

HALIFAX

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

Item No. 4
Committee of the Whole
November 27, 2018

TO: Mayor Savage and Members of Committee of the Whole

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: November 27, 2018

SUBJECT: 2017-2020 Multi-year Priority Outcome Update

ORIGIN

On December 6, 2016, Regional Council adopted a Strategic Planning Framework, established priority outcomes for their term and directed staff to develop multi-year plans to advance those outcomes. Consistent with past practice, staff is providing an update on those priorities and seeking Council's direction on the 19/20 strategic plan.

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

It is recommended that Halifax Regional Council:

1. Proceed to prepare the 19/20 multi-year budget and business plan in support of Council's Priority Outcomes and consistent with the Outcome Plans as presented today or amended by Committee of the Whole (COW)

BACKGROUND

Over the last three Municipal elections, Regional Council has established priority outcomes for their term and directed staff to develop plans to advance those outcomes. In alignment with this practice, on December 6, 2016 Regional Council adopted a strategic planning framework (Attachment A) and approved the 2017 – 2020 Priority Outcomes (Attachment B). The strategic objectives are strategic aspirations for the Community that focus on medium and long term desired outcomes. These are not tactical or operational objectives but instead describe a desired end-state sought for the betterment of the entire HRM community. The initiatives used to advance these outcomes are developed as part of the business planning and budget process.

Once established by Council these priority outcomes, typically remain unchanged year over year. However, it is prudent to review and confirm them annually in advance of the business plan and budget consideration. This annual review and validation, typically takes place in November and is the launch to the annual business and budget planning process

DISCUSSION

Regional Council adopted a multi-year approach to budget and business planning which commenced in the 17/18 fiscal period. Consistent with the 18/19 budget year, a two-year planning view will be provided to the Regional Council's Committee of the Whole (COW), however formal approval is confined to 19/20 with 20/21 approved in principle only.

The Priority Outcome Presentations (Attachment C) will provide the Committee of the Whole with:

1. An overview of the Council Priority Outcomes identified and approved in December 2016
2. An update on current and planned initiatives
3. Results based on established key performance indicators

The current and planned initiatives will provide the COW with an overview of what has been accomplished to date for three of the six Council Priority Outcome Areas (Transportation, Healthy Livable Communities and Service Delivery) and how staff intends to proceed under current strategic direction. Should the COW wish to change their strategic direction, staff will adjust plans accordingly.

New and established key performance indicators are also included with the presentations. In 19/20 the most appropriate indicators for measuring success from current plans will be consolidated in a Corporate Scorecard providing a concise overview of HRM's progress towards its outcomes Work will continue to add relevant measures, and to refine indicators where data does not exist.

FINANCIAL IMPLICATIONS

There are no immediate financial implications to this report, however approval of priority outcomes does constitute planning and budget direction.

RISK CONSIDERATION

There are no risks associated with this report.

COMMUNITY ENGAGEMENT

No community engagement was sought for this report; however, the current budget consultation process seeks to solicit public comment on community priorities. The Citizen Survey completed in September 2018

also provides valuable information for assessing community priorities and expectations.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications stemming from this report.

ALTERNATIVES

Council may choose to add, delete or amend their Priority Outcomes and direct staff to develop the 19/20 Multi-year Business and Budget Plans in support of these amended priorities.

ATTACHMENTS

Attachment A – 2017-2020 Strategic Planning Framework – HRM's Plan on a Page

Attachment B – Council Priority Outcomes

Attachment C – Council Priority Outcome Presentations

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Wendy Lines, Acting Manager Corporate Planning, Finance & Asset Management,
902-490-6470

Report Approved by: Original Signed
Jerry Blackwood, Acting Director Finance and Asset Management/CFO 902-490-6308