

# 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.

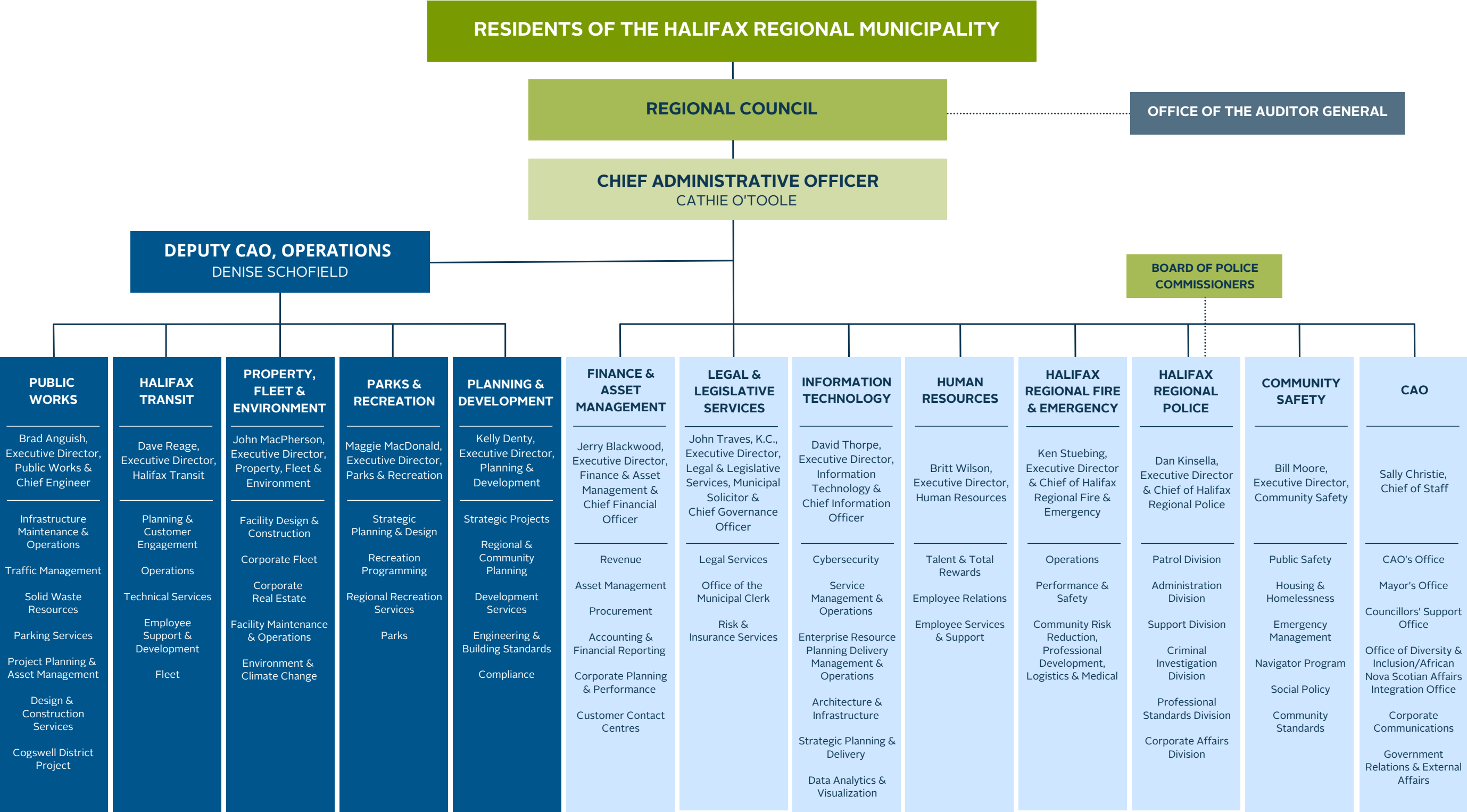
The 2020-21 fiscal year was, without a doubt, one of the most challenging in recent history. Collectively, we adapted and will continue to recognize and seize opportunities for economic growth, environmental sustainability, affordable and attainable housing, innovation, social development, inclusivity 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



OUR ORGANIZATION



Effective March 17, 2023



# 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





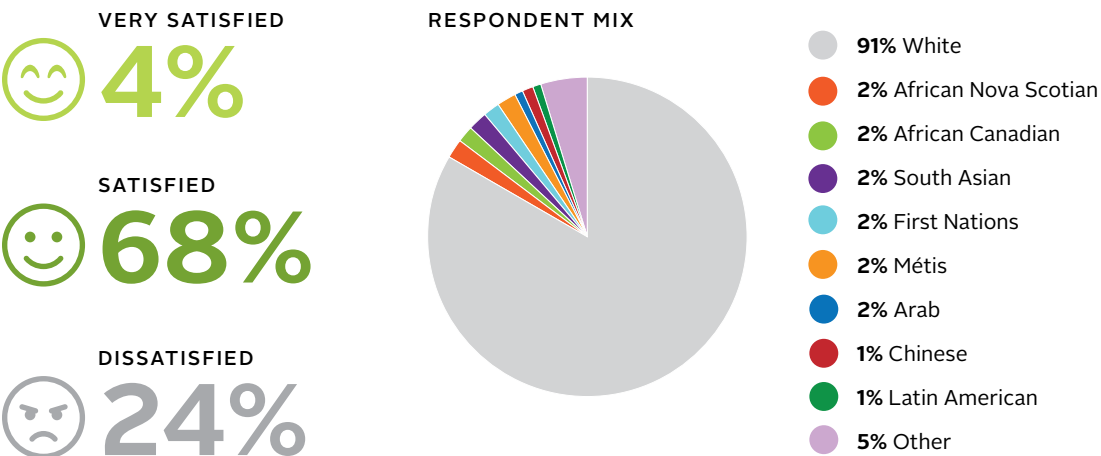
# WHAT WE HEARD FROM OUR RESIDENTS

## 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

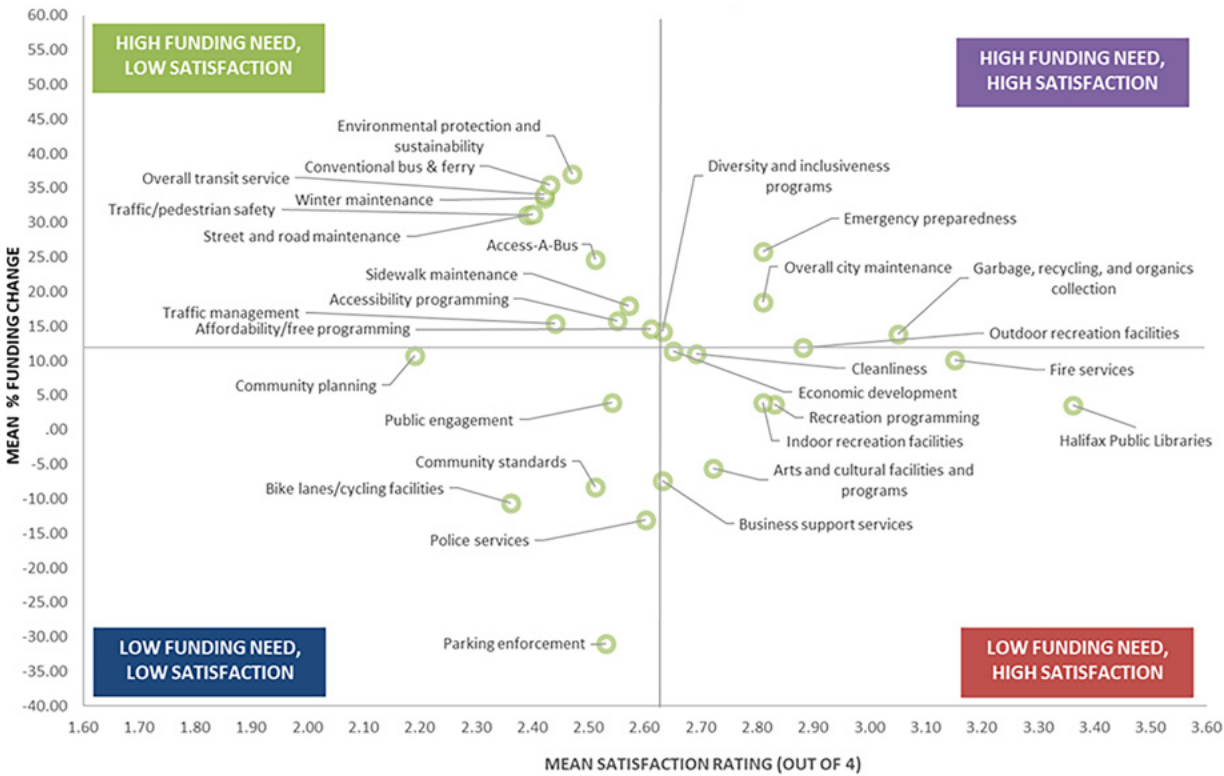


These respondents closely parallel 2016 census data: 84.6% White, 3.8% Black, 0.3% Mixed Race, 1.7% First Nations, 1.6% South Asian, 1% Other. Total may exceed 100% as respondents may have indicated they were of multiple ethnicities.

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 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	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.



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 Economic Strategy titled "People, Planet, Prosperity."

TOURISM MASTER PLAN

The municipality will support Discover Halifax's implementation of the long-term Tourism Master Plan to guide tourism growth and build better communities for visitors and residents. The plan includes the development of a new governance model for major events attraction.

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 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. Initial work on this multi-year process will begin through the Regional Plan review.

REGULATORY MODERNIZATION FRAMEWORK

The Regulatory Modernization initiative:

- (i) reduces regulatory red tape for business and improves regulatory impact for the municipality;
- (ii) reduces red tape from internal operations; and;
- (iii) builds municipal capacity for policy making and regulatory improvement.





PROSPEROUS ECONOMY

HOLISTIC PLANNING

STRATEGIC INITIATIVES

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 to initiate the secondary planning process 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

Use the Regional Plan Review process to develop a vision and objectives for the future suburban and rural land use frameworks which consider Regional Plan directions, priority plans, regional growth targets, the need for housing options, and apply best planning practices to support the development of complete communities. Initial work on this multi-year process will begin through the Regional Plan review.

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 protecting heritage. It will also focus on improving data and analysis of housing and population in support of growth.

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.

LOCAL IMMIGRATION PARTNERSHIP

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

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 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 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 Public Safety Office will begin implementation of the new Public Safety Strategy, including a new resourcing plan and structure to advance strategy theme areas and outcomes.

EVIDENCE-BASED, COMMUNITY-FOCUSED AND CULTURALLY SENSITIVE POLICING

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 Public Safety Office's equitable, intersectional, and community-based approach to public safety.

ENHANCE CRISIS COMMUNICATION CAPACITY

The municipality will develop and execute an Emergency Communications Solutions Strategy to enhance the municipality's capacity to respond to emergencies. The Emergency Management Division will deliver Incident Command System training, and conduct crises communication exercises to help prepare Regional Council and staff to continue operating the municipality and support emergency response during a disaster.

COMFORT CENTRES/EMERGENCY GENERATORS

The municipality is mandated under the *Emergency Management Act* to prepare and approve emergency management plans. Part of the preparedness strategy is to have emergency comfort centres available to citizens when needed. These will be strategically located throughout the municipality to ensure adequate coverage and availability to all citizens.





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 & HERITAGE PRIORITIES PLAN)

The Sharing Our Stories project (Culture & Heritage Priorities Plan) provides the vision, principles and priorities to more effectively guide investments and decisions related to culture and heritage. The Sharing Our Stories project will clarify the municipality's role in supporting culture and heritage by:

- Analyzing the municipality's current support for culture and heritage by reviewing existing programs, policies and complete best practices research;
- Completing targeted stakeholder and rights holder engagement, youth engagement and provide opportunities for broader public input, and;
- Developing and prioritizing a set of actions with timelines to improve how the municipality supports culture and heritage.

ACQUIRE AND DEVELOP PARKLAND

The municipality will continue to focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland. Priority will be given to park master planning and development of both wilderness parks and bare parkland received through development / acquisition.

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

More than 1,400 youth from all areas of the municipality were consulted in the development of the original Youth Services Plan, in an effort to improve Youth Engagement and Support. The Youth Services Plan 2 has been established to determine effective ways of providing recreation opportunities for youth. The plan will be by youth, and for youth. Additionally, Halifax Public Libraries will work with youth to create opportunities for young people to impact communities and shape their own futures. They will also work with youth who are experiencing risk during life transitions.

PARK AND OPEN SPACE PLANS

The municipality will identify outcomes and priorities regarding service delivery, fiscal sustainability, accessibility and inclusion through the Park and Open Space strategic plan including: Playing Field Strategy, Regional Wilderness Park Plans, Park Standards, as well as other strategies and decision-making frameworks related to Lawn Bowling, Courts and Recreational Trails. The Halifax Common Master Plan will define management policies, as well as concepts and action plans for physical renewal of the space.

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

Implement Parks & Recreation Strategic Plans such as Halifax Common Master Plan, Playing Field Strategy, Rural Parks and Recreation Strategy, and the Youth Services Plan 2. Produce a workplan to carry out outstanding recommendations from, and provide continued updates to, the Community Facility Master Plan 2 (CFMP2), which would consider emerging trends. Scoping of the renewal of CFMP2 will be initiated in 2023/24.

NORTH AMERICAN INDIGENOUS GAMES

The mission of the North American Indigenous Games is to improve the quality of life for Indigenous Peoples by supporting self-determined sports and cultural activities which encourage equal access to participation in the social / cultural / spiritual fabric of the community in which they reside and which respects Indigenous distinctiveness. The Games will bring together over 750 Indigenous Nations across Turtle Island with 5250 participants to celebrate, share and reconnect through sport and culture in Kijipuktuk (Halifax).

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.

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

The municipality will continue the implementation and tracking of the recommendations in the Report from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History and report progress to Halifax Regional Council.

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's Social Policy has three focus areas: affordable housing, food security and connected communities. The municipality will work to help build internal capacity across all business units and identify partnerships to enhance collaboration within the focus areas to serve vulnerable communities.



RESPONSE TO HOMELESSNESS

The municipality continues to directly support those people experiencing homelessness and has created designated sites for sheltering and provides a variety of supports at those sites, including water delivery, portable toilets, and garbage collection. The municipality has also increased the number of resources available to persons sleeping rough in municipal parks and other spaces through street navigators and outreach works. 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.

REDESIGN OF COMMUNITY GRANTS PROGRAM

Realign the grants program to more accurately group organizations and to help achieve a more equitable treatment of groups and the relief they are provided.

SOCIAL VALUE FRAMEWORK

The municipality will formally engage with the vendor community, communities of interest, and social enterprises to improve equity, diversity, and inclusion in the municipality's supply chain.

COMMUNITIES

AFFORDABLE COMMUNITIES

STRATEGIC INITIATIVES

AFFORDABLE HOUSING AND DEVELOPMENT

The provision of housing is paramount to the success of a municipality as an economic driver and as an important factor in attracting talent and business. The municipality plays a key role in the housing system by assessing and providing adequate regulatory capacity to meet changing needs. The Regional Plan identifies potential growth scenarios, as well as strategic locations where the municipality is targeting intensification and expansion. Policy will include opportunities for market, mixed market, below market, and deep affordability 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. Part A, which establishes recommendations for positive food system transformation, was approved by Regional Council on March 7, 2023. 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 on 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.





# 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

INTEGRATED LAND USE PLANNING

The Integrated Mobility Plan (IMP) identifies Integrated Planning and Land Use & Transportation as foundational policies. This includes integrating transportation network planning with community design to achieve active transportation and transit use through compact, mixed use development which can support sustainable and affordable housing.

TRANSPORTATION DEMAND MANAGEMENT

Transportation Demand Management (TDM) is one of the foundational policies in the IMP 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.

ACTIVE TRANSPORTATION PRIORITIES PLAN

The Active Transportation 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.



**INTEGRATED MOBILITY LAND ACQUISITION STRATEGY**

The Integrated Mobility Plan (IMP) 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.

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 and will be incorporated with planned recapitalization projects as part of the capital budget process.

**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.

**RAPID TRANSIT STRATEGY (FERRY)**

The Rapid Transit Strategy (Ferry), approved in 2020, proposes three new ferry routes from three new terminals: Mill Cove, Larry Uteck, and Shannon Park. Halifax Transit is in the process of planning and design of the Mill Cove Ferry Service.

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

The Bus Rapid Transit Strategy, approved in 2020, describes a network of four bus rapid transit (BRT) lines, connecting peninsular Halifax and Downtown Dartmouth with developing suburbs on both sides of the harbour and will promote the creation of more compact and walkable communities and increase mobility options and alternatives to private vehicles. In 2023/24, staff will prepare detailed designs for the BRT stations.

INTEGRATED MOBILITY

**SAFE & ACCESSIBLE MOBILITY NETWORK**  
STRATEGIC INITIATIVES

**STRATEGIC ROAD SAFETY PLAN**

Public Works will continue to lead and support the Strategic Road Safety Plan implementation throughout the organization with the goal of reducing fatal and injury collisions. This includes collaboration with Corporate Communications for education/engagement, with Police for enforcement, and the Province of Nova Scotia for regulations and infrastructure.

**TRANSPORTATION CAPITAL ASSET RENEWAL**

Municipal staff will 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. This includes defining levels of service and/or performance targets for transportation related assets (e.g. streets, sidewalks, walkways, etc.) and will help identify funding requirements to maintain assets at an acceptable level.





# ENVIRONMENT

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

PRIORITY OUTCOMES

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.

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 percent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.

### 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. If after one year there are no signs of progress, the municipality will 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 done 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.



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 Master 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 improve waste diversion and align Halifax's Solid Waste Strategy with HalifACT to promote waste diversion through education and enforcement – focusing on municipal facilities, multi-residential buildings, and reducing single-use plastics community-wide. Further alignment of this strategy includes promoting the circular economy, reviewing the municipality's recycling program, and supporting the development and commissioning of a new organics processing facility.

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.



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 key performance indicators at all levels of the municipality and the data to support these indicators. Performance measures are presented in dashboards using business intelligence software and used by the organization to identify continuous improvement activities resulting in improved quality and/or efficiency of service delivery.

### 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.

### RESERVES FUNDING STRATEGY

The municipality is reviewing its reserve funding strategy to ensure that all reserves are appropriately funded for their future obligations.



RESPONSIBLE ADMINISTRATION

COMMUNITY-FOCUSED

STRATEGIC INITIATIVES

COMMUNITY ENGAGEMENT STRATEGY

The municipality is developing a revised Community Engagement Strategy, which will include corporate guidelines for all public engagements. The strategy will aim 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

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.



OUR PEOPLE

ENGAGED & SKILLED PEOPLE

STRATEGIC INITIATIVES

STRATEGIC HUMAN RESOURCES PLANNING

The Strategic Human Resources Planning initiative focuses on delivering innovative people solutions to meet the changing needs of our employees, organizational operations and municipal priority areas. The municipality is delivering leadership programs that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement. The municipality will develop a new approach to recruiting employees which will include enhanced processes, outreach and communications and will incorporate outcomes related to the Employment Equity and Accessibility strategies.

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.

DIVERSITY & INCLUSION RECRUITMENT STRATEGY

The municipality will continue to develop Diversity & Inclusion recruitment strategies to effectively engage our diverse communities’ talents and needs to create a workforce representative of the public we serve.

OUR PEOPLE

HEALTHY & SAFE WORKPLACE

STRATEGIC INITIATIVES

CORPORATE SAFETY STRATEGY

To ensure safety in the workplace, the municipality will build on the work of the current Corporate Safety Strategy, which reinforces the ‘Safety First’ culture guided by the adoption of the S.A.F.E.R. leadership model (S.A.F.E.R. definition: Speak. Act. Focus. Engage. Recognize.).

WELLNESS STRATEGY

The Wellness Strategy aims to improve the workplace and employee health and wellbeing, with a focus on leading health indicators, mental health awareness, absenteeism indicators, and reducing lost time due to workplace injury.







# SERVICE EXCELLENCE

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

PRIORITY OUTCOMES

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.

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 continuous improvement that will consider more efficient, sustainable, and innovative approaches to the delivery of municipal programs and services.

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.

Document revised: April 2023



## NOTES

This image shows a full page of blank, lined paper. It features approximately 28 horizontal blue or grey lines spaced evenly apart, typical of notebook paper. The lines extend across the entire width of the page, leaving small margins at the top and bottom. There are no vertical lines, text, or other markings present.

## NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



