

HALIFAX

2026-2030 Strategic Plan

# Action Plan





# Introduction

The 2026-2030 Strategic Plan Action Plan (Action Plan) outlines the work that the administration will undertake to progress the goals set by council in the Strategic Plan and it is the bridge between the Strategic Plan and the daily work conducted by the business units.

Actions are numbered according to their associated goal. Each Action is assigned a lead business unit; however more than one business unit may contribute to its completion. Years are assigned for each action based on the timeline of the Strategic Plan. Strategic Indicators are listed alongside each priority and goal.

The Action Plan will be revisited and reconfirmed at the mid-point of the Strategic Plan cycle, effective 2028/29.

## Business Unit/Office legend:

<b>CAO</b>	Chief Administrative Officer Business Unit
<b>CPS</b>	Commissioner of Public Safety
<b>CS</b>	Community Safety
<b>FAM</b>	Finance & Asset Management
<b>HR</b>	Human Resources
<b>HRFE</b>	Halifax Regional Fire & Emergency
<b>HRP</b>	Halifax Regional Police
<b>IT</b>	Information Technology
<b>Library</b>	Halifax Public Libraries
<b>LRIS</b>	Legal, Risk & Insurance Services
<b>MPO</b>	Major Projects Office
<b>P&amp;D</b>	Planning & Development
<b>P&amp;R</b>	Parks & Recreation
<b>PFE</b>	Property, Fleet & Environment
<b>PW</b>	Public Works
<b>SITP</b>	Strategic Infrastructure & Transportation Planning
<b>Transit</b>	Halifax Transit



For best results, this document is recommended to be used with the following screen readers: NVDA, JAWA.

# Enabling Prosperity



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

## Priority Indicators

- Percent of population within the Urban service boundary
- Housing starts and completions
- Total construction value of building permits
- Total population
- Industrial real estate vacancy rate
- Gross Domestic Product (real 2017 \$ millions)
- Unemployment Rate

### Goal: EP-01

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

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-01-A1</b> Develop and begin implementation of the Strategic Growth and Infrastructure Priorities Plan.	<b>SITP</b>	●	●	●	●	<ul style="list-style-type: none"><li>• Percentage of new household permits in the Urban service area boundary (Target 75%)</li><li>• Percentage of permits issued within 500 metres of a transit stop</li></ul>
<b>EP-01-A2</b> Develop and approve the Regional Plan Phase 5.	<b>P&amp;D</b>	●	●	●	●	

## Goal: 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.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-02-A1</b> Modernize the planning framework to support strategic growth in urban, suburban and rural areas (Centre Plan, Suburban Plan, Rural Plan).	P&D	●	●	●	●	<ul style="list-style-type: none"> <li>Average days to issue permit for new construction (Residential Permit and Mixed-Use &amp; Commercial Building Permit)</li> <li>Percentage of building inspections completed within 2 days</li> <li>Total number of new residential units from permits issued (high density and low density)</li> </ul>
<b>EP-02-A2</b> Undertake comprehensive neighbourhood planning to develop complete communities.	P&D		●			
<b>EP-02-A3</b> Update and implement recommendations from the Solid Waste Strategy to provide adequate access to processing facilities.	PW	●	●	●	●	
<b>EP-02-A4</b> Complete the Eastern Shore Lifestyle Centre including recreation, library and fire protection services.	PFE	●	●	●		
<b>EP-02-A5</b> Plan and design public safety infrastructure and facilities.	CPS	●	●	●	●	
<b>EP-02-A6</b> Develop and begin implementation of a Housing Strategy.	P&D	●	●			
<b>EP-02-A7</b> Develop a Parks and Outdoor Facilities Priorities Plan and an Indoor Recreation Facilities Priorities Plan.	P&R	●	●	●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-02-A8</b> Improve development processes and remove barriers to increase housing supply.	<b>P&amp;D</b>		●			<ul style="list-style-type: none"> <li>• Number of housing units supported through the municipality's affordable housing grants</li> <li>• Number of new affordable housing units realized through the municipality's affordable housing grants</li> </ul>
<b>EP-02-A9</b> Advance the planning and construction/leasing of new library spaces and service facilities to ensure residents in growing neighbourhoods have convenient access to essential community services.	<b>Library</b>	●	●	●	●	
<b>EP-02-A10</b> Implement the identified improvements, renovations and retrofits required for existing Library locations.	<b>Library</b>	●	●	●	●	

## Goal: EP-03

**Maintain and improve municipal infrastructure resilience to mitigate and adapt to the impacts of climate change.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-03-A1</b> Conduct critical infrastructure climate change vulnerability risks assessments and prioritize vulnerable municipally owned infrastructure and assets for resiliency enhancements.	<b>PFE</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Value of funded Build-Back-Better projects</li> </ul>
<b>EP-03-A2</b> Develop infrastructure adaptation plans and future state design standards.	<b>PFE</b>			●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-03-A3</b> Conduct detailed risk and vulnerability analyses of coastal, waterfront, and shoreline areas.	PFE	●	●			

## Goal: EP-04

Ensure residents and businesses can contribute to and benefit from the municipality's growing economy.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-04-A1</b> Support the African Nova Scotian Road to Economic Prosperity Action Plan 2025-2030 to advance economic development and community priorities.	CAO	●	●	●	●	<ul style="list-style-type: none"> <li>Industrial Park sales</li> <li>Combined nights sold</li> <li>Total number of air passengers arriving to and departing from Halifax</li> <li>Total number of cruise passengers arriving to Halifax</li> <li>Value (\$) of Social Value Procurement contracts awarded</li> </ul>
<b>EP-04-A2</b> Partner with provincial and federal governments to benefit the municipality's growing economy.	CAO	●	●	●	●	
<b>EP-04-A3</b> Support the implementation of the Integrated Tourism Master Plan 2030, with Discover Halifax.	P&R	●	●	●	●	
<b>EP-04-A4</b> Implement the Regional Events Strategy and position the municipality as a leading event destination.	P&R	●	●	●	●	
<b>EP-04-A5</b> Support the Halifax Partnership in implementing the 2022-2027 Inclusive Economic Strategy.	CAO	●	●			

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-04-A6</b> Work with the Halifax Partnership to codevelop the next Economic Strategy.	<b>CAO</b>	●	●			<ul style="list-style-type: none"> <li>• Total Direct Expenditure (Events East)</li> <li>• Successful bids, economic impact – Discover Halifax</li> <li>• The municipality's Ten-Signature Events economic impact</li> </ul>
<b>EP-04-A7</b> Advance the Wanderers Block Redevelopment Project.	<b>P&amp;R</b>	●	●	●	●	
<b>EP-04-A8</b> Develop a comprehensive capital investment strategy to modernize the Scotiabank Centre.	<b>P&amp;R</b>	●	●	●		
<b>EP-04-A9</b> Expand the supply of serviced industrial lands to address gaps identified in the 2020 Industrial Employment Lands study.	<b>PFE</b>	●	●	●	●	

## Goal: EP-05

**Attract, retain, and grow domestic and international business and talent.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-05-A1</b> Reduce barriers to doing business across the municipality, including areas outside the Regional Centre.	<b>CAO</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Number of active businesses</li> <li>• Business Confidence Index</li> <li>• Labour Force Participation Rate</li> </ul>
<b>EP-05-A2</b> Support the Halifax Partnership in conducting business attraction and retention activities noted in the Inclusive Economic Strategy 2022-2027.	<b>CAO</b>	●	●			



# Strengthening Communities



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

## Priority Indicators

- Individuals Experiencing Homelessness
- Percentage of individuals living in food insecure households
- Quality of Life Index (survey-based)
- Perception of Well-being (survey-based)
- Crime Severity Index
- Perception of Safety Index (survey-based)
- Fire-related fatalities per 100,000
- Sense of Community Belonging (survey-based)
- Number of registrants in recreational programs
- Percentage of population with an active library card
- Cost of climate events to the community
- Cost of climate events to Halifax Regional Municipality
- Greenhouse Gas Emissions per Capita
- Green area per 100,000 population (*future*)\*
- Number of days with water restrictions enforced (*future*)\*

\* *Under assessment for future use*

## Goal: SC-01

**Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-01-A1</b> Improve community relations and community safety programming.	<b>CPS</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Number of participants in crisis prevention and preparation training (public safety)</li> </ul>



Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-01-A2</b> Complete and implement the Emergency Management Plan to ensure readiness, accessibility and effective management during emergencies and climate-related events.	CPS	●	●	●	●	<ul style="list-style-type: none"> <li>• Number of community Wildfire Risk Assessments completed</li> <li>• Number of Advanced FireSmart Home Assessments completed</li> <li>• Percentage of Business Continuity Plans tested and trained in a year</li> <li>• Percentage of municipal facilities assessed (building condition assessment)</li> <li>• Percentage of fire inspections cases completed (vs target)</li> </ul>
<b>SC-01-A3</b> Implement the Wildland Urban Interface Program.	HRFE	●	●	●	●	
<b>SC-01-A4</b> Develop and implement Egress Route Action Planning.	SITP	●	●	●	●	
<b>SC-01-A5</b> Develop and implement an integrated comprehensive strategic plan on municipal public safety.	CPS	●	●	●	●	
<b>SC-01-A6</b> Develop and implement a Drought Mitigation Strategy to enhance water conservation and improve community resilience to prolonged dry conditions.	CS	●	●			

## Goal: 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.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-02-A1</b> Support the RCMP Halifax Regional Detachment in building satellite offices to enhance community-based policing.	CPS	●	●	●		<ul style="list-style-type: none"> <li>Number of registrants hfxALERT</li> <li>Effective Firefighting Force (% of times met)</li> </ul>
<b>SC-02-A2</b> Advance preventative safety and security programs and alternative response models.	CS	●	●	●		<ul style="list-style-type: none"> <li>First unit on scene to Urban medical incidents (% within the standard)</li> <li>First unit on scene to Rural medical incidents (% within the standard)</li> </ul>
<b>SC-02-A3</b> Implement the Crisis Communication Plan and advance work on emergency alerting.	CS	●	●	●	●	<ul style="list-style-type: none"> <li>First unit on scene to Rural fire incidents (% within the standard)</li> <li>First unit on scene to Urban fire incidents (% within the standard)</li> </ul>
<b>SC-02-A4</b> Implement recommendations from reports studying policing models and transformation in the municipality.	CPS	●	●			<ul style="list-style-type: none"> <li>Number of people accessing alternative (policing) response services (future)*</li> </ul>
<b>SC-02-A5</b> Build the Library's capacity to provide safe refuge, information and essential support to residents following emergencies.	Library	●	●	●	●	<i>* Under assessment for future use</i>

## Goal: SC-03

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

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-03-A1</b> Work with the province and the service provider community to support designated sites for sheltering.	CS	●	●			<ul style="list-style-type: none"> <li>• Number of people sleeping rough</li> <li>• Number of designated encampments</li> </ul>
<b>SC-03-A2</b> Work with the province and the service provider community to provide services to support people experiencing homelessness, and those that are precariously housed.	CS	●	●	●	●	

## Goal: SC-04

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

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-04-A1</b> Provide opportunities for community engagement and for residents to engage in community leadership and volunteer roles.	CAO	●	●	●	●	<ul style="list-style-type: none"> <li>• Number of Community Grants issued by type</li> <li>• Number of multicultural events supported by the municipality</li> </ul>
<b>SC-04-A2</b> Implement the Culture and Heritage Priorities Plan, including policy reviews and programming to promote arts and culture celebration in the municipality.	P&R	●	●	●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-04-A3</b> Implement youth programming and plans including the Youth Advocate Program, Girls United, SNAP, Youth Worx, the Youth Response Table and scoping the Youth Services Plan 3.	P&R	●	●	●		<ul style="list-style-type: none"> <li>• Number of youth participants in crime prevention focused programming</li> <li>• Kilograms of food distributed</li> <li>• Annual Library uses per person</li> </ul>
<b>SC-04-A4</b> Implement the Seniors Recreation Services Plan.	P&R	●	●	●		
<b>SC-04-A5</b> Increase social cohesion in communities.	P&R	●	●	●	●	
<b>SC-04-A6</b> Implement the Halifax Common Master Plan, identifying and prioritizing capital improvements and projects in the plan.	P&R	●	●	●	●	
<b>SC-04-A7</b> Implement the Dismantling Hate and Racism Strategy and inclusive strategies' actions to increase residents' well-being and sense of belonging.	CAO	●	●	●	●	
<b>SC-04-A8</b> Implement the actions identified in the internal Indigenous Services review to align with municipal commitment to the Truth and Reconciliation Commission and United Nations Declaration on the Rights of Indigenous Peoples.	CAO	●	●	●	●	
<b>SC-04-A9</b> Implement the Accessibility Strategy 2025-2028 Action Plan.	CAO	●	●	●		

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-04-A10</b> Support the implementation of the Local Immigration Partnership to bring together settlement agencies, community groups, and businesses to create a welcoming and inclusive community for newcomers.	CAO	●	●			
<b>SC-04-A11</b> Create and enhance library spaces, programs and services that prioritize accessibility, inclusion and shared experiences to strengthen belonging and foster meaningful community connections.	Library	●	●	●	●	
<b>SC-04-A12</b> Address historic inequities in service by identifying and building new library services for communities and neighbourhoods that have been under-served by the Library.	Library		●	●	●	
<b>SC-04-A13</b> Align provincial, municipal, and community-led services to promote community safety.	CPS	●	●			

## Goal: SC-05

Improve equitable access to municipal programs, services, indoor and outdoor spaces and events for all residents.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-05-A1</b> Implement the outcomes from the inclusion support review.	P&R		●	●		

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-05-A2</b> Execute the Halifax Forum Redevelopment project to create a more accessible facility for all ages and abilities.	<b>PFE</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Number of municipal buildings meeting accessibility standards</li> <li>• Proximity to recreation facilities and assets (future)*</li> <li>• Number of clients in Affordable Access Program recreation services</li> <li>• Number of inclusion support recreation participants (future)*</li> <li>• Number of recreational staff available for inclusion support</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>SC-05-A3</b> Implement the Rural Recreation Strategy to improve access to enhanced services, while prioritizing accessibility, inclusivity and engagement.	<b>P&amp;R</b>	●	●			
<b>SC-05-A4</b> Implement the Playing Field Strategy to improve the service delivery of playing fields in the municipality.	<b>P&amp;R</b>	●	●	●	●	
<b>SC-05-A5</b> Explore the One Recreation membership model to increase connection and coordination across all municipally owned recreation facilities.	<b>P&amp;R</b>	●				

## Goal: SC-06

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

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-06-A1</b> Implement programming for homeowners and the private sector to reduce emissions from the building sector.	<b>PFE</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Energy supplied through public HRM charging infrastructure (kWh)</li> </ul>

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-06-A2</b> Implement the Electric Vehicle Strategy to reduce emissions from transportation sector.	<b>PFE</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Total capacity of solar electric approved through the Solar City Program (MW)</li> <li>• Cumulative capacity of net-metered solar installed (MW)</li> <li>• Waste disposal rate (Kg per capita)</li> </ul>
<b>SC-06-A3</b> Enhance education and enforcement for the commercial and apartment sectors to reduce waste.	<b>PW</b>	●	●	●	●	

## Goal: 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.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-07-A1</b> Protect and enhance lakes and rivers through programs, policies, and projects, including water quality monitoring, blue-green algae management, bacteria testing and public education initiatives.	<b>PFE</b>	●	●	●	●	<ul style="list-style-type: none"> <li>• Hectares of purchased or newly received parkland (future)*</li> <li>• Number of naturalization projects completed within a park per year</li> <li>• Number of nature-based solutions implemented by the municipality in a year</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>SC-07-A2</b> Implement the Green Network Plan to increase naturalization of municipal parks, support community gardens and enhance lakes and rivers.	<b>P&amp;D</b>	●	●	●	●	
<b>SC-07-A3</b> Advance the development of the Blue-Mountain Birch Cove National Urban Park in collaboration with Parks Canada.	<b>P&amp;R</b>	●	●	●	●	



Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-07-A4</b> Advance the development of the Shaw Wilderness Park.	<b>P&amp;R</b>	●				<ul style="list-style-type: none"> <li>• Number of trees planted</li> <li>• Area of urban agriculture on municipal land</li> <li>• Percentage of water (recreational) quality guideline exceedance</li> </ul>
<b>SC-07-A5</b> Partner with Halifax Water to develop a holistic, integrated and climate-informed stormwater management plan and program.	<b>PW</b>			●	●	
<b>SC-07-A6</b> Implement the JustFOOD Action Plan to improve access to urban agriculture opportunities.	<b>CS</b>	●				
<b>SC-07-A7</b> Implement coastal management and protection plans to protect the quality of life of coastal and ecological areas and corridors.	<b>PFE</b>	●	●	●	●	
<b>SC-07-A8</b> Implement the Urban Forest Management Plan to protect and grow the municipal urban tree canopy.	<b>PW</b>	●	●	●	●	
<b>SC-07-A9</b> Implement the Integrated Pest Management Strategy.	<b>PFE</b>	●	●	●	●	

# 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.*

## 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)

## Goal: MB-01

Manage traffic congestion and improve the efficiency of the transportation network.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-01-A1</b> Work with the Province and external partners to advance initiatives outlined in the Regional Transportation Plan.	SITP	●	●	●	●	<ul style="list-style-type: none"> <li>• Traffic peak duration and spread</li> </ul>
<b>MB-01-A2</b> Develop and implement a Transportation Demand Management strategy to reduce demand on the transportation network.	PW	●	●	●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-01-A3</b> Develop and implement a strategy to improve data and monitoring for the transportation network.	<b>SITP</b>	●	●	●	●	<ul style="list-style-type: none"> <li>Percentage of Transit Priority Corridors with transit priority</li> <li>90th percentile travel time – emergency response (rural and urban)</li> </ul>
<b>MB-01-A4</b> Develop and implement tactics to mitigate impacts of road work and isolated traffic incidents on traffic flow.	<b>PW</b>	●	●	●	●	
<b>MB-01-A5</b> Execute the Windsor Street Exchange Redevelopment Project.	<b>MPO</b>	●	●	●	●	
<b>MB-01-A6</b> Execute the Mill Cove Ferry Service Project.	<b>MPO</b>	●	●	●	●	
<b>MB-01-A7</b> Execute the Major Strategic Multi-Modal Corridors project planning, including recapitalization projects as part of the capital budget process.	<b>SITP</b>	●	●	●	●	

## Goal: MB-02

**Improve the reliability of public transit.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-02-A1</b> Implement the Transit Core Service Plan.	<b>Transit</b>	●	●	●		<ul style="list-style-type: none"> <li>Hours of lost service – bus and ferry</li> <li>Overall network on-time performance</li> </ul>
<b>MB-02-A2</b> Improve live communication regarding transit service outages with customers.	<b>Transit</b>			●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-02-A3</b> Implement recommendations from the Transit Ferry Review.	Transit	●	●			<ul style="list-style-type: none"> <li>Number of Transit boardings</li> </ul>

## Goal: MB-03

Improve access to sustainable transportation modes.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-03-A1</b> Implement the transportation actions in the Accessibility Strategy 2025-2028.	Transit	●	●	●		<ul style="list-style-type: none"> <li>Percentage of trips provided by Access-A-Bus annually of demand</li> <li>Percentage of residents within 400 metres of an All Ages and Abilities ('AAA') bikeway facility</li> <li>Percentage of residents living within 500 metres of a transit stop</li> <li>Number of electric vehicle charging stations installed by the municipality</li> <li>Average daily bicycle volume (at specific locations)</li> <li>Number of bus stops upgraded to meet accessibility standards (compared to target)</li> <li>Number of accessible features installed vs. target (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)</li> </ul>
<b>MB-03-A2</b> Implement recommendations from the Access-A-Bus service review.	Transit	●	●	●	●	
<b>MB-03-A3</b> Complete the All-Ages and Abilities Regional Centre Bicycle Network.	PW	●	●	●	●	
<b>MB-03-A4</b> Complete a review of the Active Transportation Priorities Plan.	SITP	●				

## Goal: MB-04

Improve safety of transportation modes.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>MB-04-A1</b> Draft and implement the Transit Safety Program.	<b>Transit</b>	●	●	●	●	<ul style="list-style-type: none"> <li>Number of fatal and injury collisions – HRM jurisdiction (by mode)</li> <li>Number of Halifax Transit security incidents (future)*</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>MB-04-A2</b> Implement the Road Safety Strategy.	<b>PW</b>	●	●	●	●	

## Goal: MB-05

Public transit resources and service standards align and grow with the municipality.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>MB-05-A1</b> Develop and implement a micro-transit strategy for increased access to the transit network.	<b>Transit</b>	●	●	●	●	<ul style="list-style-type: none"> <li>Percentage of routes meeting ridership guidelines (future)*</li> <li>Number of passenger overloads (exceeds passenger capacity)</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>MB-05-A2</b> Develop and implement the Bus Rapid Transit Strategy.	<b>MPO</b>	●	●	●	●	

## Goal: MB-06

Improve connectivity between and within communities.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>MB-06-A1</b> Implement the Active Transportation Priorities Plan.	SITP	●	●	●	●	<ul style="list-style-type: none"> <li>Total annual KM of new sidewalk</li> <li>Total annual KM of bike lanes and local street bikeways</li> <li>Total annual KM of multi-use pathways constructed</li> </ul>

## Goal: MB-07

Develop and enhance the transportation network and infrastructure assets to meet defined service levels.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>MB-07-A1</b> Review levels of service for sidewalks, roads, and right-of-way assets.	PW	●				<ul style="list-style-type: none"> <li>Percentage of sidewalks in fair condition and poor condition</li> <li>Network average Pavement Quality Index (0 to 100)</li> <li>Transit buses – Mean Distance Between Failures</li> </ul>
<b>MB-07-A2</b> Implement the Capital Plan for street recapitalization.	PW	●	●	●	●	
<b>MB-07-A3</b> Develop and implement the Land Acquisition Strategy to secure corridors and sites for short-term and longer-term mobility projects.	SITP	●	●	●	●	
<b>MB-07-A4</b> Review levels of service for transit stop assets.	Transit		●	●	●	

# Responsible Administration



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

## Priority Indicators

- Residential Tax Effort
- Tax collected as a percentage of tax billed (%)
- Debt service ratio
- % Satisfaction – municipal services (survey)

### Goal: RA-01

**Preserve and strengthen the municipality's financial position to meet current and future needs and obligations.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-01-A1</b> Establish a fiscal framework for Operating and Capital growth.	<b>FAM</b>		●			<ul style="list-style-type: none"> <li>• Percentage of reserves meeting policy minimum</li> <li>• Variance – operational actual expenses versus budget</li> </ul>
<b>RA-01-A2</b> Prioritize and rationalize the Capital Plan to align with the municipality's delivery capacity.	<b>FAM</b>	●				<ul style="list-style-type: none"> <li>• Variance – revenue actual versus budget</li> <li>• Dollar value of grants and tax relief (future)*</li> <li>• Dollar value of Affordable Access Program</li> </ul>
<b>RA-01-A3</b> Consolidate user fees into a single administrative order.	<b>FAM</b>	●	●	●	●	<p>* Under assessment for future use</p>



## Goal: RA-02

Monitor, maintain and replace municipal assets to establish and ensure service levels.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-02-A1</b> Develop business unit asset management plans for major asset classes including condition and criticality levels, and maintenance and replacement standards and schedules.	FAM	●	●	●	●	<ul style="list-style-type: none"> <li>Percentage of assets meeting target condition (future)*</li> <li>Percentage of assets with a formalized asset management plan by asset class</li> <li>Percentage of planned vs. unplanned maintenance (future)*</li> <li>Percentage of natural assets with an identified utilization plan (future)*</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>RA-02-A2</b> Implement asset management digital transformation.	FAM	●	●	●	●	

## Goal: RA-03

Reach net-zero municipal operations by 2030.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-03-A1</b> Reduce greenhouse gas emissions from municipally owned buildings by at least 60% by 2030 to lower energy consumption and operating costs.	PFE	●	●	●	●	<ul style="list-style-type: none"> <li>Greenhouse Gas Emissions – municipal operations (municipal buildings, fleet, and street lighting)</li> </ul>
<b>RA-03-A2</b> Decarbonize up to 50% of the fleet.	PFE	●	●	●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-03-A3</b> Complete the planning and design of the Zero-Emission Bus Project Phase 2 and Eco-rebuild of Burnside Transit Centre.	MPO	●	●	●	●	<ul style="list-style-type: none"> <li>• Energy usage intensity of municipal buildings (measured as kilowatt hours per square meter)</li> <li>• Percentage of HalifACT actions on track</li> </ul>
<b>RA-03-A4</b> Initiate the build of the Zero-Emission Bus Project Phase 2 and Eco-rebuild of Burnside Transit Centre.	MPO	●	●	●	●	

## Goal: RA-04

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

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-04-A1</b> Review the Performance Excellence Program to develop a new Corporate Continuous Improvement Strategy.	FAM	●	●	●		<ul style="list-style-type: none"> <li>• Percentage of services meeting standards (future)*</li> <li>• Number of continuous improvement projects – by category</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>RA-04-A2</b> Promote and educate the organization to continuously improve services and increase efficiency.	FAM	●	●	●	●	
<b>RA-04-A3</b> Complete the Municipal Service Review.	FAM	●	●			
<b>RA-04-A4</b> Implement the Service Review Program.	FAM		●	●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-04-A5</b> Implement the Information Technology Strategic Plan.	IT	●	●	●	●	<ul style="list-style-type: none"> <li>• Benefits realized (\$) – continuous improvement projects</li> <li>• Percentage of Auditor General recommendations completed at first follow-up</li> <li>• Percentage of service requests resolved within standard (future)*</li> <li>• Customer Inquiry Average Resolution Time (Planning &amp; Development)</li> <li>• Quality and accuracy results for 311 (%)</li> <li>• 311 Abandonment rate (%)</li> <li>• Number of users of on-demand and scheduled interpretation services (future)*</li> </ul> <p>* Under assessment for future use</p>
<b>RA-04-A6</b> Develop a strategy and action plan for leveraging AI solutions within the organization.	IT	●	●	●	●	
<b>RA-04-A7</b> Ensure municipal by-laws, administrative orders and policies are periodically reviewed through the Governance Framework.	LRIS	●	●	●	●	
<b>RA-04-A8</b> Develop and implement a Customer Service Strategy and service performance monitoring.	FAM	●	●	●	●	
<b>RA-04-A9</b> Implement changes to Halifax.ca pending requirements from the provincial <i>Accessibility Act</i> .	IT	●	●	●	●	
<b>RA-04-A10</b> Implement 80% of accepted recommendations from outstanding Halifax Regional Municipality Auditor General published reports within target timelines.	FAM (by BU)	●	●	●	●	
<b>RA-04-A11</b> Identify and explore new technology to support processing, distribution and delivery of library materials.	Library	●	●	●	●	

## Goal: RA-05

Deliver meaningful and accessible public engagement and education on key municipal issues.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-05-A1</b> Implement the Community Engagement Strategy to ensure meaningful public engagement.	CAO		●	●	●	<ul style="list-style-type: none"> <li>Actively engaged users of online community engagement portal</li> <li>Followers on primary social media accounts</li> <li>% Satisfaction – public engagement (Resident Survey)</li> <li>Participant feedback regarding public experience with the engagement process (future)*</li> </ul>
<b>RA-05-A2</b> Implement the Digital Communications Strategy to advance public engagement and education objectives.	CAO	●	●	●	●	* <i>Under assessment for future use</i>

## Goal: RA-06

Foster collaborative relationships with other levels of government and partners.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-06-A1</b> Implement the Government Relations Strategy to strengthen intergovernmental processes and structures that enable the municipality, provincial and federal governments to identify shared objectives.	CAO	●	●	●	●	<ul style="list-style-type: none"> <li>Dollars invested in the municipality by partners (future)*</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>RA-06-A2</b> Implement the Partnership Engagement Plan to enhance service delivery to communities.	CAO	●	●	●	●	

## Goal: RA-07

Enhance the organization's ability to anticipate and manage risks and opportunities effectively.

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>RA-07-A1</b> Develop and implement an Operational Risk Management Framework.	LRIS	●	●	●	●	<ul style="list-style-type: none"> <li>Percentage of employees that have received risk training (future)*</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>RA-07-A2</b> Begin developing the Strategic Risk approach.	LRIS	●	●	●	●	
<b>RA-07-A3</b> Begin developing the Enterprise Risk Program (inclusive of Financial, Strategic and Operational Risk).	LRIS	●	●	●	●	

# 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.*

## Priority Indicators

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

*\* Under assessment for future use.*

## Goal: OP-01

**Foster a workplace that is equitable, diverse, inclusive and accessible.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>OP-01-A1</b> Implement the corporate facing actions from the Dismantling Hate and Racism Strategy and inclusive strategies.	CAO	●	●	●	●	<ul style="list-style-type: none"> <li>• Number of Approved WCB NS Gradual Onset Psychological Injury Claims</li> <li>• Percentage of employees that feel the municipality appropriately demonstrates its commitment to diversity, equity and inclusion (survey)</li> </ul>
<b>OP-01-A2</b> Implement the workplace recommendations in the Accessibility Strategy 2025-2028 in alignment with the Province of Nova Scotia's <i>Accessibility Act</i> .	CAO	●	●	●	●	

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>OP-01-A3</b> Implement additional workplace strategies that address discrimination, harassment and racism.	HR	●	●	●	●	<ul style="list-style-type: none"> <li>Number of participants – EDIA training</li> </ul>
<b>OP-01-A4</b> Implement actions in the Employment Equity Action Plan.	HR	●	●	●	●	

## Goal: OP-02

**Strengthen the attraction and retention of people with the skills and behaviours needed to deliver municipal services.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>OP-02-A1</b> Review the Compensation Strategy.	HR	●	●	●	●	<ul style="list-style-type: none"> <li>Percentage of job offers declined (by reason)</li> <li>Percentage of employees who left for better compensation (exit survey)</li> <li>Average time from job posting to job offer acceptance</li> <li>Average number of qualified candidates per job posting (future)*</li> <li>Percentage of critical jobs with a succession plan (future)*</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>OP-02-A2</b> Implement programs to assist with the identification of hard-to-fill and critical roles to facilitate appropriate workforce planning.	HR	●				
<b>OP-02-A3</b> Support integration of ongoing employee engagement strategies into business unit operations.	HR	●	●	●	●	
<b>OP-02-A4</b> Streamline the recruitment process to improve candidate experience and reduce time to fill vacant positions through technology implementation and process redesign.	HR	●	●			



## Goal: OP-03

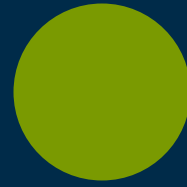
**Increase employee access to learning and development opportunities.**

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>OP-03-A1</b> Promote and increase employee development and advancement opportunities both within business units and across the organization.	HR	●	●	●	●	<ul style="list-style-type: none"> <li>Percentage of new employees that completed onboarding training vs target (future)*</li> <li>Percentage of employees that completed mandatory training (future)*</li> <li>Number of employees participating in Mentorship and Aspiring Leaders program, Evolving Leaders (future)*</li> </ul> <p><i>* Under assessment for future use</i></p>
<b>OP-03-A2</b> Improve onboarding processes and documentation through increased access to information and standardization of processes.	HR	●	●			
<b>OP-03-A3</b> Increase employee access to learning and development opportunities through technology implementation.	HR	●	●			

## Goal: OP-04

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

Action	Lead	26/27	27/28	28/29	29/30	Performance Indicator
<b>OP-04-A1</b> Implement the Employee Wellbeing Strategy through proactive prevention programming to reduce physical and psychological illness and injury.	HR	●	●	●	●	<ul style="list-style-type: none"> <li>Lost Time Accident Frequency</li> <li>Percentage of Health &amp; Safety Lost Time Hours</li> <li>Number of compliance orders – Psychological Workplace Safety (future)*</li> </ul>
<b>OP-04-A2</b> Develop and implement a Corporate Safety Support Model for all business units.	HR	●				<ul style="list-style-type: none"> <li>Percentage of employees completed the mandatory safety training</li> </ul> <p><i>* Under assessment for future use</i></p>



**HALIFAX**