



# Transforming Services

A Work In Progress  
for

The Halifax Regional Municipality

# Background

- ▶ 1996 Amalgamation of two cities, one town, the county and the regional authority to create HRM
- ▶ Same size as Prince Edward Island -5,900 square kilometers, 165 kilometers long
- ▶ Population 360,000 (40+% of population of the province and growing...)



# EMT/Council Service Priorities

- ▶ Access
- ▶ Accountability
- ▶ Partnership & Collaboration

# Access

- ▶ HRM is committed to equitable and timely access to government & service across the Region
- ▶ Early adopters

HRM Customer Service Centres



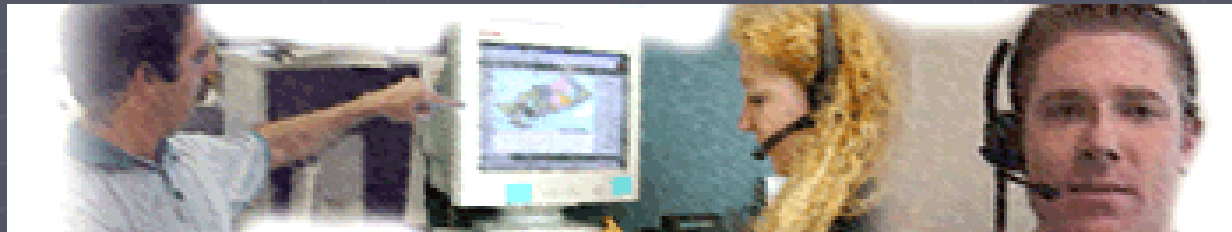
**HALIFAX**  
REGIONAL MUNICIPALITY

# Today's Channel of Choice

▶ 490-4000

1-800-835-6428 (Region wide)

490-6645 (TTY/TDD)



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# Tomorrow Is Soon..

▶ [www.halifax.ca](http://www.halifax.ca) and e-service

▶ Enablers

- Identity & authentication (one customer view)
- Investing in growing the number of e-services
- Rural broadband partnership
- Examining the role of web 2.0 tools to support interactive government

# Vision

- ▶ Providing integrated access to services & information for residents and businesses in ways that meet their needs

*Access HRM Anywhere, Anytime – Always serving you.....*

# Accountability

- ▶ Access is not an end in and of itself....
- ▶ It is about the service outcome.... in the end did I get what I *needed* from government? (driver of citizen & business satisfaction)



# Excellence in Service Delivery

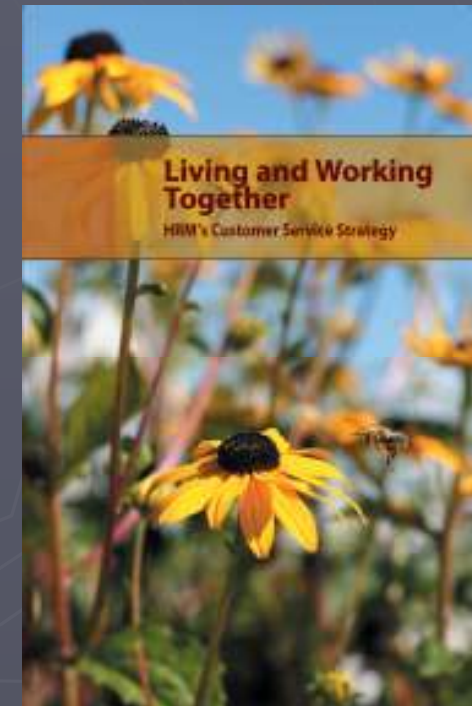
- ▶ Setting the standards for performance (early days)
  - Business planning
  - Service inventory
- ▶ Establishing performance metrics & measuring performance (tools of the trade)
  - CRM software
  - Service reviews
- ▶ Taking Corrective Action (cultural change)
  - Customer service strategy
  - Continuous improvement reviews

# Partnership & Collaboration

- ▶ *Working Together for Better Outcomes....*
- ▶ The CAO's personal goal of relationship & partnership building
  - Within HRM
  - With other levels of government
  - With non-profit, educational & extra governmental partners
  - With communities across HRM

# Within HRM

- ▶ Getting the service alignment right
- ▶ Promoting integrated service delivery teams/approaches
- ▶ Promoting & reinforcing the service values & culture
- ▶ Adopting a code of behavior & ethics policy
- ▶ Becoming an employer of choice



# With Other Levels of Government



# With Non-Profit, Educational & Extra Governmental Partners

## ▶ MOU's

- University presidents
- Greater Halifax Partnership (GHP) & Destination Halifax (HRM's Economic Strategy)

## ▶ Under development

- Nova Scotia Community College
- Halifax Port Authority
- Robert Stanfield Halifax International Airport Authority
- Capital District Health Authority

# With Communities Across HRM

- ▶ Service transformation is not just all about government. It is also about listening to and learning from communities
- ▶ A welcoming community – HRM immigration strategy partnership with MISA
- ▶ Recognizing the strength in diversity
- ▶ Tell the good news stories

