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**Item No. 9**  
**Halifax Regional Council**  
**June 18, 2024**

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

Original Signed

**SUBMITTED BY:**

\_\_\_\_\_  
Cathie O'Toole, Chief Administrative Officer

**DATE:** June 10, 2024

**SUBJECT:** **2023/24 Strategic Priorities Plan Progress Report**

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### **INFORMATION REPORT**

#### **ORIGIN**

On January 12, 2021, 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. The administration is providing for information the 2023/24 Strategic Priorities Plan Progress Report to demonstrate 2023/24 fiscal year progress toward the 2021-2025 Strategic Priorities 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.

#### **BACKGROUND**

On January 12, 2021, Regional Council's Budget Committee approved the [2021-2025 Strategic Priorities Plan](#). This Plan remains in place over the duration of the mandate of Regional Council and is reaffirmed annually.

On October 26, 2021, Regional Council's Budget Committee approved the creation of an update report on progress toward the commitments in the Strategic Priorities Plan (SPP). This report, named the Strategic Priorities Plan Progress Report has evolved from the former Strategic Performance Report, and has been split into two separate reports: 1) the Strategic Priorities Plan Progress Report and 2) the Strategic Performance Report.

These reports are provided to Council annually with the Progress Report including progress toward Council and Administrative Priorities, Priority Outcomes, and Strategic initiatives in place during the reporting period and accomplishments associated with the fiscal reporting year; and the Performance Report providing an assessment of results of the strategic performance indicators aligned with the 2021-2025 Strategic Priorities Plan for the prior fiscal year (presently 2023/24).

The Progress Report is provided to Council nearer to the close of the fiscal reporting year and the Performance Report supports and accompanies the Strategic Priorities Plan presentation to Regional Council by the administration regarding recommended adjustments to the Strategic Priorities Plan resulting from the analysis, the annual strategic planning process, or by Regional Council to the administration during the tabling of the annual Strategic Priorities Plan (SPP) presentation.

## **DISCUSSION**

Staff have reviewed status updates on Strategic Initiatives and Deliverables as provided by the business units for the Council and Administrative Priorities and Priority Outcomes.

The 2023/24 Strategic Priorities Plan Progress Report is included with this report (Attachment 1). The municipality is in year four of the 2021-2025 Strategic Priorities Plan, and the Strategic Priorities Plan Progress Report includes highlights progress toward Council and Administrative Priorities, Priority Outcomes, and Strategic initiatives in place during the reporting period and accomplishments associated with the 2023/24 fiscal reporting year.

The purpose of this report and its attachment is to provide Council and the public with a summary of how the 2021-2025 Strategic Priorities Plan implementation is progressing. The content in this report captures progress from April 1, 2023, through March 31, 2024. As this annual report is presented post 2023/24 fiscal year, it may highlight some progress for a few initiatives that occurred after March 31, 2024, where that context provides clarification for the update.

## **FINANCIAL IMPLICATIONS**

There are no immediate financial implications to this report.

## **COMMUNITY ENGAGEMENT**

No community engagement was required.

## **ATTACHMENTS**

Attachment 1 – 2023/24 Strategic Priorities Plan Progress Report

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Wendy Gauthier, Planning and Performance Coordinator, Corporate Planning & Performance, Finance & Asset Management

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# Strategic Priorities Plan Progress Report

2023/24

An aerial photograph of a coastline at sunset. The sun is low on the horizon, casting a warm, golden glow over the scene. The ocean waves are breaking onto a sandy beach, with the water appearing a mix of blue and gold. The beach curves along the coast, and some buildings are visible in the distance on the right side.

**HALIFAX**

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## LAND ACKNOWLEDGEMENT

The Halifax Regional Municipality is located in Mi'kma'ki, the ancestral and traditional lands of the Mi'kmaq people. The municipality acknowledges the Peace and Friendship Treaties signed in this Territory and recognizes that we are all Treaty People.



## AFFIRMATION

We acknowledge that Nova Scotia is the birthplace of the African presence in Canada.

African Nova Scotians are a distinct founding people in our community who have contributed to and have been a key part of the Nova Scotian culture and history for over 400 years.

We acknowledge that African teachings, strength, and perseverance continue to challenge and inspire our community.



# PROGRESS REPORTING

The Strategic Priorities Plan Progress Report provides an update on strategic initiatives for the 2023/24 fiscal year working towards achieving the Regional Council and Administrative priorities as detailed in the [2021-25 Strategic Priorities Plan](#). The Strategic Priorities Plan reflects the municipality’s vision, mission and values - while also establishing key focus areas now and into the future.

Informed by organizational strategies and community engagement, the Strategic Priorities Plan represents Regional Council’s commitment to residents in the form of priority outcomes and strategic initiatives, which guide how the municipality tracks progress and aligns its business plans and budgets. The plan also helps municipal employees understand how their work fits into the long-term goals of the organization and how they work together to make a difference in the Halifax region.

Developed using a collaborative and integrated process, annual budgets and business plans describe strategic initiatives and deliverables aligned with priorities and priority outcomes to provide transparency, accountability, and traceability of resource commitments.

To provide a framework to guide program and service direction, the municipality undertakes exercises such as the [Resident Survey](#) (most recently conducted in September 2021) and the [Municipal Services Survey](#) (most recently conducted in September 2022). These surveys are engagement tools used to gather information from municipal residents about their priorities, expectations and service experiences – as well as satisfaction with municipal service delivery.

These surveys guide and inform strategic, business planning and budgeting decisions and provide Regional Council and the municipality’s administration with valuable insight into what matters most to residents. Identified themes assist Regional Council and municipal employees with planning, tracking and executing on priorities, guiding immediate and long-term investments and efforts for the region, as well as addressing key issues facing communities.

## HOW TO READ THE PROGRESS REPORT

Each Regional Council priority and Administrative priority includes a section that introduces the distribution of strategic initiatives by outcome area and the number of business unit initiatives and operational deliverables broken down by status of completion per the legend further below.

Progress updates on strategic initiatives are grouped by Regional Council or Administrative priority and associated priority outcomes and include a narrative update, the percentage of work complete, an estimated date for completion and status according to the legend below.

 COMPLETE	 ON TRACK	 AT RISK	 LATE / DEFERRED	 CANCELLED
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## REGIONAL COUNCIL PRIORITIES

Regional Council priorities and associated outcomes are established by Regional Council. To achieve these priorities, administrative teams develop strategic initiatives to advance the priority outcomes. The initiatives are then integrated into business plans, which become the subject of the annual budget process.

### Council Priorities

### Priority Outcomes



#### Prosperous Economy

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



ECONOMIC GROWTH



HOLISTIC PLANNING



TALENT ATTRACTION, RETENTION & DEVELOPMENT



#### Communities

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



SAFE COMMUNITIES



INVOLVED COMMUNITIES



INCLUSIVE COMMUNITIES



AFFORDABLE COMMUNITIES



#### Integrated Mobility

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



CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING



SAFE & ACCESSIBLE MOBILITY NETWORK



AFFORDABLE & SUSTAINABLE MOBILITY NETWORK



#### Environment

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



NET-ZERO EMISSIONS



CLIMATE RESILIENCE



PROTECTED & SUSTAINABLE ENVIRONMENT



## PROSPEROUS ECONOMY

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

### STRATEGIC INITIATIVES BY OUTCOME AREA



- Economic Growth
- Holistic Planning
- Talent Attraction, Retention & Development

#### ECONOMIC GROWTH

- African Nova Scotian Road to Economic Prosperity
- 2022-2027 Inclusive Economic Strategy
- Tourism Master Plan
- Cogswell District Project
- Rural Community Planning
- Regulatory Modernization Framework

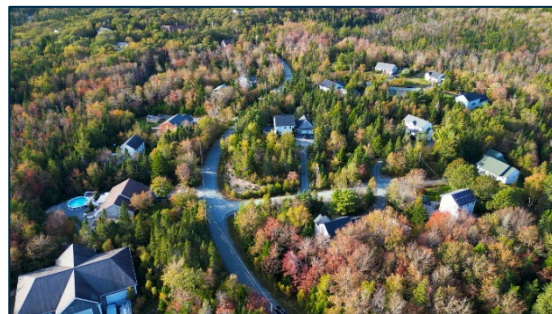
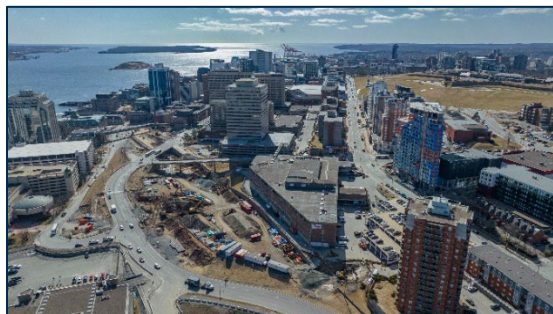
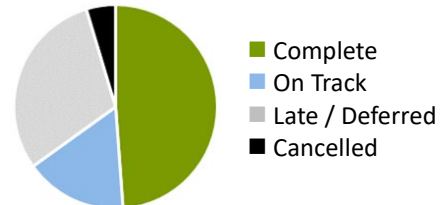
#### HOLISTIC PLANNING

- Regional Plan
- Suburban Community Planning
- Planned Growth Areas
- Sufficient Supply of Industrial Lands Inventory
- Streetscaping

#### TALENT ATTRACTION, RETENTION & DEVELOPMENT

- Atlantic Immigration Program
- Halifax Connector Program

### BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT PROSPEROUS ECONOMY



# PROSPEROUS ECONOMY

## 2023/24 PROGRESS ON STRATEGIC INITIATIVES

### 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.

#### AFRICAN NOVA SCOTIAN ROAD TO ECONOMIC PROSPERITY ACTION PLAN

A contribution agreement was signed and actioned to continue the municipality’s commitment and support for the *African Nova Scotian Road to Economic Prosperity Action Plan*. Significant accomplishments included an internal review of the 33 actions in the plan, participation in the development of a community questionnaire on plan work and participation on the Sustainability and Governance Committee. On January 9, 2024, an [annual report](#) was presented to Regional Council with a full update on actions related to the plan.

On Track  
Target  
3/31/2026

#### 2022-2027 INCLUSIVE ECONOMIC STRATEGY

Regional Council approved an update on the *2022-2027 Inclusive Economic Strategy: People, Planet, Prosperity* on March 5, 2024, including a refresh [of strategy actions for Years 3-5](#). All municipal business units were engaged in the refresh process which had new actions added and completed action items removed from the action list.

On Track  
Target  
3/31/2027

#### TOURISM MASTER PLAN

Discover Halifax continues to develop its event attraction capacity with the hiring of a Vice President, Festivals and Events to lead, with support for municipality events, the discovery of a signature event and preliminary research on the need for a permanent outdoor festival venue. With increased funding from the municipality, Discover Halifax is growing its capacity to be the backbone organization for the Integrated Tourism Master Plan. An [information report](#) on the Integrated Tourism Master Plan was presented to the Community Planning and Economic Development Standing Committee on January 18, 2024.

On Track  
Target  
3/31/2025

#### COGSWELL DISTRICT PROJECT

The Cogswell District project is on track for completion in December 2025. Phase 1 was completed in October 2023 and the project is six months into Phase 2. Most interchange structures have been removed and a significant portion of new underground services have been installed under new road alignments. Completed portions of the project

On Track  
Target  
12/31/2025



can be seen at Granville Square, Proctor Street, Bells Lane and the area in front of Baton Rouge restaurant and Marriott Hotel.

### **RURAL COMMUNITY PLANNING**

Guiding principles were released for the Rural Community Planning program as part of the [draft Regional Plan](#) on June 20, 2023. The Regional Plan, when adopted, will provide guidance for this program. A dedicated Planner III and Planner I were hired in August 2023 and Dalhousie University students worked with the Rural Team in early 2024 to undertake background research.

On Track  
Target  
3/31/2026

### **REGULATORY MODERNIZATION FRAMEWORK**

The municipality worked with the Province of Nova Scotia on various regulatory modernization projects. The next phase will shift the strategic initiative to policy modernization and will advance work on physician administrative burden, assistance with governance reviews and reports, and collaboration reports pilot projects across business units and staff teams. A report on the first pilot is targeted for presentation to Regional Council on August 24, 2024. The Executive Leadership Team adopted a recommended approach for assessing motions and delegating reports, and design of a briefing note library is underway with migration and access to follow.

Complete  
Transitions to  
general policy  
coordination/  
modernization

### **HOLISTIC PLANNING**

Housing and employment growth is directed to strategic locations across the region in support of our community goals to build healthy, well-serviced and connected communities.

### **REGIONAL PLAN**

The [draft Regional Plan](#) was released to Regional Council on June 20, 2023, and public engagement was completed from July to October 2023. The *What We Heard Report* was brought to Regional Council in December 2023. The full amendment package is targeted for Regional Council review and approval for Spring 2024. Phase 5 will begin immediately following Regional Council approval of the plan, marking the beginning of the next phase of the Regional Plan.

On Track  
Target  
3/31/2030

### **SUBURBAN COMMUNITY PLANNING**

A report to initiate the Suburban Plan was [presented to Regional Council](#) on July 11, 2023. Through the [Housing Accelerator Fund](#), work was undertaken on opportunity sites that align with Regional Council's direction for growth along proposed rapid transit corridors. Feedback on the four-year workplan indicated it should be revised to a shorter

On Track  
Target  
3/31/2026

timeframe. A report with a new work plan and engagement details is targeted for December 2024.

**PLANNED GROWTH AREAS**

The Planned Growth team was formed, fully staffed and advanced several major projects through the comprehensive neighbourhood planning process in a newly created Strategic Projects Division. Planning policy will enable new communities and business parks to develop that can house or employ the significant population growth occurring in the municipality. Staff focus will be on [Future Growth Nodes](#) as identified through the [Regional Centre Secondary Municipal Planning Strategy](#), the growth areas as defined by the [Regional Plan](#), [Special Planning Areas](#) as identified by the Province, and industrial parks identified by the municipality’s Industrial Parks program.

On Track  
Target  
3/31/2034

**SUFFICIENT SUPPLY OF INDUSTRIAL LANDS INVENTORY**

The [Industrial Employment Lands Strategy](#) is the long-term management framework to ensure the municipality’s industrial land supply is healthy. With industrial land demand (absorption) forecasted at an average of 53 net acres per year, the municipality plans to provide a balanced inventory of shovel-ready and zoned, developable vacant industrial employment lands sufficient to meet market demand. [Timely planning](#) and buildout of Burnside, Aerotech and Ragged Lake will allow Regional Council to meet and exceed its industrial land supply goal of up to 50-100 acres per year. There were 120 acres of serviced lots brought to market through the construction Phase 13-1 of Burnside Industrial Park. The Tender for Phase 13-2A Burnside was awarded in March 2023 and will see the construction of 44 acres of fully serviced new lot inventory. With construction of Phase 13-2A to start Spring 2024, it is anticipated the completed lots may be available to the market by Q4 2024-25.

On Track  
Target  
3/31/2031

**STREETSCAPING**

The streetscaping program was delivered through capital infrastructure work within the right-of-way or as part of stand-alone place-making projects. Streetscaping considers how elements such as trees, lighting, street furniture, surface materials, underground wiring, planters and more can be used to animate and support a street's function as part of the public realm, beyond its role as a corridor for transportation. Work included Brunswick Street design, Cathedral Lane tender, Argyle Street and Grafton Street repair, Argyle and Sackville Drive gateway and interpretive sign replacement, Queen Street and Birmingham (Mills Block) and Squiggle Park (Gott Falkland) streetscape reinstatements, and Halifax Water Sawmill Creek daylighting. Lower Water Street interim / tactical was delayed.

On Track  
Target  
3/31/2030

**TALENT ATTRACTION, RETENTION & DEVELOPMENT**

A global and welcoming community that attracts, retains, and develops talent.

**ATLANTIC IMMIGRATION PROGRAM**

The Halifax Partnership has been working collaboratively with the province, industry partners, Destination Canada, and the business community to proactively attract skilled national and international talent to Halifax to meet critical labour needs with a concerted focus on in-demand skilled trades needed in the construction sector. The Partnership proactively reached out to over 500 Halifax businesses the organization supports through the Atlantic Immigration Program, the SmartBusiness Program, and Investors (with a focus on outreach to construction and development related businesses) to promote the pilot and encourage participation.

The Program has supported/referred 123 employers for a Nova Scotia Nominee Program application including referrals for five employers that were endorsed, approved, and referred to the Global Talent Stream.

On Track  
Target  
12/31/2024

**HALIFAX CONNECTOR PROGRAM**

The Halifax Connector Program continues to help newcomers and local and international graduates (called Connectees) connect with local business owners and community leaders (called Connectors) that work in the same or similar fields. Connectors help Connectees learn about the local labour market and build their professional network and connect with career opportunities. There have been 419 Connectees and 187 jobs found through the Program.

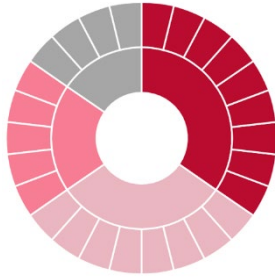
On Track  
Target  
3/31/2025



## COMMUNITIES

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

### STRATEGIC INITIATIVES BY OUTCOME AREA



- Safe Communities
- Involved Communities
- Inclusive Communities
- Affordable Communities

#### SAFE COMMUNITIES

Public Safety Strategy 2023-2026  
Evidence-Based, Community-Focused and Culturally Sensitive Policing  
Halifax Regional Municipality Safe City and Safe Spaces Program  
Enhance Crisis Communication Capacity  
Comfort Centres / Emergency Generators

#### INVOLVED COMMUNITIES

Community-Focused Service Delivery  
Sharing Our Stories (Culture and Heritage Priorities Plan)  
Acquire and Develop Parkland  
One Recreation  
Youth Engagement and Support  
Park and Open Space Plans  
Senior Engagement Plan  
Develop and Implement Parks & Recreation Strategic Plans

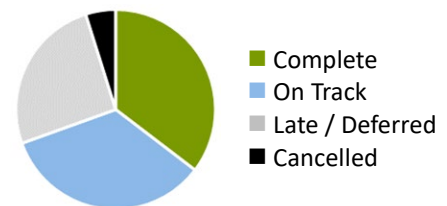
#### INCLUSIVE COMMUNITIES

Anti-Black Racism Strategy  
Task Force on the Commemoration of Edward Cornwallis and the Recognition of Indigenous History  
Promote Equitable Access to Municipal Services  
Accessibility Strategy  
Immigration Strategy  
Local Immigration Partnership  
Social Policy  
Redesign of Community Grants Program  
Social Value Framework

#### AFFORDABLE COMMUNITIES

Affordable Housing and Development  
Increasing Food Security and Strengthening the Local Food System  
Building Community Land Trust  
Response to Homelessness

### BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT COMMUNITIES





## COMMUNITIES

### 2023/24 PROGRESS ON STRATEGIC INITIATIVES

#### SAFE COMMUNITIES

Residents and visitors feel safe and are supported by a network of social and transportation infrastructure and proactive and responsive community safety services.

#### PUBLIC SAFETY STRATEGY 2023-2026

The [Public Safety Strategy Annual Report](#) was provided as an information report to Regional Council on March 5, 2024. The Community Safety business unit was created, and the Public Safety Office was restructured into two divisions – Programs & Partnerships and Research & Development. A staffing plan was completed for five new positions; a new director and three Social Policy Strategists were hired. Protocol was established for community crisis response for peer-led counselling supports and the Youth Service Review was finalized, with two new community-based initiatives to support youth developed and launched. A new community safety training program was established, with Non-violent Crisis Intervention (NCI) training. Over 260 employees and community partners became NCI certified.

On Track

Target  
3/31/2027

#### EVIDENCE-BASED, COMMUNITY-FOCUSED AND CULTURALLY SENSITIVE POLICING

Halifax Regional Police (HRP) remained engaged with RCMP Halifax Regional Detachment regarding the retention of historical street check data. Co-chaired by HRP and the Nova Scotia Human Rights Commission, the Wortley Report Research Committee subcommittee issued a report to the Nova Scotia Minister of Justice in May 2024, to outline next steps and recommendations for the provincial adaptation of race-based data collection. In addition to the provincial Wortley Report Research Committee race-based data collection initiative, there are two separate race-based data collection initiatives being led by the RCMP's Anti-Racism Unit, and Statistics Canada/Canadian Association of Chiefs of Police. HRP is a stakeholder in each of these initiatives, which all differ in scope and timeline.

On Track

Target  
3/31/2025

HRP continues to provide internal Anti-Black Racism and bias training through the educational program Journey to Change. During 2023/24, 44 HRP members took part in the program.

**HALIFAX REGIONAL MUNICIPALITY SAFE CITY AND SAFE SPACES PROGRAM**

The Public Safety Office continued to action an equitable, intersectional, and community-based approach to public safety. The team was restructured to include a Social Policy Strategist and a new Program Coordinator was hired. An internal communications plan was developed to address gender-based safety concerns in projects, programs, and services. The [Combatting Islamophobia and Improving the Safety of Muslim Women and Girls](#) report was presented to Regional Council on April 9, 2024, where Regional Council directed that a working group be established to create an action plan, incorporating findings from the report. Community Safety Assessments were held at Chebucto Road Park, Herring Cove Road and George Dixon Park. Training offerings included: a *Gender & Transit Safety* workshop; a pilot to recognize and respond to Commercial Sexual Exploitation of Children and Youth hosted alongside the YWCA Halifax and Trafficking and Exploitation Services System. A scan of bystander intervention training models to inform development of training for municipal staff, volunteers and community was undertaken. An initial jurisdictional scan of broader spectrum non-policing response initiatives for people experiencing intimate partner violence was completed with YWCA Halifax. This research will inform development of an alternative municipal response to intimate partner violence.

On Track  
Target  
3/31/2027

**ENHANCE CRISIS COMMUNICATION CAPACITY**

With the creation of Community Safety business unit, the review of the Emergency Management Plan, and recent emergency events, the strategic initiative was merged into a review of the overall Emergency Plan Refresh mandate.

Cancelled  
Transitioned to  
Emergency  
Plan Refresh  
work

**COMFORT CENTRES/EMERGENCY GENERATORS**

With the creation of Community Safety business unit, the review of the Emergency Management Plan, and recent emergency events, the strategic initiative was merged into a review of the overall Emergency Plan Refresh mandate.

Cancelled  
Transitioned to  
Emergency  
Plan Refresh  
work

**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.

**COMMUNITY-FOCUSED SERVICE DELIVERY**

Halifax Public Libraries has identified and made specific service improvements that address barriers to participation and improve

On Track  
Target  
3/31/2025

access. Programs and services that build literacy, community leadership, and civic engagement have been offered at all 14 library locations. The number of residents using the public libraries continues to grow with more than two million visits this past year.

**SHARING OUR STORIES (CULTURE AND HERITAGE PRIORITIES PLAN)**

On January 9, 2024, Regional Council endorsed the direction contained in the Sharing our Stories (Culture and Heritage Priorities Plan) staff report ([Attachment A, dated October 23, 2023](#)). Planning & Development, the Office of Diversity & Inclusion/African Nova Scotian Affairs Integration Office and Parks & Recreation are now collaborating on implementing the action items. Staff have begun work on action items that Regional Council raised previously while some action items will require analysis and reports to be presented to Regional Council for approval, including budget and staffing matters.

On Track  
Target  
3/31/2026

**ACQUIRE AND DEVELOP PARKLAND**

The municipality continued to focus on achieving Regional Plan parkland objectives and to acquire specific parkland with priority given to park master planning and development of both wilderness parks and bare parkland received through development and acquisition. Planning & Development Strategic Projects (Planned Growth) will play a significant role in parkland acquisition through Future Growth Nodes, Future Serviced Communities, Regional Growth Centres and Special Planning Areas.

On Track  
Target  
3/31/2026

**ONE RECREATION**

The municipality will continue to increase connection and coordination across all municipally owned recreation facilities, both municipally and board-run operations, through exploration of a One Recreation membership model, and more coordinated service delivery. Work on this strategic initiative will advance after the business unit transitions from Legend software to the new software service provider, XPLORE Recreation, anticipated to deploy in early 2025.

Deferred  
Work to advance after software transition.  
Target  
3/31/2027

**YOUTH ENGAGEMENT AND SUPPORT**

Youth were engaged on an ongoing basis through implementation of the [Youth Services Plan](#), [Multi-Service Youth Centres](#), the [Power House Youth Centre](#), [Adventure Earth Centres](#), [Youth Advisory Committee](#) and at municipally operated youth drop-in centres. In 2024/25, the Youth Services Plan 3 will be started by the youth for the youth.

On Track  
Target  
3/31/2025

**PARK AND OPEN SPACE PLANS**

Parks & Recreation advanced work on a range of Open Space Plans. The approach and methodology for the Peace & Friendship Park re-design was refined. Additional funding for consultation, design, and capital work related to municipal lands within the project site for the National Urban Park Initiative was secured. Regional Council approved the [Halifax Common Master Plan](#) on January 23, 2024, including approval to advance planning on the Wanderers Block. The Strategy on Park Lighting was completed and is undergoing review for Regional Council consideration and approval in 2024. Park planning components related to the [Fish Passage project \(Martins Park to Lake Banook\)](#) were operationalized.

On Track  
Target  
3/31/2025

**SENIOR ENGAGEMENT PLAN**

The [Senior Services](#) plan jurisdictional scan and research phase began in September 2023 through a grant provided by the provincial government. Senior Stakeholder Advisory Group members are being chosen with over 160 applicants received.

On Track  
Target  
3/31/2025

**DEVELOP AND IMPLEMENT PARKS & RECREATION STRATEGIC PLANS**

Regional Council approved the [Halifax Common Master Plan](#) on January 23, 2024, including approval to advance planning on the Wanderers Block. A Request for Quotes was prepared and advertised as part of the next steps for this project. Regional Council approved the [Playing Field Strategy](#) on April 4, 2023, and field classifications will be presented to the Community Planning and Economic Development Standing Committee in May 2024. The [Rural Recreation Strategy](#) was approved by Regional Council on January 9, 2024. An information report will be provided to Regional Council on progress after year one. Detailed work to scope the [Community Facilities Masters Plan](#) renewal began including assets review, inventory confirmation, and benchmarking research.

On Track  
Target  
3/31/2026

**INCLUSIVE COMMUNITIES**

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

**ANTI-BLACK RACISM STRATEGY**

Work continued to develop an Anti-Black Racism Strategy with a completion date targeted for end of 2024. The [African Descent Advisory Committee](#) (ADAC) was initiated and the Office of Diversity & Inclusion/

On Track  
Target  
3/31/2025



ANSAIO supported ADAC with agenda setting meetings and requests for information presentations.

The [Administrative Order Respecting the HRM Anti-Black Racism Grants Program and the Anti-Black Racism Grants Program Guidebook](#) was approved by the Grants Committee on March 27, 2024 and will move forward to Regional Council for consideration. It is anticipated the Grants Program will be launched in spring/summer 2024.

Internal consultations toward the development of the Anti-Black Racism Policy are underway and Anti-Black Racism training was approved and training sessions began in March 2024. An Anti-Black Racism Leadership conference was held for all staff on October 19, 2023.

### **TASK FORCE ON THE COMMEMORATION OF EDWARD CORNWALLIS AND THE RECOGNITION OF INDIGENOUS HISTORY**

The Indigenous Women and Two-Spirit Campaign School and Leadership Summit was held on September 22, 2023. Cornwallis Street was renamed to Nora Bernard Street on October 30, 2023.

Mi'kmaq Translation Services was added to the standing offer list and to the draft Multilingual Policy. A Pow Wow protocol education workshop was provided to newcomers through the [Local Immigration Partnership](#) and the Mi'kmaw Native Friendship Centre in May 2023. Community engagements were held on the redesign of Peace and Friendship Park and on the Cogswell District Art & Storytelling project.

Moving forward, work related to the recommendations from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History will be combined with the creation of an overall Indigenous Services Strategy and will be reported to Regional Council annually.

### **PROMOTE EQUITABLE ACCECSS TO MUNICIPAL SERVICES**

The work of this priority is encompassed with the various Diversity & Inclusion strategies, the Task Force on the Commemoration of Edward Cornwallis and the Recognition of Indigenous History and the work on the African Nova Scotian Road to Economic Prosperity.

On Track  
Target  
3/31/2026  
(will transition to Indigenous Services Strategy)

On Track  
Target  
3/31/2025

### ACCESSIBILITY STRATEGY

Work continued to implement the Accessibility Strategy recommendations. The annual update is targeted for presentation to Regional Council in May 2024.

On Track

Target  
3/31/2030

Presentations were delivered to business unit management teams on the Accessibility Strategy to promote awareness and engagement. Feedback to support the Accessibility Strategy update was sought through internal engagements with municipal employees and leaders via surveys, open houses, and through Accessibility Strategy Task Force engagements.

### IMMIGRATION STRATEGY

In collaboration with the Community Safety business unit and with the YMCA, the Office of Diversity & Inclusion/ ANSAIO led work on the Youth Violence Prevention and Intervention Project and on intercultural competency training for municipal staff that support youth on essential skills to interact better with people from different backgrounds.

On Track

Target  
3/31/2025

In collaboration with Property, Fleet & Environment and Parks & Recreation, the Office of Diversity & Inclusion/ANSAIO assessed the Zatzman Sportsplex Aquatics Centre with respect to offering private swim times for Muslim women.

Meetings were held with Chinese and Nigerian community leaders to expand municipal connections and engagement with immigrant communities. Meetings will be held with Indian, Afghani, Korean, Somali and Lebanese communities to discuss the Immigration Strategy and possible collaboration opportunities.

### LOCAL IMMIGRATION PARTNERSHIP

The Local Immigration Partnership work continued with five active working groups – Intercultural Connections, Diversifying the Workforce, Civic Engagement, Family Reunification, and Multilingualism/Multiliteracy. Presentations from the working groups were delivered at an annual meeting held April 2023. A new working group will be added in 2024/25 that will focus on addressing racism and gender equity.

On Track

Target  
3/31/2025

The municipality participated in the Annual Conference for Local Immigration Partnerships held in Montreal in November 2023.

A funding proposal for 2025-2030 funding was submitted to Immigration, Refugees and Citizenship Canada and is under review.

### **SOCIAL POLICY**

Government Relations and External Affairs collaborated with the Office of Diversity & Inclusion/ANSAIO, Community Safety, Planning & Development, Human Resources and Halifax Regional Police to further the organization's social policy priority areas, specifically providing support in areas of research, policy development, and report drafting and development. The Social Policy Team will be re-launched with a focus that aligns with current organizational commitments and structure.

On Track

Target  
3/31/2026

### **REDESIGN OF COMMUNITY GRANTS PROGRAM**

The Community Grants Program was realigned to more accurately group organizations and to help achieve a more equitable treatment of groups and the relief they are provided.

Complete

### **SOCIAL VALUE FRAMEWORK**

Development of a comprehensive [Social Value Framework](#), including vendor consultation, is part of Procurement's 5- and 10-year strategic plan. A roster of social value caterers was developed for launch. Work on the Framework will continue as the approach to inclusion of social value is refined and enhanced.

Complete

### **AFFORDABLE COMMUNITIES**

The municipality demonstrates leadership and fosters partnerships that provide access to a range of quality, affordable municipal amenities and services, including housing options, in safe vibrant communities.

### **AFFORDABLE HOUSING AND DEVELOPMENT**

The draft Regional Plan review was released to Regional Council on June 20, 2023, with the *What We Heard Report* brought to Regional Council in December 2023. The full amendment package is targeted for Regional Council review and approval for Spring 2024. The draft Regional Plan includes a dedicated chapter to Affordable Housing, with policy for existing affordable housing initiatives such as density bonusing and the Affordable Housing Grant Program, as well as support to consider future initiatives such as inclusionary zoning, a surplus land program, no net loss/rental replacement policy and support for community land trusts and partnerships with non-profits and other levels of government.

On Track

Target  
3/31/2026

### **INCREASING FOOD SECURITY AND STRENGTHENING THE LOCAL FOOD SYSTEM**

In February 2024, Regional Council approved the [JustFOOD Action Plan Part B](#), establishing the strategies to deliver the priority

On Track

Target  
3/31/2026

recommendations for Year 1 (2024/25), and annualized funding for Plan implementation. Year 1 priorities focus on creating a municipal food team to advance municipally led recommendations and standing-up the Halifax Food Council and Advisories to monitor and oversee implementation of the [JustFOOD Action Plan](#) and community action. The Municipal Food Team and Halifax Food Council will update Council on Plan progress and priorities for Year 2 (2025/26) prior to Budget 2025/26. A report will also come to Regional Council in 2024/25 to determine the next iteration of municipal support for the Halifax Mobile Food Market as annual funding for the program ends in 2024/25.

### **BUILDING COMMUNITY LAND TRUST**

Complete

The municipality supported this work through participation in monthly community advisory meetings led by the United Way Halifax. The United Way has been identified as an interim Community Land Trust operator. The final report was submitted to Canada Mortgage and Housing Corporation in March 2024. The municipality will continue to support community land trusts initiatives as opportunities arise.

### **RESPONSE TO HOMELESSNESS**

Ongoing

Several actions were undertaken to support those living rough. Throughout the year, municipal navigators supported those in precarious housing situations through diversion supports. The municipality provided funding to service providers to support their diversion efforts with their clients. Funding provided by the Province of Nova Scotia for a drop-in centre that was unable to open due to difficulties in finding a suitable location was reallocated to support Shelter Nova Scotia in their response to homelessness and outreach.

The municipality will continue to support people experiencing homelessness, through a variety of support services with the goal of persons obtaining suitable housing. Working closely with our service provider community as well as our provincial and federal counterparts, the municipality will continue to engage those with lived experience to learn how the municipality can provide better support to those people experiencing homelessness.





## INTEGRATED MOBILITY

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

### STRATEGIC INITIATIVES BY OUTCOME AREA



- Connected & Healthy Long-Range Mobility Planning
- Safe & Accessible Mobility Network
- Affordable & Sustainable Mobility Network

#### 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
- Windsor Street Exchange Redevelopment Project

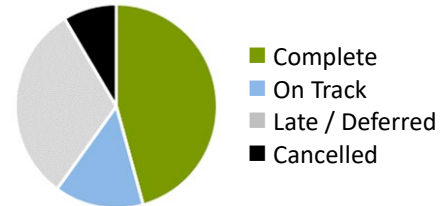
#### SAFE & ACCESSIBLE MOBILITY NETWORK

- Strategic Road Safety Plan
- Transportation Capital Asset Renewal

#### AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

- Major Strategic Multi-Modal Corridors
- Rapid Transit Strategy (Ferry)
- Rapid Transit Strategy (Bus Rapid Transit)

### BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT INTEGRATED MOBILITY



## INTEGRATED MOBILITY

### 2023/24 PROGRESS ON STRATEGIC INITIATIVES

#### CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING

The mobility network supports active living, growth and development, linking people and communities with goods, services and opportunities whether walking, rolling, cycling, using public transit and/or driving.

#### INTEGRATED LAND USE PLANNING

The [draft Regional Plan](#) review was released to Regional Council on June 20, 2023, with the [What We Heard Report](#) was brought to Regional Council in December 2023. The full amendment package is targeted for Regional Council review and approval for Spring 2024. The Regional Plan recognizes that land use planning and the transportation system must be integrated and directs most new housing and employment growth to places aligned with the transit network.

On Track

Target  
3/31/2030

#### TRANSPORTATION DEMAND MANAGEMENT

Transportation Demand Management (TDM) is one of the foundational policies in the [Integrated Mobility Plan](#) and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. The TDM Program Lead position was created and will begin work on April 22, 2024, to develop and update the Program. Planning is underway for year three of the municipality's e-bike program.

On Track

Target  
3/31/2030

#### EXTERNAL STAKEHOLDER INTEGRATION – INTEGRATED MOBILITY PLAN

The municipality's Technical Working Group representatives and a Senior Transportation Engineer are working closely with the Joint Regional Transportation Agency (JRTA) on the development of a new 'Activity Based' Travel Demand Model for municipality and the surrounding areas (anticipated completion spring 2024). Staff are also actively participating in the JRTA's ongoing Regional Transportation Master Plan (anticipated completion fall 2024).

On Track

Target  
3/31/2030

#### [ALL AGES AND ABILITIES REGIONAL CENTRE BICYCLE NETWORK](#)

The Regional Council approved 2023/24 Capital Budget included funding requirements for completion of the All Ages and Abilities Regional Centre Bicycle Network with an extension of timelines to March 31, 2028. The funding agreement with the Province of Nova Scotia was also extended.

On Track

Target  
3/31/2028

There was continued progress on the Network. The Value Engineering for the Macdonald Bridge Bikeway Connection was completed, 7.8 kilometers of All Ages and Abilities Tactical Improvements were constructed, and improvements to Upper Water were completed as part of the Cogswell Project. Work on detailed designs included Almon Street, Isleville Street (Halifax North End), Dartmouth Harbourfront, part of Liverpool Street and Brunswick Street and the detailed design for Dartmouth North will begin in spring 2024. The Almon Street Bikeway was tendered and for construction in 2024. Segments along Isleville Street (Halifax North End) will be constructed in 2024 as well as a key element of the Allan Street Local Street Bikeway. Functional planning is underway for Peninsula South, Halifax Midtown, Slater Street, and Alderney Drive. It is anticipated that Slater Street, Alderney Drive and the Macdonald Bridge Bikeway Connection will be presented to Regional Council in summer 2024.

**ACTIVE TRANSPORTATION PRIORITIES PLAN**

Complete

Almost all recommended actions in the Active Transportation Priorities Plan were acted upon and staff are developing an approach to review and renew the Plan. Project Planning & Asset Management will begin a multi-year review of the Active Transportation Priorities Plan in accordance with the key deliverables outlined in the 2024/25 Public Works Budget and Business Plan.

**INTEGRATED MOBILITY LAND ACQUISITION STRATEGY**

On Track  
Target  
3/31/2031

Land acquisition work for Robie Street /Young Street is 10-20% complete and is anticipated to complete within three to five years and for Bayers Road is 90% complete and is anticipated to be completed in 2024.

**WINDSOR STREET EXCHANGE REDEVELOPMENT PROJECT**

On Track  
Target  
3/31/2026

Staff are developing a preferred functional design for presentation to Regional Council for consideration in June 2024. Staff are also preparing detailed planning and scheduling for construction and developing a project delivery strategy that is expected to include a progressive, design-build framework.

## SAFE & ACCESSIBLE MOBILITY NETWORK

A well-maintained network supports all ages and abilities by providing safe, flexible and barrier-free journeys throughout the region.

### STRATEGIC ROAD SAFETY PLAN

Public Works continued to lead and support the [Road Safety Plan](#) implementation. Traffic Management will develop the next iteration of the Road Safety Plan with a continued focus of reducing fatal and injury collisions. The Transportation Standing Committee will consider adoption of the [Road Safety Strategy 2024](#) and endorsement of the vision and goal identified following review by key stakeholder groups and the Active Transportation Advisory Committee. The new Road Safety Strategy is scheduled to go to Regional Council in Q1 2024/25. Once adopted, the new plan will inform on-going staff work and will include annual reporting to Regional Council.

On Track

Target  
3/31/2025

### TRANSPORTATION CAPITAL ASSET RENEWAL

On January 23, 2024, Project Planning & Asset Management presented the [Level of Service Halifax Regional Municipality Streets, Sidewalks, and Curb Networks](#) report to Regional Council. The report included updated recommendations on level of service (LOS) for the street network, along with LOS recommendations for existing sidewalks and curbs and gutters. The recommendations along with proposed ten-year funding requirements were approved by Regional Council.

Complete

## AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

A responsible investment approach that maximizes the use of existing mobility infrastructure and aligns with climate and social equity goals.

### MAJOR STRATEGIC MULTI-MODAL CORRIDORS

Preliminary design work for the Bedford Highway (Windsor Street Exchange to Kearney Lake Road) is nearly complete and the scoping work required to rationalize the Halifax Regional Municipality/CN Rail property line is underway. Work on Indigenous consultation requirements associated with the Investing in Canada Infrastructure Program funding is underway.

On Track

Target  
3/31/2030

Detailed design work for Herring Cove Road (Armdale Roundabout to Purcells Cove Road) started in April 2023, with completion anticipated for spring/summer 2024. Preliminary design work (Glenora Avenue to

Greystone Drive) started in fall 2023, with completion anticipated in fall 2024.

Functional design for Portland Street (Pleasant Street to Bissett Road) is expected to be completed by fall 2024.

Preliminary design work for Robie Street / Young Street (Cunard Street to Young Street) is anticipated to be completed by summer 2024.

Detailed design is ongoing for Rainnie Drive-Brunswick Street with construction delayed to 2025.

Functional design work for Lower Water Street is approximately 80% complete but is on hold pending consultation with key partners. Completion is anticipated 2024.

Main Street (Forest Hills Parkway to Ross Road) is on hold pending resource availability.

#### **RAPID TRANSIT STRATEGY (FERRY)**

Funding for the Mill Cove Ferry Service project was announced in March 2024. Procurement processes are underway for both the vessel delivery and construction aspects of the project, with a Request for Information – Supply of Five High Speed Electric Ferries for the Mill Cove Ferry Service released on March 27, 2024.

The multi-year implementation project will begin in 2024/25 including procuring a vendor to design and build the vessels, detailed design of both the Halifax and Mill Cove terminals as well as site work commencement. Work is underway, with a project office planned to start later this year.

#### **RAPID TRANSIT STRATEGY (BUS RAPID TRANSIT)**

Functional plans for major corridors (e.g. Robie Street/Young Street, Bayers Road, Portland Street) are ongoing and will include preparations for the potential of Bus Rapid Transit. Halifax Transit continues to work toward advancing planning, design, and cost estimates for a Bus Rapid Transit system, in preparation to submit funding applications.

**Cancelled**

Transitioned to phased work aligned to the Integrated Mobility Plan

**Cancelled**

Transitioned to phased work aligned to the Integrated Mobility Plan



# ENVIRONMENT

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

## STRATEGIC INITIATIVES BY OUTCOME AREA



- Net-Zero Emissions
- Climate Resilience
- Protected & Sustainable Environment

### NET-ZERO EMISSIONS

- Deep Energy Retrofits of Municipal Buildings
- Net-Zero New Construction
- Community Retrofit, Renewables and Resilience Program
- Decarbonize Transportation
- Decarbonize Public Transit

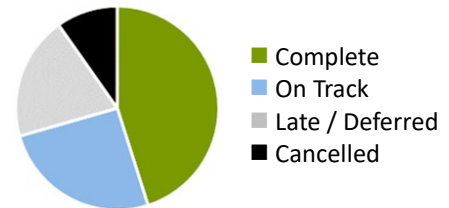
### CLIMATE RESILIENCE

- Climate Risk Management
- Protect Critical Infrastructure Against Future Climate and Extreme Weather Impacts

### PROTECTED & SUSTAINABLE ENVIRONMENT

- Increase Protection and Health of Ecosystems
- Include Natural Assets in Corporate Asset Management
- Improve Waste Diversion and Align Halifax's Solid Waste Strategy with HalifACT

## BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT ENVIRONMENT





# ENVIRONMENT

## 2023/24 PROGRESS ON STRATEGIC INITIATIVES

### 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.

#### DEEP ENERGY RETROFITS OF MUNICIPAL BUILDINGS

The detailed Road Map was completed for which facilities are planned for Deep Energy Retrofits by fiscal year. The Request for Proposals for assessments and recommendations on how to achieve net-zero was awarded for the initial seven facilities. The Scotiabank Centre ice plant and chilled water system replacement project is underway with completion anticipated in January 2025.

On Track  
Target  
3/31/2030

#### NET-ZERO NEW CONSTRUCTION

The municipality continued to work with the Province of Nova Scotia and other external key partners on the need for a net-zero new construction standard in the municipality. Regional Council [approved](#) that the Mayor send a letter to the Minister of Affairs and Housing urging the timely adoption of the 2020 building code. In addition, the municipality is a foundational partner of the [Building to Zero Exchange](#) that launched in October 2023 to support the building sector in the transition to net zero. The municipality is also represented on the Executive Committee for this initiative.

On Track  
Target  
3/31/2030

#### COMMUNITY RETROFIT, RENEWABLES AND RESILIENCE PROGRAM

An 18-month resource was hired to support the development of the Community Retrofit, Renewables and Resilience program. The Efficiency Nova Scotia partnership pilot and the Thinkwell Shift pilot programs are wrapping up and a report on results and learnings is in development for senior management.

On Track  
Target  
3/31/2030

Recommendations from a financing study along with information gained from discussions with other program administrators across the country will be included in the recommendation with next steps to Regional Council anticipated fall 2024.

#### DECARBONIZE TRANSPORTATION

A standing offer for the supply and install of public charging infrastructure was executed. Designs were finalized for the Bedford Park and Ride, Grahams Grove, Canada Games Centre, the J.D. Shatford

On Track  
Target  
3/31/2030

Memorial Library and the Musquodoboit Harbour Library. Designs are underway for the RBC Centre, Bicentennial Centre and MacPhee House. Discussions are underway regarding the potential for charger sites at locations such as the Armdale Roundabout, St. Margaret’s Centre and Cole Harbour Place.

**DECARBONIZE PUBLIC TRANSIT**

Phase 1 of the [Zero Emission Bus Project](#) continued with the arrival of the pilot bus and the delivery of such items as the pantographs and chargers. The remaining deliveries are expected to occur in summer through to the end of fall 2024.

On Track  
Target  
3/31/2028

**CLIMATE RESILIENCE**

Communities, infrastructure, and natural systems are prepared to withstand and recover quickly from climate impacts.

**CLIMATE RISK MANAGEMENT**

The detailed pluvial, fluvial, and coastal flood risk mapping project completed. Emergency Management compiled a draft inventory of critical infrastructure for vetting across business units in 2024/25. The Information Technology business unit and Geographic Information Systems (GIS) are actively working on layering climate risk, hazards, and community vulnerability to support decision-making and prioritization of future resilience projects. The federal [Canadian Index of Multi-Deprivation](#) community vulnerability dataset was chosen for layering on top of the climate risk and critical infrastructure GIS layers.

On Track  
Target  
3/31/2030

**PROTECT CRITICAL INFRASTRUCTURE AGAINST FUTURE CLIMATE AND EXTREME WEATHER IMPACTS**

A draft critical infrastructure inventory was prepared by Emergency Management Operations and is being vetted by Information Technology/Geographic Information Systems. Hazard, Risk, and Vulnerability Assessments are being conducted, following which the condition of municipally owned assets will be determined. Assets owned by others in the municipality will follow. This foundational work will allow the municipality to prioritize investments to fortify critical infrastructure to be more resilient to current and future climate impacts.

On Track  
Target  
3/31/2027

**PROTECTED & SUSTAINABLE ENVIRONMENT**

Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.

**INCREASE PROTECTION AND HEALTH OF ECOSYSTEMS**

Online Low-Impact Development (LID) training was coordinated for 22 staff across multiple business units to mainstream knowledge and increase capacity to incorporate green infrastructure into design, maintenance and operations plans, as well as regulations. Environment & Climate Change (ECC) staff worked closely with Parks & Recreation on opportunities to incorporate LID into the [HRM Park Naturalization Strategy](#), with Planning & Development in hiring the Green Network Plan Project Manager to lead the implementation of the [Halifax Green Network Plan](#), and with the Regional Plan team to prioritize the protection of wilderness corridors.

On Track  
Target  
3/31/2030

Strides were made to implement the [Integrated Pest Management Strategy](#) by expanding the municipality’s network within the invasive species management community throughout the Atlantic Region. New relationships were built with the Canadian Food Inspection Agency, Parks Canada, Nova Scotia Department of Natural Resources & Renewables, Nova Scotia Invasive Species Council (NSISC), the Invasive Species Centre, New Brunswick Invasive Species Council and the Canadian Council of Invasive Species, among others. ECC staff are now part of the Hemlock Woolly Adelgid Maritime Working Group and serves on the NSISC Steering Committee. Emerald Ash Borer, Hemlock Woolly Adelgid, Yellow Floating Heart and Zebra Mussels are currently among the invasive species of focus and, in collaboration with business units, actions will be taken to address their presence in the municipality.

**INCLUDE NATURAL ASSETS IN CORPORATE ASSET MANAGEMENT**

The [Natural Assets Pilot Project in the Nine Mile River](#) to identify key natural assets that play a role in stormwater management and climate resilience is progressing as anticipated. Environment & Climate Change staff are working with Finance & Asset Management to determine how to integrate the financial aspect of natural asset management into corporate asset management systems.

On Track  
Target  
3/31/2025

**IMPROVE WASTE DIVERSION AND ALIGN HALIFAX'S SOLID WASTE STRATEGY WITH HALIFACT**

Regional Council approved the [Terms of Reference for the Solid Waste Strategy Review](#) on February 7, 2023, and implementation commenced. Public consultation has been completed, and work on associated key themes is anticipated to be completed in Q1 2024/25. An update is being prepared for Regional Council, anticipated to be presented to the Environmental and Sustainability Standing Committee in Q2 2024/25.

On Track  
Target  
3/31/2025

## ADMINISTRATIVE PRIORITIES

Administrative Priorities are established by the Chief Administrative Officer, in collaboration with municipal business units, to deliver on Council Priorities. These outline the road map to support Regional Council to deliver on its priorities and to provide employees with the resources and tools they need to not only meet but exceed expectations in the delivery of programs and services.

### Administrative Priorities



#### Responsible Administration

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



#### Our People

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



#### Service Excellence

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

### Priority Outcomes



WELL-MANAGED



FINANCIALLY PREPARED



COMMUNITY-FOCUSED



ENGAGED & SKILLED PEOPLE



DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT



HEALTHY & SAFE WORKPLACE



EXCEPTIONAL CUSTOMER SERVICE



INNOVATIVE PERFORMANCE EXCELLENCE



## RESPONSIBLE ADMINISTRATION

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

### STRATEGIC INITIATIVES BY OUTCOME AREA



- Well-Managed
- Financially Prepared
- Community-Focused

#### WELL-MANAGED

Corporate Performance Management Program  
Enterprise Risk Management Framework  
Volunteer Strategy

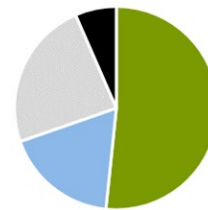
#### FINANCIALLY PREPARED

Fiscal Sustainability Strategy  
Reserves Funding Strategy

#### COMMUNITY-FOCUSED

Community Engagement Strategy

### BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT RESPONSIBLE ADMINISTRATION



- Complete
- On Track
- Late / Deferred
- Cancelled



## RESPONSIBLE ADMINISTRATION

### 2023/24 PROGRESS ON STRATEGIC INITIATIVES

#### WELL-MANAGED

Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.

#### CORPORATE PERFORMANCE MANAGEMENT PROGRAM

The Corporate Performance team completed development on several key performance indicators with service areas, one dashboard, a benchmarking program review and a self-serve guide for dashboard development. Mostly operationalized, the program focus will shift to implementing a sustainable plan to increase its effectiveness.

On Track

Target  
3/31/2025

#### ENTERPRISE RISK MANAGEMENT FRAMEWORK

Reviews of the Enterprise Risk Framework are underway. The Core Process Review and Key Risk Indicator Process Improvement Review were completed by Corporate Planning & Performance and results from the Maturity Model Survey completed by executive directors was presented to senior leadership in April 2024. The Framework was reviewed against ISO 31000 and previously implemented processes. Findings indicate the need for Framework revision to modernize the program and to align with current Enterprise Risk Management best practices.

On Track

Target  
3/31/2027

#### VOLUNTEER STRATEGY

Human Resources has completed the assessment/review of volunteer efforts and determined that this should be addressed through specific, individual business unit due to the challenge of applying a corporate strategy to the different requirements of each volunteer group. Strategies and supports are in place to increase volunteerism for some groups.

Complete

Transitioned to  
operational  
work.

#### FINANCIALLY PREPARED

Finances are planned and managed to ensure sustainability, support growth and deliver quality municipal services.

#### FISCAL SUSTAINABILITY STRATEGY

Work has shifted to an overall Funding Strategy for the municipality that is intended to align with timing of the incoming Regional Council. This will incorporate the required funding for both capital and operations as

On Track

Target  
3/31/2025



well as incorporate a review of reserves with a view to providing a multi-year funding path.

**RESERVES FUNDING STRATEGY**

Work on a reserve funding strategy to ensure that all reserves are appropriately funded for their future obligations transitioned to an overall Funding Strategy, inclusive of reserves.

**Cancelled**  
Transitioned to overall Funding Strategy.

**COMMUNITY-FOCUSED**

Residents are engaged in the development of public policy and plans.

**COMMUNITY ENGAGEMENT STRATEGY**

The draft Community Engagement Strategy was approved by the Steering Committee. The revised Community Engagement Strategy was endorsed on May 7, 2024. The municipality is beginning to roll out the strategy internally, with a full adoption anticipated later this fiscal year.

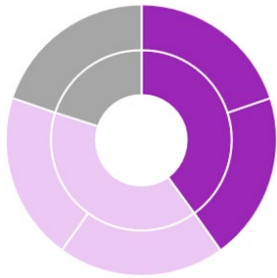
**Complete**



## OUR PEOPLE

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

### STRATEGIC INITIATIVES BY OUTCOME AREA



- Engaged & Skilled People
- Diverse, Inclusive & Equitable Environment
- Healthy & Safe Workplace

#### ENGAGED & SKILLED PEOPLE

Strategic Human Resources Planning

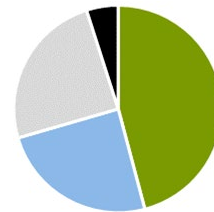
#### DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

Diversity & Inclusion Framework  
Diversity & Inclusion Recruitment Strategy

#### HEALTHY & SAFE WORKPLACE

Corporate Safety Strategy  
Wellness Strategy

### BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT OUR PEOPLE



- Complete
- On Track
- Late / Deferred
- Cancelled



## OUR PEOPLE

### 2023/24 PROGRESS ON STRATEGIC INITIATIVES

#### ENGAGED & SKILLED PEOPLE

People are engaged and have the required skills and experience to provide excellent service to our communities.

#### STRATEGIC HUMAN RESOURCES PLANNING

Complete

A three-year strategy was developed with a focus on the following: using community engagement and marketing to promote the municipality as a top employer; developing of external talent pipelines to attract qualified candidates to municipal public service; expanding existing employee development and engagement to support retention and succession planning; and implementing process improvements to improve candidate experience.

The municipality actively engaged the community through job fairs and community-based employment circles, and established partnerships with provincial post-secondary institutions to build talent pipelines. To further support the work, a new marketing and branding strategy to target young people, newcomers, and designated groups was drafted with launch planned for fall 2024.

#### DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

Diversity, inclusion and equity are fostered to support all our people in reaching their full potential.

#### DIVERSITY & INCLUSION FRAMEWORK

On Track

The 2023 annual report to Regional Council will be submitted to Regional Council in December 2024. For 2023/24, 44 training sessions were offered, reaching 618 municipal staff. Due to the increased demand for training, additional sessions have been added for 2024/25.

Target  
3/31/2025

Regional Council approved the [Diversity, Equity, Inclusion & Accessibility Guidelines for Council Reports](#) on November 28, 2023 to incorporate the use of the guidelines in all staff reports. This new process is being implemented and a new Multilingual Policy will be rolled out in spring 2024.

The Champions Committee continued its work with business units to reach their diversity and inclusion goals in alignment with the Diversity & Inclusion Framework.

**DIVERSITY & INCLUSION RECRUITMENT STRATEGY**

Community outreach and engagement were key initiatives in 2023/24. The municipality attended several job fairs including the Diversity Employment Network’s BIPOC Atlantic Job Fair, the Out & Equal Job Fair, the Canadian Council on Rehabilitation and Work’s Employment Services New Leaf Reverse Job Fair and the Mi’kmaq Native Friendship Centre Job Fair to attract potential candidates from employment equity groups. The municipality also partnered with community groups to offer in-community employment circles to share information and answer questions about the municipality’s hiring process. In partnership with the Office of Diversity & Inclusion/ANSAIO, the municipality engages with community partners to better understand potential barriers to employment with the municipality and to develop a plan to address them.

**Cancelled**  
Transitions to new Talent Strategy strategic initiative beginning 2024/25

**HEALTHY & SAFE WORKPLACE**

A commitment to health, safety and wellness is demonstrated to our people.

**CORPORATE SAFETY STRATEGY**

A new Office Inspection Program Pilot was completed, showcasing the municipality’s commitment to enhancing safety through innovative technology. The online user-friendly office inspection tool is accessible from smart devices to provide real-time summary data for improved hazard recognition.

Revisions to the Workplace Violence Prevention Corporate Procedure were completed, with launch expected July 1, 2024. Mandatory training will accompany the procedure to ensure effective implementation.

The Respiratory Protection Program Corporate Procedure was drafted based on Canadian Safety Association Safety Standards and is scheduled for implementation in 2024/25.

**Cancelled**  
Transitions to the new Employee Wellbeing strategic initiative beginning 2024/25

**WELLNESS STRATEGY**

Health and wellbeing initiatives continued with the reintroduction of a Corporate Wellness Fair and the expansion of the annual flu vaccine clinic program to include the COVID-19 vaccine. Health and wellbeing metrics were compiled and reviewed to guide the work of the Wellbeing

**Complete**  
Ongoing work transitions to the new Employee

team in support of the Strategy, with targeted information sharing and training/supports provided based on needs and requests from the business units. All work planned for the 2023/24 reporting period completed.

Support of the Wellness Strategy will carry on, using lessons learned from the launch in 2021 to refine and refresh supports available to employees and leaders within the organization to foster a safe and healthy workplace, both physically and psychologically. Business unit specific wellness fairs, an update of the Health and Wellness Intranet, ongoing promotion of proactive wellness supports, and a deeper analysis of the psychological wellbeing of municipal staff will be conducted in line with the Wellness Strategy and the Our People Administrative Priority.

Wellbeing  
strategic  
initiative  
beginning  
2024/25



## SERVICE EXCELLENCE

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

### STRATEGIC INITIATIVES BY OUTCOME AREA



- Exceptional Customer Service
- Innovative Performance Excellence

#### EXCEPTIONAL CUSTOMER SERVICE

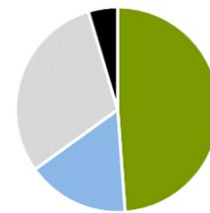
Focus on Customer Experience

#### INNOVATIVE PERFORMANCE EXCELLENCE

Performance Excellence Program  
Information Technology Strategic Plan

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### BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT SERVICE EXCELLENCE



- Complete
- On Track
- Late / Deferred
- Cancelled





## SERVICE EXCELLENCE

### 2023/24 PROGRESS ON STRATEGIC INITIATIVES

#### EXCEPTIONAL CUSTOMER SERVICE

Residents receive exceptional accessible and inclusive service provided through customer-centric planning and continuous improvement.

#### FOCUS ON CUSTOMER EXPERIENCE

A review of the [Recreation Funding Access program](#) for the [Affordable Access Program](#) (AAP) was completed, and a report is being prepared for Regional Council. All required changes will be included in the *Administrative Order Respecting Recreation User Charges* amendment report for early 2025. The AAP has grown significantly, with over \$1M in discounts provided to families in financial need in 2023/24.

On Track

Target  
3/31/2026

#### INNOVATIVE PERFORMANCE EXCELLENCE

Current and future needs are met through forward thinking, innovation and collaboration.

#### PERFORMANCE EXCELLENCE PROGRAM

The Yellow Belt training program was reviewed and updated following a gap analysis against other Yellow Belt training curricula. An assessment of the program is underway using criteria provided by the Council for Six Sigma certification, following which a determination will be made if the program will be put forward for certification.

On Track

Target  
3/31/2025

Five Lean Six Sigma Yellow Belt courses were offered and Property, Fleet & Environment staff received refresher Performance Excellence Awareness training. The number of employees who participated in Performance Excellence or lean training exceeded 2023/24 goals.

#### INFORMATION TECHNOLOGY STRATEGIC PLAN

The municipality continued to execute the multi-year strategy through review and enhancement of key information technology processes, continued engagement with business units to identify opportunities to leverage technology, and updates to the Information Technology Strategic Plan to ensure activities in future years align with the needs of all business units in providing services to residents. The portfolio of initiatives was updated through execution of the Information Technology triage process with governance provided by the Information Technology Investment Committee.

On Track

Target  
3/31/2028

## AWARDS AND ACHIEVEMENTS

### CANADIAN ASSOCIATION OF HERITAGE PROFESSIONALS

The Award of Excellence for Heritage Education, Awareness & Scholarship from the [Canadian Association of Heritage Professionals](#) was awarded to the following individuals from the Planning & Development business unit: Elizabeth Cushing, Heritage Planner; Seamus McGreal, Senior Heritage Planner; and Carter Beaupre-McPhee, Heritage Planning Researcher. They were recognized for their work on the African Methodist Episcopal Zion Church Commemoration. The award promotes excellence in heritage conservation and highlights the expertise of CAHP members as heritage professionals.



The project encompassed the redesign of a pedestrian plaza at the intersection of Gottingen and Falkland streets. The plaza is the former site of the Zion African Methodist Episcopal Church which was constructed in 1846 and demolished in 1955. Throughout the project, the team collaborated with the Office of Diversity & Inclusion, Parks & Recreation, and the African Nova Scotian community to reestablish significant spiritual and cultural associations between people and a place. Interpretation, commemoration, and celebration of these associations were studied and implemented both in the redesign and in the decision-making process.

The following individuals provided further support on this project: Hanita Koblents, Principal Planner, Planning & Development; Kate Moon, Community Developer, Parks & Recreation; Devon Parris, African Nova Scotian Advisor, Office of Diversity & Inclusion/ANSAIO; and Robert Blackmore, Engineering Technologist, Planning & Development.

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### NOVA SCOTIA'S TOP EMPLOYERS, ATLANTIC CANADA'S TOP EMPLOYERS AWARDS, AND CANADA'S TOP EMPLOYERS FOR YOUNG PEOPLE

The municipality is proud to be recognized as one of Nova Scotia's Top Employers (2024) and as one of Atlantic Canada's Top Employers (2024). This is

the third consecutive year that the municipality has received these designations. The municipality was also recognized nationally as one of Canada's Top Employers for Young People in 2024.

The Top Employers designations recognize employers that lead their industries in offering exceptional places to work and progressive employee programs and policies. The municipality was acknowledged for its in-house wellness programming, mental health coverage, flexible

## Achievements and Awards

work opportunities, paid sick days, strong benefits package and diverse learning and development opportunities.

### GOVERNMENT FINANCE OFFICERS ASSOCIATION DISTINGUISHED BUDGET PRESENTATION AWARD

Halifax Regional Municipality was awarded the [Government Finance Officers Association \(GFOA\) Distinguished Budget Presentation Award](#) for the 2023/24 *Capital and Operating Budget Books*. The award was established to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect guidelines established by the National Advisory Council on State and Local Budgeting and GFOA best practices on budgeting. Approximately 1,800 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.



### ESRI CANADA 2024 CALENDAR MAP

Robbie Evans, a Geographic Information Systems (GIS) Specialist for Halifax Regional Fire & Emergency was featured in the [Esri Canada's 2024 Calendar Map](#) for Robbie's [8 Minute Fire Station Coverage](#) submission.



Held annually, the calendar contest showcases the cutting edge of cartography and GIS solutions. The submission was originally featured by [Esri Canada](#) in 2018 and was once again selected to be included in this year's special edition calendar in celebration of Esri's fortieth anniversary.



**COP28  
UAE**

### UNITED NATIONS CLIMATE CHANGE CONFERENCE (COP 28)

Mayor Mike Savage, along with Director of Environment & Climate Change, Shannon Miedema and Manager of Climate Adaptation Shannon Fernandes, attended the [United Nations Climate Change Conference \(COP28\)](#) in Dubai in December 2023. At this pivotal global summit, many local governments argued for a seat at the table in discussions of climate policy because they are closest to the communities that are most affected. Representatives from the municipality learned, shared, and connected with others to discover new ideas and opportunities for driving down emissions and increasing resilience to climate impacts.

### 2023 CARBON DISCLOSURE PROJECT CITIES A LIST

Halifax Regional Municipality was recognized as one of 120 cities worldwide to receive the highest score possible (an A) for ambition, leadership, and transparency on climate action in the municipality's 2023 emissions and climate action reporting.



Cities receiving an A score demonstrate climate leadership through concerted and effective action and take four times as many mitigation and adaptation measures as non-A List cities. CDP is a [global, non-profit charity](#) that runs the world's disclosure system for investors, companies, cities, states and regions to assess their environmental impact and drive the urgent action needed to reduce greenhouse gas emissions, safeguard water resources and protect forests. CDP reporting is a Regional Council commitment through HalifACT.



### 2023 CORPORATE KNIGHTS' SUSTAINABLE CITIES INDEX

Halifax ranked 11<sup>th</sup> among 70 cities in the [2023 Corporate Knights' Sustainable Cities Index](#) (CKSCI). The CKSCI measures and evaluates environmental sustainability performance in 70 cities around the globe.

Cities are evaluated based on data collected from public sources or directly from the cities themselves. There are 12 CKSCI indicators, including public spaces, air pollution, water quality, energy systems, the efficiency of buildings and solid waste generation.

### CLEAN50 AWARDS

The municipality received three national awards at the Clean50 Summit for leadership in sustainability related to [HalifACT](#), the municipality's Climate Action Plan. Projects are chosen based on a five "I"s criteria: Impactful, Innovative, Inspiring, Informative and can readily be Imitated. HalifACT was among 26 winning projects in the category of [Canada's 2023 Clean50 Top Projects](#), a group selected annually based on their innovation and ability to inform and inspire other Canadians. HalifACT also won [Canada's 2023 Clean50 Top Project of the Year](#). Shannon Miedema, Director, Environment & Climate Change, was named one of [Canada's Clean50 list of 2023 honourees](#) and was awarded the [Clean16 Award, Leader for the Cities Category](#) recognizing stewardship and work as a sustainability professional and top contributor in the fight against climate change.

