

**Item No. 15.1.2**  
**Regional Council**  
**August 5, 2025**

**TO:** Mayor Fillmore and Members of Regional Council  
**FROM:** Cathie O'Toole, Chief Administrative Officer  
**DATE:** July 15, 2025  
**SUBJECT:** 2026-2030 Strategic Plan

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**ORIGIN**

**April 29, 2025, Halifax Regional Council motion (Item No. 15.1.4):**

MOVED by Councillor Cuttell, seconded by Councillor Kent

THAT Halifax Regional Council direct the Chief Administrative Officer (CAO) to:

1. Adopt the strategic planning process as set out in the discussion section of the staff report dated March 14, 2025, for the development of the 2026-2030 Strategic Plan; and
2. Provide feedback on the draft plan via alternative means (one-on-one meetings or facilitated workshops) followed by a presentation of the final 2026-2030 Strategic Plan at Committee of the Whole in summer 2025.

MOTION AS AMENDED PUT AND PASSED

**January 14, 2025, Halifax Regional Council motion (Item No. 15.1.3):**

MOVED by Councillor Hinch, seconded by Councillor Cleary

THAT Halifax Regional Council direct the Chief Administrative Officer to incorporate the results of the 2024 Resident Survey in the preparation of the updated 2026-2030 Strategic Plan.

MOTION PUT AND PASSED

The administration is presenting the 2026-2030 Strategic Plan and seeking Council's direction and approval on the approach for development of 2026/27 business plans and budgets.

**EXECUTIVE SUMMARY**

The 2021-2025 Strategic Priorities Plan is coming to an end this fiscal year. In collaboration with Regional Council, the Administration has created the 2026-2030 Strategic Plan (Strategic Plan). The Strategic Plan establishes the strategic direction for the municipality over the next four years.

Once approved, the Strategic Plan will trigger the development of Action Plans. The Action Plan (Years 1 and 2) will be presented to Budget Committee in Fall 2025 and will inform the development of the 2026/27

Budget and Business Plan, and subsequent Budget and Business Plans through to the end of the 2029/30 fiscal year. Confirmed Strategic Indicators will accompany the Action Plan (Years 1 and 2) when it is presented in the Fall.

The Strategic Plan will be effective April 1, 2026.

## **RECOMMENDATION**

*It is recommended that Halifax Regional Council approve the 2026-2030 Strategic Plan and direct the Chief Administrative Officer to develop Action Plans and Budget and Business Plans in alignment with this Strategic Plan for a period of four fiscal years commencing 2026/27.*

## **BACKGROUND**

On April 29, 2025, Regional Council approved the strategic planning process as set out in the discussion section of the staff report dated March 14, 2025, and directed the Chief Administrative Officer to develop the Strategic Plan (Attachment 1).

The Strategic Plan is the articulation of the municipality's strategic mandate and is produced at the commencement of a new Regional Council's term. Once confirmed, the Priorities and Goals are intended to remain unchanged throughout Regional Council's four-year mandate. The governance framework as outlined in the Strategic Plan provides opportunity for Regional Council to change direction, if necessary, as part of the multi-year strategic planning process.

Strategic Indicators are being developed in conjunction with the Strategic Plan and are how the municipality assesses its progress on the priorities and goals over the lifespan of the Strategic Plan. Draft Strategic Indicators are included in this version of the Strategic Plan, with the caveat that staff will be reviewing data availability and quality.

## **DISCUSSION**

The Strategic Plan reflects a collaborative process involving extensive engagement with Regional Council, municipal business units, and strategic partners. Council input was gathered through multiple workshops and written feedback that informed the identification of Priorities and Goals. A wide range of perspectives were shared, and the Strategic Plan represents a synthesis of this input, grounded in existing municipal strategies and operational realities.

The development of the plan was broken down into three phases:

- 1) Phase 1: Research
- 2) Phase 2: Engagement, Development and Refinement
- 3) Phase 3: Approval and Implementation

### **Phase 1: Research**

The Strategic Plan was developed in consultation with municipal leadership and staff, members of Regional Council, and strategic external partners (Halifax Water, Halifax Partnership, RCMP Halifax Regional Detachment, and Discover Halifax). This stage involved extensive research and review of the municipality's existing plans and strategies, a jurisdictional scan (more below), a review of the Mayor and Councillors' election platforms, and engagements with Regional Council members. The research phase incorporated public input from the [2024 Resident Survey](#).

A jurisdictional scan of seven Canadian municipalities was conducted to gain insight into their strategic

plans, priorities, and strategic planning and monitoring processes. Between July 15 and August 7, 2024, informal interviews were held with: York Region; the City of Winnipeg; the City of Victoria; Edmonton; the City of Ottawa; the City of Hamilton; and Brampton. Overall, the strategic planning processes to develop the Strategic Plan, its structure, and monitoring are consistent with other municipalities.

Additional research was conducted on the use of lenses in other municipalities' strategic plans and by other public-facing organizations and levels of government to tackle complex policy issues. The Strategic Plan uses a lens approach to enable the municipality to consider a problem, decision, or action from different points of view and to enhance strategic decision-making. Lens application is woven across Council and Administrative Priorities, to decrease siloing within Priorities, and allow for identification of actions that have multi-Priority Area characteristics. The Strategic Plan Lenses are: Equity, Diversity, Inclusion, and Accessibility; Environment and Climate Action; and Service Excellence. All aspects of the Strategic Plan (the Priorities, Goals and associated results, Priority Indicators, Performance Indicators, and Action Plans) are developed with the lens approach.

## **Phase 2: Engagement, Development and Refinement**

The second phase involved the work of the Administration through engagement with the public via a Shape Your City survey and additional engagements with Regional Council to flesh out the content of the Strategic Plan. Regional Council and the Administration identified three Council Priorities (Enabling Prosperity, Strengthening Communities, and Moving Better) and two Administrative Priorities (Responsible Administration and Our People). The Strategic Lenses were confirmed.

### *Regional Council Engagement*

Staff engaged Regional Council members at key points throughout the development of the Strategic Plan. Three small group workshops were held in February 2025 to outline the priorities, strategic lenses, and goals Regional Council members would like to accomplish during the Strategic Plan term. Regional Council was then provided with this information in aggregate to review and provide written feedback which was provided to Administration and staff throughout the process (more below).

### *Priority Working Groups*

Cross functional teams comprised of senior staff and subject matter experts from across the organization, as well as strategic external partners – Priority Working Groups (PWG) – worked collaboratively to develop and refine Council and Administrative Priorities. Strategic Plan Goals and their associated results were identified for the Strategic Plan term. A series of three workshops were held for each PWG (15 workshops in total) from March to May 2025. PWG participants also completed feedback and review exercises between the working group workshops.

Regional Council feedback was provided to the PWGs to inform refinement of the Goals and associated results. During this period, Corporate Planning & Performance (CPP) launched a Shape Your City survey to gather feedback from residents on the draft content of the Strategic Plan. In May 2025, at the request of Council, three additional small group workshops were held with members of Council (between PWG workshops two and three) to obtain additional feedback. Councillors were provided with a refined draft of the Strategic Plan along with an analysis of Shape Your City Survey results to inform their feedback. Council feedback was provided to PWGs to support final Strategic Plan content development.

### *Strategic Indicators*

In collaboration with CPP, PWGs began to develop Strategic Indicators to monitor the Strategic Plan Priorities and Goals over the term of the Strategic Plan. Additional business unit engagements and subject matter expert engagements were undertaken for performance measure collection and validation, resulting in the Strategic Indicators included in the Strategic Plan (with accompanying definitions and sources in Attachment 2). Strategic Indicator suitability, data availability and quality review are in progress to develop

confirmed Strategic Indicator profiles for approval in Fall 2025. Strategic Indicator profiles will include: reason for selection, desired trend, and target (if available). Strategic Indicators review findings may result in edits, removals, or replacements and will be accompanied by a rationale during the final confirmation of Strategic Indicators.

*Note: Strategic Indicators listed in the Strategic Plan as (future\*) are measures that are not currently reported by the Administration and may not be available in the first year of the Strategic Plan.*

#### *Feasibility Analysis*

A Feasibility Assessment (Attachment 3) was conducted to provide Regional Council with a high-level overview of the alignment of the Strategic Plan to the municipal mandate, whether plans and strategies exist to direct efforts towards the achievement of the Strategic Plan, and the likelihood to affect change with existing resources. The Feasibility Assessment outlines what staff expects could be achieved within existing resources and areas where additional resources may be required to deliver results and is a tool for Regional Council to use when reviewing the content of the Strategic Plan and to enable Goal prioritization. CPP met with each of the Business Units and their Financial Business Partners to complete this assessment. This assessment is not a binding budgetary document and is based on current state.

### **Phase 3: Approval and Implementation**

#### *Action Plan Development and Confirmation*

The approval of the Strategic Plan will direct the development of the Action Plans that will inform the development of Budget and Business Plans. The Action Plan (Year 1 and 2) will be presented to Budget Committee in Fall 2025 and will be accompanied by confirmed Strategic Indicators that will be used to measure progress and municipal performance in achieving the Strategic Plan. Many Actions will be SMART: Specific, Measurable, Achievable, Realistic, and Timebound.

In early 2026, business units will present Budget and Business Plans including deliverables and resource requirements to fulfill the Action Plan and advance municipal objectives.

#### *Strategic Plan Governance*

The Strategic Plan will be monitored and reported on according to the 2026-2030 Strategic Plan governance framework (page 10, Attachment 1 – 2026-2030 Strategic Plan). While the Priorities and Goals are intended to remain unchanged through Regional Council's four-year mandate, the governance framework provides opportunity for Regional Council to change direction on the Strategic Plan, if necessary.

The Action Plan and Strategic Indicators will be revisited as part of the multi-year strategic planning process, with a mid-year refresh of the Strategic Plan (if required) and Action Plan (Years 3 and 4).

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications to this report, however approval of the Strategic Plan does constitute planning and budget direction that will be shaped by the municipality's financial outlook, including emerging cost pressures.

### **RISK CONSIDERATION**

#### **Implementation, Funding, and Resourcing Risk**

While the proposed Strategic Plan establishes clear priorities, directional goals, and intended results,

including strategic indicators to measure performance, it does not include a fully developed set of actions and confirmed resources. To mitigate this, an Action Plan will be presented to Regional Council in Fall 2025 for consideration, including: actions, timelines, accountabilities, and confirmed Strategic Indicators. Actions may be subject to Regional Council approving resources to advance the work. Goal prioritization may affect the pace and scope of impact.

### **External Influences**

The 2026-2030 Strategic Plan was developed in advance of several major external initiatives, including the Link Nova Scotia Regional Transportation Plan, Provincial Policing Review, collaborative efforts around Emergency Management, and the impact of other partner organization's plans. As impacts from these are clarified, they may influence Strategic Plan goals. The Action Plan process will provide an opportunity to align these influences.

### **Council Prioritization**

Due to the collaborative approach taken to develop the Strategic Plan, it does not represent a prioritized set of goals. Council may wish to undertake a process to prioritize the goals within the Strategic Plan, which may impact the content of the Strategic Plan. To mitigate this, the Feasibility Assessment has been provided, and Regional Council will receive a Strategic Plan Goal prioritization survey to begin a prioritization exercise. Results of the survey will be included in the Strategic Plan presentation.

## **COMMUNITY ENGAGEMENT**

The 2024 Resident Survey presented to Regional Council on January 14, 2025, provided Regional Council with insight on public budget and priority preferences. Additionally, a Shape Your City Survey was developed in response to Councillor interest in public engagement on the draft Strategic Plan, expressed at the December 10, 2024, lunch and learn orientation on the strategic planning process. An analysis of those results was provided to members of Regional Council at the May 2025 workshops.

### **2024 Resident Survey**

The Resident Survey is one of many inputs to the municipality's planning processes, with the results of the survey being used to measure performance and guide strategic policy and planning decisions. From September 20 to October 13, 2024, residents in randomly selected households across the municipality were invited to complete the 2024 Resident Survey. There were 2,029 responses to the survey. Residents were asked to share their opinions on resident priorities and top issues facing the municipality, their satisfaction with municipal services, and their thoughts on potential and proposed changes and improvements – as well as other key issues impacting communities across the region. Results from the 2024 Resident Survey formed the primary public engagement process to inform development of the Strategic Plan.

### **Shape Your City Survey**

The Shape Your City Survey gathered feedback during the period of April 1 to April 23, 2025, and was advertised via digital news ads, social media, and print ads. Halifax Partnership shared the survey with their contacts (Business Improvement Districts, non-profit organizations, etc.). There were 2,950 respondents to the survey. The survey asked respondents to rank from "Very important" to "Not at all important" for: the strategic lenses, the priorities, and draft goal focus areas. Additionally, respondents were provided with the opportunity to provide written feedback on the draft plan content.

## **ENVIRONMENTAL IMPLICATIONS**

No environmental implications were identified.

## ALTERNATIVES

Regional Council could choose to add, delete, or amend the Council Priorities and/or Council Goals and associated results and direct staff to develop the 2026/27 Business and Budget Plans in support of these amendments.

## LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter clause 35 (1)(b), as follows:

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

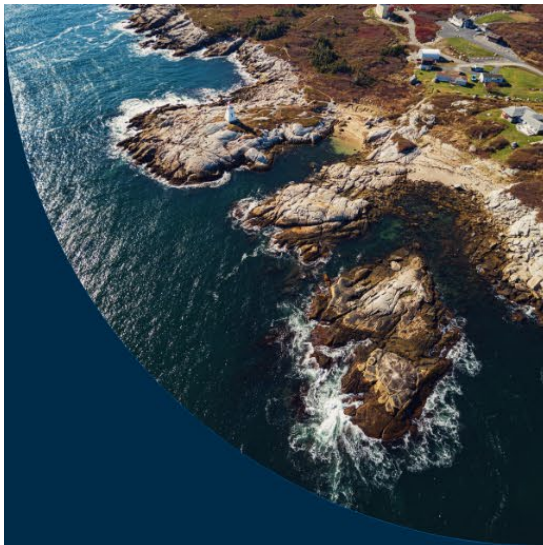
## ATTACHMENTS

Attachment 1 – 2026-2030 Strategic Plan

Attachment 2 – 2026-2030 Strategic Plan – Strategic Indicator Definitions and Sources

Attachment 3 – 2026-2030 Strategic Plan – Feasibility Assessment – July 2025

Report Prepared by: Michael Pappas, Director, Corporate Planning & Performance, Finance & Asset Management, 902.476.4696



**HALIFAX**

# 2026-2030 Strategic Plan:

*Supporting Growth*



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# Introduction

The Halifax Regional Municipality is the largest municipal jurisdiction in Atlantic Canada and one of the fastest growing regions in the country. As a home to diverse groups and cultures, the municipality serves a population of over 502,000 residents across more than 200 individual communities and neighbourhoods - providing a wide range of municipal programs and services. Considering the municipality has seen an average growth rate of 2.8 per cent since 2020, Supporting Growth was selected as the theme of the 2026-2030 Strategic Plan. Driven by the rapidly growing population, the 2026-2030 Strategic Plan aims to address the impacts of growth on the municipality and the services provided to residents.

Regional Council, comprised of the Mayor and 16 Councillors, serves as the governing authority for Halifax's 16 districts. As the municipality's legislative and governing body, Regional Council is responsible for establishing municipal policies and by-laws and setting the strategic direction for the organization. This direction is carried out by Chief Administrative Officer and a workforce of approximately 5,000 municipal employees.

This four-year Strategic Plan reflects close collaboration between Regional Council and the Administration and is shaped by the priorities of our communities. Key municipal services delivered under this leadership include fire and emergency response, community safety, public transit, policing, waste management, parks and recreation, infrastructure, community development planning, and environment and climate action.

The 2026-2030 Strategic Plan will guide the alignment of operational and capital budgets to ensure the successful implementation of the Strategic Plan's goals and its associated Action Plan. The municipality remains committed to service excellence and a disciplined, responsible approach to fiscal management. This approach helps to ensure financial stability, while at the same time delivering strong value to residents and making prudent investments in the future.

# Mayor's Message

***This is our Moment. This is our Plan.***



On behalf of Regional Council, I am pleased to share Halifax Regional Municipality's 2026-2030 Strategic Plan.

This plan reflects the voices of residents, businesses, and communities across our diverse municipality. Through conversations, consultations, and collaboration, we've heard clearly where our focus needs to be. The priorities outlined here have been shaped by that feedback and by the determination, creativity, and resilience of Haligonians who make our region stronger every day.

As our population surpasses half a million, we continue to grow. New developments, businesses, and ideas are reshaping the municipality into a more dynamic, inclusive, and forward-looking region. Billions of dollars in housing, transit, community facilities, and infrastructure projects are underway or on the horizon. These investments will help us meet the needs of today while preparing for tomorrow.

These are not ordinary times. But that is exactly what makes this moment such a powerful opportunity. As the economic engine of Nova Scotia, what happens in the municipality has a province-wide impact. In the face of global uncertainty, we must think boldly and act decisively, turning today's challenges into tomorrow's opportunities.

We have what it takes: the people, the environment, the economy, and the culture to build a more connected, inclusive, and resilient region. We will achieve this by focusing resources on delivering core services, making smart municipal investments, and strengthening partnerships. By embracing meaningful change and collaboration, we can make real progress.

This plan focuses intentionally on housing, mobility, and affordability: the essential building blocks for complete communities and long-term sustainability. These are the investments that will shape a better future for generations to come.

I want to thank our municipal staff for their tireless commitment and dedication to serving our communities. Regional Council will continue to work closely with the CAO and our municipal team to deliver on this Plan and ensure we meet the needs of all residents.

Together, we will continue to improve, innovate, and remove barriers and always be guided by a "yes, we can" mindset. Let's get to work.



Mayor Andy Fillmore

# District Councillors



**Cathy Deagle Gammon**

**DISTRICT 1**

Waverley – Fall River –  
Musquodoboit Valley



**David Hendsbee**

**DISTRICT 2**

Lawrencetown – The Lakes –  
Chezzetcook – Eastern Shore



**Becky Kent**

**DISTRICT 3**

Dartmouth South – Woodside –  
Eastern Passage



**Trish Purdy**

**DISTRICT 4**

Cole Harbour – Preston –  
Westphal – Cherry Brook



**Sam Austin**

**DISTRICT 5**

Dartmouth Centre



**Tony Mancini**

**DISTRICT 6**

Dartmouth East – Burnside



**Laura White**

**DISTRICT 7**

Halifax South Downtown



**Virginia Hinch**

**DISTRICT 8**

Halifax Peninsula North



**Shawn Cleary**

**DISTRICT 9**

Halifax West Armdale



**Kathryn Morse**

**DISTRICT 10**

Halifax – Bedford Basin West



**Patty Cuttell**

**DISTRICT 11**

Spryfield – Sambro Loop



**Janet Steele**

**DISTRICT 12**

Timberlea – Beechville – Clayton  
Park – Wedgewood



**Nancy Hartling**

**DISTRICT 13**

Prospect Road – St. Margarets



**John Young**

**DISTRICT 14**

Hammonds Plains – Upper  
Hammonds Plains – Lucasville –  
Middle & Upper Sackville



**Billy Gillis**

**DISTRICT 15**

Lower Sackville – Beaver Bank



**Jean St-Amand**

**DISTRICT 16**

Bedford – Wentworth

# Message from the CAO



With our vision, mission, and values always at the heart of what we do, the 2026-2030 Strategic Plan establishes the work of the municipality over the next four years and drives the efforts of thousands of municipal employees across our diverse business units.

I'd like to thank all of those who have shaped this plan through surveys and public engagement. Your feedback helps us stay accountable and align long-term goals and operational plans.

The municipality's approach is rooted in service excellence, equity, diversity, inclusion and accessibility, and environment and climate action, ensuring we meet the needs of today and prepare for tomorrow. The Strategic Plan enables our administration to allocate resources appropriately to ensure effective budgeting, business planning, and capital planning. A significant portion of our work is informed by the capital budget – our financial plan for long-term municipal investments in the region, such as new buildings, equipment and infrastructure. The 2026-2030 capital budget will invest over \$1.7 billion in the next four years to help us deliver on Regional Council's Priorities – **Enabling Prosperity, Strengthening Communities** and **Moving Better**.

As an organization, we will also advance our Administrative Priorities – **Responsible Administration** and **Our People**. In alignment with our values, these priorities clearly outline how we will conduct our work and ensure we are set up for success in delivering municipal programs and services.

There are many challenges and opportunities ahead of us. We look forward to collaborating internally, as well as with our government and community partners, to achieve shared goals, navigate complex issues and drive meaningful, lasting change in the region.

Municipal governments are on the frontlines of public service. With this Plan as our roadmap, we'll closely track our progress and work together to serve the needs of all residents for the next four years and beyond.

Kind regards,



Cathie O'Toole  
Chief Administrative Officer

# The 2026-2030 Strategic Plan

The 2026-2030 Strategic Plan articulates the municipality's vision, mission and values, and establishes key priorities now and into the future. The four-year plan is developed at commencement of the term of Regional Council and the execution of the plan is governed by the 2026-2030 Strategic Plan Governance Framework.

The Strategic Plan is accompanied by an Action Plan that informs budget and business plans, which ultimately direct municipal employee work. Action Plans will be developed for Years 1 and 2 and for Years 3 and 4 and will accompany the Strategic Plan.

## Strategic Plan Priorities

The plan defines two key streams of focus: Council Priorities, which outline the goals and areas of focus for Regional Council, and Administrative Priorities, which guide the actions of the Administration in advancing both Council's goals and broader organizational objectives.

Three Council Priorities – **Enabling Prosperity, Strengthening Communities, and Moving Better** – and two Administrative Priorities – **Responsible Administration** and **Our People** – align to the vision, mission, and values and provide strategic direction for the term of the Strategic Plan.

Council Priorities are established by Regional Council and reflect the municipality's most pressing needs and biggest opportunities. Administrative Priorities are established by the Chief Administrative Officer, in collaboration with municipal leadership and employees, and outline the roadmap for the organization to deliver programs and services to advance Council Priorities.

## Strategic Plan Framework



## Strategic Lenses

The 2026-2030 Strategic Plan adopts the use of Strategic Lenses as part of the strategic planning framework. This is a reflection that the municipality has matured and is ready to embed equity, diversity, inclusion, and accessibility, environment and climate action, and service excellence in operational decision making. Strategic Lenses should not be a special strategic, or temporary initiative – they are how the municipality must conduct day to day business on an on-going basis. Strategic Lenses enable the municipality to consider a problem, decision, or action from different points of view. In doing so, the municipality ensures the resident experience is reflected in its work.

### Equity, Diversity, Inclusion and Accessibility (EDIA)

The municipality values, understands, and draws upon the diverse views, ideas, lived experiences, skills, and knowledge of its residents and employees. In its decision-making, the municipality applies the EDIA lens to build more inclusive communities, programs, and services, and to actively remove systemic barriers. This approach ensures that all voices across the region are considered in shaping the future, promoting fairness and access for everyone.

## Environment and Climate Action (ENV)

The municipality integrates environment and climate action in all corporate and community planning, policies, infrastructure, investments, and services to achieve success in addressing the climate crisis and protecting the environment. Achieving net-zero emissions, safeguarding communities and infrastructure, and protecting ecosystems are paramount in the municipality's decision-making.

## Service Excellence (SE)

The municipality applies evidence-based decision-making, effective risk management, quality management, and resident-centric planning. By applying a Service Excellence lens, the municipality manages risks and opportunities while focusing on continuous improvement, modernization, and service quality. This approach ensures the organization remains adaptable, resilient, and committed to enhancing overall performance and the resident experience.

## Measuring the Success of the Strategic Plan

The Strategic Plan will be monitored and measured to assess progress using Strategic Indicators<sup>1</sup> – Priority Indicators will be used to gauge the progress of each Priority and Performance Indicators will measure progress toward Goal Results.

- **Priority Indicators** are not timebound to the Strategic Plan and there may be shared accountability for progress towards the vision – other entities outside of the municipality play a role. They answer the question, “Is the municipality doing the right thing(s)?”
- **Performance Indicators** are timebound to the Strategic Plan and are mostly or fully tied to the municipality for execution. They answer the question, “How well is the municipality achieving its goals?”

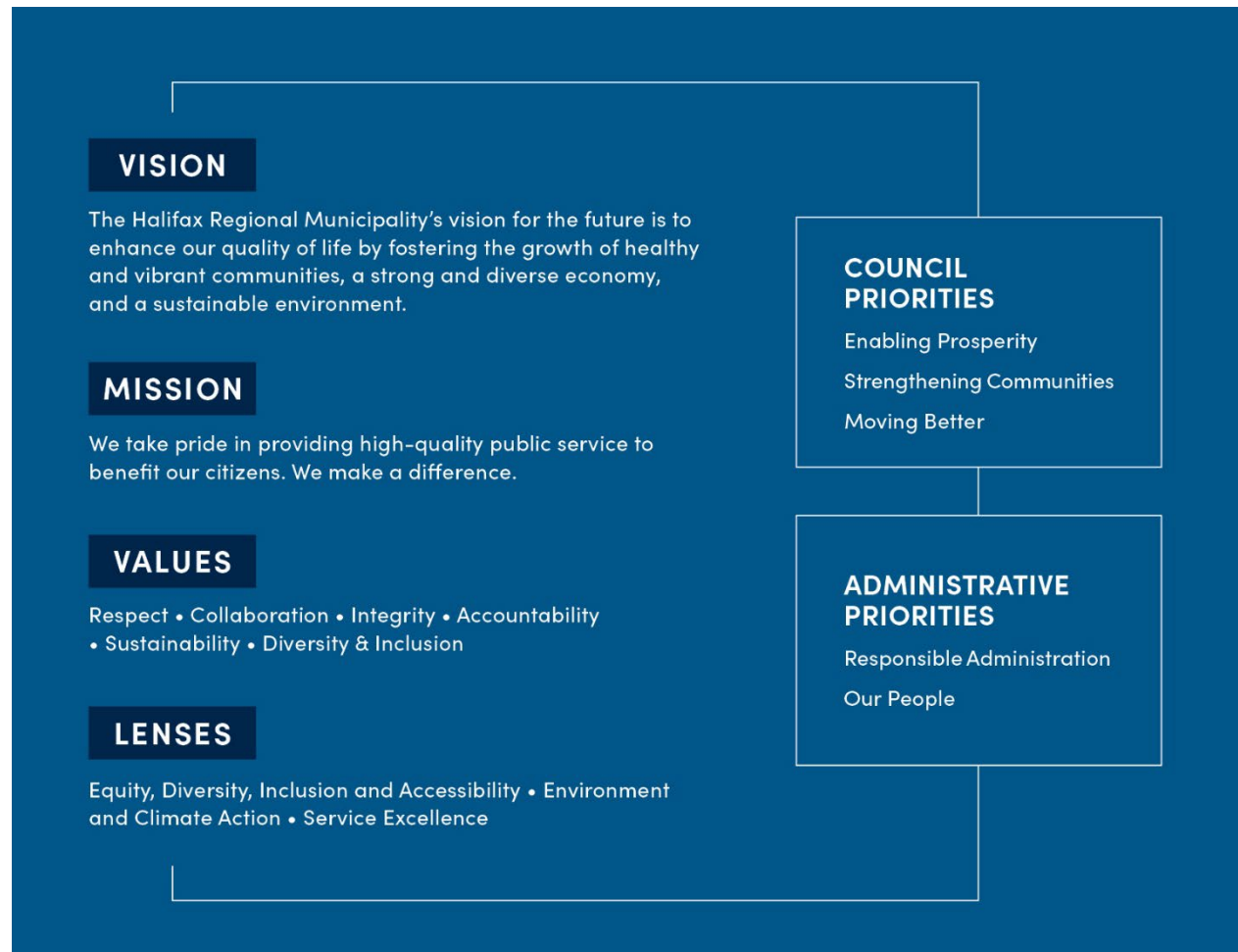
Starting the second year of the Strategic Plan, Strategic Indicators will be reported annually, values will be compared to targets and actual trends will be compared to desired trends. This analysis will be provided publicly via a strategic dashboard and an annual Performance Report.

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<sup>1</sup> This measurement framework is based on the Results-Based Accountability Framework outlined in *Trying Hard is Not Good Enough* by Mark Friedman.



## 2026-2030 Strategic Plan – Overview





## 2026-2030 Strategic Plan Governance Framework

### Development

Administration preparation	2024/25
Regional Council sworn in	
2026-2030 Strategic Plan Development	2025/26
2026-2030 Strategic Plan Launch	
Action Plan Development (Years 1 and 2)	

### Implementation

2026-2030 Strategic Plan Implementation	2026/27
Action Plan Implementation (Year 1)	
Action Plan Implementation (Year 2)	2027/28
Progress Report: Action Plan Year 1	
Action Plan Development (Years 3 and 4)	

### Mid-Plan Review

Performance Report: Action Plan Year 1	
Strategic Plan Mid-Plan Review and Evaluation	
Action Plan Confirmation (Years 3 and 4)	
Action Plan Implementation (Year 3)	2028/29
Progress Report: Action Plan Year 2	
Performance Report: Action Plan Year 2	
Action Plan Implementation (Year 4)	2029/30
Progress Report: Action Plan Year 3	
Performance Report: Action Plan Year 3	

### Close Out

Progress Report: Action Plan Year 4	2030/31
Performance Report: Action Plan Year 4	
2026-2030 Strategic Plan Final Report	

## ENABLING PROSPERITY

The municipality prioritizes sustainable, inclusive growth that strengthens the economy, builds resilient infrastructure, and expands housing options.

The municipality is committed to building inclusive, [sustainable](#) communities and a [resilient](#) economy. Growth will be managed through the planning of [complete communities](#) — where residents can live, work and access services in their communities — supported by increased [housing supply](#) with diverse options and resilient [infrastructure](#). This priority will shape land use policies, enable development through regulation and planning, and promote collaboration to advance [affordable housing](#), [mixed density](#) neighbourhoods, and flexible land use. To sustain long-term [prosperity](#), the municipality will continue to align investments with job creation and foster conditions that attract and retain businesses and talent.

### Strategic Lens Application

Enabling Prosperity embodies the Strategic Lenses through an emphasis on [inclusive growth](#) and municipal planning, environmental resilience, and high-quality service delivery.

EDIA: Community planning is done in collaboration with key partners and community groups to ensure that all areas of the municipality have equitable access to housing, jobs, and municipal services and can benefit from the growing economy.

ENV: Municipal planning is focused on reducing the impacts of climate change by using land wisely and building infrastructure that can handle future climate events. By focusing on creating complete communities, residents can reduce their car use and associated emissions.

SE: Robust municipal services and clear planning processes will help ensure residents and businesses feel supported, heard, and included as the municipality grows.

#### Priority Indicators

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Percent of population within the Urban service boundary</li><li>• Housing starts and completions (compared against targets)</li><li>• Households that spent 30% or more of income on shelter costs</li><li>• Total construction value of building permits</li><li>• Total population (and net migration)</li></ul> | <ul style="list-style-type: none"><li>• Percentage of municipal infrastructure at high risk due to climate impacts (<i>future</i>)*</li><li>• Industrial real estate vacancy rate</li><li>• Commercial Tax Base</li><li>• Gross Domestic Product (real 2017 \$ millions)</li><li>• Unemployment Rate</li></ul> |
|--|--|

\* *Under assessment for future use.*

## EP-01: Increase regional growth in strategic areas that are well-served by existing or planned services, utilities, and infrastructure.

### Results

- EP-01-R1 Growth and development is inclusive of [marginalized](#) and [underserved](#) communities.
- EP-01-R2 Municipal Planning Strategies and Land Use By-laws are updated to reflect evolving growth activity and critical housing needs.
- EP-01-R3 Overall population density is increased in [strategic areas](#).
- EP-01-R4 Increased residential and commercial growth inside the [Urban Service Boundary](#).

### Performance Indicators

- Percentage of new household permits in the Urban service area boundary (Target 75%)
- Percentage of permits issued within 500 metres of a transit stop

## EP-02: Expedite the delivery of housing supply and support the development of complete communities with a mix of housing options and convenient access to goods, services, and facilities.

### Results

- EP-02-R1 Permit applications are processed efficiently with timelines aligned to industry best practice and development needs.
- EP-02-R2 Land By-Laws and flexible planning tools are used to enable more density and a [mix of housing](#) and services in designated growth areas.
- EP-02-R3 Commercial, recreational, and residential [mixed-use](#) development is enabled.
- EP-02-R4 Increased availability of affordable housing, [deeply affordable](#) housing, and [non-market housing](#) through partnerships.

### Performance Indicators\*

- Average days to issue permit for new construction (Residential and Mixed-Use Building Permit) – compared to target
- Percentage of inspections completed within 2 days
- Average days to complete file – planning applications
- Total number of new residential units from permits issued (high density vs. low density)

**Results (continued)**

EP-02-R5      Municipal infrastructure and facilities can be added or scaled to meet increased demand.

**Performance Indicators\* (continued)**

- Number of housing units supported through municipality's affordable housing grants
- Number of new affordable housing units realized through HRM's affordable housing grants

\* *Proximity metrics are included in SC-05 and MB-03 performance indicators*

### EP-03: Maintain and improve municipal infrastructure resilience to mitigate and adapt to the impacts of climate change.

**Results**

EP-03-R1      Infrastructure and critical [assets](#) are built or retrofitted to incorporate sustainability principles and best practice elements to mitigate and adapt to climate impacts and sea level rise.

**Performance Indicators**

- Percentage of HalifACT "critical infrastructure and services" actions on track or complete
- Value of funded Build-Back-Better projects

### EP-04: Ensure residents and businesses can contribute to and benefit from the municipality's growing economy.

**Results**

EP-04-R1      Sufficient supply of industrial lands in strategic areas is available to accommodate sector and industry growth.

EP-04-R2      Visitors to the region continues to grow.

EP-04-R3      Municipal capital projects across the region continue to boost economic activity and growth.

**Performance Indicators**

- Industrial park sales
- Combined nights sold
- Total number of air passengers arriving to and departing from Halifax

**Results (continued)**

- EP-04-R4 Social Value Procurement agreements are increased.
- EP-04-R5 Events across the region boost economic activity and growth.

**Performance Indicators (continued)**

- Total number of cruise passengers arriving to Halifax
- Value (\$) of Social Value Procurement contracts awarded
- Total Direct Expenditure (Events East)
- Successful bids, economic impact – Discover Halifax
- The municipality's Ten-Signature Events economic impact

**EP-05: Attract, retain, and grow domestic and international business and talent.****Results**

- EP-05-R1 Streamlined processes for businesses.
- EP-05-R2 Increased revenues for the municipality by growing the property tax base (industrial/commercial/hotel/tourism).
- EP-05-R3 Increased number of businesses opening and expanding in the municipality.
- EP-05-R4 Increased [business confidence](#) in the municipality.
- EP-05-R5 Skilled people want to work and live in the region.

**Performance Indicators**

- Number of active businesses
- Business Confidence Index
- Labour Force Participation Rate

## STRENGTHENING COMMUNITIES

The municipality prioritizes safe and inclusive places and activities that enhance the quality of life for residents.

The municipality is committed to building communities that are safe, [resilient](#), inclusive, and [sustainable](#). Communities will be strengthened by improving emergency preparedness, mitigation, response, and recovery, enhancing [social cohesion](#) and quality of life, and protecting the natural environment. The municipality will foster a sense of belonging and support the needs of all residents by enhancing [social infrastructure](#) and reducing [barriers to participation](#). Further, investments in climate action, [ecosystem services](#) and local food systems support community well-being and environmental resilience.

### Strategic Lens Application

Strengthening Communities embodies the Strategic Lenses through emergency preparedness, mitigation, response and recovery, through community building, and the protection of the environment.

- EDIA: Emergency preparedness and response strategies ensure that all residents of all abilities, incomes, and backgrounds have equal access to information, resources, and safe shelter. The municipality is exploring [alternative responses](#) and [community-based public safety response](#) models to improve outcomes and is committed to reducing barriers to participation in programs, services, spaces, and events across the region. Municipal offerings are designed to reflect the diverse demographics of the population and meet the needs of all residents. These programs and spaces not only provide essential services but also foster connection, belonging, and community resilience by ensuring everyone feels welcome and represented.
- ENV: As climate change intensifies, the municipality is focused on inclusive and climate-resilient emergency response that protect all residents—especially those who are most vulnerable. This priority works to proactively protect the environment through the promotion of [net-zero](#) emissions in the wider community and protecting green spaces.
- SE: The municipality upholds [service standards](#) through timely inspections, effective response times, and clear, [accessible](#) communication in multiple languages. By continuously improving our emergency prevention, mitigation and response capacity and public safety programs, we aim to foster trust, reduce harm, and deliver dependable services that residents can rely on when it matters most. This includes delivering responsive social programming and inclusive parks and recreation services.

<b>Priority Indicators</b>	<ul style="list-style-type: none"> <li>• Individuals Experiencing Homelessness</li> <li>• Percentage of individuals living in food insecure households</li> <li>• Quality of Life Index (survey-based)</li> <li>• Perception of Well-being (survey-based)</li> <li>• Crime Severity Index</li> <li>• Perception of Safety Index (survey-based)</li> <li>• Fire-related fatalities per 100,000</li> <li>• Sense of Community Belonging (survey-based)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of registrants in recreational programs</li> <li>• Percentage of population with an active library card</li> <li>• Cost of climate events to the community</li> <li>• Cost of climate events to Halifax Regional Municipality</li> <li>• Greenhouse Gas Emissions per Capita</li> <li>• Green area per 100,000 population (hectares)</li> </ul>
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## SC-01: Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.

### Results

SC-01-R1	Residents are prepared for emergencies (crime, emergencies, and climate-related events).
SC-01-R2	The municipality is prepared for a coordinated response to emergencies and critical <a href="#">infrastructure</a> for essential services is maintained in a state of readiness.
SC-01-R3	Emergency plans are in place for <a href="#">at-risk communities</a> , including <a href="#">egress route</a> plans.
SC-01-R4	Municipal inspections are completed according to service standards.

### Performance Indicators\*

- Number of participants in crisis prevention and preparation training (public safety)
- Number of Wildfire Risk Assessments completed
- Percentage of Business Continuity Plans tested and trained in a year
- Percentage of municipal facilities assessed (building condition assessment)
- Percentage of at-risk communities lacking secondary egress routes prioritized in capital planning budget *(future)\**
- Percentage of fire inspections cases completed (vs target)

\* *Under assessment for future use*

## SC-02: Improve municipal emergency response and recovery efforts to keep residents safe, protect property, and restore essential services and infrastructure following an emergency event.

### Results

- SC-02-R1 Improved communications to residents during emergency events, recovery, and restoration.
- SC-02-R2 Improved dispatch and response times for emergency service providers within established service standards, strategies, policies, and plans.
- SC-02-R3 Timely and effective recovery and restoration following emergencies is delivered in alignment with established service standards.
- SC-02-R4 Residents are supported during emergencies and suitable refuge locations are available.
- SC-02-R5 Public safety response models are implemented which deliver an alternative to traditional response

### Performance Indicators\*

- Number of registrants hfxALERT
- Effective Firefighting Force
- First unit on scene to Urban medical incidents (%)
- First unit on scene to Rural medical incidents (%)
- First unit on scene to Rural fire incidents (%)
- First unit on scene to Urban fire incidents (%)
- Number of major service disruptions *(future)\**
- Number of people accessing alternative (policing) response services

\* Under assessment for future use.

## SC-03: Improve the well-being of community members at risk of or experiencing homelessness by enhancing supports and resources.

### Results

- SC-03-R1 Through partnerships with other levels of government and non-profits, individuals experiencing homelessness or who are unhoused have the resources they need (including housing, food and mental health support, cultural needs).

### Performance Indicators

- Number of people sleeping rough
- Number of encampments



## Results (continued)

SC-03-R2 The use of public outdoor spaces to support homelessness is reduced and ultimately discontinued, as other alternatives become available.

## SC-04: Plan and invest in social infrastructure and opportunities for connection to increase residents' well-being and sense of belonging in their communities.

### Results

SC-04-R1 Increased community well-being initiatives and grants.

SC-04-R2 Municipal programs, services, spaces and events continue to connect residents to their communities and are inclusive.

SC-04-R3 Improved access and safe community spaces.

SC-04-R4 Increased investment opportunities for the protection, nurturing and celebration of culture, and heritage [assets](#).

### Performance Indicators

- Number of Community Grants issued by type
- Number of youth participants in crime prevention focused programming
- Kilograms of food distributed
- Annual Library uses per person
- Number of multicultural events supported by the municipality

## SC-05: Improve equitable access to municipal programs, services, indoor and outdoor spaces, and events for all residents.

### Results

SC-05-R1 Increased participation by [equity-deserving](#) and [underrepresented](#) groups.

SC-05-R2 Improved [accessibility](#) and [affordability](#) of municipal facilities, program offerings, services, spaces, and events across the region.

### Performance Indicators\*

- Number of municipal buildings meeting accessibility standards
- Proximity to recreation facilities and assets (*future*)\*
- Number of clients in Affordable Access Program recreation services

#### Performance Indicators\* (continued)

- Number of inclusion support recreation participants *(future)\**
- Number of recreational staff available for inclusion support

\* Under assessment for future use.

### SC-06: Invest to enable community efforts to reduce carbon emissions by 75% (of 2016 levels) by 2030 and net-zero by 2050.

#### Results

- SC-06-R1 Increased use of sustainable energy solutions (solar energy generation, EV charging infrastructure) by residents.
- SC-06-R2 Increased programming and education on carbon reduction and climate impacts.
- SC-06-R3 Increased participation in [waste diversion](#) and recycling programs.

#### Performance Indicators

- Energy supplied through public HRM charging infrastructure (kWh)
- Total capacity of solar electric approved through the Solar City Program (MW)
- Cumulative capacity of net-metered solar installed (MW)
- Residential waste diversion rate

### SC-07: Invest in the enhancement, protection, and expansion of natural assets, green spaces and urban agriculture to support community and ecological health and resilient ecosystem services.

#### Results

- SC-07-R1 Increased protection and [naturalization](#) of a regional network of ecologically healthy parks and green spaces to ensure they are sustained for future generations.

#### Performance Indicators

- Hectares of purchased or newly received parkland

**Results (continued)**

SC-07-R2	Increased urban tree canopy.
SC-07-R3	Increased access to and use of parks and green spaces by residents for recreation and food production (e.g. <a href="#">urban agriculture</a> ).
SC-07-R4	Reduced impacts on bodies of water and waterways, including stormwater management.
SC-07-R5	Reduced wildfire risk (e.g. FireSmart programming).

**Performance Indicators (continued)**

- Number of naturalization projects completed within a park per year
- Number of Nature-based solutions implemented by the municipality in a year
- Number of trees planted
- Area of urban agriculture on municipal land
- Percentage of water (recreational) quality guideline exceedance
- Wildfire damage acreage

## MOVING BETTER

The municipality ensures a safe, accessible, efficient, and connected public transit and regional transportation network that promotes environmentally sustainable options and offers residents travel choices that meet their needs.

A strong transportation system safely, reliably, and efficiently connects residents to jobs, education, services, and their communities. As the municipality grows, it is increasingly important to focus on safe, integrated, equitable, and [sustainable](#) transportation solutions to ensure that resident needs are met. The municipality will be innovative and ensure that transportation [infrastructure](#) evolves alongside the region's needs by prioritizing providing [travel choice](#), managing traffic flow and congestion, investing in sustainable travel modes, and maintaining and improving infrastructure that serves residents across the region.

### Strategic Lens Application

Moving Better embodies the Strategic Lenses by planning for a transportation network that reflects the diverse needs across the region, supports a healthy environment, and delivers excellent service to all residents.

EDIA: [Accessibility](#) for all abilities, incomes, and backgrounds is prioritized to connect all residents, especially in [underserved](#) areas.

ENV: Sustainable modes such as public transit and [active transportation](#) (e.g. cycling, walking, rolling) are prioritized to continue to reduce emissions, support climate goals, and manage traffic congestion.

SE: This priority strives for service excellence across all modes of travel by improving reliability, safety, maintenance, user experience, and leveraging innovative technologies.

### Priority Indicators

- Injury/fatal collisions per 100,000 population by mode (vehicle, pedestrian, cyclist)
- Transit boardings per capita
- Access-A-Bus trips per capita
- Mode Share – Sustainable Travel Modes (cyclist, pedestrian/rolling, Transit)
- Commute duration by mode
- Vehicle ownership per capita
- Number of electric vehicle charging stations (community-wide)

## **MB-01: Manage traffic congestion and improve the efficiency of the transportation network.**

### **Results**

- MB-01-R1 Improved travel times through key intersections and pinch points (e.g. Windsor St. Exchange, Rotary, etc.).
- MB-01-R2 Reduced impact of municipal road work, and isolated traffic incidents on traffic flow and travel times.
- MB-01-R3 Reduced traffic impacts on emergency response times.

### **Performance Indicators**

- Average bus travel time at corridors
- Average Travel time – emergency response (rural and urban)

## **MB-02: Improve the reliability of public transit.**

### **Results**

- MB-02-R1 Reduced service disruptions and cancellations.
- MB-02-R2 Improved on-time performance.
- MB-02-R3 Increased Halifax Transit use.

### **Performance Indicators**

- Hours of lost service – bus and ferry
- Overall network on-time performance
- Number of Transit boardings

## **MB-03: Improve access to sustainable transportation modes.**

### **Results**

- MB-03-R1 Increased accessibility of transportation modes including public transit, Access-A-Bus, micro-transit, and other options.
- MB-03-R2 Improved access to transportation [assets](#) such as bus shelters, terminals, active transportation pathways, and electric charging infrastructure.
- MB-03-R3 Transportation modes are adjusted to reflect latest accessibility standards.

### **Performance Indicators**

- Percentage of trips provided by Access-A-Bus annually of demand
- Percentage of population living within 500 metres of active transportation (within service area boundary)
- Percentage of residents living within 500 metres of a transit stop

**Performance Indicators (continued)**

- Number of electric vehicle charging stations installed by the municipality
- Average daily bicycle volume (at specific locations)
- Percentage of bus stops upgraded to meet accessibility standards (compared to target)
- Number of accessible features installed vs. target (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)

**MB-04: Improve safety of transportation modes.****Results**

- MB-04-R1 Reduced injuries and fatalities for users of the transportation network (walking, rolling, cycling, driving, public transit).
- MB-04-R2 Enhanced public transit passenger safety measures are implemented.
- MB-04-R3 Road safety measures implemented across the network.

**Performance Indicators\***

- Number of fatal and injury collisions – HRM jurisdiction (by mode)
- Number of Halifax Transit security incidents (*future*)\*
- Percentage of road safety measures implemented (of target)

\* *Under assessment for future use.*

**MB-05: Public transit resources and service standards align and grow with the municipality.****Results**

- MB-05-R1 Public transit service is aligned with areas of greatest demand, and scalable, to maintain and/or expand routes to and within underserved and growing communities.

**Performance Indicators\***

- Percentage of routes meeting ridership guidelines (*future*)\*

**Results (continued)**

MB-05-R2 Improved focus on public transit in rural areas including increased support for existing models and exploration of new service delivery options.

**Performance Indicators\***

- Number of passenger overloads (exceeds passenger capacity)

\* Under assessment for future use.

**MB-06: Improve connectivity between and within communities.****Results**

MB-06-R1 Improved connection to the public transit and active transportation network within and between communities.

MB-06-R2 Improved [transportation equity](#) of public transit and active transportation.

**Performance Indicators**

- Total annual KM of new sidewalk
- Total annual KM of bike lanes and local street bikeways
- Total annual KM of multi-use pathways constructed annually

**MB-07: Develop and enhance the transportation network and infrastructure assets to meet defined service levels.****Results**

MB-07-R1 Sustainable standards for transportation network and infrastructure asset renewal and growth are developed and managed.

MB-07-R2 Fixed transportation assets impacting the road network are safe and well maintained.

MB-07-R3 Transportation network and infrastructure asset [service levels](#) are maintained to improve customer experience.

**Performance Indicators**

- Percentage of sidewalks in fair condition and poor condition
- Network average Pavement Quality Index (0 to 100)
- Transit buses – Mean Distance Between Failures

# RESPONSIBLE ADMINISTRATION

The organization prioritizes accountability and leverages tools and processes to efficiently deliver services, engage with the community, and support sustainable growth.

The organization is dedicated to delivering high-quality municipal services through a strong commitment to [fiscal responsibility](#), [environmental sustainability](#), and inclusive service delivery. This involves using tax dollars wisely to meet current community needs while planning for the future, ensuring operational efficiencies, and driving continuous improvement across all services and processes. The organization is committed to meaningful community engagement and partnerships, fostering trust and collaboration to guide policies, programs, and services. The organization will innovate and continuously improve how services are delivered and how policies are developed. At the same time, the municipality is committed to climate change action by reducing its own emissions to [net-zero](#) by 2030.

## Strategic Lens Application

Responsible Administration embodies the Strategic Lenses by delivering high-quality, reliable services in a way that is inclusive of all residents, environmentally sustainable, and financially responsible.

- EDIA: Equity, [accessibility](#), and inclusion guide every aspect of how services are designed and delivered—ensuring all residents, regardless of ability, background, income, or location, can safely and easily access municipal programs, infrastructure, and information. Further, by actively listening to different perspectives, the municipality can continue to grow and evolve with the community it serves.
- ENV: The organization shows its commitment to climate action in its planning, policies, decisions, [infrastructure](#), services, and investments. At the same time, the organization understands the urgency of taking action on climate change, with a goal to reduce its own emissions to net-zero by 2030.
- SE: The organization is committed to continuous improvement, streamlining internal systems and processes, and using data and the right tools to work smarter, make evidence-based decisions, and mitigate risks and disruptions to services. Achieving excellence involves efficient resource allocation, transparent operations, and a focus on meeting resident needs and expectations.

### Priority Indicators

- Residential Tax Effort
- Tax collected as a percentage of tax billed (%)
- Debt service ratio
- Municipal debt by own-sourced revenue
- % Satisfaction – municipal services (survey)



## RA-01: Preserve and strengthen the municipality's financial position to meet current and future needs and obligations.

### Results

- RA-01-R1 Municipal services and resources are [strategically prioritized and optimized](#) based on best practice advice, fiscal responsibility, [fiscal sustainability](#), and community needs.
- RA-01-R2 [Services levels](#) are reviewed and adjusted as needed to respond effectively to municipal priorities and service outcomes.
- RA-01-R3 [Affordability](#) is considered when establishing user fees and service costs.

### Performance Indicators\*

- Percentage of reserves meeting policy minimum
  - Percentage of capital budget funded by debt
  - Variance – operational actual expenses versus budget
  - Variance – revenue actual versus budget
  - Dollar value of grants and tax relief *(future)\**
  - Dollar value of Affordable Access Program
- \* *Under assessment for future use.*

## RA-02: Monitor, maintain, and replace municipal assets to establish and ensure service levels.

### Results

- RA-02-R1 Service level requirements of asset conditions are met and aligned with policies and strategies.
- RA-02-R2 [Assets](#) are inspected, assessed, and managed properly to achieve expected asset life.
- RA-02-R3 Improved budget and data accuracy for completeness of asset data records and improved forecasting.
- RA-02-R4 [Natural assets](#) are incorporated into municipal operations.

### Performance Indicators\*

- Percentage of assets meeting target condition *(future)\**
  - Percentage of asset with a formalized asset management plan by asset class
  - Percentage of planned vs. unplanned maintenance (transit buses, buildings, and corporate vehicles)
  - Percentage of natural assets with an identified utilization plan *(future)\**
- \* *Under assessment for future use.*

### RA-03: Reach net-zero municipal operations by 2030.

#### Results

- RA-03-R1 Municipal assets, infrastructure projects, and operations are adapted for resilience and reduced greenhouse gas emissions (i.e. municipal buildings, solid waste, fleet vehicles, facilities, and infrastructure).
- RA-03-R2 The municipality's climate commitments are met.

#### Performance Indicators

- Greenhouse Gas Emissions – municipal operations
- Energy usage intensity of municipal buildings
- Percentage of HalifACT actions on track

### RA-04: Continuously improve municipal services and programs for quality, efficiency, and cost effectiveness while supporting an accessible and user-friendly experience.

#### Results

- RA-04-R1 Municipal programs and services are measured and monitored for adherence to [service standards](#).
- RA-04-R2 Increased use of automated processes and advanced technologies.
- RA-04-R3 Improved processes generate cost efficiencies and support service delivery.
- RA-04-R4 Information on municipal services is easily [accessible](#) in many ways (e.g. in-person, phone, online, etc.).
- RA-04-R5 Customers are satisfied with their interactions with the municipality.

#### Performance Indicators\*

- Percentage of services meeting standards *(future)\**
- Number of continuous improvement projects – by category
- Benefits realized (\$) – continuous improvement projects
- Percentage of Auditor General recommendations completed at first follow-up
- Percentage of service requests resolved within standard *(future)\**
- Customer Inquiry Average Resolution Time (Planning & Development)
- Quality and accuracy results for 311 (%)
- 311 Abandonment rate (%)

\* *Under assessment for future use.*

## RA-05: Deliver meaningful and accessible public engagement and education on key municipal issues.

### Results

- RA-05-R1 Improved resident participation in municipal public consultations from all groups, including [underrepresented](#) and/or [marginalized](#) groups.
- RA-05-R2 Municipal engagement and education opportunities are accessible and meets residents where they are at (in-person, social media, mobile phone, surveys, etc.).
- RA-05-R3 Residents are satisfied with municipal public engagement efforts.

### Performance Indicators\*

- Actively engaged users of online community engagement portal
- Followers on primary social media accounts
- % Satisfaction – public engagement (Resident Survey)
- Participant feedback regarding public experience with the engagement process (future)\*

\* Under assessment for future use.

## RA-06: Foster collaborative relationships with other levels of government and partners.

### Results

- RA-06-R1 Role and [mandate](#) clarification between levels of government and partnerships is improved.
- RA-06-R2 Improved advocacy to and engagement with other levels of government.
- RA-06-R3 Increased access to external funding and resources, and cost-shared major infrastructure projects.

### Performance Indicators

- Dollars invested in the municipality by partners

## RA-07: Enhance the organization's ability to anticipate and manage risks and opportunities effectively.

### Results

RA-07-R1 Employees are trained and have access to information, tools, and processes needed to manage [risks](#) and opportunities effectively.

### Performance Indicators\*

- Percentage of employees that have received risk training *(future)*\*

\* *Under assessment for future use.*

# OUR PEOPLE

The organization is committed to equity, diversity, inclusion, accessibility, and employee well-being, health, and safety to attract and retain a talented and engaged workforce.

Employees are successful when they can be themselves at work and feel safe — both physically and mentally. The organization strives to be a place where people feel engaged, proud of their work, and excited to stay for their whole careers. This means supporting employees with tools, training, and opportunities to grow and move within the organization. Leadership plays a key role by showing strong support for understanding cultural differences, helping teams succeed, and promoting employee well-being. A flexible, respectful, and supportive workplace helps connect employees to a sense of purpose, improves well-being, and makes the organization a great place to work.

## Strategic Lenses Application

Our People embodies the Strategic Lenses through the organization’s commitment to an inclusive, sustainable, and engaged workplace – one that embraces diversity, supports environmental responsibility, and empowers employees to deliver exceptional service to the community.

- EDIA: The organization is committed to providing an inclusive and barrier-free work environment, starting with the hiring process to ensure that applicants can fully participate in all stages of the recruitment process. To serve a growing and diverse population, the organization works to ensure employees feel safe, included, and respected. This means recognizing the different needs and strengths people bring, and making sure everyone has opportunities to grow, lead, and do their best work.
- ENV: A workplace that supports flexibility — like hybrid work— also supports the environment and improves well-being and mental health. Remote work and flexible schedules can significantly reduce car commutes and lower greenhouse gas emissions. Additionally, reduced office occupancy decreases the need for heating and cooling, leading to lower energy consumption.
- SE: When employees and leaders feel valued, supported, and have the tools and training they need, they do great work and that leads to better service for everyone in the community. The organization encourages an environment where employees feel connected, proud of the work they do, and make a difference for residents.

### Priority Indicators

- Percentage of job applicants that self-identify
- Percentage of Voluntary Employee Turnover
- Percentage of Internal Fill Rate
- Total Accident Frequency
- Employee engagement metric (*future*)\*

\* Under assessment for future use.

## OP-01: Foster a workplace that is equitable, diverse, inclusive, and accessible.

### Results

- OP-01-R1 Complaints related to discrimination, harassment, and accommodation is reduced.
- OP-01-R2 *Accessibility Act* workplace requirements are met.
- OP-01-R3 Staff and leaders are trained in equity, diversity, inclusion, and [accessibility](#).

### Performance Indicators

- Number of Approved WCB-NS Gradual Onset Psychological Injury Claims
- Percentage of employees that feel the municipality appropriately demonstrates its commitment to diversity, equity and inclusion (survey)
- Number of participants – EDIA training

## OP-02: Strengthen the attraction and retention of people with the skills and behaviours needed to deliver municipal services.

### Results

- OP-02-R1 [Compensation](#) and benefits are competitive.
- OP-02-R2 Positions are filled in a timely manner.
- OP-02-R3 Increase in qualified candidates applying for positions.
- OP-02-R4 Proactive [succession planning](#), increased pathways, and appropriate career supports are provided to retain employees.
- OP-02-R5 Employees are engaged, supported, and provided tools to be successful in delivering services.

### Performance Indicators\*

- Percentage of job offers declined (by reason)
- Percentage of employees who left for better compensation (exit survey) Average time from job posting to job offer acceptance
- Average number of qualified candidates per job posting
- Percentage of critical jobs with a succession plan (*future*)\*

\* *Under assessment for future use.*

### OP-03: Increase employee access to learning and development opportunities.

#### Results

- OP-03-R1 Improved onboarding to support new employees and employees in new positions.
- OP-03-R2 Opportunities and programs support employee growth and well-being continue to be developed.
- OP-03-R3 Increased employee training opportunities and participation rates in programs that build leadership skills and support succession planning.

#### Performance Indicators\*

- Percentage of new employees that completed onboarding training vs target (*future*)\*
- Percentage of employees that completed mandatory training
- Number of employees participating in Mentorship and Aspiring Leaders program, Evolving Leaders

\* Under assessment for future use.

### OP-04: Foster a safety-first culture where employees' mental, emotional, and physical well-being are protected.

#### Results

- OP-04-R1 Decreased employee physical and [psychological workplace injury](#), injury duration, lost time, claims, and associated costs.
- OP-04-R2 Mental health and well-being are promoted in the workplace.
- OP-04-R3 Employees are aware of and comply with applicable health and safety legislation and access workplace health and safety tools.
- OP-04-R4 Leadership is provided the training for necessary skills to support the safety and well-being of employees.

#### Performance Indicators

- Lost Time Accident Frequency
- Percentage of Health & Safety Lost Time Hours
- Number of compliance orders – Psychological Workplace Safety
- Percentage of employees completed the mandatory safety training

# Glossary

## A

### **Accessibility/ Accessible**

The policies, infrastructure, and services that ensure all residents – regardless of ability – can participate fully and equitably. This includes everything from physical access to public buildings to inclusive program delivery, communications, and civic participation. Accessibility also refers to the access to programs and services in a community – i.e. the availability of municipal programs and services.

### **Active transportation**

Any alternative to motorized personal travel that residents use to get from one place to another – most commonly walking, cycling, wheeling (e.g. using a wheelchair), skateboarding, e-mobility, or using scooters.

### **Affordability**

The cost of essential goods and services – like housing, transit, and recreation – being within financial reach of residents across income levels.

### **Affordable housing**

The *Halifax Regional Municipality Charter* defines affordable housing as housing that meets the needs of a variety of households in the low to moderate income range.

### **Alternative response**

A non-traditional or non-police-led intervention model used to address specific community issues – particularly in areas such as mental health crises, homelessness, substance use, or public disturbances – where traditional enforcement may not be appropriate or effective. Related to [Community-based public safety response](#).

### **Assets/ Municipal Assets**

The resources owned or managed by the municipality that are used to provide essential services, support community development, and maintain quality of life. It is a resource with economic value that the municipality owns or controls with the expectation that it will provide a future benefit.



**At-risk communities**

Populations or neighbourhoods that are vulnerable to adverse social, economic, health, or environmental outcomes, often due to a combination of systemic barriers, limited access to services, and heightened exposure to risk factors (e.g. communities built on floodplains or in wildfire-prone areas, or remote communities).

## B

**Barriers to participation**

The obstacles – physical, systemic, cultural, technological, economic, or informational – that prevent residents from equitably using or benefiting from municipal services, spaces, programs, or opportunities.

**Business confidence**

The degree of optimism or pessimism that local businesses have about the current and future state of the economy, their operating environment, and municipal support for business growth.

## C

**Community-based public safety response**

A collaborative approach to law enforcement in which police work proactively and in partnership with community members, local organizations, and other stakeholders to identify and address problems related to crime, safety, and quality of life. Related to [Alternative response](#).

**Compensation**

The total remuneration and benefits provided to municipal employees in exchange for their work and service. It encompasses wages or salaries and various financial and non-financial benefits, excluding pensions, that support employee well-being, retention, and performance.

**Complete communities**

Places that are designed to meet the daily needs of all residents – regardless of age, ability, or income – within a short distance of where they live. The goal is to create inclusive, accessible, and sustainable neighbourhoods with a range of housing options where residents can live, work, shop, play, and move safely without depending entirely on personal motor vehicles.

## D

### **Deeply Affordable**

Housing that is priced well below market rates, specifically designed to serve low-income households.

## E

### **Ecosystem services**

The benefits that natural systems (like forests, wetlands, rivers, and green spaces) provide to residents and communities. These services support human health, safety, environmental sustainability, and economic well-being, often without requiring built infrastructure (e.g. stormwater management, water filtration, and improved air quality).

### **Egress route**

The designated paths or exits that allow residents to safely and quickly leave their community during an emergency, such as a fire, flood, or climate emergency. Emergency A serious, unexpected, and often dangerous situation requiring immediate action.

### **Equity-deserving groups**

The understanding that all people deserve the right to equitable treatment, specifically referring to groups of people who deserve equitable rights, but who are not currently afforded them.

## F

### **Fiscal responsibility**

The prudent, transparent, and accountable management of municipal funds.

### **Fiscal sustainability**

The municipality's ability to maintain its financial health and service levels over the long term without incurring unsustainable debt, depleting reserves, or overburdening future taxpayers.

## H

### **Housing supply**

The total quantity and variety of housing units available or in development within the municipality. This includes existing homes, newly constructed units, and those planned or approved through zoning and development processes.

## I

### **Inclusive growth**

Economic development that is deliberately structured to benefit all residents.

### **Infrastructure**

Municipally owned/occupied facilities or leased premises, streets, sidewalks, parks, playgrounds, buses and parking lots.

## M

### **Marginalized**

Excluded or pushed to the margins of a society or group. Marginalized communities or groups experience social, political and economic discrimination and exclusion because of unequal power relationships with the dominant group.

### **Mandate**

The authority given to the municipality to carry out specific duties or provide certain services. Mandates are typically established through legislation, Regional Council decisions, strategic plans, or intergovernmental agreements, and guide what a municipality must do, can do, or chooses to prioritize.

### **Mixed density**

Mixed density refers to the intentional planning and development of neighbourhoods that include a variety of housing forms and building scales.

**Mix of housing / Mixed Housing**

Neighbourhood design or development that includes a variety of housing types, sizes, tenures, and price points within a single community or development area.

**Mixed-use**

The integration of different land uses (e.g. residential, commercial, institutional, cultural, and recreational) within a single building, site, or neighbourhood.

**Municipal Asset**

See Asset.

## N

**Natural assets**

The ecosystems and natural features that provide essential services to the community, much like built (or engineered) infrastructure. These can include forests, wetlands, rivers, coastlines, urban trees, and soil systems, which offer critical services such as stormwater management, flood protection, air and water filtration, and climate regulation.

**Naturalization**

The process of restoring or converting developed or managed landscapes – such as parks, boulevards, stormwater ponds, or vacant lands – into more natural, ecologically functioning environments.

**Net-zero Emissions / Net-zero**

“Net-zero emissions” (net-zero) refers to the end state where emissions are reduced as low as possible and then offset the remaining emissions using carbon capture techniques and purchased carbon offsets.

**Non-market housing**

Non-market housing refers to residential units that are not priced by the private market but are instead delivered through government, non-profit, or co-operative models to ensure affordability for those in need.

## P

### **Prosperity**

Prosperity encompasses both economic and social dimensions, where material wealth, financial stability, and job creation are harmonized with access to essential services and a high quality of life for all residents. Prosperity is sustained through municipal planning and development policies, aligning investments with strategic job growth, and fostering conditions that attract and retain businesses and talent.

### **Psychological workplace injury**

A mental health condition that arises from, or is significantly aggravated by, work-related factors. Unlike physical injuries, it impacts an individual's emotional, cognitive, and psychological well-being, often impairing their ability to perform their job and engage in daily life.

### **Psychological workplace safety**

Refers to the conditions, policies, and culture that protect and support employees' mental health and emotional well-being.

## R

### **Resilient**

The municipality's ability to anticipate, absorb, recover from, and adapt to challenges or disruptions – such as natural disasters, climate change, economic shocks, pandemics, or social stresses – while maintaining core services and safeguarding the well-being of its residents. Resilience may involve adaptation over time to create a system that better withstands future stresses or shocks

### **Risk management**

The systematic process of identifying, assessing, prioritizing, and mitigating those risks to ensure that a municipality remains resilient, accountable, and effective in serving the public.

## S

### **Service levels**

The service to be offered, its scope, frequency, and quality provided (e.g. what is delivered, how often, to whom, and under what conditions).

### **Service standards**

The specific, measurable benchmarks or criteria that define how municipal services should be delivered in terms of timeliness, quality, accessibility, reliability, and customer satisfaction (e.g. how well and how quickly the service is delivered).

### **Social cohesion**

The degree of unity, solidarity, and connectedness within a society or group. A socially cohesive community is one where residents feel safe, valued, and empowered, and where diversity is respected and actively supported.

### **Social infrastructure**

Refers to the facilities, services, and networks that support the well-being, inclusion, and resilience of a community.

### **Strategic areas**

Specific locations within the municipality that are identified for focused planning or development actions due to their strategic importance (e.g. growth centres or urban nodes targeted for intensification).

### **Strategically prioritized and optimized**

Process by which projects, services, or investments are evaluated, ranked, and managed based on their alignment with strategic priorities and goals, available resources, and desired outcomes to ensure the best use of limited budget, time, and capacity, while delivering maximum public value.

### **Succession planning**

Proactive identification, development, and preparation of employees to fill key leadership or critical roles within the organization.

### **Sustainability/ Sustainable**

The municipality's ability to meet the needs of current residents without compromising the needs of future generations, by balancing environmental protection, economic development, and social well-being.

## T

### **Transportation equity**

The fair and inclusive access to transportation for all residents – regardless of income, age, ability, geography, or background.

### **Travel choice**

The range of transportation options available for getting from one place to another – including walking, cycling, public transit, driving, carpooling, and other forms of mobility.

## U

### **Underrepresented**

Individuals or groups who have limited presence or participation in certain roles, fields, or environments – often due to factors like race, gender, disability, or other aspects of identity. For example, people who identify as women are underrepresented in occupations that are traditionally dominated by men, such as trades.

### **Underserved**

Refers to individuals or communities that do not have adequate access to essential services, resources, or opportunities.

### **Urban agriculture**

The use of a structure or land for the breeding, planting, cultivation, or harvesting of plants, such as vegetables, fruits, herbs, sprouts, and ornamental plants and flowers. Urban agriculture is increasingly recognized as a way to enhance food security, social inclusion, environmental stewardship, and local economic development.

### **Urban Service Boundary**

The area where municipal approval for serviced development has been granted and to undeveloped lands to be considered for serviced development. The lands within the Urban Service Boundary shall only be developed with municipal wastewater and stormwater collection and water distribution systems.

## W

### **Waste diversion**

The process of redirecting waste materials away from landfills or incineration and toward more sustainable practices such as recycling, composting, reusing, or recovering resources.



## 2026-2030 Strategic Plan – Strategic Indicator Descriptions and Sources

*The material in this document is provided by Halifax Regional Municipality as general information only. A reasonable effort has been made to ensure the information provided is correct as of July 7, 2025, but the Halifax Regional Municipality does not guarantee the accuracy or completeness of that information.*

Descriptions of each indicator are provided below with general sources provided in brackets (). Indicators noted as “(future)” are to be described when the data becomes available for reporting.

### Enabling Prosperity – Priority Indicators

Priority Indicator	Description
Percent of population within the Urban service boundary.	Estimated percentage of population living within the geographics boundaries of the Urban service boundary (municipal data).
Housing starts (compared against targets)	A housing start is defined as the beginning of construction work on the building where the dwelling unit will be located. This can be described in two ways: the stage when the concrete has been poured for the whole of the footing around the structure or an equivalent stage where a basement will not be part of the structure (Canada Mortgage and Housing Corporation).
Housing completions (compared against targets)	A “completion” is defined as the stage at which all proposed construction work on the building has been performed, although under some circumstances a building may be counted as completed where up to 10 percent of the proposed work remains to be done (Canada Mortgage and Housing Corporation).
Households that spent 30% or more of income on shelter costs	The classification related to housing affordability is whether the occupants of the dwelling paid 30% or more of household total income towards shelter costs. Calculated for private households living in owned or rented dwellings who reported a total household income greater than zero (Census, Statistics Canada).

Priority Indicator	Description
Total construction value of building permits	The total construction value for building permits (Residential, Mixed-Use & Commercial) issued in the given year (municipal data).
Total population (and net migration)	Population estimates for the Halifax Regional Municipality (Statistics Canada).
Percentage of municipal infrastructure at high risk due to climate impacts (future)	<i>To be determined.</i>
Industrial real estate vacancy rate	Industrial space availability rate (CBRE, Industrial MarketView).
Commercial Tax Base	Taxable assessed value of commercial property in the municipality (Property Valuation Services Corporation).
Gross Domestic Product (real 2017 \$ millions)	Gross Domestic Product (GDP) is a measure of the market value of all the final goods and services produced within the municipality in real 2017 dollars (Conference Board of Canada).
Unemployment Rate	Number of unemployed persons compared to available labour force size (Statistics Canada).

### Enabling Prosperity – Performance Indicators

Goal	Performance Indicator	Description
EP-01	Percentage of new household permits in the Urban service area boundary (Target 75%)	The percentage of new residential permits issued within the Urban service area boundary (municipal data).
EP-01	Percentage of permits issued within 500m of transit stop	The percentage of new residential permits that are issued within 500 metres of a Halifax Transit bus stop (municipal data).
EP-02	Average days to issue permit for new construction (Residential and Mixed-Use Building Permit)	Average number of days between application submitted and permit issued for residential and mixed-use building permits construction (municipal data).

Goal	Performance Indicator	Description
EP-02	Percentage of inspections completed within 2 days	Percentage of inspections completed within two days, based on the total completed inspections (municipal data).
EP-02	Average days to complete file – planning applications	Average number of days to complete a permit for a planning application. ‘Completed Permits’ are permits with a current status of completed and the Certificate of Occupancy or Certificate of Completion has been issued (municipal data).
EP-02	Number of new high-density residential units from permits issued	Number of new high-density residential units resulting from permits issued (Regional Centre, Suburban & Rural) (municipal data).
EP-02	Number of new low-density residential units from permits issued	Number of new low-density residential units resulting from permits issued (Regional Centre, Suburban, Rural) (municipal data).
EP-02	Total number of new residential units from permits issued	Total number of new residential units resulting from permits issued (Regional Centre, Suburbs, Rural) (municipal data).
EP-02	Number of housing units supported through municipality’s affordable housing grants	The number of affordable housing units awarded funding through the municipal Affordable Housing Grant Program. The program is open to all registered non-profit or charitable organizations for costs associated with the development, renovation, or purchase (including land) of affordable housing units (municipal data).
EP-02	Number of new affordable housing units realized through HRM’s affordable housing grants	The number of new affordable housing units which received occupancy, supported by the municipal Affordable Housing Grant Program. The program is open to all registered non-profit or registered Canadian charitable organizations for costs associated with the development, renovation, or purchase (including land) of affordable housing units.

Goal	Performance Indicator	Description
EP-03	Percentage of HalifACT “critical infrastructure and services” actions on track or complete	The percentage of HalifACT actions intended to maintain and improve resilience of critical infrastructure and services that are in progress and tracking towards associated HalifACT targets (municipal data).
EP-03	Value of funded Build-Back-Better projects	The dollar value of funded Build-Back-Better projects after disaster events that incorporate resilience measures in repair and replacement work (municipal data).
EP-04	Industrial park sales	The municipality’s industrial land sales per year (in acres) (municipal data).
EP-04	Combined nights sold	Total number of overnight room nights sold in hotels and short-term rentals in the municipality (Discover Halifax Annual Report).
EP-04	Total number of air passengers arriving to and departing from Halifax	Total number of air passenger enplaned or deplaned and plane trips from Halifax Stanfield International Airport (Halifax Stanfield International Airport and Statistics Canada, Aircraft Movement Statistics).
EP-04	Total number of cruise passengers arriving to Halifax	Total number of cruise passengers arriving to Halifax (Port of Halifax, Cargo & Cruise Statistics).
EP-04	Value (\$) of Social Value Procurement contracts awarded	The sum of all procurement transactions with a social benefit alignment as described in AO 2022-012-ADM including direct and indirect benefits.
EP-04	Total Direct Expenditure (Events East)	Direct expenditures measure the estimated impact of the events hosted by Events East Group, using a methodology and calculation developed through analysis of historical and average attendees and event organizer spending (Events East Annual Report).
EP-04	Successful bids, economic impact – Discover Halifax	The estimated economic impact (in dollars) of successful bids (Discover Halifax Annual Report).
EP-04	The municipality’s Ten-Signature Events economic impact	The economic prediction of all ten signature municipal events based on the Economic Impact Calculator from Discover Halifax (municipal data).

Goal	Performance Indicator	Description
EP-05	Number of active businesses	"Active" businesses are those with current or recent filings through various tax programs (Statistics Canada).
EP-05	Business Confidence Index	The Business Confidence Index is calculated based on five questions that cover the past, current, and future performance of the municipality's economy as well as its performance relative to other cities (Halifax Partnership Index, Narrative Research, Business Confidence Survey (Various)).
EP-05	Labour Force Participation Rate	The percentage of the working-age population that is either employed or actively seeking employment based on the Labour Force Survey issued by Statistics Canada.

### Strengthening Communities – Priority Indicators

Priority Indicator	Description
Individuals Experiencing Homelessness	The number of individuals experiencing homeless during the Point-in-Time Survey, which is a coordinated data collection strategy that counts the number of people experiencing homelessness in a region within a 24-hour period. It provides an estimated snapshot of a community's extent and nature of homelessness. The count collects data on the number of individuals and families experiencing homelessness (Point in Time Count Report provided by the Affordable Housing Association NS).
Percentage of Individuals Living in Food Insecure Households	The percentage of residents living in households that experience inadequate or insecure access to food (Statistics Canada Census and Canadian Income Survey).
Quality of Life Index (survey-based)	Percentage of residents that rate the quality of life in the municipality as good or very good (Resident Survey municipal data).

Priority Indicator	Description
Perceptions of Well-being (survey-based)	Results from asking survey participants 'Using a scale of zero to ten, with zero (0) meaning 'Not at all' and ten (10) meaning 'Completely,' how satisfied are you with life nowadays. Measured via the Halifax Partnership's annual City Matters Survey.
Crime Severity Index	The Crime Severity Index (CSI) measures changes in the level of severity of crime year to year, with a higher rating for more serious crimes and based to 100 (Statistics Canada).
Perception of Safety Index (survey-based)	Measures how safe residents feel on public transit, walking at night, in park or neighbourhood (Resident Survey, municipal data).
Fire-related fatalities per 100,000	Number of fatalities caused by fire-related incidents per 100,000 population (municipal data, Statistics Canada).
Sense of Community Belonging	Percentage of residents who feel connected to their neighbourhood (Resident Survey, municipal data).
Number of registrants in recreational programs	Total number of participants registered in recreation programs for all municipally owned, operated and partner-operated facilities (municipal data).
Percentage of population with an active library card	The percentage of the population of the municipality that have an active (registered, updated, used) library card in the most recent 3 years (municipal data).
Cost of climate events to the community	Insured losses to community from climate events (Insurance Bureau of Canada).
Cost of climate events to Halifax Regional Municipality	Tracked costs associated with municipal response and recovery during climate events (municipal data).
Greenhouse Gas Emissions per Capita	Total greenhouse gases in tonnes -CO <sub>2</sub> equivalent units generated by all activities within the municipality per capita (based on a calendar year) (municipal data, Statistics Canada).

Priority Indicator	Description
Green area per 100,000 population (hectares)	Total green area in the municipality per 100, 000 population (municipal data, Statistics Canada).

### Strengthening Communities – Performance Indicators

Goal	Performance Indicator	Description
SC-01	Number of participants in crisis prevention and preparation training	The total number of participants, including municipal employees and volunteers, trained on crisis prevention and preparation training (public safety) annually including Non-Violent Crisis Intervention, Mental Health First Aid, Bystander Intervention Training, etc. (municipal data).
SC-01	Number of Wildfire Risk Assessments completed	The annual number of Wildfire Risk Assessments completed (municipal data). These are inspections requested that assess wildfire risk of properties using the Fire Smart standard (municipal data).
SC-01	Percentage of Business Continuity Plans tested and trained in a year	The percentage of Business Continuity Plans that have been tested for effectiveness and/or employees that have been trained for implementation (municipal data).
SC-01	Percentage of municipal facilities assessed (building condition assessment)	The percentage of municipal buildings that have undergone formal building condition assessment within a designated cycle (municipal data).
SC-01	Percentage of at-risk communities lacking secondary egress routes prioritized in capital planning budget (future)	<i>To be determined.</i>
SC-01	Percentage of fire inspections cases completed (vs target)	The proportion of Fire Inspection Cases completed versus the legislative requirement (municipal data).
SC-02	Number of registrants hfxALERT	Number of people who have registered to receive notifications via hfxALERT (municipal data).

Goal	Performance Indicator	Description
SC-02	Effective Firefighting Force	The percentage of incidents in urban areas where the Effective Firefighting Force (EFF) target is met. Halifax Regional Fire & Emergency's EFF target is greater than or equal to 14 firefighters on the scene of a structure fire within 11 minutes. This target applies to areas with a population density of at least 100 people per square kilometre (municipal data).
SC-02	First unit on scene to Urban medical incidents (%)	The percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) urban areas (municipal data).
SC-02	First unit on scene to Rural medical incidents (%)	The percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) rural areas (municipal data).
SC-02	First unit on scene to Rural fire incidents (%)	The percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) rural areas (municipal data).
SC-02	First unit on scene to Urban fire incidents (%)	The percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) urban areas (municipal data).
SC-02	Number of major service disruptions (future)	<i>To be determined.</i>
SC-02	Number of people accessing alternative (policing) response services	The count of individuals who use alternative or community-based programs like crisis intervention teams, mental health outreach etc. (municipal data).
SC-03	Number of people sleeping rough	The number of tents or similar structures in municipal dedicated & non-designated locations.



Goal	Performance Indicator	Description
SC-03	Number of designated encampments	The total number municipal dedicated outdoor encampments where individuals experiencing homelessness are residing (municipal data).
SC-04	Number of Community Grants issued by type	The number of awarded Community Grants annually by tier. The program provides annual cash grants to registered non-profit organizations and charities located throughout the Halifax region (municipal data).
SC-04	Number of youth participants in crime prevention focused programming	The number of youths engaged in programs aimed at preventing criminal behavior through education, recreation, and community involvement (municipal data).
SC-04	Kilograms of food distributed	Total weight of food distributed into communities by the municipality's Mobile Food Market annually (municipal data).
SC-04	Annual Library uses per person	The number of visits, loans in-person and online, program attendance, Wi-Fi use etc. per person (municipal data).
SC-04	Number of multicultural events supported by the municipality	The total number of community-led multicultural events that received municipal support (e.g. funding, facilities etc.) (municipal data).
SC-05	Number of municipal buildings meeting accessibility standards	The number of municipally owned buildings meeting applicable accessibility standards (municipal data).
SC-05	Proximity to recreation facilities and assets (future)	<i>To be determined.</i>
SC-05	Number of clients in Affordable Access Program recreation services	Number of clients in the Affordable Access Program (municipal data limited to municipally owned and operated sites) (municipal data).
SC-05	Number of inclusion support recreation participants (future)	<i>To be determined.</i>

Goal	Performance Indicator	Description
SC-05	Number of recreational staff available for inclusion support	The total active number of recreational staff available for inclusion support (these are staff specifically hired as inclusion support staff, specialized inclusion support staff or inclusion coordinators) (municipal data).
SC-06	Energy supplied through public HRM charging infrastructure (kWh)	Total cumulative amount of electricity dispensed to electric vehicles in kWh through municipally owned and operated public EV chargers.
SC-06	Total capacity of solar electric approved through the Solar City Program (MW)	Total cumulative capacity in megawatts (MW) Direct Current (DC) of solar electric approved for financing through the Solar City Program (municipal data).
SC-06	Cumulative capacity of net-metered solar installed (MW)	Cumulative amount of power from installed solar energy systems that are tied to the grid, measured in megawatts (MW).
SC-06	Residential waste diversion rate	Percentage of waste diverted to landfill disposal from properties receiving municipal waste collection services – single-unit and multi-residential/up to six dwelling units, and registered condominium buildings (municipal data).
SC-07	Hectares of purchased or newly received parkland	The hectares of purchased or newly received municipal parkland (municipal data).
SC-07	Number of naturalization projects completed within a park per year	The number of projects completed whereby an ecologically based approach to landscape management enhances biodiversity and ecological resilience in the urban landscape using native or non-invasive-adapted plant species including flowering perennials, grasses, shrubs, and trees (municipal data).
SC-07	Number of nature-based solutions implemented by the municipality in a year	Green-infrastructure and naturalization projects on the right-of-way, at corporate buildings and other municipal-led projects (municipal data).
SC-07	Number of trees planted	Number of trees planted in the municipality (municipal data).

Goal	Performance Indicator	Description
SC-07	Area of urban agriculture on municipal land	Total designated area of urban agriculture used for food production (municipal data, Statistics Canada).
SC-07	Percentage of water (recreational) quality guideline exceedance	The percentage of monitoring results that exceed Health Canada's water quality guidelines for recreational water usage for E. Coli or cyanobacteria levels on supervised beaches throughout the summer in the municipality (municipal data).
SC-07	Wildfire damage acreage	The area of wildfires that required Natural Resources assistance within Halifax Regional Fire & Emergency response area (Department of Natural Resources).

### Moving Better – Priority Indicators

Priority Indicator	Description
Injury/fatal collisions per 100,000 population by mode (vehicle, pedestrian, cyclist)	Number of fatal and injury collisions per 100,000 population (per calendar year, provincial and municipal right of ways, municipal data and Statistics Canada).
Transit boardings per capita	Total annual transit boardings – Conventional, Access-A-Bus, Ferry per capita (municipal data, Statistics Canada).
Access-A-Bus trips per capita	Number of Access-A-Bus trips (municipal data).
Mode Share – Sustainable Travel Modes (cyclist, pedestrian/rolling, Transit)	Percentage of people travelling from place of residence to place of work by cyclist, pedestrian/rolling, Transit (Census, Statistics Canada).
Commute duration by mode	Average commute duration for all modes of travel (automobiles, transit, walking/rolling, and cycling) travelling from place of residence to place of work (Census, Statistics Canada).
Vehicle ownership per capita	The total number of vehicles (motorcycles and passenger vehicles) registered per person in the municipality (Province of Nova Scotia, Statistics Canada).

Priority Indicator	Description
Number of electric vehicle charging stations (community-wide)	Total number of public electric vehicle charging stations in the municipality – Level 2 and direct current fast chargers (Natural Resources Canada).

### Moving Better – Performance Indicators

Goal	Performance Indicator	Description
MB-01	Average bus travel time at corridors	The average time (in minutes) public transit takes to travel through key corridors (municipal data).
MB-01	Average travel time – emergency response (rural and urban)	The average time (minutes) it takes for municipally owned emergency vehicles (fire) to reach scene of incident from call being received (municipal data).
MB-02	Hours of lost service – bus and ferry	Hours of service not provided or cancelled due to weather, vehicle breakdown, traffic, etc. (municipal data).
MB-02	Overall network on-time performance	Percentage of buses arriving at scheduled time points not more than three minutes later than scheduled (municipal data).
MB-02	Number of Transit boardings	Total annual transit boardings – Conventional, Access-A-Bus, Ferry (municipal data).
MB-03	Percentage of trips provided by Access-A-Bus annually of demand	The percentage of requested trips that become actual operated trips. Also referred to as "Activation rate", trips may not operate due to multiple reasons like no show, cancelled by client, client trip refusal, etc. (municipal data).
MB-03	Percentage of population living within 500 metres of active transportation (within service area boundary)	Percentage of residents living within 500m of active transportation within the Urban Transit Service Boundary (municipal data).
MB-03	Percentage of residents living within 500 metres of a transit stop	Percentage of residents living within 500m of a transit stop within the Urban Transit Service Boundary (municipal data).

Goal	Performance Indicator	Description
MB-03	Number of electric vehicles charging stations installed by the municipality	The number of publicly available electric vehicle charging stations installed by the municipality (municipal data).
MB-03	Average daily bicycle volume (at specific locations)	The average number of bicycles counted daily at designated cycling infrastructure points to promote sustainable transportation mode and design strategy (municipal data).
MB-03	Percentage of bus stops upgraded to meet accessibility standards (compared to target)	Percentage of bus stops upgraded compared to the number of upgrades targeted in a year (municipal data).
MB-03	Number of accessible features installed (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)	Total number of new accessibility features installed or upgraded across the municipal transportation network including curb-cuts, Accessible Pedestrian Signals, and attention tactile warning indicators (municipal data).
MB-04	Number of fatal and injury collisions – HRM jurisdiction (by mode)	Number of fatal and injury collisions per 100,000 population (per calendar year, municipal right of ways, municipal data and Statistics Canada).
MB-04	Number of Halifax Transit security incidents (future)	Measures security and escalated incidents occurring in or on Halifax Transit vehicles, vessels or infrastructure (municipal data).
MB-04	Percentage of road safety measures implemented (of target)	The proportion of planned road safety measures implemented compared to the targets set by the Road Safety Strategy (municipal data).
MB-05	Percentage of routes meeting ridership guidelines (future)	<i>To be determined.</i>
MB-05	Number of passenger overloads (exceeds passenger capacity)	Number of reported instances where passenger volume exceeded the vehicle's carrying capacity and boardings were denied entry (municipal data).
MB-06	Total annual kms of new sidewalk	The length (kms) of sidewalk added across the municipality annually (municipal data).

Goal	Performance Indicator	Description
MB-06	Total annual kms of bike lanes and local street bikeways	The length (kms) of bike lanes and local street bikeways added across the municipality annually (municipal data).
MB-06	Total annual kms of multi-use pathways constructed annually	The length (kms) of multi-use pathways added across the municipality annually (municipal data).
MB-07	Percentage of sidewalks in fair condition and poor condition	The percentage of municipal sidewalks rated in poor condition (greater than 40 per cent of sidewalk panels are defective in a block) (municipal data).  <i>or</i> The percentage of municipal sidewalks rated in fair condition (greater than 20 per cent but less than 40 per cent of sidewalk panels are defective in a block) (municipal data).
MB-07	Network average Pavement Quality Index (0 to 100)	The Pavement Quality Index (PQI) is a measure of the surface distress (Pavement Condition Index – PCI), and roughness (Ride Condition Index – RCI) – 100 is best, 0 is worst. The PQI that is reported is the Network Average PQI (municipal data).
MB-07	Transit buses – Mean Distance Between Failures	Average distance travelled by conventional transit buses before experiencing a mechanical or technical failure that results in service disruption (municipal data).

### Responsible Administration – Priority Indicators

Priority Indicator	Description
Residential Tax Effort	Residential Tax Effort is a measure of the total residential tax revenue per dwelling unit in relation to the median household income (Municipal profile and financial condition indicators report, Government of Nova Scotia).

Priority Indicator	Description
Tax collected as a percentage of tax billed (%)	Total revenue by tax collection compared to taxes billed (municipal data).
Debt Service Ratio	Debt servicing costs (principal and interest) as a share of municipal revenues (Municipal profile and financial condition indicators report, Government of Nova Scotia).
Municipal debt by own-sourced revenue	Proportion of annual controllable revenue being used to fund debt service cost (municipal data).
Percentage satisfaction – municipal services (Resident Survey)	Percentage of respondents that are satisfied with the quality of municipal services (Resident Survey respondents that agree/strongly agree, municipal data).

### Responsible Administration – Performance Indicators

Goal	Performance Indicator	Description
RA-01	Percentage of reserves meeting policy minimum	The percentage of the four reserves that have set minimums that are now at or above their minimum balance (municipal data).
RA-01	Percentage of capital budget funded by debt	Displays the reliance of the municipality on long-term debt to finance its capital budget versus other sources available, such as current year taxes, savings, and funding from external sources (municipal data).
RA-01	Variance – operational actual expenses versus budget	The per cent difference between the operational actual year-end expenses and the original budget (municipal data).
RA-01	Variance – revenue actual versus budget	The per cent difference between actual year-end revenue and budgeted revenue (municipal data).
RA-01	Dollar value of grants and tax relief (future)	<i>To be determined.</i>
RA-01	Dollar value of Affordable Access Program	Dollar value of Affordable Access Program recreation services (municipal data limited to municipally owned and operated sites).

Goal	Performance Indicator	Description
RA-02	Percentage of assets meeting target condition (future)	<i>To be determined.</i>
RA-02	Percentage of assets with a formalized asset management plan by asset class	An Asset Management Plan (AMP) guides the management of one or more physical asset in the most cost-effective manner to provide a specified level of service. AMPs will focus on major assets within each asset class first and then expand to all assets in the future (municipal data).
RA-02	Percentage of planned vs unplanned maintenance	Percentage of planned maintenance (Transit buses, buildings, and corporate vehicles) as a percentage of all maintenance (municipal data).
RA-02	Percentage of natural assets with an identified utilization plan (future)	<i>To be determined.</i>
RA-03	Greenhouse Gas Emissions – municipal operations	Total corporate GHG emissions including buildings, fleet, and street lighting (not Halifax Transit) (municipal data).
RA-03	Energy usage intensity of municipal buildings (measured as kilowatt hours per square Meter)	Total energy (in kilowatt hours) used by municipal buildings divided by the area of municipal buildings (measured in square meters) (municipal data).
RA-03	Percentage of HalifACT actions on track	The percentage of HalifACT actions that are in progress and tracking towards associated HalifACT targets (municipal data).
RA-04	Percentage of services meeting standards (future)	<i>To be determined.</i>
RA-04	Number of continuous improvement projects – by category	The annual number of continuous improvement projects reported corporately which aim to increase efficiency, avoid costs, and/or improve the quality-of-service delivery or process outputs (municipal data).



Goal	Performance Indicator	Description
RA-04	Benefits realized (\$) – continuous improvement projects	The dollar value realized of continuous improvement projects reported corporately since the Strategic Plan's implementation (municipal data).
RA-04	Percentage of Auditor General recommendations completed at first follow-up	The percentage of Auditor General recommendations that are complete as per the Auditor General at the first follow-up report (municipal data).
RA-04	Percentage of service requests resolved within standard (future)*	<i>To be determined.</i>
RA-04	Customer Inquiry Average Resolution Time (Planning & Development)	Average resolution time is measured in calendar days. Resolution is defined as closed, and the inquiry or issue is resolved (municipal data).
RA-04	Quality and accuracy results for 311 (%)	Accuracy and quality of service results for 311 (municipal data).
RA-04	311 Abandonment rate (%)	Percentage of callers who hang up before their call is answered by a live 311 Agent (municipal data).
RA-05	Actively engaged users of online community engagement portal	Total number of registered participants for the municipality's online community engagement portal that have interacted with the platform (municipal data).
RA-05	Followers on primary social media accounts	Number of followers on primary social media accounts: Bluesky, Facebook, Instagram, Linked-In (municipal data).
RA-05	% Satisfaction – public engagement (Resident survey)	Percentage of residents that are satisfied with the level of public engagement undertaken by the municipality (agree/strongly agree) (municipal data).
RA-05	Participant feedback regarding public experience with the engagement process (future)	<i>To be determined.</i>
RA-06	Dollars invested in the municipality by partners	Total dollar amount invested in the municipality by partners (municipal data).

Goal	Performance Indicator	Description
RA-07	Percentage of employees that have received risk training (future)	<i>To be determined.</i>

### Our People – Priority Indicators

Priority Indicator	Description
Percentage of job applicants that self-identify	Percentage of job applicants that have chosen to self-identify as a member of an Employment Equity group (municipal data).
Percentage of Voluntary Employee Turnover	The number of permanent employees voluntarily resigning from the organization expressed as a percentage of the total active employees within the organization (municipal data).
Percentage of Internal Fill Rate	Number of vacant positions filled by internal movements as a percentage of all vacancies filled (municipal data).
Total Accident Frequency	The number of health and safety incidents occurring in a workplace per 200,000 insurable hours (Workers' Compensation Board, municipal data).
Employee engagement metric (future)	<i>To be determined.</i>

### Our People – Performance Indicators

Goal	Performance Indicator	Description
OP-01	Number of Approved WCB NS Gradual Onset Psychological Injury Claims	Approved claims for work-related gradual onset psychological injury which is caused by significant stressors at work that happen over time, such as bullying and/or harassment.
OP-01	Percentage of employees that feel the municipality appropriately demonstrates its commitment to diversity, equity, inclusion (survey)	Percentage of employees that feel the municipality appropriately demonstrates its commitment to equity, diversity, and inclusion (municipal data – Employee Exit Survey).

Goal	Performance Indicator	Description
OP-01	Number of participants – EDIA training	Total number of municipal Diversity & Inclusion training participants. This measure provides information about the workforce's level of engagement in Diversity and Inclusion awareness (municipal data).
OP-02	Percentage of job offers declined (by reason)	The percentage of jobs offered to candidates that are declined broken out by the most common reasons (municipal data).
OP-02	Percentage of employees who left for better compensation (exit survey)	Percentage of employees that exited who left for better compensation (municipal data – employee exit survey).
OP-02	Average time from job posting to job offer acceptance	Average time taken from posting a job and a candidate accepting the job offer (municipal data).
OP-02	Average number of qualified candidates per job posting	Average number of candidates meeting the job requirements per job competition (municipal data).
OP-02	Percentage of critical jobs with a succession plan (future)	<i>To be determined.</i>
OP-03	Percentage of new employees that completed onboarding training vs target (future)	<i>To be determined.</i>
OP-03	Percentage of employees that completed mandatory training	A measure of compliance against the required mandatory training.
OP-03	Number of employees participating in Mentorship and Aspiring Leaders program, Evolving Leaders	Number of employees participating in Mentorship and Aspiring Leaders program, Evolving Leaders (municipal data).
OP-04	Lost time accident frequency	The number of lost-time injuries occurring in a workplace per 200,000 insurable hours (Workers' Compensation Board, municipal data). A lost-time injury occurs when time the employee lost time beyond the date of the accident.

Goal	Performance Indicator	Description
OP-04	Percentage of Health & Safety Lost Time Hours	Total Workplace Compensation Board (approved) paid lost time hours and the “on the job injury hours” allocated to the year of injury divided by the total insurable hours (municipal data).
OP-04	Number of compliance orders – Psychological Workplace Safety	Total number of compliance orders specific to psychological safety issued by the Nova Scotia Department of Labour, Skills & Immigration.
OP-04	Percentage of employees that completed the mandatory safety training	A measure of compliance against mandatory safety training (municipal data).

# **2026-2030 Strategic Plan:** ***Supporting Growth***

## **Feasibility Assessment**

### **Prepared by:**

Corporate Planning & Performance

Finance & Asset Management

July 4, 2025

# Introduction

The Feasibility Assessment is a high-level feasibility assessment of the goals within the 2026-2030 Strategic Plan. The administration will complete an in-depth feasibility assessment once actions are confirmed in the Action Plan (to be completed before 2026/27 Business Planning).

- This assessment is a tool for Regional Council to use when reviewing the 2026-2030 Strategic Plan to aid in understanding the resourcing required to achieve the goals.
- Feasibility should be viewed within the context of each priority. For example, Council priorities with large capital requirements will require significantly more resources than some of the Administrative priorities, where “significant” resources, in the context of administrative needs, might be “lesser” (e.g. a few staffing requirements).

## Methodology

Corporate Planning & Performance (CPP) conducted meetings with each Business Unit/Office to assess the results for the goals as they relate to their portfolio or where they were identified as a contributing business unit/office.

The result-level feasibility was then rolled up into an overall assessment by goal. Some results are not activity-based, rather they are the effect of making progress towards other results. They were not assessed and are identified in grey shade.

Mandate may impact feasibility of the goal results. Categories used to assess feasibility include:

- **Mandate:** outlines if the result is fully within the municipality’s control, is shared with partners (e.g. other levels of governments, partner agencies, etc.), or is fully outside of the municipality’s control.
- **Plans / Strategies:** outlines whether there are Regional Council-approved or Administration-approved plans or strategies in place that support the result.
- **Likelihood to Affect Change within the Strategic Plan Period:** this assesses whether, at a high level, current resources (e.g. staff, funding, infrastructure) are sufficient to affect change towards the achievement of a result between 2026-2030. Resources required are categorized as “existing, minimal, or significant”. Exceptions are highlighted in yellow.

Mandate	Plans / Strategies	Likelihood to Affect Change within the Strategic Plan Period
Fully outside the municipality's control.	No strategy in place.	Likely to affect change with significant additional resources.
		Generally, within existing resources (specific projects or initiatives require significant resources).
Partial overlap with other partners.	Council (or Administrative) Strategy in development.	Likely to affect change with minimal additional resources.
Fully within the municipality's control.	Council (or Administrative) approved strategy in place.	Likely to affect change within existing resources.

# Feasibility Summary

## Enabling Prosperity

The municipality prioritizes sustainable, inclusive growth that strengthens the economy, builds resilient infrastructure, and expands housing options.

		Mandate	Plans / Strategies	Likelihood to Affect Change within the Strategic Plan Period
EP-01	Increase regional growth in strategic areas that are well-served by existing or planned services, utilities, and infrastructure.	Partial overlap with other partners.	Some strategies in place with some in development.	Generally, within existing resources (specific projects require significant resources).
EP-02	Expedite the delivery of housing supply and support the development of complete communities with a mix of housing options and convenient access to goods, services, and facilities.	Partial overlap with other partners.	Council-approved strategies and some administrative strategies in place.	With significant additional resources.
EP-03	Maintain and improve municipal infrastructure resilience to mitigate and adapt to the impacts of climate change.	Partial overlap with other partners.	Council-approved strategy in place.	With significant additional resources.
EP-04	Ensure residents and businesses can contribute to and benefit from the municipality's growing economy.	Partial overlap with other partners.	Council-approved strategy in place.	Generally, within existing resources (specific projects require significant resources).
EP-05	Attract, retain, and grow domestic and international business and talent.	Partial overlap with other partners.	Council-approved strategy in place.	Likely to affect change within existing resources.

## Strengthening Communities

The municipality prioritizes safe and inclusive places and activities that enhance the quality of life for residents.

		Mandate	Plans / Strategies	Likelihood to Affect Change within the Strategic Plan Period
SC-01	Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.	Partial overlap with other partners.	Administrative strategy in place with some in development.	With significant additional resources.
SC-02	Improve municipal emergency response and recovery efforts to keep residents safe, protect property, and restore essential services and infrastructure following an emergency event.	Partial overlap with other partners.	Council-approved strategies and some administrative strategies in place.	Generally, with minimal resources (specific initiatives require significant resources).
SC-03	Improve the well-being of community members at risk of or experiencing homelessness by enhancing supports and resources.	Partial overlap with other partners.	Council-approved strategies in place.	Within existing resources.
SC-04	Plan and invest in social infrastructure and opportunities for connection to increase residents' well-being and sense of belonging in their communities.	Partial overlap with other partners.	Council-approved strategies in place with some in development.	Generally, with minimal resources (specific projects require significant resources).
SC-05	Improve equitable access to municipal programs, services, indoor and outdoor spaces, and events for all residents.	Partial overlap with other partners.	Council-approved strategies and some administrative strategies in place.	Generally, within existing resources (accessibility updates require significant resources).
SC-06	Invest to enable community efforts to reduce carbon emissions by 75% (of 2016 levels) by 2030 and net-zero by 2050.	Fully within the municipality's control.	Council-approved strategy in place.	With minimal additional resources.
SC-07	Invest in the enhancement, protection, and expansion of natural assets, green spaces and urban agriculture to support community and ecological health and resilient ecosystem services.	Partial overlap with other partners.	Council-approved strategies and some administrative strategies in place.	With minimal additional resources.



## Moving Better

The municipality ensures a safe, accessible, efficient, and connected public transit and regional transportation network that promotes environmentally sustainable options and offers residents travel choices that meet their needs.

		<b>Mandate</b>	<b>Plans / Strategies</b>	<b>Likelihood to Affect Change within the Strategic Plan Period</b>
MB-01	Manage traffic congestion and improve the efficiency of the transportation network.	Partial overlap with other partners.	Council-approved strategy in place with some in development.	With significant additional resources.
MB-02	Improve the reliability of public transit.	Partial overlap with other partners.	Some Council-approved strategies in place with some in development.	With significant additional resources.
MB-03	Improve access to sustainable transportation modes.	Partial overlap with other partners.	Some Council-approved strategies in place.	With significant additional resources.
MB-04	Improve safety of transportation modes.	Partial overlap with other partners.	Some Council-approved strategies in place.	Generally, within existing resources (specific initiatives require significant resources).
MB-05	Public transit resources and service standards align and grow with the municipality.	Partial overlap with other partners.	Some Council-approved strategies in place with some in development.	With significant additional resources.
MB-06	Improve connectivity between and within communities.	Partial overlap with other partners.	Some Council-approved strategies in place with some in development.	With significant additional resources.
MB-07	Develop and enhance the transportation network and infrastructure assets to meet defined service levels.	Fully within the municipality's control.	Council-approved strategies in place and some administrative strategies in place.	With significant additional resources.

## Responsible Administration

The organization prioritizes accountability and leverages tools and processes to efficiently deliver services, engage with the community, and support sustainable growth.

		<b>Mandate</b>	<b>Plans / Strategies</b>	<b>Likelihood to Affect Change within the Strategic Plan Period</b>
RA-01	Preserve and strengthen the municipality's financial position to meet current and future needs and obligations.	Fully within the municipality's control.	Council-approved strategies and some administrative strategies in place.	With minimal additional resources.
RA-02	Monitor, maintain, and replace municipal assets to establish and ensure service levels.	Fully within the municipality's control.	Council-approved strategy in place.	With minimal additional resources.
RA-03	Reach net-zero municipal operations by 2030.	Fully within the municipality's control.	Council-approved strategy in place.	With significant additional resources.
RA-04	Continuously improve municipal services and programs for quality, efficiency, and cost effectiveness, while supporting an accessible and user-friendly experience.	Fully within the municipality's control.	Council-approved strategies and some administrative strategies in place.	Generally, with minimal resources (accessibility and technology updates require significant resources).
RA-05	Deliver meaningful and accessible public engagement and education on key municipal issues.	Partial overlap with other partners.	Council-approved strategy in place.	With minimal additional resources.
RA-06	Foster collaborative relationships with other levels of government and partners.	Partial overlap with other partners.	Strategy in development.	Within existing resources.
RA-07	Enhance the organization's ability to anticipate and manage risks and opportunities effectively.	Fully within the municipality's control.	Strategy in development.	With significant additional resources.

## Our People

The organization is committed to equity, diversity, inclusion, accessibility, and employee well-being, health, and safety to attract and retain a talented and engaged workforce.

		<b>Mandate</b>	<b>Plans / Strategies</b>	<b>Likelihood to Affect Change within the Strategic Plan Period</b>
<b>OP-01</b>	Foster a workplace that is equitable, diverse, inclusive, and accessible.	Partial overlap with other partners.	Council-approved strategies and some administrative strategies in place.	Generally, within existing resources (accessibility updates require significant resources).
<b>OP-02</b>	Strengthen the attraction and retention of people with the skills and behaviours needed to deliver municipal services.	Fully within the municipality's control.	Administrative strategy in place.	With significant additional resources.
<b>OP-03</b>	Increase employee access to learning and development opportunities.	Fully within the municipality's control.	Some administrative strategy in place with some in development.	With minimal additional resources.
<b>OP-04</b>	Foster a safety-first culture where employees' mental, emotional, and physical well-being are protected.	Partial overlap with other partners.	Administrative strategy in place.	With minimal additional resources.

## Enabling Prosperity

The municipality prioritizes sustainable, inclusive growth that strengthens the economy, builds resilient infrastructure, and expands housing options.

<b>EP-01: Increase regional growth in strategic areas that are well-served by existing or planned services, utilities, and infrastructure.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Some strategies in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, likely to affect change within existing resources (specific projects require significant resources).
<b>EP-01-R1</b> Growth and development is inclusive of marginalized and underserved communities.	<p>Equity considerations are deliberately embedded into transportation planning, with the upcoming Integrated Mobility Plan (IMP) Action Plan emphasizing the need to identify and support equity-deserving communities.</p> <p>Projects like the Mill Cove Ferry and Bus Rapid Transit (BRT) aim to address transit gaps in underserved areas, while the Cogswell redevelopment may offer additional opportunities to support equity goals, subject to Regional Council direction.</p> <p>Much of this work is expected to be delivered using existing resources. Approved strategies such as the IMP, the African Nova Scotian Community Action Program, the P&amp;D Public Engagement Guidebook and the Community Engagement Strategy will guide this work. Strategies in development, such as the Strategic Growth and Infrastructure Plan will also build in equity.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change within existing resources.</i></p>

<p><b>EP-01-R2</b></p> <p>Municipal Planning Strategies and Land Use By-laws are updated to reflect evolving growth activity and critical housing needs.</p>	<p>The Regional Plan has been approved by Regional Council and is pending provincial approval. A Strategic Growth and Infrastructure Priorities Plan (SGIPP) is in development and expected to be completed over the next two years.</p> <p>Legal review can be challenging to resource and may delay overall timelines if plans are not received on time or early for review, especially when multiple planning matters advance simultaneously for review. Though policy and planning work itself is sufficiently resourced, this could require additional support in P&amp;D and/or Legal &amp; Legislative Services (LLS) to mitigate delays.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Strategy in development.</i>  <i>Likely to affect change within existing resources.</i></p>
<p><b>EP-01-R3</b></p> <p>Overall population density is increased in strategic areas.</p>	<p>A combination of approved and in development strategies and plans will promote population density. The Regional Plan has been approved by Regional Council and is pending provincial approval. The SGIPP is in development and is scheduled to be completed over the next two years. The SGIPP will inform Phase 5 of the Regional Plan. Phase 5 and the SGIPP are long-term, forward-looking plans with an 80-year horizon, while the Suburban Plan – now underway – is expected to be more influential in the near term.</p> <p>Planning work can be done within existing resources; however, execution will require additional resources and will depend in part on builder participation.</p> <p>Major projects such as Burnside, BRT, and Mill Cove will promote population density. These projects will be delivered by existing teams, though funding decisions – often significant – are made by Regional Council.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Strategy in development.</i>  <i>Likely to affect change with significant additional resources.</i></p>

<p><b>EP-01-R4</b></p> <p>Increased residential and commercial growth inside the Urban Service Boundary.</p>	<p>There are many different planning processes underway, but the municipality is challenged in delivery capacity.</p> <p>Major projects such as Burnside, BRT, and Mill Cove promote population density. These projects will be delivered by existing teams, though funding decisions – often significant – are made by Regional Council.</p> <p>Planning work can be done within existing resources; however, execution will require additional resources and will depend in part on builder participation.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
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<b>EP-02: Expedite the delivery of housing supply and support the development of complete communities with a mix of housing options and convenient access to goods, services, and facilities.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<p><b>EP-02-R1</b></p> <p>Permit applications are processed efficiently with timelines aligned to industry best practice and development needs.</p>	<p>The Permitting, Planning, Licensing &amp; Compliance solution – Public One Store Service Enterprise (POSSE) system (fully implemented by 2023) – and a new P&amp;D Service Excellence Framework will guide operational improvements. Key roles have been approved but recruitment remains a challenge, especially in permitting and engineering.</p>

	<p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>EP-02-R2</b></p> <p>Land By-Laws and flexible planning tools are used to enable more density and a mix of housing and services in designated growth areas.</p>	<p>Legal review can be challenging to resource and may delay overall timelines if plans are not received early for review, especially when multiple planning matters advance simultaneously for review. Though policy and planning work itself is sufficiently resourced, this could require additional support in P&amp;D and/or LLS to mitigate delays.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>EP-02-R3</b></p> <p>Commercial, recreational, and residential mixed-use development is enabled.</p>	<p>Future projects like Mill Cove include plans for a Library at the terminal, while Cogswell will feature parks, mixed-use areas, and active transportation trails.</p> <p>The Library is engaged in planning processes; zoning may be an opportunity to support accessible service provision.</p> <p>Policy and planning work is adequately resourced, and considerable work is underway or has completed regarding the missing middle, including design regulations.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>EP-02-R4</b></p> <p>Increased availability of affordable housing, deeply affordable housing, and non-market housing through partnerships.</p>	<p>The Cogswell District Affordable Housing Strategy is in development and is expected to be completed within the next year. While initiatives like the Housing Accelerator Fund and Affordable Housing Grant Program are already underway or completed, significant additional resources will be needed to implement the Housing Strategy that is in development. Implementation of the Housing Strategy will require Regional Council to consider options with varying service</p>

	<p>levels. Development of the Housing Strategy however does not need additional resources.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>EP-02-R5</b></p> <p>Municipal infrastructure and facilities can be added or scaled to meet increased demand.</p>	<p>A multi-year fire station recapitalization and upgrade plan is in place, including converting volunteer stations to staffed stations and adding new stations where needed (e.g. West Bedford). Space considerations are included in development planning.</p> <p>A new, right-sized police headquarters is a priority to support future growth and public accessibility and will require significant investment.</p> <p>Library and recreation facilities are currently underserving growing communities. Both sectors require substantial capital investment to expand capacity, with facility plans underway to guide future development and recapitalization.</p> <p>Infrastructure projects like the Windsor Street Exchange and Cogswell involve coordinated efforts with partners (e.g. Halifax Water), using construction opportunities to deliver upgrades efficiently; funding is typically shared.</p> <p>Community infrastructure planning is progressing through the development of Neighbourhood Plans, while service delivery (such as snow clearing, solid waste) are managed through a combination of in-house teams and contracted services depending on the area.</p> <p>A Strategic Growth and Infrastructure Priorities Plan (SGIPP) is being developed over the next two years to guide long-term investment and cross-department coordination.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>



<b>EP-03: Maintain and improve municipal infrastructure resilience to mitigate and adapt to the impacts of climate change.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>EP-03-R1</b> Infrastructure and critical assets are built or retrofitted to incorporate sustainability principles and best practice elements to mitigate and adapt to climate impacts and sea level rise.	<p>New infrastructure is being designed with climate resilience in mind. For example, Mill Cove will be raised 3m to account for 100 years of sea level rise, and Cogswell includes integrated flood mitigation and heat reclamation features.</p> <p>Technical standards and stormwater management on private property are addressed through policy and by-laws, with expectations for climate resilience embedded in Neighbourhood Plans in development.</p> <p>Public infrastructure, including bridges and culverts, is being designed to accommodate sea level rise and manage water flow effectively.</p> <p>Infrastructure retrofits are guided by sustainability goals from the IMP and HalifACT; significant staff and funding resources will be needed to address widespread infrastructure upgrades.</p> <p>Building resiliency audits are underway, including assessments of facility conditions to support future retrofit planning.</p> <p>It is noted that designing for resilience from the outset is more cost-effective than retrofitting later. Immediate repairs are underway for key facilities, while longer-term restorations – such as comfort zones, refuge locations, and</p>

	<p>generators – may be funded through the Build Back Better program. Facility condition assessments will inform upgrades and replacements.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
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<b>EP-04: Ensure residents and businesses can contribute to and benefit from the municipality's growing economy.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, within existing resources (specific projects require significant resources).
<b>EP-04-R1</b> Sufficient supply of industrial lands in strategic areas is available to accommodate sector and industry growth.	<p>Work is underway to bring additional industrial lands online, guided by the Regional Plan and Regional Council-approved strategies. Development is dependent on planning approvals and is intended to be self-funded through lot sales.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<b>EP-04-R2</b> Visitors to the region continues to grow.	<p>Initiatives in the Integrated Tourism Master Plan (approval summer 2025) are being advanced by Parks &amp; Recreation (P&amp;R) within current resources, but larger projects such as the Scotiabank Centre upgrades and performing arts</p>

	<p>gaps will require significant investment. The Library supports tourism by enhancing visitor experience, though not focused on attraction.</p> <p>Washrooms are a noted need and are addressed through the municipal Washroom Strategy. Work is also underway toward an Events Strategy.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources (if larger projects approved).</i></p>
<p><b>EP-04-R3</b></p> <p>Municipal capital projects across the region continue to boost economic activity and growth.</p>	<p><i>Effect based upon progress toward other goal results.</i></p>
<p><b>EP-04-R4</b></p> <p>Social Value Procurement agreements are increased.</p>	<p>The Social Value Framework guides procurement and contracting agreements across the organization (including the Library).</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>EP-04-R5</b></p> <p>Events across the region boost economic activity and growth.</p>	<p><i>Effect based upon progress toward other goal results.</i></p> <p><i>The Events Strategy is delivered in collaboration with Discover Halifax.</i></p>

<b>EP-05: Attract, retain, and grow domestic and international business and talent.</b>	
<b>Mandate</b>	Partial overlap with other partners.

<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change within existing resources.
<b>EP-05-R1</b> Streamlined processes for businesses.	<p>Work towards this result focuses on red tape reduction. The municipality collaborates with the Halifax Partnership on initiatives and actions including the <i>People. Planet, Prosperity: Halifax's Inclusive Economic Strategy 2022-27</i>.</p> <p>Business occupancy and permitting is conducted by P&amp;D. The municipality has partners with the Province's Business Navigator Program to assist businesses in navigating permitting requirements.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change within existing resources.</i></p>
<b>EP-05-R2</b> Increased revenues for the municipality by growing the property tax base (industrial/commercial/hotel/tourism).	<p><i>Effect based upon progress toward other goal results.</i></p>
<b>EP-05-R3</b> Increased number of businesses opening and expanding in the municipality.	<p>The municipality partners with the Halifax Partnership on initiatives and actions including the <i>People. Planet, Prosperity: Halifax's Inclusive Economic Strategy 2022-27</i>. A service agreement is in place with the Halifax Partnership.</p> <p>The Fire Underwriters Survey (FUS) factors in timely fire response, water supply etc. for insurance rate setting. Insurance rates may be a decision factor for business openings or expansion in the municipality.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place.</i></p>

	Likely to affect change within existing resources. (with possibility to need more resources to improve FUS).
<b>EP-05-R4</b> Increased business confidence in the municipality.	<i>Effect based upon progress toward other goal results.</i>
<b>EP-05-R5</b> Skilled people want to work and live in the region.	<i>Effect based upon progress toward other goal results.</i>

## Strengthening Communities

The municipality prioritizes safe and inclusive places and activities that enhance the quality of life for residents.

<b>SC-01: Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Administrative strategy in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>SC-01-R1</b>	Community Safety (CS) engagement initiatives such as Community Mobilization Teams and P&R's Community Development Teams are progressing within

<p>Residents are prepared for emergencies (crime, emergencies, and climate-related events).</p>	<p>existing resources, but growing climate-related demands will require significant additional support.</p> <p>Annual fire education work is operationalized as outlined in the Public Education and Curriculum Roadmap within Halifax Regional Fire &amp; Emergency (HRFE).</p> <p>Police, RCMP-Halifax Regional Detachment (RCMP-HRD), and the Province of Nova Scotia's Emergency Management Office support education and awareness within current resources, while the Library contributes by hosting programs and distributing community information.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources (focus here is on CS, other education work done by HRFE, HRP, Library, etc. are carried out through existing resources).</i></p>
<p><b>SC-01-R2</b></p> <p>The municipality is prepared for a coordinated response to emergencies and critical infrastructure for essential services is maintained in a state of readiness.</p>	<p>The Wildland Urban Interface Strategy guides HRFE's approach, though responsibility lies with Nova Scotia Department of Natural Resources for wildfire management.</p> <p>HRFE is expanding from daily emergency response to major event planning, supported by Incident Command System and Business Continuity Plan training, though corporate coordination for the work is unclear. Resource needs will vary over time, including staffing, training, and response capacity. Heavy Urban Search and Rescue (HUSAR) is a key strength but requires better coordination and funding with other government partners.</p> <p>The Emergency Management Accreditation Program process is being actioned in alignment with the Province and will require minimal additional resources.</p> <p>Business Continuity Plans are in development across the organization for all business units.</p> <p>Significant resources will be required to ensure that all municipal infrastructure that supports essential services are maintained in a state of readiness.</p>

	<p>There is currently no overarching critical infrastructure plan, and not all business continuity plans are completed.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development for coordinated response. No overarching critical infrastructure plan.</i></p> <p><i>Likely to affect change with significant additional resources (training requirements and state of readiness).</i></p>
<p><b>SC-01-R3</b></p> <p>Emergency plans are in place for at-risk communities, including egress route plans.</p>	<p>A pan-municipality egress strategy is underway; planning is in progress in coordination with partners on highway access. Identification of at-risk communities is pending results from the Hazard, Risk and Vulnerability Assessments (HRVA) and a forthcoming P&amp;D/SITP report. While HRFE supports this work as an all-hazards unit, it is noted that specific plans will require significant effort. Emergency access and egress considerations are being prioritized in future developments, with concerns about at-risk areas referred to Strategic Infrastructure &amp; Transportation Planning (SITP).</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>SC-01-R4</b></p> <p>Municipal inspections are completed according to service standards.</p>	<p>Municipal inspections include Fire Building Inspections and CS inspections such as dangerous and unsightly inspections, animal, and patio inspections, etc.</p> <p>The Fire Prevention division of HRFE is being restructured to implement Auditor General recommendations focusing on high-risk inspections. Current staffing levels are limiting completion to 20% and there are ongoing recruitment and training challenges. A strategy is in development, but additional resources are needed to meet growth and improve training capacity. Training is currently being provided by a third party and work is underway to bring this in house.</p> <p>CS inspections work will be within existing resources.</p>

	<p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources (focus here is on HRFE).</i></p>
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<b>SC-02: Improve municipal emergency response and recovery efforts to keep residents safe, protect property, and restore essential services and infrastructure following an emergency event.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, with minimal resources (specific initiatives require significant resources).
<b>SC-02-R1</b> Improved communications to residents during emergency events, recovery, and restoration.	<p>A Crisis Communication Plan has been approved, with business units advancing work on alerting systems. HRFE is centralizing communications and refining alert protocols post-Tantallon fires. Halifax Regional Police (HRP) plays a key role in alerting and is investing in interpretive services and technology to better serve the growing multicultural population on the ground.</p> <p>Expansion of alerting through the Integrated Emergency Services Centre is under review and may require a small increase in staffing.</p> <p>Information Technology (IT) will focus on enhancing communication through existing platforms, emphasizing content, outreach, and user engagement over new technical systems. Additional resources may be needed across departments as strategies evolve.</p>



	<p>Multiple business units feed information into Corporate Communications to communicate to the public during recovery efforts. The Province also plays a role in communicating with residents during certain types of events, e.g. wildfires.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Administrative strategy in place.</i>  <i>Likely to affect change with minimal additional resources.</i></p>
<p><b>SC-02-R2</b></p> <p>Improved dispatch and response times for emergency service providers within established service standards, strategies, policies, and plans.</p>	<p>Response times can be impacted by many factors outside the municipality's control, and response is often delivered in conjunction with partners such as the Province, Coast Guard, RCMP-HRD and Emergency Health Services.</p> <p>Currently, congestion and traffic calming measures have impacts on response times (more on this under MB-01) and improvements here could require significant resources within the MB-01 goal.</p> <p>Through existing resources, an intelligent dispatching pilot will start in late 2025 for HRFE through the existing industry standard dispatching system. Work continues on HRP technology advancements.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change within existing resources (potential significant resources have been applied to MB-01).</i></p>
<p><b>SC-02-R3</b></p> <p>Timely and effective recovery and restoration following emergencies is delivered in alignment with established service standards.</p>	<p>Significant resources are required to build out the municipality's recovery and restoration planning and implementation efforts.</p> <p>The Provincial Disaster Recovery Fund can be leveraged, but the process can be lengthy and may extend beyond the Strategic Plan life. Additional resources are available via the province's Build Back Better fund following an event.</p>

	<p>Restoration standards will impact resource allocation and response, as will criticality, event type, and timelines. Regional Council-approved standards will also impact resources allocation and response.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>SC-02-R4</b></p> <p>Residents are supported during emergencies and suitable refuge locations are available.</p>	<p>Shared mandate with provincial Emergency Management Office.</p> <p>Some communities will require more support than others that may be able to self-organize or are not as reliant on the municipality for support. Geographic considerations also impact how the municipality supports communities.</p> <p>Libraries, fire stations, and recreation centres may be used as refuge locations (comfort centres) during a crisis. Areas requiring additional resources are being identified.</p> <p>The Generator Capital Costing Plan in place ensures locations have generators; there is a focus on neighbourhoods that do not have refuge infrastructure.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>SC-02-R5</b></p> <p>Public safety response models are implemented which deliver an alternative to traditional response.</p>	<p>HRP works collaboratively with CS on crisis response. The municipality partners to deliver Community Mobilization Team work.</p> <p>Defunding the Police: Defining the Way Forward for HRM Report (2022), the Provincial Policing Review, provincial fire, and the provincial ground and rescue reviews will impact how the municipality delivers services.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>

<b>SC-03: Improve the well-being of community members at risk of or experiencing homelessness by enhancing supports and resources.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change within existing resources.
<b>SC-03-R1</b> Through partnerships with other levels of government and non-profits, individuals experiencing homelessness or who are unhoused have the resources they need (including housing, food and mental health support, cultural needs).	The Approach to Homelessness will be updated in the next two years. Numerous business units play a supporting role, including response service provision, sharing resources with residents, and remediation on previous encampment sites.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change within existing resources.</i>
<b>SC-03-R2</b> The use of public outdoor spaces to support homelessness is reduced and ultimately discontinued, as other alternatives become available.	The municipality largely relies on the Province to move towards the accomplishment of this result as the Province creates alternative options to encampments.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change within existing resources.</i>

<b>SC-04: Plan and invest in social infrastructure and opportunities for connection to increase residents' well-being and sense of belonging in their communities.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, with minimal resources (specific projects require significant resources).
<b>SC-04-R1</b> Increased community well-being initiatives and grants.	<p>Community safety and well-being efforts, including assessments for safe spaces, youth, seniors, and food security, are underway within existing resources. Several strategies are in development under the broader Public Safety Strategy.</p> <p>Demand for recreation and community programming continues to grow, with all related grants fully or oversubscribed. Additional resources will be needed to expand services, subject to Regional Council direction and funding.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place (with more in development).</i></p> <p><i>Likely to affect change within existing resources.</i></p>

<p><b>SC-04-R2</b></p> <p>Municipal programs, services, spaces and events continue to connect residents to their communities and are inclusive.</p>	<p>There are numerous strategies in place, or being developed, that focus on inclusivity and program availability such as the Senior Services Plan, the Youth Services Plan, the Events Framework, the Playing Field Strategy, and the Library Strategic Plan, and more.</p> <p>There are also several community-focused initiatives are underway, including the African Nova Scotian Community Action Planning and community benefit agreements, the African Nova Scotian Road to Economic Prosperity, safe space assessments, and the JustFOOD Action Plan. However, limited resources constrain implementation, particularly for newly developed strategies.</p> <p>The Library will create connection in communities within its existing resources through the Library Strategic Plan focus on belonging.</p> <p>P&amp;R will advance placemaking and community development through efforts such as Neighbourhood Week and community gardens, largely supported with current staffing and funding.</p> <p>Where inclusivity concerns accessibility, the new Province of Nova Scotia <i>Accessibility Act</i> regulations will likely result in increased cost requirements for the municipality's programs and services.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place (with more in development).</i></p> <p><i>Likely to affect change within minimal resources (with possible additional resources required).</i></p>
<p><b>SC-04-R3</b></p> <p>Improved access to safe community spaces.</p>	<p>The Safe Cities and Safe Public Spaces Program is working towards this end. The Library's upcoming Comprehensive Facilities Plan will focus on creating safe, accessible spaces and addressing underserved areas ("library deserts") through expanded hours or space. This will require varying levels of Capital and Operating resources. The Park Lighting Strategy also supports safety through infrastructure improvements.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place (with more in development)</i></p>

	<i>Likely to affect change with significant additional resources (Capital investments).</i>
<b>SC-04-R4</b> Increased investment opportunities for the protection, nurturing and celebration of culture, and heritage assets.	Minimal to significant staff resources will be required to implement the Culture and Heritage Priorities Plan (CHPP). <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change with minimal to significant additional resources (depending on actions taken through CHPP).</i>

<b>SC-05: Improve equitable access to municipal programs, services, indoor and outdoor spaces, and events for all residents.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, within existing resources (accessibility updates require significant resources).
<b>SC-05-R1</b> Increased participation by equity-deserving and underrepresented groups.	Initiatives and actions are guided by the Dismantling Hate Strategy (evolution of the Diversity and Inclusion Strategy) and relevant diversity and inclusion strategies. Data is not currently being tracked broadly. Specific artist or event-specific celebrations are tracked. Feedback on the Affordable Access Program and a broader review of barriers to access and inclusion is underway within existing P&R resources. The Senior Services Strategy, the Youth Services Plan, and the Rural Recreation Strategy also are looking at barriers to access.

	<p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place (with upcoming renewals/evolutions).</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>SC-05-R2</b></p> <p>Improved accessibility and affordability of municipal facilities, program offerings, services, spaces, and events across the region.</p>	<p>Preparing for the provincial <i>Accessibility Act</i> will require significant and varying levels of resources. While new buildings are being constructed to high accessibility standards, the full scope of future requirements is unclear. Outdoor facilities such as parks and trails are upgraded as part of ongoing recapitalization, but progress is limited by current budgets. Implementation may require resource reallocation and regional planning once provincial parameters are clarified.</p> <p>The Library has an independent accessibility strategy with provincial accountability, addressing both facilities and services. Improving access may involve expanding hours or space, with costs outlined in Capital and Operating plans. Facility assessments are ongoing to meet accessibility standards. All Library programs are free for users.</p> <p>The Affordable Access Program (AAP) is heavily used and does not have a cap. An Allocation Policy for recreation assets is in development and with a plan to extend AAP to Multi-District Facilities within existing resources.</p> <p><i>Mandate: Fully within the municipality's control (with understanding that legislation will come from Province).</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>

<p><b>SC-06: Invest to enable community efforts to reduce carbon emissions by 75% (of 2016 levels) by 2030 and net-zero by 2050.</b></p>	
<b>Mandate</b>	Fully within the municipality's control.

<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.
<b>SC-06-R1</b> Increased use of sustainable energy solutions (solar energy generation, EV charging infrastructure) by residents.	Education programming and campaigns are delivered within existing resources. Guided by the Solid Waste Strategy and HalifACT. <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change within existing resources.</i>
<b>SC-06-R2</b> Increased programming / education on carbon reduction and climate impacts.	The municipality influences behaviour through education campaigns and funding via programs like Solar City to incentivize resident behaviour changes. Public charging installations influence behaviour and are funded by the Strategic Infrastructure and Climate Action Funding (previously Climate Action Tax). New developments will have EV-ready parking per the Regional Plan. <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change with minimal additional resources.</i>
<b>SC-06-R3</b> Increased participation in waste diversion and recycling programs.	The municipality will continue to conduct outreach and education sessions within existing resources. <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change within existing resources.</i>

**SC-07: Invest in the enhancement, protection, and expansion of natural assets, green spaces and urban agriculture to support community and ecological health and resilient ecosystem services.**



<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.
<b>SC-07-R1</b> Increased protection and naturalization of a regional network of ecologically healthy parks and green spaces to ensure they are sustained for future generations.	<p>Ongoing acquisition of parkland is within existing resources.</p> <p>The Naturalization Strategy is ongoing and managed within existing resources. No additional funding is anticipated beyond the normal course, though budgets will be reviewed as responsibilities shift for the Naturalization Strategy from Environment &amp; Climate Change to P&amp;R.</p> <p>Work is underway in partnership with Parks Canada regarding advancing the development of Blue-Mountain Birch Cove (BMBC) National Urban Park. A Statement of Collaboration guides this work.</p> <p><i>Mandate: Fully within the municipality's control (BMBC is partial).</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change within existing resources.</i></p>
<b>SC-07-R2</b> Increased urban tree canopy.	<p>Delivery depends Regional Council direction which will determine whether minimal to significant resource allocation will be required. The Urban Forest Management Plan was recently approved.</p> <p><i>Mandate: Fully within the municipality's control.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change within existing resources.</i></p>
<b>SC-07-R3</b> Increased access to and use of parks and green spaces by	<p>The JustFOOD Strategy is Council-approved but underfunded; minimal additional resources are needed for implementation.</p>

<p>residents for recreation and food production (e.g. urban agriculture).</p>	<p>Outdoor asset planning work through P&amp;R will positively impact increased park use as will recreation offerings. Scope and evaluation analysis for outdoor recreation is underway this fiscal year, with a plan implementation anticipated for next fiscal year.</p> <p><i>Mandate: Fully within the municipality's control.</i>  <i>Plans: Council-approved strategy in place (with some in development).</i>  <i>Likely to affect change with minimal additional resources.</i></p>
<p><b>SC-07-R4</b></p> <p>Reduced impacts on bodies of water and waterways, including stormwater management.</p>	<p>While some elements are shared with the Province, there is work underway towards this result through the LakeWatchers Program, the Naturalization Strategy, and through ongoing service delivery, such as the Salt Usage Strategy. A Watershed Management Program is currently in development with community members. No additional resources required.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place (one in development)</i>  <i>Likely to affect change within existing resources.</i></p>
<p><b>SC-07-R5</b></p> <p>Reduced wildfire risk (e.g. FireSmart programming).</p>	<p>The Wildland Urban Interface Strategy guides HRFE's approach, though responsibility lies with Nova Scotia Department of Natural Resources for wildfire management.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Administrative strategy in place.</i>  <i>Likely to affect change within existing resources.</i></p>

## Moving Better

The municipality ensures a safe, accessible, efficient, and connected public transit and regional transportation network that promotes environmentally sustainable options and offers residents travel choices that meet their needs.

<b>MB-01: Manage traffic congestion and improve the efficiency of the transportation network.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategy in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>MB-01-R1</b> Improved travel times through key intersections and pinch points (e.g. Windsor St. Exchange, Rotary, etc.).	<p>The Capital Plan includes projects tied to growth that are guided by SITP and travel management groups. Future updates depend on provincial partners and the pending Links Nova Scotia plan. Other major partners will include Halifax Water, the Port, Halifax Harbour Bridges Authority, and others.</p> <p>Major transportation initiatives like Windsor Street Exchange aim to improve vehicle, bus, and goods travel and involve long-term, complex work, much of which is not yet shovel ready.</p> <p>Influential plans include the IMP, BRT, and the in development Strategic Infrastructure Priorities Plan.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>

<p><b>MB-01-R2</b></p> <p>Reduced impact of municipal road work, and isolated traffic incidents on traffic flow and travel times.</p>	<p>Construction projects have short-term impacts on traffic management, with long-term benefits.</p> <p>Off-peak work may improve traffic flow but raises costs and affect safety and productivity. Road work coordination is critical for minimizing transit disruption. Advance notice allows for better planning, such as dedicated bus lanes or adjusted timing.</p> <p>Digital tools and smart technology resources (e.g. SMART signalling, red light cameras) will make an impact and will require significant resources. Provincial direction/mandates such as special planning areas and hospital builds add complexity.</p> <p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>MB-01-R3</b></p> <p>Reduced traffic impacts on emergency response times.</p>	<p>Traffic construction and congestion create challenges for emergency response, transit operations, and road safety. Working towards this result would likely require significant additional resources.</p> <p>Existing and developing strategies are not yet fully integrated/connected across business units. For example, some traffic calming strategies can work against response times. A report will be coming to Regional Council in this issue in the coming months.</p> <p>Multi-stage construction execution plans aim to maintain business continuity and emergency access, including updates to signage, signals, and civic addressing. Improved coordination of road design elements – such as transit lanes, bike lanes, and parking – can enhance emergency vehicle access and overall road efficiency.</p> <p>Public Works (PW) is exploring digital tools, AI, and smart signaling to improve traffic management, with some support from provincial initiatives.</p>

	<p><i>Mandate: Partial overlap with other partners.</i></p> <p><i>Plans: Some strategies in place (but not integrated across the municipality).</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
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<b>MB-02: Improve the reliability of public transit.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Some Council-approved strategies in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>MB-02-R1</b> Reduced service disruptions and cancellations.	<p>Transit has approved funding and staffing plans for vehicle maintenance but faces hiring challenges that impact day-to-day operations. While resources are in place, unfilled positions delay repairs and increase costs when service disruptions occur.</p> <p>Improved social media and communication are needed, especially for Transit disruptions. There is opportunity to streamline real-time updates, but there is no overarching public transit communications strategy.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change within existing resources (if vacancies can be filled).</i></p>
<b>MB-02-R2</b> Improved on-time performance.	<p>On-time performance is largely impacted by traffic congestion. Halifax Transit can react to traffic congestion, but even minor adjustments to scheduling can add millions in costs. Traffic control monitoring, bus lane jumps, reducing the number of bus stops are less resource intensive.</p>

	<p>Transit priority measures could also be implemented but would require direction and approval through the Capital budget. If approved, implementation would likely require significant resources.</p> <p>Other major infrastructure projects, such as Windsor Street Exchange, BRT, etc. would contribute to improving on-time performance, and would require significant resources.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Strategy in development (Core Service Plan).</i>  <i>Likely to affect change with significant additional resources.</i></p>
<b>MB-02-R3</b> Increased Halifax Transit use.	<p><i>Effect based upon progress toward other goal results.</i></p> <p><i>The Transportation Demand Management is in renewal which will include educational elements to encourage residents to use public transit.</i></p>

### **MB-03: Improve access to sustainable transportation modes.**

<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Some Council-approved strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>MB-03-R1</b> Increased accessibility of transportation modes including	<p>Significant funding required to improve connectivity and access to public transit. Increased access is a prime methodology and outcome for almost every major project. Influential strategies include the IMP, and the Core Service Plan (in development with public transit), among others.</p>

<p>public transit, Access-A-Bus, micro-transit, and other options.</p>	<p>Other initiatives, such as the student transit pass and the affordable access program, remove some barriers to access the public transit use.</p> <p>Transportation Demand Management is in renewal. The Accessibility Strategy is also a guiding document. Other strategies, such as the Community Engagement Strategy will guide ongoing consultation efforts.</p> <p>The Access-A-Bus program is experiencing rising demand and call volumes, especially with respect to an aging population, from long-term care homes, emergency transports for medical needs, etc. The program requires significant resources. A 2025/26 service review will guide improvements, with the potential to shift some users from Access-A-Bus to conventional transit through user training.</p> <p>A micro-transit plan is under development, will likely require significant resources. Current micro-transit options are operated in collaboration with non-profits (fully or partially funded by the municipality).</p> <p><i>Mandate: Partial overlap with other partners</i>  <i>Plans: Strategy in place or in development.</i>  <i>Likely to affect change with significant additional resources.</i></p>
<p><b>MB-03-R2</b></p> <p>Improved access to transportation assets such as bus shelters, terminals, active transportation pathways, and electric charging infrastructure).</p>	<p>Most projects prioritize improved connectivity and transit use, with major initiatives like BRT and Windsor Street Exchange involving significant funding and complex design phases. Property acquisition, including potential expropriation, may be required.</p> <p>All new transportation assets are built to the latest standards; however, the Sidewalk Strategy was not fully funded and will require significant resources to proceed. Further, access issues are impacted by the right-of-way and other limiting constraints. Access opportunities will vary by geography (and may be impacted by partners, for example provincial control of 100 series highways); connecting to the transportation assets could require significant resources.</p> <p>Work is underway to implement publicly accessible electric vehicle charging across the municipality, guided by HalifACT and the Electric Vehicle Strategy.</p>

	<p>This requires partnership with private industry and other government partners. Weaknesses and challenges around types of charging and what needs to be improved are being defined, referencing industry standards and best practices as the municipality grows.</p> <p>Work to address electrifying the municipal fleet and the transit fleet is covered under RA-03.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place (not fully funded).</i>  <i>Likely to affect change with significant additional resources (Strategic Infrastructure and Climate Action Funding covers a portion of electric charging infrastructure).</i></p>
<p><b>MB-03-R3</b></p> <p>Transportation modes are adjusted to reflect latest accessibility standards.</p>	<p>Meeting service levels will require new capital and resources, including upgrades like accessible push buttons and wider sidewalks. Changes to program standards will require additional funding. New provincial guidelines for bus shelters will apply to future stops, but retrofitting is not planned due to the significant cost.</p> <p><i>Mandate: Partial overlap with other partners.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change with significant additional resources.</i></p>

#### **MB-04: Improve safety of transportation modes.**

<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Some Council-approved strategies in place.



Likelihood to Affect Change within the Strategic Plan Period	Generally, within existing resources (specific initiatives require significant resources).
<b>MB-04-R1</b> Reduced injuries and fatalities, for users of the transportation network (walking, rolling, cycling, driving, public transit).	<i>Effect based upon progress toward other goal results.</i>
<b>MB-04-R2</b> Enhanced public transit passenger safety measures are implemented.	Multiple business units work collaboratively to implement the Transit Safety Plan. A program is currently in development, with Halifax Transit, HRP/RCMP-HRD, and CS to tie public transit safety needs together with community expectation. Once a program is developed, there will likely be a significant ask for additional resources to support a phased and prioritized rollout.  <i>Mandate: Partial overlap with other partners (collaboration with RCMP-HRD).</i> <i>Plans: Strategy in development.</i> <i>Likely to affect change with significant additional resources.</i>
<b>MB-04-R3</b> Road safety measures implemented across the network.	The Road Safety Strategy can be delivered with existing resources, but implementation is dependent upon Regional Council maintaining Capital budget allocations; restrictions or reallocation could limit execution.  HRP supports traffic safety through enforcement and the development of new measures, including any emerging technologies, under the <i>Traffic Safety Act</i> . Any emerging technologies may require additional resources, but existing resources are sufficient under current requirements.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change within existing resources.</i>

### MB-05: Public transit resources and service standards align and grow with the municipality.

<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Some Council-approved strategies in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>MB-05-R1</b> Public transit service is aligned with areas of greatest demand, and scalable, to maintain and/or expand routes to and within underserved and growing communities.	Expanding and adjusting Halifax Transit service to meet demand will require additional resources, with current challenges including route overloads, frequency needs, and growing communities. In development Core Service Plan will explore these issues.  <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Council-approved strategy in place (with Core Service Plan coming soon to renew older approved plans).</i> <i>Likely to affect change with significant additional resources.</i>
<b>MB-05-R2</b> Improved focus on public transit in rural areas including increased support for existing models and exploration of new service delivery options.	Transit service to rural areas is being explored through micro-transit implementation; a micro transit strategy is in development. Significant resources will be required for implementation.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Strategy in development.</i> <i>Likely to affect change with significant additional resources.</i>

### MB-06: Improve connectivity between and within communities.

<b>Mandate</b>	Partial overlap with other partners.
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<b>Plans / Strategies</b>	Some Council-approved strategies in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>MB-06-R1</b> Improved connection to the public transit and active transportation network within and between communities.	The IMP (currently being renewed) aims to improve access to transit and the active transportation Network. Current transit plans prioritize different routes, and new routes would require resources. <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Strategy in development.</i> <i>Likely to affect change with significant additional resources.</i>
<b>MB-06-R2</b> Improved transportation equity of public transit and active transportation.	The Action Plan for the IMP (targeted for the Transportation Standing Committee, August 2025) speaks to equity. Current transit plans prioritize different routes, and new routes would require resources. <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Strategy in development.</i> <i>Likely to affect change with significant additional resources.</i>

<b>MB-07: Develop and enhance the transportation network and infrastructure assets to meet defined service levels.</b>	
<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Council-approved strategies in place and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.

<p><b>MB-07-R1</b></p> <p>Sustainable standards for transportation network and infrastructure asset renewal and growth are developed and managed.</p>	<p>Municipal Design Guidelines are being updated, with a report on guidelines going to Regional Council this year and a Level of Service update that will be focused on pavement planned for the fall. Current rate of investment is not capable of meeting current standards and will need to be updated to meet required levels of service.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>MB-07-R2</b></p> <p>Fixed transportation assets impacting the road network are safe and well maintained.</p>	<p>Current funding falls short of meeting standards, with current \$50M needing to increase to ~\$110M to maintain pavement levels of service (currently ~60% rated as 'good'). With PW's capital delivery capacity around \$100M, the gap is widening, and existing resources only allow for basic pavement repairs and not other projects such as sidewalks.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>MB-07-R3</b></p> <p>Transportation network and infrastructure asset service levels are maintained to improve customer experience.</p>	<p>Current funding falls short of meeting standards, with current \$50M needing to increase to ~\$110M to maintain pavement levels of service (currently ~60% rated as 'good'). With PW's capital delivery capacity around \$100M, the gap is widening, and existing resources only allow for basic pavement repairs and not other projects such as sidewalks.</p> <p>Other services, such as lawn cutting, snow clearance, would require resources proportional to the service levels approved by Regional Council.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>

## Responsible Administration

The organization prioritizes accountability and leverages tools and processes to efficiently deliver services, engage with the community, and support sustainable growth.

<b>RA-01: Preserve and strengthen the municipality's financial position to meet current and future needs and obligations.</b>	
<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.
<b>RA-01-R1</b> Municipal services and resources are strategically prioritized and optimized based on best practice advice, fiscal responsibility, fiscal sustainability, and community needs.	<p>The Capital Plan is often not fully delivered and strategic prioritization and rationalization of the Capital Plan is recommended. Prioritization and rationalization of the Capital Plan will require minimal additional resources. The 2026-2030 Strategic Plan will assist in the prioritization of resources.</p> <p>The municipality is developing a Reserves Strategy, advancing the service exchange agreement, and focusing on long-term financial planning, and debt servicing and management.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<b>RA-01-R2</b> Services levels are reviewed and adjusted as needed to respond	Service levels are corporately reviewed and adjusted as needed by service and extent of service. This work requires minimal additional resources to review services, but changes to service levels may require significant additional resources.

effectively to municipal priorities and service outcomes.	<p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-01-R3</b></p> <p>Affordability is considered when establishing user fees and service costs.</p>	<p>Work currently underway. There is a continued reliance on property taxes, with services subsidized through the general rate.</p> <p>The Affordable Access Program functions primarily as a subsidy. Efforts are underway to consolidate all user fees into a single administrative by-law, as they are currently spread across various areas.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place (Administrative Orders).</i></p> <p><i>Likely to affect change within existing resources.</i></p>

<b>RA-02: Monitor, maintain, and replace municipal assets to establish and ensure service levels.</b>	
<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.
<p><b>RA-02-R1</b></p> <p>Service level requirements of asset conditions are met and aligned with policies and strategies.</p>	<p>Asset Management should be centralized and core services identified. How asset conditions are measured will require resources.</p> <p>Digital transformation is being explored to help this work. It is anticipated that any significant investment would be offset by savings.</p>

	<p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-02-R2</b></p> <p>Assets are inspected, assessed, and managed properly to achieve expected asset life.</p>	<p>Asset Management should be centralized and core services identified. How asset conditions are measured will require resources. Digital transformation is being explored to help this work. It is anticipated that any significant investment would be offset by savings.</p> <p>A study is planned to inform the Capital Budget for fleet facilities in the 10-year plan but not the 4-year plan.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-02-R3</b></p> <p>Improved budget and data accuracy for completeness of asset data records and improved forecasting.</p>	<p>Asset Management should be centralized and core services identified. How asset conditions are measured will require resources. Digital transformation is being explored to help this work. It is anticipated that any significant investment would be offset by savings.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-02-R4</b></p> <p>Natural assets are incorporated into municipal operations.</p>	<p>Regulations from accounting standards to report on natural assets is forthcoming and a working group has been established. Work is underway to incorporate natural assets into asset management frameworks. Natural assets would be included in centralized asset management.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>

### RA-03: Reach net-zero municipal operations by 2030.

<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.
<b>RA-03-R1</b> Municipal assets, infrastructure projects, and operations are adapted for resilience and reduced greenhouse gas emissions (i.e. municipal buildings, solid waste, fleet vehicles, facilities, and infrastructure).	<p>The continuation of the Climate Action Tax, now Strategic Infrastructure and Climate Action Funding (CAT), was recently approved at Council (July 10, 2025), but significant additional funding will be required to achieve HalifACT.</p> <p>Work is underway to ensure that municipal assets, infrastructure projects, and operations adhere to sustainability standards. Any new projects are designed using sustainability standards, however, significant resources will be required to update the large portfolio of municipally owned infrastructure.</p> <p><i>Mandate: Fully within the municipality's control.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change with significant additional resources.</i></p>
<b>RA-03-R2</b> The municipality's climate commitments are met.	<p>The continuation of CAT, now Strategic Infrastructure and Climate Action Funding, was recently approved at Council (July 10, 2025), but significant additional funding will be required to achieve HalifACT. HalifACT assumes that the IMP is implemented to achieve the municipality's climate commitments and that will require significant resources for implementation.</p> <p><i>Mandate: Fully within the municipality's control.</i>  <i>Plans: Council-approved strategy in place.</i>  <i>Likely to affect change with significant additional resources.</i></p>



<b>RA-04: Continuously improve municipal services and programs for quality, efficiency, and cost effectiveness while supporting an accessible and user-friendly experience.</b>	
<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, with minimal resources (accessibility and technology updates require significant resources).
<b>RA-04-R1</b> Municipal programs and services are measured and monitored for adherence to service standards.	<p>The municipality is developing a comprehensive approach to improve performance measurement including benchmarking and service standard review. This work may require minimal additional resources.</p> <p>Achieving Regional Council service standards for areas like fire response and road maintenance would require significant resources. While a Service Review Framework is in development, there is currently no overarching corporate strategy, and full implementation may require substantial investment.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<b>RA-04-R2</b> Increased use of automated processes and advanced technologies.	Multiple initiatives are underway across the business units to automate processes and implement advanced technologies where appropriate. The IT Strategy and the IT Investment Committee support transformation initiatives. Additionally, the Corporate Performance group works with business units to find opportunities for process improvements and other continuous improvement initiatives.

	<p>Continuing work on HRP technology advancements will require significant resources. A revenue tracking system implementation in all Library branches will also require significant resources (Hansen system is not converted for the Library).</p> <p>Significant investment is needed to modernize digital systems and 311 service, with AI offering future potential.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>RA-04-R3</b></p> <p>Improved processes generate cost efficiencies and support service delivery.</p>	<p>A Service Review Framework is currently being developed by the municipality to review processes and examine opportunities for improvement. Implementation will require resources depending on the level of change desired.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-04-R4</b></p> <p>Information on municipal services is easily accessible in many ways (e.g. in-person, phone, online, etc.).</p>	<p>Halifax.ca uses existing technology and meets accessibility standards, but its decentralized content management affects user experience. Audits are ongoing, with plans for phased improvements tied to communications strategy and available funding.</p> <p>Existing resources are sufficient to implement ongoing audits (e.g. changes to information technology infrastructure), pending regulations stemming from the provincial <i>Accessibility Act</i>.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<b>RA-04-R5</b>	<i>Effect based upon progress toward other goal results.</i>

Customers are satisfied with their interactions with the municipality.	<p>Customer service is managed at the business unit level; there is not Council-approved customer service strategy. Some customer service expectations are guided by for example, the Accessibility Strategy and Standard Operating Procedures (SOP). Recruitment process standards focused on candidate experience are in development as are targets for the Planning &amp; Development (P&amp;D) Service Excellence Framework.</p> <p>Several business units are developing or are aligning to service standards and setting service targets. Service models with SOPs could be extended across business units. Formalization and coordination of these efforts across the organization would require minimal resources.</p> <p>No overall strategy is in place to obtain customer feedback data. Currently, the municipality collects customer experience information through surveys (e.g. Resident Survey, Shape Your City, etc.). The P&amp;D Service Excellence Framework is in development. Changes would require minimal additional resources.</p> <p><i>Mandate: Fully within the municipality's control.</i>  <i>Plans: Some administrative strategy in place.</i>  <i>Likely to affect change within minimal resources</i></p>
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<b>RA-05: Deliver meaningful and accessible public engagement and education on key municipal issues.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.

<p><b>RA-05-R1</b></p> <p>Improved resident participation in municipal public consultations from all groups, including underrepresented and/or marginalized groups.</p>	<p>Community Engagement Strategy establishes guidelines and requirements for how the business units engage with residents on specific issues. Some improvements related to accessibility will need additional funding to implement.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-05-R2</b></p> <p>Municipal engagement and education opportunities are accessible and meets residents where they are at (in-person, social media, mobile phone, surveys, etc.).</p>	<p>Community Engagement Strategy establishes guidelines and requirements for how the business units engage with residents on specific issues. Some improvements related to accessibility will need additional funding to implement.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Council-approved strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>RA-05-R3</b></p> <p>Residents are satisfied with municipal public engagement efforts.</p>	<p><i>Effect based upon progress toward other goal results.</i></p>

<b>RA-06: Foster collaborative relationships with other levels of government and partners.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Strategy in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change within existing resources.

<b>RA-06-R1</b> Role and mandate clarification between levels of government and partnerships is improved.	A government relations strategy is in development. <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Strategy is in development.</i> <i>Likely to affect change within existing resources.</i>
<b>RA-06-R2</b> Improved advocacy to and engagement with other levels of government.	A government relations strategy is in development. <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Strategy is in development.</i> <i>Likely to affect change within existing resources.</i>
<b>RA-06-R3</b> Increased access to external funding and resources, and cost-shared major infrastructure projects.	A government relations strategy is in development. The municipality applies to all available known programs for funding and cost sharing. <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Strategy is in development.</i> <i>Likely to affect change within existing resources.</i>

<b>RA-07: Enhance the organization's ability to anticipate and manage risks and opportunities effectively.</b>	
<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Strategy in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.

<p><b>RA-07-R1</b></p> <p>Employees are trained and have access to information, tools, and processes needed to manage risks and opportunities effectively.</p>	<p>Addressing strategic and enterprise risks (e.g. emergency management) will require additional resources. A governance review of by-laws, orders, and policies is underway within existing resources, but Enterprise Risk Management and operational risk work will require significant investment and staff onboarding.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
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## Our People

The organization is committed to equity, diversity, inclusion, accessibility, and employee well-being, health, and safety to attract and retain a talented and engaged workforce.

<b>OP-01: Foster a workplace that is equitable, diverse, inclusive, and accessible.</b>	
<b>Mandate</b>	Partial overlap with other partners.
<b>Plans / Strategies</b>	Council-approved strategies and some administrative strategies in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Generally, within existing resources (accessibility updates require significant resources).
<p><b>OP-01-R1</b></p> <p>Complaints related to discrimination, harassment, and accommodation is reduced.</p>	<p><i>Effect based upon progress toward other goal results.</i></p>

<b>OP-01-R2</b> Accessibility Act workplace requirements are met.	The municipality is examining the impact of the provincial <i>Accessibility Act</i> on workplace requirements. Without funding from the Province, it is likely that significant additional resources will be required.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Council-approved strategy in place.</i> <i>Likely to affect change with significant additional resources.</i>
<b>OP-01-R3</b> Staff and leaders are trained in equity, diversity, inclusion, and accessibility.	Human Resources (HR) collaborates with Diversity & Inclusion/ African Nova Scotian Affairs Integration Office to ensure that staff and leaders have access equity, diversity, inclusion, and accessibility learning opportunities. The Learning Management System (LMS) Model, coming live this fiscal year, uses the Diversity & Inclusion Framework; implementation will include online content development for the new LMS within existing resources.  <i>Mandate: Fully within the municipality's control.</i> <i>Plans: Administrative strategy in place.</i> <i>Likely to affect change within existing resources.</i>

<b>OP-02: Strengthen the attraction and retention of people with the skills and behaviours needed to deliver municipal services.</b>	
<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Administrative strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with significant additional resources.

<p><b>OP-02-R1</b></p> <p>Compensation and benefits are competitive.</p>	<p>Compensation strategy is reviewed annually through market surveys and benchmarking against local and national employers. Addressing market gaps may require significant resource increases (e.g. enhanced cost-sharing).</p> <p>Benefits plan cost-share review for non-union groups is underway. Updating the cost-share will require more resources.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>OP-02-R2</b></p> <p>Positions are filled in a timely manner.</p>	<p>The recruitment strategy includes ongoing improvements to time-to-fill and vacancy management. System enhancements are being leveraged, but meaningful impact will require additional resources, including staffing and technology.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with significant additional resources.</i></p>
<p><b>OP-02-R3</b></p> <p>Increase in qualified candidates applying for positions.</p>	<p><i>Effect based upon progress toward other goal results.</i></p> <p><i>The HR Recruitment Strategy emphasizes proactive outreach, redesigned roles, and targeted processes for hard-to-fill positions. HRP continues to focus on staffing, reducing equity, diversity, inclusion, and accessibility barriers, and expanding class-based training, which may require significant resources.</i></p>
<p><b>OP-02-R5</b></p> <p>Proactive succession planning, increased pathways, and appropriate career supports are provided to retain employees.</p>	<p>HR works with business units advise on recruitment needs and succession planning including identifying core services, critical roles, hard to fill roles, and risks.</p> <p>The LMS will enhance identification of critical skills and support the Talent Management Strategy by mapping existing capabilities and succession</p>



	<p>pathways. The LMS will help determine skill gaps, training needs, and growth opportunities across the organization.</p> <p>The Library Succession Plan is approved by the Library Board.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>
<p><b>OP-02-R6</b></p> <p>Employees are engaged, supported, and provided tools to be successful in delivering services.</p>	<p>Employee engagement and wellness are key focus areas across business units. For example, efforts are underway to develop a personal development framework in HRP in collaboration with HR.</p> <p>While some progress can be made with minimal resources, fully implementing and staffing these initiatives – especially training and retention efforts – will require additional investment.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change within minimal additional resources.</i></p>

### OP-03: Increase employee access to learning and development opportunities.

<b>Mandate</b>	Fully within the municipality's control.
<b>Plans / Strategies</b>	Some administrative strategy in place with some in development.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.

<p><b>OP-03-R1</b></p> <p>Improved onboarding to support new employees and employees in new positions.</p>	<p>The municipality is implementing technology to facilitate onboarding (new and transfers) that is also connected to the LMS. The new technology will create consistency and improve employee onboarding experience.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>OP-03-R2</b></p> <p>Opportunities and programs support employee growth and well-being continue to be developed.</p>	<p>The LMS will enhance identification of development opportunities and programs to support employee growth and well-being.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Strategy in development.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>OP-03-R3</b></p> <p>Increased employee training opportunities and participation rates in programs that build leadership skills and support succession planning.</p>	<p>The LMS will enhance identification of critical skills and support the Talent Management Strategy by mapping existing capabilities and succession pathways. The LMS will help determine skill gaps, training needs, and growth opportunities across the organization. Minimal funding is required, mainly for content development in the LMS, which could be created in-house or purchased, possibly requiring additional staff.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>

<p><b>OP-04: Foster a safety-first culture where employees' mental, emotional, and physical well-being are protected.</b></p>	
<p><b>Mandate</b></p>	<p>Partial overlap with other partners.</p>

<b>Plans / Strategies</b>	Administrative strategy in place.
<b>Likelihood to Affect Change within the Strategic Plan Period</b>	Likely to affect change with minimal additional resources.
<b>OP-04-R1</b> Decreased employee physical and psychological workplace injury, injury duration, lost time, claims, and associated costs.	Physical and psychological safety in the workplace is guided by the Safety Strategy, Respectful Workplace implementation, and implementation of Provincial Labour Standards around psychological safety at work.  Initiatives such as the Safe and Respectful Workplace Working Group is new to HRP, with the Reintegration Program ongoing and the Early Intervention program being implemented. The Library's Respectful Workplace Policy has been implemented, and work is underway to train staff.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Administrative strategy in place.</i> <i>Likely to affect change within existing resources.</i>
<b>OP-04-R2</b> Mental health and well-being are promoted in the workplace.	Mental health and well-being are promoted in the workplace guided by the Safety Strategy, Respectful Workplace implementation, and implementation of Provincial Labour Standards around psychological safety at work.  <i>Mandate: Partial overlap with other partners.</i> <i>Plans: Administrative strategy in place.</i> <i>Likely to affect change within existing resources.</i>
<b>OP-04-R3</b> Employees are aware of and comply with applicable health and safety legislation and access workplace health and safety tools.	Awareness and compliance of health and safety in the workplace is guided by the Safety Strategy, Respectful Workplace implementation, and implementation of Provincial Labour Standards around psychological safety at work.  PW continues to work on public safety in the right-of-way and is developing digital tools to track and visualize data around safety.

	<p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change within existing resources.</i></p>
<p><b>OP-04-R4</b></p> <p>Leadership is provided the training for necessary skills to support the safety and well-being of employees.</p>	<p>Leadership skills training in safety and well-being is guided by the Safety Strategy, Respectful Workplace implementation, and implementation of Provincial Labour Standards around psychological safety at work.</p> <p>Work is ongoing to ensure overlap between the LMS and Safety Strategy to maximize leadership training coverage including measurement and tracking to identify training gaps and needs.</p> <p><i>Mandate: Fully within the municipality's control.</i></p> <p><i>Plans: Administrative strategy in place.</i></p> <p><i>Likely to affect change with minimal additional resources.</i></p>