

# HALIFAX

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**Item No. 3 (i)**  
**Committee of the Whole**  
**November 24, 2016**  
**December 6, 2016**

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

**SUBMITTED BY:** Original Signed by   
\_\_\_\_\_  
Jacques Dubé, Chief Administrative Officer

Original Signed by   
\_\_\_\_\_  
Jane Fraser, Acting Deputy Chief Administrative Officer

**DATE:** November 14, 2016

**SUBJECT:** 2017/18 Recommended Multi-year Priority Outcomes

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## **ORIGIN**

Over the last three municipal elections, Regional Council has established priority outcomes for their term and directed staff to develop annual plans to advance those outcomes. Consistent with this practice, staff is seeking Council's direction on 17/18 Multi-year priority outcomes.

## **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.

The previous Council's priority outcomes have provided valuable direction to staff over the last 4 years, ensuring that budgets and business plans were aligned with council's priorities. These existing 16/17 Council Priority Outcomes have been included as Attachment C for Council's information.

## **DISCUSSION**

These draft priority outcomes could represent Regional Council's strategic objectives and it is not staff's intention to determine those priorities. However, staff does have a professional obligation to facilitate Council's development and approval of these strategic priorities and to provide Council with professional advice in all aspects of this task. To that end, staff has considered previous Council priorities, compiled various issues raised during the election campaign, and factored in ongoing municipal initiatives to develop a strategic planning framework and draft priority outcome recommendations which can serve as a starting point for Council's consideration.

Attachment A contains a recommended strategic framework for Council's consideration. This framework has been developed to assist Council in framing their priorities as well as aligning planning and reporting processes.

Attachment B contains recommended priority outcomes under each of the themes in the strategic framework. These represent staff's best professional advice, but are fully subject to Council's discretion to add, delete, or amend any or all of the recommended outcomes.

## **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 16/17 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 16/17 Budget is developed.

## **ENVIRONMENTAL IMPLICATIONS**

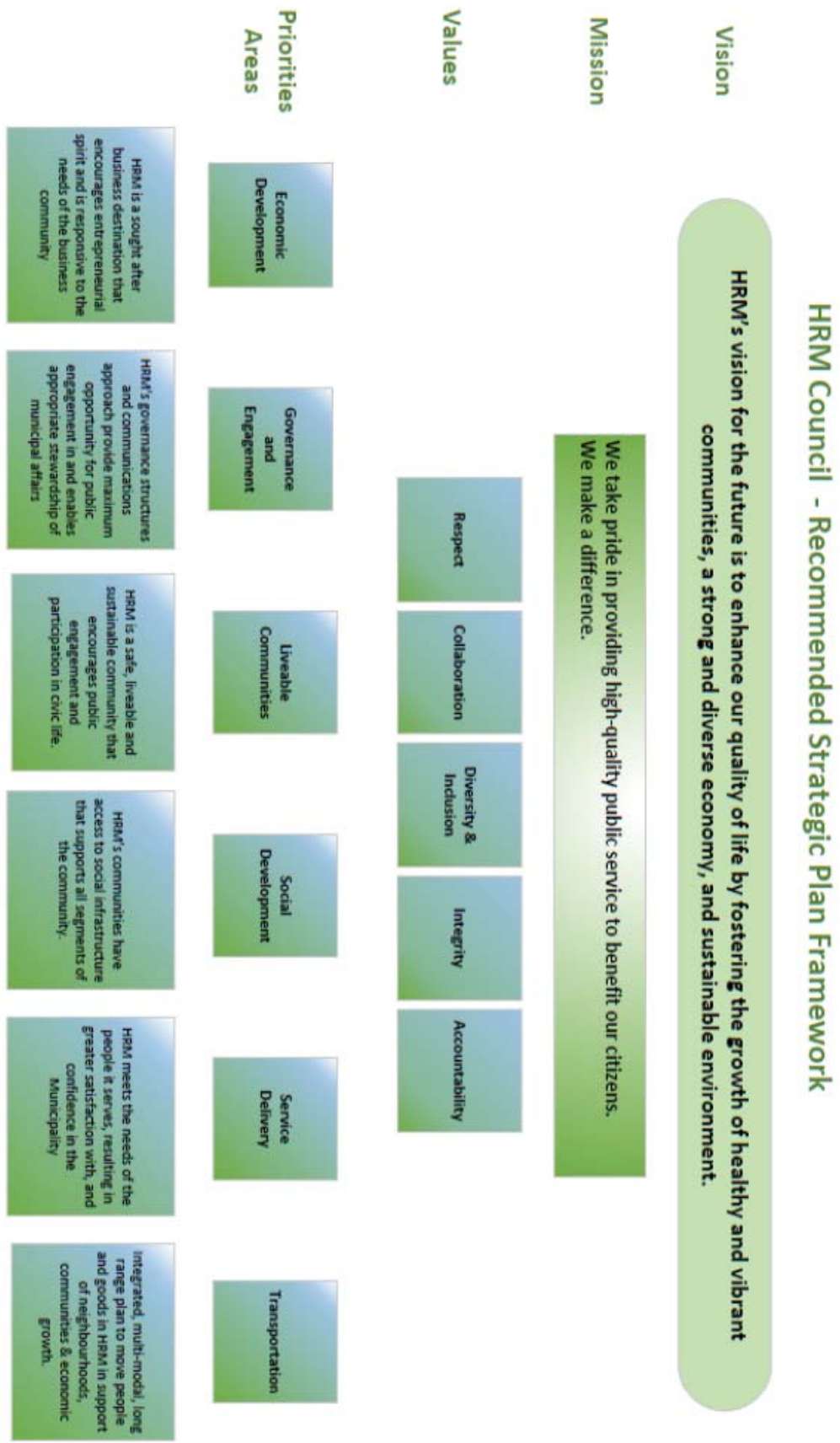
There are no immediate environmental implications to this recommendation.

## **ALTERNATIVES**

Council could choose not to provide priority outcome direction to staff and deal with their priorities during the 17/18 budget deliberations. This approach is not recommended by staff since delaying priority



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 business 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 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   | Build a vibrant and attractive Regional Centre that attracts private investment and more residents.   |
| 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   | 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>Liveable Communities</b>  |   |
|--|---|
| HRM is a safe, liveable and sustainable community that encourages public engagement and participation in civic life. |   |
| 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  |
| 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>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 customer focused approach |

| <b>Social Development</b>   |  |
|---|--|
| HRM's communities have access to social infrastructure that supports all segments of the community. |  |
| Priority Short Name   | Priority Outcome   |
| Families, youth and seniors   | HRM 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.  |
| Housing and neighborhoods   | Halifax is a leader in fostering partnerships that provide access to a full range of quality housing options in safe and vibrant neighborhoods |
| Equity and Inclusion  | Halifax is a diverse and inclusive community   |

| <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   | The Halifax Transportation Network supports growth, development and a choice of connected modes of travel.   |
| 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. |

**Attachment C - 16/17 Council Priority Outcomes**

| <b>Transportation</b>                                    |   |
|--|---|
| <b>Priority Short Name</b>                               | <b>Priority Outcome</b>   |
| Integrated Mobility                                      | Integrated mobility allowing people and goods to move easily from place to place using a combination of multiple transportation modes, such as auto, transit, walking and cycling, according to their own needs, inclusive of all segments of the public and consistent with the Regional Plan. |
| Transportation Asset Service Plan                        | An asset and service plan that ensures long term sustainability of the transportation system.   |
| Transportation Technology                                | Effectively leverage technology opportunities to maximize transformation in the efficiency and functionality of the transportation system.  |
| <b>Healthy Communities</b>                               |   |
| <b>Priority Short Name</b>                               | <b>Priority Outcome</b>   |
| Public Safety  | Halifax citizens and visitors are safe where they live, work, and play  |
| Pedestrian Safety  | 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.                  |
| Energy and Environment                                   | Halifax builds city resiliency by providing leadership in energy efficiency and environmental risk management.  |
| 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.   |
| Inclusive and Accessible Community                       | Halifax is a leader in building an inclusive and accessible community where everyone can participate fully in life, including persons with disabilities and seniors   |
| <b>Economic Development</b>                              |   |
| <b>Priority Short Name</b>                               | <b>Priority Outcome</b>   |
| Welcoming Community & Youth Retention                    | Halifax is a welcoming community where the world's talent can find great opportunities.   |
| Business Climate   | Halifax promotes a business climate that drives and sustains growth by improving competitiveness 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                             | Build a vibrant and attractive Regional Centre that attracts private investment and more residents.   |
| Supply of Industrial, Commercial and Institutional Lands | Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.  |
| Arts, Culture & Heritage Initiatives                     | Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.   |
| International Recognition & Awareness                    | Halifax is recognized internationally as a vibrant nexus for business, tourism, culture and innovation.   |
| <b>Governance and Communication</b>                      |   |
| <b>Priority Short Name</b>                               | <b>Priority Outcome</b>   |
| Council and Committee Governance                         | Halifax has effective Community Councils and Committee structures that instill public confidence in the governance of the Municipality.   |
| ABCs Governance  | Halifax sets clear parameters in order to ensure Agencies, Boards and Commissions are accountable.  |
| Communications   | Halifax demonstrates openness and transparency by communicating effectively with citizens and stakeholders.   |
| Public Engagement  | Halifax effectively engages with citizens and communities of interest in development of fair and responsive municipal policy.   |