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Item No. 6
Budget Committee
December 7, 2021

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: November 17, 2021

SUBJECT: 2021-2025 Strategic Priorities Plan (Council Priorities)

ORIGIN

On December 1, 2020, Budget Committee adopted a [Strategic Planning Framework](#) which established the Council Priority Outcomes for their term and directed staff to develop multi-year plans to advance the outcomes consistent with past practice. The administration is presenting these amendments to the plan and is seeking Council's direction and approval in order to commence the development of 2022-2023 business plans and budgets.

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 Budget Committee approve amendments to the 2021-2025 Council Priorities Plan as outlined in Attachment 2 of this report, and direct the Chief Administrative Officer to develop 2022-2023 business plans and budgets consistent with this Plan.

BACKGROUND

On December 1, 2020, Budget Committee approved the 2021-2025 Strategic Planning Framework (Attachment 1) and directed the Chief Administrative Officer to develop discrete plans (Council and Administrative) in accordance with this Framework. On January 12, 2021, Budget Committee approved the [2021-2025 Council Priorities Plan](#) which together with the [2021-2025 Administrative Priorities Plan](#) formulates [HRM's 2021-2025 Strategic Priorities Plan](#).

The 2021-2025 Strategic Priorities Plan is the articulation of the municipality's strategic mandate and is produced once, at the commencement of a new Regional Council's term, in accordance with Regional Council's direction on December 1, 2020. The Strategic Priorities Plan typically remains unchanged throughout Regional Council's four-year mandate. However, it is prudent to review the priority outcomes and strategic initiatives aligned with these outcomes every year, and adjust them as necessary per Regional Council's direction, as part of the annual multi-year strategic planning process.

DISCUSSION

On October 27, 2021, Regional Council adopted the recommendation to produce an a [Strategic Priorities Annual Progress Report](#) . The adoption of this recommendation will mean that the Administration will now only present changes that will impact the 2021-2025 Council Priorities and associated updates to the 2021-2025 Strategic Priorities Plan. These changes result from the strategic priority outcome planning process and may include revisions to priority outcomes, associated strategic initiatives or even Vision, Mission and Values statements. Approval of these changes allows the development of business plans and budgets to move forward.

A 2021-2022 Strategic Priorities Annual Progress Report will be produced as a public document available on Halifax.ca in June/July timeframe and will include key accomplishments as well as performance results.

FINANCIAL IMPLICATIONS

There are no immediate financial implications to this report, however, approval of priority outcomes does constitute planning and budget direction.

RISK CONSIDERATION

Risk	Likelihood (1-5)	Impact (1-5)	Mitigation
The risk that the Budget Committee seeks major adjustment to Council Priorities resulting in Business Planning and budget delays	2	3	Should Budget Committee seek major revisions to its Priorities, the budget schedule will be amended to give strategic priority teams adequate time to consider and/or incorporate revisions

COMMUNITY ENGAGEMENT

A comprehensive 2021 Residential Survey was conducted from September 1 to September 24, 2021. The results of this report were made available to Regional Council through an Information Report provided on

November 23, 2021 [2021 Residential Survey](#). Results of this survey can be used by Regional Council and administration to inform business planning and budget decisions.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

The Budget Committee may choose to add, delete, or amend their Priority Outcomes or the strategic initiatives developed in accordance with desired outcome and direct staff to develop the 2022-2023 Business and Budget Plans in support of these amended priorities/initiative.

ATTACHMENTS

Attachment 1 - Summary 2021-2025 Strategic Priorities

Attachment 2 - Presentation: 2021-22 Strategic Priorities Plan Update

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, Director Corporate Planning and Performance, Finance & Asset Management, 902-210-9992

SUMMARY

STRATEGIC PRIORITIES PLAN 2021-25

VISION

The Halifax Regional Municipality'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 a 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

PROSPEROUS ECONOMY

A prosperous and growing economy positions the municipality as a business and tourism destination of choice, with economic opportunities for all.

ECONOMIC GROWTH

Economic opportunities are seized to promote and maximize balanced growth, reduce barriers for businesses, support local economies and showcase the region's strengths to the world.

HOLISTIC PLANNING

Comprehensive integrated planning is undertaken in consideration of the economic, social and environmental implications of how our communities grow and develop.

TALENT ATTRACTION & RETENTION

A welcoming community that attracts and retains the world's talent.

COMMUNITIES

The municipality boasts strong social equity through meaningful engagement to build safer and more inclusive communities for all.

SAFE COMMUNITIES

Residents and visitors feel safe and are supported by a network of social infrastructure that helps community members thrive.

INVOLVED COMMUNITIES

Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational and civic opportunities.

INCLUSIVE COMMUNITIES

Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers.

AFFORDABLE COMMUNITIES

The municipality demonstrates leadership and fosters partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighbourhoods.

INTEGRATED MOBILITY

The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.

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

Leadership in climate change action and environmental protection – both as an organization and a region.

NET-ZERO EMISSIONS

Achieve net-zero municipal operations emissions by 2030 and strive for community-wide emission reductions of 75 per cent 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.

RESPONSIBLE ADMINISTRATION

The municipality enables appropriate stewardship of municipal affairs by being well managed, financially prepared and community focused.

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.

OUR PEOPLE

The municipality is committed to diversity, inclusion and equity, and providing an engaging, healthy and safe work environment.

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.

SERVICE EXCELLENCE

The municipality innovates and makes evidence-based decisions to meet or exceed the expectations of the people we serve.

EXCEPTIONAL CUSTOMER SERVICE

Residents 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.



2021-2025 STRATEGIC PRIORITIES PLAN

2022/23 Update

2022/23 UPDATE TO THE STRATEGIC PRIORITIES PLAN

Changes to the way we provide updates:

- An Annual Strategic Priorities Plan Progress Report system has been adopted.
- The 2022/23 progress report will be presented at the end of the fiscal year.

Purpose of today's presentation:

- High-level overview of the accomplishments/challenges for 2021/22
- Review proposed recommended updates to the 2021-25 Strategic Priorities Plan for 2022/23.
- Questions may be asked at any point during the presentation.

OUR STRATEGIC PRIORITIES PLAN

VISION

The Halifax Regional Municipality'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 a sustainable environment.

MISSION

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

VALUES

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

COUNCIL PRIORITY AREAS

PROSPEROUS ECONOMY

COMMUNITIES

INTEGRATED MOBILITY

ENVIRONMENT

ADMINISTRATIVE PRIORITY AREAS

RESPONSIBLE ADMINISTRATION

OUR PEOPLE

SERVICE EXCELLENCE

ENGAGING RESIDENTS

Understanding priorities of residents is the foundation of evidence-based decision making.

2021 RESIDENT SURVEY

To gauge resident priorities and satisfaction with municipal services

2022 MUNICIPAL BUDGET SURVEY

To better understand spending priorities of residents

Survey results can be found at Halifax.ca/citizensurvey

WHAT WE HEARD – 2021 Resident Survey

Satisfaction with municipal service delivery



Up from 72% in 2020 Municipal Budget Survey, and 81% on 2018 Citizen Survey.
(Combination of very satisfied and satisfied)

72%

Believe they receive very good or good value for their taxes

- 54% - 2020 Municipal Budget Survey
- 74% - 2018 Citizen Survey

33%

Want an increase in municipal services even if it means increases to tax or fees

49%

Want taxes and fees maintained

18%

Want to see a decrease

WHAT WE HEARD

Top Issues facing the municipality

- Affordable Housing (37%)
- Environment (green / clean) (15%)
- Climate Change / Climate Action (19%)
- Road conditions / Sidewalks / Snow (11%)
- Housing Availability (18%)
- Transit (10%)

 **88%**

of residents say they have a good or very good quality of life (96% in 2018)

19% Quality of life has Improved

Reasons for Improved Quality of Life

- Beautification – green space / parks
- Better transit service
- Better roads / road maintenance
- Bike lanes / trails

29% Quality of life has Worsened

Reasons for Worsened Quality of Life

- Housing – lack of affordable / available
- Healthcare delivery / access to medical
- Rental costs / lack of rent control
- Cost of living / inflation
- Transportation - congestion / problems

COUNCIL PRIORITIES

PROSPEROUS ECONOMY

COMMUNITIES

INTEGRATED MOBILITY

ENVIRONMENT



PROSPEROUS ECONOMY

A prosperous, welcoming and growing economy positions the municipality 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 balanced growth, reduce barriers for businesses, support local economies, and showcase the region's strengths to the world.*

Holistic Planning - *Comprehensive integrated planning considers the economic, social and environmental implications of how our communities develop and grow.*

Talent Attraction and Retention - *A welcoming community that attracts and retains the world's talent.*

COUNCIL PRIORITY AREA

Prosperous Economy A prosperous, welcoming, and growing economy positions the municipality 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 balanced growth, reduce barriers for businesses, support local economies, and showcase the region's strengths to the world.
Holistic Planning	Comprehensive integrated planning considers the economic, social and environmental implications of how our communities develop and grow. Informed decisions are made about housing, municipal services, and employment and quickly directs growth to the right places in a way that furthers community goals.
Talent Attraction & Retention Talent Attraction, Retention, & Development	A welcoming community that attracts and retains the world's talent. A global and welcoming community that attracts, retains, and develops talent.

PROSPEROUS ECONOMY SUMMARY

2021-2025 STRATEGIC INITIATIVES

Economic Growth

- Cogswell District Project
- 2022-27 Economic Strategy
- African Nova Scotian Road to Economic Prosperity Action Plan
- Halifax Civic Innovation Outpost
- Rural Planning Program
- Regulatory Modernization



PROSPEROUS ECONOMY SUMMARY

2021-2025 STRATEGIC INITIATIVES

Holistic Planning

- **Community Land Trust Model**
- Planning and By-Law Simplification
- Regional Plan
- Industrial Lands Supply
- Streetscaping

Talent Attraction, Retention, and Development

- Atlantic Immigration Program
- Local Immigration Partnership
- Halifax Connector Program



PROSPEROUS ECONOMY SUMMARY



SUCCESSSES

Economic Growth

- COVID-19 Economic Response and Recovery
- African Nova Scotia Road to Economic Prosperity
- Cornwallis Task Force
- COVID-19 Event Grant Program
- Tourism Master Plan

Holistic Planning

- Centre Plan

Talent Attraction, Retention, and Development

- Atlantic Immigration Pilot



COMMUNITIES

The municipality boasts strong social equity through meaningful engagement to build safer, more inclusive communities for all

PRIORITY OUTCOMES

Safe Communities - Residents and visitors feel safe and are supported by a network of social infrastructure that helps community members thrive.

Involved Communities - Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational, cultural and civic opportunities.

Inclusive Communities - Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers

Affordable Communities - The municipality demonstrates leadership and fosters partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.

COUNCIL PRIORITY AREA

Communities	
The municipality boasts strong social equity through meaningful engagement to build safer, more inclusive communities for all	
Priority Outcomes	
Safe Communities	Residents and visitors feel safe and are supported by a network of social infrastructure that helps community members thrive.
Involved Communities	Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational, cultural and civic opportunities.
Inclusive Communities	Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers
Affordable Communities	The municipality demonstrates leadership and fosters partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods. Residents have access to quality and affordable necessities and services, including housing, in safe and vibrant neighbourhoods.

COMMUNITIES SUMMARY

2021-2025 STRATEGIC INITIATIVES

Safe Communities

- The municipality's Safe City and Safe Public Spaces Program
- Halifax Street Checks Report Response
- Public Safety Strategy 2018-2022
- COVID-19 Community Protection/Service
- Police Response
- Crime Prevention Through Public Education
- Enhance Communication Capacity
- Comfort Centres / Emergency Generators
- Federal Heavy Urban Search and Rescue Program (HUSAR)
- Community Risk Reduction



COMMUNITIES SUMMARY

2021-2025 STRATEGIC INITIATIVES

Involved Communities

- Community-Focused Service Delivery (Halifax Public Libraries)
- Sharing Our Stories (Culture & Heritage Priorities Plan)
- Parkland Acquisition
- Rural Recreation Strategy Development
- One Recreation
- Youth Engagement and Support
- Park and Open Space Plans
- Senior Engagement Plan



COMMUNITIES SUMMARY

2021-2025 STRATEGIC INITIATIVES

Inclusive Communities

- ANS Community Advisory
- Anti-Black Racism Strategy
- Social Policy
- Equitable Access to Municipal Services
- Accessibility Strategy
- Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History
- Response to Homelessness
- Redesign of Community Grants
- Democratic Society



COMMUNITIES SUMMARY

2021-2025 STRATEGIC INITIATIVES

Affordable Communities

- Increasing Food Security and Strengthening the Local Food System
- Affordable Housing and Development

" Success in the provision of housing involves the provision of adequate supply to meet demand and ensuring that this supply is available in locations that will support more affordable access to services. The Regional Plan will identify key areas for housing and employment growth as well as density bonusing and inclusionary zoning."



COMMUNITIES SUMMARY

SUCCESSSES



Safe Communities

- Reimagining Public Safety
- Newcomer Packages
- Community Mobilization Team (CMT) Training
- Women's Safety Assessments
- Heavy Urban Search and Rescue (HUSAR) Training and Public Support
- HRFE Competency and Equity Recruitment
- HRP Police Science Cadet Program

COMMUNITIES SUMMARY



SUCCESSSES

Involved Communities

- Access to Wi-Fi and Technology
- Museum Strategy Phase 1 Report Completion
- Multi Service Youth Centre Continuation and Expansion
- Land Acquisitions
- Blue Mountain-Birch Cove Lake Regional Park
- Parks and Recreation Fee By-law and Administrative Order

COMMUNITIES SUMMARY



SUCCESSSES

Inclusive Communities

- Renaming of Cornwallis Park to Peace and Friendship Park
- Commemorations of Artistic and Cultural Heritage
- Emancipation Day & National Day for Truth and Reconciliation
- Support for Homelessness

COMMUNITIES SUMMARY



SUCCESSSES

Affordable Communities

- Successful applications to the Rapid Housing Initiative Round 2
- Affordable Housing Grant Program
- Waiving of Municipal Related Construction Fees
- Distribution of Healthy Meals
- JustFOOD Engagement Phase 1



INTEGRATED MOBILITY

The municipality 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.

COUNCIL PRIORITY AREA

Integrated Mobility	
The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.	
Priority Outcomes	
Connected & Healthy Long-Range Mobility Planning	<p>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.</p> <p>The mobility network supports active living, growth and development, and links linking people and communities with goods, services and opportunities whether walking, rolling, cycling, using public transit and/or driving.</p>
Safe & Accessible Integrated Mobility Network	A well-maintained network that supports all ages and abilities by providing safe, flexible, and barrier-free journeys throughout the region.
Affordable & Sustainable Integrated Mobility Network	<p>A socially responsible investment model optimizes existing mobility infrastructure and aligns with HalifACT.</p> <p>A responsible investment approach that maximizes the use of existing mobility infrastructure, and aligns with climate and social equity goals.</p>

INTEGRATED MOBILITY SUMMARY

2021-2025 STRATEGIC INITIATIVES

Connected & Healthy Long-Range Mobility Planning

- Integrated Land Use Planning
- Transportation Demand Management
- External Stakeholder Integration – Integrated Mobility Plan
- All Ages and Abilities Regional Centre Bicycle Network
- Active Transportation Priorities Plan
- Integrated Mobility Land Acquisition Strategy

Safe & Accessible Mobility Network

- Strategic Road Safety Plan
- Transportation Capital Asset Renewal



INTEGRATED MOBILITY SUMMARY

2021-2025 STRATEGIC INITIATIVES

Affordable & Sustainable Mobility Network

- Major Strategic Multi-Modal Corridors
- Windsor Street Exchange Redevelopment Project
- Rapid Transit Strategy (Ferry)
- Rapid Transit Strategy (Bus Rapid Transit)



INTEGRATED MOBILITY SUMMARY



SUCCESSSES

Connected & Healthy Long-Range Mobility Planning

- West Bedford Park & Ride Opening
- Transit Service Changes on November 22
- Spring Garden Road Streetscape
- IMP Implementation Report
- Your New Commute Campaign
- AAA Bicycle Network Projects Completed:
 - Wyse Road AAA Protected Bikeway
 - Dahlia Street Local Street Bikeway
 - Drummond/Leaman Local Street Bikeway
 - Oxford Street Crossing of the Allan-Oak Local Street Bikeway

INTEGRATED MOBILITY SUMMARY



SUCCESSSES

Safe & Accessible Integrated Mobility Network

- Traffic Calming Work Tendered
- Pedestrian Safety Improvements
 - Rectangular Rapid Flashing Beacons
 - Advanced Yield to Pedestrian Lines
 - Reduced Speed Limits in Residential Neighbourhoods
 - School Enforcement
 - At-Grade Railway Crossing Improvements
- The Transit Code
- Accessible Bus Stop Inventory & Assessment

INTEGRATED MOBILITY SUMMARY



SUCCESSSES

Affordable & Sustainable Integrated Mobility Network

- Mill Cove Ferry Funding
- Rapid Transit Strategy Award
- Herring Cove Road Functional Plan
- Windsor Street Exchange Conceptual Design and Public Engagement



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 and Sustainable Environment - *Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.*

ENVIRONMENT SUMMARY

2021-2025 STRATEGIC INITIATIVES

Net-Zero Emissions

- Deep energy retrofits of municipal buildings
- Net-zero new construction
- Community retrofit, renewables and resilience program
- Decarbonize transportation
- Decarbonize public transit

Climate Resilience

- Climate Risk Management
- Protect critical infrastructure against future climate and extreme weather impacts



ENVIRONMENT SUMMARY

2021-2025 STRATEGIC INITIATIVES

Protected and Sustainable Environment

- Improve waste diversion and align Halifax's solid waste strategy with HalifACT
- Increase protection and health of valuable ecosystems
- Include natural assets in corporate asset management



ENVIRONMENT SUMMARY



SUCCESSSES

Net-Zero Emissions

- Admin Order for net-zero construction of municipal buildings
- Deep energy retrofits
- Electric Vehicle Strategy
- Decarbonizing public transit

Climate Resilience

- Reducing coastal risk
- Community emergency preparedness
- Emergency response in vulnerable communities

ENVIRONMENT SUMMARY



SUCCESSSES

Protected and Sustainable Environment

- Tree Cities of the World Designation
- Urban Forest Master Plan
- Solid Waste
- Including natural assets in corporate asset management
- Partnership with Parks Canada for Blue Mountain Birch Cove Lakes Planning and Development

ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION

OUR PEOPLE

SERVICE EXCELLENCE



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*

RESPONSIBLE ADMINISTRATION SUMMARY

2021-2025 STRATEGIC INITIATIVES

Well Managed

- Corporate Performance Management Program (CPMP)
- Volunteer Strategy
- Commercial Taxation Options
- Risk Management Framework



RESPONSIBLE ADMINISTRATION SUMMARY

2021-2025 STRATEGIC INITIATIVES

Financially Prepared

- Fiscal Sustainability Strategy
- Service-Centered Budgeting and Reporting

Community Focused

- 20-Year Community Vision
- Community Engagement Strategy



RESPONSIBLE ADMINISTRATION SUMMARY



SUCCESSSES

Well Managed

- Corporate Performance Management Program

Financially Prepared

- Fiscal Sustainability Strategy

Community Focused

- 20 -Year Community Vision
- Social Procurement Policy



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*

OUR PEOPLE SUMMARY

2021-2025 STRATEGIC INITIATIVES

Engaged & Skilled People

- Strategic Human Resources Planning
- Enhanced Workplace Culture

Diverse, Inclusive & Equitable Environment

- Diversity & Inclusion Framework
- Municipality wide Diversity & Inclusion Recruitment Strategy

Healthy & Safe Workplace

- Corporate Safety Strategy
- Corporate Health and Wellness Strategy



OUR PEOPLE SUMMARY



SUCCESSSES

Engaged & Skilled People

- Strategic Human Resources Planning
- Employee Learning and Development

Diverse, Inclusive & Equitable Environment

- Diversity & Inclusion Framework
- Employee Equity Program

Healthy & Safe Workplace

- Health and Wellness Strategy
- Corporate Safety



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 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.*

COUNCIL PRIORITY AREA

<p style="text-align: center;">Service Excellence</p> <p style="text-align: center;">The municipality innovates and makes evidence-based decisions to meet or exceed the expectations of the people we serve.</p>	
<p style="text-align: center;">Priority Outcomes</p>	
<p>Exceptional Customer Service</p>	<p>Residents receive exceptional accessible and inclusive service provided through customer-centric planning and continuous improvement.</p>
<p>Innovative Performance Excellence</p>	<p>Current and future needs are met through forward thinking, innovation and collaboration.</p>

SERVICE EXCELLENCE SUMMARY

2021-2025 STRATEGIC INITIATIVES

Exceptional Customer Service

- Performance Excellence Program

Innovative Performance Excellence

- Digital Strategy
- Service Performance Measurement/Management



SERVICE EXCELLENCE SUMMARY



SUCCESSSES

Exceptional Customer Service

- Client Centric Service Model
- Improve Social Media Management
- Regulatory Modernization
- Vehicle Immobilization Bylaw
- Affordable Access Program
- Email Access to Municipal Information

Innovative Performance Excellence

- Corporate Reporting Solution
- Halifax Civic Innovation Outpost

Thank You.

