160

There were 3 FTEs transferred from Environmental Management Services and 3 FTEs that were either term to permanent conversions or new positions supporting operational requirements.

## Financial Information:

<b>Business Planning &amp; Information Management</b>						
<b>Summary of Budget by Business Unit Division</b>						
	2006-2007	2007-2008	2007-2008	2008-2009	Change over	
	Actual	Budget	Actual Unaudited	Budget	Budget	%
<b>Gross Budget</b>	\$15,745,167	\$17,967,492	\$16,850,330	\$18,865,200	\$897,708	5.0%
<b>Revenues</b>	(\$476,179)	(\$452,500)	(\$583,855)	(453,000)	(\$500)	0.1%
<b>Net Budget</b>						
Commonwealth Games	1,010	0	0	0	0	-
Director of Business Plan. & Info Mgmt	480,776	1,006,150	858,833	1,172,150	166,000	16.5%
Data Knowledge Management	168,744	523,996	443,245	271,541	(252,455)	-48.2%
Information Resource Management	476,284	526,203	458,748	568,700	42,497	8.1%
Geographic Information Services	423,062	472,939	496,421	480,100	7,161	1.5%
Data Sources	459,153	326,062	276,445	869,692	543,630	166.7%
Information Technology	2,392,626	1,948,643	2,110,321	1,978,300	29,657	1.5%
Technology Infrastructure	3,830,222	4,024,214	3,694,728	4,257,680	233,466	5.8%
Customer Care	1,201,320	2,106,810	1,896,328	2,145,000	38,190	1.8%
Business Solutions	1,440,085	1,591,471	1,571,871	1,625,100	33,629	2.1%
Project Management	763,246	1,012,504	901,955	1,027,600	15,096	1.5%
Client Services	340,871	497,369	330,433	457,637	(39,732)	-8.0%
Customer Service Centres	668,488	695,112	644,413	707,500	12,388	1.8%
Dispatch Services/Call Centre	1,573,752	1,649,296	1,655,658	1,700,900	51,604	3.1%
E-Access & Services	551,135	583,376	476,561	608,100	24,724	4.2%
Visitor Services	498,215	550,847	450,515	542,200	(8,647)	-1.6%
<b>Net Cost</b>	\$15,268,988	\$17,514,992	\$16,266,476	18,412,200	\$897,208	5.1%

## Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
<b>2007/8 Budget</b>	<b>17,515</b>
1 Operating Cost of Capital (Asset Management, Corporate Document / Records Management, Revenue Replacement Project, VT&C project)	778
3 Contractual obligations such as rent, technology licensing and maintenance, Commissionaires	81
4 Cell Phone and Blackberries consolidation	38
<b>2008/09 Budget</b>	<b>18,412</b>

## Business Unit Goals (2008-11):

Strategic Goals		
1.	Goal	Support Council Governance Process Improvements
2.	Goal	Lead Corporate Business Planning and Performance Measurement
3.	Goal	Provide Support for Corporate Asset Management
4.	Goal	Service Delivery Partnerships
Operational Goals		
1.	Goal	Deliver Funded and Approved Projects on Time and within Budget
2.	Goal	Ensure Continuous Improvement of Information, Technology, and Client Services
3.	Goal	Improve Management of Corporate Documents and Records
4.	Goal	Complete Harbour Solutions Project

<b>Service Level Changes</b>
Business Unit: Business Planning & Information Management
Increases In Services / new initiatives: <ul style="list-style-type: none"><li>• Provision of electronic Council packages to Regional Council and staff</li><li>• Upgrade of Council Chamber</li><li>• E-voting implemented</li><li>• Community / Quality of Life (QOL) Performance Framework</li><li>• Centralized telecommunications billing and management</li><li>• Needs based computer lifecycling</li><li>• Information management policy - E-mail</li><li>• Expansion of fibre optic network</li><li>• PSAB compliance through Asset Management</li><li>• Addition of data layers on the public mapping site</li><li>• Substantially complete key parts of the Halifax Harbour Solutions Project:<ul style="list-style-type: none"><li>• Biosolids Plant selling soil amendment</li><li>• Dartmouth Wastewater Treatment Facility commissioned</li><li>• Herring Cove Wastewater Collection System &amp; Wastewater Treatment Facility construction completed</li></ul></li></ul>
Decreases In Services / Operational Pressures: <ul style="list-style-type: none"><li>• Grade of Service at the Call Centre declined by 8% in 2007 and the trend is expected to continue</li><li>• Performance against Freedom of Information and Protection of Privacy Act Application standards is expected to continue to decline (Operational Pressure)</li><li>• Insufficient Project Managers to meet workload demands (Operational Pressure)</li><li>• Inadequate investment in technology to support corporate operational efficiency (Operational Pressure)</li></ul>

<b>Service Level Changes</b>
Expected Services Not Being Delivered: <ul style="list-style-type: none"><li>• Corporate document / records management system roll-out suspended</li><li>• Portal implementation deferred indefinitely</li></ul>
FTEs: (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent)). <ul style="list-style-type: none"><li>• 1 FTE, through the capital budget, to support the Corporate Asset Management Project (1 Data Analyst).</li></ul>