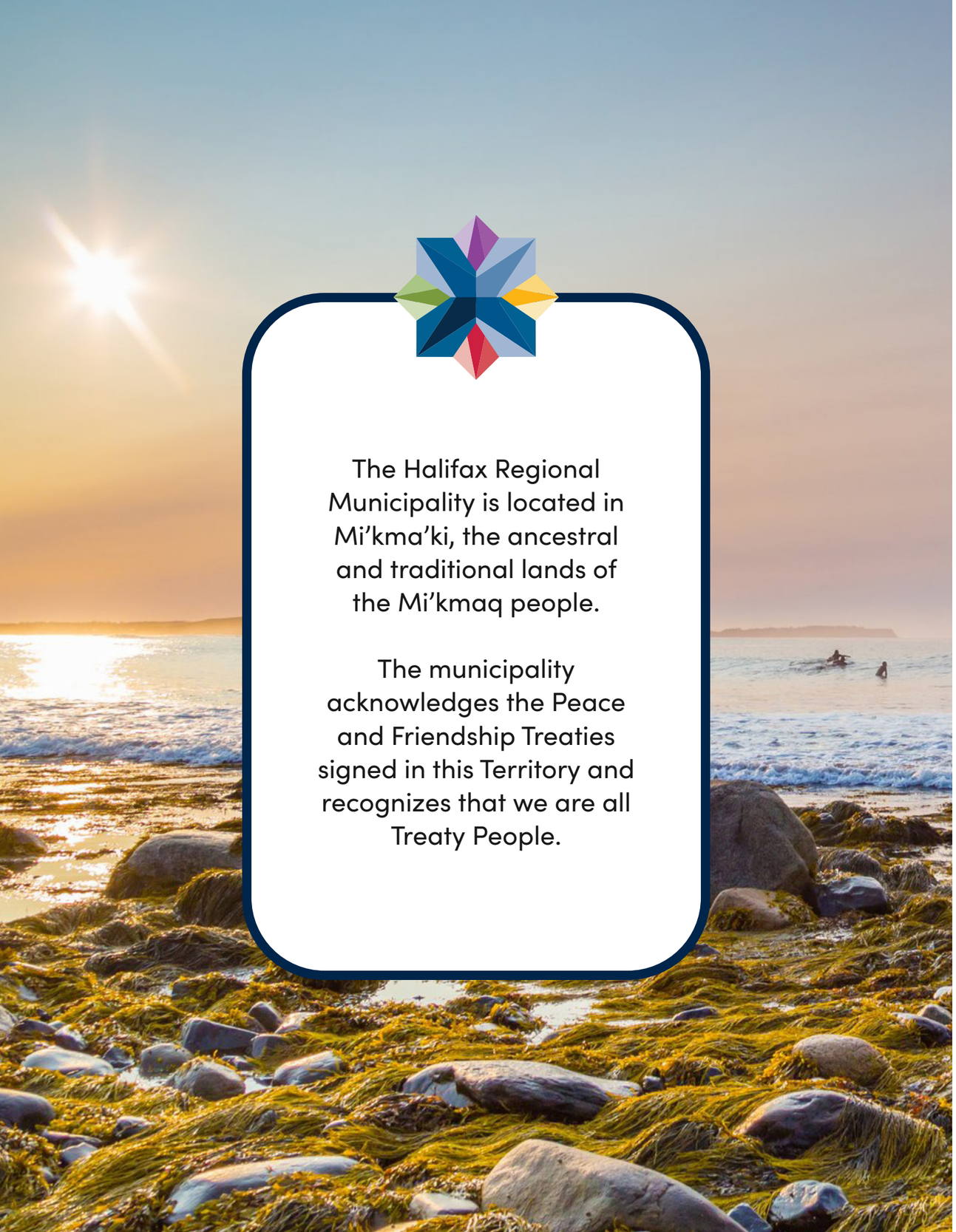


2022/23

Strategic Performance Report

HALIFAX



The Halifax Regional Municipality is located in Mi'kma'ki, the ancestral and traditional lands of the Mi'kmaq people.

The municipality acknowledges the Peace and Friendship Treaties signed in this Territory and recognizes that we are all Treaty People.

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MESSAGE FROM MAYOR SAVAGE



As the Halifax Region continues to grow and develop, I remain incredibly proud and thankful to be a part of this diverse, caring, innovative, and resilient community. The past year has brought both opportunities and challenges for our municipality, reinforcing the need for clear strategic priorities, a forward-thinking and sustainable growth plan, and tangible actions to improve the prosperity and well-being of our communities.

So much has been accomplished collectively by our dedicated team of councilors and staff to make Halifax the most desirable place to be but the housing and homelessness crisis is at our doorstep and many in our community are experiencing significant hardship. There is an urgent need for governments and agencies to work together to identify and deliver solutions, from getting new housing built, to providing shelter to the most vulnerable, to ensuring our fellow residents have the supports they need to live with dignity, and opportunity. This remains top of mind for the municipality and will continue to influence the implementation of public service investments and programming.

We've seen unprecedented fires, floods, and storms, which have shown us how people come together in times of need, and how our emergency response teams are working tirelessly to keep our communities safe.

Despite the challenges, we've made significant progress that we can be proud of; progress that will fuel community and economic development and build a safer more sustainable region. Extensive infrastructure and community investments are underway and planned through the Cogswell District Project and the *Rapid Transit Strategy*. The municipality continues to be a leader in environmental action and this year has illustrated how important this is to our future.

Land use policies and regulations continue to be modernized to allow more efficient use of land, and to build more housing diversity and density in more neighborhoods. Regional Council approved shared-housing regulations to effectively remove single-use zoning in all residential areas and adopted short-term rental regulations to help support longer-term housing. A review of the *Regional Plan* is near completion and a modernization of suburban plans is underway. The municipality will receive $79.3 million through the federal Housing Accelerator Fund which will shape housing development and community growth for generations to come. We were one of the first cities in Canada to be approved for this fund.

Regional Council approved the new *Public Safety Strategy* and established a Community Safety business unit to improve the well-being for our communities. The first food strategy Part A of the *JustFOOD Action Plan* for the municipality was also adopted in partnership with the Halifax Food Policy Alliance to help address food insecurity across the Region. And the work will continue.

I believe that with our ongoing, deliberate focus on building healthy, sustainable communities through integrated planning, targeted infrastructure investment, and governments and organizations working together, we will build a sustainable, accessible, inclusive, and prosperous community where all can find a home.

Regards,

Mike Savage

Mayor Mike Savage

MESSAGE FROM THE CAO



It is my pleasure to introduce you to the second report on the progress we have made on our *2021-25 Strategic Priorities Plan*.

In this, my first *Strategic Performance Report* as your Chief Administrative Officer, I am very proud of our team's outstanding efforts to deliver on the priorities outlined by Regional Council. I have seen firsthand the tremendous work of our municipal employees as they sought to balance numerous competing priorities with the need for fiscal responsibility, all while serving our residents.

Throughout the many challenges and opportunities presented to the municipality, we have remained focused on our strategic priorities while continuing our efforts to foster the growth of healthy and vibrant communities, a strong and diverse economy and a commitment to environmental sustainability.

Working together with a variety of stakeholders and partners, we have made significant progress over the past year and our staff have been working nonstop to move forward on the commitments Regional Council has made for the betterment of our municipality. Some notable examples include: the work with the Halifax Partnership on the *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022-2027*; the transition to electric municipal vehicles and retrofitting municipal buildings with the HalifACT plan as a guide; the significant progress on the Cogswell District Project and other capital investments like the Halifax Common Aquatics Facility; the creation of the Community Safety business unit which allows for the consolidation of programs and activities in the areas of social policy, housing and homelessness, public safety, and emergency management; as well as numerous initiatives to assist those in our communities who are experiencing homelessness, including the building of modular accommodations in Halifax and Dartmouth, the adoption of a new Framework for Addressing Homelessness and the creation of outdoor designated sheltering locations within municipal park spaces.

While these are just some examples of the progress that we have made over the past year, I invite you to read the report to see in detail how we continue to advance Regional Council's strategic priorities.

In closing, I would like to offer my personal and sincere thanks to our employees whose dedication and work have gotten us to this mid-way point in our plan. I would also like to express my gratitude to the residents who have participated in citizen engagement opportunities and provided their feedback on what they want the Halifax Regional Municipality to look like for future generations. Working together, all of us, will help continue growing the Halifax region into the place we are proud to call home.

Kind regards,

Cathy O'Toole

Cathy O'Toole
Chief Administrative Officer

DISTRICT COUNCILLORS

Regional Council is comprised of Mayor Mike Savage and 16 Councillors. Together they represent the main legislative and governing body for the Halifax Regional Municipality (municipality) and its 16 districts. Councillors also sit on boards, committees and commissions, and community councils in the district where they've been elected.



Cathy Deagle Gammon
DISTRICT 1
Waverley - Fall River - Musquodoboit Valley



David Hendsbee
DISTRICT 2
Preston - Chezzetcook - Eastern Shore



Shawn Cleary
DISTRICT 9
Halifax West Armdale



Kathryn Morse
DISTRICT 10
Halifax - Bedford Basin West



Becky Kent
DISTRICT 3
Dartmouth South - Eastern Passage



Trish Purdy
DISTRICT 4
Cole Harbour - Westphal - Lake Loon - Cherry Brook



Patty Cuttell
DISTRICT 11
Spryfield - Sambro Loop - Prospect Road



Iona Stoddard
DISTRICT 12
Timberlea - Beechville - Clayton Park - Wedgewood



Sam Austin
DISTRICT 5
Dartmouth Centre



Tony Mancini
DISTRICT 6
Harbourview - Burnside - Dartmouth East



Pam Lovelace
DISTRICT 13
Hammonds Plains - St. Margarets



Lisa Blackburn
DISTRICT 14
Middle/Upper Sackville - Beaver Bank - Lucasville



Waye Mason
DISTRICT 7
Halifax South Downtown



Lindell Smith
DISTRICT 8
Halifax Peninsula North



Paul Russell
DISTRICT 15
Lower Sackville



Tim Outhit
DISTRICT 16
Bedford - Wentworth

INTRODUCTION

Performance Reporting

The *Strategic Performance Report* provides a progress update for fiscal year 2022/23 toward achieving the Regional Council and Administrative priorities as detailed in the *2021-25 Strategic Priorities Plan*. The *Strategic Priorities Plan* reflects the municipality's vision, mission, and values, and establishes key areas of focus now and into the future.

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

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

Key performance indicators (KPIs) are used to evaluate the success of an organization or a particular activity. The municipality's KPIs are informed by data from over 80 municipal projects and initiatives recorded in the *Strategic Performance Snapshot*—the online dashboard showcasing the municipality's progress as it delivers on the priorities of Regional Council and the administration.

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

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

HOW TO READ THE STRATEGIC PERFORMANCE REPORT

Select initiatives, projects, activities, and KPIs are highlighted in the *Strategic Performance Report*, either grouped by Regional Council or Administrative priority and associated priority outcomes. KPI highlights are noted at the beginning of each priority area section with values in **green** following the desired trend and in **red** if not following the desired trend.

KPIs may have a per cent (%) change, or a percentage points (PP) change. A percentage point or percent point is the unit for the arithmetic difference between two percentages. For example, moving up from 40 per cent to 44 per cent is an increase of 4 percentage points (although it is a 10 per cent increase in the quantity being measured, if the total amount remains the same).

Explanatory notes and progress points organized by priority area strategic initiatives provide further context using the following legend:

Complete **In Progress** **Incomplete**

The complete listing of KPIs—the Council and Administrative Priority Scorecards—are included at the end of this report.

Regional Council Priorities

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



Regional Council Priorities, Outcomes, & Strategic Initiatives

Council Priorities

Prosperous Economy

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

Priority Outcomes

- ECONOMIC GROWTH
- HOLISTIC PLANNING
- TALENT ATTRACTION, RETENTION & DEVELOPMENT

Communities

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

- SAFE COMMUNITIES
- INVOLVED COMMUNITIES
- INCLUSIVE COMMUNITIES
- AFFORDABLE COMMUNITIES

Integrated Mobility

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

- CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING
- SAFE & ACCESSIBLE MOBILITY NETWORK
- AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

Environment

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

- NET-ZERO EMISSIONS
- CLIMATE RESILIENCE
- PROTECTED & SUSTAINABLE ENVIRONMENT



Prosperous Economy

ECONOMIC GROWTH	Economic opportunities are seized to promote and maximize balanced growth, reduce barriers for businesses, support local economies and showcase the region's strengths to the world.
HOLISTIC PLANNING	Informed decisions are made about housing, municipal services and employment and quickly directs growth to the right places in a way that furthers community goals.
TALENT ATTRACTION, RETENTION & DEVELOPMENT	A global and welcoming community that attracts, retains, and develops talent.

The municipality continued to recover from the COVID-19 pandemic. In 2022 the ***Gross Domestic Product* (GDP)** saw a 3.3 per cent increase from the prior year, bringing the GDP to $21,530 (real 2007 millions). Many economic activities experienced a rebound including travel and tourism, with the return of cruise ships bringing the ***total number of cruise passengers arriving to Halifax*** to 239,493 in 2022/23 (about 74 per cent of pre-COVID levels).

During the same period, Halifax Stanfield International Airport served 3.11 million passengers and the ***total number of air passengers arriving to and departing from Halifax*** increased by 189 per cent. Although travel by air and cruise did not reach pre-pandemic levels in 2022/23, ***combined overnight room nights sold*** (traditional hotels and short-term rentals) were up by 2.41 per cent in 2022 compared to 2019, and 69 per cent from 2021.

Cargo through port and air increased by 8.7 per cent from 2021/22 with the ***Port of Halifax cargo*** experiencing the second-largest year-over-year increase since 2015 and air cargo setting the second highest annual figure on record at nearly 37,000 metric tonnes.

The ***total construction value in the municipality*** increased by 6.6 per cent in 2022 and is reflective of increased construction activity, continued growth, and rising costs. Suburban areas saw the highest increase (33 per cent) from $588.84 million in 2021 to $782.66 million in 2022, with permits for large developments in Halifax Mainland, Dartmouth, and Bedford contributing the most to the increased construction value. ***Rural area new residential units from permits issued*** saw record growth, increasing by almost 29 per cent with continued demand for new housing across the municipality.

In 2022, the municipality experienced the lowest ***unemployment rate*** on record. The decrease in unemployment rate was mostly driven by business demand for labour and general demographic trends, despite an increase in population of 4.5 per cent from the prior year bringing the ***population size of the municipality*** to 480,582. In 2022, much of the nation experienced this trend with record low unemployment rates and high labour force participation.

$21,530 ▲3.3%
GROSS DOMESTIC PRODUCT (REAL 2007 $ MILLIONS)

$1,659.57M ▲6.6%
TOTAL VALUE OF CONSTRUCTION IN THE MUNICIPALITY

480,582 ▲4.5%
POPULATION SIZE OF THE MUNICIPALITY

-3.6% ▼2.6 PP
ANNUAL CHANGE IN PURCHASING POWER

Rising costs presented a challenge for residents in 2022, resulting in a 3.6 per cent decrease of the ***annual change in purchasing power***, as the ***Consumer Price Index (CPI)*** increased by 7.3 per cent, and ***household income per capita*** increased by only 3.7 per cent. Consumer prices increased across the country, with the national annual average CPI at 6.8 per cent. Halifax ranked sixth out of the 10 benchmark cities in income growth but had the lowest level of household income per capita (*Halifax Index 2023, Halifax Partnership*).

The 2023 ***Business Confidence Index*** score, which surveys businesses about past, present, and future prospects for the economy in Halifax, was 30.4, down from 42.0 a year earlier (on a scale of -100 to +100) and is the lowest score since 2017. Asked to rate Halifax as a place to do business, 12.5% of businesses rated Halifax below average, noting concerns over labour supply, housing, and general affordability (Halifax Index 2023, Halifax Partnership).

STRATEGIC INITIATIVES SUPPORTING PROSPEROUS ECONOMY

AFRICAN NOVA SCOTIAN ROAD TO ECONOMIC PROSPERITY ACTION PLAN

A *Youth Advisory Committee* was launched to provide counsel and guidance to the Road to Prosperity Advisory Council as well as develop and lead youth consultation and engagement strategies (July 2022).

The *Spark - Igniting Conversations Speakers Series* was developed and launched. Session topics included *Diversity and Inclusion in the Workplace* (May 5, 2022), *Growing Entrepreneurship in the African Nova Scotian (ANS) Community* (September 6, 2022), and a session to bring together educators and employment specialists to explore how an Afrocentric approach to education and career development can lead to long-term success (December 6, 2022).

An update was provided to the Community Planning and Economic Development Standing Committee September 15, 2022. The *African Nova Scotian Road to Economic Prosperity 2022 Progress Report* was published.

The *Road to Economic Prosperity Annual Summit* was held October 21, 2022.

The Cogswell District and Community Benefits - Social Benefits Advisory Committee was established representing a broad range of equity seeking groups regarding the municipality's work on the Cogswell Interchange.

A *Community Benefits Agreements* report was presented to Regional Council November 22, 2022. Community action planning works directly with African Nova Scotian communities to advance economic, environmental, and social planning and infrastructure priorities. Regional Council approved a new policy in the *Regional Plan*, identifying the need for this program to be supported by budget and business planning.

The municipality worked with the Province of Nova Scotia to clean up illegal dumping along Upper Governor Street prior to the June 2022 provincial road transfer.

The municipality sponsored the BIPOC (Black, Indigenous, and People of Colour) Atlantic Job Fair presented by the Diversity Employment Network (September 15, 2022).

The municipality is actively scheduling community circles in North Preston, Upper Hammonds Plains, East Preston, North Dartmouth, North Halifax, and Cherry Brook.

HALIFAX'S INCLUSIVE ECONOMIC STRATEGY 2022-2027

Regional Council approved People, Planet, Prosperity: *Halifax's Inclusive Economic Strategy 2022-2027* on April 5, 2022. A *status update on years one and two actions* was provided to Regional Council as an information report (May 9, 2023).

The municipality continues to coordinate applications, reports, and contribution agreements for infrastructure funding including Transit and Active Transportation projects, developing improved internal procedures for applications and approval, and providing input to the federal government as they develop the next generation of infrastructure programs.

The Innovation Outpost advanced projects related to *HalifACT* prototyping and engagement and food security innovation, in addition to facilitating outpost pilots to beta test products in Halifax.

Per Regional Council direction, $75,000 was reallocated from parking ticket revenue to marketing initiatives for the Business Improvement Districts (BIDs) and Black Business Initiative. Staff also implemented a ticket forgiveness program in support of local business.

TOURISM MASTER PLAN

An investment filter has been created as a tool to assist in assessing the strategic impacts of tourism projects.

The municipality has continued to work with Discover Halifax to support its evolution from strictly a Destination Marketing Organization into a Destination Management Organization, and to support Discover Halifax in the development of a more strategic events attraction and bid process for Halifax.

Festival programs were delivered for Downtown Halifax and Downtown Dartmouth to enhance business activity in the entertainment district.

The municipality provided priority support to the North American Indigenous Games (NAIG) and NAIG cultural initiatives.

COGSWELL DISTRICT PROJECT

Fourteen months of Phase I construction completed with seven months remaining. All land acquisitions were finalized.

Detour roads 1, 2, 3, and 4 were completed. Sidewalks, bike lanes, pedestrian crossings, and hardscaping near the Marriott Hotel and Baton Rouge were completed in June 2023.

Bike lanes and sidewalks were extended south on Upper Water Street beyond the project boundary to ensure integration with a future Lower Water Street bike lane.

The Social Benefits Advisory Committee (SBAC) was established with Workforce and Supplier Diversity Plans completed and approved by the SBAC.

The Cogswell Art and Commemoration project was delayed due to resourcing constraints. A request for proposals for an Art and Commemoration Plan has been advertised which includes engagement of African Nova Scotian and Mi'kmaq communities. This phase of the project is targeted for completion in Q4 2023/24.

RURAL COMMUNITY PLANNING

The municipality continues to process rural planning applications and respond to motions of Regional Council and Community Council involving rural planning issues with rural-specific background information, history, and development data used for ongoing *Regional Plan* updates.

A methodology to begin background studies for the Rural Community Planning Program was developed and included in the *Draft Regional Plan*.

REGULATORY MODERNIZATION FRAMEWORK

Regulatory modernization (RM) objectives and activities are being better integrated with the municipality's current policy priorities including Housing and Green Economy as well as advancement of the *People, Planet, Prosperity: Halifax's Inclusive Economic Strategy 2022-2027* actions to improve policy impact. A five-year review of the RM project was undertaken and a workplan was developed.

The RM partnership approach was updated to reflect current policy priorities and to include building more sustainable intergovernmental collaboration and strategic solutions to address complex policy problems.

Key elements of a business stakeholder engagement strategy are complete and will form a broad multi-stakeholder management plan to improve external relations and policy outcomes for the municipality. Data from the Red-Tape Reduction/RM survey will guide development of a multi-year RM strategy.

Collaborative policy-based teams were formed including a new Halifax Regional Municipality-Dalhousie Policy Lab held with Master of Public Administration students. Student proposals were presented on November 24, 2022, with municipal staff serving as policy mentors.

Regulatory Impact Assessments (RIA) continue to be completed as a critical part of the regulatory consideration process. Organizational capacity building continues using methods and tools developed with a focus on metrics and data management including business customer satisfaction around red-tape reduction.

Enabling legislation for e-scooters was adopted by the Province of Nova Scotia (*Motor Vehicle Act*) in spring 2022. In alignment, *By-law M-300 Respecting Micromobility*, regulates e-scooter commercial operators and e-scooter drivers on municipal roads effective July 15, 2023.

Streamlining occupancy permitting is underway with the Streamlining Occupancy Permitting Regulatory Priority Table completed for executive review. An *occupancy permit* is required after a change of use or tenant (except for a change of a residential tenant, like in the selling of a home), including any change in the number of either commercial or residential units.

The removal of regulatory barriers impacting hiring, training, and the retention of Building Officials has been completed. New Nova Scotia Building Official Association training has kept pace with the municipality's training needs and municipal hiring efforts have filled previous critical staff gaps.

Enabling legislation for Photo Enforcement Radar is underway.

Notice of motion for amendments to *By-law B-201 Respecting the Building Code* was presented to Regional Council as part of a fees update on April 4, 2023 (by-law subsequently approved May 23, 2023 and came into effect June 1, 2023). A comprehensive update to the by-law is anticipated to be submitted by the end of 2023.

A review of *Mobile Home Parks Legislation and Operational Engagement* was completed. An inspection program was initiated, and park inspections were also completed.

By-law Amendment P-1203, amending *By-law P-1200 Respecting On-Street Parking Permits* was approved by Regional Council on February 21, 2023, effective April 1, 2023.

Amendments were made throughout the reporting period to *Administrative Order 15 Respecting License, Permit and Processing Fees*.

Notice of motion for By-law P-510, amending *By-law P-500 Respecting Parking Meters and Pay Stations for the Regulation of Parking of Vehicles Left Standing in the Halifax Regional Municipality* was made April 4, 2023. The by-law was approved May 23, 2023, and came into effect May 29, 2023, which included pay station and other parking fine incremental increases.

STREETSCAPING

The municipality continues to identify opportunities to integrate streetscaping elements with recapitalization projects and development led projects:

- Integration continues for Almon Street and Dutch Village Road (detailed design nearing completion) and on Brunswick Street (preliminary design initiated).
- Integration with the Lower Water Street Functional Plan and Peninsula South Complete Streets is ongoing, with Brunswick Complete Streets complete.
- Streetscaping associated with reinstatement of development sites are at various stages of review, construction, or completion including but not limited to sites on Granville Street, Hollis Street, Lower Water Street, Agricola Street, Gottingen Street (Squiggle Park), Quinpool Road, and Queen Street, Dartmouth.
- Review and approval guidelines and specifications related to streetscaping are in development.

The Spring Garden Road Pedestrian Pilot was initiated on July 4, 2022, and subsequently paused on September 29, 2022, to complete a Regional Council approved operational review to explore implementation options. Additional research that considers permanent installation infrastructure is underway with a report anticipated by winter 2024.

Enhanced services were implemented in July 2022 and routes were mapped for additional enhanced winter services.

SUFFICIENT SUPPLY OF INDUSTRIAL LANDS INVENTORY

Several background studies are underway or complete for consideration of the expansion of Ragged Lake Industrial Park. Remaining infrastructure study requirements are being finalized.

The *Industrial Employment Land Strategy* was completed. The study outlines the industrial supply plan through 2039.

Capital planning for the two required interchanges at Burnside Industrial Park as part of the Provincial Highway 107 Extension completed with an executed Construction Agreement in place. Capital Planning for Burnside Phase 13-1 construction completed with the Burnside Phase 13-1 tender awarded.

The amended zoning for the Aerotech Business Park was deferred but the *rezoning process* is now underway.

The Akerley Boulevard Interchange opened to public traffic as part of the construction agreement in place between the municipality and the Province of Nova Scotia. The Burnside Drive Interchange is in advanced stages of completion to be opened with the Province of Nova Scotia's completion of the Highway 107 extension estimated for the end of 2024.

SUBURBAN COMMUNITY PLANNING

The Community Planning team was formed, including the *Suburban Plan* stream.

Several *Centre Plan* housekeeping reports were approved by Regional Council, as well as an interim approach to bonus zoning outside of Regional Centre.

Site-specific plan amendments were supported as well as *Regional Plan Review* to develop a framework for the *Suburban Plan* and *Rural Plan*.

Progress was made on scoping the *Suburban Plan*, the *Bus Rapid Transit Report*, and the *Cogswell Land Use Project*.

REGIONAL PLAN

The *Regional Plan Review: Phase 3* (Quick Adjustments) package was released July 12, 2022, and a public hearing held on October 11, 2022. The draft *Regional Plan Review* was released to Regional Council June 20, 2023.

The *Public Engagement Guidebook* was presented to Regional Council August 9, 2022. The *Administrative Order 2023-002-ADM Respecting Public Participation for Planning Documents, Certain Planning Applications, and Engagement with Abutting Municipalities* as detailed in the supplementary staff report was adopted on June 20, 2023.

The Community Planning team was formed, including *Centre Plan* maintenance stream.

PLANNED GROWTH AREAS

The Planned Growth team was formed in a newly created Strategic Projects Division to develop planning policy that will enable new communities to develop that can house or employ the significant population growth occurring in the municipality. Staff focus will be on Future Growth Nodes as identified through the Regional Centre Secondary Municipal Planning Strategy and Land Use By-law (*Centre Plan*); Regional Growth Centres as defined by the *Regional Plan*; Special Planning Areas as defined by the Provincial Housing Task Force and Industrial Parks.

The Planned Growth team began work on the Future Serviced Communities Study. The study has been funded by the provincial government and is looking at the communities of Sandy Lake, AKOMA, Morris-Russell Lake and the Highway 102 lands with the specific goal of understanding the development potential of these lands.

Work is underway toward establishing a strategic land acquisition planning program to determine a 10-year forecast for land requirements.

ATLANTIC IMMIGRATION PROGRAM

This new employer-driven program builds on the success of the Atlantic Immigration Pilot Program, which closed in 2021. Participants in the pilot program must reapply to be considered for the permanent program. Thirty-two employers were supported and referred for a Nova Scotia Nominee program application.

LOCAL IMMIGRATION PARTNERSHIP

The municipality advanced Talent Retention programs as part of the *People, Planet, Prosperity: Halifax's Inclusive Economic Strategy 2022-2027*. Work will continue into 2023/24.

The municipality supported the ongoing work of the Local Immigration Partnership rebuilding and engagement work that began post COVID-19.

French services were expanded including additional content on the French version of the municipality's website (Page D'accueil | Halifax) and through work with the Local Immigration Partnership's website, *Newcomer's Guide to Halifax (newinhalifax.ca)*.

HALIFAX CONNECTOR PROGRAM

The municipality worked with the Halifax Partnership to advance talent attraction initiatives such as the Connector Program and business recruitment efforts as part of the *People, Planet, Prosperity: Halifax's Inclusive Economic Strategy 2022-2027*. Work will continue into 2023/24.



Communities

SAFE COMMUNITIES	Residents and visitors feel safe and are supported by a network of social and transportation infrastructure that helps community members thrive.
INVOLVED COMMUNITIES	Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational, cultural and civic opportunities.
INCLUSIVE COMMUNITIES	Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers.
AFFORDABLE COMMUNITIES	The municipality demonstrates leadership and fosters partnerships that provide access to a range of quality, affordable municipal amenities and services, including housing options, in safe vibrant communities.

In support of *Safe Communities*, timely response to fire or medical incidents is key to mitigating the risk of death or more extensive damage. In 2022/23, the percentage of incidents where the first on scene apparatus arrived at a fire or medical incident within the Regional Council-approved response time targets increased from 2021/22 in both urban and rural areas, with ***first unit on scene to rural fire incidents*** increasing by 6.3 percentage points, and ***first on scene to urban fire incidents*** increasing by 3.6 percentage points. Many factors impact response such as proximity of apparatus to an incident, volunteer availability, and overlapping incidents. In 2022/23, Halifax Regional Fire & Emergency (HRFE) removed COVID-19 protocols and the complement of volunteer firefighters was increased, which likely impacted rural results.

79.6% ▲ 3.3 PP
FIRST UNIT ON SCENE TO URBAN FIRE INCIDENTS

79.3% ▲ 6.3 PP
FIRST UNIT ON SCENE TO RURAL FIRE INCIDENTS

72.2 ▲ 8.4%
OVERALL CRIME SEVERITY INDEX

$1,320 ▲ 12.3%[1]
AVERAGE SHELTER COST

The ***Crime Severity Index (CSI)*** saw an annual increase of 8.4 per cent in 2022 to 72.2. The drivers influencing the increase include an increase in shoplifting (less than or equal to $5,000), robbery, and breaking and entering. Of note, data classification changes in 2021 for some incidents involving retail theft contributed to the increase. Overall, the CSI remains lower than the national average of 78.1 but the 8.4 per cent increase was higher than the national rate increase of 4.3 per cent. The municipality is in the average range for CSI when compared to 36 other areas/cities in Canada.

The ***Violent Crime Severity Index*** rose by 4.8 per cent to 104.2 in 2022 and is higher than the national Violent Crime Severity Index of 97.74, which increased by 4.6 per cent. The top violations contributing to the increase were robbery, sexual assault, uttering threats, and extortion.

Reviewing the year in terms of *Affordable Communities*, housing costs in the Halifax Regional Municipality (including East Hants[2]) have continued to rise. Since 2016, the ***average shelter cost*** has increased by 12 per cent, ***average owner with mortgage shelter cost*** by 10 per cent, and ***average renter shelter cost*** by 20 per cent. The ***average rent in the municipality (all unit types)*** increased by 8.4 per cent from 2021 to 2022. This is despite the two per cent rent cap that applied to existing tenants that was introduced by the Province of Nova Scotia during the COVID-19 pandemic. Rising rents are related to several factors, including increases in population resulting in large demand for rental units, new rental buildings, and renovated units with higher rents than the existing rental stock and increased operating costs.

[1] The % Change is not a one-year change. The average shelter costs are sourced from the Statistics Canada Census and are therefore compared to the 2016 Census.

[2] Based on Statistics Canada, 2021 Census Halifax (CMA), NS (Table: 98-10-0253-01) which now includes East Hants while the 2016 Census reflects the 2016 Halifax (CM), NS boundary

The municipality is participating in the Rapid Housing Initiative (RHI), a federally funded program with the aim to develop new permanent affordable housing units across the country. To date, the municipality has participated in the first two rounds of the RHI and it was recently announced that the municipality will receive immediate funding through the Cities stream in *Round 3 of RHI*.

In 2022, the municipality established five outdoor designated sheltering locations for people experiencing homelessness. These locations were intended to offer space for 44 tents and based on a count completed on August 14, 2023, over 90 people live in them. In addition to the designated locations, during the past year, 62 additional encampment sites have been set up by those experiencing homelessness.

As the cost of living continues to outpace incomes, the per cent of people living in food insecure households is rising across Canada. For Nova Scotia, ***persons living in a household experiencing food insecurity*** increased by 4.3 percentage points, from 17.7 per cent in 2021 to 22 per cent 2022 and is anticipated to be higher in 2023. In addition, the ***cost of a basket of nutritious food for a family of four*** increased from $13,068 to $14,456 per year – a 10.6 per cent increase significantly impacting the affordability of nutritious food.

In relation to Involved Communities, ***library uses per capita*** increased by 28 per cent from 2021/22. The increase is attributed to library users returning to the library, returning to borrowing, and using library resources, such as Wi Fi, post-pandemic. The ***library uses per capita*** have almost reached pre-pandemic levels of 45.2 in 2019/20.

22% ▲ 4.3 PP

PERSONS LIVING IN A HOUSEHOLD EXPERIENCING FOOD INSECURITY

44.4 ▲ 28.3%

LIBRARY USES PER CAPITA

651,570 ▲ 81.4%

TOTAL NUMBER OF UNIQUE PROGRAM VISITS/USES

There have been significant increases in recreation activities, in part due to the lifting of contract tracing for COVID 19, a return to pre-registered recreational programming and ceasing the requirement for bookings that was required during the pandemic. The ***total number of unique program visits/uses*** at municipally owned and operated recreation facilities increased 81.4 per cent and the number of clients in subsidized recreation services increased by 139.3 per cent, the latter of which may be attributed to the introduction of the Affordable Access Program professional referrals via the SchoolsPlus program.

Regional Council Priorities, Outcomes, & Strategic Initiatives

STRATEGIC INITIATIVES SUPPORTING COMMUNITIES

PUBLIC SAFETY STRATEGY 2023-2026

- Regional Council approved the new *Public Safety Strategy 2023-2026* and associated budget as of March 7, 2023.
- A new Community Safety business unit was established to develop the Centre of Responsibility for Public Safety, action 3.2 in the new strategy as of March 17, 2023.
- The *Policing Model Transformation Study: Future Policing Model Recommendations* was completed and presented to Regional Council on April 25, 2023, and May 9, 2023. Regional Council directed the Chief Administrative Officer to report back to Regional Council in 18 months regarding the viability of achieving an integrated policing model with recommendations for next steps.
- The Nova Scotia Criminal Justice Association completed public education and community engagement sessions on decriminalization and drug policy regulation and provided a draft report to the Public Safety Office that will be used to establish a Drug Policy Working Group (action 3.4 in the Public Safety Strategy).
- Halifax Public Libraries introduced new self-service technology lending at all library locations. Community members can borrow Chromebooks or iPads similar to borrowing a book. This allows residents to have access to online communities and connections.

EVIDENCE-BASED, COMMUNITY-FOCUSED AND CULTURALLY SENSITIVE POLICING

- Final report authored by Dr. Timothy Bryan and the Wortley Report Research Committee (WRRC) was submitted to the provincial government and accepted by the Minister of Justice. A subcommittee was established for the collection of race-based data.

- Public education campaigns and social media content on public safety, crime prevention, and awareness of Halifax Regional Police (HRP) initiatives (e.g., gun violence tip line, fraud prevention, Police Science Program recruitment) were promoted. Road safety themes included impaired driving, winter safety, and distracted driving.

- Youth engagement programming was established, including a new police athletic league program which organizes basketball games in schools and youth groups. The next phase will focus on families and newcomers.

- The Priority Response Review was completed to enhance strategic focus on evidence-based and problem-oriented policing, which informed an evaluation of HRP's current Patrol Deployment Model. This evaluation led to the development of a plan for effective response and deployment of resources to ensure proper coverage in high call areas. The deployment of new hires aligned with the recommendations across three divisions.

- A Hate Crime Unit was created and is fully operational, with dedicated staff. Three hundred and sixty-four sworn members received *Hate Crime Training* during the mandatory HRP *Block Training* in 2022.

- *Bias-free Training* was delivered to sworn and civilian members (113 members participated in Journey to Change, 21 Officers received *Fair and Impartial Training*, and 27 Cadets received *Religious and Diversity Training*) in addition to *2SLGBTQ+ and Sexual Harassment in the Workplace Training* included as mandatory training.

- Following the release of the Auditor General's IT Audit in February 2021, HRP set up a team to address the 39 recommendations. The project lasted 18 months, and the follow-up audit found that 92% of the recommendations (36 out of 39) were complete. HRP has reached its target as the remaining three recommendations are multi-year projects.

- *Crisis Intervention and Trauma-Informed Training* was delivered to 297 members and civilians, combined.

HALIFAX REGIONAL MUNICIPALITY SAFE CITY AND SAFE PUBLIC SPACES PROGRAM

- Conducted community engagement and development of reports on Race and Gender Based Data and the *Safety of Asian Women and Non-Binary People* and on *Safety of Muslim Women and Non-binary Residents and Combatting Islamophobia*.

- A Women's Safety Assessment was hosted in collaboration with the Quinpool Road Mainstreet District Association. Assessments are being considered for Downtown Dartmouth and Chebucto Road Park.

- *Non-Violent Crisis Intervention Training* for Downtown Dartmouth Business Association was completed.

- Four Women's Advisory Committee of Halifax meetings were supported.

- Halifax Public Libraries worked with the community to identify and respond to needs post pandemic through programming, services, and building community connections. They introduced Play Facilitators across branches that focus on creating the conditions for play and introduce play options. The municipality's youngest community members will benefit from the social, emotional, and early learning that comes from play, an important part of youth development.

ENHANCE CRISIS COMMUNICATION CAPACITY

- Emergency Management Operations moved from HRFE to the newly formed Community Safety business unit.
- *Incident Command System Training* for staff continued. Staff began researching additional methods of emergency communication using amateur radio capacity.
- A focus on Incident Management Team training and reinvigoration was identified because of high staff turnover.
- The community risk profiles project was not completed due to the dependence on the Hazard Risk Vulnerability Assessment (HRVA) project and associated exposure mapping projects. Work will continue when hazard mapping is complete, HRVA community boundaries are determined, and staff are hired.
- Business continuity and contingency planning was not completed due to lack of staff resources.
- A *Critical Infrastructure Protection/Hazard Identification Risk Assessment* document was drafted. Exposure mapping will be completed prior to starting assessments.
- The *Fire Underwriters Survey - Superior Tanker Shuttle Accreditation* was completed; some areas of the municipality had their ratings reduced due to the age of some heavy fleet and reduced volunteer numbers in rural and remote areas and the E-Platoon model.
- Community risk assessments were conducted on each type of call response performed by HRFE to evaluate risk and establish standards of cover for resource allocation and provide a basis for performance evaluation and improvement.

- Work continued on the *Halifax Regional Municipality & Halifax Port Authority Risk Assessment Evaluation*. The risk assessment was completed, and work continues on memorandums of understanding regarding fire suppression and emergency management.
- Work is ongoing on Regional Council's emergency response time targets. HRFE is continuing efforts to recruit firefighters and fire inspectors. Areas of focus include staff communications, reporting by station and platoon by turnout and travel time—focusing on fire and medical calls only. Staffing was increased at Stations 8, 9, and 56.
- The Fire Emergency Fleet Operational Review and Optimization—Phase I was completed.
- Response zone improvements were made to the *Enfield Automatic Aid Agreement*. Discussions were held with Hubbards and initiated with Canadian Forces Base Halifax.
- The scope of Fire Safety Maintenance Inspections involving Operation Platoons A, B, C, and D will now include mercantile and business occupancies. Bars, restaurants, and residential occupancies are in scope as well. Daycares, places of worship, and all other inspectable occupancies will remain with Fire Prevention staff.
- A new two-year Heavy Urban Search & Rescue cost sharing agreement was signed with Public Safety Canada (2022/23-2023/24).
- HRFE continues to make technology advances and modernize station alerting for timely and effective emergency response. Automatic Vehicle Location installation on frontline apparatus continued and a method to measure emergency response times was developed.

The *Safety, Wellbeing and Equity Index* project with Dalhousie University was completed and included a prototype index for community safety to measure municipal resourcing and service level data relative to the degree of community-level vulnerability, defined by socio-economic variables.

Community Mobilization Team (CMT) work included:

- Onboarding of new staff to build capacity of CMTs and strengthen CMT response in communities.
- North End Community Health Clinic collaboration to provide a wellness session (December 7, 2022).
- Preston Township African Nova Scotian youth engagement session to plan a Youth Conference (conference held February 17-18, 2023, with 43 youth in attendance).
- Community healing sessions held February 9 and 16, 2023, in East Preston and Uniacke Square with onsite counselling support after the wake of incidents involving gun violence.
- Retreat with CMTs held March 3 and 4, 2023 for a five-year plan in support of communities.
- *Trauma Informed Community Debriefing*, and *Strategic Resilience* training sessions were held.

COMFORT CENTRES/ EMERGENCY GENERATORS

The municipality continues to experience long lead times for generators. Installation of the generator at Dartmouth North Community Centre is now complete. The unit for Lake Echo Community Centre is expected in fall 2023, while design work continues for the East Preston Recreation Centres.

COMMUNITY-FOCUSED SERVICE DELIVERY (HALIFAX PUBLIC LIBRARIES)

Working with the municipal staff, Halifax Public Libraries engaged the community in climate conversations and the fall 2022 speaker series included topics such as housing, affordability, food insecurity, bias, and misinformation.

The next *Halifax Regional Libraries Strategic Plan* is in development and will include public, staff, and other stakeholder engagement in fall 2023.

Halifax Public Libraries developed an *Arts & Culture Strategy.*

Halifax Public Libraries built connections with the local business community to provide services, programs, and meeting spaces with a focus on supporting local entrepreneurs.

SHARING OUR STORIES (CULTURE & HERITAGE PRIORITIES PLAN)

Following consultation with a focus on under-represented groups and an online survey, the final draft of *Sharing Our Stories (Culture & Heritage Priorities Plan)* was prepared and is expected to come before the Heritage Advisory Committee for consideration in October 2023 and to Regional Council for first reading by the end of 2023.

The Cogswell Art and Commemoration project was delayed due to resourcing constraints. A request for proposals for an Art and Commemoration Plan was drafted and engagement of African Nova Scotian and Mi'kmaq communities is targeted for completion in 2023/24.

The *Cultural Facilities Plan* is ongoing and will align with the goals and pillars of the *Culture & Heritage Priorities Plan*. The plan was divided into two phases – an initial study and a subsequent plan. A request for proposals for the first phase, *Cultural Facilities Study*, closed in January 2023, with an anticipated completion date by Q4 2023/24.

ACQUIRE AND DEVELOP PARKLAND

There is continued focus on achieving parkland objectives from the *Regional Plan* and to acquire specific parkland, with priority given to park master planning and development of both wilderness parks and bare parkland received through development and acquisition.

The *Naturalization Strategy* was approved at Regional Council on September 13, 2022 and a staffing plan was developed. Regional Council approved a Naturalization Coordinator position to be hired in 2023.

ONE RECREATION

The following reviewed and updated partnership agreements/ amendments were approved by Regional Council:

- Canoe to the Sea Society (April 5, 2022)
- Correction to Spencer House Seniors Centre (April 12, 2022)
- Banook Canoe Club (July 12, 2022)
- Centennial Arena Commission (November 8, 2022)
- Bay Community Centre (December 13, 2022)
- Name Change – Cole Harbour Place (January 4, 2023)

The municipality led a multi-partner initiative that included collaboration between the municipality, Halifax Public Libraries (Halifax North Branch), the North End YMCA, Hope Blooms, and the South Park YMCA.

The municipality collaborated with Communities, Culture, Tourism & Heritage, Immigrant Services Association of Nova Scotia, and Public Health to create new and sustainable programs targeted towards under-served populations as well as newcomers and immigrants in the communities around the Canada Games Centre.

YOUTH ENGAGEMENT AND SUPPORT

Youth Services Plan Phase 2 implementation completed including all action items for year one.

A plan has been established to create a dedicated youth space at the Captain William Spry Community Centre with project design beginning in 2023/24 and construction beginning 2024/25. Alternative/modified space will be used to address goals identified in the *Youth Services Plan* for a multi-service youth centre in the Spryfield community until the dedicated space is complete.

The Power House Youth Centre has become a safe space specifically for youth who identify as 2SLGBTQIA+. To further support these youth during times of crisis, a partnership was established with the IWK.

The Public Safety youth services review was undertaken by the Public Safety Office.

PARK AND OPEN SPACE PLANS

The *Background Studies for Blue Mountain Birch Cove Lakes* as part of the National Urban Park initiative with Parks Canada were initiated and a draft completed.

West Bedford Park Plan and Rehab Lands Park Plan was completed.

Work on a new park plan for Peace & Friendship Park is ongoing including discussions with the Mi'Kmaw Native Friendship Centre.

Public consultation with staff, external organizations, and municipal councillors was completed in January 2023 for the *Indigo Shores Park Plan* and a report is anticipated to go to Regional Council in 2023/24.

Consultation on the beach analysis was completed and included staff, external organizations, and municipal councillors. The analysis was substantially completed, including asset inventory, selection process review, financial review, review of the water quality program, and more.

The Halifax Common Aquatics Facility and the Kiwanis Grahams Grove Park Community Building were completed and opened July 2023. The Met Field Public Washroom facility is under construction and planned to open in December 2023.

SENIOR ENGAGEMENT PLAN

Work continued on development of a Seniors Services Plan to move forward in 2023/24 including a jurisdictional scan and engagement sessions. Parks & Recreation received a $25,000 grant from the province to support the initiation of the jurisdictional scan and other required research.

DEVELOP AND IMPLEMENT PARKS & RECREATION STRATEGIC PLANS

Scope definition for a *Park Lighting Strategy* was completed.

The *Halifax Playing Field Strategy* presented on March 7, 2023 to Regional Council was approved on April 4, 2023, as a guiding municipal document for the planning, programing and operation of playing fields. The strategy will now begin the implementation phases.

Development of Park Standards—Phase I work concluded. Park standards will continue to be developed in 2023/24.

Year one implementation of the *Youth Engagement Plan* has completed.

Initial implementation phases of the *Halifax Common Master Plan* are underway. Consultation and a review of the plan are complete pursuant to Regional Council direction.

Two years of community engagement, research, and analysis to inform a draft strategy that considers the unique identities, assets, and barriers of individual rural communities across the municipality is complete. The *Rural Recreation Strategy* will be presented to the Community Planning and Economic Development Committee and Regional Council in Q3 2023.

NORTH AMERICAN INDIGENOUS GAMES

In preparation for the North American Indigenous Games 2023, internal training (*Blanket Exercise*) was increased, as well as work with external partners and municipal participation on NAIG committees. Work with staff from the Halifax Stanfield International Airport was undertaken on cultural awareness and sensitivity with respect to Indigenous peoples.

ANTI-BLACK RACISM STRATEGY

A total of seven education sessions were hosted for municipal employees with three new sessions: *Anti-Black Racism (ABR) Holistic Wellness, ABR and Health Equity, and Beyond Djembe and Libation: A Call to Real Action Against ABR*.

Regional Council approved an administrative order to establish an African Descent Advisory Committee of Council in October 2022 and recruitment was completed in February 2023. The committee will advise the municipality on the impact of municipal programs, policies, services, and service delivery for the Black community.

- A "What We Heard" report was presented to Regional Council and the draft *Anti-Black Racism Strategy and Action Plan* will be presented in late 2023.
- An ABR corporate training program was developed and piloted for rollout in fall 2023.
- An ABR Leadership Summit was held for municipal leaders on March 9, 2023, that focused on individual and collective paths forward in addressing ABR.
- Guidelines and processes were developed for an ABR grants program. The program is in final review before being presented to Regional Council.
- A video was produced to share the collective voice of employees of African ancestry on the importance of ABR work being undertaken by the municipality.

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

- Cornwallis Park was renamed Peace and Friendship Park and in December 2022 Regional Council approved renaming Cornwallis Street to Nora Bernard Street.
- The municipality worked with the Mi'kmaw community to acknowledge Indigenous history and culture. Significant days such as National Truth & Reconciliation Day, Mi'kmaw History Month, Kanata Day (Canada Day), Indigenous History Month, Treaty Day, National Day of Awareness for Missing and Murdered Indigenous Women and Girls, and National Indigenous Disability Awareness Month were added to flag raising events and cultural showcases. The municipality also worked with the Indigenous community to refocus Canada Day celebrations to share Indigenous culture, music, and history.

- In January 2023, the municipality approved the sale of the former Red Cross Building for the establishment of the new Mi'kmaw Native Friendship Centre, under *Administrative Order 50 Respecting the Disposal of Surplus Real Property*.
- The municipality worked closely with the Mi'kmaq Native Friendship Centre team to advance the creation of the new Friendship Centre, Wije'winen.
- The Cogswell Development Social Benefits Advisory Committee now includes representation from the Indigenous community.
- Work continued with the Halifax International Airport Authority, and with Mi'kmaw artists and designers to develop welcoming displays drawn from Mi'kmaw culture and history.
- The municipality continued to work with Mi'kmaw organizations to offer opportunities for educational programming, supplementary to formal education, in such areas as treaty education and Mi'kmaw language education.
- Regional Council approved the creation of the six Friendship Accords; Sipekne'katik, Millbrook, Acadia, Grand Council, Nova Scotia Chiefs Assembly, and the Mi'kmaw Native Friendship Centre.
- Work continued on portfolios including the United Nations Declaration for the Rights of Indigenous Peoples, Friendship Accords with Indigenous communities with lands in the municipality, and a nation building activity with respect to Indigenous services.

PROMOTE EQUITABLE ACCESS TO MUNICIPAL SERVICES

- Work continued on ABR including being instrumental in the third *National Black Canadians Summit 2022* held July 29 to 31, 2022. The municipality contributed financially to the summit and staff sat on the National Planning Committee, in addition to hosting an event at Grand Parade as part of the summit.
- The municipality supported the ongoing work of the Local Immigration Partnership on rebuilding and engagement work post the COVID-19 pandemic.
- The municipality worked to increase Indigenous women's engagement in government and leadership through the Federation of Canadian Municipalities' *CanWIII Project*.
- In-person consulting with the community resumed including employment round circles, youth information gathering sessions, and sessions specifically related to services to the African Nova Scotian community.
- French services were expanded including additional content on the French version of the municipality's website (Page D'accueil | Halifax) and through work with the Local Immigration Partnership's website, *Newcomer's Guide to Halifax (newinhalifax.ca)*.
- The municipality continued to research additional service channels to provide more accessible and inclusive Customer Contact Centres service delivery.
- Work was undertaken to develop a pilot to determine a municipal-wide solution to enhance service delivery to the deaf and hard-of-hearing community.
- The municipality collaborated with the Province of Nova Scotia to host in-person information sessions on programs and services at Customer Service Centres, including *Property Tax Rebates for Seniors, Home Energy Top Up Fund, Seniors Care Grant*, and the *Heating Assistance Rebate Program*.

- Work to update *Administrative Order 2023-001-GOV Respecting Public Appointments to Committees of Council and External Boards* to improve recruitment processes, identify training improvements for new committee members, and address barriers to participation where possible was delayed due to operational pressures. The updated administrative order was approved August 22, 2023.

ACCESSIBILITY STRATEGY

- A new accessible taxi service, *Extra Care Taxi*, launched in July 2022 and a launch celebration was held in October 2022. A tenth vehicle was added to the *Extra Care Taxi* fleet on November 17, 2022.
- Work continued on the creation of a *Workplace Accommodation Policy*.
- Mobile data software was installed on all Access-A-Buses. The system allows Halifax Transit to provide real time schedule updates to operators and collect accurate data.
- In spring 2022, the municipality commenced representation on the provincial Employment Standards Sub-committee to develop employment standards recommendations.
- The *Accessibility Strategy Update 2023* was prepared and presented to Regional Council on May 23, 2023.
- A web accessibility review of Halifax.ca with the goal to measure conformance with international *Web Content Accessibility Guidelines* was completed and an action plan was developed and implemented. Halifax.ca governance review work commenced January 2023.

Work was undertaken to identify and secure a third-party consulting company to assist in the future development of more inclusive and accessible technology solutions.

IMMIGRATION STRATEGY

A *Multilingual Policy* was drafted and is under review.

A new training module (*Inter-Cultural Competency*) was developed.

Municipal services were identified for promotion in immigrant communities and planning for community sessions was undertaken.

SOCIAL POLICY

Areas of focus included housing and homelessness as well as food security policy.

Halifax Public Libraries has focused on helping to support community well-being and re-establishing community connections that were interrupted during the COVID-19 pandemic with a focus on early childhood literacy and learning. Other supporting initiatives included:

- Working with local community partners and private businesses to identify needs and build and adjust programming to support youth in the Spryfield community.
- Implementing several community kiosks and Wi-Fi locations outside of library branches.
- Merging borrow-by-mail and home delivery functions to allow for expansion and addition of new clients to these services.
- Working with community on identified specific community well-being initiatives, programs, and services to different service areas.
- Digitizing the local history collection specific to the African Nova Scotian community.
- Extending hours by 20 per cent at the Musquodoboit Harbour, Sheet Harbour, and JD Shatford branches.
- Implementing new technology that maps interior spaces for ease of use including the real-time location of library materials and available computers.

The Keshen Goodman Library's new addition is in Phase 3 with an anticipated completion in spring 2024. The Halifax North Memorial Library public consultation is planned for winter 2024.

RESPONSE TO HOMELESSNESS

The *Framework for Addressing Homelessness* was approved by Regional Council on February 21, 2023.

Work was undertaken to strengthen the relationship between the municipality, the Province, and service providers to better coordinate resources and assistance to persons experiencing homelessness and those precariously unhoused.

The municipality closed Meagher Park due to health and safety concerns of those within and around the community, in addition to other non-designated encampment sites, while ensuring alternative places for people to go, including housing and other designated locations.

Lived expertise consultation was conducted to gain advice and recommendations from those experiencing homelessness.

The municipality provided support for the new North Park Street homeless shelter and support for the Halifax and Dartmouth modular emergency accommodations. Ongoing maintenance support was provided.

REDESIGN OF COMMUNITY GRANTS PROGRAM

The Community Grants Program review was completed and a new *Administrative Order 2022-005-ADM Respecting the Community Grants Program* was approved by Regional Council on December 13, 2022. The policy includes provision for joint applications, clarification with respect to government property, and simplified evaluation criteria integrating financial capacity, volunteerism, accessibility, and inclusion. The program supports local volunteers in the delivery of programs, services, and amenities.

SOCIAL VALUE FRAMEWORK

Work continues to engage and educate the vendor community on the enhanced Social Value Framework Procurement Policy *2022-012-ADM*. All solicitations are expected to include social value and are contained within award reports and quarterly reports to Regional Council.

AFFORDABLE HOUSING AND DEVELOPMENT

Region wide amendments for shared housing were approved by Regional Council on August 9, 2022, except for the Beaver Bank/Hammonds Plains/Upper Sackville Land Use By-law where references to “seniors citizens housing” were retained. Staff recommended to Regional Council to remove “seniors citizens housing” from the by-law on April 25, 2023, to complete the shared housing amendments. A public hearing occurred on May 23, 2023.

Rapid Housing Initiatives (RHI) Round 1 projects are complete, and two of three Round 2 projects are complete with the third anticipated to be complete in September 2023.

The federal government announced a third round of RHI in fall 2022. A report proposing third round projects funded through the municipality’s cities stream was presented to Regional Council on March 7, 2023.

A public hearing for Affordable Housing – Short Term Rentals was held on February 7, 2023. Regional Council approved amendments to municipal planning documents to clarify rules regarding short term rentals, with deferred implementation to September 1, 2023. A supplementary report is in development to explore short term rentals in secondary and backyard suites and to further discuss how compliance will address short term rentals as well as short term rentals in rural areas.

An interim density bonus program was approved by Regional Council on March 21, 2023. The municipality will engage the non-profit sector to gauge interest in six properties approved in the Affordable Housing Surplus Land Category. Tools used by other municipalities to support the development of affordable housing will be explored along with the development of an affordable housing strategy.

Funding was approved for three projects under the Affordable Housing Grant Program. Contribution agreements were drafted with two-thirds in their final stages.

The municipality engaged a consultant to complete jurisdictional and best practice research regarding inclusionary zoning programs in Canada and the USA. A report including an Inclusionary Zoning Program Framework was approved by Regional Council on May 9, 2023.

INCREASING FOOD SECURITY AND STRENGTHENING THE LOCAL FOOD SYSTEM

On March 7, 2023, Regional Council endorsed Part A of the *JustFOOD Halifax Action Plan* and the strategy to develop Part B. Part A set the context and background, reported on community engagement, and established 56 recommendations for action towards a healthy, just, and sustainable food system.

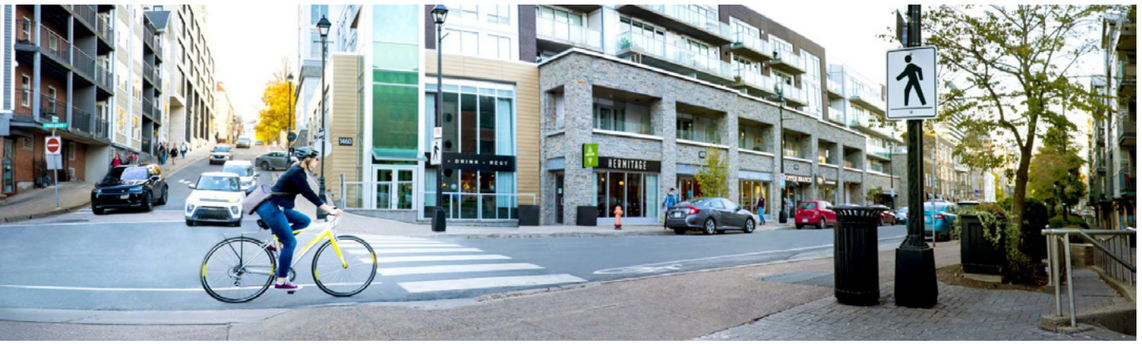
A new board was struck for the *Mobile Food Market* and terms of reference, new bylaws, and board positions were finalized. The municipality contributed funding toward a new Executive Director for the board.

Halifax Public Libraries works to support the *JustFOOD Halifax Action Plan* through promotion and by working to build community food literacy.

BUILDING COMMUNITY LAND TRUST

Jurisdictional and best practice research, as well as some targeted community engagement facilitated by United Way was completed. An expression of interest to housing providers / community groups will be shared to gauge broader community interest in operating a Community Land Trust.





Integrated Mobility

CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING	The mobility network supports active living, growth and development, linking people and communities with goods, services and opportunities whether walking, rolling, cycling, using public transit and/ or driving.
SAFE & ACCESSIBLE MOBILITY NETWORK	A well-maintained network that supports all ages and abilities by providing safe, flexible and barrier-free journeys throughout the region.
AFFORDABLE & SUSTAINABLE MOBILITY NETWORK	A responsible investment approach that maximizes the use of existing mobility infrastructure and aligns with climate and social equity goals.

The ***average commute duration for all modes (minutes)*** decreased from 2016; however, the 2021/22 values were part of the 2021 Census including the COVID-19 lockdown period when most residents were working from home. Residents who commuted likely experienced lower than average traffic conditions. Thus, the data does not represent typical conditions, nor does it represent improvements or worsening of conditions compared to 2016 or 2011. When comparing the average commute duration to 25 other cities in Canada in 2021, the municipality is at an average rating (41 to 60th percentile). However, the ***vehicle ownership per capita*** has remained mostly steady since 2018 with values between 0.39 to 0.41 and in 2022, there was a 5.13 per cent increase over 2021.

Increases in the use of alternative modes of transportation aligned with pandemic recovery. ***Annual Transit boardings*** did not reach pre-pandemic levels but increased significantly by 47 per cent from 17.45 million in 2021 to 25.67 million in 2022. The same trend was observed with ***Access-A-Bus trips*** increasing by 29.1 per cent in 2022.

The ***percentage of AAA bicycle network completed in the Regional Centre*** increased 5 percentage points from the prior year, attributed to the ongoing implementation of the planned Regional Centre 'AAA' bikeway network. In 2022, the municipality built approximately two kilometres of bicycle facilities including the Dahlia Local Street Bikeway Phase 2 from Victoria Road to Maple Street, Bayers Road – Chain of Lakes Trail Local Street Bikeway and the Cogswell Multi-Use Pathway connecting Hollis Street bike lanes to the Barrington Street Multi-Use Pathway temporary facility.

Regarding a *Safe & Accessible Mobility Network*, results were influenced by overall traffic volume impacted by the pandemic. The ***number of fatal and injury collisions per 100,000 population*** was 163.8 in 2022, an increase of 1.93 per cent, but remained lower than the pre-pandemic value of 191.8.

The Network Average Pavement Quality Index was measured at 66.9 in 2022, down from 69.1 in 2020. Models will be updated based on new data and the inclusion of the 2022 road transfer streets. A new report will be provided to Regional Council with updated level of service targets in January 2024.

20 ▼ 13%
AVERAGE COMMUTE DURATION FOR ALL MODES (MINUTES)[3]

25.67M ▲ 47.1%
ANNUAL TRANSIT BOARDINGS

147,950 ▲ 29.1%
ACCESS-A-BUS TRIPS

45% ▲ 5 PP
PERCENTAGE OF AAA BICYCLE NETWORK COMPLETED IN THE REGIONAL CENTRE

163.8 ▲ 1.9%
FATAL AND INJURY COLLISIONS

66.9 ▼ 3.2%
NETWORK AVERAGE PAVEMENT QUALITY INDEX

[3] *The % Change is not a one-year change. The average commute durations are sourced from the Statistics Canada Census and are therefore compared to the 2016 Census.*

STRATEGIC INITIATIVES SUPPORTING INTEGRATED MOBILITY

INTEGRATED LAND USE PLANNING

The Natural Systems Study for the Ragged Lake Industrial Park has completed and the Watershed Study is underway. Background study requirements and development scenarios needed for analysis and scope of remaining infrastructure studies have been substantially provided and are being prepared for a request for proposals to procure external consultant(s) for the completion of these studies.

TRANSPORTATION DEMAND MANAGEMENT

A municipal staff e-bike program launched in summer 2022 with e-bikes available at Duke Tower and Alderney Landing offices. The program will continue for a second season in 2023.

The *Halifax Regional Municipality Commuter Challenge* with participation across the organization completed in June 2022 and included an interactive dashboard for real time tracking of results.

To provide enhanced accountability, the municipality explored a project management office approach to oversee complex transportation construction projects. A Design & Construction Project Management team was established.

The final implementation of the *Moving Forward Together Plan* (MFTP) was postponed due to staffing challenges. With recent progress made in improving staffing levels, Halifax Transit will increase service effective November 20, 2023. Four new routes will be introduced as a partial implementation of the remaining MFTP changes.

Fare Management Phase 1 (mobile application) is underway and planning for Phase 2 (onboard validators) continues with fixed route planning and scheduling completion anticipated for February 2024.

The *Transit Code* anti-sexual harassment campaign launched in July 2022 with prohibited conduct signs developed and installed at all transit terminals and facilities. Wall murals with *Transit Code* principles were installed at the Barrington Street and Duke Street passenger waiting areas. Additional passenger courtesy campaigns and an anti-aggression campaign were planned.

The *Transit Code* program transitioned to an ongoing program, with new campaigns launching quarterly to address safety, courtesy, and respect on public transit.

EXTERNAL STAKEHOLDER INTEGRATION – INTEGRATED MOBILITY PLAN

The municipality worked with the Joint Regional Transportation Authority (JRTA) to develop a new ‘activity-based’ travel demand model for the municipality and surrounding areas (anticipated completion spring 2024). The municipality also participated in the JRTA’s ongoing *Regional Transportation Master Plan* (anticipated completion winter 2025).

ALL AGES AND ABILITIES REGIONAL CENTRE BICYCLE NETWORK

The completion date of the All Ages and Abilities (AAA) Regional Centre Bicycle Network has been updated to 2028. Tendering and construction of new bike facilities continued with tenders issued to complete over eight kilometres of tactical bikeways in the 2023 construction season. In 2022, 45 per cent of 57 kilometres AAA Regional Centre Bicycle Network was completed including the Almon Street protected bike lane, Dartmouth Harbourfront Greenway multi-use path, and the North End local street bikeway.

Work continued to complete the Hollis Street/Terminal Road and Joseph Howe Drive/Exit 0 projects, and several tactical installations were planned. It is estimated that approximately 50 per cent of the network was completed by March 31, 2023.

ACTIVE TRANSPORTATION PRIORITIES PLAN

The *Active Transportation (AT) Priorities Plan* aims to establish safer and connected walking and bicycling infrastructure across the municipality, increase the number of people using active modes, and improve infrastructure safety through facility design and education. Next steps for 2023/24 were planned, including an assessment of the *2014 AT Priorities Plan* and recommendation report development to commence plan renewal in 2024/25.

Opportunities to develop a detailed and integrated multi-year capital program for road and AT capital assets were explored:

- A four-year capital program related to transportation assets for 2023/24 was developed.
- Work continued with municipal stakeholders to expand details of a ten-year plan.
- Implementation of a collaborative infrastructure planning tool (mapping software) including development of an interactive map of all planned construction projects is being explored.

INTEGRATED MOBILITY LAND ACQUISITION STRATEGY

The municipality continued to develop a strategy for acquiring lands necessary to accommodate upgrades on strategic multimodal corridors:

- Robie Street/Young Street land acquisition work began summer 2022 and is 10 to 20 per cent complete with anticipated completion within three to five years.
- Bayers Road land acquisition is 90 per cent complete with anticipated completion in spring 2024.
- Herring Cove Road land acquisition work has not yet commenced and is expected to start in 2023.

Bayers Road Transit Priority Corridor is 80 per cent complete with 24 of 29 vendors secured.

The Young/Robie Street Transit Priority Corridor legal surveys were completed.

STRATEGIC ROAD SAFETY PLAN

The municipality continues to advance the goal of reducing fatal and injury collisions on municipal roadways. The *Strategic Road Safety Plan 2023 Annual Report* will be presented to the Transportation Standing 2023/24.

Completed installations/ implementation included rapid flashing beacons, leading pedestrian intervals, accessible pedestrian signals, speed display sign program, residential 40 km/h speed limit reductions, advanced yield to pedestrian lines at multi-lane crosswalks, and traffic calming.

- Improvements were made to more than 10 signalized intersections including signal timing changes, pedestrian intervals, signage updates, pavement markings, and centreline hardening.
- Leading pedestrian intervals were implemented at 23 intersections.
- Rectangular rapid flashing beacons were installed at 58 crosswalks.

- Accessible pedestrian signals were installed at 15 intersections.
- Twenty additional speed display signs were added to inventory.
- Advanced yield lines were installed at five locations.
- Speed zones (40 km/h) were installed in nine neighbourhoods.
- Traffic calming measures were installed on 80 streets.

The next iteration of the *Strategic Road Safety Plan* is in development and is planned for delivery to Regional Council in early 2024.

The municipality completed a review of all applicable school zones within the municipality and developed an implementation plan for the installation of traffic calming measures in outstanding locations. Implementation is anticipated to complete in 2023/24.

Collaboration with the Province of Nova Scotia was initiated through Regulatory Priority Table meetings to advance necessary legislative and system requirements to support implementation of photo enforcement. Implementation cannot begin until photo enforcement regulations are adopted.

Traffic Management developed an enforcement program for temporary workplace traffic control sign compliance.

A program commenced to replace standard traffic marking paint for zebra crosswalk locations with durable (thermoplastic) pavement markings.

An agreement was drafted with Halifax Harbour Bridges to establish a protocol for the use of variable message signs to communicate planned and unplanned roadway incidents. Municipal Access Agreements with three external stakeholders were developed and approved.

The provincial road transfer completed in June 2022 with 300 km operationalized for vegetation management response, shouldering, and hurricane response, with winter contracts tendered and awarded. Joint Halifax Water and Halifax Regional Municipality communications were distributed to residents showing the service expansion areas. Level II inspections of bridges previously owned by the Province of Nova Scotia were undertaken.

Level II bridge inspections of all municipally owned street bridges continued with improvement recommendations included in the capital budget for the 2023/24 bridge program.

In June 2022, the municipality established a dedicated unit to proactively patrol school zones and beaches.

TRANSPORTATION CAPITAL ASSET RENEWAL

Municipal staff continued to work with Regional Council to articulate what a 'Well-Maintained Transportation Network' means for the municipality as part of the *Transportation Capital Asset Renewal Strategy.*

- A proposed level of service report was drafted for the existing sidewalk network to be presented to Regional Council in 2023/24.

- Regional Council approved *Administrative Order 2022-008-ADM Respecting the Implementation of Area Rates to Fund Sidewalks Outside of the Urban Tax Area in the Halifax Regional Municipality* on February 7, 2023. For urban and suburban sidewalks, a new automated geographic information system (GIS) tool was developed and operationalized. An area rate process was developed for the first priority community, East Preston, and a *report* was presented to the Harbour East Marine Drive Community Council on June 15, 2023.

- A report was drafted regarding long-term funding requirements for new sidewalks for presentation to Regional Council in Q4 2023/24.

- To improve asset management practices, a draft report for preliminary review was created regarding the long-term capital and maintenance requirements including determining accessible standards and needs for pedestrian ramps of existing sidewalks. A final report is anticipated for presentation to the Transportation Standing Committee of Regional Council in Q4 2023/24.

- Pavement condition, data collection assessments, data processing, and quality assurance assessments were completed and uploaded into the municipal pavement management system in March 2023.

- A new sidewalk assessment prioritization procedure and tool was operationalized.

- An overall Quality Management System was developed that supports a structured and consistent approach to quality management and identifies applicable processes and procedures. The municipality continued to improve performance by measuring, monitoring, and identifying enhancements through continuous improvement efforts.

The municipality drafted a *Curbside Management Policy* to assist with decision making for complex projects such as the Robie Street transit priority corridor and other future projects. The policy is under review.

An audit of existing accessible parking spaces on the peninsula was completed with information to be used to inform future capital projects.

The Woodside Ferry Terminal grand reopening and the West Bedford Park & Ride grand opening were held in November 2022.

Pavement repairs at Highfield Terminal, Mumford Terminal, and Lower Water Street were completed.

New exterior signage was introduced at the Halifax Ferry Terminal to improve wayfinding.

Construction continued at planned bus stop accessibility upgrade locations with several upgrades to be actioned in 2023/24. The bus stop construction webpage was modified to include the status of construction.

To improve the efficiency and effectiveness of the paratransit service, new mobile data terminals were installed on the Access-A-Bus fleet. The new solution allows Halifax Transit to provide real-time schedule updates to operators and to collect accurate data.

Modifications were made to over 30 bus stops to improve their accessibility. A multi-year work plan to guide upgrades to the remaining non-accessible stops will be completed with improvements continuing over the long-term.

To ensure service offerings are focused on client's abilities, the Access-A-Bus client eligibility criteria was to be reviewed and better matched to functional abilities, aligning the availability of Access-A-Bus services to those who require it, and to create capacity for those who cannot use the services of the now fully accessible conventional fleet. The review was placed on hold due to recent changes to guidelines around medical information.

MAJOR STRATEGIC MULTI-MODAL CORRIDORS

Strategic corridors are key to regional traffic flow, transit, movement of goods and active transportation. Preliminary and functional design work included:

- Bedford Highway preliminary design (Windsor Street Exchange to Kearney Lake Road) is nearly complete.
- Herring Cove Road detailed design (Armdale Rotary to Purcells Cove Road) began April 2023 with anticipated completion by spring 2024. Preliminary design (Glenora Avenue to Greystone Drive) is anticipated to start summer 2023 with completion in summer 2024.
- Portland Street functional design is 70 per cent complete with anticipated completion in fall 2023.
- Robie Street/Young Street preliminary design (Cunard Street to Young Street) began fall 2022 with completion anticipated in fall 2023.
- Brunwsick Street functional design was completed fall 2022. Detailed design for interim design started spring 2023 with expected completion in fall 2023.
- Lower Water Street functional design is 80 per cent complete, but currently on hold pending consultation with key stakeholders. Anticipated completion is fall 2023.

- Functional planning and design projects for Main Street (Forest Hills Parkway to Ross Road) and Windmill Road were delayed due to resource shortages and competing priorities and are expected to be initiated in fall 2023.

WINDSOR STREET EXCHANGE REDEVELOPMENT PROJECT

A value engineering study was completed in February 2023. Work on a preferred functional design that was delayed due to challenges related to traffic modeling and analysis began and is anticipated to be presented to Regional Council for approval in 2023.

RAPID TRANSIT STRATEGY (FERRY)

Phase 2 of the Mill Cove Ferry Service Investing in Canada Infrastructure Program application was submitted on November 30, 2022.

RAPID TRANSIT STRATEGY (BUS RAPID TRANSIT)

The functional plan work to explore corridor-wide street designs to support future Bus Rapid Transit service continued. In 2023/24, staff will pursue funding opportunities and prepare detailed designs for the Bus Rapid Transit stations.

The design schematic was completed and construction of the expansion to the Ragged Lake Transit Centre commenced spring 2023.



Environment

NET-ZERO EMISSIONS	Achieve net-zero municipal operations emissions by 2030 and strive for community-wide emission reductions of 75 per cent by 2030 and net-zero by 2050.
CLIMATE RESILIENCE	Communities, infrastructure, and natural systems are prepared to withstand and recover quickly from climate impacts.
PROTECTED & SUSTAINABLE ENVIRONMENT	Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.

Progress on *Net-Zero Emissions* continued as the ***total corporate GHG emissions*** decreased by 2.7 per cent. Ongoing building retrofits contributed to the decrease in ***GHG emissions associated with municipal buildings***, which dropped by 2.67 per cent (41,093 in 2022 compared to 42,222 tonnes in 2021). Six zero-emissions vehicles were added to the municipal fleet, including four electric vans and two electric pick-up trucks and the first municipally built net-zero building – the Fort Needham Memorial Park Washroom – was opened on June 29, 2022.

Since the baseline year of 2016, emissions have decreased approximately 10.7 per cent. While the population of the Halifax region has increased by over 65,000 since 2016, the per capita emissions has decreased from 14.13 tonnes of CO_2 equivalent to 10.88 tonnes of CO_2 equivalent.

In 2022, the ***total number of electric vehicle charging stations in the municipality*** increased by 10.6 per cent (11 Level-2 charging stations were installed by private entities) and the ***cumulative capacity of net-metered solar installed*** increased by 50.4 per cent. The significant increase can be attributed to innovative financing and awareness initiatives (such as the Solar City Program), increased market competition, the Enhanced Net Metering Program, and the SolarHomes Rebate Program. Additionally, the ***cumulative number of net-zero buildings constructed*** increased by one in 2022. According to available data at time of reporting, there are four buildings in the Halifax Regional Municipality that are built to an approved net-zero standard.

Evaluating progress on Regional Council's priority outcome of a *Protected & Sustainable Environment*, the ***percentage of areas designated for natural protection*** increased from 18.77 per cent in 2021 to 19.60 per cent in 2022. The increase in 2022 is in part due to the addition of the *Sackville Rivers Wilderness Area* which protects over 800 hectares of near-urban forest, wetlands, and open water north of Middle Sackville.

The ***residential waste diversion rate*** remained at 57 per cent in 2022/23 and has declined slightly since 2019/20 (60 per cent). The municipal ***waste disposal rate (kg per capita)*** has increased over time and is at its highest since 2015/16 at 400 kg per capita which increased by 1.3 per cent over 2021/22.

The ***annual percentage of days when beaches were open*** increased by five percentage points in 2022 to 91 per cent of days open. Though some beaches were closed more frequently than in previous years due to blue-green algae blooms, the reopening of Oakfield Park at Grand Lake contributed to the increase. Staff worked with local researchers to understand the risks from blue-green algae at the site and were able to reopen for the majority of the summer.

Supply chain constraints and contractor staff resourcing challenges in combination with staffing pressures in traffic control and utility locating impacted 2022/23 tree planting. The ***number of trees planted*** decreased by 35 per cent from the previous year, from 3,100 to 2,007. However, the first annual *Urban Forest Tree Giveaways* was successful, with residents queueing two hours prior to the events. Street tree inventory work was impacted by hurricane Fiona as clean up and damage assessment continued throughout the peninsula.

10.88 ▼ 8.8%
GREENHOUSE GAS (GHG) EMISSIONS (TONNES PER CAPITA)

56,208 ▼ 2.7%
TOTAL CORPORATE GHG EMISSIONS (TONNES)

23.845 ▲ 50.4%
CUMULATIVE CAPACITY OF NET-METERED SOLAR INSTALLED (MEGAWATTS)

19.6% ▲ 0.83 PP
PERCENTAGE OF AREAS DESIGNATED FOR NATURAL PROTECTION (%)

57% ◀▶ 0 PP
RESIDENTIAL WASTE DIVERSION RATE

STRATEGIC INITIATIVES SUPPORTING ENVIRONMENT

DEEP ENERGY RETROFITS OF MUNICIPAL BUILDINGS

Over 20 corporate building retrofit projects started with 12 remaining to start and over 15 projects identified for 2023/24.

Recapitalization work at the Alderney Landing Wharf was delayed due to labour shortages, material delivery, and contract issues (completed in September 2023).

Work continued on multi-year deep energy retrofit projects:

- Dartmouth North Community Centre is near completion.
- Keshen Goodman Library and Acadia Centre are ongoing with expected completion in late 2023.
- Design work continued for East Dartmouth Community Centre and Captain William Spry Community Centre.
- Fire Station 2 was deferred due to funding.

Recommissioning studies to optimize targeted buildings and save energy for 250,000 ft2 of facilities is underway. Studies for Prospect Community Centre, Zatzman Sportsplex, HRM 4-pad, Cole Harbour Place, and St. Margaret's Centre were completed. Implementation began at Prospect Community Centre, Beaverbank Community Centre, and the Zatzman Sportsplex.

An oil conversion study is underway to determine the priorities of the remaining 75 municipal facilities still using oil. A prioritization planning matrix was developed, and work began at Acadia Centre, Bi-Centennial Theatre, MacPhee House, Blackpoint Fire Station, Oakwood House and Evergreen House. A tender was issued for the Eastern Shore Arena.

Improvements were made to the Dartmouth North Library and major infrastructure improvements are underway at Keshen Goodman Library aligned with net-zero municipal emission requirements.

NET-ZERO NEW CONSTRUCTION

A technical comparison of the new national tiered code and goals of *HalifACT* was prepared. The municipality is awaiting an amended *Provincial Building Code Act* to align with the *Federal Energy Code*. Amendments to the provincial code are now out for public comment and Municipal Building Standards are reviewing the code to provide comment prior to the September 29, 2023, deadline.

The Woodside Ferry Terminal and Mackintosh Depot were completed.

The Beechville Lakeside Timberlea Community Centre, HRFE headquarters and new fire station are tender ready for issue and the Kiwanis Grahams Grove Community Building opened in 2023. Construction is underway for the new Met Field washroom building.

The Halifax Common Pool opened in July 2023.

To replace aging infrastructure, the municipality continued the construction of a new 60,000 tonne per year composting facility. Construction will continue into fiscal year 2023/24 and is planned to be commissioned by March 2024.

Electric vehicle charging stations were completed at Mackintosh Depot and were included in the design at the Beechville Lakeside Timberlea Community Centre. Charging stations will be included as part of the design process for the new Traffic Services building and the Sheet Harbour Lifestyle Centre. The Zatzman Sportsplex was removed from the list and a large deployment strategy is in development for several locations including the Zatzman Sportsplex.

The *Solar City Program* is operating as intended. As of December 31, 2022, 757 *Solar City Program* participant agreements have been executed, totaling $20.10 million in financing committed to the installation of solar energy technologies. These systems are expected to save property owners a total of $1.43 million annually in utility costs and reduce annual GHG emissions in the community by approximately 6,080 tonnes of carbon dioxide equivalent. To date, the *Solar City Program* has enabled the installation of 7.30 megawatts of renewable energy in the municipality.

COMMUNITY RETROFIT, RENEWABLES AND RESILIENCE PROGRAM

Work required to inform a possible new *Community Retrofit*, *Renewables and Resilience Program* to meet the targets set out in *HalifACT* is underway with key partners. A financing study was completed and is under review.

Parallel pilot projects are in development to test a navigator concept (the navigator will act as the project manager for the entire retrofit) to guide property owners through retrofits. The Solar City financing agreement was revised. The first pilot with Efficiency Nova Scotia is at the planning stage and the second pilot with Thinkwell Shift will target retrofits on ten homes.

A developmental framework is under development to guide the program throughout the early stages.

Halifax Public Libraries worked with the municipality, community partners, and private companies to increase public awareness of the climate emergency and to offer climate related programming and opportunities for engagement to build understanding around the climate emergency. Additional online resources and information were added to the Halifax Public Libraries' collection and website content was developed to direct individuals to these resources.

DECARBONIZE TRANSPORTATION

The implementation of the *Municipal Electric Vehicle Strategy* is ongoing, and an Environmental Professional position dedicated to implementation of the strategy has been hired. Initial charging infrastructure will be deployed across the municipality for fleet and public use in 2024. Approximately 50 electric vehicles have been ordered to date by Corporate Fleet, and policy work is well underway to support this transition.

Design for a fast-charging package (175 kW) for multiple municipally owned sites is in development and work on a multiple year request for proposals for the supply and installation of charging infrastructure is underway. Work continues to develop user fees for presentation to Regional Council.

The municipality is working with the Province of Nova Scotia on a policy that requires mandatory electric vehicle charging infrastructure in all new developments within the municipality.

The municipality provided free use of municipal parking lots for the Clean Foundation's *Next Ride Program*. The program offers the public free electric vehicle test drives and a chance to ask any questions they have relating to the barriers to adoption of electric vehicles.

The *Municipal Electric Vehicle Strategy* project charter was completed along with a deployment plan for both electric vehicle chargers and electric vehicles. Challenges with global supply and demand of both vehicles and charging infrastructure are being determined.

A fleet charging site design tender was awarded with construction drawings expected in fall 2023.

Work continued to identify alternatives to purchase electric vehicles and a multi-year vehicle purchase plan was completed. Education resources are in development to assist users in transitioning to electric vehicles.

DECARBONIZE PUBLIC TRANSIT

Regional Council approved the purchase of up to 60 battery electric buses and chargers in May 2022. A demonstration bus arrived for winter performance testing. Electric buses will begin arriving in late 2023 with a pilot bus arriving in September 2023.

Funding was announced on September 6, 2022, for the design of the Burnside Transit Centre as a net-zero facility and to accommodate sustainable buses. The $20.8 million cost of the first phase of the project is being shared by the provincial and municipal governments, at $7.1 million each in addition to more than $6.5 million from the federal government.

Building off the feasibility study for electric vehicles, Halifax Transit continues to research available products in the market to better understand adoption and operational requirements. A plan will be developed to assess the fleet mix and create a composition metric for the entire transit fleet.

Work continued on a business intelligence tool for the Corporate Fuel Project to enable improved fuel reporting.

INCREASE PROTECTION AND HEALTH OF ECOSYSTEMS

Nature continues to be a priority across programming and planning with the *Green Network Plan*, *Urban Forest Municipal Plan (UFMP)* and *HalifACT* laying the framework for conservation, ecosystem health, and nature-based climate solutions. The update to the UFMP is underway and a coordinator position for implementing the Green Network Plan was approved by Regional Council in the 2023/24 budget.

The UFMP commenced with the project charter finalized in March 2023. The municipality is working to map existing wildlife corridors to preserve and protect the corridors under the *Regional Plan* review, in addition to other mechanisms to increase the protection of nature. A pilot study with the *Municipal Natural Assets Inventory* was initiated in the Nine Mile River area, building upon the *Natural Assets Inventory* work.

Park naturalization pilot initiatives are ongoing, along with water quality monitoring programs and stormwater management practices.

The *Integrated Pest Management Strategy*, a holistic, ecological decision-making model to help prevent and manage pest damage, was approved by Regional Council on July 12, 2022.

The municipality continued to promote the prevention of illegal dumping and littering. Twelve in-person *Litter in Schools* presentations were delivered, and 12 litter cleanups were facilitated. The municipality hosted 61 in-person waste and litter education presentations in schools and provided litter education materials to 162 elementary, junior high, and high schools.

The *Littrerati* application was implemented in April 2022 and made available for download to further litter clean-up efforts as promoted via a multi-media campaign and through a network of community cleanup organizations. Approximately 18,000 pieces of litter were collected and recorded via the *Clean HRM Challenge* coordinated through *Litterati*.

Five projects were selected to utilize asphalt/roadway recycling methodologies, including pulverize and pave (PP) and partial depth reclamation (PDR). Beechcrest Drive and Brookfalls Court PP and Philip Drive PP were constructed. In addition, Cow Bay Road PP and Route 207 PDR were tendered.

The municipality is represented on the Recycled Asphalt Product Working Group with the Transportation Advisory Committee where a best practice manual for Canada is in development.

The *Concrete Technology Review* was finalized in spring 2022 with recommendations made regarding green technologies. Conversations were held with the Cement Association of Canada to further initiatives including trial opportunities with the requirement to update specifications.

The municipality began talks with industry partners on how to reduce carbon in the asphalt industry. Further work will be explored as the municipality continues to expand research and development opportunities related to green technologies.

The first annual *Urban Forest Tree Giveaways* were held on October 1, 2022 (west) and October 8, 2022 (east) amid hurricane Fiona response. The events were successful with residents queueing two hours prior to events.

A contract was awarded for 2023/24 planting, to plant approximately 3,100 trees (projected 67 per cent of the original *UFMP* met as approved by Regional Council).

The *UFMP 2.0* working group was established and development of the UFMP 2.0 is underway.

The *Urban Forest Standards Citizen Survey* completed and results were assessed.

Jurisdictional scans of urban forest service standards in similar Canadian municipalities/cities were undertaken.

Grass cutting and tree trimming service standards were published on Halifax.ca.

Street tree inventory work was impacted by hurricane Fiona as clean up and damage assessment continued throughout the peninsula. Tree loss will be factored into survey work.

A working group was established to develop a watershed management framework.

The *LakeWatchers Program* launched in April 2022 and a coordinator was hired in March 2023 to support continuation of the program. Seventy-two lakes across the municipality were sampled in both the spring and summer sessions with the field data uploaded to the *Halifax Data, Mapping & Analytics Hub (Open Data Portal)*. A survey tool was developed to streamline data collection for volunteers.

The *HRM Pollution Source Control Study First Lake, Lower Sackville* final report was received on January 31, 2023. Potential sources from cross-connections between sewer and stormwater lines were identified and have begun to be addressed. An information report was presented to the Environment & Sustainability Standing Committee in July 2023 which included next steps and ways to collaborate with Halifax Water and other stakeholders.

In addition to routine bacteria testing and blue-green algae monitoring at the municipality's 19 supervised beaches, the municipality worked with the Centre for Water Resource Studies to pilot a passive sampling program with an aim to provide proactive responses to potential blue-green algae blooms.

Multiple *Canines for Clean Water* events promoted maintaining safe water quality levels at Lake Banook and Lake Mic Mac where high levels of canine *E. coli* have been identified. Communications materials were developed making an explicit connection between dog waste and *E. coli* in lakes. Dog owners were asked to sign pledges to commit to keeping lakes clean and picking up after their pets.

INCLUDE NATURAL ASSETS IN CORPORATE ASSET MANAGEMENT

The municipality continued to review the financing needs for *HalifACT*. The Climate Action Tax (CAT) was implemented in fiscal 2022/23 to fund the first four years of capital under the plan and funding for the remainder of the plan needs to be identified. A review of reserves and exploration of other potential sources of funding are underway to minimize the impact on the tax rate.

The *Municipal Natural Assets Inventory* project kicked off in January 2023 to identify methodologies for co-benefits of ecosystem services valuation. Modelling work and further external stakeholder engagement is underway. The project is an opportunity for the municipality to include natural asset management in decision-making to support and implement *HalifACT*.

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

The *Solid Waste Strategy Review* is ongoing with the *terms of reference* approved by Regional Council on February 7, 2023. Phase 1 commenced including public consultation, technical studies, policy review, and a Regional Council update on the findings. Phase 2 will include additional public consultation, addressing data gaps, and a final report to Regional Council.

A solid waste system final report and GHG model was received including mitigation evaluation to support and align the solid waste system with *HalifACT* and to be used in support of the *Solid Waste Strategy*. Annual GHG emissions continue to be tracked and updated.

Improvements to waste management practices were made at 37 municipal facilities, including adding source separation bins (e.g., recycling, organics), improving signage, and ensuring waste materials are appropriately managed.

Curbside collection services were provided to 10 eligible municipally owned properties in rural areas of the municipality. The municipality will continue to monitor municipal solid waste management practices as part of routine education and enforcement activities.

The *Dog Waste Collection in Municipal Parks Pilot Project* completed. Public engagement findings with regards to the dog waste receptacle at the Halifax Mainland off-leash parks were favourable and future installation of in ground dog waste receptacles are being evaluated as new parks are developed or existing sites are recapitalized. A final project report was presented to the Environment and Sustainability Standing Committee on December 2, 2022.

The municipality retained a consultant to review the condition of the Highway 101 landfill gas collection field and options for a treatment system. The report and data are being assessed.

CLIMATE RISK MANAGEMENT

The second annual report, *HalifACT 2021-22 Annual Progress Report* was presented to Regional Council on November 22, 2022.

The first issue of the *HalifACT Community Update* was provided November 2022. Designed to provide a snapshot of the municipality's ongoing efforts to advance the goals set out in our long-term climate action plan – issues two and three were published in March and August 2023 respectively.

Baseline climate hazard exposure maps and a review of extreme water levels have been completed. Detailed flood hazard mapping is ongoing, and completion is expected in fall 2023 in parallel with the work to create an inventory of critical infrastructure and an update of the HRVA for the municipality. Other hazards are being mapped including climate vulnerability. Information from this and community risk profiles will be used to prioritize projects to make critical infrastructure more resilient and to safeguard communities.

Critical municipal infrastructure was identified and documented. Development of an online analysis system has not been completed, due to a lack of staff capacity.

Applications and related legislative requests were prepared for climate change mitigation funding provided by the federal government.

The municipality facilitated projects through Volta (the Innovation Outpost) to advance the implementation of *HalifACT* goals.

PROTECT CRITICAL INFRASTRUCTURE AGAINST FUTURE CLIMATE AND EXTREME WEATHER IMPACTS

The *Climate Adaptation and Resilience Codes, Standards, and Guidelines – Desktop Jurisdictional Scan* report was completed to identify resources and gaps for the municipality to address updates to standards.

Concept Studies on Flood Mitigation for Pleasant Street at Mount Hope and on Highway 2 in Fall River were undertaken and completed in summer 2023.

Flood hazard mapping is underway and will be completed in October 2023. Staff continue to work with Halifax Water and Public Works on the *Integrated Stormwater Management Policy* including follow-up projects such as the development of standards for green infrastructure and development of standards for naturalized stormwater ponds.

Development toward a resilience and retrofit study and guidebook was delayed due to competing priorities but is on track to begin in 2023/24. Please also note that the white paper on resilient retrofits in buildings has been completed. Work continues with Clean Foundation on a pilot project for resilient retrofits of ten homes and on a request for proposals for a white paper on resilient retrofits in buildings.

The University of Waterloo's Partners for Action Research Group was engaged to research resilient retrofits for multiple building types in various jurisdictions. The first two phases of this work are complete and remaining work will continue into 2023/24.

The municipality worked on climate change goals including hazard exposure mapping, flood inundation mapping, newcomer community kits, critical infrastructure resiliency, and the HRVA project.

The *HRVA Project Charter* was drafted and a consultant was retained to develop a HRVA tool.

The municipality continued to support communities in preparing for climate events:

- One thousand storm kits were purchased and assembled with kit brochures translated into four different languages representing the languages of most newcomers to Nova Scotia.
- A public lecture series with Dalhousie University focused on climate change completed and was published online as a series of YouTube videos.
- The second round of the *Climate Action Challenge* completed and videos were created for public awareness.
- The *Common Roots Urban Farm* – a pilot project for urban climate change adaptation and community resilience building – was completed. Projects included planting trees along Highway 102 to mitigate climate change impacts, creating a green barrier to provide protection to community gardeners from traffic, and piloting an urban orchard by adding fruit trees to the farm along with education on tree care.
- Resource materials were developed for mitigating flood risk on home properties.
- Municipal staff were trained in green infrastructure solutions.
- Halifax Public Libraries provided engagement programming on climate change.
- The *CEO Charter for Climate Action* – a collaboration between business and municipal leaders devoted to meeting climate objectives – launched.

Administrative Order 2020-010-OP Respecting Stormwater Management Standards for Development Activities was completed.

Flood hazard mapping for the municipality is underway.

Development of green infrastructure standards is underway.

Work on policies and standards for flood risk management continues.



Work is underway toward development of a comprehensive *Wildland Urban Interface Strategy*, with tactics to include education for crews on property risk assessments and critical infrastructure protection, as well as public education on inspection programs and neighbourhood collaboration.

- A memorandum of understanding with the Department of Natural Resources (DNR) was developed to promote an effective working relationship between HRFE and DNR with respect to facilitating cooperation on wildfire management within the Province of Nova Scotia.

- HRFE firefighter trainers completed *FireSmart* assessment training. Additional firefighters require this training to complete *FireSmart* assessments.

- An interactive webpage was developed to provide education and information pertaining to wildland fires as part of an overall *Wildland Urban Interface Strategy*.





Administrative Priorities

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



Administrative Priorities

Responsible Administration

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

Priority Outcomes

- WELL-MANAGED
- FINANCIALLY PREPARED
- COMMUNITY-FOCUSED

Our People

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

- ENGAGED & SKILLED PEOPLE
- DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT
- HEALTHY & SAFE WORKPLACE

Service Excellence

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

- EXCEPTIONAL CUSTOMER SERVICE
- INNOVATIVE PERFORMANCE EXCELLENCE



Responsible Administration

WELL-MANAGED	Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.
FINANCIALLY PREPARED	Finances are planned and managed to ensure sustainability, support growth and deliver quality municipal services.
COMMUNITY-FOCUSED	Residents are engaged in the development of public policy and plans.

In 2022/23 the ***average single-family home property tax (municipal portion)*** was $2,160. In 2023/24, the average single-family home property tax increased by 5.9 per cent to $2,288, an increase of $128 per year. However, due to the increase in property values, the municipal residential tax rate will decrease from 0.794 to 0.760. Assessing the municipality's progress on the *Financially Prepared priority outcome*, the ***gross per cent return on money market investment portfolio*** stood at 3.4 per cent in 2022/23, compared to 0.72 per cent in 2021/22. The overnight rate set by the Bank of Canada drove much of the higher performance with steady increases to the benchmark rate and the portfolio was re-balanced to take advantage of higher yields in both the investment accounts and money market instruments. In a similar trend, funds needed to cover short-term expenses ***(liquidity)*** exceeded prescribed benchmark ratios and stood at 2.2 due to higher than anticipated cash balances. Regional Council approved the Climate Action Tax (CAT) as part of the 2022/23 budget to provide funding to *HalifACT* projects.

$2,160

AVERAGE SINGLE-FAMILY HOME PROPERTY TAXES (MUNICIPAL PORTION)

3.4% ▲ 2.68 PP

GROSS PER CENT RETURN ON MONEY MARKET INVESTMENT PORTFOLIO

69.6% ▲ 2.6 PP

BUSINESS PLAN DELIVERABLES COMPLETING ON SCHEDULE

Measuring the municipality's capacity to be *Well-Managed*, ***business plan deliverables completed on-schedule*** increased slightly by 2.6 percentage points in 2022/23 as business units completed 49.5 per cent of planned deliverables on time (an increase from 45 per cent in 2021/22), and an additional 20.1 per cent are on track for completion by their target completion date. The total percentage of completed and on track has increased from 2021/22 levels to 69.6 per cent, in part due to completion of a significant number of deliverables that were past their target date.

Enterprise risks over the risk tolerance threshold (%) increased by nine percentage points to 57 per cent from 2021/22. Enterprise risks are reviewed annually and assessed for possible changes in internal and external risk factors including impacts as a result of social, political, and economic changes year-over-year. Due to the shift in external influencers (e.g. labour market, economic conditions) over the past year, there was an increased risk rating applied to existing enterprise risks which increased the number of risks rated above the tolerance threshold. Risks above the threshold typically receive increased effort to mitigate them.



STRATEGIC INITIATIVES SUPPORTING RESPONSIBLE ADMINISTRATION

CORPORATE PERFORMANCE MANAGEMENT PROGRAM

The *Corporate Performance Dashboard* was launched May 2022.

The *Strategic Performance Snapshot* and the *Corporate Performance Dashboard* were updated with 2021/22 data and new functionality and the data call for 2022/23 data is complete.

The inaugural *Strategic Performance Report* on progress toward Regional Council and administrative priorities outlined in the *2021-2025 Strategic Priorities Plan* was presented to Regional Council on November 22, 2023. This report contains updates on strategic initiatives, along with relevant key performance indicators (KPIs) and analysis to track progress.

Facility Maintenance & Operations (FMO) Phase II, Parking Services Phase I, and Diversity & Inclusion dashboards were completed. The FMO dashboard for work order overview completed and provides costs for maintenance, utilities, and other services for municipal facilities. Work is currently underway in developing dashboards/performance reporting for Human Resources and Solid Waste Resources.

Work is underway to develop a KPI management tool to streamline data collection. KPI governance and approval processes are embedded in the tool.

A streamlined approach to core process reviews was generated. The *Enterprise Risk Management Process Review* was completed in December 2022 while the Business Planning and Budget Core Process Review was rescoped to only include business planning and is near completion.

The municipality received Platinum Certification (the highest level) for its 2021/22 data from the *World Council on City Data* benchmarking program.

A costing model for HRFE Operations completed using the Municipal Benchmarking Network costing model.

An internal HRFE performance dashboard was piloted to allow users to explore incident response time performance data, achievement of Effective Firefighting Force, heat map visualization, and turnout time performance. A web-based solution was developed for performance analytics and a predictive analysis tool to predict the impacts of a change in resource levels (e.g., fire station, fire vehicles in stations, and/or crew sizes) was completed.

The HRFE Fire Prevention Division was modernized, and several new positions were added, including one dedicated to continuous improvement and quality assurance.

HRFE driver vehicle inspections reporting improvements were placed on hold due to unstable performance of the Fleet Management program. Improvements will be re-visited in 2023 or when the current fleet management program is replaced.

Phase 2 to initiate the coordination of implementation of HRM-owned actions (known as climate mainstreaming) including the development of collaborative structures for shared accountability, implementation, and progress reporting on *HalifACT* completed.

- A governance model was approved by senior leadership.
- The second annual *HalifACT* report was published with the third annual report in progress.

- A virtual hub to better enable two-way communications and participation by partners and the public is in development.
- A long-term communications strategy is being finalized.
- Work is underway to develop tools to show progress and metrics.

Virtual training modules targeted at both report writers and report reviewers were developed to support municipal staff in completing the *Environmental Implications* section of Regional Council reports with rollout planned for 2023/24 to align with other report writing initiatives and modifications.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

The *Risk Management Framework* is under review and was run against a Risk Maturity Model to determine the current risk maturity for the municipality. Emerging business unit level and corporate level risks are being identified and the Enterprise Risk Register updated accordingly.

Guidelines revisions were completed to include risk comments on reports to Regional Council. The revisions are intended to assist decision makers to better understand the risks of proceeding or not proceeding with recommendations.

The replacement cost values were reviewed on 110 properties. Appraisals were ordered on high value municipal properties to ensure values are appropriately insured. This review accounts for the evaluation of existing building replacement costs on 50 per cent of municipal buildings. Remaining locations will be reviewed over the next four years.

VOLUNTEER STRATEGY

The municipality is working to determine the scope and budget required to develop and complete a volunteer strategy initiative to assess the risks and impacts across the organization from reduced volunteerism.

FISCAL SUSTAINABILITY STRATEGY

In collaboration with Nova Scotia Finance, work is in progress to broaden the type, length, and composition of debentures issued by NS Finance.

Work is underway on the technical Fiscal Sustainability Strategy (FSS)-term model.

The *Tax and Fee Revenue Strategy* to establish guiding principles for user fees and property taxes was deferred. A high-level fee review will be complete by March 31, 2024, that examines where fees might be levied.

The Climate Action Tax was approved by Regional Council as part of the fiscal 22/23 budget to provide funding to *HalifACT* projects over the 10 years the tax is scheduled to be collected.

The municipality continues to focus on a long-term capital funding framework, developing asset management plans with municipal business units to collect and record asset condition, and criticality levels for major asset classes.

- The development of an asset management policy for collecting and refreshing building condition data and KPIs was drafted and is in review.
- Review of Parks & Recreation data to support asset inspection programs and assessing the impact of the *Halifax Playing Field Strategy*. Ninety-four per cent of park assets were inspected and deficiencies noted.

- The HRFE heavy fleet was reviewed to streamline processes and identify opportunities for standardization and efficiency improvements.

- Work neared completion on the *Light Fleet Optimization* initiative to identify utilizations of light duty municipal and non-emergency HRFE vehicles for the purpose of establishing use guidelines and tracking vehicle use.

- Work on the *Property, Fleet & Environment Asset Management Policy* to formalize processes for collecting and refreshing building condition data as well as formalizing KPIs and targets was halted due to capacity constraints and pending reorganization of the Facility Design & Construction service area.

- Reviews of Parks & Recreation asset data in the *Corporate Asset Registry*, updates to playing field classifications, and priority on outdoor recreation assets were planned for 2023/24 and will help to support the asset inspection programs currently in place, while providing metrics to support the rollout of the recently approved *Halifax Playing Field Strategy*.

- The Parks Asset Inspection Program was designed and initiated with 94 per cent of Parks & Recreation assets inspected and deficiencies noted. Work orders were created through the CityWorks software system, assigned, and tracked to completion.

- A report with high-level current state assessment of fire apparatus fleet management practices and identified improvement opportunities was prepared. Twenty-one improvement opportunities were identified across five priority areas and supported by a best practice scan.

- Data review began in the fleet management system to identify parameters and planning thresholds for replacement planning strategies. Work on fleet lifecycle replacement will continue in 2023/24.

New mechanisms for financing/funding climate action were researched and a decision was made to not move forward to implement carbon budgeting at this time.

Work progressed on Parks & Recreation capital projects with 88 per cent of 2022/23 projects (excluding $2.5 million *Budget Adjustment List* items) tendered and 68 per cent completed. For the *Budget Adjustment List* items, 73 per cent were tendered with 57 per cent completed.

The municipality received a consultant's final report in August 2023 which included recommendations to add additional financial obligations to all new construction across the municipality. This initiative is on hold due to current economic and housing pressures.

RESERVES FUNDING STRATEGY

Reforms to Reserve were completed. There are currently 19 reserves across three categories: Risk, Obligation, and Strategic.

COMMUNITY ENGAGEMENT STRATEGY

Work continued on a revised Community Engagement Strategy to enhance diversity and inclusion goals and reflect the rapidly changing environment of public engagement. Corporate guidelines have been developed and will be shared following completion and approval of the Community Engagement Strategy, targeting March 31, 2024.

Public engagement work was undertaken to inform various initiatives and strategies including the draft *Regional Plan*. A resident survey will be conducted in 2024/25 in advance of the next *Strategic Priorities Plan*.



Our People

ENGAGED & SKILLED PEOPLE	People are engaged and have the required skills and experience to provide excellent service to our communities.
DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT	Diversity, inclusion, and equity are fostered to support all our people in reaching their full potential.
HEALTHY & SAFE WORKPLACE	A commitment to health, safety and wellness is demonstrated to our people.

Voluntary employee turnover (%) increased significantly (60.4 per cent) in 2022/23, rising from 3.56 per cent in 2021 to 5.71 per cent in 2022/23, and has more than doubled since 2018/19, when it was 2.58 per cent. There was also a 63 per cent increase in the number of resignations (206 in 2022/23 compared to 126 in 202122), reflecting a tight and competitive labour market in the municipality. The ***internal fill rate*** continued to be steady as compared to the last five years, with a slight decrease in 2022/23 of 1.3 per cent.

Job applicants that self-identify (%) continues to increase year over year, with 75.6 per cent of applicants self-identifying in 2022/23 – a slight increase from 2021/22 (74.6 per cent). This measure reflects the percentage of job applicants that have chosen to self-identify as a member of an Employment Equity group – meaning the municipality is attracting a more diverse workforce.

5.71% ▲ **2.15 PP**
VOLUNTARY EMPLOYEE TURNOVER

44.9% ▼ **0.6 PP**
INTERNAL FILL RATE

14.35 ▲ **22.5%**
NUMBER OF TRAINING HOURS PER EMPLOYEE

The ***number of training hours per employee*** increased in 2022/23 by 22.5 per cent to 14.35 hours per employee for the reporting period. In addition to ongoing leadership programs, multiple large scale training activities across business units to better serve the municipality contributed to the increase, including Cyber Security Awareness training and Bus Operator training.

An Anti-Black Racism corporate training program was developed and piloted by the Office of Diversity & Inclusion for rollout in fall 2023. Additionally, 47 training sessions were delivered and French language training was offered in partnership with the Province of Nova Scotia and a new training module, *Parles-vous français? Understanding Acadian and Francophone Communities and French Services* was launched in August 2022.

No new data was available for fiscal year 2022/23 to measure the ***employees that feel workplace safety is a priority at the municipality*** since the 2022 Employee Engagement Study (62 per cent), however, in 2022/23, the ***total accident frequency*** (per 200,000 insurable hours) decreased by 11 per cent and the lost time accident frequency remained the same as the 2021/22 reported figure of four accidents per 200,000 insurable hours.

STRATEGIC INITIATIVES SUPPORTING OUR PEOPLE

STRATEGIC HUMAN RESOURCES PLANNING

As of March 31, 2023, the municipality has completed 77 of the 89 accepted recommendations from the *Employment Systems Review* to support a safe, healthy, diverse, inclusive, and harassment-free environment, where all persons are treated with dignity and respect. Completion is anticipated by March 31, 2024.

Work on the *Digital Communications Strategy* continued.

To assist in the goal of developing a skilled, engaged, and diverse workforce, Human Resources (HR) delivered leadership programs to develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement. Training needs continue to be assessed through HR Business Partners and Learning & Development Specialist engagement with business units.

Work toward launching a new employee intranet to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information was cancelled. The employee intranet initiative is linked to another Information Technology (IT) project so implementation and awareness will be directed through that project's timelines.

HR completed an HR policy review. The work will be operationalized with policies and programs having been prioritized for review, policy/program owners identified, as well as a revised business process for review, approval, and implementation of revised policies/programs drafted.

An organization-wide Succession Planning Program was developed to foster, leverage, and retain internal talent while increasing employee engagement through opportunities for career growth and development.

The *Corporate Employee Engagement Survey* launched in January 2022 and *results* were communicated in August 2022.

An *Accommodations Policy* to ensure job applicants and employees are provided with accommodations that support a diverse, inclusive, and equitable work environment was drafted in alignment with the *Accessibility Strategy* and is in internal review with roll out planned for March 31, 2024.

Work continued on the Respectful Workplace Program to replace the *Workplace Rights Harassment Prevention Policy* and supporting business processes to improve efficiency and effectiveness. The Respectful Workplace Program was completed with the roll out planned for January 2024.

Implementation, monitoring, and development of a new Employment Equity Program and outcomes continued. A program was drafted and is being reviewed internally with program completion anticipated by March 31, 2024.

Property, Fleet & Environment (PFE) implemented a *Human Resources Succession Planning Strategy* for key non-union positions in PFE divisions. Work will continue in 2023/24 including supporting non-union employees.

Twenty-six cadets graduated from the Police Science Program in July 2023 and were hired by HRP. Additionally, 16 Experienced Police Officers were hired in 2022.

Two career firefighter recruitment classes were onboarded, the first of which graduated in spring 2022 and the second in December 2022. Staff continued to attend career fairs to share information on how to apply to become a career firefighter.

A marketing and recruitment campaign is underway for the spring 2023 Volunteer Recruitment Training (VRT) class. The fall VRT class is halfway through the program and has more than 30 participants.

HRFE completed plans to provide accredited training through *International Fire Service Accreditation Congress* and *Pro Board* certification for all new firefighters, new officers, and new instructors. The Prior Learning Assessment Recognition (PLAR) and utilization of internal training expertise portion of training was cancelled as the PLAR process was not approved by the Nova Scotia Accreditation Board. An alternative is being explored.

Customer Service Representatives at in-person Customer Service Centres received online training content to support customer service in SAP, Tax Revenue Management, Teller, and POSSE Phases 1, 2, and 3.

DIVERSITY & INCLUSION FRAMEWORK

In total, 728 participants attended 48 scheduled training sessions including *Diversity & Inclusion: An Overview, Reaching Out from an Afrocentric Place, Towards Bias-Free Practices, Gender Based Analysis Plus (GBA+) Toolkit, Going from Support to Inclusion: Accessibility Training, Parles-vous français? Understanding Acadian and Francophone Communities and French Services,* and *the Indigenous Blanket Exercise*. Additionally, French language training was offered in partnership with the Province of Nova Scotia. An ABR education series was held, with specific training on request.

The employee intranet was updated for better access to resources, including Indigenous protocols, and supporting employees through a diversity and inclusion lens.

The Diversity Champions table continued to meet on municipal initiatives. The annual report will be submitted to Regional Council in December 2023.

New dates of significance were added to the calendar of activities including the National Day of Awareness for Missing and Murdered Indigenous Women and Girls, Gender Equity Week, Disability Employment Awareness Month, and Indigenous Disability Awareness Month.

Work was undertaken on the *French Language Services Strategy* and the *2022/23 French Language Services Strategy Annual Update Report* was submitted to Regional Council on June 20, 2023.

- Sixteen of 18 phase one action items completed.
- Twenty communication items (22,242 words) produced by the municipality were translated from English to French.
- One hundred and one seats were offered to municipal employees to participate in French language training.
- The municipality co-chairs and supports the Halifax Acadian and Francophone Partnership.
- A pilot project to offer French recreation programs was implemented at the Sackville Sports Stadium in spring 2022 and three French recreation programs were held in the spring 2023.

- A new training module, *Parles-vous français? Understanding Acadian and Francophone Communities and French Services* was launched in August 2022 and offered three times between April 2022 and March 2023.

- The French version of the *Newcomer's Guide to Halifax (newinhalifax.ca)* launched and the French version of the municipality's website (Page D'accueil | Halifax) was updated.

- Over 150 bilingual stop signs were installed on municipal roads in the Conseil scolaire acadien provincial school neighbourhoods in the Halifax region.

- The *French-Language Services Human Resources Guidelines* document was rolled out to HR Business Partners and Talent Recruiters.

Development of the corporate *Gender Equity Strategy* continued and is anticipated to be finalized fall 2023.

The municipality worked closely with Indigenous women's organizations and the Nova Scotia Status of Women to develop the *Indigenous Women and Two-Spirit Leadership Summit and Campaign School* through the Federation of Canadian Municipalities Canadian Women in Local Leadership project and grant which was awarded in August 2022. An event was hosted on September 22, 2023.

An Accessibility Auditor was hired in November 2022 and began accessibility infrastructure audits of municipal facilities with a focus on facilities used for the North American Indigenous Games.

Halifax Public Libraries developed an internal committee that has worked to develop and implement recommendations to address staff inclusion with the aim of creating an inclusive work environment.

DIVERSITY & INCLUSION RECRUITMENT STRATEGY

Initiatives to advance diversity and inclusion are embedded in ongoing operations and programs. Halifax Transit continuously focuses on awareness campaigns and diversity training, along with improved equitable employment and accessible information. *Becoming An Ally training* is incorporated as part of basic operator training and continuous training sessions.

Bus operator recruitment was redesigned and launched with updated candidate recruitment and assessment to remove barriers and focus on inclusive hiring.

HRFE continues to foster relationships with diverse communities:

- Indigenous elders and drummers joined with firefighters to reflect and remember impacts on indigenous communities.

- Educational visits to Ummah Majid Mosque provided insight to community and firefighter response.

- Job fairs in under-represented group communities were held to promote employment equity.

- Review and revision of HRFE policies have improved gender neutral and inclusive language.

Establishing meaningful partnerships to enhance diversity and inclusion in recruiting skilled trades was a focus in addressing the critical need to fill vacant skilled trades positions in Facility Maintenance & Operations and Corporate Fleet. An apprenticeship program approach through partnerships with the Nova Scotia Community College and Apprenticeship NS to fill term roles was identified as a better fit and is being explored.

CORPORATE SAFETY STRATEGY

Development, education, and promotion of safe work practices for the health and wellness of employees, prevention of incidents and reducing Workers Compensation costs is ongoing:

- A Respiratory Protection Program Corporate Procedure has been drafted based on Canadian Safety Association Safety Standards. This will next be presented to Joint Occupational Health & Safety Committees for review and input.

- An Automatic External Defibrillator/Public Access Defibrillator (AED/PAD) Program is in draft form. All AEDs are accounted for with service plans in place. A new standing offer is also in place.

- First Aid regulation changes are 100 per cent complete. Business units will receive new or updated kits, as required.

- A Speak. Act. Focus. Engage. Recognize (S.A.F.E.R.) Leadership Model is in place and being promoted.

- The Lockout/Tag-out Corporate Procedure is complete with support provided to business units for implementation.

- A new office inspection pilot program is in development. New software was acquired in May 2023 and program completion is anticipated by end December 2023.

A review of HRFE policies, guidelines, and procedures against the *National Fire Protection Association 1500 Health and Safety Standard* is complete and is being reviewed. Priorities and action items will be determined before the end of the year.

WELLNESS STRATEGY

Support of the corporate *Wellness Strategy* is ongoing. Recommendations have been developed and an action plan is being implemented.

- *The Working Mind* training was relaunched for employees and leaders.

- The Employee Benefit Plan and Employee & Family Assistance Program (EFAP) services continue to be highlighted to provide information on available wellness resources.

- Culturally specific EFAP resources have been engaged and made available to employees.

- An Employee Wellness Fair was planned for fall 2023 including a flu shot clinic and opportunity for individual wellness assessments.

The Workplace Violence Prevention Procedure is being updated and incorporated into the Respectful Workplace Program with a rollout to commence in January 2024.

Workplace Safety Assessments were completed.

Medical First Responder (MFR) training was delivered to all frontline staff to improve and upgrade medical training, skills, and services for emergency medical calls in coordination with community partners. Recertification for existing members was developed and delivered.

Halifax Public Libraries invested in staff training in non-violent crisis intervention and in building capacity in early literacy development, play facilitation, and public facilitation.

The Corporate Accommodations Program is an ongoing annual program. Facilities & Asset Management construction continued with relocation expected in October 2023. The Public Works project schedule was revised through the 2023/24 Capital Budget process with funding deferred to 2024/25 with planned completion adjusted to Spring 2025.

A *Work Safe Practice Plan* was developed for the Active Transportation division.

Halifax Public Libraries has identified specific workstation standards including ergonomic furniture and design and has committed to improving spaces to the standards during renovations or as needed.







Service Excellence

EXCEPTIONAL CUSTOMER SERVICE

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

INNOVATIVE PERFORMANCE EXCELLENCE

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

In 2022/23, ***the quality and accuracy of service results for 311*** increased slightly from the previous year by 2.8 per cent. Over the last six years, the quality and accuracy of service results for 311 increased steadily to 86.7 per cent in 2022/23 from 83.9 per cent in 2017/18.

There are no new values to report for ***overall satisfaction with municipal service quality, satisfaction with online service quality*** and ***overall satisfaction with the delivery of municipal services***. However, with a public survey intended to be conducted in 2024, these values will be updated in the near future.

As part of its commitment to improving citizen engagement and enhancing transparency and accountability to its residents, the municipality continued to increase the ***number of Open Data sets*** in 2022/23 with 209 datasets available via the *Open Data Catalogue*. Since 2015/2016, the municipality has averaged an annual release of 25 datasets in the catalogue. Open Data is a permanent service providing access to data for download to citizens and businesses, while still respecting privacy and sensitivity concerns.

86.7% ▲ 2.8 PP

QUALITY AND ACCURACY OF SERVICE RESULTS FOR 311

209 ▲ 20.8%

NUMBER OF OPEN DATA SETS

The municipality continued to increase the ***service performance evaluation and dashboards completed*** through its work on the Corporate Performance Management Program. Three projects led by Corporate Performance were completed in 2022/23 including newly created dashboards for Parking Services and Solid Waste Services and an additional key performance indicator development project for the Office of Diversity & Inclusion. An additional three performance-based dashboards were also developed by IT in conjunction with business units. These dashboards provide operational and performance data to enable improved evidence-based decision making and automation of data collection and reporting.



STRATEGIC INITIATIVES SUPPORTING SERVICE EXCELLENCE

FOCUS ON CUSTOMER EXPERIENCE

To increase recreation opportunities for all residents of the municipality, over $690,000 in program discounts were provided in 2022 via the *Affordable Access Program* with an upward trend in discounts provided to-date in 2023. The program continues to be reviewed to ensure programs remain accessible to residents.

To help share information around service provision, new *grass cutting guidelines* and information was published to the Parks & Recreation website with a social media campaign launched in June 2022 to promote the website.

The project to streamline the internal processing for the Affordable Access Program to make it easier for clients to apply and renew annually was delayed due to lack of staffing resources. Anticipated completion of the project has been moved to 2023/2024.

Parks & Recreation implemented new online functions, specifically the expansion of services including targeted customer communications, customer management, and the ability to book facility rentals and membership options online. The transition to the new recreation software is underway.

Sport fields and ball diamonds were added to CityWorks to better capture and resolve athletic field service requests.

PERFORMANCE EXCELLENCE PROGRAM

A total of 81 people were trained in Performance Excellence or Yellow Belt in 2022/23. Four Yellow Belt sessions were offered with 56 participants attending. Online training modules and the registration process for continuous improvement training was streamlined. The 2022 Green Belt Graduation was held on October 21, 2022, and celebrated five graduates. Work is underway to enhance the program, promote offerings, implement continuous improvement focus groups, and communicate successes.

Templates for lean projects are being assessed and revamped to be released via the Corporate Performance intranet page which is under development.

The service measurement/management initiative was consolidated with the Corporate Performance Management Program (CPMP). Dashboard governance and the use of data analytics and business intelligence are all components of the CPMP.

- FMO dashboard completed and launched May 2022.
- Parking Services and Solid Waste dashboards were completed March 2023 and July 2023 respectively.
- A review of dashboards will be coordinated for feedback about governance and dashboard usability.

A *Benefits Realization Framework* was implemented with revamped templates. Six business cases were completed with multiple business cases ongoing. Operationalization of and reporting for the program will be explored in 2023/24.

To meet legislative requirements, Parking Services pay stations were modified to implement new tap readers on all parking pay stations. Insert card readers were removed in September 2022.

The Lean 6 Sigma Green Belt project, *Eliminating Waste in the Work Order Process for Facility Maintenance & Operations* was undertaken. A Benefits Realization business case was completed for the project, capturing benefits and savings. The project is expected to reduce processing times for the creation and management of work orders valued at approximately $20,000 per year and $100,000 for the length of the project.

Corporate Fleet staff and leadership attended various *Building a Better Public Service* training modules and additional training modules will be delivered in 2023/24.

The election process formalization project deadline was extended to March 31, 2024, due to the district boundary review.

A review of services to municipal Boards, Committees and Commissions is underway and will continue in 2023/24. Process mapping and costs to run meetings was completed and is being evaluated. A Public Appointments Coordinator was recruited.

Implementation of new software to assist in the processing of access and privacy applications will continue into 2023/24.

Work to capture all proposed changes stemming from a holistic review of *Administrative Order One, Respecting the Procedures of the Council* is ongoing and anticipated completion has been moved to March 31, 2024, due to operational pressures. The administrative order received Regional Council approval on August 22, 2023.

Phase 1 of the District Boundary Review was completed with submission to the *Nova Scotia Utility and Review Boar*d for December 31, 2022. Phase 2 was completed on October 25, 2023. The rescheduled public hearing for the 2022 District Boundary Review application (Matter No. M10924) was held on

September 7, 2023. In accordance with the Municipal Boundaries User Guide issued by the Nova Scotia Utility and Review Board, the Board usually issues a decision within 60 days following a hearing. As such, a decision from the Board is anticipated on or before November 7, 2023.

Procurement implemented an enhanced service delivery model to improve customer service with internal and external clients, shorten the time to market and award with vendors, use strategic buying practices, and make better use of taxpayers' dollars.

The following Corporate Performance Excellence projects were completed: *Fire Fleet Optimization Phase I, Small Equipment Policy and Implementation*, and *Budget and Business Planning Optimization, Memorial Gifts for Parks Phase I, Meeting Process – Current State Description, Costing, and Recommendations for the Municipal Clerk's Office,* and *Fleet Inventory – Alternative Procurement Methods*.

The *False Alarms Process Improvement Corporate Performance Excellence Project* is in its final stages with a report in development.

Employee Central was successfully implemented as of June 27, 2022 and process and program stabilization work continues in 2023 with a Corporate Performance excellence project between HR and Payroll Operations.

A complete list of dry hydrant needs was identified and the prioritization of capital funding for the maintenance and installation of new dry hydrants and cisterns was determined.

Work to develop and launch an online solution to paper-based tasks such as Office and Vehicle Inspections is underway. New software was acquired, and completion is anticipated by the end of December 2023.

Implementation of the *Procurement Release Strategy* (process to verify and approve Procurement documents) did not progress as the SAP Business Foundations project is on hold.

Progress on the Fixed Route Planning, Scheduling, and Operations Project continues, including solution testing and design with involvement from key Halifax Transit stakeholders. The project is anticipated to be implemented in February 2024.

The municipality awarded a contract to investigate integration of GIS contaminated site layer data and the One Call (before you dig) solution to provide contaminated sites locations to those planning to excavate within the right of way. An implementation date is being determined.

The review of Argyle Street to develop an implementation plan for a permanent closure to motor vehicles except for loading during scheduled times was cancelled due to a focus of programs and resources toward road safety initiatives.

The locations of all existing billboards within the right-of-way and existing agreements were reviewed, and a recommendation report is in development.

Corporate Fleet completed and implemented Service Level Agreements with HRFE, Halifax Transit, Halifax Public Libraries, and Public Works.

A joint request for proposals with Halifax Water for a service provider to deliver after-hours urgent calls and dispatch was prepared.

A report was delivered to Regional Council on May 31, 2022, regarding the agreement between the municipality and Halifax Water for effective and efficient ditch maintenance.

Implementation of a HRFE rostering and scheduling solution was undertaken and a review of business unit requirements is ongoing.

Halifax Public Libraries reviewed and created a new delivery model with a focus on health, safety, and efficiency. A new cube van is in operation and infrastructure changes to branch layouts will be completed with new renovations and buildings.

An internal launch of Permitting, Licensing & Compliance Solution Implementation—Phase 3, took place in December 2022 followed by a public launch in February 2023. This release brought Subdivision Applications, Zoning Confirmation Letters and Planning Application processes like development agreements, rezonings, by-law amendments, variances, and site plan approvals online.

With the full system now online, P&D in conjunction with IT, have been able to share more information publicly via the municipal Analytics Hub. Six new permit-based datasets were added in the last year, a new webpage highlighting permit and housing/unit data was launched in spring 2023 and internal dashboards were created for workflow tracking and decision making. Improvements to business processes, application processes, and data availability will continue in 2023/24, as well as an additional dynamic public facing dashboard. This dashboard will provide a more user-friendly interface to access construction, planned development, and housing information.

A review of Transportation Network Company data stewardship continued with data sharing agreements developed. Data will contribute to various project and programs including *HalifACT*, the *Integrated Mobility Plan* and a variety of Halifax Transit initiatives.

Improvements to the Multi-Year Permit and Subdivision Application Process including a detailed review of lower volume, higher complexity subdivision files are approximately 75 per cent complete, with the remainder of subdivision process improvements pending. Creation of Regional Centre, Suburban, and Rural Teams to enhance focus and encourage regulatory expertise completed with an additional team created that is dedicated to oversight and process improvements. Realization of benefits from the initiative are dependent upon staff vacancies being filled.

- The *Initial KPI report* was delivered to Regional Council on August 22, 2023, with follow up delivery in January and June of 2024.

- Permit volume and *processing times were published on halifax.ca*.

INFORMATION TECHNOLOGY STRATEGIC PLAN

IT leadership developed the *Information Technology Strategic Plan* with actions supporting five main pillars: Employee Engagement & Development, Growing and Rebuilding our Capabilities, Enabling Productivity for Customers, Building Relationships & Reputation, and Development of an Integrated Strategy with the business functions of the municipality. The former *Digital and Data Strategy* objectives were incorporated into the *Information Technology Strategic Plan*.

A Cybersecurity Awareness Program was developed and implemented to educate and guide employees in avoiding security breaches.

IT continued work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes to improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments. Significant

capital investment completed for the required hardware and related infrastructure for the data center relocation project.

The Data Analytics & Visualization Team initiated work on the Business Intelligence Strategy and Metadata Management initiatives. The Business Intelligence Strategy will see the development of a multi-year roadmap that supports Business Units in expedited decision making. Work has not yet started on the centralized metadata repository.



Achievements and Awards



Achievements & Awards

CLEAN50 AWARDS

The municipality received three national awards at the Clean50 Summit in Toronto on October 6, 2022, for leadership in sustainability related to *HalifACT*, our Climate Action Plan. Projects are chosen based on a five "I"s criteria: Impactful, Innovative, Inspiring, Informative and can readily be Imitated. *HalifACT* was among 26 winning projects in the category of *Canada's 2023 Clean50 Top Projects*, a group selected annually based on their innovation and ability to inform and inspire other Canadians. *HalifACT* also won *Canada's 2023 Clean50 Top Project of the Year*. Shannon Miedema, Director, Environment & Climate Change, was named one of *Canada's Clean50 list of 2023 honourees* and was awarded the *Clean16 Award, Leader for the Cities* category recognizing stewardship and work as a sustainability professional and top contributor in the fight against climate change.

Clean16 Outstanding Contributors to Clean Capitalism

Clean50 Outstanding Contributors to Clean Capitalism TOP PROJECT

Clean50 exceptional contributors to the clean economy / contributeurs exceptionnels à l'économie propre

NOVA SCOTIA FEDERATION OF MUNICIPALITIES CLIMATE CHANGE LEADERS AWARD

HalifACT received a *Climate Change Leaders Award* for the municipality's *Electric Vehicle Strategy* at the Nova Scotia Federation of Municipalities fall 2022 conference. The award honours municipalities that demonstrate exemplary leadership in climate change adaptation and/or mitigation through the implementation of initiatives and creation of awareness of climate-related issues.

NOVA SCOTIA FEDERATION OF MUNICIPALITIES

2023 CORPORATE KNIGHTS' SUSTAINABLE CITIES INDEX

Halifax ranked 11th among 70 cities in the *2023 Corporate Knights' Sustainable Cities Index (CKSCI)*. The CKSCI measures and evaluates environmental sustainability performance in 70 cities around the globe.

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

2022 CARBON DISCLOSURE PROJECT CITIES A LIST

Halifax Regional Municipality was recognized as one of 122 cities worldwide to receive the highest score possible (an A) for environmental action and transparency by *Carbon Disclosure Project* (CDP) 2022 reporting. Cities receiving an A score demonstrate climate leadership through concerted and effective action and take three times as many mitigation and adaptation measures as non-A List cities. CDP is a global, non-profit charity that runs the world's disclosure system for investors, companies, cities, states, and regions to assess their environmental impact and drive the urgent action needed to reduce GHG emissions, safeguard water resources, and protect forests. CDP reporting is a commitment of Regional Council through HalifACT.

GOVERNMENT FINANCE OFFICERS ASSOCIATION DISTINGUISHED BUDGET PRESENTATION AWARD

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

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

Top Employers designations recognize employers that lead their industries in offering exceptional places to work and progressive HR programs and policies.

For the first time, the municipality has been recognized nationally as one of *Canada's Top Employers for Young People*. The Halifax Regional Municipality helps recent graduates get started on their careers through the *Bridging the Gap Internship*, an 18-month program with opportunities in a range of fields. The municipality also offers a four-year engineers-in-training program that supports aspiring engineers in obtaining their professional designation – participants in the program rotate across four business units to experience each facet of municipal engineering, including Public Works, Planning & Development, Property, Fleet & Environment, and Parks & Recreation. Additionally, Halifax Regional Municipality's *Youth WORX Program* provides youth between 16 and 24 years old facing barriers to employment 24 weeks of paid job and life skill-building opportunities. Youth earn certifications in Workplace Hazardous Materials Information System (WHIMIS) training, first aid, and food safety.

Halifax Regional Municipality was once again selected as one of *Atlantic Canada's Top Employers* and *Nova Scotia's Top Employers*. The municipality encourages employees to prioritize their health with in-house wellness programming (topics include stress management, mental health, ergonomics, and nutrition), paid sick days (which varies by employee group), and coverage for mental health practitioners as part of its benefits program. The municipality also helps employees plan securely for the future with contributions to a defined benefit pension plan and retirement planning assistance.

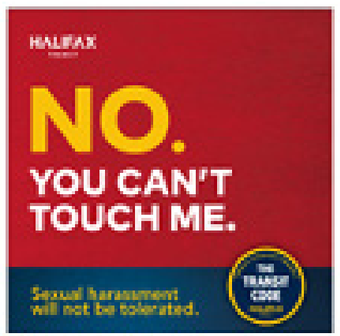
CANADIAN URBAN TRANSIT ASSOCIATION MARKETING AND COMMUNICATIONS AWARD

Halifax Transit was recognized with the Marketing and Communications award from the Canadian Urban Transit Association (CUTA) for the Transit Code campaign. The CUTA Awards recognize the outstanding achievements of people, organizations, and businesses in Canada's public transit industry.

The Transit Code campaign is a long-term, multifaceted public education program, designed to encourage positive behaviours on transit, and inform passengers about the municipality's zero-tolerance policies and practices regarding prohibited conduct. Launched in August 2021, the goal is to help foster safety, courtesy, and respect on buses and ferries and at bus stops, terminals, and facilities.

Campaigns in 2021/22 and 2022/23 included the Transit Code 8 Principles, Anti-Racism, Anti-Littering and Anti-Sexual Harassment. The next campaign will focus on assault prevention.











Council Priorities Scorecard

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Prosperous Economy

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

ECONOMIC GROWTH

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Number of passengers travelling to and from Halifax by air or cruise	Number of passengers arriving to or departing from Halifax by air and the number of passengers arriving to Halifax by cruise (Halifax Partnership)	Up	995,426	1,076,458	3,346,612
Total number of air passengers arriving to and departing from Halifax	Total number of air passenger arriving to Halifax and departing from Halifax (En/Deplaned, Halifax Partnership)	Up	995,426	1,076,458	3,107,119
Total number of cruise passengers arriving to Halifax	Total number of cruise passengers arriving to Halifax (Halifax Partnership)	Up	0	0	239,493
Halifax cargo arriving by the Port and air (Metric tonnes)	Halifax cargo arriving from the Port and air (Halifax Partnership)	Up	8,306,441	8,997,199	9,781,476

Halifax Port cargo (Metric tonnes)	Halifax cargo from the Port (Halifax Partnership)	Up	8,273,457	8,962,430	9,744,497
Halifax air cargo (Metric tonnes)	Halifax cargo from air (Halifax Partnership)	Up	32,984	34,769	36,979
Halifax Port containerized cargo (TEU)	Halifax Port containerized cargo in twenty-foot equivalent units (Halifax Partnership)	Up	507,185	595,751	601,700
Industrial real estate vacancy rate (%)	Industrial space availability rate (CBRE data)	Down	6.2	3.0	1.9
Downtown office vacancy rate (%)	Downtown Office space availability rate (CBRE data)	Down	19.4	20.3	19.4
Suburban office vacancy rate (%)	Suburban Office space availability rate (CBRE data)	Down	13.1	12.6	12.9
Total number of post-secondary student enrollment in the municipality	Total number of post-secondary student enrollment in the municipality (Halifax Partnership)	Up	35,556	36,721	
University student enrollment	Total number of University student enrollment in the municipality (Halifax Partnership)	Up	31,532	32,526	
NSCC student enrollment	Total number of Nova Scotia Community College student enrollment in the municipality (Halifax Partnership)	Up	4,024	4,195	
Business Confidence Index (-100 to 100)	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)	Up	37.5	42.0	30.4

Gross Domestic Product (real 2007 $ millions)	Gross Domestic Product is a measure of the market value of all the final goods and services produced within the municipality in real 2007 dollars (Halifax Partnership)	Up	19,576	20,842	21,530
Combined overnight room nights sold	Total number of overnight room nights sold in hotels and short-term rentals in the municipality (Discover Halifax annual reports)	Up	908,990	1,142,289	1,925,191
Municipal Business Experience Rating (%)	Measures how well HRM is meeting the needs and expectations of its business customers regarding regulatory processes and red tape reduction (municipal data)	Up		62	

HOLISTIC PLANNING

Informed decisions are made about housing, municipal services and employment and quickly directs growth to the right places in a way that furthers community goals.

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Total value of construction in the municipality ($ millions)	Total value of construction in the municipality (municipal data)	Up	998.49	1556.71	1659.57
Regional Centre value of construction ($ millions)	Regional Centre value of construction (municipal data)	Up	269.74	577.9	511.65

Suburban value of construction ($ millions)	Suburban value of construction (municipal data)	Up	484.87	588.84	782.66
Rural value of construction ($ millions)	Rural value of construction (municipal data)	Up	243.88	389.97	365.26
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)	Up	3,739	5,229	5,968
Number of new low-density residential units from permits issued	Number of new low-density residential units resulting from permits issued (Regional Centre, Suburbs, Rural, municipal data)	Up	1,459	1,493	1,409
Number of new high-density residential units from permits issued	Number of new high-density residential units resulting from permits issued (Regional Centre, Suburbs, Rural) (municipal data)	Up	2,280	3,736	4,559
Regional Centre new residential units from permits issued	Regional Centre new residential units resulting from permits issued (municipal data)	Up	915	2,328	1,988
Suburban area new residential units from permits issued	Suburban area new residential units resulting from permits issued (municipal data)	Up	2,077	2,042	2,875
Rural area new residential units from permits issued	Rural Area new residential units resulting from permits issued (municipal data)	Up	747	859	1,105
Total urban agriculture per 100,000 population (hectares/100,000)	Total designated agricultural area used for food production per 100,000 population (municipal data)	Monitor	2,761.25	2,408.52	2,306.75

TALENT ATTRACTION, RETENTION & DEVELOPMENT

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Population size of the Municipality	Population estimates for the Halifax Regional Municipality (Statistics Canada data)	Up	450,910	459,869	480,582
Net Migration	The total number of people moving into the municipality (Statistics Canada data)	Up	8,458	20,350	
Natural Increase	The natural increase in population calculated from births and deaths in the municipality (Statistics Canada data)	Up	501	363	
Intraprovincial Migration	The difference between in-migrants and out-migrants from another area within Nova Scotia to the municipality (Statistics Canada data)	Up	117	(124)	
Interprovincial Migration	The difference between in-migrants and out-migrants from another province or territory to the municipality (Statistics Canada data)	Up	5,507	8,093	
International Migration	The difference between the number of people leaving and arriving into the municipality from a different country (Statistics Canada data)	Up	2,834	12,381	



Annual Change in Purchasing Power (%)	Annual Change in Purchasing Power measures the change in the financial ability of Halifax residents to buy goods/services (Halifax Partnership)	Up		(1.0)	(3.6)
Household income per capita (Dollars)	Household income per capita (Halifax Partnership)	Up	48,231	49,611	51,424
Labour Force Participation Rate (%)	Labour Force Participation Rate (Statistics Canada data)	Up	67.1	68.5	67.5
Number of people employed	Number of employed people within the Municipality (Statistics Canada data)	Up	228,500	240,800	252,400
Number of people available for employment - Labour Force Size	Number of civilian, non-institutionalized persons 15 years of age and over who, during the reference week, were employed or unemployed (Statistics Canada data)	Up	250,500	260,500	265,600
Unemployment rate (%)	Number of unemployed persons compared to available labour force size (Statistics Canada data)	Down	8.8	7.6	4.9

Communities

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

SAFE COMMUNITIES

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Overall Crime Severity Index (0 to 100)	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)	Down	62.03	66.60	72.20
Violent Crime Severity Index (0 to 100)	The Violent Crime Severity Index measures violent incidence of crime and its characteristic with more serious crimes assigned higher weights and standardized to 100 (Statistics Canada data)	Down	84.70	99.45	104.20
First unit on scene to Rural fire incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) rural areas.	Up	83.2	73.0	79.30

First unit on scene to Urban fire incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) urban areas.	Up	76.4	76.3	79.6
First unit on scene to Rural medical incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) rural areas.	Up	75.8	74.40	80.0
First unit on scene to Urban medical incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) urban areas.	Up	75.5	69.40	73.50
Percentage of people that feel safe after dark in their neighbourhood	Percentage of residents that feel "reasonably safe" or "very safe" from crime walking alone in their neighbourhood after dark (municipal data)	Up	74.4		

INVOLVED COMMUNITIES

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
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)	Up	40	37	36
Library uses per capita	The total number of digital and physical uses of the library per person living in the Municipality (municipal data)	Up	25.0	34.6	44.4
Recreation centre booked / hired hours	Number of hours a centre is booked - all Municipal owned, operated and partner-operated facilities (municipal data)	Up		142,863	167,388
Total number of unique program visits / uses	Total number of unique recreation program visits and uses for all municipally owned and operated and partner-operated facilities (municipal data)	Up		359,147	651,570

INCLUSIVE COMMUNITIES

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Residents who feel connected to their neighbourhood (%)	Percentage of residents who feel connected to their neighbourhood (municipal data)	Up	66.1		
Dollar value of subsidized recreation services ($)	Dollar value of subsidized program and membership fees (municipal data)	Monitor	51,520	153,998	871,563
Number of clients in subsidized recreation services	Number of Clients in subsidized Recreation services (municipal data)	Monitor	280	557	1,333
Quality of life score (%)	Percentage of residents that rate the quality of life in the Municipality as "good" or "very good" (municipal data)	Up	88.4		

AFFORDABLE COMMUNITIES

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Average rent in the municipality - all unit types ($)	Average rent in the municipality - bachelor, one-bed, two-bed, three-bed units (Canada Mortgage and Housing Corporation data)	Monitor	1,170	1,247	1,352
Average rent for a bachelor unit ($)	Average bachelor unit rent - row and apartment structures of three units and over (Canada Mortgage and Housing Corporation data)	Monitor	865	902	990
Average rent for a one-bedroom unit ($)	Average one-bedroom unit rent - row and apartment structures of three units and over (Canada Mortgage and Housing Corporation data)	Monitor	1,015	1,085	1,156
Average rent for a two-bedroom unit ($)	Average two-bedroom unit rent - row and apartment structures of three units and over (Canada Mortgage and Housing Corporation data)	Monitor	1,254	1,334	1,449
Average rent for a three-or-more-bedroom unit ($)	Average three-or-more-bedroom unit rent - row and apartment structures of three units and over (Canada Mortgage and Housing Corporation data)	Monitor	1,458	1,569	1,690

Average shelter cost ($)	Total average monthly shelter cost - owner mortgaged, owner without mortgage, renter, subsidized, non-subsidized, (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants)	Monitor	1,320
Average owner shelter cost ($)	Average monthly shelter cost for owners with and without mortgage (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants).	Monitor	1,370
Average owner with mortgage shelter cost ($)	Average monthly shelter cost for owners with mortgage (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants).	Monitor	1,808
Average owner without mortgage shelter cost ($)	Average monthly shelter cost for owners without mortgage (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants).	Monitor	610
Average renter shelter cost ($)	Average monthly shelter cost for renters (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants).	Monitor	1,247
Average subsidized renter housing cost ($)	Average monthly shelter cost for renters in subsidized housing (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants).	Monitor	738

Average rental not subsidized housing cost ($)	Average monthly shelter cost for non-subsidized renters (Census, Statistics Canada) for the Halifax Census Metropolitan Area (HRM + East Hants).	Monitor		1,290	
Cost of a basket of nutritious food for family of 4 ($/yr)	The annual cost of a specific basket of nutritious food stuffs for a reference family of four, in a specific basket of goods and services required for a modest standard of living (Census, Statistics Canada)	Down	12,757	13,068	14,456
Persons living in a household experiencing food insecurity (%)	The percentage of residents living in households that experience inadequate or insecure access to food due to financial constraints (Food Insecurity Policy Research at The University of Toronto data)	Down	18.0	17.7	22.0
Residents within 500m of a retail food outlet (%)	The % of HRM residents within 500m of a retail food outlet	Up			34

Integrated Mobility

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

CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Percentage of streets with sidewalk in HRM (%)	Percentage of streets in the Municipality that have a sidewalk on one or both sides of the street (municipal data)	Up	41	41	
Percentage of streets with sidewalk in the Regional Centre (%)	Percentage of streets with sidewalk on one or both sides of the street in the Regional Centre (municipal data)	Up	83	83	
Percentage of streets with sidewalk in the Suburbs (%)	Percentage of streets with sidewalk on one or both sides of the street in the Suburbs (municipal data)	Up	48	48	
Percentage of streets with sidewalk in Rural HRM (%)	Percentage of streets with sidewalk on one or both sides of the street in Rural communities (municipal data)	Up	5	5	
Percentage of residents living within 500m of a transit stop (%)	Percentage of residents living within 500m of a transit stop within the Urban Transit Service Boundary (municipal data)	Up	90.4	89.5	89.4
Percentage of AAA bicycle network completed in the Regional Centre (%)	Percentage of all ages and abilities (AAA) bicycle network completed in the Regional Centre (municipal data)	Up	35	40	45
Annual Transit Boardings	Total annual transit boardings - Conventional, Access-A-Bus, Ferry (municipal data)	Up	14,109,495	17,446,694	25,670,297



SAFE & ACCESSIBLE MOBILITY NETWORK

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Number of fatal and injury collisions per 100,000 population	Number of fatal and injury collisions per 100,000 population (provincial and municipal right of ways, municipal data)	Down	143.1	160.7	163.8
Percentage of accessible ramp deployable transit bus stops	Percentage of Halifax Transit bus stops that are accessible/ ramp deployment possible (municipal data)	Up	93	95	95
Access-A-Bus trips	Number of Access-A-Bus trips (municipal data)	Up	83,972	114,580	147,950
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)	Up	69.1		66.9
Percentage of the pavement network rated as good (%)	The percentage of the pavement network rated as "good" as per the set thresholds for each Pavement Quality Index condition category.	Up	61.1		60.3
Percentage of defective sidewalks	Percentage of defective (defective vs whole on block) sidewalks within the municipality (municipal data)	Down		9.8	

AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Average commute duration for all modes (minutes)	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)	Monitor		20	
Average commute duration for automobile drivers (minutes)	Average commute duration for drivers travelling from place of residence to place of work (Census, Statistics Canada)	Monitor		18	
Average commute duration for transit users (minutes)	Average commute duration for transit users travelling from place of residence to place of work (Census, Statistics Canada)	Monitor		36	
Average commute duration for pedestrians (minutes)	Average commute duration for pedestrians travelling from place of residence to place of work (Census, Statistics Canada)	Monitor		15	
Average commute duration for cyclists (minutes)	Average commute duration for cyclists travelling from place of residence to place of work (Census, Statistics Canada)	Monitor		19	

Vehicle ownership per capita	Reports on the total number of vehicles (motorcycles + passenger vehicles) registered per person in the municipality.	Down	0.40	0.39	0.41
Department of Community Services Pass program participants	Department of Community Services Pass program participants (municipal data)	Monitor	8,192	7,579	7,633



Environment

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

NET-ZERO EMISSIONS

Achieve net-zero municipal operations emissions by 2030 and strive for community-wide emission reductions of 75 per cent by 2030 and net-zero by 2050.

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Percentage of total end-use energy derived from renewable sources	Percentage of total end-use energy derived from renewable sources (Nova Scotia Power data)	Up	29.19	30.40	
Total energy consumption of public buildings per year (Gj/sq.m)	Total end-use of energy in Municipally owned buildings per square meter floor space (municipal data)	Down	1.14	1.16	
Greenhouse gas emissions (tonnes per capita)	Total greenhouse gases in tonnes -CO2 equivalent units generated by all activities within the municipality per capita (municipal data)	Down	12.52	11.93	10.88
Total number of electric vehicle charging stations in the municipality	Total number of public electric vehicle charging stations in the Municipality - level 2 and direct current fast chargers (Natural Resources Canada data)	Up	97	104	115
No. of public L2 electric vehicle charging ports in the municipality	Number of public electric vehicle Level 2 charging ports in the municipality - these add 30 km of range per hour of charging (Natural Resources Canada data)	Up	84	91	102

Number of public direct current fast chargers in the municipality	Number of public electric vehicle Direct Current fast chargers in the municipality - these add 250 km of range per hour of charging (Natural Resources Canada data)	Up	13	13	13
Total corporate GHG emissions (tonnes)	Total corporate GHG emissions including buildings, fleet and street lighting (not transit, municipal data)	Down	60,941	57,735	56,208
Total GHG emissions associated with municipal buildings (tonnes)	Total GHG emissions associated with municipal buildings (municipal data)	Down	45,162	42,222	41,093
Cumulative capacity of net-metered solar installed (megawatts)	Cumulative amount of power from installed solar energy systems that are tied to the grid, measured in megawatts	Up	8.90	15.86	23.85
Cumulative number of net-zero buildings constructed	Cumulative buildings that are constructed to produce as much clean energy as they consume. The energy needed can come from either on-site or offsite renewable energy generation (CHA, Canadian Green Building Council, NRC, National Energy Code data)	Up	3	3	4
Percentage of the municipality's fleet that is zero emissions	Percentage of municipality's fleet that is zero emissions (municipal data)	Up	0.0	1.0	1.8

CLIMATE RESILIENCE

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Percentage compliance rate of drinking water quality	Number of compliant tests compared to total tests performed (Halifax Water data)	Up	97.21	96.95	
Total water consumption per capita (litres/day)	Total average amount of residential water consumed per day per person (Halifax Water data)	Down	169.0	165.9	



PROTECTED & SUSTAINABLE ENVIRONMENT

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Number of trees planted	Number of trees planted in the municipality (municipal data)	Up	0	3100	2007
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)	Up	58	57	57
Municipality waste disposal rate (kg per capita)	Total amount of solid waste disposed per capita - household and commercial (municipal data)	Down	361	395	400
Annual percentage of days when beaches were open (%)	Percentage of total available beach days where beaches are open (supervised beaches July and August) (municipal data)	Up	91	86	91
Percentage of areas designated for natural protection (%)	Total land area designated for natural protection compared to total municipal land area (municipal data)	Monitor	18.66	18.77	19.60



Administrative Priorities Scorecard



Administrative Priorities Scorecard

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Responsible Administration

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

WELL-MANAGED

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Business plan deliverables completing on schedule (%)	Percentage of business plan deliverables that are complete or will complete on schedule (municipal data)	Up	72.5	67.0	69.6
Value for property taxes (%)	Percentage of respondents who believe they receive good/very good value for property taxes (municipal data)	Up	72.0		
Enterprise risks over the risk tolerance threshold (%)	Percentage of enterprise risks that exceed the risk tolerance threshold (municipal data)	Down	59	48	57
Tax collected as a percentage of tax billed (%)	Total revenue by tax collection compared to taxes billed (municipal data)	Up	97.34	98.25	98

FINANCIALLY PREPARED

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Average single-family home property taxes (municipal portion, $)	Municipal portion of the average annual property taxes for a single-family home (municipal data)	Monitor			2160
Residential municipal tax rate change (year over year %)	Residential municipal tax rate change year over year (municipal data)	Monitor	0	(0.3)	(2.3)
Debt service (%)	Debt servicing costs (principal and interest) as a share of municipal revenues (municipal data)	Down	5.7	6.3	
Deficits in the Last 5 Years	Deficits in the Last 5 Years (Municipal Profile and Financial Condition Indicators - Province of Nova Scotia)	Down	0	0	0
Gross per cent Return on Money Market Investment Portfolio (%)	Gross per cent Return on the Money Market Investment Portfolio - based on the Average Adjusted Book Value (municipal data)	Up	0.84	0.72	3.40
Liquidity	Liquidity is the level of cash or related liquid assets to pay short-term liabilities (Municipal Profile and Financial Condition Indicators - Province of Nova Scotia data)	Up	2.2	1.6	2.2
Capital Budget invested in asset renewal (%)	Percentage of Capital Budget that is invested in asset renewal (municipal data)	Monitor	77	73	67
Non-tax revenue as a percentage of all revenues (%)	Total amount of own-source income (permits, fees, charges) compared to all revenue sources (excluding area rates and provincially-mandated services) (municipal data).	Monitor		17.22	20.89



COMMUNITY-FOCUSED

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Number of registered voters as a percentage of the voting age pop. (%)	Number of registered voters as a percentage of the voting age population (municipal data)	Up	90.15		
Voter participation in last municipal election (Percentage) (%)	Voter participation in last municipal election as a percentage of registered voters (municipal data)	Up	41.42		
Total number of Shape Your City registrants	Total number of registered participants for the Municipality's Shape Your City (municipal data)	Up	10,641	12,260	12,968
Number of applicants per position advertised for boards/committees	Number of applicants per position advertised for boards/committees (municipal data)	Up	7.70	5.50	4.66
Satisfaction with public engagement (%)	Percentage of residents that are satisfied with the level of public engagement undertaken by the municipality (agree/strongly agree) (municipal data)		58		

Our People

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

ENGAGED & SKILLED PEOPLE

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Internal Fill Rate (%)	Number of vacant positions filled by internal movements as a percentage of all vacancies filled (municipal data).	Up	46.07	45.5	44.9
Number of training hours per employee	Number of training hours per employee (municipal data)	Up	9.28	11.71	14.35
Voluntary Employee Turnover (%)	The number of full-time employees voluntarily resigning from the organization expressed as a percentage of the total active employees within the organization (municipal data)	Down	1.43	3.56	5.71

DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
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)	Up	72.45	74.61	75.55

HEALTHY & SAFE WORKPLACE

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Employees that feel workplace safety is a priority at the municipality	Percentage of employees that agreed that workplace safety is a priority at the municipality (Employee Engagement Study)	Up	Survey results Spring 2022	62	
Number of workplace rights complaints	Number of workplace rights complaints (municipal data)	Down	13	25	15

Service Excellence

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

EXCEPTIONAL CUSTOMER SERVICE

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Overall satisfaction with municipal service quality (%)	Percentage of respondents that are satisfied with the quality of municipal services (agree/ strongly agree, municipal data)	Up	89.0		
Overall satisfaction with the delivery of municipal services (%)	Percentage of overall satisfaction with the delivery of municipal services (satisfied/very satisfied, municipal data)	Up	81.1		
Satisfaction with online service quality (%)	Percentage of respondents that are satisfied with the quality of online municipal services delivery (agree/strongly agree, municipal data)	Up	87.6		

Quality and Accuracy of service results for 311 (%)	Accuracy and quality of service results for 311 (municipal data)	Up	81.7	83.9	86.7
Number of Open Data Sets	Number of data sets available via the Municipality's Open Data catalogue (municipal data)	Up	145	173	209

INNOVATIVE PERFORMANCE EXCELLENCE

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

KPI	DESCRIPTION	DESIRED TREND	2020	2021	2022
Number of employees trained in Performance Excellence and lean	Number of employees trained in Performance Excellence and lean courses (municipal data)	Up	153	74	81
Service performance evaluation and dashboards completed (%)	Percentage of municipal divisions that have completed a service performance evaluation and developed a service dashboard (municipal data)	Up		4	15

