

HALIFAX

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Item No. 7
Budget Committee
February 10, 2021

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

SUBMITTED BY:

Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: February 3, 2021

SUBJECT: Proposed 2021/22 Corporate & Customer Services Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on December 1, 2020, staff is required to present the draft 2021/22 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

It is recommended that the Budget Committee direct the CAO to incorporate the Corporate & Customer Services proposed 2021/22 Budget and Business Plan, as set out and discussed in the February 3, 2021 staff report and supporting presentation by staff, into the Draft 2021/22 Operating Budget.

BACKGROUND

At the Dec 1, 2020 Budget Committee meeting, Regional Council confirmed the 2021- 2025 Strategic Priorities Plan and directed the CAO to proceed to prepare the 2021/22 Budget and Business Plan in support of Council's Priority Outcomes.

As part of the design of the 2021/22 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

DISCUSSION

Staff has prepared the proposed 2021/22 Corporate & Customer Services Budget and Business Plan consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020 as well as fiscal direction provided on January 13, 2021.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2021/22 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on December 1, 2020.

As part of the budget process, Regional Council will be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2021/22 Budget. 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 related to financial decisions, 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.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process. Project managers use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

COMMUNITY ENGAGEMENT

The 2021/22 Municipal Budget Engagement Survey was conducted from November 5, 2020 – Dec 14, 2020. This on-line survey was available to all HRM residents and received 4,312 responses to a variety of budget, planning, and priorities questions. The results of the 2020 Municipal Budget Survey were provided in an information report presented to Reginal Council on January 26, 2021.

The 2021/22 budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each business unit budget and business plan presentation

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed 2021/22 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment 1 – Corporate & Customer Services 2021/22 Draft Budget and Business Plan

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.

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CORPORATE & CUSTOMER SERVICES

2021/22 BUDGET AND BUSINESS PLAN

MISSION CUSTOMER SERVICE IS AT THE HEART OF EVERYTHING WE DO

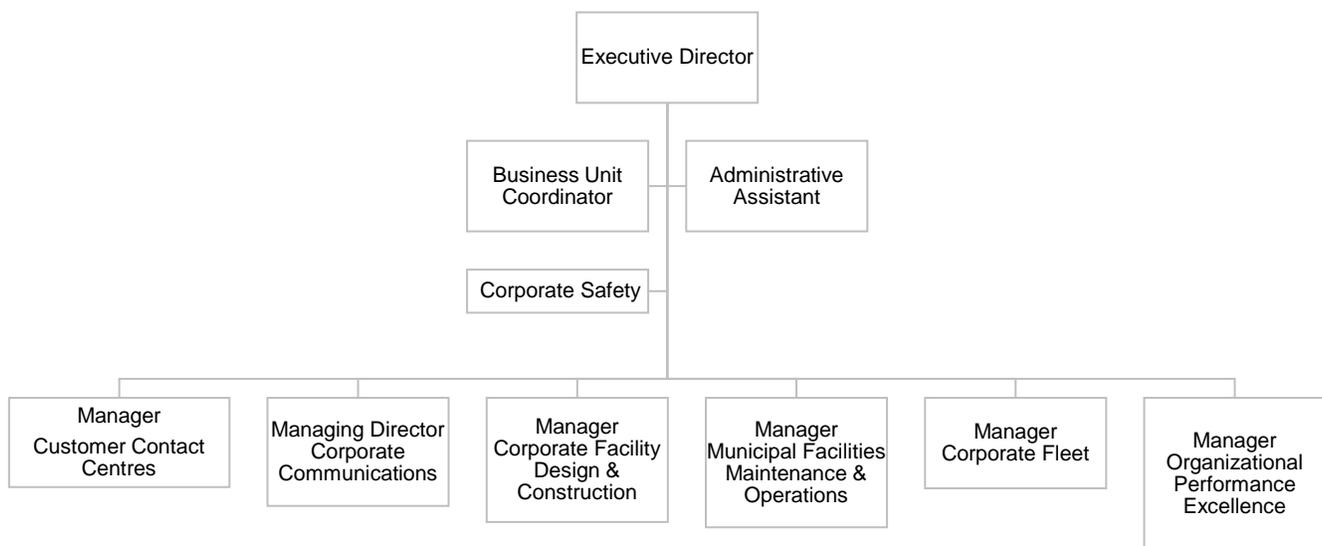
CORPORATE & CUSTOMER SERVICES OVERVIEW

Corporate & Customer Services (C&CS) supports the Regional Council and Administrative priorities through a commitment to advance the priority outcomes.

The Corporate & Customer Services (C&CS) business unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, HRM Business Units and employees. The cornerstone of how we do business is founded on two key areas: Customer Service (our customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service we provide). With a focus on exemplifying HRM corporate values, efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality.

C&CS oversees the following Divisions: Customer Contact Centres, Corporate Facility Design & Construction, Municipal Facilities Maintenance & Operations, Corporate Fleet, Corporate Safety, Corporate Communications, and Organizational Performance Excellence.

CORPORATE & CUSTOMER SERVICES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	229.0	1.0	230.0 *
Seasonal, Casual & Term	0.8	(0.8)	-
Total	229.8	0.2	230.0

Includes full & part-time permanent positions. Calculated value based on the normal working hours of each position.

The Full-Time change includes 0.2 net position transferred from other business units. Three Corporate Safety positions were transferred from HR and 1.8 Regulatory Modernization positions (which included a 0.8 FTE Term) were transferred to the CAO.

C&CS had internal position movement which resulted in a decrease of one FTE. With the closure of two Customer Service Centres, five Customer Services representative positions were eliminated, and four proposed positions from the pre-Covid 20/21 Budget were funded. Three new positions in Corporate Communications, and one position in Corporate Fleet.

STRATEGIC INITIATIVES (2021/22)

INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

Deep Energy Retrofits of Municipal Buildings

The municipality will develop an energy roadmap for corporate buildings to plan retrofits over nine years that align with recapitalization requirements. Retrofits must achieve a 50% reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.

INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

Community Engagement Strategy

The municipality is developing a revised Community Engagement Strategy including corporate guidelines for all public engagements. The strategy will aim to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement.

Performance Excellence Program

Organizational Performance Excellence (OPE) will continue to champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement. The program will help Business Units consider more efficient, sustainable, and innovative approaches to the delivery of municipal programs and services that are aligned with our customer's expectations.

The PE program will include:

- Identifying, leading, and supporting corporate level improvement initiatives & mentoring on continuous improvement
- Developing and implementing a training program
- Working with Business Units to develop change management plans to support the shift toward a performance excellence culture.

Corporate Safety Strategy

To ensure safety in the workplace Corporate Safety will build on the work of the current Corporate Safety Strategy, which reinforces the 'Safety First' culture guided by the adoption of the S.A.F.E.R leadership model. Corporate Safety will continue to focus on the development, education and promotion of safe work practices for the prevention of incidents and reducing Workers Compensation costs. In addition, with the current pandemic, Corporate Safety is committed to continuing to play a key role in responding to COVID-19 by providing expert guidance to Business

Units on the development and maintenance of effective workplace safety plans, safe work practices, and workplace assessments.

Corporate Fuel Management Recapitalization & Remediation Program

The Corporate Fuel Management Recapitalization & Remediation Program will ensure HRM meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. This work is a collaboration of C&CS Divisions and other Business Units including: Corporate Fleet, Municipal Facilities Maintenance & Operations, Corporate Facility Construction & Design, Risk & Insurance, and Planning & Development. The program encompasses:

- Asset renewal and capital planning program of fuel management equipment and systems;
- Establish tracking of consumption rates per vehicle;
- Reduce fuel inventory shrinkage;
- Asset management and preventative maintenance scheduling of fuel assets (including inspections); and
- Integration of fuel management, fleet management, automatic vehicle location (AVL), and financial systems.

Corporate & Customer Services recognizes its role in environmental stewardship, with committed deliverables to this important initiative.

Improve Client-Centric Service Delivery

Corporate Communications will improve service delivery to business units through the adoption of a more client-centric service model, development of enhanced processes and protocols, increased focus on strategic social media initiatives, support with development and oversight of a new intranet, and more formalized research, evaluation of metrics and reporting.

Improve Employee Engagement

HRM recognizes the importance of developing an engaged and collaborate workforce. C&CS will continue to support this initiative in a few ways. Corporate Communications in partnership with ICT on the Enterprise Content Management Strategy, which will drive the development of a new Intranet to improve organization-wide sharing of manager and employee information tools. The new Intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information. In addition, C&CS divisions will continue with Employee Engagement committee work on action plans that continue to support recommendations from the 2018 Employee Engagement Survey, with the goal of improving employee engagement and enhancing workplace culture.

Diversity & Inclusion Framework Implementation Plan

HRM business units continue with initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. C&CS will continue to carry out its Diversity & Inclusion Implementation Plan, in alignment with the HRM Diversity & Inclusion Framework. C&CS service areas will continue to focus on deliverables related to the strategic objectives: establishing meaningful partnerships, providing accessible information and communication, accessible and inclusive built environments and providing a safe, respectful and inclusive work environment.

Fire Emergency Fleet Operational Review and Optimization

A collaborative review of Fire emergency heavy fleet will be conducted with representatives from Corporate & Customer Services, Halifax Regional Fire & Emergency, and Enterprise Asset Management. The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, provide better data for future asset management planning and budget considerations. The review will include heavy fleet deployment, preventative maintenance strategies and lifecycle replacement, and consider carbon emission reduction opportunities. The recommendations stemming from this work will be provided to other Business Units with Corporate Fleet inventories.

CORPORATE & CUSTOMER SERVICES BUDGET

OPERATING – BUDGET BY SERVICE AREA

Service Area Budget Overview								
Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Director's Office Corp Cust Service	542,296	566,200	540,200	836,600	794,500	254,300	47.1	40.3
Corporate Communications	2,809,015	3,425,600	3,007,500	3,031,900	3,552,100	544,600	18.1	3.7
Customer Contact Centres	2,911,915	3,130,700	2,301,800	2,532,600	2,743,200	441,400	19.2	(12.4)
Corporate Fleet	12,121,066	11,726,300	11,068,300	11,490,500	12,641,300	1,573,000	14.2	7.8
Facility Design & Construction	1,146,768	1,355,900	1,233,200	1,229,500	1,281,300	48,100	3.9	(5.5)
Municipal Facilities Mtce & Operations	20,364,386	21,449,200	18,305,600	17,431,200	19,817,400	1,511,800	8.3	(7.6)
Organizational Performance Excellence	562,883	678,100	540,200	451,500	686,900	146,700	27.2	1.3
North American Indigenous Game	70							-
Net Total	\$40,458,399	\$42,332,000	\$36,996,800	\$37,003,800	\$41,516,700	\$ 4,519,900	12.2	(1.9)

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

OPERATING – SUMMARY OF CHANGES

Budget Change Summary - Corporate Customer Service	
Change Description / Service Impact	Amount
Approved 2020/21 Budget	\$ 36,996,800
Compensation Changes:	
Add back Covid-19 reductions - Vacant positions, overtime and new positions	1,848,600
Salary & union adjustments and new position transfers (net 0.2 FTE's)	555,200
Revenue Adjustments:	
New client (Public Sector entity) in Print Shop (\$1.177M), plus misc. increases	(1,182,500)
Other Budget Adjustments:	
New client (Public Sector entity) in Print Shop expenditures plus misc. increases	1,156,800
Add back Covid-19 reductions - Facility maintenance and Contracts	973,200
Increased Vehicle expenses - vehicle repair & maintenance and fuel rate increase	782,200
Add back Covid-19 reductions - conferences, training and office supplies	40,100
Increased Materials and misc expenses	33,100
Transfers:	
Transfer of AVL Budget from various Business Units to Fleet	179,200
Transfer of maintenance budget of North Preston Community Centre to MFMO	125,000
Transfer of Snowclearing budget for Bell/Sackville lot	9,000
Total Proposed Changes	\$ 4,519,900
Proposed 2021/22 Budget	\$ 41,516,700

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
Compensation and Benefits	\$17,480,697	\$19,089,100	\$17,240,500	\$17,756,300	\$19,644,300	\$ 2,403,800	13.9	2.9
Office	1,139,605	1,269,600	1,168,400	1,129,200	2,202,700	1,034,300	88.5	73.5
External Services	5,129,252	5,125,700	4,858,400	4,705,400	5,752,800	894,400	18.4	12.2
Supplies	305,668	271,500	223,300	209,800	275,100	51,800	23.2	1.3
Materials	349,616	548,000	451,000	299,700	476,700	25,700	5.7	(13.0)
Building Costs	8,274,388	8,329,800	6,113,400	5,630,200	6,219,600	106,200	1.7	(25.3)
Equipment & Communications	1,976,051	1,468,400	1,369,700	1,446,300	1,560,600	190,900	13.9	6.3
Vehicle Expense	6,436,766	5,620,500	5,114,000	5,522,100	6,090,200	976,200	19.1	8.4
Other Goods & Services	620,902	794,300	643,000	517,000	669,900	26,900	4.2	(15.7)
Interdepartmental	(236,705)	(114,900)	(114,900)	(163,700)	(92,700)	22,200	(19.3)	(19.3)
Other Fiscal	2,127	-	-	2,700	(30,000)	(30,000)	-	-
Total Expenditures	41,478,366	42,402,000	37,066,800	37,055,000	42,769,200	5,702,400	15.4	0.9

Revenues	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
Fee Revenues	(607,617)	-	-	-	-	-	-	-
Other Revenue	(412,350)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
Total Revenues	(1,019,967)	(70,000)	(70,000)	(51,200)	(1,252,500)	(1,182,500)	1,689.3	1,689.3
Net Total	\$40,458,399	\$42,332,000	\$36,996,800	\$37,003,800	\$41,516,700	\$ 4,519,900	12.2	(1.9)

CORPORATE & CUSTOMER SERVICES SERVICE AREA PLANS (2021/22)

CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality municipal services by phone, in-person, or on-line.

Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services. 311 directly connects residents to important municipal services and information. This critical service is available in more than 150 languages, which is especially important during times of crisis. HRM also operates three walk-in Customer Service Centres throughout the municipality.

SERVICE DELIVERED

Corporate Contact Centre

The 311 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 by leveraging information mailboxes, upfront messaging and Customer Service Specialists who deliver professional, friendly, helpful, and high-quality service and support. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

311 After-Hours Dispatch

The culture of service continues after regular business hours. Customers receive support and assistance with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles. 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.

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.

The Customer Contact Centre team's commitment to customers is directly aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Embedded in the work group's culture is a strong desire to deliver a positive customer experience, which ultimately results in higher customer satisfaction. The integration of an email option to the telephony system which went live on November 25, 2020 will provide further enhancement of service response to customers.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Contact Centre Quality	84%	83%	80%	80%
Call Volume	394K	411K	396K*	400K
Abandon Rate	5.4%	6.3%	6%	7%
# of Counter Service Transactions	89K	104K	49K	60K
Customer Service Centre Revenue Processed	\$159M	\$196M	\$105M	\$110M

*2020/21 projection can be impacted based on weather. The projection is based on current trending.

PERFORMANCE ANALYSIS

The 2019/20 year-end quality and accuracy results positively reflect efforts to continue to provide service excellence on the overall level of service provided to customers, with an 83% quality & accuracy score, exceeding the 80% target.

Elements call routing technology and the recent integration of the email telephony option continue to provide benefits to the organization through the effective routing and tracking of internal and external customer calls. Up-front messaging and information mailboxes deflected approximately 31% of the 411,000 customer contacts during 2019/20 fiscal. For the period up to November 30, 2020, customers dialed the 311 Contact Centre 243,000 times for services related to weather events, transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement, and COVID related updates. Approximately 23% of those contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2020/2021 fiscal, we are projecting a 4% decrease in the number of calls to 311 over the previous fiscal. The decrease in calls can be attributed to the high call volume experienced in September 2019 due to weather event calls and Hurricane Dorian.

The mandate of our Customer Service Centres is to provide support and assistance to HRM customers regarding municipal services. In the previous fiscal year, Customer Service Representatives processed over 104,000 financial transactions and collected \$196 million in revenue. Both transactions and revenue numbers increased slightly over the previous fiscal. For the period up to November 30, 2020, Customer Service Centre transaction volumes are showing a decrease over the previous fiscal. The decrease in revenue and transactions can be attributed to the closure of in-person services at the Centres from March to August 2020 due to COVID restrictions. In addition, in August 2020, two of the Customer Service Centres (Duke Street and Acadia Centre) permanently closed. Services are now supported by the three remaining Customer Service Centres at Bayers Road, Alderney and Musquodoboit. The closures were in alignment with the Corporate Customer Service Strategy, Corporate Accommodations, Planning & Development front counter intake of permits and promotes the on-line customer service channel. The proposed changes align with changing behaviors, respecting Council's investment in technology & digital strategy.

CUSTOMER CONTACT CENTRES KEY DELIVERABLES (2021/22)

Service Excellence – Exceptional Customer Service
<p>Customer Contact Centres and Canada VRS - Video Relay Service (Target: Q4 2021/22)</p> <p>To provide continuous improvements and accessibility to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to partner with Canada VRS. Canada VRS is for Deaf, Hard of Hearing or speech-impaired Canadians who wish to make telephone calls using Internet and cell-phone based technologies. Callers and Customer Contact Centres connect with a sign language interpreter who provides real time interpretation to the customer.</p>
<p>311 Telephony Chat - Phase 2 Integration (Target: Q4 2021/22)</p> <p>To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to implement chat service for all customers after a review of the "Pilot" roll out to Society of Deaf and Hard of Hearing Nova Scotians (SDHHNS)</p>
Our People – Diverse, Inclusive & Equitable Environment
<p>Meaningful Partnerships (Target: Q4 2021/22)</p> <p>Customer Contact Centres will continue to develop partnerships with Universities, Colleges, and Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion goals and objectives.</p>

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.

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 four primary accounts and providing oversight of the multi-departmental social media team of approximately 50 staff that Marketing has trained and authorized to administer 18 designated municipal accounts.

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 are the only members of the corporate communications team who liaise with media, with the exception of the Manager, Public Affairs and the Managing Director, Corporate Communications, when appropriate.

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.

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.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Followers on @hfxgov Twitter	53,760	58,722	64,000	66,000
Followers on @hfxmoments Instagram	3,100	10,053	15,000	19,000
Followers via @hfxgov Facebook	10,919	16,783	21,500	23,000
Users on halifax.ca	1,674,681	2,055,734	1,700,000	1,800,000
Percentage of website traffic driven by social media	11%	12%	15.5%	16%
Registered users of Shape Your City Halifax	7,831	8,760	11,000	13,000
Actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	7,849	25,733	7,000	10,000
Posts via Employee Engagement Hub	194	194	125	60
Posts via new Employee Intranet (launching late summer 2021)	N/A	N/A	N/A	100
Employee Bulletins (all staff emails)	50	48	45	50
Public Service Announcements, Media Releases and Statements *	631	613	623	603
Media inquiries	1,542	1,750	1,550	1,600
Units printed**	5,000,000	4,200,000	3,000,000	6,000,000
Mail items processed (outgoing and incoming mail)	250,000 in 750,000 out	250,000 in 700,000 out	250,000 in 725,000 out	250,000 in 1.9 M out

* All PSAs, media releases and statements are issued by Public Affairs in both English and French.

** Significant increase in units planned to be printed in 2021/22 is primarily due to onboarding service provision for a public sector entity.

PERFORMANCE ANALYSIS

Since the development and execution by Corporate Communications of a Social Media Strategy in 2017 and the establishment of a Social Media Policy in 2018, progress has been made to better align and leverage high-performing social media accounts. There has been steady 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, including @hfxgov for Twitter and Facebook and our @hfxmoments Instagram account. Strategic social media efforts have also contributed to driving more traffic to the municipal website (halifax.ca), our

centralized online source for information. Recognizing that social media does not reach all residents, particularly those in rural areas whose access to and use of online platforms is relatively lower, traditional print communications channels such as daily and community newspapers continue to be an important part of our strategic communications efforts.

Corporate Communications supports several business units with their public engagement efforts by leveraging the municipality's online engagement portal – Shape Your City Halifax (SYC). In 2017 there were approximately 6,000 registered users. In the past three years registration has grown by more than 77% with 11,000 registered users projected by March 2021. In 2019/20 there was a substantial spike in the number of actively engaged users on SYC. This appears to be driven primarily by a few projects that garnered significant interest (including Rapid Transit and Roadside Memorials).

Posts via the Employee Engagement Hub declined in 2020/21 primarily due to impacts of COVID-19, with a reduction in typical content (e.g. training opportunities, event promotion, internship programming) due to associated initiatives being discontinued or significantly streamlined. The Employee Engagement Hub will be decommissioned in 2021 as part of transition to new employee intranet using a SharePoint platform. It's estimated that new intranet will launch late summer 2021, with content still being shared on the Hub until the transition is complete. Moving forward, the goal is to share even more compelling and relevant content, at a greater frequency, with employees via the new intranet.

Steps continue to be taken to improve efficiencies and effectiveness, including media relations efforts. While the average number of PSAs, media releases and issued statements has remained stable, it is expected that these numbers may reduce moving forward. Corporate Communications is investigating opportunities for a more streamlined process that better leverages existing digital communications channels (e.g. website, social media), all while safeguarding the commitment to timely and accurate dissemination of information. Also, volume will be reduced through the 'bundling' of some high-frequency PSAs (e.g. street and sidewalk closures, traffic delays due to construction, etc.) rather than issuing them separately.

Print Services reduced the total number of units printed in 2019/20 through efficiencies with formatting – specifically using a larger size sheet for many print jobs, thereby printing more impressions per sheet. The decrease in units printed in 2020/21 is primarily due to the impacts of COVID-19 as more staff were using electronic documents versus hard copies, and in-person training was paused (halting demand for associated training documents). Since March 2020, packages for Regional Council and Council Committees have not been printed. These typically represent approximately 600,000 units per year. Moving forward, these packages will be distributed as electronic documents only. For 2021/22, the total number of units printed is planned to increase to 6,000,000 primarily due to onboarding service provision for a public sector entity (approx. 2,200,000 units for billing) and other increases (approx. 1,000,000 units) related to reintroducing in-person training, and demand for printed materials as more staff return to on-site work. The planned onboarding of a public sector entity is also expected to increase outgoing mail items processed from 750,000 units in 2020/21 to 1,900,000 units in 2021/22.

CLIENT-CENTRIC SERVICE MODEL

Corporate Communications' new client-centric service model, as approved by the Chief Administrative Officer in late 2019, balances fiscal responsibility with requirements to support an increasing demand for communications deliverables by all business units. The need for increased capacity is being addressed with the introduction of three new full-time equivalent (FTE) positions and the conversion of two existing FTEs. This includes the creation of new positions for client services and a digital communication strategy (social media), as well as the restructuring of existing roles to support strategic delivery of creative/ graphic design and internal communications content. The

restructuring reflects an ongoing commitment to adapt to changing needs and ensure resources align with the needs of our clients (business units) to fulfill Regional Council priorities.

Due to the impacts of the COVID-19 pandemic on municipal services and the 2020/21 budget, efforts to stand-up the new service model were delayed. Implementation, which extends over the 2021/22 fiscal period, will involve onboarding new hires and executing a change management plan as well as completing an education and adoption roll-out to all business unit clients regarding the new service model and associated service catalogue, processes and protocols.

PUBLIC ENGAGEMENT

Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs, and planning is essential for better decision making and community building. Effective public engagement with the municipality is also an increasing public expectation with a focus on more inclusive and accessible engagement practices that reflect a clear and transparent rationale for what type of engagement is being done for each specific process or activity. The municipality's corporate social media program (policy, strategy, content/engagement team with representatives across the organization) is a critical component of delivering effective public engagement. In addition, work is underway to review and revise the municipality's Community Engagement Strategy (last updated in 2008). Both elements are working to improve meaningful interactions between the municipality and the public. The impact of these approaches is reflected in the service delivery measures, with a focus on increasing the level of awareness for municipal messages (followers, reach, etc.) and influence on audience perceptions/ behaviour (engagement rate, likes, number of engaged users, etc.) resulting from more compelling and relevant content across all digital channels. Efforts are underway to procure a social media management tool in 2021/22 to help better deliver this content and assess its effectiveness.

EMPLOYEE ENGAGEMENT

The 2018/19 employee engagement survey provides the municipality with a benchmark with which it can make evidence-based decisions and create plans for improvement, such as ways to increase employee participation in dialogue with leaders and sharing knowledge across the organization. In 2021/22, Corporation Communications will continue to support ICT with its plans to launch a new employee intranet, powered by a SharePoint based content management platform. Corporate Communications will leverage the new intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information.

CORPORATE COMMUNICATIONS KEY DELIVERABLES (2021/22)

Responsible Administration – Community Focused
<p>Develop Project Charter for Community Engagement Strategy (Target: Q1 2021/22)</p> <p>Corporate Communications will lead the development of a project charter for revising the Community Engagement Strategy, in collaboration with other business units including Planning and Development and the Office of Diversity & Inclusion/ANSAIO. The charter will identify specific roles, responsibilities, governance structure, deliverables and associated timelines for completion of the initiative in 2023/24. This work will include the creation of working group(s) to facilitate completion of deliverables.</p>

Develop Corporate Guidelines for Public Engagement (Target: Q3 2021/22)

Corporate Communications will lead a working group in the development of corporate guidelines for public engagement.

Our People – Engaged & Skilled People

Support Launch of New Intranet (Target: Q3 2021/22)

Support ICT in its efforts to launch a new employee intranet, powered by a SharePoint based content management platform. Corporate Communications will leverage the new intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information.

Service Excellence – Exceptional Customer Service

Implement New Client-Centric Service Model (Target: Q4 2021/22)

Per approval by the CAO in 2020, a new client-centric service model for Corporate Communications has been developed – including the creation of new positions for client services and a digital communications strategy, as well as the restructuring of existing roles to support strategic delivery of creative/ graphic design and internal communications content. Implementation will involve onboarding new hires and executing change management plan as well as completing an education and adoption roll-out to all business unit clients regarding the new service model and associated service catalogue, processes and protocols.

Develop Service Level Agreements (Target: Q4 2021/22)

To help improve client-centric service delivery, Corporate Communications will develop Service Level Agreements (SLAs) with three (3) business units. SLAs will be developed for all business units by 2022/23. Designed to ensure effective service delivery as well as optimum resource allocation and utilization, SLAs will clarify respective roles and responsibilities as well as establish agreed upon processes and protocols related to ongoing communications efforts.

Improve Social Media Management (Target: Q4 2021/22)

Following implementation of new service model, with a full complement of staff in place, steps will be taken to enhance the municipality’s strategic social media efforts to engage with residents and stakeholders. Tied to development of a Digital Communications Strategy, this will include procuring a social media management tool in Q1 21/22 to improve the team’s capacity to oversee, coordinate and analyze the effectiveness of ongoing social media efforts.

Digital Communications Strategy (Target: Q3 2021/22)

A corporate Digital Communications Strategy will be developed, to support the delivery of strategic, integrated communications strategies for business units. This will provide an overarching approach - with associated protocols and processes - for managing and leveraging municipal digital platforms (e.g. social media accounts, digital screens, halifax.ca and new intranet). The Digital Communications Strategy will also serve as the framework for the activation of all initiatives by members of the municipal Social Media Team, with the oversight and approval of the Digital Strategist in Corporate Communications.

CORPORATE FACILITY DESIGN AND CONSTRUCTION

Corporate Facility Design and Construction (CFDC) is committed to supporting business units by providing professional and technical services including the project management, design, construction, demolition, inspection, condition assessments, and records management for recreation facilities, depots, transit terminals and garages, administrative buildings, fire stations, and police facilities.

SERVICES DELIVERED

Growth (Capital Delivery) – Buildings and Facilities

This service is responsible for planning, designing, implementing, and delivering (project management) construction and enhancement projects for municipally owned facilities and buildings.

Asset Renewal (State of Good Repair) – Buildings and Facilities

This service is responsible for delivering capital improvements and repair/replacement work for municipally owned facilities and buildings.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Growth Delivered	\$11,420,000	\$6,100,000	\$6,500,000	\$13,600,000
Asset Renewal delivered	\$16,187,000	\$22,950,000	\$24,000,000	\$28,000,000
% of Capital Budget is committed within the fiscal year (Target: 80%)	84%	88%	75%	80%
Building Condition Assessments Completed	*Updated: 0 **New: 5	Updated: 0 New: 2	Updated: 140 New: 6	Updated: 100 New: 0

*Updated = Facilities which were assessed in prior years, being reassessed and updated

**New = Facilities being assessed for the first time

PERFORMANCE ANALYSIS

Several major projects are underway including the Mackintosh Depot, Halifax Forum Redevelopment, Ragged Lake Transit Centre Expansion, New Halifax Regional Fire & Emergency Head Quarters, Halifax Commons Pool, Sheet Harbour Recreation Centre, along with numerous State of Good Repair (SOGR) projects. St. Andrew's Community Centre was completed this year and opened in October 2020 and Fire Station #62 is nearing

completion. CFDC is projecting the carry forward funds (unspent funds from previously approved budget years) will be relatively unchanged from the beginning of the year. This is generally the result of Covid-19.

Growth Projects (Capital Delivery) - Major construction activities and improvement projects in 2020/2021 include:

- Mackintosh Depot, detailed design phase, anticipated opening for November 2022:
 - This \$21 million revitalization project will include the demolition of existing infrastructure and the construction of a new depot that is purpose-built to better align the growing demands of the municipality;
 - Targeting LEED silver and committing to reaching 15% better performance than the energy code;
 - Featuring an 80kW solar electric system and Electrical Vehicle charging stations.
- Fire Station #62 Williamswood is nearing completion:
 - Design-Build RFP for \$5,410,000 project;
 - Meets HalifACT energy standards for new construction.
- Various Accessibility Projects:
 - Accessible ramp upgrades, beach mats, and new universal washroom at Penhorn Lake;
 - Preparations to meet the provincial Access by Design 2030 are underway;
 - Diversity & Inclusion and Accessibility principles incorporated into design such as Needham Washrooms & St Andrews Centre;
 - Progressing on the application of key learnings from the Rick Hansen Certification program to improve accessibility of the communities we service.

Asset Renewal Projects (Capital Delivery) - Major capital improvement and repair/replacement projects in 2020/2021 included:

- Woodside Ferry Terminal Renovation, under construction:
 - Renovations will reduce energy consumption by 75% compared to 2016 through heating system and envelope upgrades;
 - The terminal is moving mechanical equipment from the basement to address the future risk of sea level rise.
- Halifax Forum, currently in planning phase:
 - CFDC is providing support and oversight of development options and will oversee the construction of the facility.
- Wharf Recapitalization Project - Phase I completed in 2020 and Phase II planned to be completed in 21/22:
 - Climate resiliency efforts in preparation for rising sea levels.
- Various Roof Replacements – replacement of roofs for six facilities.

Recent training initiatives around safety are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

CFDC continues to improve project delivery through the development of standardized Project Management Plans and researching alternative contracting methods to better align with industry direction.

CORPORATE FACILITY DESIGN AND CONSTRUCTION KEY DELIVERABLES
(2021/22)

Responsible Administration – Well Managed
<p>Mackintosh Depot Renewal - Year 4 (Target: Q4 2021/22)</p> <p>Year 4 of a multi-year project, components to be completed during fiscal year 21/22 include making the building weather-tight and completing site work.</p>
<p>Wharf Recapitalization Phase II (Target: Q4 2021/22)</p> <p>Phase II will focus on the completion of recapitalization work at the Alderney Landing Wharf.</p>
Our People – Diverse, Inclusive & Equitable Environment
<p>Safe, Respectful & Inclusive Work Environment - Assessment of Washroom Options - Year 2 (Target: Q4 2021/22)</p> <p>Based on 2019/20 assessments, work toward providing gender neutral washroom options within C&CS locations.</p>
Communities – Inclusive Communities
<p>Accessibility Infrastructure Audits (Target: Q4 2021/22)</p> <p>Conduct Accessibility Audits on all HRM owned buildings with a target of 30% in 2021/22</p>
Environment – Net-Zero Emissions
<p>Net-Zero New Construction (Target: Q4 2021/22)</p> <p>In support of HalifACT, the following new builds will be designed and/or constructed to be net-zero ready in 2021/22: Fort Needham Washrooms (construction 2021), RLTC Expansion (design & construction 2021), HRFE HQ/FS#8 (design 2021), Sheet Harbour Recreation Centre (design 2021).</p>
<p>Electric Vehicle Charging Infrastructure (Target: Q4 2021/22)</p> <p>In support of HalifACT, the following new builds will be designed and/or constructed to include EV charging stations in 2021/22: Halifax Forum (design 2022), Woodside Ferry Terminal (construction 2021), HRFE HQ/FS#8 (design 2021), Mackintosh Depot (construction 2021/22).</p>

CORPORATE FLEET

Corporate Fleet's goal is to provide our customers with **Safe, Reliable and Clean** vehicles. Corporate Fleet supports our front-line customer facing business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for Halifax Regional Police, Halifax Regional Fire & Emergency, Halifax Transit non-revenue service vehicles (excluding buses and ferries) and municipal fleet. Corporate Fleet is the asset manager for over 1,530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes fire trucks, police vehicles and municipal vehicles and equipment. Corporate Fleet explores and remains current with the latest technologies available in the fleet industry and works with all business units that need equipment and vehicles to help identify the right asset. Corporate Fleet assists business units in designing specifications to meet their needs and identifying equipment and vehicles that have multiple purpose usage.

SERVICES DELIVERED

Fleet Asset Acquisition, Maintenance and Disposal

This service is responsible for the procurement of Fleet assets and equipment, maintenance and repair including the disposal of assets when they are no longer suitable for use by HRM. Corporate Fleet ensures specifications are kept up-to-date with technological and market changes including operational changes as advised by clients. Corporate Fleet maintains close communication with customers to determine their current and future needs, and to keep assets useful and productive for their full lifecycle. Multi-year plans are used to mitigate large purchasing years, spreading out replacement to create balanced and predictable capital budgets from year to year.

Fleet Planning & Maximization

This service is responsible for fleet lifecycle planning, analysis and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures, the ability to both create and closely monitor KPIs will increase, allowing evidence-based decision making and the ability to anticipate trends and make projections with a higher level of accuracy. Data will further improve with the ongoing fuel, fleet optimization and AVL projects which will bring more usage data and assist with fleet rationalization.

Legislative Compliance Monitoring

This service provides risk management by ensuring Corporate Fleet and client awareness of the operation of garages, vehicles and equipment, and maintenance of the fleet assets, within the necessary legislative requirements. Leveraging fleet data management system's functionality allows Corporate Fleet to track vehicle compliance and upcoming deadlines for renewal.

Vehicle Repair and Maintenance

This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation and fit for specific business unit use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, MVIs, body repairs and small engine repairs. Diverse assets maintained by this team range from fire trucks to passenger cars, farm tractors to chainsaws.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Maintenance Request Hours (Preventative maintenance work)	3,500	18,454	24,290	24,000
Maintenance Request Hours (Demand maintenance work)	18,712	14,376	11,127	11,000
Average Fleet Age (years)	8	7	7	7
Fleet Assets availability rate	92%	90%	90%	90%
Service Request Rate: Percent of Non- PM (Planned or Preventative Maintenance) Work Order Hours	84%	44%	31%	31%
Operating Cost per Vehicle KM	\$0.75	\$0.80	\$0.77	\$0.75
Canadian Association of Municipal Fleet Managers (CAMFM) Door Rate	\$73.22	\$82.29	\$84.81	\$85.06

**All measures are Municipal Fleet only except CAMFM Door Rate, which includes All Corporate Fleet*

PERFORMANCE ANALYSIS

As a result of the Preventative Maintenance (PM) program review implementations and revised processes, Corporate Fleet data capture and reporting provide a more accurate representation of hours spent on vehicle preventative maintenance work (extend asset life) and demand work (break/fix). This change is reflected in the 2020/21 projected and 2021/22 planned measures.

Vehicle maintenance and operating costs of an HRM fleet vehicle are influenced by several factors including: usage, weather, cost of fuel, vehicle/equipment, age and vocation. The 2020/21 and 2021/22 operating cost per kilometer is mainly impacted by significantly lower fuel costs, due to lower fuel rates.

Fleet recapitalization plays a key role in the reduction of downtime, not only for the vehicle, but also for the user. Aged equipment costs more to maintain, requires maintaining a large parts inventory or sourcing, has less usage, and produces higher emission levels.

CORPORATE FLEET KEY DELIVERABLES (2021/22)

Responsible Administration – Well Managed
<p>Light Fleet Optimization (Target: Q2 2022/23)</p> <p>This initiative will identify utilizations of light duty Municipal and non-emergency Fire vehicles. Corporate Fleet, along with a utilization committee, will establish use guidelines to ensure standardization and optimization through right fit and allocation; and create metrics for tracking vehicle use.</p>
<p>Vehicle Compliance (Target: Q4 2021/22)</p> <p>Continuing the momentum of the Vehicle Compliance program implementation and further building the adherence to the program, Corporate Fleet will endeavor to complete the following:</p> <ul style="list-style-type: none"> • Implement online format and Video Presentation of the New Operators Manual, and other vehicle safety modules. • The Compliance Committee has been established; this year the goal is for the committee to work proactively in the analysis of accident reports for the identification of preventative training. • Continue with regular inspections in the form of gate-checks and vehicle inspections.
<p>Performance Management Framework Pilot (Target: Q3 2021/22)</p> <p>The Corporate Fleet Performance Management Framework Pilot aims at establishing requirements for an organization-wide deployment of the Performance Management Framework as well as providing Corporate Fleet with a review and deployment of current tactical and operational level KPI dashboards and/or reports. This review will integrate Corporate Fleet into the overall framework ensuring that strategic alignment is maintained at all levels of the business unit.</p>
Service Excellence – Exceptional Customer Service
<p>Service Level Agreements (Target: Q4 2021/22)</p> <p>To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements with two (2) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and Equipment.</p>
Service Excellence – Innovative Performance Excellence
<p>Performance Excellence Change Management Plan (Target: Q3 2021/22)</p> <p>In order to achieve the PE-culture change throughout Corporate Fleet, a change management plan has been developed and will be implemented to manage the people side of the culture change. The Change Management Plan contains the following tactical plans designed to achieve the culture shift: Communications Plan, Training Plan, Employee Engagement Plan, and Resistance Management Plan.</p>

Environment – Net-Zero Emissions

Decarbonize Municipal Fleet (Target: Q4 2021/22)

To achieve the HalifACT targets for decarbonized transportation, Halifax will implement its Electric Vehicle Strategy (completion targeted for January 2021). This strategy includes converting municipal fleet vehicles to electric, which will require key partnerships, funding and incentives. Corporate Fleet will focus their acquisition strategy on light fleet with a goal to achieve purchases of Hybrid, Plug-in Hybrid and/or Electric vehicles where vehicles and infrastructure are available, that meet the needs of our clients. This will include monitoring the market for developments in electric options for heavy fleet.

Corporate Fuel Program (Target: Q4 2021/22)

Corp Fleet will collaborate with ICT to improve the existing fuel consumption report of all municipal vehicles and will develop fuel consumption measures.

MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS

Municipal Facilities Maintenance and Operations (MFMO) is committed to supporting Administrative priorities and maintains more than 240 HRM-owned buildings, pools and splash pads, through preventative and lifecycle maintenance planning, providing clean and safe facilities for all HRM customers.

SERVICES DELIVERED

Energy Efficiency Retrofits

This service is responsible for implementing or assisting in the implementation of energy retrofits to HRM buildings and facilities. In April of 2018, MFMO partnered with the Energy & Environment division of Planning & Development and collaborated with Efficiency Nova Scotia to help reduce energy consumption, energy costs and greenhouse gases associated with HRM's portfolio of approximately 240 corporate buildings. This was part of a broader effort by the municipality to reduce its corporate green house gas emissions by 30% over 2008 levels to meet Council's 2011 resolution by 2020. HRM is now tracking energy usage in its largest 61 buildings.

The Halifax Regional Municipality (HRM) is accelerating energy efficiency progress in year-3 of its partnership with Efficiency Nova Scotia. Despite COVID-19 interruptions and budgetary pressures, HRM is building off the 118 projects completed to date. After implementing proposed year-3 projects, cumulative energy cost savings are estimated to increase to over \$2 million annually, reducing corporate buildings emissions by 15% over 2018 levels.

The Ragged Lake and Burnside Bus maintenance depots are two of HRM's highest energy consumers. Several energy efficiency upgrades have been implemented at these facilities through participation in Efficiency Nova Scotia's Business Energy Rebates program. Combined energy costs were lowered by \$420,000, a reduction of 25%.

Security and Access Management

This service provides security and access management services for HRM owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security processes and policies, and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

Buildings Maintenance and Operations

This service provides maintenance and operations services and project management expertise for HRM-owned and -leased buildings. This includes preventative and unplanned maintenance to HVAC, plumbing, electrical, carpentry, and structural repair.

Indoor and outdoor Pools, Splash Pads, and Skating Oval Maintenance and Repair

This service provides operations services, including maintenance and repair for HRM indoor and outdoor swimming pools, splash pads, and the outdoor skating oval. This area is becoming a significant component of MFMO seasonal work. Aging infrastructure and the current labour-intensive systems that are in place at both indoor and outdoor pools, add to the demands placed on the division to deliver the services within the current budget.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
Number of Planned Maintenance Work Order Requests	7,768	5,332	5,181	6,000
Number of Demand Maintenance Work Order Requests	11,886	10,885	7,315	8,000
Cost of facilities maintenance per square foot *	\$7.24	\$7.13	\$6.40	\$7.45
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.64	\$2.64	\$2.24	\$2.71
Total square footage of buildings maintained by the MFMO**	2,908,055	2,908,055	2,759,140	2,672,150
Customer Service Requests (addressed within standard)	85%	85%	85%	85%

*Costs are not inclusive of program support or amortization allocations

**Decrease in total square footage due to anticipating sale of Bloomfield.

HRM facility disposal in 2020 up to November 2020:

- St. Pat's Alexander School, Brunswick Street, Halifax
- Fire Station #51, 948 Pockwock Road, Hammonds Plains

HRM Facilities demolished 2020 up to November 2020:

- White House, 3790 Mackintosh Street, Halifax

Buildings acquired by HRM in 2020:

- Residential Property, 74 Lakecrest Drive, Dartmouth

PERFORMANCE ANALYSIS

In addition to the Municipal Facilities Budget, MFMO also provides services to other facilities for business units such as Transit and Libraries, utilizing their budget, as well as other sites such as community-run facilities, where certain maintenance tasks are the responsibility of a governing board. These costs are charged directly to those business units.

Data collection for the City Works Asset Registry continues. The ratio of demand vs planned work orders is expected to continue as outlined in the table above. The end goal is for consistent and accurate data collection for planned maintenance to be captured into the City works Asset Registry.

The decrease in cost of Facilities Maintenance per square foot in 20/21 is mainly due to the disposal of surplus vacant properties, and the decrease in operating costs of maintaining certain assets due to closures as a result of COVID-19. In addition, as facilities and equipment are capitalized, the trend will reflect a decrease in operating costs over time.

MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS KEY DELIVERABLES (2021/22)

Environment – Protected & Sustainable Environment
<p>Corporate Fuel Management - Fuel Management Preventative Maintenance Program-Inspections (Target: Q4 2021/22)</p> <p>As part of the joint responsibility for HRM Corporate Fuel Management, Municipal Facilities Maintenance and Operations will continue it's work as a result of the fuel management preventative maintenance program. Next steps involve implementation of random inspections of the fuel station inventory to ensure contractors and staff are adhering to all proper protocols.</p>
Our People – Diverse, Inclusive & Equitable Environment
<p>Meaningful Partnerships (Target: Q4 2021/22)</p> <p>Partner with NSCC and other Facility Management Organizations to promote diversity with apprenticeships and facility trades positions.</p>
Our People – Healthy & Safe Workplace
<p>COVID 19 Cleaning Requirements (Target: Q4 2022/23)</p> <p>In response to the demand for increased cleaning services during the COVID-19 pandemic, MFMO will continue to work with Business Units and janitorial vendors to meet government issued cleaning guidelines while adhering to HRM contracted Quality Standards of Cleaning.</p>

ORGANIZATIONAL PERFORMANCE EXCELLENCE

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement to minimize costs and deliver desired service results. Focusing on performance excellence principles enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the Municipality. The OPE Office provides leadership and guidance to the entire organization through coaching and facilitation, organizational change management, and methodologies that support the practice of continuous improvement. Key organizational activities for 2021/22 include the following:

- Identifying, leading, and supporting corporate level improvement initiatives;
- Provision of training and tools, including e-learning, aligned with continuous improvement;
- Change management implementation and support;
- Mentoring in continuous improvement;
- Measuring and reporting on successes utilizing the Benefits Realization Framework; and
- Continuing to support the Corporate Customer Service Strategy implementation.

SERVICES DELIVERED

Performance Excellence Leadership

The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, and a focus on the customer.

Organizational Change Management Leadership

Motivation toward Performance Excellence is enabled by effective change management and communications strategies that encourage attitudes, behaviors and actions aligned at every level of the organization.

Organizational Portfolio Management

Organizational Performance Excellence will continue to develop and support collaborative approaches and innovative decision making across the organization with a focus on engaging employees, collaborative problem solving, improving service, and lowering costs.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
# of people trained in Performance Excellence & Lean Six Sigma methodologies	357	280	300	150*
# Corporate Level Projects Completed	5	6	5	5
# Green Belt Level Projects Completed by Business Units	1	13	8	8
Financial Benefits Resulting from Continuous Improvement Projects	NA	NA	\$410,000 to \$820,000	\$400,000 to \$800,000

**In person training has been constrained due to Covid-19*

PERFORMANCE ANALYSIS

In 2020/21, the Performance Excellence (PE) training program continued to focus on tools that measure progress and address performance gaps. OPE promoted the Benefits Realization tracking tool and worked with Corporate Planning to adjust the Accountability Tracker to assist business units with reporting on continuous improvement project results and financial benefits. Focusing on benefits realization encourages evidence-based decision making and the realization of strategic outcomes. It is important to recognize the non-financial benefits can be as important as the financial benefits being achieved. Financial benefits projected for 2021/22 will be dependent upon new continuous improvement projects being identified, current Green Belt projects realizing targets, and five new corporate projects being identified and led by OPE.

ORGANIZATIONAL PERFORMANCE EXCELLENCE KEY DELIVERABLES
(2021/22)

Service Excellence – Innovative Performance Excellence
<p>Performance Excellence Project Leadership (Target: Q4 2021/22)</p> <p>To encourage continuous improvement methodologies, and enhance service delivery, OPE will help identify and lead 5 Corporate PE projects and 9 Green Belt level projects while providing project support to BU led projects in 2021/22.</p>
<p>Performance Excellence Leadership (Target: Q4 2021/22)</p> <p>OPE will promote the Benefits Realization Tool across the organization, ensure it is utilized to measure financial/non-financial benefits on all new continuous improvement projects and report back on progress.</p>

CORPORATE SAFETY

In early April 2020, an organizational restructure was completed in collaboration with Human Resources, moving the Corporate Safety division to the Corporate and Customer Services business unit. Currently reporting to the Director of C&CS, the addition of the Corporate Safety team to C&CS provides greater alignment in the provision of shared services to the organization, ensuring to elevate the importance and impact of the safety portfolio at the municipality.

Being part of C&CS allows for synergies and collaboration between Corporate Safety and the work taking place in our Municipal Facilities, Capital Delivery, Corporate Fleet and Performance Excellence divisions. In addition, Corporate Communications is a valuable partner in how we communicate the important role of Corporate Safety within our organization.

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.

SERVICES DELIVERED

Corporate Safety

This service is 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 MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
# of Workplace Safety Assessments Completed	18	15	15	TBD
Total Accident Frequency	10	12	TBD	TBD
Lost Time Accident Frequency	6	5	TBD	TBD

*TBD – To Be Determined

PERFORMANCE ANALYSIS

Business Units continue to improve on incident reporting, evident through the volume of First Aid / Medical Care incidents now being reported in the Environment, Health, and Safety Management Reporting System (EHSM). Lost time accidents have the greatest impact on the organization, as in these incidents, the injured employee requires medical care and is unable to remain at work or report to work the day following the incident. A decrease in the Lost Time Accident Frequency is a success for all Business Units and Joint Occupational Health & Safety Committees (JOHSC).

Workplace Safety Assessments in the last year were mainly comprised of a project with Parks and Recreation to complete Occupational Health and Safety assessments for facilities. Corporate Safety will place emphasis on the completion of workplace safety assessments in a variety of business units in the upcoming year.

CORPORATE SAFETY KEY DELIVERABLES (2021/22)

Our People- Healthy & Safe Workplace
<p>First Aid Regulation Changes (Target: Q4 2021/22)</p> <p>To inform the Business Unit Directors in Halifax Regional Municipality about pending changes to Nova Scotia's Occupational Health and Safety - First Aid Regulations and to present options and recommendations to ensure compliance and workplace safety.</p>
<p>S.A.F.E.R. Leadership Model (Target: Q4 2021/22)</p> <p>Following the successful implementation of the Safer Leadership Model tools in all business units and among the Joint Occupational Health & Safety Committees, the focus will shift to determining activities to measure how it is being implemented. (i.e. surveys, spotlights, sharing best practices etc.).</p>
<p>Seven Steps to Creating Safe Work Practices (Target: Q3 2021/22)</p> <p>This initiative will deliver a guideline with resources that has been developed to assist managers and supervisors in writing safe work practices for their Business Units.</p>
<p>Respiratory Protection Plan (RPP) (Target: Q4 2021/22)</p> <p>A review and update of the Respiratory Protection Program to reflect current CSA Standards to ensure a centralized program is in place. Corporate Safety will partner with HRFE and work with Business Units to meet required standards.</p>
<p>AED (Automatic External Defibrillator Program) (Target: Q2 2021/22)</p> <p>Develop the details for the AED program and HRM's participation in the EHS Public Access Defibrillator Program. This initiative will also help ensure consistency in device procurement, inspection and maintenance.</p>
<p>Lockout/Tagout Corporate Procedure (Target: Q3 2022/23)</p> <p>Launch and implement the revised Lockout Tagout Corporate Procedure within all business units.</p>

New Office Inspection Program Pilot (Target: Q4 2021/22)

To create and launch pilot program for a user-friendly online office inspection that users can access from their smart phone devices and will provide real-time summary data.