



# HALIFAX

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**Item No. 03**  
**Committee of the Whole**  
**December 6, 2016**

**TO:** Mayor Savage and Members of Halifax Regional Council

**SUBMITTED BY:** Original Signed by   
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Jacques Dubé, Chief Administrative Officer  
Original Signed by   
\_\_\_\_\_  
Jane Fraser, Acting Deputy Chief Administrative Officer

**DATE:** November 30, 2016

**SUBJECT:** 17/18 Recommended Multi-year Priority Outcomes

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## SUPPLEMENTARY REPORT

### ORIGIN

At the November 24, 2016 Committee of the Whole meeting on the 17/18 Recommended Multi-year Priority Outcomes, the committee deferred decision pending staff compiling the amendments made during that meeting and presenting back to the committee for endorsement.

### 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. Approve the Strategic Planning Framework in attachment A;
2. Approve the Priority Outcomes in attachment B; and
3. Direct staff to prepare the 17/18 multi-year budget and business plan in support of the approved priority outcomes.

## **BACKGROUND**

As new Councils are elected, past practice has been for Council to provide direction to staff in the form of priority outcomes. The priority outcomes are strategic aspirations that focus on the medium to long term desired outcomes for the community. These are not operational or tactical objectives; instead they describe a desired end-state or outcome sought as part of the overall betterment of the entire HRM community. The tactics used to advance these outcomes are considered as part of the more detailed budget and business planning 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 detailed budget and business plan consideration. This annual review and validation occurs every November as part of the administration's systematic budget and business planning process.

## **DISCUSSION**

During the November 24, 2016 Committee of the Whole discussion, there were a few motions to adjust the recommended strategic framework. These adjustments have been incorporated in Attachment A of this report for Council's consideration.

There were also several motions to adjust the recommended priority outcomes as well as some informal direction through Councilor comments. All of those adjustments have been included in Attachment B of this report. In some cases there were motions with specific text with subsequent motions to incorporate certain words or concepts without specificity. In these cases staff has interpreted council's intent and provided revised wording for consideration.

## **FINANCIAL IMPLICATIONS**

Although there is no direct impact on the budget, providing direction on Priority Outcomes will have a direct influence over the recommendations staff make for the 17/18 multi-year budget and beyond.

## **RISK CONSIDERATION**

There are no risks associated with this report.

## **COMMUNITY ENGAGEMENT**

The foundation of HRM's strategy is the Regional Plan which was developed with extensive public consultation. In addition, the current budget consultation process seeks to solicit enhanced public comment on community priorities, which will be considered as the 17/18 multi-year Budget is developed.

## **ENVIRONMENTAL IMPLICATIONS**

There are no immediate environmental implications to this recommendation.

## **ALTERNATIVES**

Council could choose to add, delete, or amend the Recommended Priority Outcomes and direct staff to develop the 17/18 Multi-year Budget and Business Plans in support of those priorities.



Attachment A – Proposed Strategic Planning Framework



Attachment B - 17/18 Recommended Priority Outcomes

<b>Economic Development</b>	
HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the <b>business</b> community	
Priority Short Name	Priority Outcome
Attract and Retain Talent	Halifax is a welcoming community where the world's talent can find great opportunities.
Promote and Maximize Growth	Halifax promotes a business climate that drives and sustains growth by improving competitiveness, <b>minimizing barriers</b> and by leveraging our strengths.
Rural Economic Development	The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.
Focus on the Regional Centre	<b>Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.</b>
Supply of Industrial, Commercial and Institutional Lands	Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.
Make Halifax a Better Place to Live and Work <b>Arts, culture and heritage</b>	Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

<b>Governance and Engagement</b>	
HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.	
Priority Short Name	Priority Outcome
Municipal Governance	Halifax citizens have confidence in the governance structures of the municipality.
Communications	Halifax citizens and communities participate in open and transparent communication with the municipality.
Public Engagement	Halifax citizens and communities are engaged in the development of public policy and plans.
<b>Fiscal Responsibility</b>	<b>HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.</b>

<b>Healthy, Liveable Communities</b>	
HRM is a safe, liveable and sustainable community that encourages public engagement and participation in <b>complete communities, civic life</b>	
Priority Short Name	Priority Outcome
Public Safety	Halifax citizens and visitors are safe where they live, work, and play
Energy and Environment	Halifax builds resiliency by providing leadership in energy management, sustainability and environmental risk management <b>both as an organization and in the community we serve.</b>
Recreation and Leisure	Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
<b>Community Health</b>	<b>Halifax shall be an active partner in supporting community health programs such as food security initiatives.</b>

<b>Service Delivery</b>	
HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality	
Priority Short Name	Priority Outcome
Service to our Business	HRM simplifies processes and delivers service to promote and encourage a vibrant business environment
Service to our People	HRM understands the needs and perspectives of the people they serve, and provides quality service through a <b>person focused approach</b> .
<b>Innovation</b>	<b>Halifax will foster a corporate culture that values innovation and bold ideas and supports the rapid deployment of experimental pilot projects and civic innovation project teams.</b>

<b>Social Development</b>	
HRM's communities have access to social infrastructure that supports all segments of the community.	
Priority Short Name	Priority Outcome
<b>Social Infrastructure</b> Families, Youth and Seniors	HRM <b>communities</b> , families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.
Accessible Community	Halifax is a leader in building an accessible community where everyone can participate fully in life, <b>including persons with disabilities and seniors</b> .
Housing and neighborhoods	Halifax is a leader in fostering partnerships that provide access to a full range of quality, <b>affordable</b> housing options in safe and vibrant neighborhoods
Equity and Inclusion	Halifax is a diverse and inclusive community <b>that supports everybody</b> .

<b>Transportation</b>	
Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.	
Priority Short Name	Priority Outcome
Interconnected and Strategic Growth	<b>Halifax will implement an integrated mobility strategy that supports growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles, consistent with the Regional Plan.</b>
A well maintained transportation network	The Halifax Transportation Network is comprised of well-maintained assets.
A safe and accessible transportation network	The Halifax Transportation Network is designed to be operated to be safe, accessible and supportive of enhanced user experience and focused on service improvements.
<b>Pedestrian Safety</b>	<b>Drivers, cyclists and pedestrians all-share responsibility for travelling safely together. Through education, enforcement, and improved infrastructure (engineering), engagement and evaluation, pedestrians in Halifax are provided with a safe environment in which to walk.</b>