

Re: Item No. 3

HALIFAX

2021-2025 Strategic Planning and Budget Process

November 10 , 2020

Strategic Planning Process



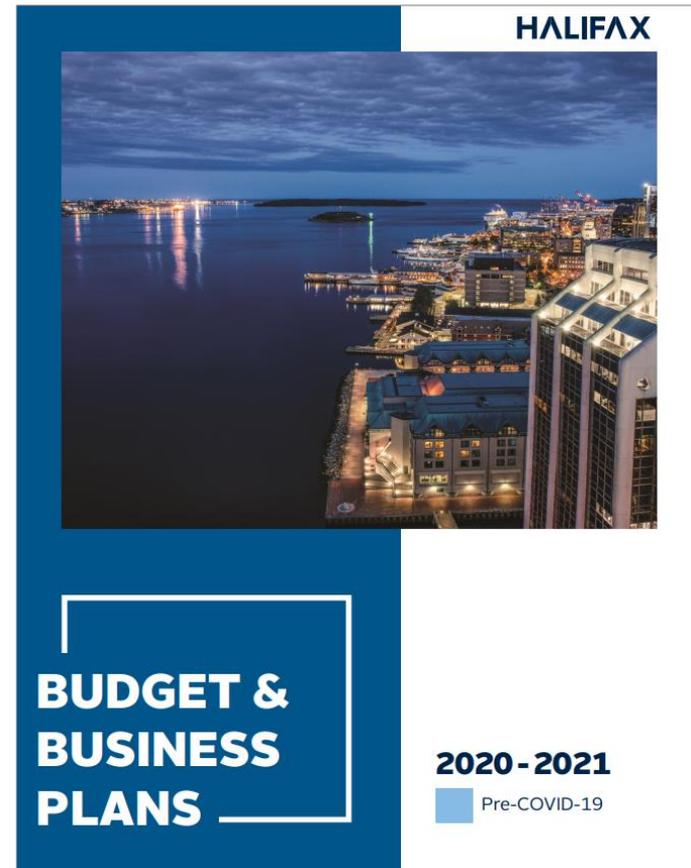
Strategic Planning Overview

- **Annual Report – Strategic Priorities Plan**
 - Communications tool for Council and residents that showcases the important work completed and underway to fulfil Council strategic priorities



Strategic Planning Overview

- **Budget & Business Plans**
 - Details the municipality's annual operating and capital budgets
 - Highlights departmental business plans, resources budgets and performance measures
 - Produced annually



Strategic Planning History

- Plan on a Page introduced in 2015/16
- Council's first strategic plan introduced 2016/20
- Administrative outcomes for Administrative priority areas defined in 2018/19
- Strategic Priorities Plan introduced for 2020/21
- Public Engagement in Business Planning and Budget expanded 2020/21

Strategic Planning Overview

- **Plan on a Page**
 - Intended to articulate how and why we strive to deliver excellence in public service
 - Specifically highlights our vision, mission and values – as well as Council and Administrative priority areas
 - Updated every four years in alignment with Council terms



Updating the Strategic Plan

- **Administrative Review**

- Jurisdictional scan
- SWOT Analysis
- Logic Models
- Citizen Surveys/ public engagement
- Past decisions of Regional Council not reflected in the Strategic Plan
- Functional Strategic Plans/Reports
- Iterative development of outcomes (CPO, Strategic Team Leads, Senior Management)

Updating the Strategic Plan

- **Regional Council Review**

- Presentation: 2021-2025 Strategic Planning Process, Nov 10, 2020
- Recommendation Report: 2021-2025 Strategic Priorities Framework and Multi-year Planning Process, Dec 1, 2020
- Recommendation Report: 2021-2025 Strategic Priorities Plan – Council Priority Areas and Outcomes, Jan 12, 2020
- Information Report: 2021-2025 Strategic Priorities Plan – Administrative Priority Areas and Outcomes, Jan 12, 2020

2021-2025 Strategic Planning Considerations

- COVID-19: Economic and Business Implications
- Economic Recovery
- Unfunded/Partially Funded Strategies
- Population Growth/Immigration
- Housing Affordability
- Social Equity/Social Justice/Social Inclusion
- Climate Change

2021-2025 Strategic Planning

| 2017-2021 Council Priority Areas | Proposed 2021-2025 Council Priority Areas |
|-------------------------------------|---|
| Economic Development | Prosperous Economy |
| Transportation | Integrated Mobility |
| Healthy, Liveable Communities | Communities |
| Social Development | Environment |
| Governance and Engagement | |
| Service Delivery | |
| 2017-2021 Administrative Priorities | 2021-2025 Administrative Priorities |
| Our People | Our People |
| Service Excellence | Service Excellence |
| Financial Stewardship | Responsible Administration |

Proposed Council Priority

| Prosperous Economy | |
|--|---|
| A prosperous and growing economy positions Halifax as a business and tourism destination of choice, with economic opportunities for all. | |
| Priority Outcomes | |
| Economic Growth | Economic opportunities are seized to promote and maximize growth, reduce barriers for businesses, and showcase the region's strengths to the world. |
| Holistic Planning | Improved affordability, inclusion, and business competitiveness through integrated planning |
| Talent Attraction & Retention | A welcoming community that attracts and retains the world's talent. |

Proposed Council Priority

| Communities | |
|--|--|
| Halifax boasts strong social equity through meaningful engagement to build safer and more inclusive communities. | |
| Priority Outcomes | |
| Safe Communities | Residents and visitors feel safe and are supported by a network of social infrastructure that helps community members thrive. |
| Engaged Communities | Residents are actively involved in their communities and enjoy participating in a wide range of leisure, learning, social, recreational, cultural and civic opportunities. |
| Inclusive Communities | Residents live in a community that fosters greater well-being by removing systemic barriers to address the needs of vulnerable and marginalized populations. |

Proposed Council Priority

| Integrated Mobility Halifax offers safe, sustainable and accessible travel options to move conveniently throughout the region. | |
|--|---|
| Priority Outcomes | |
| Connected & Healthy Long-Range Mobility Planning | The mobility network supports active living, growth and development, and links people and communities with goods, services and opportunities using all transportation modes, including walking, rolling, cycling, public transit and driving. |
| Safe & Accessible Integrated Mobility Network | A well-maintained network supports all ages and abilities by providing safe, flexible, and barrier-free journeys throughout the region. |
| Affordable & Sustainable Integrated Mobility Network | A socially responsible investment model optimizes existing mobility infrastructure and aligns with HalifACT. |

Proposed Council Priority

| Environment | |
|--|--|
| Leadership in climate change action and environmental protection - both as an organization and a region. | |
| Priority Outcomes | |
| Net-Zero Emissions | Strive to achieve net-zero municipal operations by 2030, with community-wide emissions reductions of 75% by 2030 and net-zero by 2050. |
| Climate Resilience | Communities, infrastructure, and natural systems are prepared to withstand and recover quickly from climate impacts. |
| Protected & Sustainable Environment | Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life. |

2021-2025 Planning Process

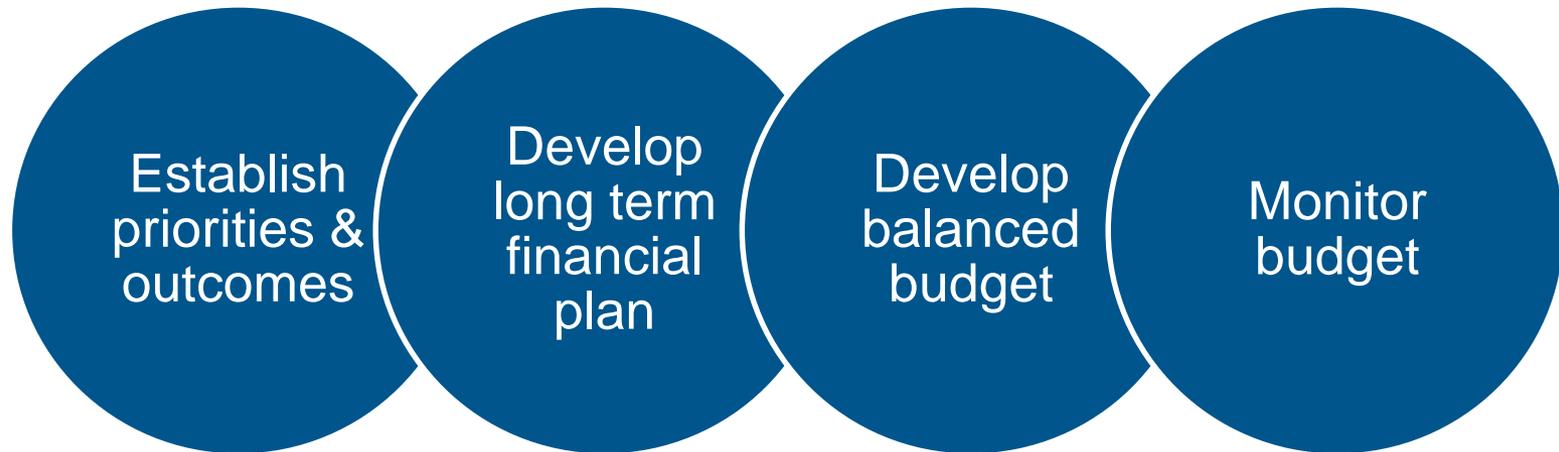
- Strategic initiatives are cascaded into business plans and presented to Regional Council by Business Units during Business Plan and Budget deliberations commencing in February 2020
- Draft 2021-2025 Strategic Priorities Plan becomes final when Budget is approved

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Budget Planning Process

November 10, 2020

Budget Planning Process



- Strategic Plans
- Operational Plans
- Legislative Commitments

- Fiscal Policy
- Financial Forecasts
- Financial Trends
- Reserve Analysis
- Debt Analysis
- Gap Analysis

- Fiscal Sustainability

- Quarterly Financial Reports
- Investment Reports

Operating Budget Process

- Budget shows how we are advancing Council Priorities – Strategic Outcomes
- Information is gathered from Council debate on priorities and approved strategies/plans
- Information gathered through Citizen Engagement Survey
- Kick the process off December 1st with the Multi Year Fiscal Sustainability Planning Process
- Focus is 4 year fiscal plan and funding plans for key strategic initiatives

Operating Budget Process

- January 12th Council approves the strategic priorities
- Finance presents the Fiscal Framework – 4 years
 - Includes economic update
 - Assessment Role
 - Overview of Budget Gap
- Recommend change to the tax rate for planning purposes

Operating Budget Process

- Business Units present their budgets at Committee of the Whole on Budget
- Council debates the purposed reductions or increases and the associated service impacts
- Items requiring more debate are referred to the Budget Adjustment List – BAL
- This year we are introducing a separate category for strategic initiatives – which require funding plans

Operating Budget Schedule

- CAO, Legal, HR, FAM&ICT, Auditor General – February 10th
- Parks & Rec, Library and Planning & Development – February 17th
- Transit, TPW and Customer Corporate Services – February 24th
- Police and Fire – March 3rd (assumes Police have gone to Police Board of Commissionaires)
- Finance comes in with BAL – March 10th

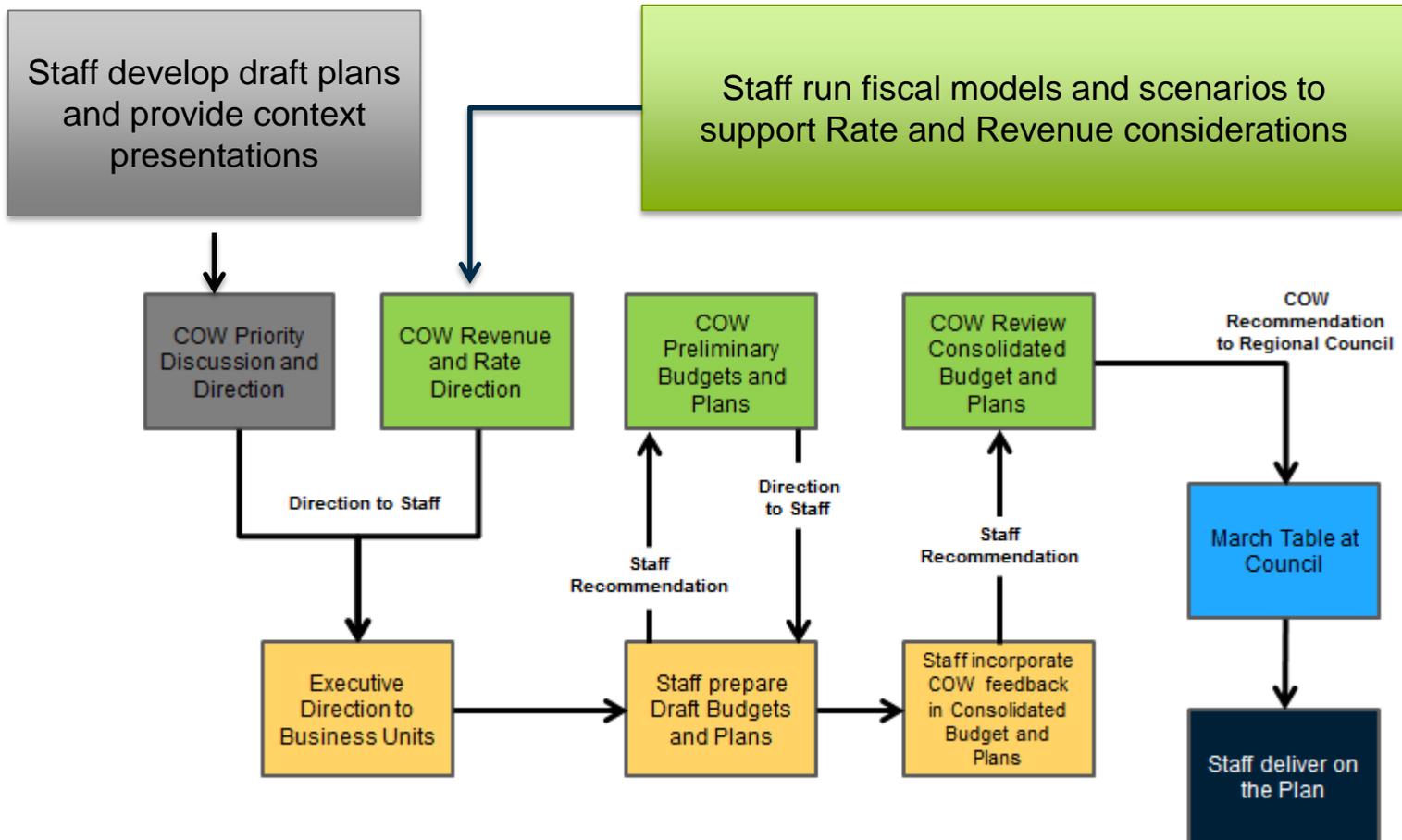
Capital Budget Process

- Capital budget decisions impact operating budget
- Capital budget 4 year plan with a 6 year outlook
- Projects are evaluated on risk as well as priorities
- Capital Budget envelop based on cap-from-operating, debt levels, reserves and cost sharing

Capital Budget Process

- Seeking approval for advanced tender list – December 1st
- Capital budget presentation and debate – January 26th
- Prior to debate Council will receive the detailed supplementary sheets
- Capital decisions are mapped to the operating budget

Budget Development Process



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Questions

November 10, 2020