

# HRM: Managing for Results



**A Presentation to  
IPAC  
May 2, 2006  
Betty MacDonald**

**HALIFAX**  
REGIONAL MUNICIPALITY

# Driving Change: External Forces

- 1995 Service Exchange
- 1996 Amalgamation
  - Biggest unit 137,000 - now 350,000
  - Territory as big as PEI
  - 23 collective agreements, 4 cultures
- Immediate goal: uninterrupted service to public **ACHIEVED**

# Driving Change: BUT!!

- Capital spending increasing at alarming rate
- Debt rising
- Documentation sketchy, inaccurate
- Financial data limitations
- Revenues flat
- Downloading continuing
- Budget Deficit large by 1998

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# Driving Change: Council Support

- Council accepted things had to change
- Council accepted need for restraint
- Council demanded business approach
- Multi-year Financial Strategy approved
  - Double entry approach to expenditures
  - Gradual debt reduction plan
  - Business planning to be implemented

# Driving Change: Staff Support

- Perception budget allocations being made with incomplete information
- Business Unit silos – impacting other units
- Looking for fairer process, stability for planning, ability to do new things

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# Evolution: Business Planning

- Goal: to determine if we are doing the right things, and if we are doing them right
- Business plan first, budget follows
- Peer review of budget request changes, based on business plan
- Council input on priorities: Business Strategies identified
- Community input: HRM 20/20

# Evolution: Linking Outcomes/Issues/Measures

- Outcome: end result
- Issue: what do we need to change
- Goal: what do we need to achieve
- Objectives: steps to achieve goal
- Resource implications: to achieve objectives
- Performance measures – how will we know we achieved our goal

# Lessons Learned

- Too many priorities: Council, public, executive, departmental
- Conflicting demands, not enough money
- Short term operational vs long term strategic
- Outcomes not clear

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# Mission Statements & Performance Measurement

- Common, simple terminology adopted  
(Andre Paradis)
- Same questions:
  - What do you do?
  - Why do you do it?
  - Who do you do it for?
  - How will you know you've done it?
- All trained, Council and staff

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# Strategic Outcomes, Client Benefits

- Three types of results, with measures
  - Strategic outcomes – the why
  - Client benefits – the who
  - Activity outputs – the what
- Council involved in Strategic, Client
- All business units reviewed with Council's Program & Service Review Committee

# Evolution: Balanced Scorecard

- Four perspectives
  - CITIZEN: expected impacts, benefits
  - TAXPAYER: financial stewardship
  - INTERNAL PROCESSES: critical to meeting citizen and taxpayer outcomes
  - LEARNING & GROWTH: staff capabilities, continuous learning from our experiences

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# Scorecard: What it isn't....

- Not a “new” set of priorities
- Not a tool to criticize performance, but to explore how to do it better
- Not one unit’s sole responsibility, but many
- Not a short term fix, but evolution
- Not a justification for more money, but to inform and improve decision- making

# How is the Scorecard being Used?

- To measure organizational performance
- To recognize trends
- To assess whether the right things are being done right
- To find opportunities for better integration
- To report to Council/public as to how we're doing

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# Scorecard: Process

- Council approves citizen and taxpayer outcomes
- Council approves performance measures
- Staff report on performance, recommend steps to improve performance
- Council approves program changes, budget allocations

# Scorecard: Business Planning Process

- Scorecard outcomes generated goals
- Initiatives identified by business units in support of goals and outcomes
- Funds allocated according to ranking of initiatives (strategic importance, value to citizens, sustainability, savings potential, capacity to succeed, risk, return on investment)

# Performance Measurement Data

Data collected from a variety of sources:

- CRA Survey
- Public Consultations
- Halifax Regional Police & RCMP Townhalls
- HRM business unit performance measurement data
- Hansen Call Monitoring
- Dashboard



# Safe Communities

## Result Highlights:

- 1) 96% satisfaction rate with Fire, 84% with Police response in an emergency
- 2) 88% of citizens felt completely or mostly safe in their communities
- 3) A large number of citizens are volunteering to increase safety in their communities
- 4) Concerns expressed in Town Hall Meetings
- 5) HRM estimates a shortfall of \$32 million each year for infrastructure spending



# Healthy Sustainable Vibrant Communities

## Result Highlights:

- 1) 94% of citizens completely or mostly agreed that HRM is a great place to work, learn, live and play
- 2) 87% of citizens felt completely or mostly satisfied with their average commute time to get to work
- 3) Solid waste diversion rate is 53.6% over 1989 baseline
- 4) 52,349 registrants in Recreation Programs
- 5) Commercial Assessment + 5%
- 6) Residential taxes average 1.9% of income



# Excellence in Governance

## Result Highlights:

- 1) 9% attended an HRM meeting, 21% contacted HRM. 79% of citizens completely or mostly agreed they were treated fairly
- 2) 51% feel HRM doing good job working with Provincial Government (46% wrt Federal Gov't)
- 3) 74% of citizens are very or somewhat confident that HRM is managing its finances in a responsible manner
- 4) Standard and Poors has awarded HRM an A (stable ) rating



# Excellence in Service Delivery

## Result Highlights:

- 1) 82% of citizens were completely or mostly satisfied with municipal services – those dissatisfied, 28% were concerned about street and road repair and paving, 22% by snowplowing and 20% by metro transit
- 2) 83% of citizens were completely or mostly satisfied with the service by HRM Council/staff
- 3) 67% of citizens completely or mostly agreed they receive good value for property taxes paid
- 4) Overtime costs 5.8% of total compensation

# So What? Budget

- Community Policing unit, Traffic unit established
- Increased spending: streets & roads, transit, recreation
- Business units re-focusing resources

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# What Also Happened:

- 1<sup>st</sup> Year, enthusiasm, goals set, direction clear
- 1<sup>st</sup> Report, July 2004
- Municipal Election October 2004: 30% turnover
- Briefing on scorecards, new info from campaign discussions
- Fiscal constraints
- Questions now about Scorecard & How it's used

# Lessons Being Learned

- Council needs to be able to connect what they are hearing with what they see on the Scorecard
- Council needs to understand issues, options, set priorities
- Communication critical: Council, staff, public
- Keep it simple

# Next Steps

- Council setting priorities now, will be integrated in scorecard
- Trying to focus on outcomes
- Build in this Council's language
- Slowing down budget process to allow Council input
- Cascade to Business Unit scorecards