

# HALIFAX

STRATEGIC PRIORITIES PLAN  
2021-25





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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## INTRODUCTION

# FROM THE SEA, WEALTH

The Halifax Regional Municipality is guided by the motto "e mari merces", meaning wealth from the seas. The largest municipality in Atlantic Canada, the government delivers programs and services that make a difference in the lives of more than 448,000 residents across 200 communities and neighbourhoods. The Halifax region continues to see strong growth, with its population forecasted to exceed 491,000 by 2025.

Regional Council, which is comprised of Mayor Mike Savage and 16 Councillors, represents the main legislative and governing body for the 16 districts of the Halifax region. The decisions made by Council serve to establish municipal policies and by-laws, as well as provide direction for the Chief Administrative Officer, Jacques Dubé, and the approximately 5,000 employees reporting to the CAO. Some of the key services we provide to our residents include fire and emergency response, public transit, policing, waste management, parks and recreation, infrastructure and planning for development.

This inaugural four-year Strategic Priorities Plan is the result of Regional Council and Administrative consultation aligned with the priorities of our communities. The Council Priorities outline the priority areas and outcomes to be achieved by Regional Council; the Administrative Priorities are the priority areas and outcomes to be achieved by the Administration in the furtherance of Regional Council's Priorities as well as those of the organization.

This four-year plan provides for the alignment of operational and capital budgets over this period so that strategic initiatives contained in this plan can be achieved. The municipality's disciplined and responsible approach to fiscal management is at the heart of everything it does, to ensure ongoing financial stability, good value to the public it serves, and sound investments for the future.



## A NOTE FROM MAYOR SAVAGE



This has been a year like no other. As we release this plan, we continue to try our best to bring certainty to uncertain times. As government and community work together towards an end to the pandemic, we also recognize that we have much to be thankful for in this place we call home.

Alongside the many challenges and sorrows of the past year, it is fair to say many of us also experienced something else: Gratitude. Gratitude for the public health measures that have helped us ride out this storm; for the support we have shown each other and our local businesses; and, for the special qualities of the Halifax region and Nova Scotia.

The character and resiliency of this community will ensure that we will recover and rebound. As a municipality we are committed to the investments, the programs and the policies that ensure our fiscal health and our social wellbeing.

Since taking office in November 2020, our new Council has established its priorities for the term and provided direction that is reflected in this Strategic Priorities Plan 2021-25. Working with CAO Jacques Dubé and our staff, we will deliver on our goals to build strong, complete and welcoming communities; a prosperous

economy; a healthy environment that includes a serious response to climate change; and further investment in integrated mobility to encourage greater transit use and easier, safer options for active transportation.

More than at any other time, we are stretching traditional views of city-building to include a more holistic approach to community social development. We have seen what's possible when a bus becomes a mobile market; when communities become more accessible; when we use surplus municipal properties to help provide housing; or invest in the parks, playgrounds and wilderness areas that help people feel at home in their surroundings.

We recognize that as we reap the economic rewards of growth, the benefits do not accrue equally or equitably within our communities. And so, we must continue to focus on the serious issues of housing affordability, social inclusion, food security and racial injustice.

The past few years have brought record numbers of new people to our city, in the downtown, and in complete communities we have designated for growth. More than 9,000 new people came to the municipality last year, and our workforce grew more than any other city in Canada. If similar rates continue, propelled by immigration and now pandemic-related inter-provincial migration, we will exceed our Economic Growth Plan's goal to reach 550,000 population by 2031.

Regards,

Mayor Mike Savage

## MEET THE REGIONAL COUNCIL



**Cathy Deagle  
Gammon**  
DISTRICT 1

Waverley - Fall River -  
Musquodoboit Valley



**David Hendsbee**  
DISTRICT 2

Preston - Chezzetcook -  
Eastern Shore



**Becky Kent**  
DISTRICT 3

Dartmouth South -  
Eastern Passage



**Trish Purdy**  
DISTRICT 4

Cole Harbour - Westphal -  
Lake Loon - Cherry Brook



**Sam Austin**  
DISTRICT 5

Dartmouth Centre



**Tony Mancini**  
DISTRICT 6

Harbourview - Burnside -  
Dartmouth East



**Wayne Mason**  
DISTRICT 7

Halifax South Downtown



**Lindell Smith**  
DISTRICT 8

Halifax Peninsula North



**Shawn Cleary**  
DISTRICT 9

Halifax West Armdale



**Kathryn Morse**  
DISTRICT 10

Halifax - Bedford Basin West



**Patty Cuttell**  
**DISTRICT 11**  
 Spryfield - Sambro Loop -  
 Prospect Road



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



**Pamela Lovelace**  
**DISTRICT 13**  
 Hammonds Plains -  
 St. Margarets



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



**Paul Russell**  
**DISTRICT 15**  
 Lower Sackville



**Deputy Mayor  
 Tim Outhit**  
**DISTRICT 16**  
 Bedford - Wentworth



## MESSAGE FROM THE CAO



The Strategic Priorities Plan 2021-25 outlines the Halifax Regional Municipality's vision, mission and values, and establishes our strategic priorities.

I would like to acknowledge how proud I am of the work of municipal employees and of the Mayor and Regional Council. It is a privilege and an honour to work with such a talented team. Our collective goal of making a difference in the communities we serve has never wavered, despite the significant and often unpredictable pressures of the COVID-19 pandemic.

The pandemic has been one of the largest disruptions in the lives of our residents and in the delivery of municipal programs and services we have faced as an organization. We continue to recognize opportunities that will help us on our road to economic recovery, including partnerships with industry stakeholders, the not-for-profit sector, hundreds of dedicated volunteers and with provincial and federal levels of government.

Through the capital budget, we are committed to investing over \$843 million over the next four years to help us deliver on the priorities approved by Regional Council – Prosperous Economy, Communities, Integrated Mobility, and Environment – to ensure we can continue to meet the needs of our residents and visitors to the region.

Transformative capital investments include expanding our integrated mobility network through projects such as the Windsor Street Exchange



Redevelopment and Rapid Transit Strategy; implementing recommendations outlined in HalifACT, our ambitious climate action plan; and the development of the Cogswell District, one of the biggest city-building projects in our region's history. Details of these strategic initiatives and others are included in this plan.

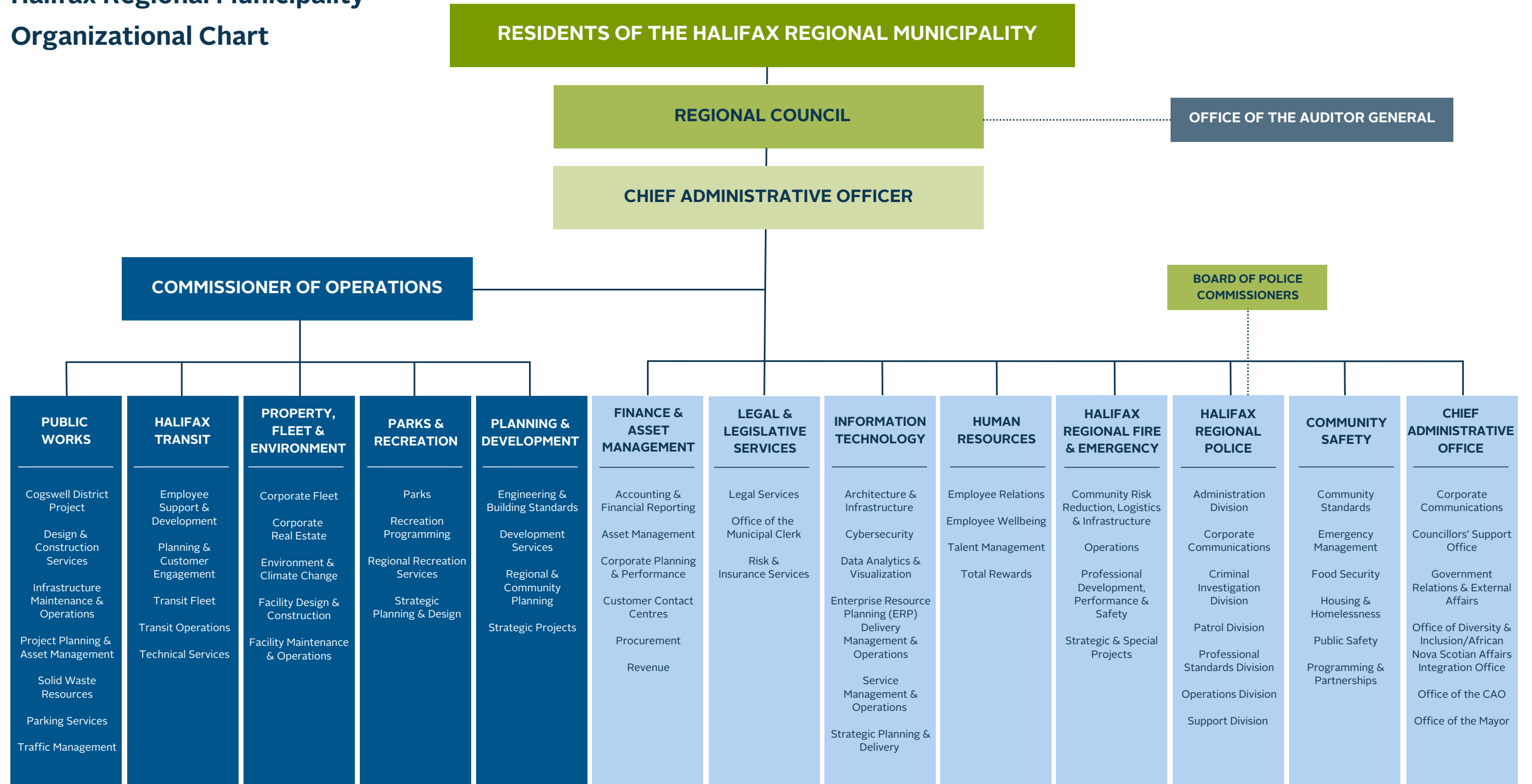
As an organization, the municipality will also advance our approved administrative priorities – Responsible Administration, Our People, and Service Excellence. These priorities will be our road map to support Regional Council to deliver on its priorities and to provide employees with the resources and tools they need to not only meet, but exceed expectations, in the delivery of programs and services.

The 2020-21 fiscal year was, without a doubt, one of the most challenging in recent history. Collectively, we adapted and will continue to recognize and seize opportunities for economic growth, environmental sustainability, affordable and attainable housing, innovation, social development, inclusivity and equality. We will continue to build on the strengths of our residents and communities in all of our vibrant and diverse rural, suburban and urban areas to ensure we remain Atlantic Canada's leading economic region for generations to come.

Kind regards, amitiés, wela'liq,

Jacques Dubé  
 Chief Administrative Officer

# Halifax Regional Municipality Organizational Chart



Effective April 2, 2024

# OUR STRATEGIC PRIORITIES PLAN

The Halifax Regional Municipality's Strategic Priorities Plan 2021-25 articulates our vision, mission and values, and establishes our key priorities now and into the future. The four-year plan is developed at the commencement of a new Regional Council term and revisited each year as part of the annual multi-year strategic planning process.

Council priorities and associated outcomes are established by Regional Council. Administrative priorities are established by the Chief Administrative Officer, in collaboration with municipal business units, to deliver on Council priorities. 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.

## VISION

The Halifax Regional Municipality's vision for the future is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and a sustainable environment.

## MISSION

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

## VALUES

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

## COUNCIL PRIORITIES

PROSPEROUS ECONOMY  
COMMUNITIES  
INTEGRATED MOBILITY  
ENVIRONMENT

## ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION  
OUR PEOPLE  
SERVICE EXCELLENCE



# WHAT WE HEARD FROM OUR RESIDENTS

## The 2020 Municipal Budget Survey Results

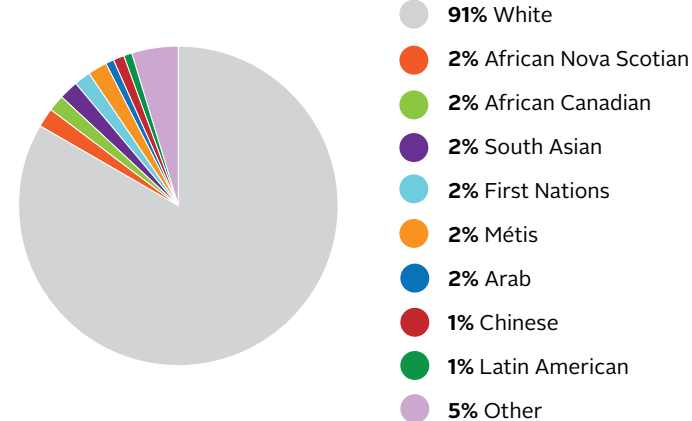
To inform the 2021/25 planning process, the municipality conducted the 2020 Municipal Budget Survey, an online-only survey that was available to all residents. This was the second consecutive year that the municipality has conducted a survey to inform budget and business planning.

The survey, open from November 5 to December 14, 2020, asked participants about their priorities and expectations, their experiences with the municipality, and their satisfaction level with the services provided. The municipality received 4,312 responses, a 300% increase in responses compared to the 2019 Shape Your Budget Survey (1,078 responses), and a 400% increase in responses compared to the 2019 Budget Allocator Survey (854 responses).

Overall, 72% of respondents said that they were very satisfied (4%) or satisfied (68%) with municipal service delivery (up from 3% / 62% in 2019). Results are still lower than the 81% (4% / 77%) from the 2018 Citizen Survey, but the improvement is positive considering the challenges faced by residents and the municipality



### RESPONDENT MIX

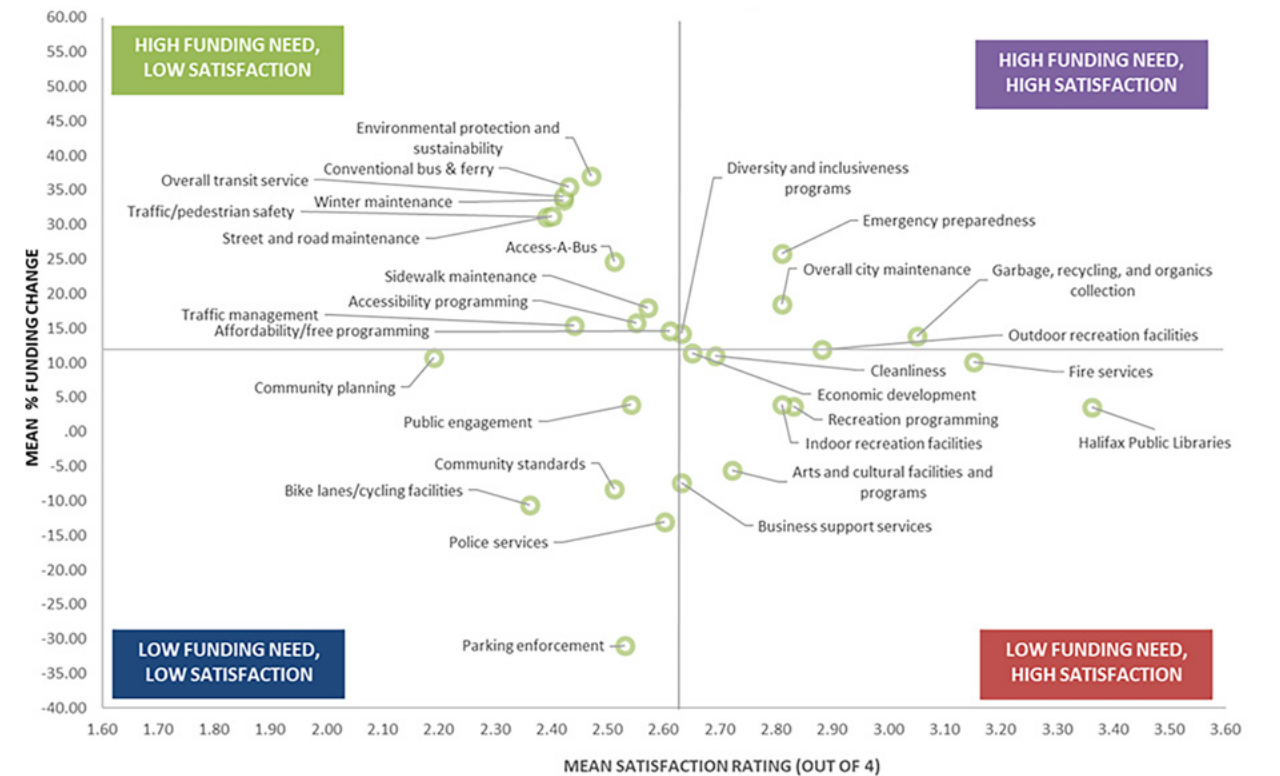


These respondents closely parallel 2016 census data: 84.6% White, 3.8% Black, 0.3% Mixed Race, 1.7% First Nations, 1.6% South Asian, 1% Other. Total may exceed 100% as respondents may have indicated they were of multiple ethnicities.

this year with COVID-19 and the reduction or changes to many service offerings. Residents were asked about their satisfaction with specific services, and a majority of residents were either satisfied or very satisfied with 28 of 30 services and indicated an increase in satisfaction for 20 of the 30 services compared to the 2019 Shape Your Budget Survey.

For each municipal service, respondents were asked to indicate whether they wanted service levels to increase, remain the same, or decrease, even if there was a tax implication associated with the service level change. Of the 31 services listed, only one - Environmental Protection and Sustainability - had a plurality (the largest percentage of respondents, but not a majority) seeking an increase in service levels. Twenty-nine had a majority (28), or plurality (1) wanting the municipality to maintain service levels. Only one service - Bike Lanes / Cycling Facilities - had a plurality preferring a decrease. This is a change compared to the 2019 Shape Your Budget survey, where 30% or more of respondents were looking for an increase for 20 of the 30 services listed, and the 2018 Citizen Survey, where respondents were looking for an increase in service for nine of the 26 services listed.

### SATISFACTION VS SERVICE FUNDING LEVELS



<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/210126rci03.pdf>



# COUNCIL PRIORITIES

PROSPEROUS ECONOMY  
COMMUNITIES  
INTEGRATED MOBILITY  
ENVIRONMENT



## PROSPEROUS ECONOMY

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

### PRIORITY OUTCOMES

#### ECONOMIC GROWTH

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

#### HOLISTIC PLANNING

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

#### TALENT ATTRACTION, RETENTION & DEVELOPMENT

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

## PROSPEROUS ECONOMY

# ECONOMIC GROWTH

### STRATEGIC INITIATIVES

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

The municipality and the Halifax Partnership, in collaboration with the Road to Economic Advisory Committee, will continue to work with the African Nova Scotian community to address historic and present-day economic challenges and opportunities, and to advance economic development and community priorities by focusing on: building unity and capacity among African Nova Scotians; establishing land ownership; developing infrastructure; attracting investment; and increasing participation in education, employment and entrepreneurship. This will include continuing the work around AKOMA, Beechville Land Developments, Hammonds Plains, Lucasville and other historic African Nova Scotian communities.

#### 2022-2027 INCLUSIVE ECONOMIC STRATEGY

The municipality and Halifax Partnership will implement and track the Council-approved 2022-2027 Inclusive Economic Strategy titled "People, Planet, Prosperity."

#### COGSWELL DISTRICT PROJECT

The Cogswell District project will transform aging, underutilized transportation infrastructure into a vibrant, mixed-use neighbourhood, reintegrating historic aspects of downtown and the waterfront within the north end of Halifax. Construction of the road network is estimated to be significantly complete by 2026.

#### RURAL COMMUNITY PLANNING

Develop a rural land use management study which considers the special issues facing the residents and businesses of our municipality's rural areas. This work will aim to better define service nodes and edge communities, as well as the range of rural communities.



**PROSPEROUS ECONOMY****HOLISTIC PLANNING**

## STRATEGIC INITIATIVES

**INCREASED HOUSING SUPPLY**

The municipality will partner with other levels of government, non-profit, and private sector to accelerate the supply of housing across the housing spectrum and prioritize development projects that will deliver increased housing density in existing residential areas with access to transit and services.

**FAST RESIDENTIAL PERMITTING AND APPROVALS**

Working with the Province's Executive Panel on Housing, the municipality will continue to improve development processes and remove development barriers to increasing housing supply for all residents across the municipality.

**STREETSCAPING**

Streetscaping considers how elements such as trees, lighting, street furniture, surface materials, underground wiring, planters, and more can be used to animate and support a street's function as part of the public realm, beyond its role as a corridor for transportation. The streetscaping program will be delivered through our capital infrastructure work within the right-of-way or as part of stand-alone place-making projects like the Argyle and Grafton Streetscaping Project.

**SUFFICIENT SUPPLY OF INDUSTRIAL LANDS INVENTORY**

With a goal of ensuring a sufficient supply of industrial land, the municipality undertakes strategic planning and maintains industrial park inventory to be sold to the private sector for industrial and commercial development. Corporate Real Estate will work with Planning & Development who will lead the initiation of required secondary planning processes for the proposed expansion of industrial parks. Informed by the background studies, this work will include establishing a public engagement program, developing detailed concept plans and evaluating public infrastructure costs.

**SUBURBAN COMMUNITY PLANNING**

Complete key background studies and Suburban Structure and Built Form Framework, along with any opportunity sites that have a high degree of readiness (infrastructure, services and design quality).

**REGIONAL PLAN**

The Halifax Regional Municipal Planning Strategy (the Regional Plan) is the primary municipal planning document which sets out a common vision, principles and long-range, region-wide planning policies outlining where, when, and how future growth and development should take place. The second review of the Regional Plan is underway and will create objectives for the Suburban and Rural Community Planning programs, improving affordable housing, and connecting land use and transportation and protecting the environment. In 2024/2025 Phase 4 of the Regional Plan Review (Final Plan Approval) will be completed, and Phase 5 (Strategic Growth & Infrastructure Priority Plan) will begin.

**PLANNED GROWTH AREAS**

Lead and enable the development of new housing and employment lands where significant growth has been directed by the Regional Plan and Centre Plan.

**PROSPEROUS ECONOMY****TALENT ATTRACTION, RETENTION & DEVELOPMENT**

## STRATEGIC INITIATIVES

**ATLANTIC IMMIGRATION PROGRAM**

The Halifax Partnership will help employers recruit international talent through the Atlantic Immigration Program, Global Talent Strategy, and other federal initiatives.

**HALIFAX CONNECTOR PROGRAM**

The Halifax Partnership will also continue and enhance its Halifax Connector Program that helps immigrants, international students, and recent graduates rapidly build their professional network and connect with career opportunities. To develop labour, the Partnership will determine, communicate, and resolve immediate labour market needs with industry and local universities and community college. It will also consider how best to work with others to prepare kids and businesses for tomorrow's economy.



# COMMUNITIES

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

## PRIORITY OUTCOMES

### SAFE COMMUNITIES

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

### INVOLVED COMMUNITIES

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

### INCLUSIVE COMMUNITIES

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

### AFFORDABLE COMMUNITIES

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

## COMMUNITIES

### SAFE COMMUNITIES

#### STRATEGIC INITIATIVES

#### PUBLIC SAFETY STRATEGY 2023-2026

The Community Safety business unit has commenced implementation of the Public Safety Strategy. The strategy guides how the municipality will continue to apply and promote public safety across municipal business units in an effort to reduce social harms through proactive, preventative, and responsive actions. It also introduces new initiatives where the municipality can promote a more robust response to public safety in alignment with provincial, municipal, and community-led services.

#### EVIDENCE-BASED, COMMUNITY-FOCUSED AND CULTURALLY SENSITIVE POLICING (WORTLEY REPORT IMPLEMENTATION)

In collaboration with the Board of Police Commissioners, Department of Justice (DOJ), and local communities, Halifax Regional Police (HRP) took several steps that are responsive to Halifax, Nova Scotia Street Checks Report. Implementation consists of short- and long-term action plans, including enhanced training, team education on Anti-Black racism and bias, a greater focus on diversity in police cadet recruitment, proactive community engagement, and enhanced guidelines for officer conduct. HRP will continue to work with DOJ and others on the implementation of the race-based data collection framework proposed by the working group of the Wortley report implementation team.

#### HALIFAX REGIONAL MUNICIPALITY SAFE CITY AND SAFE PUBLIC SPACES PROGRAM

The Safe Cities and Safe Public Spaces program aims to respond to and prevent sexual violence against women and girls in public spaces through collaborative and locally owned changes to laws, policies, programs, and built environments. The program plays a key role in actioning the Community Safety business unit's equitable, intersectional, and community-based approach to public safety.

#### PROACTIVE COMMUNITY SAFETY

The municipality proactively identifies, assesses, and mitigates potential risks within the municipality to improve safety and enhance the overall well-being of our communities. Working collaboratively with residents and stakeholders, business units will develop and implement plans to reduce the likelihood and impact from events creating severe or extreme risks to our people and our communities.

#### EMERGENCY RESPONSE OPTIMIZATION

The municipality responds to emergencies swiftly, safely, and efficiently to save and protect lives, property, and the environment. The municipality will develop and implement an enhanced coordinated and collaborative response model that includes all emergency response providers.



## COMMUNITIES

# INVOLVED COMMUNITIES

### STRATEGIC INITIATIVES

#### **COMMUNITY-FOCUSED SERVICE DELIVERY**

Halifax Public Libraries has adopted a Community-Focused Service Delivery strategy to meet various customer needs and will include building literacy, community leadership, and civic engagement.

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

The Sharing Our Stories project (Culture and Heritage Priorities Plan (CHPP)) provides the vision, principles and priorities to more effectively guide investments and decisions related to culture and heritage. The Sharing Our Stories project is now approved, and staff will implement the actions as set out in the CHPP to improve how the municipality supports culture and heritage.

#### **ACQUIRE AND DEVELOP PARKLAND**

The municipality will acquire land to contribute to the municipality's parks, with a focus on Regional Wilderness Parks, as supported by planning and policy documents, and directions of Regional Council.

#### **ONE RECREATION**

The municipality will continue to increase connection and coordination across all municipally owned recreation facilities, both municipally and board-run operations, through exploration of a One Recreation membership model, and more coordinated service delivery.

#### **YOUTH ENGAGEMENT AND SUPPORT**

The municipality will continue to engage and support the youth in the municipality through consultation (for the youth, by the youth), Youth Services Plan 2, Multi Service Youth Centres, Power House Youth Centre, Youth at Risk programs, Youth Advisory Committee, Youth Leadership program, and through the offering of youth recreation programs. Halifax Regional Municipality Recreation and Halifax Public Libraries will continue to work with youth to create opportunities for young people to positively impact their communities and shape their futures. The municipality will also work with youth who are experiencing risk during life transitions.

#### **SENIOR ENGAGEMENT PLAN**

To address the recreational needs of seniors, the municipality will develop and implement a recreation strategy, starting with clarification of existing recreation and leisure opportunities for seniors (age 60+). In consultation with seniors and senior groups, Parks & Recreation will develop a Senior Services Plan to ensure opportunities for the seniors of the Halifax Regional Municipality.

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

Undertake Parks & Recreation's Strategic Planning including municipal-wide Recreation Facilities Planning, Outdoor Recreation Facility Standards Project (Greenbook), Park Pathway, Court, and Placemaking Lighting Strategy. Continue to implement strategic plans such as Halifax Common Master Plan, Playing Field Strategy, and Rural Parks and Recreation Strategy.

## **COMMUNITIES**

### **INCLUSIVE COMMUNITIES**

#### STRATEGIC INITIATIVES

#### **ANTI-BLACK RACISM STRATEGY**

The municipality will continue the Anti-Black Racism Strategy and a corporate action plan to guide its work with and in the African Nova Scotian communities.

#### **INDIGENOUS SERVICES STRATEGY**

Upon completion of the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History, work will transition to developing and implementing an Indigenous Services Strategy.

#### **PROMOTE EQUITABLE ACCESS TO MUNICIPAL SERVICES**

The municipality will partner with the community to continue to identify programs, services, and policies that promote equitable access to community services.

#### **ACCESSIBILITY STRATEGY**

The municipality is implementing the Accessibility Strategy in order to meet the Province of Nova Scotia's *Accessibility Act* goal of an accessible province by 2030.

#### **IMMIGRATION STRATEGY**

To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion/ African Nova Scotian Affairs Integration Office will work with business units to develop and implement an updated Corporate Immigration Strategy.

### **SOCIAL POLICY**

The municipality will work to help build internal policy capacity across all business units and identify and align partnerships to enhance collaboration to serve vulnerable communities.

### **SOCIAL VALUE FRAMEWORK**

The municipality will formally engage with the vendor community, communities of interest, and social enterprises to further refine the application and strategic approach of Council's approved Social Value Framework. This supports the municipality's social strategy, economic growth and inclusive communities.

### **LOCAL IMMIGRATION PARTNERSHIP**

Through the Local Immigration Partnership, the municipality will bring together settlement agencies, community groups, employers, and others to create a welcoming and inclusive community for newcomers.



**COMMUNITIES**

**AFFORDABLE COMMUNITIES**

STRATEGIC INITIATIVES

**SUPPORTING AFFORDABLE HOUSING**

The municipality will expand opportunities and incentives to support developing and retaining affordable housing.

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

The municipality has partnered with the Halifax Food Policy Alliance to develop JustFOOD, an action plan for the Halifax region. JustFOOD is a collaborative effort to increase food security and strengthen the local food system, through the lens of food justice. As part of this effort, support will continue for the Mobile Food Market, bringing affordable, quality food to communities at risk for food access issues, and incorporating food planning into emergency measures and climate change mitigation/adaptation.

**BUILDING COMMUNITY LAND TRUST**

As part of the National Housing Strategy Demonstration Initiative, the municipality, in partnership with various community organizations, has requested funding to develop a Community Land Trust (CLT) Model. The Housing and Homelessness Partnership has completed preliminary research into various trust concepts and identified numerous existing community land trust operations (e.g., Vancouver, and the Community Land trust of British Columbia) whose operational models align with Halifax's needs. The goal of this project is to demonstrate how a municipal-scale community land trust can address systemic housing challenges in Halifax, increase the capacity (development, operational, growth, etc.) of affordable housing stakeholders, and provide stability and quality of life for prospective residents. More broadly, the project can stimulate new thinking about housing and a deeper public conversation about the significance of complete communities as they relate to health, equity, and opportunity.

**RESPONSE TO HOMELESSNESS**

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



**INTEGRATED MOBILITY**

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

PRIORITY OUTCOMES

**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 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.

**INTEGRATED MOBILITY****CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING****STRATEGIC INITIATIVES****TRANSPORTATION DEMAND MANAGEMENT**

Transportation Demand Management is one of the foundational policies in the Integrated Mobility Plan and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. Approaches will include education, marketing and outreach, as well as travel incentives and disincentives to influence travel behaviours.

**EXTERNAL STAKEHOLDER INTEGRATION – INTEGRATED MOBILITY PLAN**

External Stakeholder Integration – Integrated Mobility Plan refers to the partnering with external agencies and organizations, such as the Province of Nova Scotia, Halifax Harbour Bridges, Halifax Port Authority, etc., to collaborate on projects to mitigate disruptions to the mobility network, expand educational programs, promote sustainable and healthy mobility, and monitor the joint success of initiatives. This helps to ensure the objectives of the Integrated Mobility Plan are incorporated into the planning and execution of projects within the municipality. It is expected that a significant portion of this work will be incorporated into the Regional Transportation Task Force created by the Joint Regional Transportation Agency Act.

**ALL AGES AND ABILITIES REGIONAL CENTRE BICYCLE NETWORK**

When fully constructed, the All Ages and Abilities (AAA) Regional Centre Bicycle Network will represent more than 50km of connected bicycle facilities that are designed to be accessible for people of all ages and abilities. The network includes protected bike lanes, multi-use pathways, local street bikeways and structures that connect where people live to where they work, shop, learn, access services, relax and enjoy recreation activities.

**INTEGRATED MOBILITY LAND ACQUISITION STRATEGY**

The Integrated Mobility Plan provides an action plan for short-term and long-term requirements for the transportation network. In order to plan a connected and reliable transportation system, the Integrated Mobility Land Acquisition Strategy is required to secure corridors and sites for short-term and longer-term mobility projects in advance of the project itself being budgeted for. Projects such as the implementation of the Major Strategic Multi-Modal Corridors, Bus Rapid Transit, the All Ages and Abilities Regional Centre Bike Network, and the Active Transportation Priorities Plan. This strategy would identify and execute on property assessments, appraisals and acquisitions.

**WINDSOR STREET EXCHANGE REDEVELOPMENT PROJECT**

The Windsor Street Exchange Redevelopment Project involves the redesign of the intersection of Bedford Highway, Windsor Street and Lady Hammond Road. The Windsor Street Exchange is one of five key access points to the Halifax Peninsula, and is a bottleneck or "pinch point" in the road network carrying approximately 50,000 vehicles per day. The reconfiguration of the Windsor Street Exchange will have significant benefits for local traffic flow and freight movement. It will also reduce the amount of truck traffic in the downtown core, improve transit and active transportation connectivity, as well as help reduce greenhouse gas emissions.

**INTEGRATED MOBILITY****SAFE & ACCESSIBLE MOBILITY NETWORK****STRATEGIC INITIATIVES****STRATEGIC ROAD SAFETY PLAN**

Public Works will continue to lead and support the Road Safety Plan implementation. Traffic Management will develop the next iteration of the Road Safety Plan with a continued focus of reducing fatal and injury collisions.

**INTEGRATED MOBILITY****AFFORDABLE & SUSTAINABLE MOBILITY NETWORK****STRATEGIC INITIATIVES****MAJOR STRATEGIC MULTI-MODAL CORRIDORS**

The Integrated Mobility Plan (Action 121) provides direction to identify "Strategic Corridors" that are key to the regional traffic flow, transit, movement of goods and active transportation, and develop plans that will guide their development over time. The Major Strategic Multi-Modal Corridors have been identified in the *Regional Plan* and will be incorporated with planned recapitalization projects as part of the capital budget process.





# ENVIRONMENT

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

## PRIORITY OUTCOMES

<b>NET-ZERO EMISSIONS</b>	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.
<b>CLIMATE RESILIENCE</b>	Communities, infrastructure, and natural systems are prepared to withstand and recover quickly from climate impacts.
<b>PROTECTED &amp; SUSTAINABLE ENVIRONMENT</b>	Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.

## ENVIRONMENT

### NET-ZERO EMISSIONS

#### STRATEGIC INITIATIVES

##### DEEP ENERGY RETROFITS OF MUNICIPAL BUILDINGS

The municipality has completed a net-zero roadmap and has begun implementation of deep energy retrofits and fuel oil conversions for corporate buildings. Retrofits must achieve a 50 per cent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts. The roadmap will evolve into a detailed plan for which facilities will be completed each year.

##### NET-ZERO NEW CONSTRUCTION

The municipality will continue to work with the Province of Nova Scotia and other external stakeholders on the need for a net-zero new construction standard in the municipality. The municipality may consider developing a Green Building Standard as an interim, though a less impactful measure. To achieve Council's commitment to a target of net-zero municipal operations by 2030, all new corporate buildings will be built to a net-zero standard.

##### COMMUNITY RETROFIT, RENEWABLES AND RESILIENCE PROGRAM

In order to incentivize energy retrofits of existing buildings community-wide, the municipality will work with financial institutions, other levels of government, and other stakeholders to design and launch a Community Retrofit, Renewables and Resilience Incentive Program that includes energy retrofits, renewable energy technologies and climate resilience measures.

##### DECARBONIZE TRANSPORTATION

To achieve the HalifACT targets for decarbonized transportation, the municipality will implement the Electric Vehicle Strategy, which includes considerations for public charging infrastructure, chargers at municipal facilities, and converting municipal fleet to electric vehicles and will require key partnerships, funding and incentives. Cross-departmental collaboration will be supported to plan and build the transit and active transportation infrastructure needed to achieve the 2030 mode share targets in the Integrated Mobility Plan and the Moving Forward Together Plan.

##### DECARBONIZE PUBLIC TRANSIT

In keeping with the municipality's HalifACT goals to reduce greenhouse gas emissions and criteria air contaminants, Halifax Transit is in the process of converting to a zero-emission fleet. Decarbonization initiatives include the procurement of zero emission buses and charging infrastructure, transit facility improvements and retrofits, and staff training.

1 Source: 2018 Citizen Survey

ENVIRONMENT

## CLIMATE RESILIENCE

STRATEGIC INITIATIVES

### CLIMATE RISK MANAGEMENT

The municipality will help protect people and infrastructure from climate risks by modeling and mapping these risks under current and future climate conditions. These findings will enable risk and vulnerability mapping of critical infrastructure and communities and will inform policies and standards moving forward.

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

The municipality will develop a framework with owners of critical infrastructure to conduct high-level risk and vulnerability assessments. This will include completion of risk and vulnerability assessments of municipally owned and operated critical infrastructure, followed by prioritization of the most vulnerable infrastructure for improvements.

### TRANSFORMATIVE CLIMATE LEADERSHIP

To respond to the urgency of climate change and succeed in the massive effort required across the organization and with external partners, the municipality must approach this work fundamentally differently. Applying a complex systems mindset, the collective impact approach and HalifACT governance model will shift our organizational culture and create the conditions for success.

ENVIRONMENT

## PROTECTED & SUSTAINABLE ENVIRONMENT

STRATEGIC INITIATIVES

### INCREASE PROTECTION AND HEALTH OF ECOSYSTEMS

The municipality will promote the use of nature-based climate solutions and support the implementation of the Urban Forest Management Plan and the Green Network Plan to achieve their targets and outcomes. Strengthening partnerships with academic institutions, other levels of government, and non-profit organizations will support this work. The municipality will continue to promote biodiversity and ecosystem health through the management of invasive species, pests, contamination, and more.

The municipality will protect and enhance lakes and rivers through programs, policies, and projects. This includes water quality monitoring, blue-green algae management, bacteria testing, and public education initiatives.

### INCLUDE NATURAL ASSETS IN CORPORATE ASSET MANAGEMENT

The municipality will include natural assets in corporate asset management to consider the many benefits provided by the natural environment to the municipality and create an inventory of natural assets to better understand and incorporate their value.

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

The municipality will conduct a review and update of the municipality's Solid Waste Strategy including aligning the strategy with HalifACT, promoting the circular economy and reviewing the municipality's recycling program.



# ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION  
OUR PEOPLE  
SERVICE EXCELLENCE



## RESPONSIBLE ADMINISTRATION

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

### PRIORITY OUTCOMES

#### WELL-MANAGED

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

#### FINANCIALLY PREPARED

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

#### COMMUNITY-FOCUSED

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

RESPONSIBLE ADMINISTRATION

## WELL-MANAGED

STRATEGIC INITIATIVES

### CORPORATE PERFORMANCE MANAGEMENT PROGRAM

The Corporate Performance Management Program aims to improve decision making and organizational performance through the establishment of relevant service standards and quality key performance indicators at all levels of the municipality. The program also aims to increase performance management through the use of digitized business intelligence to increase information accessibility and implement formal performance monitoring.

### ENTERPRISE RISK MANAGEMENT FRAMEWORK

The municipality has developed and will continue to monitor and implement aspects of the Risk Management Framework. The framework will manage and mitigate enterprise and operational risks through business and strategic plans.

### VOLUNTEER STRATEGY

The municipality will undertake a Volunteer Strategy initiative, which plans to assess the risks and impacts across the organization from reduced volunteerism.

RESPONSIBLE ADMINISTRATION

## FINANCIALLY PREPARED

STRATEGIC INITIATIVES

### FISCAL SUSTAINABILITY STRATEGY

The municipality is developing a Fiscal Sustainability Strategy to predict medium-term expenditure growth and provide forecasting of expenditures and scenario planning.

RESPONSIBLE ADMINISTRATION

## COMMUNITY-FOCUSED

STRATEGIC INITIATIVES

### COMMUNITY ENGAGEMENT STRATEGY

The municipality will launch the revised Community Engagement Strategy, which aims to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement.





# OUR PEOPLE

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

## PRIORITY OUTCOMES

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

## OUR PEOPLE

### ENGAGED & SKILLED PEOPLE

#### STRATEGIC INITIATIVES

##### TALENT MANAGEMENT

Meeting the organizational needs for talent by creating an umbrella strategy that will connect and enhance existing programs for recruiting, total rewards and employee development. Recruitment programs will be enhanced through expanded outreach to equity seeking communities, proactive talent search, and improved communication of Halifax Regional Municipality's value proposition. Employee development will expand to move beyond succession planning to success planning, supporting employees to achieve career success as they see it, becoming a technical/subject expert, becoming a leader, or having a multi-faceted career in many different business units. The Total Rewards package will be refreshed continuously to reflect market conditions.

## OUR PEOPLE

### DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

#### STRATEGIC INITIATIVES

##### DIVERSITY & INCLUSION FRAMEWORK

Business units continue to carry out their respective Diversity & Inclusion Framework related initiatives to ensure inclusive service, a safe, respectful and inclusive work environment, equitable employment, meaningful partnerships, accessible information and communication within the organization.

## OUR PEOPLE

### HEALTHY & SAFE WORKPLACE

#### STRATEGIC INITIATIVES

##### EMPLOYEE WELLBEING

Moving to a more holistic approach to supporting employees. Recognizing that employee wellbeing is deeply connected to talent retention and engagement. Emphasis on proactive prevention programming designed to address areas where the workplace is impacting employee wellbeing including psychological safety, physical safety, and illness.



# SERVICE EXCELLENCE

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

## PRIORITY OUTCOMES

<b>EXCEPTIONAL CUSTOMER SERVICE</b>	Residents receive exceptional accessible and inclusive service provided through customer-centric planning and continuous improvement.
<b>INNOVATIVE PERFORMANCE EXCELLENCE</b>	Current and future needs are met through forward thinking, innovation and collaboration.

## SERVICE EXCELLENCE

### EXCEPTIONAL CUSTOMER SERVICE

#### STRATEGIC INITIATIVES

##### FOCUS ON CUSTOMER EXPERIENCE

Continue to improve the customer experience through increased use of self-service and online payment options, implementing initiatives to increase recreation opportunities for all residents of the municipality, and maintaining support for the Affordable Access Program, Inclusion Support Program, and free unstructured recreation.

## SERVICE EXCELLENCE

### INNOVATIVE PERFORMANCE EXCELLENCE

#### STRATEGIC INITIATIVES

##### PERFORMANCE EXCELLENCE PROGRAM

The municipality will continue to champion and support the implementation of a Performance Excellence program across the organization, with a focus on efficiency. This includes the adoption of a lean organizational mindset and actively enabling the workforce to practice continuous improvement.

##### INFORMATION TECHNOLOGY STRATEGIC PLAN

The municipality will continue to execute the multi-year strategy developed in 2022/23 through review and enhancement of key Information Technology processes, continued engagement with business units to identify opportunities to leverage technology, and updates to the Information Technology Strategic Plan to ensure activities in future years align with the needs of all business units in providing services to residents. All areas of the Information Technology business unit will be governed by the overarching Information Technology Strategic Plan including: Architecture & Infrastructure, Cybersecurity, Data Analytics & Visualization, Strategic Planning & Delivery, Service Management & Operations, and Enterprise Resource Planning Delivery Management & Operations.

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