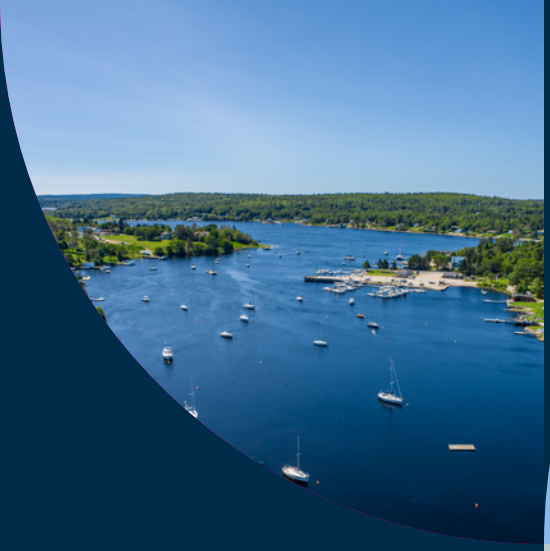

HALIFAX

2026-2030 Strategic Plan:

Supporting Growth

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

Introduction

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

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

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

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

Mayor's Message

This is our Moment. This is our Plan.

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

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

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

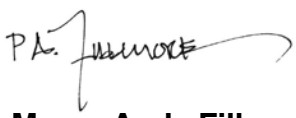
These are not ordinary times. But that is exactly what makes this moment such a powerful opportunity. As the economic engine of Nova Scotia, what happens in the municipality has a province-wide impact. In the face of global uncertainty, we must think boldly and act decisively, turning today's challenges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

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

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

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

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



Mayor Andy Fillmore

District Councillors

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

David Hendsbee
District 2
Lawrencetown - The Lakes - Chezzetcook - Eastern Shore

Becky Kent
District 3
Dartmouth South - Woodside - Eastern Passage

Trish Purdy
District 4
Cole Harbour- Preston - Westphal - Cherry Brook

Sam Austin
District 5
Dartmouth Centre

Tony Mancini
District 6
Dartmouth East - Burnside

Laura White
District 7
Halifax South Downtown

Virginia Hinch
District 8
Halifax Peninsula North

Shawn Cleary
District 9
Halifax West Armdale

Kathryn Morse
District 10
Halifax - Bedford Basin West

Patty Cuttell
District 11
Spryfield - Sambro Loop

Janet Steele
District 12
Timberlea - Beechville - Clayton Park - Wedgewood

Nancy Hartling
District 13
Prospect Road - St. Margarets

John Young
District 14
Hammonds Plains - Upper Hammonds Plains - Lucasville - Middle & Upper Sackville

Billy Gillis
District 15
Lower Sackville - Beaver Bank

Jean St-Amand
District 16
Bedford - Wentworth

Message from the CAO

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

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

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

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

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

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

Kind regards,

Cathie O'Toole
Chief Administrative Office

The 2026-2030 Strategic Plan

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

The Strategic Plan is accompanied by an Action Plan that informs budget and business plans, which ultimately direct municipal employee work.

Strategic Plan Priorities

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

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

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

Strategic Plan Framework

Direction of the municipality, how work is viewed, and how decisions are made.

What is the municipality's future and how are communities best served?

Aspirational and high level - measured with Priority Indicators.

What are the priorities toward the Vision and Mission?

Achievable and tangible - measured with Performance Indicators.

What will be achieved in line with the Priorities?

Operationalization.

How will the municipality achieve its Goals?

Strategic Lenses

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

Equity, Diversity, Inclusion and Accessibility (EDIA)

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

Environment and Climate Action (ENV)

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

Service Excellence (SE)

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

Measuring the Success of the Strategic Plan

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

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

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

2026-2030 Strategic Plan Overview

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 • Integrity • Accountability • Sustainability • Diversity and Inclusion

Lenses

Equity, Diversity, Inclusion and Accessibility • Environment and Climate Action • Service Excellence

Council priorities

- Enabling Prosperity
- Strengthening Communities
- Moving Better

Administrative priorities

- Responsible Administration
- Our People

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

2026-2030 Strategic Plan Governance Framework

Development

2024/25

Administration Preparation / Regional Council sworn in

2025/26

2026-2030 Strategic Plan and Action Plan development and launch

Implementation

2026/27

Strategic Plan and Action Plan Implementation / Baseline Performance Report

2027/28

Progress Report / Performance Report

Mid-Plan Review

2027/28

Strategic Plan Mid-Plan Review and Evaluation / Action Plan Confirmation

Implementation

2028/29

Progress Report / Performance Report

2029/30

Progress Report / Performance Report

Close Out

2030/31

Progress Report / Performance Report / 2026-2030 Strategic Plan Final Report

Enabling Prosperity

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

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

Strategic Lens Application

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

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

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

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

Priority Indicators

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

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

Results

EP-01-R1 Growth and development is inclusive of **marginalized** and **underserved** communities.

EP-01-R2 Municipal Planning Strategies and Land Use By-laws are updated to reflect evolving growth activity and critical housing needs.

EP-01-R3 Overall population density is increased in **strategic areas**.

EP-01-R4 Increased residential and commercial growth inside the **Urban Service Boundary**.

Performance Indicators

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

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

Results

EP-02-R1 Permit applications are processed efficiently with timelines aligned to industry best practice and development needs.

EP-02-R2 Land By-Laws and flexible planning tools are used to enable more density and a **mix of housing** and services in designated growth areas.

EP-02-R3 Commercial, recreational, and residential **mixed-use** development is enabled.

EP-02-R4 Increased availability of affordable housing, **deeply affordable** housing, and **non-market housing** through partnerships.

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

Performance Indicators*

- Average days to issue permit for new construction (Residential Permit and Mixed-Use & Commercial Building Permit)
- Percentage of inspections completed within 2 days
- Number of new high-density residential units from permits issued
- Number of new low-density residential units from permits issued
- Total number of new residential units from permits issued
- Number of housing units supported through the municipality's affordable housing grants
- Number of new affordable housing units realized through the municipality's affordable housing grants

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

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

Results

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

Performance Indicators

- Value of funded Build-Back-Better projects

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

Results

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

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

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

EP-04-R4 Social Value Procurement agreements are increased.

EP-04-R5 Events across the region boost economic activity and growth.

Performance Indicators

- Industrial Park sales
- Combined nights sold
- Total number of air passengers arriving to and departing from Halifax
- Total number of cruise passengers arriving to Halifax
- Value ($) of Social Value Procurement contracts awarded
- Total Direct Expenditure (Events East)
- Successful bids, economic impact – Discover Halifax
- The municipality's Ten-Signature Events economic impact

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

Results

EP-05-R1 Streamlined processes for businesses.

EP-05-R2 Increased revenues for the municipality by growing the property tax base (industrial/commercial/hotel/tourism).

EP-05-R3 Increased number of businesses opening and expanding in the municipality.

EP-05-R4 Increased **business confidence** in the municipality.

EP-05-R5 Skilled people want to work and live in the region.

Performance Indicators

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

Strengthening Communities

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

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

Strategic Lens Application

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

EDIA: Emergency preparedness and response strategies ensure that all residents of all abilities, incomes, and backgrounds have equal access to information, resources and safe shelter. The municipality is exploring **alternative responses** and **community-based public safety response** models to improve outcomes and is committed to reducing barriers to participation in programs, services, spaces and events across the region. Municipal offerings are designed to reflect the diverse demographics of the population and meet the needs of all residents. These programs and spaces not only provide essential services but also foster connection, belonging and community resilience by ensuring everyone feels welcome and represented.

ENV: As climate change intensifies, the municipality is focused on inclusive and climate-resilient emergency response that protect all residents—especially those who are most vulnerable. This priority works to proactively protect the environment through the promotion of **net-zero** emissions in the wider community and protecting green spaces.

SE: The municipality upholds **service standards** through timely inspections, effective response times, and clear, **accessible** communication in multiple languages. By continuously improving our emergency prevention, mitigation and response capacity and public safety programs, we aim to foster trust, reduce harm, and deliver dependable services that residents can rely on when it matters most. This includes delivering responsive social programming and inclusive parks and recreation services.

Priority Indicators

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

** Under assessment for future use*

SC-01:	**Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.**
Results	
SC-01-R1	Residents are prepared for emergencies (crime, emergencies, and climate-related events).
SC-01-R2	The municipality is prepared for a coordinated response to emergencies and critical **infrastructure** for essential services is maintained in a state of readiness.
SC-01-R3	Emergency plans are in place for **at-risk communities**, including **egress route** plans.
SC-01-R4	Municipal inspections are completed according to service standards.
SC-01-R5	Reduced wildfire risk (e.g. FireSmart programming).

Performance Indicators

- Number of participants in crisis prevention and preparation training (public safety)
- Number of Community Wildfire Risk Assessments completed
- Number of Advanced FireSmart Home Assessments completed
- Percentage of Business Continuity Plans tested and trained in a year
- Percentage of municipal facilities assessed (building condition assessment)
- Percentage of fire inspections cases completed (vs target)

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

Results

SC-02-R1 Improved communications to residents during emergency events, recovery, and restoration.

SC-02-R2 Improved dispatch and response times for emergency service providers within established service standards, strategies, policies and plans.

SC-02-R3 Timely and effective recovery and restoration following emergencies is delivered in alignment with established service standards.

SC-02-R4 Residents are supported during emergencies and suitable refuge locations are available.

SC-02-R5 Public safety response models are implemented which deliver an alternative to traditional response

Performance Indicators

- Number of registrants hfxALERT
- Effective Firefighting Force (% of times met)
- First unit on scene to Urban medical incidents (% within the standard)
- First unit on scene to Rural medical incidents (% within the standard)
- First unit on scene to Rural fire incidents (% within the standard)
- First unit on scene to Urban fire incidents (% within the standard)
- Number of people accessing alternative (policing) response services *(future)**

**Under assessment for future use.*

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

Results

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

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

Performance Indicators

- Number of people sleeping rough
- Number of designated encampments

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

Results

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

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

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

SC-04-R4 Increased investment opportunities for the protection, nurturing and celebration of culture and heritage **assets**.

Performance Indicators

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

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

Results

SC-05-R1 Increased participation by **equity-deserving** and **underrepresented** groups.

SC-05-R2 Improved **accessibility** and **affordability** of municipal facilities, program offerings, services, spaces and events across the region.

Performance Indicators

- Number of municipal buildings meeting accessibility standards
- Proximity to recreation facilities and assets *(future)**
- Number of clients in Affordable Access Program recreation services
- Number of inclusion support recreation participants *(future)**
- Number of recreational staff available for inclusion support

**Under assessment for future use.*

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

Results

SC-06-R1 Increased use of sustainable energy solutions (solar energy generation, EV charging infrastructure) by residents.

SC-06-R2 Increased programming and education on carbon reduction and climate impacts.

SC-06-R3 Increased participation in **waste diversion** and recycling programs.

Performance Indicators

- Energy supplied though public HRM charging infrastructure (kWh)
- Total capacity of solar electric approved through the Solar City Program (MW)
- Cumulative capacity of net-metered solar installed (MW)
- Waste disposal rate (Kg per capita)

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

Results

SC-07-R1	Increased protection and **naturalization** of a regional network of ecologically healthy parks and green spaces to ensure they are sustained for future generations.
SC-07-R2	Increased urban tree canopy.
SC-07-R3	Increased access to and use of parks and green spaces by residents for recreation and food production (e.g. **urban agriculture**).
SC-07-R4	Reduced impacts on bodies of water and waterways, including stormwater management.

Performance Indicators

- Hectares of purchased or newly received parkland *(future)**
- Number of naturalization projects completed within a park per year
- Number of nature-based solutions implemented by the municipality in a year
- Number of trees planted
- Area of urban agriculture on municipal land
- Percentage of water (recreational) quality guideline exceedance

* *Under assessment for future use.*

Moving Better

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

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

Strategic Lens Application

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

EDIA: **Accessibility** for all abilities, incomes, and backgrounds is prioritized to connect all residents, especially in **underserved** areas.

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

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

Priority Indicators

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

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

Results

MB-01-R1 Improved travel times through key intersections and pinch points (e.g. Windsor St. Exchange, Rotary, etc.).

MB-01-R2 Reduced impact of municipal road work, and isolated traffic incidents on traffic flow and travel times.

MB-01-R3 Reduced traffic impacts on emergency response times.

Performance Indicators

- Traffic peak duration and spread
- Percentage of Transit Priority Corridors with transit priority
- 90th Percentile travel time – emergency response (rural and urban)

MB-02: Improve the reliability of public transit.

Results

MB-02-R1 Reduced service disruptions and cancellations.

MB-02-R2 Improved on-time performance.

MB-02-R3 Increased Halifax Transit use.

Performance Indicators

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

MB-03: Improve access to sustainable transportation modes.

Results

MB-03-R1 Increased accessibility of transportation modes including public transit, Access-A-Bus, micro-transit and other options.

MB-03-R2 Improved access to transportation **assets** such as bus shelters, terminals, active transportation pathways and electric charging infrastructure.

MB-03-R3 Transportation modes are adjusted to reflect latest accessibility standards.

Performance Indicators

- Percentage of trips provided by Access-A-Bus annually of demand
- Percentage of residents within 400 metres of an All Ages and Abilities ('AAA') bikeway facility
- Percentage of residents living within 500 metres of a transit stop
- Number of electric vehicle charging stations installed by the municipality
- Average daily bicycle volume (at specific locations)
- Percentage of bus stops upgraded to meet accessibility standards (compared to target)
- Number of accessible features installed vs. target (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)

MB-04: Improve safety of transportation modes.

Results

MB-04-R1 Reduced injuries and fatalities for users of the transportation network (walking, rolling, cycling, driving, public transit).

MB-04-R2 Enhanced public transit passenger safety measures are implemented.

MB-04-R3 Road safety measures implemented across the network.

Performance Indicators

- Number of fatal and injury collisions – HRM jurisdiction (by mode)
- Number of Halifax Transit security incidents *(future)**

**Under assessment for future use.*

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

Results

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

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

Performance Indicators

- Percentage of routes meeting ridership guidelines *(future)**
- Number of passenger overloads (exceeds passenger capacity)

**Under assessment for future use.*

MB-06: Improve connectivity between and within communities.

Results

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

MB-06-R2 Improved **transportation equity** of public transit and active transportation.

Performance Indicators

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

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

Results

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

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

MB-07-R3 Transportation network and infrastructure asset **service levels** are maintained to improve customer experience.

Performance Indicators

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

Responsible Administration

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

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

Strategic Lens Application

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

EDIA: Equity, **accessibility** and inclusion guide every aspect of how services are designed and delivered – ensuring all residents, regardless of ability, background, income or location, can safely and easily access municipal programs, infrastructure and information. Further, by actively listening to different perspectives, the municipality can continue to grow and evolve with the community it serves.

ENV: The organization shows its commitment to climate action in its planning, policies, decisions, **infrastructure**, services and investments. At the same time, the organization understands the urgency of taking action on climate change, with a goal to reduce its own emissions to net-zero by 2030.

SE: The organization is committed to continuous improvement, streamlining internal systems and processes and using data and the right tools to work smarter, make evidence-based decisions and mitigate risks and disruptions to services. Achieving excellence involves efficient resource allocation, transparent operations and a focus on meeting resident needs and expectations.

Priority Indicators

- Residential Tax Effort
- Tax collected as a percentage of tax billed (%)
- Debt service ratio
- Percentage satisfaction – municipal services (Resident Survey)

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

Results

RA-01-R1 Municipal services and resources are **strategically prioritized and optimized** based on best practice advice, fiscal responsibility, **fiscal sustainability** and community needs.

RA-01-R2 **Services levels** are reviewed and adjusted as needed to respond effectively to municipal priorities and service outcomes.

RA-01-R3 **Affordability** is considered when establishing user fees and service costs.

Performance Indicators*

- Percentage of reserves meeting policy minimum
- Variance – operational actual expenses versus budget
- Variance – revenue actual versus budget
- Dollar value of grants and tax relief *(future)**
- Dollar value of Affordable Access Program

**Under assessment for future use.*

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

Results

RA-02-R1 Service level requirements of asset conditions are met and aligned with policies and strategies.

RA-02-R2 **Assets** are inspected, assessed and managed properly to achieve expected asset life.

RA-02-R3 Improved budget and data accuracy for completeness of asset data records and improved forecasting.

RA-02-R4 **Natural assets** are incorporated into municipal operations.

Performance Indicators

- Percentage of assets meeting target condition *(future)**
- Percentage of asset with a formalized asset management plan by asset class
- Percentage of planned vs unplanned maintenance *(future)**
- Percentage of natural assets with an identified utilization plan *(future)**

**Under assessment for future use.*

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

Results

RA-03-R1 Municipal assets, infrastructure projects and operations are adapted for resilience and reduced greenhouse gas emissions (i.e. municipal buildings, solid waste, fleet vehicles, facilities and infrastructure).

RA-03-R2 The municipality's climate commitments are met.

Performance Indicators

- Greenhouse Gas Emissions – municipal operations (municipal buildings, fleet, and street lighting)
- Energy usage intensity of municipal buildings (measured as kilowatt hours per square meter)
- Percentage of HalifACT actions on track

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

Results

RA-04-R1 Municipal programs and services are measured and monitored for adherence to **service standards**.

RA-04-R2 Increased use of automated processes and advanced technologies.

RA-04-R3 Improved processes generate cost efficiencies and support service delivery.

RA-04-R4 Information on municipal services is easily **accessible** in many ways (e.g. in-person, phone, online, etc.).

RA-04-R5 Customers are satisfied with their interactions with the municipality.

Performance Indicators

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

**Under assessment for future use.*

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

Results

RA-05-R1 Improved resident participation in municipal public consultations from all groups, including **underrepresented** and/or **marginalized** groups.

RA-05-R2 Municipal engagement and education opportunities are accessible and meets residents where they are at (in-person, social media, mobile phone, surveys, etc.).

RA-05-R3 Residents are satisfied with municipal public engagement efforts.

Performance Indicators

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

**Under assessment for future use.*

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

Results

RA-06-R1 Role and **mandate** clarification between levels of government and partnerships is improved.

RA-06-R2 Improved advocacy to and engagement with other levels of government.

RA-06-R3 Increased access to external funding and resources, and cost-shared major infrastructure projects.

Performance Indicators

- Dollars invested in the municipality by partners *(future)**

**Under assessment for future use.*

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

Results

RA-07-R1 Employees are trained and have access to information, tools and processes needed to manage **risks** and opportunities effectively.

Performance Indicators

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

**Under assessment for future use.*

Our People

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

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

Strategic Lenses Application

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

EDIA: The organization is committed to providing an inclusive and barrier-free work environment, starting with the hiring process to ensure that applicants can fully participate in all stages of the recruitment process. To serve a growing and diverse population, the organization works to ensure employees feel safe, included and respected. This means recognizing the different needs and strengths people bring, and making sure everyone has opportunities to grow, lead and do their best work.

ENV: A workplace that supports flexibility — like hybrid work – also supports the environment and improves well-being and mental health. Remote work and flexible schedules can significantly reduce car commutes and lower greenhouse gas emissions. Additionally, reduced office occupancy decreases the need for heating and cooling, leading to lower energy consumption.

SE: When employees and leaders feel valued, supported, and have the tools and training they need, they do great work and that leads to better service for everyone in the community. The organization encourages an environment where employees feel connected, proud of the work they do and make a difference for residents.

Priority Indicators

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

**Under assessment for future use.*

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

Results

OP-01-R1 Complaints related to discrimination, harassment and accommodation is reduced.

OP-01-R2 *Accessibility Act* workplace requirements are met.

OP-01-R3 Staff and leaders are trained in equity, diversity, inclusion and **accessibility**.

Performance Indicators

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

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

Results

OP-02-R1 **Compensation** and benefits are competitive.

OP-02-R2 Positions are filled in a timely manner.

OP-02-R3 Increase in qualified candidates applying for positions.

OP-02-R4 Proactive **succession planning**, increased pathways, and appropriate career supports are provided to retain employees.

OP-02-R5 Employees are engaged, supported, and provided tools to be successful in delivering services.

Performance Indicators

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

**Under assessment for future use.*

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

Results

OP-03-R1 Improved onboarding to support new employees and employees in new positions.

OP-03-R2 Opportunities and programs support employee growth and well-being continue to be developed.

OP-03-R3 Increased employee training opportunities and participation rates in programs that build leadership skills and support succession planning.

Performance Indicators

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

**Under assessment for future use.*

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

Results

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

Performance Indicators

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

Glossary

A

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

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

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

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

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

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

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

B

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

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

C

Community-based public safety response A collaborative approach to law enforcement in which police work proactively and in partnership with community members, local organizations, and other stakeholders to identify and address problems related to crime, safety, and quality of life. Related to **Alternative response**.

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

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

D

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

E

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

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

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

F

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

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

H

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

I

Inclusive growth Economic development that is deliberately structured to benefit all residents.

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

M

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

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

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

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

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

Municipal Asset See Asset.

N

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

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

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

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

P

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

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

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

R

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

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

S

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

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

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

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

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

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

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

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

T

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

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

U

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

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

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

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

W

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

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