

## Agenda

- Introduction – Mayor Savage
- Introduction – Jacques Dubé – CAO
- Governance and Communication - Maggie MacDonald – Managing Director, Government Relations and External Affairs
- Transportation - Bruce Zvaniga - Director, Transportation & Public Works
- Healthy Communities - Brad Anguish – Director, Parks & Recreation
- Economic Development - Bob Bjerke – Director, Planning & Development
- Strategic Planning Framework – Jacques Dubé– CAO
- Recommended Priority Outcomes – Jacques Dubé– CAO
- Discussion

## Introduction

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Why are we here?

- Update progress on previous priorities
  - Seeking Council's Priority Direction for 17/18 – 20/21
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It is recommended that Halifax Regional Council:

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

## Presentation Format

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For Each Priority Outcome Area

- 2016-17 Priority Outcome Progress Updates
  - Key Performance Indicators
  - Current and Planned Initiatives
-

## Governance and Communication



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Priority Outcome Discussion and Direction

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## Governance and Communication 2016-17 Updates

Outcome	Update
Halifax has effective Community Councils and Committee structures that instill public confidence in the governance of the Municipality	<ul style="list-style-type: none"> <li>• A policy paper on natural person powers will go to Council with a report in Spring 2017, to request public feedback on powers and restrictions.</li> <li>• Charter amendment request for new taxation tools.</li> <li>• A policy rationale for minor/housekeeping amendments to the charter is complete and has been provided to the Province.</li> <li>• Regular meetings with Municipal Affairs to monitor progress continues.</li> <li>• Providing support to MGA Review working groups on Economic Development and Governance.</li> </ul>

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## Governance and Communication 2016-17 Updates

Outcome	Update
Halifax sets clear parameters in order to ensure Agencies, Boards and Commissions are accountable	<u>Multi-District Facility Project – Phase 2:</u> <ul style="list-style-type: none"> <li>Regional Council direction on future governance obtained – creation of standard board governance model for the facilities implemented through new standard agreements which provide additional accountability, support and oversight.</li> <li>Implementation plan to be returned to Regional Council in December 2016 for approval</li> </ul>
	<u>Library Strategic Planning:</u> <ul style="list-style-type: none"> <li>Ongoing – developing approach for public consultation to develop 3-5 year strategic plan</li> </ul>
	<u>Road Operations/Halifax Water Relationship Definition:</u> <ul style="list-style-type: none"> <li>Legislative change request regarding governance of HRWC and preparation of a new Administrative Order</li> </ul>

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## Governance and Communication 2016-17 Updates

Outcome	Update
Halifax demonstrates openness and transparency by communicating effectively with citizens and stakeholders	<u>Improve Internal and External Communications:</u> <ul style="list-style-type: none"> <li>Integrated communications plans for Planning &amp; Development, Transit, HRFE , TPW and Parks &amp; Recreation are using feedback from participants in engagement sessions, the Shape Your City Halifax public engagement portal, the online Halifax Opinion Panel and other research to ensure that all communication activities are aligned with business unit objectives and are using accessible and relevant approaches.</li> </ul>
	<u>HRP Partnerships and Integrated Community Partnerships:</u> <ul style="list-style-type: none"> <li>All of Public Affairs staff and management have completed the ICS 101 level course training through HRFE/EMO. New staff will complete training as needed.</li> </ul>

Priority Outcome Discussion and Direction

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## Governance and Communication 2016-17 Updates

Outcome	Update
Halifax demonstrates openness and transparency by communicating effectively with citizens and stakeholders	<p><u>HRP Employee and Public Relations:</u></p> <ul style="list-style-type: none"> <li>• Public Relations Strategy</li> <li>• Fares for Firearms</li> <li>• Ongoing development of social media protocol for community officers</li> <li>• Ongoing development of engagement protocol for corporate and operational initiatives</li> </ul>
	<p><u>Halifax.ca:</u></p> <p>Award of web services contract (Website Solution Development and Managed Services) approved by Regional Council on Sept. 6, 2016. Estimated 8 month project time line for development of new halifax.ca website.</p>

## Governance and Communication 2016-17 Updates

Outcome	Update
Halifax effectively engages with citizens and communities of interest in development of fair and responsive municipal policy	<ul style="list-style-type: none"> <li>• Public Engagement for the Centre Plan Project</li> <li>• Shape Your City Halifax Community Engagement Hub</li> <li>• Engagement of citizens through Halifax.ca website and Social Media.</li> <li>• HRP Public Relations Strategy</li> <li>• HRP Crisis Communication Exercise</li> </ul>

## Governance and Communication

### Key Performance Indicators

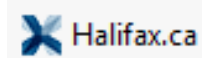


- Increased 30% registered users (+1,695) Shape Your City portal
- 70% increase in engaged participants, 40% increase in aware participants for same period in 2015 (Apr. – Nov.)

## Governance and Communication

### Key Performance Indicators

Increased 40% followers (+55,000) on Twitter



Increased 32 % page views (+1.5 million)

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OPINION PANEL

Added ~ 900 participants to online Halifax Opinion Panel

# Governance and Communication

## 2016-17 Key Performance Indicators

2016/ 2017 featured 9 online campaigns:



- Bikeway Connector Project
- Sackville Recreation Consultation
- St. Andrew's Community Centre Consultation
- Land Use By-law Requirements for 25-Acre Lots
- Compost Matters
- Integrated Mobility Plan
- Construction Mitigation
- Halifax Region Opinion Panel
- Halifax Explosion 100<sup>th</sup> Anniversary Commemorative Emblem



# Governance and Communication

## Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p><b>Mandate and Expectations</b></p> <p>The risk that Halifax is unable to define expectations, mandate and scope of issues resulting in poor decisions and sub-optimum resource allocation.</p> <p>Likelihood – Possible</p> <p>Impact - Moderate</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Advance changes to HRM's charter</li> <li><input type="checkbox"/> HRP Partnerships and integrated community partnerships</li> <li><input type="checkbox"/> Draft Admin Order outlining governance relationship between HRM and Halifax Water Commission (HWC)</li> <li><input type="checkbox"/> Integrate HWC into HRM's business planning process</li> </ul>



## Governance and Communication Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p><b>ABCs - Service Delivery Accountability</b></p> <p>The risk that HRM does not implement proper controls over the agencies, boards, and commissions to which it has delegated service delivery responsibilities resulting in exposure financially, politically, and potentially legally for deficiencies in service.</p> <p>Likelihood – Certain</p> <p>Impact – Moderate</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> MDF Project</li> <li><input type="checkbox"/> Strengthen partnership agreements with Multi-District Facilities and community groups</li> <li><input type="checkbox"/> HRP alignment with Police Board of Commissioners</li> </ul>



## Governance and Communication Planned and Current Initiatives

- Multi-District Facility Project
- Improve Internal and External Engagement
- HRP Employee and Public Relations
- Changes to HRM Charter
- halifax.ca





# Transportation



# Transportation

## Vision

Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.

# Transportation

## 2016-17 Updates

Outcome	Update
<p>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.</p>	<p><u>Integrated Mobility Plan</u></p> <ul style="list-style-type: none"> <li>• Cross-functional team established               <ul style="list-style-type: none"> <li>• Engagement sessions in progress</li> <li>• Meeting with stakeholders</li> </ul> </li> </ul> <p><u>Active Transportation Plan – Year 2</u></p> <ul style="list-style-type: none"> <li>• Design and public engagement of McDonald Bridge bikeway connectors</li> </ul> <p><u>Moving Forward Together – Service Changes</u></p> <ul style="list-style-type: none"> <li>• The first service change went into effect in August 2016</li> <li>• The next change in February 2017</li> <li>• Additional changes planned for 17/18</li> </ul> <p><u>Access-A-Bus Review</u></p> <ul style="list-style-type: none"> <li>• Strategy framework is scoped, conducting research and jurisdictional scans</li> </ul>

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# Transportation

## 2016-17 Updates

Outcome	Update
<p>An asset and service plan that ensures long term sustainability of the transportation system.</p>	<p><u>Pavement Management</u></p> <ul style="list-style-type: none"> <li>• High Speed Data Collection</li> <li>• New Pavement Management System</li> <li>• Review of Pavement Management processes and techniques</li> </ul> <p><u>Transit Service Plan</u></p> <ul style="list-style-type: none"> <li>• Bus Procurement               <ul style="list-style-type: none"> <li>• 59 replacement vehicles (40') and 10 expansion vehicles ordered</li> <li>• Work has commenced on developing a new specification for AAB fleet. Tender in Fall 2016</li> </ul> </li> <li>• <u>Alternative Fuel Study</u> <ul style="list-style-type: none"> <li>• Approval granted to enter into a partnership with NSPI. RFP will be issued for electric study.</li> </ul> </li> </ul>

Priority Outcome Discussion and Direction



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# Transportation

## 2016-17 Updates

Outcome	Update
An asset and service plan that ensures long term sustainability of the transportation system.	<u>Transit Service Plan</u> <ul style="list-style-type: none"><li>• Transit Infrastructure<ul style="list-style-type: none"><li>• Burnside Transit Centre Expansion</li><li>• Wright's Cove Terminal</li></ul></li><li>• <u>Transit Priority Measures Implementation</u> Additional funding has been obtained for this project, thereby increasing the scope. The implementation of a system at Robie and Almon Street is planned to occur before the end of 2016.</li></ul>

# Transportation

## 2016-17 Updates

Outcome	Update
An asset and service plan that ensures long term sustainability of the transportation system.	<u>Transit Service Plan</u> <ul style="list-style-type: none"><li>• Ferry Terminal Upgrades<ul style="list-style-type: none"><li>• Halifax Ferry Terminal</li><li>• Woodside Ferry Terminal</li></ul></li></ul> <u>Ferry Replacement</u> <ul style="list-style-type: none"><li>• Craig Blake is completed and in service</li><li>• Viola Desmond is completed and in service</li><li>• Funding available for two additional ferries</li></ul>

# Transportation

## 2016-17 Updates

Outcome	Update
Effectively leverage technology opportunities to maximize transformation in the efficiency and functionality of the transportation system.	<u>TPW Technology Road Map</u> <ul style="list-style-type: none"> <li>Needs assessment and jurisdictional scan</li> <li>Aligning business with industry standards and planning for the future</li> <li>Identify priorities and linkages to other projects</li> </ul>
	<u>LED streetlight conversion project</u> <ul style="list-style-type: none"> <li>40% of LED street lights installed</li> </ul>
	<u>Traffic Signal Control Project</u> <ul style="list-style-type: none"> <li>Phase 1 (Halifax Peninsula) complete</li> </ul>
	<u>Transit Technology Upgrades</u> <ul style="list-style-type: none"> <li>Automatic Passenger Counter</li> <li>Bus Stop Announcement</li> <li>Fare Management</li> <li>Computer Aided Dispatch/AVL</li> </ul>

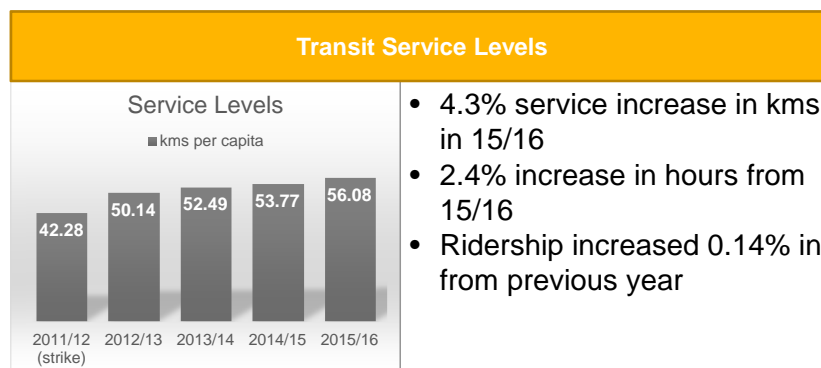


Priority Outcome Discussion and Direction

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# Transportation

## 2016-17 Key Performance Indicators



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# Transportation

## 2016-17 Key Performance Indicators

### STREET CONDITION

Satisfaction with street maintenance increased to 45%



15,888 potholes filled in 2016

\*2014/15 citizen survey results

# Transportation

## 2016-17 Key Performance Indicators

### SNOW AND ICE CLEARING

14 Snow events  
6 categorized as major: 15+ cm



Satisfaction with snow and ice removal \*  
Street - 63%  
Sidewalk - 51%

\*2014/15 citizen survey results

# Transportation

## 2017-18 Current & Planned Initiatives

- ❑ Transit Asset & Infrastructure Renewal
- ❑ Moving Forward Together Plan
- ❑ Transit Service Plan
- ❑ Transit Technology
- ❑ Active Transportation Strategy
- ❑ Parking Strategy
- ❑ Integrated Mobility Plan
- ❑ Road Safety Strategy

# Healthy Communities



*HRM is a safe, liveable and sustainable community that encourages public engagement and participation in civic life.*

# Healthy Communities

## 2016-17 Updates



Outcome	Update
Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.	<p><b>Recreation Infrastructure:</b></p> <ul style="list-style-type: none"> <li>30 new playgrounds delivered</li> <li>Multiple capital projects underway including joint Recreation-Library renovation project in Musquodoboit Harbour; Dartmouth Sportsplex, Dartmouth 4-Pad, Cole Harbour All-Weather Field</li> </ul>
	<p><b>Access and Outreach:</b></p> <ul style="list-style-type: none"> <li>Recreation Strategic Framework, Outreach Plan, and Recreation software project all underway</li> <li>Increased free/unstructured programming</li> <li>Increased mobile programming with focus on intergenerational programming</li> <li>Increased library visits by 24.8% overall with 25.6% increase in adult program attendance and 13.6% in youth program attendance</li> </ul>

# Healthy Communities

## 2016-17 Updates



Outcome	Update
Halifax is a leader in building an inclusive and accessible community where everyone can participate fully in life, including persons with disabilities and seniors	<p><b>Accessibility and Inclusion:</b></p> <ul style="list-style-type: none"> <li>Inclusive and Accessible Communities policy, supporting framework and reporting model being developed</li> <li>Increased inclusion focus and community engagement across HRM Business Units</li> <li>Increased program support such as Seniors snow removal program, Dragon Boat Programming for visually impaired, and Cherrybrook Community Centre grant</li> </ul>
	<p><b>Accessibility Infrastructure:</b></p> <ul style="list-style-type: none"> <li>Accessibility projects at 34 Recreation facilities</li> <li>Automated bus stop announcement</li> <li>Intersection Upgrades: 28 new push button concrete pads, 6 new concrete ramps, 6 new audible pedestrian signals</li> <li>New service dog park (Ardmore Park)</li> </ul>

# Healthy Communities

## 2016-17 Updates



Outcome	Update
Halifax is a leader in building an inclusive and accessible community where everyone can participate fully in life, including persons with disabilities and seniors	<p><b>Youth:</b></p> <ul style="list-style-type: none"> <li>Youth-led development of Youth Plan, approx 1400 youth engaged in-person/on-line</li> <li>Increased enrollment in Youth At Risk programs: Youth Advocate, Souls Strong, Girls United, Youth Live and Emergency Services Achievement Program</li> <li>Youth Forum held with over 60 African NS Youth</li> <li>Increased Youth Drop In sessions (Library and Rec)</li> <li>Partnership (Library and Transit) to offer youth story time on Ferries</li> </ul> <p><b>Housing:</b></p> <ul style="list-style-type: none"> <li>Housing and Homelessness Partnership 5-Year Strategic Plan &amp; affordable housing targets developed</li> <li>Supported Mobile Outreach Street Health (MOSH) Housing First and Herring Cove Apartments which housed 64 homeless individuals</li> <li>2nd Halifax Affordable Housing Conference</li> <li>Changes to Minimum Standards By-law (M-200)</li> </ul>

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# Healthy Communities

## 2016-17 Updates



Outcome	Update
Halifax citizens and visitors are safe where they live, work, and play	<p><b>Safety:</b></p> <ul style="list-style-type: none"> <li>Stakeholder consultation commencing to develop Public Safety Framework</li> <li>'Fares for Firearms' program completed</li> <li>Incident Command System training is progressing</li> <li>Amber Alert Emergency Ops Centre exercise and policies completed</li> <li>HRP Capability Response Framework Roadmap is in progress</li> <li>HRP Strategies underway: Anti Juvenile Prostitution Strategy and Expanded Victim Support</li> <li>Operational Fire Crews to conduct Level 1 Fire inspections</li> <li>Increased investment to improve volunteer firefighter recruitment, retention and higher participation in rural areas</li> </ul>

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# Healthy Communities

## 2016-17 Updates



Outcome	Update
Halifax builds city resiliency by providing leadership in energy efficiency and environmental risk management.	<p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>Solar City 2.0 underway</li> <li>Urban Forest Master Plan implementation continuing</li> <li>Halifax Green Network Plan to Council Spring 2017</li> <li>Lot grading bylaw approved</li> <li>New energy code work ongoing</li> <li>Mobile Food Market Pilot Program</li> <li>Community Garden program expanded (orchards and beekeeping)</li> </ul>
	<p><b>Solid Waste Diversion and Source Separation:</b></p> <ul style="list-style-type: none"> <li>Residential garbage decreased 24% and recycling increased 13%</li> <li>Working on recycling facility expansion from 28,000 tonnes to 36,000 tonnes of annual processing capacity</li> <li>Engaging community and stakeholders for input on the development of future compost management program</li> <li>New contract and business model at Otter Lake Landfill and Ragged Lake Compost Facility reducing overall waste management costs</li> </ul>

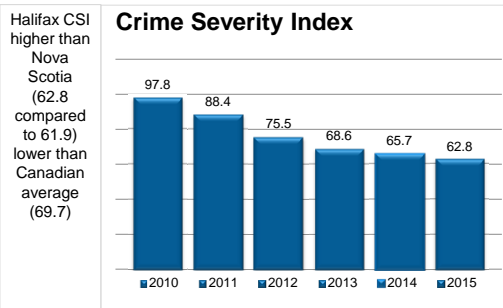
Priority Outcome Discussion and Direction

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# Healthy Communities

## 2016-17 Key Performance Indicators



The overall CSI has gone down from 65.7 to 62.8

The violent crime CSI has risen to 79.0 from 74.0 in 2014.

The non-violent crime CSI has declined to 56.8 from 62.7 in 2014.

Source: Crime Severity Index: <http://www.statcan.gc.ca/daily-quotidien/150722/t003a-eng.htm> (Statistics Canada)

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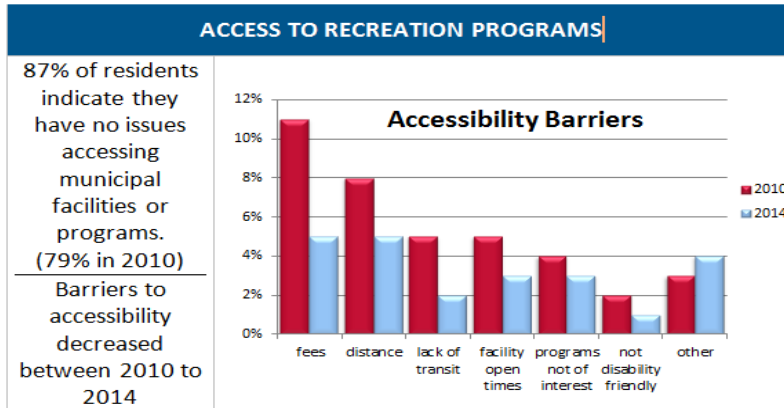
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# Healthy Communities

## Key Performance Indicators

These are 14-15 results, barrier data from last survey and will not change



Source: 2010 Halifax Citizen Survey, 2014 Halifax Citizen Survey



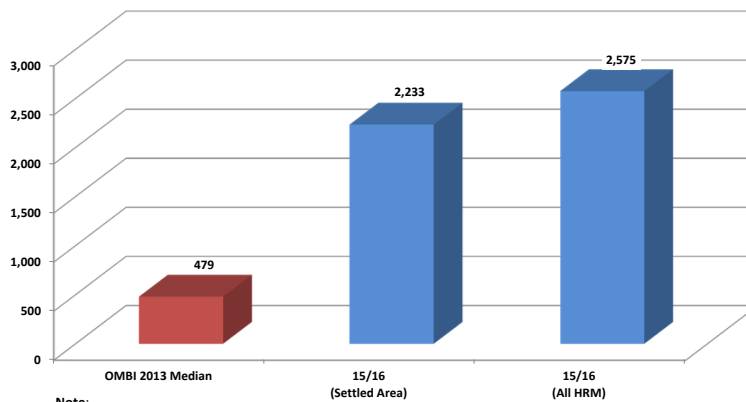
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# Healthy Communities

## Key Performance Indicators

Hectares of Parkland per 100,000 population



Note: OMBI: Ontario Municipal Benchmarking Initiative.



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## Healthy Communities Current and Planned Initiatives



### Recreation and Leisure

- Seek opportunities to improve Library and Recreation service to groups who are currently underserved
- Implement Strategic Recreation Framework
- Develop and implement Library and Recreation capital master plans
- Regional Parkland planning and acquisition

### Accessibility and Inclusion

- Implement Accessibility Policy and Framework
- Ongoing engagement of African NS, Urban Aboriginal, Acadian, Immigrant, and newcomer communities among others
- Collaborate with Province regarding new Accessibility Legislation
- Barrier free access improvements to existing infrastructure will continue

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## Healthy Communities Current and Planned Initiatives



### Environment

- Develop Stormwater Management Bylaw
- Implement Community Energy Plan initiatives
- Acquire and process new LIDAR data for all watersheds

### Housing

- Continue to support the Housing and Homelessness Partnership 5 year strategic plan and targets
- Align existing strategies to strengthen safety and revitalization of priority neighborhoods e.g. Between the Bridges

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# Healthy Communities

## Current and Planned Initiatives



### Youth

- Implement Youth Plan
- Evaluate Youth 'At Risk' Programs
- Increase Intergenerational opportunities
- Police partnerships to mentor youth to reduce violence

### Public Safety

- Develop and implement Public Safety Strategic Framework
- Implement Service Delivery Standards for Fire emergency response
- Develop strategies to address Opioid Misuse and Legalization of Marijuana
- Targeted approach to sexualized violence including university students and youth

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# Economic Development



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## Economic Development 2016-17 Updates

Outcome	Update
Halifax is a welcoming community where the world's talent can find great opportunities.	<p><b><u>Diversity &amp; Inclusion</u></b></p> <ul style="list-style-type: none"> <li>• A Diversity &amp; Inclusion Leadership Advisory Working Group has been established</li> <li>• Increased emphasis on diversity training</li> <li>• Implementation of the Welcoming Newcomers Plan</li> <li>• Recognition of diverse communities within communications</li> </ul> <p><b><u>Youth Attraction &amp; Retention</u></b></p> <ul style="list-style-type: none"> <li>• Universities / Nova Scotia Community College MOU</li> <li>• Mayor's Welcome Reception</li> <li>• Halifax Partnership's Connector Program</li> </ul> <p><b><u>HRM Bridging Program</u></b></p> <ul style="list-style-type: none"> <li>• Continues to create internship opportunities for recent graduates</li> </ul>

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## Economic Development 2016-17 Updates

Outcome	Update
Halifax promotes a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.	<p><b><u>Economic Strategy</u></b></p> <ul style="list-style-type: none"> <li>• Regional Council approved the new economic strategy in Spring 2016</li> <li>• An HRM approach to support the province's Red Tape Reduction strategy was approved by Council in October, 2016 and an MOU has been signed with the Province for implementation</li> </ul> <p><b><u>Continuous Improvement and Red tape Reduction</u></b></p> <ul style="list-style-type: none"> <li>• P&amp;D Renewal (Fee Rationalization, Bylaw Simplification, Technology solutions)</li> </ul>

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# Economic Development

## 2016-17 Updates

Outcome	Update
The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.	<p><b><u>Rural Economic Development</u></b></p> <ul style="list-style-type: none"> <li>Rural Halifax profile included in 2016 Halifax Index</li> <li>Support to Nova Scotia Nature Trust 100 Wild Islands</li> </ul> <p><b><u>Rural Planning Development</u></b></p> <ul style="list-style-type: none"> <li>Staffing complete</li> <li>Initial analysis and scoping complete</li> </ul>

# Economic Development

## 2016-17 Updates

Outcome	Update
Build a vibrant and attractive Regional Centre that attracts private investment and more residents.	<p><b><u>Cogswell Interchange</u></b></p> <ul style="list-style-type: none"> <li>Procurement for essential services underway (i.e. traffic engineering, surveying, etc).</li> <li>Stakeholder engagement and outreach</li> </ul> <p><b><u>Parking Strategy</u></b></p> <ul style="list-style-type: none"> <li>Parking Technology Opportunity Assessment has been completed</li> </ul> <p><b><u>Centre Plan</u></b></p> <ul style="list-style-type: none"> <li>Completed technical studies</li> <li>Intensive stakeholder engagement schedule</li> <li>Draft Secondary MPS plus associated program and Land Use Bylaws for Regional Centre to be completed</li> </ul>

## Economic Development 2016-17 Updates

Outcome	Update
Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.	<p><b><u>Supply of Industrial Lands</u></b></p> <ul style="list-style-type: none"> <li>• Ongoing task in long term planning</li> <li>• HRM acquired 428 acres adjacent to Burnside in 2015</li> <li>• Ragged Lake Feasibility Study complete</li> </ul> <p><b><u>Data Gathering for Retail, Commercial and Institutional Lands</u></b></p> <ul style="list-style-type: none"> <li>• Initial mapping underway on availability of land within the Service Boundary</li> </ul>

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## Economic Development 2016-17 Updates

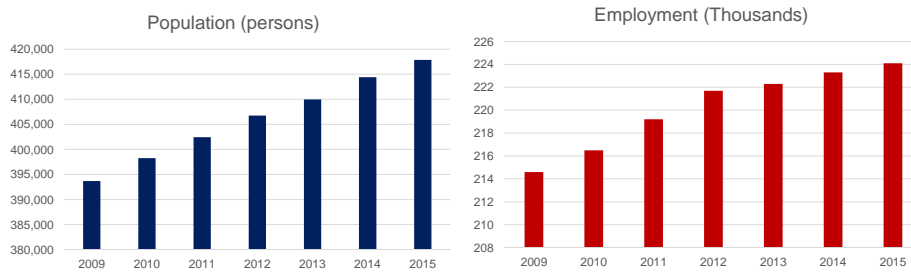
Outcome	Update
Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.	<p><b><u>Culture &amp; Heritage Priorities Plan</u></b></p> <ul style="list-style-type: none"> <li>• Phase 1: Inventory component underway</li> <li>• Creation of a technical committee with Province and HRM staff</li> </ul> <p><b><u>Cultural Spaces Plan</u></b></p> <ul style="list-style-type: none"> <li>• Cultural Assets Coordinator recruited</li> </ul>
Halifax is recognized internationally as a vibrant nexus for business, tourism, culture and innovation.	<p><b><u>Tourism Strategy Alignment</u></b></p> <ul style="list-style-type: none"> <li>• Discussions are on-going among HRM staff, Destination Halifax, and other tourism stakeholders to identify how best to secure special events and maximize their social and economic benefits</li> </ul>

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## Economic Development 2015-16 Key Performance Indicators



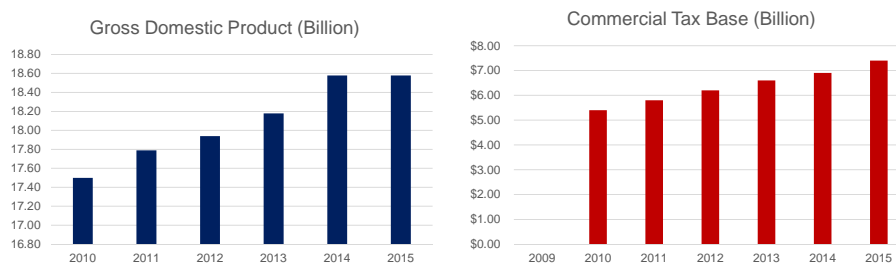
Detailed Sources: Conference Board of Canada (Metropolitan Outlook Autumn 2013-2016), Statistics Canada CANSIM 051-0056 & 282-0129, HRM Finance

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## Economic Development 2015-16 Key Performance Indicators



Detailed Sources: Conference Board of Canada (Metropolitan Outlook Autumn 2013-2016), Statistics Canada CANSIM 051-0056 & 282-0129, HRM Finance

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## Economic Development 2015-16 Key Performance Indicators



**Value of  
Approved  
Construction**  
Up 4.4% to \$722 M



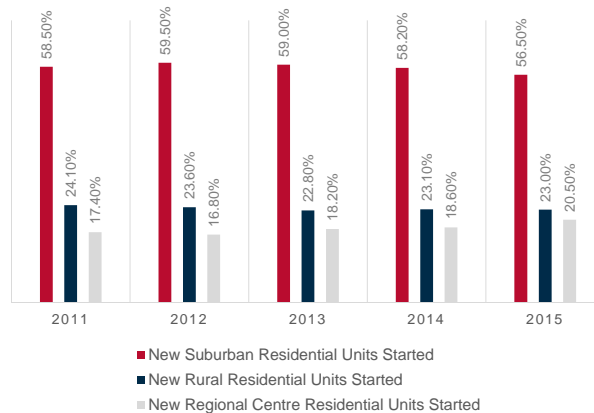
**Residential  
Multi unit**  
Up 2.9% to \$329 M

**Proportion of Approved Construction within Regional Centre**  
2014: 42%      2015: 39%

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## Economic Development 2015-16 Key Performance Indicators

### HOUSING STARTS



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## Economic Development Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p><b>Responsive Regulatory and Service Culture</b></p> <p>The risk that HRM's regulatory environment and service delivery is perceived as not responsive to needs and expectations of the residents and business community resulting in reduced ability to attract new and retain businesses in Halifax.</p> <p>Possible(3)</p> <p>Moderate(3)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Economic Development</li> <li><input type="checkbox"/> Contract Review</li> <li><input type="checkbox"/> Continuous Improvement of Planning &amp; Development Processes and Services</li> <li><input type="checkbox"/> Front Counter Improvement Plan Development</li> <li><input type="checkbox"/> Licensing and Permitting Technologies Procurement</li> <li><input type="checkbox"/> Define Development Trends and Statistics Reporting Practice</li> </ul>

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## Economic Development Related Corporate Strategic Risks

Risk	Key Mitigating Initiatives
<p><b>Supply of Lands for Economic Growth</b></p> <p>The risk that there will not be sufficient land to accommodate emerging opportunities for various land uses in the right locations available to support economic growth resulting in loss of economic opportunities.</p> <p>Unlikely(2)</p> <p>Moderate(3)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cogswell Interchange</li> <li><input type="checkbox"/> Supply of Industrial Lands</li> <li><input type="checkbox"/> Establish Data Gathering Process for Retail, Commercial and Institutional uses of lands</li> </ul>

Priority Outcome Discussion and Direction

**HALIFAX**

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## Economic Development Planned and Current Initiatives

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- Centre Plan
  - Halifax Economic Growth Plan
  - Business Process Improvements & Red Tape Reduction
  - By-law Consolidation/Simplification Project
  - Cogswell Interchange
  - Arts & Culture Initiatives
  - Diversity and Inclusion
  - Halifax Rural Index
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Priority Outcome Discussion and Direction

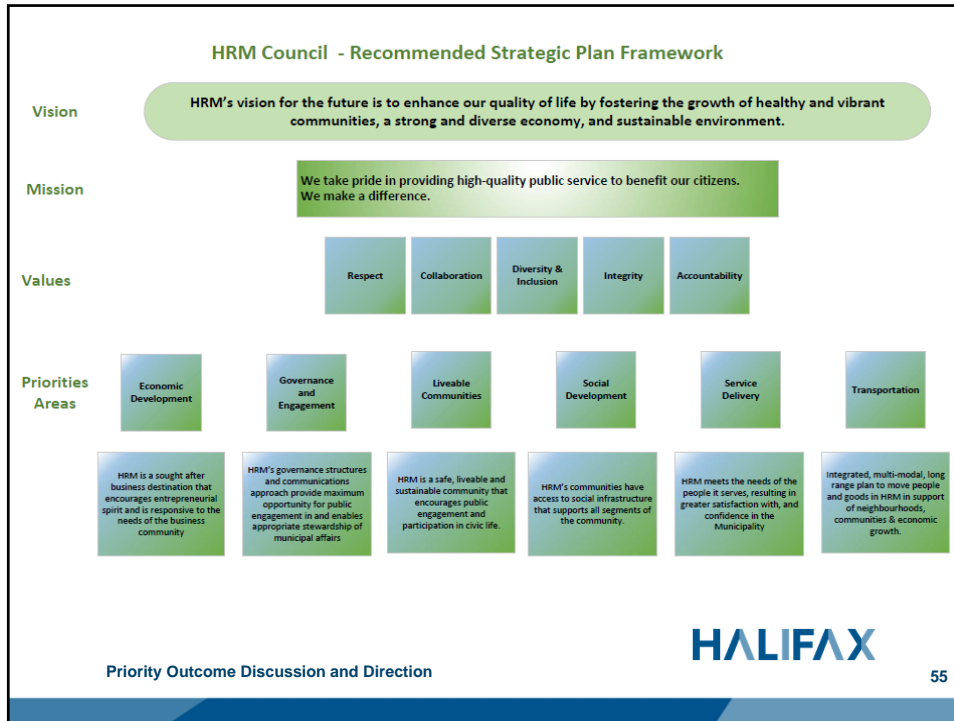
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**HALIFAX**

## Strategic Planning Framework and Recommended Priority Outcomes

November 24, 2016



### Recommended Economic Development Priorities

**HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the business community**

Priority Short Name	Recommended 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

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### Recommended Governance and Engagement Priorities

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.

### Recommended Liveable Communities Priorities

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.

### Recommended Service Delivery Priorities

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



### Recommended Social Development Priorities

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.



### Recommended Transportation Priorities

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.

## Staff 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;
3. direct staff to prepare the 17/18 multi-year budget and business plan in support of the approved priority outcomes.

# Discussion