

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 4

**Budget Committee
December 1, 2020**

TO: Chair and Members of Budget Committee (Standing Committee of the Whole on Budget)

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: Nov 18, 2020

SUBJECT: 2021- 2025 Strategic Priority Framework and Strategic Multi-Year Business Planning and Budget Process

ORIGIN

On December 6, 2016 Regional Council adopted a Strategic Planning Framework, established priority outcomes for their term and directed staff to develop multi-year plans to advance those outcomes. Consistent with past practice, the administration is providing an update and seeking Council's direction on the approach for development of the 2020/21 multi-year plan.

LEGISLATIVE AUTHORITY

Halifax Charter section 35 (1). The Chief Administrative Officer shall (b) ensure that the annual operating and capital budgets are prepared and submitted to the Council.

RECOMMENDATION

It is recommended that the Budget Committee:

1. Approve Halifax Regional Municipality's 2021-2025 Strategic Planning Framework; (Attachment A).
2. Approve the development of a 2021-2025 Strategic Priorities Plan and 2021-2025 Administrative Priority Plan and associated annual reporting process;
3. Approve the discontinuation of the Budget Allocator tool in favour of Online Business Planning and Budget Survey;
4. Approve the 2021/22 Committee of the Whole Business Planning and Budget Meeting Schedule; (Attachment B).

BACKGROUND

1. Multi-Year Strategic Planning Framework

Halifax Regional Council adopted the Council Priority Area approach, (formerly known as Council Focus Areas), to strategic planning in the 2006/07 budget year. This process engages a newly elected Council in strategic priority setting for its 4-year mandate through the establishment of Council Priority Outcomes. The priority outcomes are strategic aspirations for the community that focus on medium to long term desired outcomes. These are not operational or tactical objectives; instead they describe a desired end-state sought for the overall betterment of the entire community.

In 2016, Regional Council adopted a Strategic Planning Framework (Attachment C) and approved the 2020-2021 Council Priority Outcomes (Attachment D). Regional Council also adopted a multi-year approach to budget and business planning which commenced for the 2017/18 and 2018/19 fiscal periods. This approach provides for the presentation of a 2-year planning view; however, budget approval is confined to the first year with the second year approved in principle.

In 2018/19 priority outcomes were developed for the Administrative Priority Areas. The definition of these outcomes enable the organization to advance Regional Council's strategic mandate as well as the administrative priorities of the organization. (Attachment E)

At the June 4, 2019 session of Regional Council, Council agreed to replace individual priority outcomes presentations with a consolidated annual report known as the Strategic Priorities Plan <https://www.halifax.ca/city-hall/budget-finances/budget/strategic-priorities-plan>. The benefits of this approach provided for:

- A better communication tool of the collective strategy of Regional Council and elimination of disparate presentations;
- Additional time in the process for meaningful public engagement;
- Elimination of duplication in the process;
- Increased transparency, and;
- Ability to provide for a longer-term view and continuity of process

The tactics and resources used to advance the Strategic Priority Outcomes are developed as part of the annual budget and business planning process and are now presented to Regional Council's Committee of the Whole by the Chief Administrative Officer as the Strategic Priorities Plan Report. This presentation provides the opportunity for Council to provide input early in the business planning and budget process and adjust Strategic Priority Outcomes as part of the annual review process. Approval of the Strategic Priorities Plan formally kicks off the development of detailed business plans and budgets by the administration. The Strategic Priorities Plan remains as draft until Regional Council approval of budget, estimated to occur in late March or early April of each fiscal year.

2. Citizen Engagement in the Business Planning Budget Process

There are several ways that the Municipality solicits citizen feedback for incorporation in the business planning and budget process: Citizen Survey, Budget Allocator and Open Forum. In 2019, On-line Engagement Surveys combined with Community Pop-Up Events were introduced on a pilot basis.

A) Citizen Survey

Since 1997, the Citizen Survey has been the Municipality's primary public engagement tool to gather information to inform decision-making and investments in the community. The survey is designed to gauge the satisfaction of citizens with the services provided by their municipal government and help to identify the mix of programs and services to best meet their expectations. The survey is offered in two formats:

invitation-based survey (Invitation), and an online-only (Open) version that is open to all residents. The Invitation survey is a formal, invitation-based scientifically-valid survey giving residents the opportunity to respond online, by paper copy, or by telephone. The Open survey is the same survey offered openly to all residents; however, the results of the Open survey cannot be considered scientifically valid due to a lack of control over the sample and the possibility of residents completing multiple copies of the survey.

Prior to 2010, the Citizen Survey was administered on an adhoc basis in a non-standardized format which diminished the ability to trend the information. Therefore, in 2011 the Executive Standing Committee discussed the concept of a long-term survey cycle to be administered every 2 years with standardized questions that could be used by both Regional Council and the administration to better understand changes in citizen priorities and level of satisfaction with services.

B) Budget Allocator

The “Shape Your City” budget allocator tool was developed in 2013 to provide an interface for citizens to allocate percentages of the budget to a host of services provided by the Municipality. The intent of this tool is to engage citizens in providing input into the budgetary process by informing Regional Council and staff of their preferences for which services should receive a budget increase and thereby an increase in the level of service; what services should be maintained at current level of funding, and what services might receive budget cuts and therefore a decrease in the level of service.

The budget allocator has been promoted over the past six years through a variety of mediums: social media, mail outs, online, and print media advertising. Unfortunately, it has not yielded the levels of citizen engagement which would be considered representative of the entire community. Like the Open Citizen Survey, the budget allocator cannot be considered scientifically valid.

Budget Allocator Engagement:

Budget year	Number of Respondents
2020/21	854
2019/20	695
2018/19	522
2017/18	130
2016/17	582
2015/16	434
2014/15	367

C) Open Forum

Since amalgamation in 1996, the Municipality has invited the public to provide input into the budget process at Community Council which, beginning in 2006, was switched to Regional Council’s Committee of the Whole meetings. Residents are invited to attend business plan presentations and contribute to the process by addressing the COW or filling out a comment card.

This process, like the allocator, receives advertising but attendance at these meetings has been extremely low. Demographic information related to participants is not captured.

D) Online Engagement Survey and Community Pop-Up Events

On June 4 2019 Regional Council approved a Citizen Engagement Pilot with the objective of increasing the level of diversity and community engagement in the business planning and budget process. Nine community pop-ups in nine districts were conducted, representing a cross-section of urban, suburban and

rural communities, the pop-up's took place in such locations as the Black Cultural Centre, Mi'kmaw Friendship Centre, Public Libraries and at events such as the French Services Fair.

An online survey was conducted, at these events and online through the Shape Your City Portal in order to solicit feedback, capture better information related to demographics and increase the number of registrants in the Shape Your City engagement portal. The combination of pop-up's and survey yielded a 55%ⁱ increase in participation compared to the use of the Budget Allocator tool alone. These results were promising given that the survey, which ran from Sept 3-30th, 2019 may have been impacted by Hurricane Dorian's disruption to the lives of HRM residents.

3. Annual Committee of the Whole Budget Schedule

The budget schedule establishes the sequence of reports and presentations that will be heard by Regional Council's Committee of the Whole on Budget (COW), in the fulfillment of budgetary obligations.

The budget season traditionally runs from December to April when the final budget is ratified by Regional Council; however, this schedule has varied from time to time especially at the commencement of a newly elected Regional Council when the strategic mandate is revisited.

DISCUSSION

1. Multi-Year Strategic Priority Outcome Planning

On Nov 10, 2020 HRM's newly elected Regional Council received a presentation introducing the Strategic Priority Outcome Planning and Budget Process; at that time staff provided a preliminary view of recommended 2021-2025 Strategic Priority Outcomes. This recommendation comes through the normal course of the Strategic Planning Cycle, when once every 4 years, Regional Council establishes its strategic mandate.

Feedback provided by Regional Council from the Nov 10th session has been incorporated in Attachment A. The 2021-2025 Strategic Priority Outcomes are recommendations only, Regional Council may choose to add, modify or remove outcomes or language associated with the outcomes.

This year a comprehensive administrative review was undertaken to:

- Simplify messaging of strategic priorities to the public;
- Align strategic priorities with core strategies;
- Eliminate duplication and incorporate key strategic themes and considerations;
- Apply appropriate measurement of outcomes, and;
- Delineate the strategic and administrative mandates; the administrative mandate is defined as the people, processes, systems, policies, procedures and finances required to enable service delivery and fulfillment of the strategic mandate.

In accordance with the delineation of strategic and administrative mandates, the administration is recommending that the 2021-2025 Strategic Priorities Plan and 2021-2025 Administrative Priorities Plan be presented as separate documents, the Strategic Priorities Plan will be presented to Regional Council as a Recommendation Report and Administrative Plan will be provided as an Information Report. The delineation provides for better clarity on what is strategic and what is operational, eliminating duplication between priority areas and allowing for improved measurement of outcomes.

A further recommendation is that the 2021-2025 Strategic and Administrative Priority Plans be produced once at the beginning of a Regional Council's mandate. The Plans will include the core themes of the

mandate; the strategic initiatives that support the strategic/admin priority outcomes over the 4-year mandate; and the key performance indicators that will be used to track progress to plan.

Annually, a Strategic Priority Outcome Report will be presented by the CAO to Regional Council, this report will feature highlights and accomplishments, planned strategic initiatives for budget year and performance results. The administration will also confirm the 2021-2025 Strategic Priorities Plan for changes/additions at that time. Annual confirmation of the plan by Regional Council triggers the development of departmental business plans and budgets.

The benefits of an annual progress report versus the development of a Strategic Priorities Plan annually include:

- Clarity; the 2021-2025 Strategic Priorities Plan is the articulation of the 4-year strategic mandate of Regional Council; it is a reference document.
- The provision of a mid-range 4-year strategic plan allows for congruence with longer term vision/strategy for the Municipality and its communities.
- Better alignment and forecasting for budgets and fiscal strategy.
- Progress reports will trend results of multiple indicators, that cannot be incorporated into the Strategic Priorities Plan without making it very lengthy, a greater number of accomplishments may also be featured.
- Less costly and more efficient.

2. Citizen Engagement in the Business Planning Budget Process

During the 2020/21 business planning and budget process the Finance, Asset Management and ICT business unit proposed the undertaking of a 20-year Community Vision and Engagement for the Municipality. The objectives of this lengthy engagement, with multiple stakeholder groups and communities, was to establish a long-term vision for our communities and collect very granular information on service delivery that cannot be captured in the bi-annual Citizen Survey alone.

The Community Vision and Engagement was intended to replace the bi-annual Citizen Survey for 2020/21, however owing to the requirement for face to face interaction and complexities of managing this effort during a pandemic, the initiative was removed during the budget recast. As a result, some of the key performance indicators that measure strategic/administrative performance will be based on 2018 results.

In lieu of the Citizen Survey and to provide Regional Council with public feedback that can be used to inform the budget process, an on-line survey was conducted without community pop-up events. This survey is currently available at <https://www.halifax.ca/city-hall/accountability-transparency/citizen-survey> and will run until Dec 15th; the results of the engagement will be made available to Regional Council and the Public through an Information report provided on January 26, 2021. The survey has received 3,282 responses, the most respondents to a budget engagement to date.

Given the success of online survey vs. the Budget Allocator tool it is recommended that HRM discontinue its use. Online surveys will continue to be employed between bi-annual Citizen Survey. Online survey provides these advantages:

- Ability to ask about a broader range of services, and the ability to correlate satisfaction with funding preference (increase / maintain / decrease);
- Ability to engage citizens in what strategic priority outcomes are important and relate these to services / satisfaction / value for taxes;
- Improved demographic information;
- Ability to trend information over previous budget years;
- Ability to engage citizens through community pop-up's with survey, and;
- Elimination of duplicated reporting.

It should be noted however that both the online survey and Budget Allocator tool are non-controlled samples and therefore cannot be scientifically validated.

3. Annual Committee of the Whole Budget Schedule

The proposed schedule is contained in Attachment D. This schedule maybe adjusted following direction from Council at any stage of the process.

FINANCIAL IMPLICATIONS

There are no budget implications stemming from this report.

RISK CONSIDERATION

Risk	Likelihood (1-5)	Impact (L, M, H, VH)	Risk Level (L, M, H, VH)	Mitigation
The risk that the recommended Strategic Priority Outcomes do not meet Council's expectations resulting in significant rework of Strategic/Administrative Priority Outcomes.	2	Medium/High	Medium/High	Strategic Priority Teams have been activated and are prepared to undertake the work necessary to fulfill Council's wishes. However significant change such as the cancelling of a priority area or associated priority outcome may have budgetary/legal implications that would need to be considered.
The risk that a 4year Strategic Priorities Plan accompanied by annual Priorities Report does not meet Regional Council's expectations resulting in additional time and cost to produce report	2	Medium	Low	The administration can adapt to this change through the incorporation of Corporate Communications in the planning process. Production of annual priorities report may cause some delay in the budget process.
The risk that Citizens want to participate in	1	Low	Low	The Budget Allocator Tool is

the public consultation process using the Budget Allocator tool, resulting in frustration and disenfranchisement from the public engagement process.				recommended to be replaced with a superior online business planning and budget survey.
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COMMUNITY ENGAGEMENT

No community engagement was undertaken for the purpose of this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications resulting from this report.

ALTERNATIVES

1. The Budget Committee may choose to produce an annual Strategic Priorities Plan. This alternative is not recommended as it does not provide for continuity over the 4year strategic mandate.
2. The Budget Committee may choose to continue to use the Budget Allocator in favour of the Online Business Planning and Engagement Survey. This alternative is not recommended because of the limited information provided by the Budget Allocator Tool and significant resource requirements to collate the data.
3. The Budget Committee may choose to use both the online survey and the Budget Allocator tool for gathering public feedback for the business planning and budget process. This alternative is not recommended due to superior information provided by the online survey and the duplication of reporting.

ATTACHMENTS

Attachment A – 2021-2025 Strategic Priorities Framework and Multi-Year Strategic Planning and Budget Process

Attachment B – COW Budget and Business Planning Schedule

Attachment C - 2017-2021 Strategic Planning Framework

Attachment D – 2020-2021 Strategic Priority Plan

Attachment E – 2019-2021 Administrative Priority Outcomes

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Wendy Lines, Manager Corporate Planning 902.210.9992

ⁱ <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/191029bci01.pdf>

Attachment A

HALIFAX

**2021-2025 Multi-Year Strategic Planning
Framework and Planning Process**

December 1 , 2020

Recommendation

1. Approve Halifax Regional Municipality's 2021-2025 Strategic Planning Framework;
2. Approve the development of a 2021-2025 Strategic Priorities Plan and 2021-2025 Administrative Priority Plan and associated annual reporting process;
3. Approve the discontinuation of the Budget Allocator tool in favour of Online Business Planning and Budget Survey, and;
4. Approve the 2021/22 Committee of the Whole Business Planning and Budget Meeting Schedule

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2021-2025 Strategic Planning Framework

HALIFAX

Strategic Review

- Simplify messaging of strategic priorities to the public;
- Align strategic priorities with core strategies;
- Eliminate duplication and incorporate key strategic themes and considerations;
- Apply appropriate measurement of outcomes, and;
- Delineate the strategic and administrative mandates; the administrative mandate is defined as the people, processes, systems, policies, procedures and finances required to enable service delivery and fulfillment of the strategic mandate.

2021-2025 Strategic Priority Outcome 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

Prosperous Economy

- Economic Recovery
- Affordable Housing
- Building Accessible Communities
- Planning for the Future in a Post-Pandemic World
- Urban and Rural Growth and Development

Proposed Council Priority

Prosperous Economy	
A prosperous welcoming 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 (Proposed word change or addition: supported, strengthened, empowered)
Talent Attraction & Retention	A welcoming community that attracts and retains the world's talent.

Communities

- Homelessness
- Food Security
- Mental Health

Proposed Council Priority

Communities	
Halifax boasts strong social equity through meaningful engagement to build safer, age-friendly 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 Involved 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.

Integrated Mobility

- Pedestrian Safety/Traffic Calming
- Safe Roads and Sidewalks
- Suburban/Rural Transit Corridors

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.

Environment

- Electrification Strategy
- HalifACT
- IMP

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.

Administrative Priorities

How the Administration Supports Service Delivery – Administrative Outcomes

- Transparency of Administrative processes
- Reduction of bureaucracy and red tape
- Continuous engagement and communication with our diverse communities, and establishment of citizen feedback in policies and plans
- Continuous improvement of processes to improve efficiency and quality of service
- ICT innovations that allow citizens to engage with the organization on their terms
- Performance measurement/management to understand progress towards targets
- Financial strategies assist us in meeting our goals, our service commitments to citizens and safe guard our long term future

Administrative Priority

Our People The municipality is committed to diversity, inclusion, and equity and providing an engaging, healthy, and safe work environment.	
Priority Outcomes	
Engaged & Skilled People	People are engaged and have the required skills and experience to provide excellent service to our communities.
Diverse, Inclusive, & Equitable Environment	Diversity, inclusion, and equity are fostered to support all our people in reaching their full potential.
Healthy & Safe Workplace	A commitment to health, safety and wellness is demonstrated to our people.

Administrative Priority

Service Excellence The municipality innovates and makes evidence-based decisions to meet or exceed the expectations of the people we serve.	
Priority Outcomes	
Exceptional Customer Service	Residents and businesses receive exceptional service provided through customer-centric planning and continuous improvement.
Innovative Performance Excellence	Current and future needs are met through forward thinking, innovation, and collaboration.

Administrative Priority

Responsible Administration	
The municipality enables appropriate stewardship of municipal affairs by being well-managed, financially prepared, and community-focused.	
Priority Outcomes	
Well Managed	Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.
Financially Prepared	Finances are planned and managed to ensure sustainability, support growth, and deliver quality municipal services.
Community-Focused	Residents are engaged in the development of public policy and plans.

2021-2025 Strategic Priorities Plan

Changes:

- Produced for 4 year term
- Reported Annually during Strategic Multi-Year Business Planning Process
- Updates will be made through same annual process



2021-2025 COW Business Planning and Budget Presentation Schedule

Subject	Target Dates	Contingency Dates
Presentation: Fiscal Sustainability Framework	Dec 15, 2020	N/A
Advanced Capital Tender	Jan 6, 2021	N/A
2021-2025 Strategic Priorities Plan; CAO Presentation	Jan 12, 2021	N/A
Fiscal Framework Report	Jan 13, 2021	N/A
Strategic Initiative Funding Report	Jan 20, 2021	N/A
Capital Budget Recommendation (Reserve Withdrawals, Multi-Year Projects)	Jan 26, 2021	Jan 29, 2021

2021-2025 Business Planning and Budget Presentation Schedule

Subject	COW Dates	Contingency Dates
Business Unit and Budget Presentations:		
Admin Services Bundle (CAO, Legal, HR & FAM ICT)	Wednesday Feb 3, 2021	Friday Feb 5, 2021
Library and Auditor General	Friday Feb 5, 2021	N/A
Parks and Recreations	Wednesday Feb 10, 2021	Friday Feb. 12, 2021
Planning and Development	Wednesday Feb 17, 2021	Friday Feb. 19, 2021
Transit	Wednesday Feb 24, 2021	Friday Feb. 26, 2021
Corporate Customer Service	Friday Feb 26, 2021	N/A
Transportation and Public Works	Wednesday March 3, 2021	Friday March 5, 2021
Police	Friday March 5, 2021	Friday March 12, 2021
Fire	Wednesday March 10, 2021	Friday March 12, 2021

2021-2025 COW Business Planning and Budget Presentation Schedule

Subject	Target Dates	Contingency Dates
Consolidated Accounts Budget Adjustment List (BAL) Review	Wednesday March 25, 2021	Friday March 26, 2021
2021/22 Budget and Business Plan Approval	Tuesday April 20, 2021 (Regional Council)	Tuesday May 4, 2021 (Regional Council)

Recommendation

1. Approve Halifax Regional Municipality's 2021-2025 Strategic Planning Framework;
2. Approve the development of a 2021-2025 Strategic Priorities Plan and 2021-2025 Administrative Priority Plan and associated annual reporting process;
3. Approve the discontinuation of the Budget Allocator tool in favour of Online Business Planning and Budget Survey, and;
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Questions?

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2021-2025 COW Business Planning and Budget Presentation Schedule

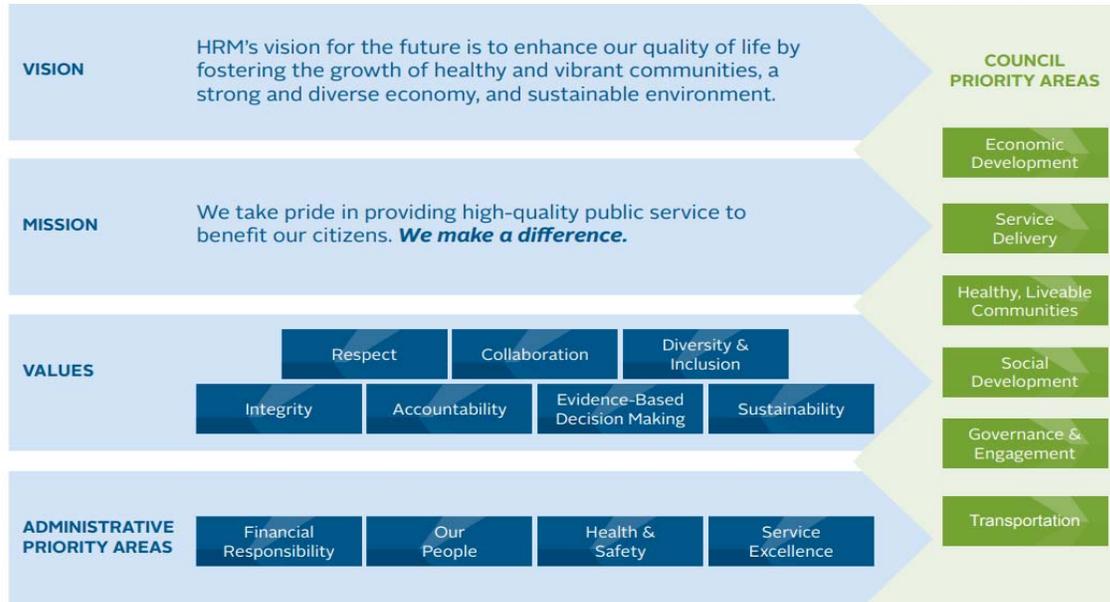
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Consolidated Accounts Budget Adjustment List (BAL) Review	Wednesday March 25, 2021	Friday March 26, 2021
2021/22 Budget and Business Plan Approval	Tuesday April 20, 2021 (Regional Council)	Tuesday May 4, 2021 (Regional Council)

Attachment C – 2017-2021 Strategic Planning Framework

HRM's Plan on a Page: 2017-2021

The Plan on a Page articulates the values of our organization and demonstrates our key priorities.

Click on the image below to explore and learn more about our Plan on a Page.



VISION

HRM's vision for the future is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and sustainable environment.

MISSION

We take pride in providing high-quality public service to benefit our citizens.
We make a difference.

VALUES

- Respect • Collaboration
- Diversity & Inclusion • Integrity
- Accountability • Sustainability
- Evidence-Based Decision Making

COUNCIL PRIORITY AREAS

ECONOMIC DEVELOPMENT

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

SERVICE DELIVERY

HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality.

HEALTHY, LIVEABLE COMMUNITIES

HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities.

SOCIAL DEVELOPMENT

HRM's communities have access to social infrastructure that supports all segments of the community.

GOVERNANCE & ENGAGEMENT

HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.

TRANSPORTATION

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

COUNCIL PRIORITY OUTCOMES

ECONOMIC DEVELOPMENT

ATTRACT & RETAIN TALENT

We foster a welcoming community where the world's talent can find great opportunities.

PROMOTE & MAXIMIZE GROWTH

We promote a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.

RURAL ECONOMIC DEVELOPMENT

We make the economic viability of rural communities an integral aim of our regional economic growth strategies and how we implement them.

FOCUS ON THE REGIONAL CENTRE

We promote a vibrant, animated and economically healthy Regional Centre that is a growing cultural, business and education hub.

SUPPLY OF INDUSTRIAL, COMMERCIAL & INSTITUTIONAL LANDS

We ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.

ARTS, CULTURE & HERITAGE

We recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

SERVICE DELIVERY

SERVICE TO OUR BUSINESS

We simplify processes and delivers service to promote and encourage a vibrant business environment.

SERVICE TO OUR PEOPLE

We understand the needs and perspectives of the people we serve, and provide quality service through a person-focused approach.

INNOVATION

We 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.

HEALTHY, LIVEABLE COMMUNITIES

PUBLIC SAFETY

Our citizens and visitors are safe where they live, work and play.

ENERGY & ENVIRONMENT

Our city builds resilience by providing leadership in climate change, energy management, sustainability and environmental risk management, both as an organization and in the community we serve.

RECREATION & LEISURE

Our citizens have access to facilities, natural assets and programs that enable a range of choices for structured and unstructured leisure, learning and recreation activities.

COMMUNITY WELL-BEING

We are an active partner in supporting community well-being.

SOCIAL DEVELOPMENT

SOCIAL INFRASTRUCTURE

Our communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.

ACCESSIBLE COMMUNITY

Our city is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

HOUSING & NEIGHBOURHOOD

Our city is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.

EQUITY & INCLUSION

Our city is a diverse and inclusive community that supports everybody.

GOVERNANCE & ENGAGEMENT

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.

FISCAL RESPONSIBILITY

HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

TRANSPORTATION

INTERCONNECTED, SUSTAINABLE & STRATEGIC GROWTH

We have 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, efficient on time transit, and motor vehicles, consistent with the Regional Plan.

A WELL-MAINTAINED TRANSPORTATION NETWORK

The Halifax Transportation Network is comprised of well maintained assets.

A SAFE & ACCESSIBLE TRANSPORTATION NETWORK

The Halifax Transportation Network is safe, accessible, and supportive of an enhanced multimodal experience for our citizens.

PEDESTRIAN SAFETY

Drivers, cyclists and pedestrians all share responsibility for travelling safely together. Through education, enforcement, improvement engineering, engagement and evaluation, pedestrians in Halifax are provided with a safe environment in which to walk.

Financial Stewardship We manage public funds equitably, sustainably, with integrity.	
Strategic Objectives	
Risk Management Framework	Develop a Risk Management Framework that supports decision-making
Strategic, Multi-year Business and Budget Plans	Advance strategic, multi-year business plans and budgets that are equitable and sustainable
Financial Position	Optimize HRMs' financial position

Our People HRM is a workplace that inspires our people to provide great service to the communities we serve.	
Strategic Objectives	
Engaged Workforce	Develop a skilled, engaged and diverse workforce that lives our values
Diverse and Inclusive Environment	Advance diversity and inclusion to foster innovation and support an improved understanding of the community
Healthy and Safe Workplace	Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time

Service Excellence Our community receives the services it values.	
Strategic Objectives	
Performance Excellence	Advance performance excellence through process improvement and technology utilization to deliver services to our community on their terms.
Inclusive Community Engagement	Community engagement that fosters inclusion in the services HRM delivers to our community