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Item No. 21.3
Halifax Regional Council
June 10, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council

FROM: Cathie O'Toole, Chief Administrative Officer

DATE: May 26, 2025

SUBJECT: 2024/25 Strategic Priorities Plan Progress Report

INFORMATION REPORT

ORIGIN

On January 12, 2021, Regional Council adopted a Strategic Planning Framework, established Priority Outcomes for their term and directed staff to develop multi-year plans to advance those outcomes. The administration is providing for information the 2024/25 Strategic Priorities Plan Progress Report to demonstrate 2024/25 fiscal year progress toward the 2021-2025 Strategic Priorities Plan.

EXECUTIVE SUMMARY

This report is the annual update on the 2021-2025 Strategic Priorities Plan and summarizes the accomplishments of the organization over the past fiscal year (2024/25) to support the Plan's implementation.

BACKGROUND

On January 12, 2021, Regional Council's Budget Committee approved the [2021-2025 Strategic Priorities Plan](#). This Plan remains in place over the duration of the mandate of Regional Council and is reaffirmed annually.

On October 26, 2021, Regional Council's Budget Committee approved the creation of an update report on progress toward the commitments in the Strategic Priorities Plan. This report, named the Strategic Priorities Plan Progress Report has evolved from the former Strategic Performance Report, and has been split into two separate reports: 1) the Strategic Priorities Plan Progress Report and 2) the Strategic Performance Report.

These reports are provided to Council annually with the Progress Report including progress toward Council and Administrative Priorities, Priority Outcomes, and Strategic initiatives in place during the reporting period and accomplishments associated with the fiscal reporting year; and the Performance Report providing an assessment of results of the strategic performance indicators aligned with the 2021-2025 Strategic Priorities Plan for the prior fiscal year (presently 2024/25).

The Progress Report is provided to Council nearer to the close of the fiscal reporting year and the Performance Report supports and accompanies the Strategic Priorities Plan presentation to Regional

Council by the administration regarding recommended adjustments to the Strategic Priorities Plan resulting from the analysis, the annual strategic planning process, or by Regional Council to the administration during the tabling of the annual Strategic Priorities Plan presentation.

DISCUSSION

The report aims to inform Council and the public on the implementation status of the Strategic Priorities Plan. The attached 2024/25 Strategic Priorities Plan Progress Report (Attachment 1) highlights progress made in year four of the 2021–2025 Strategic Priorities Plan, including updates and accomplishments toward Council and Administrative Priorities, Priority Outcomes, and aligned Strategic Initiatives during the April 1, 2024, to March 31, 2025, reporting period. Where relevant, the report also includes limited updates beyond March 31, 2025, to provide context.

Of the 66 Initiatives reported in the 2021-2025 Strategic Priorities Plan, 15 are Complete, 45 are On Track to complete by their target date, four (4) are Late (past their target date), and two (2) have been Deferred (pending software transition or Council direction).

Council / Administrative Priority	Complete	On Track / Ongoing	Late	Deferred
Prosperous Economy	2	10	2	-
Communities	5	15	2	1
Integrated Mobility	1	6	-	-
Environment	1	10	-	-
Responsible Administration	3	1	-	1
Our People	1	2	-	-
Service Excellence	2	1	-	-
Totals	15	45	4	2

FINANCIAL IMPLICATIONS

There are no immediate financial implications to this report.

COMMUNITY ENGAGEMENT

No community engagement was required.

LEGISLATIVE AUTHORITY

Halifax Charter section 35 (1). The Chief Administrative Officer shall (b) ensure that the annual operating and capital budgets are prepared and submitted to the Council.

ATTACHMENTS

Attachment 1 – 2024-25 Strategic Priorities Plan Progress Report

Report Prepared by: Wendy Gauthier, Planning and Performance Coordinator, Corporate Planning & Performance, Finance & Asset Management

Strategic Priorities Plan Progress Report

2024/25



HALIFAX

INSIDE

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LAND ACKNOWLEDGEMENT

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.



AFFIRMATION

We acknowledge that Nova Scotia is the birthplace of the African presence in Canada.

African Nova Scotians are a distinct founding people in our community who have contributed to and have been a key part of the Nova Scotian culture and history for over 400 years.

We acknowledge that African teachings, strength, and perseverance continue to challenge and inspire our community.

INTRODUCTION

PROGRESS REPORTING

The Strategic Priorities Plan Progress Report provides an update on strategic initiatives for the 2024/25 fiscal year working towards achieving the Regional Council and Administrative priorities as detailed in the [2021-25 Strategic Priorities Plan](#). The Strategic Priorities Plan reflects the municipality’s vision, mission and values - while also establishing key focus areas now and into the future.

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

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

To provide a framework to guide program and service direction, the municipality undertakes exercises such as the [Resident Survey](#) (most recently conducted in September 2024) and the [Municipal Services Survey](#) (most recently conducted in September 2022). These surveys are engagement tools used to gather information from municipal residents about their priorities, expectations and service experiences – as well as satisfaction with municipal service delivery.

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

HOW TO READ THE PROGRESS REPORT

Each Regional Council priority and Administrative priority includes a section that introduces the distribution of strategic initiatives by outcome area and the number of business unit initiatives and operational deliverables broken down by status of completion per the legend further below.

Progress updates on strategic initiatives are grouped by Regional Council or Administrative priority and associated priority outcomes and include a narrative update, the percentage of work complete, an estimated date for completion and status according to the legend below.

 COMPLETE	 ON TRACK	 AT RISK	 LATE / DEFERRED	 CANCELLED
----------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------

REGIONAL COUNCIL PRIORITIES

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

Council Priorities

Priority Outcomes



Prosperous Economy

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



ECONOMIC GROWTH



HOLISTIC PLANNING



TALENT ATTRACTION, RETENTION & DEVELOPMENT



Communities

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



SAFE COMMUNITIES



INVOLVED COMMUNITIES



INCLUSIVE COMMUNITIES



AFFORDABLE COMMUNITIES



Integrated Mobility

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



CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING



SAFE & ACCESSIBLE MOBILITY NETWORK



AFFORDABLE & SUSTAINABLE MOBILITY NETWORK



Environment

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



NET-ZERO EMISSIONS



CLIMATE RESILIENCE



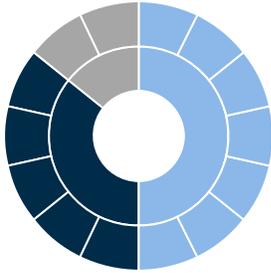
PROTECTED & SUSTAINABLE ENVIRONMENT



PROSPEROUS ECONOMY

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

STRATEGIC INITIATIVES BY OUTCOME AREA



- Economic Growth
- Holistic Planning
- Talent Attraction, Retention & Development

ECONOMIC GROWTH

- African Nova Scotian Road to Economic Prosperity
- 2022-2027 Inclusive Economic Strategy
- Tourism Master Plan
- Cogswell District Project
- Rural Community Planning

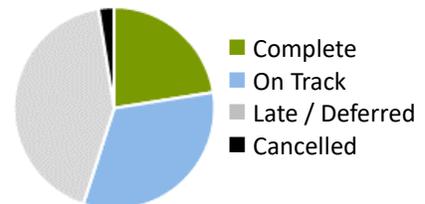
HOLISTIC PLANNING

- Increased Housing Supply
- Fast Residential Permitting and Approvals
- Regional Plan
- Suburban Community Planning
- Planned Growth Areas
- Sufficient Supply of Industrial Lands Inventory
- Streetscaping

TALENT ATTRACTION, RETENTION & DEVELOPMENT

- Atlantic Immigration Program
- Halifax Connector Program

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT PROSPEROUS ECONOMY



PROSPEROUS ECONOMY

2024/25 PROGRESS ON STRATEGIC INITIATIVES

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.

AFRICAN NOVA SCOTIAN ROAD TO ECONOMIC PROSPERITY ACTION PLAN

The municipality remains committed to strengthening relationships, supporting community-led planning, and ensuring long-term, meaningful outcomes for African Nova Scotian (ANS) communities through actions focused on land ownership, infrastructure development, and economic inclusion. Community Benefit Agreements were advanced, and planning work was undertaken in Beechville, Lucasville, Upper Hammonds Plains, and the Preston Township. Action planning continues with the Beechville Community Development Association and the Beechville Community at large. Community circles were held in the Upper Hammonds Plains Community to begin action planning work, and the municipality attended the East Preston community planning days. Council endorsed the [workplan for ANS Communities](#) in September 2024, which is focussed on Beechville, Upper Hammonds Plains and Lucasville. The 2025 Road to Economic Prosperity International Conference and Community Day highlighted the importance of community land trusts and sustainable development.

On Track
Target
3/31/2026

2022-2027 INCLUSIVE ECONOMIC STRATEGY

An [update](#) on implementation of the Halifax’s Inclusive Economic Strategy was provided to Regional Council in June 2024. The year-end update has been prepared and will be provided to Regional Council in Summer 2025.

On Track
Target
3/31/2027

TOURISM MASTER PLAN

The Integrated Tourism Master Plan 2030 Final Report is under review. Discover Halifax hosted two open house opportunities for municipal staff to meet with Discover Halifax and the consultants working on the project. A [What we Heard report](#) and presentation on the Plan was delivered on 17 April 2025 to Community Planning and Economic Development Committee. Final review is underway of the plan and its initiatives. A final report and presentation to Regional Council is expected in the summer of 2025 for final approval.

Late
Target
12/31/2025

COGSWELL DISTRICT PROJECT

The Cogswell Project is [85% complete](#) and on track for substantial completion December 31, 2025. Phase two completed December 2024. The new transit hub is operational, and Barrington Street from the roundabout to Duke Street is completed. Phase 3 began in January 2025 as scheduled and focuses on Upper Water Street and the completion of the parks. Council initiated land use planning for the new lands created for through the project, completed engagement and is preparing the policies for Council's consideration in 2025.

On Track
Target
12/31/2025

RURAL COMMUNITY PLANNING

Guiding principles for the Rural Community Planning program were released as part of the [draft Regional Plan](#) on June 20, 2023. The finalized Regional Plan, once adopted, will provide long-term direction for this program. Dalhousie University continued to support the Rural Team by conducting background research to inform future planning efforts. The Regional Groundwater Study, initiated in Q4 2024/25, will contribute essential technical data and serve as a key resource in shaping rural planning strategies. Additional work on the rural framework is anticipated as part of the Phase 5 work plan for the Regional Plan. To support ongoing program development, recruitment for Rural Team positions was initiated in April 2025.

On Track
Target
3/31/2026

HOLISTIC PLANNING

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

INCREASED HOUSING SUPPLY

The Regional Plan schedule was adjusted to accommodate new Minimum Planning Regulations enacted by the Province to accelerate housing supply. Amendments introduced through the Centre Plan and the Housing Accelerator Fund have added capacity for 370,000 housing units. The Phase 4 Regional Plan is being advanced to Regional Council to start the adoption process in June, with Phase 5 launching following Council endorsement.

Late
Target
3/31/2026

FAST RESIDENTIAL PERMITTING AND APPROVALS

Progress was made on several recommendations from the [October 2022 Deloitte report](#) including increasing density along transit corridors and allowing up to four units within serviced boundaries. Other recommendations such as the Trusted Partner Program pilot and

On Track
Target
3/31/2026

removing parking requirements are consideration or are in progress. Efforts to refine all aspects of the approval process are ongoing.

In March 2025, the municipality received recognition (ranked second in the country, out of 23 municipalities surveyed) on its performance in development approvals through the [Canadian Home Builders Association 2024 Municipal Benchmarking Study](#).

REGIONAL PLAN

The [draft Regional Plan](#) was presented to Regional Council on June 16, 2023, followed by a public engagement period from July to October 2023. Feedback from this process was summarized in the What We Heard Report, which was presented to Council in December 2023. Further analysis was required in response to the introduction of new Provincial Minimum Planning Requirements. As a result, the Phase 4 amendment package is scheduled for First Reading at Regional Council in June 2025. Phase 5 will begin following Council’s approval of the updated plan.

On Track
Target
3/31/2030

SUBURBAN COMMUNITY PLANNING

The [Housing Accelerator Fund \(Package 2, Additional Sites\)](#) approved by Regional Council on March 18, 2025, added over 20 housing sites and included minor amendments. Work is progressing on the suburban planning workplan, including engagement, communications, and technical studies which will be presented to Council in summer, 2025. In coordination with the Province, a proposed policy is being advanced to Council as part of the Regional Plan to allow additional development opportunities to advance while the Suburban plan is underway. Timelines have been impacted by Regional Plan updates, provincial requirements, and coordination needs. Continued organizational support will be necessary—particularly in legal review, communications, intergovernmental coordination, and infrastructure planning. Increased consulting and engagement budgets were approved. Limited GIS/Planning Information capacity has been identified as a risk.

On Track
Target
3/31/2026

PLANNED GROWTH AREAS

Several major projects advanced through the comprehensive neighbourhood planning process in 2024–2025. Key focus areas included Strawberry Hill, Young Street, the [M District Future Growth Node](#), Bedford Commons, and the Halifax Exhibition Centre lands. As of 2025, 10 of the 15 Special Planning Areas are either approved or in progress, and approximately 20 planning initiatives are underway at the regional, community, and neighbourhood levels, including the key focus

On Track
Target
3/31/2034

areas noted above. These and other planning initiatives will continue into 2025–2026.

SUFFICIENT SUPPLY OF INDUSTRIAL LANDS INVENTORY

Corporate Real Estate procured and commenced an update to the [2020 Industrial Employment Lands Strategy](#) (IELS). The updated strategy will provide a revised assessment and forecast of industrial employment land needs, supporting the municipality’s goals for population growth, economic prosperity, and commercial tax base expansion. Completion is targeted for Summer 2025.

On Track
Target
3/31/2031

STREETSCAPING

Brunswick Complete Streets is nearly tender-ready for 2025 construction, and Grafton drain repairs are underway. Planning advances on the Hartlen Function Plan and Downtown Gateway charter, with internal testing on a formula to estimate developer responsibility for sidewalk gaps.

On Track
Target
3/31/2030

The Imagine Spring Garden and Brunswick Clocktower Mural projects were submitted to the Urban Design Awards, with Imagine Spring Garden accepted for the Halifax ITE Conference in June 2025.

Planning for 2025 construction is ongoing, with streetscaping components included across multiple corridors, including Dutch Village, Cathedral, Almon, Brunswick, Henry, Grafton, Sullivan’s Pond, and Spring Garden Road.

TALENT ATTRACTION, RETENTION & DEVELOPMENT

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

ATLANTIC IMMIGRATION PROGRAM

Government Relations and External Affairs continues to track this program as part of the 2022-2027 Inclusive Economic Strategy monitoring.

Complete

HALIFAX CONNECTOR PROGRAM

Government Relations and External Affairs continues to work with the Halifax Partnership to track this program as part of 2022-2027 Inclusive Economic Strategy monitoring.

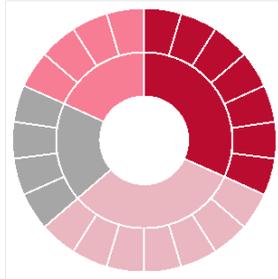
Complete



COMMUNITIES

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

STRATEGIC INITIATIVES BY OUTCOME AREA



- Safe Communities
- Involved Communities
- Inclusive Communities
- Affordable Communities

SAFE COMMUNITIES

Public Safety Strategy 2023-2026
Evidence-Based, Community-Focused and Culturally Sensitive Policing
Halifax Regional Municipality Safe City and Safe Spaces Program
Proactive Community Safety
Emergency Response Optimization

INVOLVED COMMUNITIES

Community-Focused Service Delivery
Sharing Our Stories (Culture and Heritage Priorities Plan)
Acquire and Develop Parkland
One Recreation
Youth Engagement and Support
Senior Engagement Plan
Develop and Implement Parks & Recreation Strategic Plans

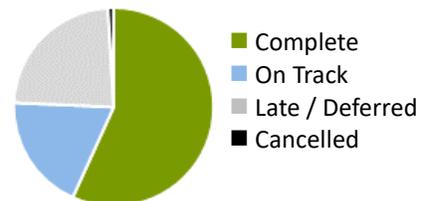
INCLUSIVE COMMUNITIES

Anti-Black Racism Strategy
Indigenous Services Strategy
Promote Equitable Access to Municipal Services
Accessibility Strategy
Immigration Strategy
Local Immigration Partnership
Social Policy

AFFORDABLE COMMUNITIES

Supporting Affordable Housing
Increasing Food Security and Strengthening the Local Food System
Building Community Land Trust
Response to Homelessness

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT COMMUNITIES



COMMUNITIES

2024/25 PROGRESS ON STRATEGIC INITIATIVES

SAFE COMMUNITIES

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

PUBLIC SAFETY STRATEGY 2023-2026

The [Public Safety Strategy Annual Report](#) was submitted as an information report to Regional Council on February 11, 2025. Halifax has been selected as a pilot site in a national initiative led by the Canadian Centre for Safer Communities to develop a tool for monitoring and evaluating community safety plans.

Progress continued on the Community Crisis Diversion Model, including service design for intake and dispatch, stakeholder engagement, and planning to integrate the Crisis Diversion and Assertive Integrated Model (AIM) teams for greater efficiency. New training offerings included Applied Suicide Intervention Skills, SafeTALK, Mental Health First Aid, and Nonviolent Crisis Intervention (NCI) Train-the-Trainer programs for community stakeholders.

In partnership with senior-serving organizations, targeted focus groups were conducted for feedback on the draft approach for seniors’ safety. Engagement continued towards building a shared understanding of an integrated approach. An organizational review was undertaken with Halifax Transit, Halifax Public Libraries, and Public Works and discussions with external stakeholders have included Nova Scotia Public Health, Alzheimer’s Society of Nova Scotia, Community Health Boards, Aging Well Nova Scotia, and the Nova Scotia Centre on Aging.

On Track
Target
3/31/2027

EVIDENCE-BASED, COMMUNITY-FOCUSED AND CULTURALLY SENSITIVE POLICING

The [annual update](#) on progress towards the recommendations contained in the Wortley Report was delivered to the Board of Police Commissioners on April 2, 2025. A joint Halifax Regional Police/RCMP Halifax Regional Detachment Race-Based Data Collection (RBDC) working group was established in November 2024 to address Wortley Report recommendations and the subsequent Bryan Report, which pertain specifically to RBDC. Key work includes minimizing complexity and impact on the public and police officers, and alignment with the national RBDC in progress by the Canadian Association of Chiefs of Police and the Canadian Centre for Justice and Community Safety Statistics. In April 2024, the Wortley Report Research Committee

On Track
Target
3/31/2028

submitted recommendations to the Nova Scotia Minister of Justice for provincial adaptation of race-based data collection. The 2025 HRP Police Science Program began in October 2024, with diverse participants. All recruits and fourteen HRP employees (sworn and civilian) took part in Journey to Change, a diversity training program focused on self-reflection around privilege, power, discrimination, bias, equity, and inclusion.

HALIFAX REGIONAL MUNICIPALITY SAFE CITY AND SAFE PUBLIC SPACES PROGRAM

The Programs & Partnerships and Research & Development teams continued to action an equitable, intersectional, and community-based approach to public safety. The Community Safety App to track Community Safety Assessment recommendations was implemented and a model for the municipality’s bystander intervention training was created. Municipal staff and volunteers received Understanding Commercial Sexual Exploitation of Children and Youth training with the Trafficking and Exploitation Services System, and community hate crime information sessions were coordinated with various partners.

Plans were developed with the Transition House Association of Nova Scotia and the Association of Black Social Workers to facilitate community workshops regarding understanding and responding to gender-based violence. The municipality signed onto the second phase of the national research project: Understanding and Responding to the Transit Needs of Women.

PROACTIVE COMMUNITY SAFETY

Community Mobilization Teams promoted proactive safety by engaging with residents and supporting local events to help prevent crises. In collaboration with over 19 community organizations, they reached more than 530 individuals, fostering unity and strengthening community ties.

Youth engagement activities were delivered through the Partners Against Racism and Trauma Working Group (PART-WG) at Needham West Early Services (NWES), promoting inclusion and dialogue.

The municipality also provided critical incident support and collaborated with Community Y, the Izaak Walton Killam (IWK) Health Centre, the Immigrant Services Association of Nova Scotia (ISANS), the Umah Mosque, Community Mobilization Teams, and other partners to respond to emerging community needs.

HRFE successfully passed its Centre for Public Safety Excellence (CPSE) Accreditation Site Visit in November 2024 and was officially accredited

On Track
Target
3/31/2027

Complete

by the Commission on Fire Accreditation International (CFAI) in April 2025.

EMERGENCY RESPONSE OPTIMIZATION

The municipality's Emergency Management office is working with consultants to draft a project charter as foundation for pursuing accreditation through the Emergency Management Accreditation Program (EMAP), guided by the 73 criterion of American National Standards Institute/EMAP 5-2022 Emergency Management Standard. In alignment with this work, Halifax Regional Fire & Emergency and Information Technology are implementing Station Alerting in career and composite fire stations, reducing emergency response times by up to 30 seconds; 14 of 29 stations are now live.

The Heavy Urban Search and Rescue (HUSAR) implementation is complete, with a cost-sharing agreement with Public Safety Canada, supporting certified canines, equipment, and training. Additionally, the Trunked Mobile Radio (TMR) replacement project is upgrading to 90 vehicle-mounted and 610 portable radios to meet performance standards, with enhanced security.

Late
Target
03/31/2026

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.

COMMUNITY-FOCUSED SERVICE DELIVERY

Halifax Public Libraries is focused on building community engagement, better tracking and understanding of library use and customer needs, and opportunities to improve service. This approach allowed the library to build programs and services that address community leadership, civic engagement and build literacy with a focus on newcomers and youth.

On Track
Target
3/31/2027

SHARING OUR STORIES (CULTURE AND HERITAGE PRIORITIES PLAN)

At the direction of the Community Planning and Economic Development Standing Committee, the Office of Diversity & Inclusion/African Nova Scotian Affairs Integration Office and Parks & Recreation conducted public consultation on the Sharing our Stories (Culture and Heritage Priorities Plan (CHPP)) with underrepresented groups. This informed the vision, pillars, goals, and in the actions in the CHPP that was adopted by the Regional Council on January 9, 2024.

Complete

ACQUIRE AND DEVELOP PARKLAND

On Track

The municipality continued working toward Regional Plan parkland objectives, prioritizing the acquisition of land for Regional Wilderness Parks. The purchase of 46 acres adjacent to Shaw Wilderness Park was announced in May 2024. Progress was made on the Blue Mountain Birch Cove Lake initiative; work is advancing in collaboration with partners. Development of a Management Plan for Shaw Park has not progressed, primarily due to competing priorities.

Target
3/31/2026

ONE RECREATION

A work plan to advance consideration of a one membership model went to Council in February 2025. Advances towards increased integration of recreation include Council-directed extension of the affordable access program and continued technological integration with all multi-district facilities and HRM operated facilities having transitioned to a new software service provider.

Deferred
Work to advance after software transition.
Target
3/31/2027

YOUTH ENGAGEMENT AND SUPPORT

Complete

Youth were engaged on an ongoing basis through implementation of the [Youth Services Plan](#), [Multi-Service Youth Centres](#), the [Power House Youth Centre](#), [Adventure Earth Centres](#), [Youth Advisory Committee](#) and at municipally operated youth drop-in centres. Work began to update and scope the Youth Services Plan 3 to determine effective ways to provide recreation opportunities for youth in the municipality.

The modified Multi-Service Youth Centre at the Captain Spry Community Centre—including a youth drop-in program and access to mental health support and recreation—will continue in its current form until dedicated space is completed.

Youth at risk programs, Power House, the Youth Advisory Committee, Library youth programs, the Youth Engagement Report, and Youth Leadership initiatives continued to engage youth daily, ensuring their input informs program design and aligns services with their needs.

SENIOR ENGAGEMENT PLAN

Late
Target
03/31/2026

With active involvement from seniors’ groups, the municipality is developing the [Seniors Recreation Services Plan](#) to guide recreation programs and services for older adults over the next five years. A Seniors’ Recreation Advisory Group was formed to provide leadership and support throughout the planning process. Public engagement, including a survey and workshops with community and senior organizations, began in March 2025. The multi-year project is expected to be completed in 2025/26.

DEVELOP AND IMPLEMENT PARKS & RECREATION STRATEGIC PLANS

In alignment with the Regional Plan, it is anticipated that the [Community Facilities Masters Plan](#) will be replaced with a Park and Outdoor Facilities Priorities Plan and an Indoor Recreation Facilities Priorities Plan. An analysis of existing recreation centres (distribution and capacity) was undertaken.

The [Park Lighting Strategy](#) was approved at Regional Council on January 14, 2025.

The [Playing Field Strategy](#) implementation actions included the definition of new maintenance standards, determination of new field classifications, and the provision of temporary infrastructure at two locations in Dartmouth for cricket.

A Community Recreation Coordinator was appointed to implement action items stated in the [Rural Recreation Strategy](#) and an information report will be prepared for Regional Council after the conclusion of year one to update on progress.

On Track
Target
3/31/2026

INCLUSIVE COMMUNITIES

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

ANTI-BLACK RACISM STRATEGY

The municipality continued advancing efforts to address anti-Black racism across the organization. In February 2025, 13 community-led initiatives received a total of \$104,000 through the Anti-Black Racism Grants Program to support projects tackling systemic issues and promoting community empowerment. Corporate-wide anti-Black racism training remained ongoing, and a draft corporate Anti-Black Racism Policy was developed for senior leadership review. However, an internal audit of anti-Black racism initiatives did not proceed due to insufficient time to conduct a thorough and meaningful assessment.

The [African Descent Advisory Committee](#) put forward a motion to request the Executive Standing Committee approve its work plan, an important step to advance the committee's priorities and deepening community engagement.

The Province of Nova Scotia established the [Dismantling Hate and Racism Act](#) that requires every municipality to have a strategy and action plan. It was determined that the Anti-Black Racism Strategy will be incorporated into the new municipal Dismantling Hate Strategy in 2026.

On Track
Target
3/31/2026

INDIGENOUS SERVICES STRATEGY

A comprehensive review was undertaken to inform the development of the Indigenous Services Strategy. This included internal engagement, external engagement with Millbrook and Wasoqopa’q First Nations and the Mi’kmaw Native Friendship Centre, a jurisdictional scan, a review of the Cornwallis Taskforce recommendations, and the identification of 14 preliminary recommendations to strengthen the municipality’s Indigenous Services Team. A report prepared by an external consultant was received in November 2024 and is currently under internal review.

Recruitment for an Indigenous Community Engagement Advisor is nearly complete. A staff learning series on Truth and Reconciliation, held with Community Safety, averaging 60 attendees. Indigenous community engagement continued through the Cogswell Project, Cultural Heritage Team, and other key initiatives. The final strategy is expected by fall 2025.

On Track
Target
3/31/2026

PROMOTE EQUITABLE ACCESS TO MUNICIPAL SERVICES

The municipality conducted multiple community engagement sessions and partnered with a variety of community groups and organizations including six community circles hosted through the African Nova Scotian Affairs Integration Office, 36 engagement sessions through the African Nova Scotian Community Action Program, 63 sessions with our Immigrant communities and 17 sessions to support the review of the French Service Strategy and the Accessibility Strategy.

Community engagement also took place through events such as African Heritage Month, Asian Heritage Month, Francophone Month, PRIDE, Mi’kmaq History Month, and Disability Employment Awareness Month and in projects including the Cogswell Storytelling Project, outreach to Indigenous communities on planning initiatives, and information sharing on a wide variety on municipal initiatives.

Complete

ACCESSIBILITY STRATEGY

Regional Council passed the [2025-2028 Accessibility Strategy](#) on February 11, 2025. An [update](#) on the final year of the Accessibility Strategy (2021-2024) was provided to Regional Council on May 13, 2025. The Accessibility Task Force met quarterly to provide feedback and input into the actions within the Accessibility Framework.

In November 2024, the municipality hired its first Coordinator of Accessibility Community Outreach and Research to support research and community engagement to ensure that the Accessibility Strategy goals, and provincial *Accessibility Act* requirements are met.

On Track
Target
3/31/2030

IMMIGRATION STRATEGY

Implementation of the Immigration Strategy progressed through impactful initiatives, strong partnerships, and systems-level work. Two resource guides were developed: Pathways to Stay for international students pursuing permanent residency and a business guide for immigrant entrepreneurs launching ventures in Halifax.

Additional initiatives included the creation of a legal glossary in multiple languages for immigrant and newcomer youth. A hate crime information session and a two-day workshop on preventing violent extremism. Support provided to business units included: a Halifax Regional Fire & Emergency visit to the Ummah mosque, a Safe City's Women's Safety Assessment App Pilot Session for immigrant women, help with the Emergency Management office's newcomer engagement plan, support the Job Posting Policy and mentorship program, and support for the immigrant youth empowerment forum. Together, these actions reflect a sustained commitment to building a welcoming, inclusive, and equitable municipality for all residents.

On Track
Target
3/31/2026

LOCAL IMMIGRATION PARTNERSHIP

The Halifax Immigration Partnership (HIP) received Immigration Refugee Citizenship Canada funding for 2025-2028. The funding cycle was shortened from five to three years across the Canadian settlement sector. Funding includes a part-time staff position to support project operations.

A strategic plan review is underway. The project remains focused on community gaps regarding employment, multilingualism, refugee status, civic engagement and includes anti racism & discrimination and mental health working groups to address emerging needs.

The HIP, in partnership with community, hosted events such as the Get to Know Your Municipality, Walk with Refugees, the Multilingual Fair, and the Welcomed in Halifax program to support refugees and asylum seekers with access to public transit and recreation programming.

The municipality continued to actively bring together community and organizations to support immigrant/newcomer integration in Halifax. The newinhalifax.ca website was well-visited and new sections including mental health services, an events submission page, and space for organizations supporting newcomers to connect and learn about each other's services will be added in 2025.

On Track
Target
3/31/2025

SOCIAL POLICY

Government Relations and External Affairs supported several social policy related files in identified priority areas including Housing and

On Track
Target
3/31/2026

Homelessness, HalifACT, policy and training support to the Office of Diversity & Inclusion/ African Nova Scotian Affairs Integration Office and Human Resources, and development of a social equity lens for capital projects, which will be implemented in 2025/26.

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.

SUPPORTING AFFORDABLE HOUSING

The draft Regional Plan review was released to Regional Council on June 20, 2023, with the *What We Heard Report* brought to Regional Council in December 2023. Further work was required as a result of Legal review and new Provincial Minimum Planning Requirements. The Phase 4 amendment package is now targeting June 2025 for First Reading at Regional Council, with Phase 5 commencing upon approval.

On Track

Target
3/31/2026

Through the Housing Accelerator Fund program, the municipality is developing an Affordable Housing Strategy. A [progress report](#) was provided to Regional Council on February 11, 2025, that highlighted progress on the 11 HAF initiatives, indicating that the municipality is ahead of schedule on the HAF housing targets

INCREASING FOOD SECURITY AND STRENGTHENING THE LOCAL FOOD SYSTEM

In February 2024, Regional Council approved the [JustFOOD Action Plan Part B](#), and work was undertaken to deliver the priorities for Year 1 of the Plan. A priority was to build the municipal food team to increase capacity to deliver the municipally led JustFOOD actions, ability to support collaborative actions, and to share expertise and connection to knowledge holders to bring a food lens to municipal decision-making. The emergency food truck coordinator, Urban Agriculture, and Community Food Specialists are planned to be in place in 2025/26.

On Track

Target
3/31/2026

BUILDING COMMUNITY LAND TRUST

The municipality supported this work through participation in monthly community advisory meetings led by the United Way Halifax. The United Way has been designated as the interim Community Land Trust operator. The final report was submitted to Canada Mortgage and Housing Corporation in March 2024. The municipality will continue to support community land trusts initiatives as opportunities arise.

Complete

RESPONSE TO HOMELESSNESS

Ongoing

The municipality continued daily support for those living in encampments, addressing food insecurity, medical concerns, storage, and shelter referrals. After-hours outreach services were introduced to reduce the impact on people sleeping rough and on the surrounding community.

The municipality assumed a housing support role, enabling direct referrals to priority public housing. With the launch of the Province's Shelter Villages and other facilities, transit assistance was doubled to improve access to services. Garbage and clean-up services were provided at encampments and temporary housing sites.

The municipality hosted a provincial emergency shelter run at St. Mary's Boat Club and supported new 33-bed shelter at the former St. Patrick's Church as well as two shelter villages, providing over 80 Pallet shelters.

The number of people living in encampments has reduced significantly and the number of available shelter, emergency and supportive housing beds now exceeds current demand.

The municipality partnered with Shelter Nova Scotia and the Province to consult individuals unable to maintain indoor shelter or housing to identify barriers and needed support.

HRM supported the 2024 Point-in-Time (PiT) Count and is contributing to the May 2025 PiT Community Report.

Homeless Individuals and Families Information System licenses were obtained to guide support and wrap-around service provision, and public education and communications, including [a video series](#), supported efforts to address stigma and misinformation about homelessness.

INTEGRATED MOBILITY

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

STRATEGIC INITIATIVES BY OUTCOME AREA



- Connected & Healthy Long-Range Mobility Planning
- Safe & Accessible Mobility Network
- Affordable & Sustainable Mobility Network

CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING

Transportation Demand Management
 External Stakeholder Integration – Integrated Mobility Plan
 All Ages and Abilities Regional Centre Bicycle Network
 Integrated Mobility Land Acquisition Strategy
 Windsor Street Exchange Redevelopment Project

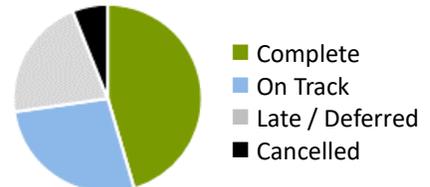
SAFE & ACCESSIBLE MOBILITY NETWORK

Strategic Road Safety Plan

AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

Major Strategic Multi-Modal Corridors

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT INTEGRATED MOBILITY



INTEGRATED MOBILITY

2024/25 PROGRESS ON STRATEGIC INITIATIVES

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.

TRANSPORTATION DEMAND MANAGEMENT

Transportation Demand Management (TDM) is one of the foundational policies in the [Integrated Mobility Plan](#) and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. Work is underway to develop a strategy and work plan including opportunities to engage major employers for awareness of TDM programs and initiatives. The fourth year of the municipality’s e-bike program was successful, and new bikes will be added to the fleet.

On Track
Target
3/31/2030

EXTERNAL STAKEHOLDER INTEGRATION – INTEGRATED MOBILITY PLAN

The new 'Activity Based' Travel Demand Model for municipality and the surrounding areas was developed in collaboration with the Joint Regional Transportation Agency (JRTA, now Link Nova Scotia). Staff are participating in the JRTA’s ongoing Regional Transportation Master Plan (anticipated completion 2025).

On Track
Target
3/31/2030

ALL AGES AND ABILITIES REGIONAL CENTRE BICYCLE NETWORK

The All Ages and Abilities Regional Centre Bicycle Network was advanced by construction of the Almon Street bikeway, Isleville Street Phase 1, and approval of the functional plan for the Peninsula South Complete Streets Project. A program update will be presented to the Transportation Standing Committee in 2025/26.

On Track
Target
3/31/2029

INTEGRATED MOBILITY LAND ACQUISITION STRATEGY

Land acquisition work for Robie Street /Young Street is 50% complete and is anticipated to be completed within five years. Land acquisition work for Bayers Road is complete. Land acquisition for Herring Cove Road has not yet commenced and is expected to begin in 2025/26. Work is also progressing on the Mill Cove Ferry. The voyage plan has been submitted to the Harbormaster. The site aboriginal consultation and avian studies have been completed.

On Track
Target
3/31/2031

WINDSOR STREET EXCHANGE REDEVELOPMENT PROJECT

Progressive design-build work is ongoing. Early construction work is targeted for 2025. Coordination with Halifax Water and other integration stakeholders is ongoing.

On Track
Target
3/31/2026

SAFE & ACCESSIBLE MOBILITY NETWORK

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

STRATEGIC ROAD SAFETY PLAN

Regional Council approved the [Road Safety Strategy](#) on July 9, 2024. Annual updates on the Strategy will be presented to the Transportation Standing Committee.

Complete

AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

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

MAJOR STRATEGIC MULTI-MODAL CORRIDORS

Bedford Highway (Kearney Lake Road to Meadowbrook Drive): Scoping for preliminary design is ongoing.

Robie Street / Young Street (Cunard Street to Young Street): Preliminary design is nearly complete.

Portland Street (Pleasant Street to Bissett Road): Functional design is 90% complete, with final completion anticipated in summer 2025.

Windmill Road: Functional design is ongoing. Work began in summer 2024, with anticipated completion in summer 2025.

Main Street (Forest Hills Parkway to Ross Road): Scoping for functional design is ongoing.

Rainnie–Brunswick: Detailed design is ongoing, with construction planned for 2025.

On Track
Target
3/31/2030

ENVIRONMENT

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

STRATEGIC INITIATIVES BY OUTCOME AREA



- Net-Zero Emissions
- Climate Resilience
- Protected & Sustainable Environment

NET-ZERO EMISSIONS

- Deep Energy Retrofits of Municipal Buildings
- Net-Zero New Construction
- Community Retrofit, Renewables and Resilience Program
- Decarbonize Transportation
- Decarbonize Public Transit

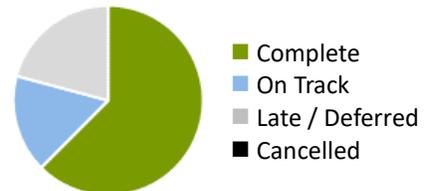
CLIMATE RESILIENCE

- Climate Risk Management
- Protect Critical Infrastructure Against Future Climate and Extreme Weather Impacts
- Transformative Climate Leadership

PROTECTED & SUSTAINABLE ENVIRONMENT

- Increase Protection and Health of Ecosystems
- Include Natural Assets in Corporate Asset Management
- Improve Waste Diversion and Align Halifax's Solid Waste Strategy with HalifACT

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT ENVIRONMENT



ENVIRONMENT

2024/25 PROGRESS ON STRATEGIC INITIATIVES

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.

DEEP ENERGY RETROFITS OF MUNICIPAL BUILDINGS

Energy retrofits were completed at the Acadia Centre, Chocolate Lake Recreation Centre, and Keshen Goodman Public Library. Work is ongoing at Fire Stations #2 (University Ave) and #7 (Knighstridge) and the Lake Echo Community Centre. Design is underway for deep retrofits at East Dartmouth, Cole Harbour Place, Harrietsfield Williamswood, and North Preston Community Centres. Design work for Captain William Spry Centre and Halifax North Library is on hold pending planning.

A Request for Supplier Qualifications (RFSQ) was issued to shortlist progressive design-build teams. The Sackville Sports Stadium and Alderney Landing complex will be the first projects. A contract for energy audits at eight additional facilities was awarded and is now underway.

On Track
Target
3/31/2030

NET-ZERO NEW CONSTRUCTION

The Province of Nova Scotia has announced an implementation timeline for the 2020 National Building Code, with the goal of achieving a 40% improvement toward net-zero energy performance over the next four years. This will be accomplished through the phased adoption of Tiers 1 to 3, beginning on April 1, 2025, and continuing over the following three years.

On Track
Target
3/31/2030

COMMUNITY RETROFIT, RENEWABLES AND RESILIENCE PROGRAM

Pilot programs with Efficiency Nova Scotia and Thinkwell Shift have concluded. In the Thinkwell Shift pilot, 11 homeowners received support for deep energy retrofits; nine achieved or exceeded 50% energy reductions, averaging 57%. Projects cost \$38,000 per home before rebates, with \$29,000 covered by the municipality. Annual utility savings are estimated at \$3,000.

The EfficiencyOne (E1) pilot enhanced its Home Energy Assessment program with municipal financing. Six homeowners averaged 56% energy savings, with project costs just over \$30,000. No further E1 retrofits are planned, though staff training on incentives will continue. Lessons learned have been incorporated into the next program phase which is planned for initiation this fiscal year, and cost-sharing discussions with all levels of government are ongoing.

On Track
Target
3/31/2030

DECARBONIZE TRANSPORTATION

Level 2 EV chargers are operational at Bedford Park & Ride, Grahams Grove, the Canada Games Centre, and Dingle Park. Level 3 chargers are active at the Canada Games Centre and Musquodoboit Harbour Public Library. Construction is underway at the JD Shatford Library, Cole Harbour Place, RBC Centre, and Armdale ROW, with work at St. Margarets Bay Centre and 40 Alderney Drive expected to start in late summer 2025.

Design is ongoing for future installations at Point Pleasant Park, Shubie Park, the Bicentennial Centre, and MacPhee House Museum. In line with Council direction, mandatory EV charging requirements have been incorporated into the draft Regional Plan for new building developments.

In parallel with expanding charging infrastructure, the municipality is transitioning its fleet to electric vehicles. Since 2021/22, a total of 51 electric vehicles have been procured. This includes both Plug-In Hybrid Electric Vehicles (PHEVs) and Battery Electric Vehicles (BEVs). These purchases reflect a growing commitment to reducing transportation emissions.

On Track
Target
3/31/2030

DECARBONIZE PUBLIC TRANSIT

Both the Ragged Lake Transit Centre expansion and associated electric bus deliveries have experienced delays, but completion is expected in early 2025/26. In December 2024, three electric buses began in-service testing and entered daily operations as part of the evaluation process.

A Request for Supplier Qualifications (RFSQ) for the Burnside Transit Centre Eco-Rebuild Design project is anticipated for release in 2025/26, with design work scheduled to begin in 2026.

An application for external funding has been submitted to support a Hydrogen Injection Bus Pilot, which aims to evaluate the feasibility of hydrogen as a pathway to decarbonize the transit fleet.

On Track
Target
3/31/2028

CLIMATE RESILIENCE

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

CLIMATE RISK MANAGEMENT

The Halifax Emergency Management Office (EM), in collaboration with Environment & Climate Change (ECC) and other municipal departments, has launched a comprehensive update to the Hazard, Risk and

On Track
Target
3/31/2030

Vulnerability Assessment (HRVA). The revised HRVA integrates spatial and general hazard data across Halifax’s diverse geography to support strategic decision-making, coordinated emergency planning, and strengthened protection of critical infrastructure and public engagement.

PROTECT CRITICAL INFRASTRUCTURE AGAINST FUTURE CLIMATE AND EXTREME WEATHER IMPACTS

On Track
Target
3/31/2027

The Climate Adaptation Team, working with the Resilient Critical Infrastructure Working Group, has started a Climate Change Vulnerability and Risk Assessment (CCVRA) for municipal infrastructure. The first phase - identifying potential hazards and conducting interviews with staff to help define risks and guide data collection - is underway, including interviews with staff to help define risks and guide data collection. Assessments of key infrastructure, such as buildings and roads, are in progress. A new mapping tool has also been created to help identify, assess, and prioritize critical municipal infrastructure.

PROTECTED & SUSTAINABLE ENVIRONMENT

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

TRANSFORMATIVE CLIMATE LEADERSHIP

On Track
Target
3/31/2030

An agreement was signed with Halifax Partnership to fund a sustainability consultant to support the CEO Climate Action Charter goals. Quarterly meetings were held with a focus on sustainable transport, regional planning, and greening operations with 22 CEO signatories. Planning is underway for a CEO Day of Learning (October 2025) which aims to inspire C-suite executives across Halifax and Nova Scotia through collaborative learning and innovation.

The HalifACT External Network met in December 2024 to focus on community climate action stories and key drivers (political/public will, funding). A second listening tour is planned for Spring 2025 to inform future Network direction.

INCREASE PROTECTION AND HEALTH OF ECOSYSTEMS

On Track
Target
3/31/2030

The supervised beach program was supported through the 2024 season, with a summary shared with Property, Fleet & Environment and Recreation leadership. A lab contract was secured for water testing ahead of the 2025 season. Environment & Climate Change (ECC) submitted a report to the Nova Scotia Department of Environment and Climate Change (NSECC) on the impacts of blue-green algae alerts and is

developing an educational video to help the public identify blue-green algae. Collaboration and improved public messaging will continue.

Application submitted to Fisheries and Oceans Canada to partner with NS Inland Fisheries and the Nova Scotia Invasive Species Council on managing Yellow Floating Heart in Little Albro Lake. Program efficiencies were identified to support mostly in-house environmental monitoring in 2025.

Urban Forestry and Parks are developing a management plan for Hemlock Woolly Adelgid, shaped by community engagement, including an Elders gathering circle. The plan will be presented to the Environment and Sustainability Standing Committee (ESSC) in 2025. Staff also participated in the Atlantic Canada Forest Health Workshop and Tree Marking training with Medway Community Forest Coop to learn treatment techniques.

Naturalization initiatives included collaboration with the Centre for Water Resource Studies to secure funding to pilot floating wetlands in Kearney and Little Kearney Lakes. Students developed an onboarding checklist for new sites and researched methods to remove invasive Japanese Knotweed.

The updated [Urban Forest Management Plan](#), presented to Regional Council in March 2025, builds on the previous plan and addresses new challenges like climate change, rapid development, and equity through a strategic, community-informed framework.

INCLUDE NATURAL ASSETS IN CORPORATE ASSET MANAGEMENT

Work continued on developing management plans for natural assets owned by the municipality. The [Natural Assets Pilot Project in the Nine Mile River](#) continued in partnership with the Natural Asset Initiative.

The municipality joined the 2025 cohort of the Natural Asset Roadmap, where next steps will be identified to guide the creation of formal natural asset management plans.

On Track
Target
3/31/2030

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

Phase 2 partner engagement and public consultation have been completed. The final report has been drafted and is under review for delivery to ESSC in the coming months. Progress was made in key areas, including enhanced oversight of multi-residential construction, where Solid Waste Resources will be able to advise on space allocation for waste containers. Delivery of Solid Waste Strategy action items will be integrated into Public Works’ ongoing operations in 2025/26.

Complete

ADMINISTRATIVE PRIORITIES

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

Administrative Priorities



Responsible Administration

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



Our People

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



Service Excellence

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

Priority Outcomes



WELL-MANAGED



FINANCIALLY PREPARED



COMMUNITY-FOCUSED



ENGAGED & SKILLED PEOPLE



DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT



HEALTHY & SAFE WORKPLACE



EXCEPTIONAL CUSTOMER SERVICE



INNOVATIVE PERFORMANCE EXCELLENCE

RESPONSIBLE ADMINISTRATION

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

STRATEGIC INITIATIVES BY OUTCOME AREA



- Well-Managed
- Financially Prepared
- Community-Focused

WELL-MANAGED

Corporate Performance Management Program
Enterprise Risk Management Framework
Volunteer Strategy

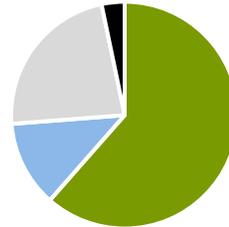
FINANCIALLY PREPARED

Funding Strategy
Reserves Funding Strategy

COMMUNITY-FOCUSED

Community Engagement Strategy

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT RESPONSIBLE ADMINISTRATION



- Complete
- On Track
- Late / Deferred
- Cancelled



RESPONSIBLE ADMINISTRATION

2024/25 PROGRESS ON STRATEGIC INITIATIVES

WELL-MANAGED

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

CORPORATE PERFORMANCE MANAGEMENT PROGRAM

The Corporate Performance Plan has been drafted and is now in the process of being shared with organizational leadership. The Corporate Performance Management Program will continue as a newly defined program to address current gaps in performance measurement and management for the organization.

Complete

ENTERPRISE RISK MANAGEMENT FRAMEWORK

Work continued to implement the Enterprise and Operational Risk Management Framework as outlined in the Auditor General Enterprise Risk Management Audit of July 2024.

On Track

Target
3/31/2027

VOLUNTEER STRATEGY

Human Resources completed a review of volunteer efforts and determined this should be addressed by individual business units, given the challenge of applying a single corporate strategy to the diverse needs of each volunteer group.

Complete

FINANCIALLY PREPARED

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

FUNDING STRATEGY

The Fiscal Sustainability Strategy was replaced with the Funding Strategy, for which work is reliant on understanding Regional Council direction for future budgets. Work is on hold until staff reports are prepared in response to the April 8, 2025 [Mayor's motion on 2026-2027 Budget and Business Plan Council Direction](#), and the April 29, 2025, [Regional Council motion on Sustainable Funding and HRM Reserves](#).

Deferred

Target
3/31/2026

COMMUNITY-FOCUSED

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

COMMUNITY ENGAGEMENT STRATEGY

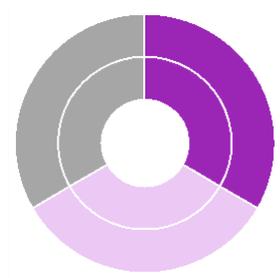
The [Community Engagement Strategy](#) was approved by Regional Council on March 26, 2024. The Community Engagement Advisory Group (CEAG) was established in December 2024 and monthly meetings of the CEAG have been hosted to advance Community Engagement Strategy actions.

Complete

OUR PEOPLE

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

STRATEGIC INITIATIVES BY OUTCOME AREA



- Engaged & Skilled People
- Diverse, Inclusive & Equitable Environment
- Healthy & Safe Workplace

ENGAGED & SKILLED PEOPLE

Talent Strategy

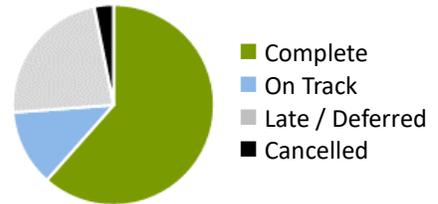
DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

Diversity & Inclusion Framework

HEALTHY & SAFE WORKPLACE

Employee Wellbeing

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT OUR PEOPLE



OUR PEOPLE

2024/25 PROGRESS ON STRATEGIC INITIATIVES

ENGAGED & SKILLED PEOPLE

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

TALENT STRATEGY

The municipality is actively advancing employee development efforts through key initiatives. An immigration strategy has been completed, and the municipality was granted the Atlantic Immigration Program Employer designation in April 2025. Employer support through the Nova Scotia Nominee Program launched on February 3, 2024. A hiring analysis was completed, with recommendations set for review next fiscal year. The Mentorship Program was relaunched, and the Evolving Leaders Program was approved for pilot launch.

Complete

DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

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

DIVERSITY & INCLUSION FRAMEWORK

The [Annual Framework update](#) was presented to Regional Council on March 24, 2025, highlighting progress in diversity, equity, and inclusion. The Diversity Champions Committee continued regular meetings. An online module for mandatory Diversity and Inclusion training is nearly complete, with pilot sessions set for spring 2025. In-person sessions increased by 50%.

The Auditor General's December 2024 [Diversity and Inclusion Audit](#) included eight recommendations. A progress report will be presented to the Audit Committee in June 2025. The Accessibility Engagement Coordinator and Gender Equity Advisor positions filled in winter 2024.

On Track

Target
3/31/2026

HEALTHY & SAFE WORKPLACE

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

EMPLOYEE WELLBEING STRATEGY

An employee current state assessment was completed in August 2024, and work is underway on a wellbeing dashboard. New safety indicators and health reports for illnesses and injuries have been introduced.

The municipality has entered into a partnership with Workers' Compensation Board of Nova Scotia to improve reporting metrics, adjudication processes and service provider outcomes.

Key initiatives include internal awareness, new roles like an Occupational Health Practitioner, and Service Level Agreements for safety support.

The municipality is shifting to a prevention-focused model through proactive auditing and preparing for changes to provincial health and safety legislation.

Supports for leaders and employees are also being strengthened to prevent physical and psychological injuries.

On Track

Target

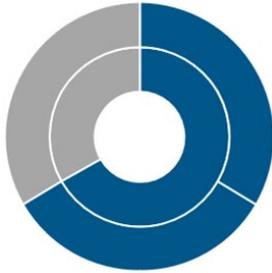
3/31/2026



SERVICE EXCELLENCE

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

STRATEGIC INITIATIVES BY OUTCOME AREA



EXCEPTIONAL CUSTOMER SERVICE

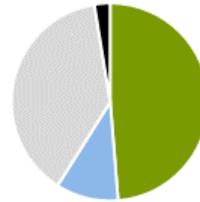
Focus on Customer Experience

INNOVATIVE PERFORMANCE EXCELLENCE

Performance Excellence Program
Information Technology Strategic Plan

- Exceptional Customer Service
- Innovative Performance Excellence

BUSINESS UNIT INITIATIVES AND OPERATIONAL DELIVERABLES THAT SUPPORT SERVICE EXCELLENCE



- Complete
- On Track
- Late / Deferred
- Cancelled



SERVICE EXCELLENCE

2024/25 PROGRESS ON STRATEGIC INITIATIVES

EXCEPTIONAL CUSTOMER SERVICE

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

FOCUS ON CUSTOMER EXPERIENCE

Complete

A [report](#) was presented to Regional Council in August 2024 to improve access to the Recreation Access Program through the Affordable Access Program (AAP). Council approved removing the Canada Child Benefit requirement and adding a 25% discount starting April 1, 2025.

Coordination with transit and finance teams is underway to simplify the application process.

An inclusion support evaluation is ongoing, including demographic analysis, benchmarking, consultations, and forming an Inclusion Advisory Committee of current service users.

Additional Ready for Rec programs ran in summer 2024. Parks & Recreation staff also supported the Accessibility Strategy, focusing on inclusion capacity and seasonal staffing. The shift to Xplor software improved the client experience while preserving access to free, unstructured recreation.

In support of improved service access and responsiveness, Customer Contact Centres partnered with Information Technology to replace the 311 Telephony and Workforce Management systems. The new Enghouse Cloud system, launched in July 2024, improves call reliability, reporting, and operational flexibility.

INNOVATIVE PERFORMANCE EXCELLENCE

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

PERFORMANCE EXCELLENCE PROGRAM

Complete

The current strategy has concluded and will shift to a new framework aligned with Regional Council priorities. Efforts continue to raise awareness, build motivation, and equip employees with training and tools to support continuous improvement across the organization.

INFORMATION TECHNOLOGY STRATEGIC PLAN

The municipality advanced implementation of the multi-year strategy through continued delivery of planned initiatives. The Information Technology business unit participated in the new corporate strategic planning workshops and is now awaiting further directions to guide the next phase of internal business unit planning for 2025/26.

On Track
Target
3/31/2028

AWARDS AND ACHIEVEMENTS

HALIFAX REGIONAL MUNICIPALITY RECOGNIZED AS ONE OF ATLANTIC CANADA'S TOP EMPLOYERS (2025) AND NOVA SCOTIA'S TOP EMPLOYERS (2025):

Halifax Regional Municipality was once again recognized as one of Atlantic Canada's top employers for its continued leadership in progressive workplace practices and employee support.

Key reasons for selection included:

- Retirement readiness support, including pension information sessions, retirement counselling through EFAP, and strong employer contributions to a defined benefit pension plan
- Career development opportunities, with in-house career planning, formal mentoring, and leadership development programs
- A strong focus on employee well-being, including paid sick days, comprehensive mental health coverage (up to \$1,500/year), and in-house wellness programming.



Also earned Top Employer status for young people with internships, engineering, and leadership programs that support career development, professional growth, and municipal experience.

These designations reflect Halifax's commitment to building an inclusive, healthy, and forward-thinking work environment that supports employees at all stages of their careers.

HALIFAX REGIONAL MUNICIPALITY RECEIVES GOVERNMENT FINANCE OFFICE ASSOCIATION DISTINGUISHED BUDGET AWARD FOR 2024/25 BUDGET BOOKS

The Halifax Regional Municipality was awarded the [Government Finance Officers Association \(GFOA\) Distinguished Budget Presentation Award](#) for the 2024/25 Capital and Operating Budget Books. This is the second consecutive year the municipality has received this award. The award represents a significant achievement and reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting.

Approximately 1,700 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation.



HALIFAX TRANSIT CONTRIBUTION TO THE NATIONAL TRANSIT CODE CAMPAIGN

In partnership with Halifax Transit, the Canadian Urban Transit Association (CUTA) has adapted Halifax’s successful code to create a unified standard for respectful and inclusive transit environments across Canada.

The Transit Code is a nationwide campaign designed for sharing across social and digital platforms and to be adopted by Canadian transit agencies to complement the work they are doing to support passenger safety security and good etiquette on public transit.



HALIFAX REGIONAL FIRE & EMERGENCY ACHIEVES INTERNATIONAL ACCREDITATION FROM THE INTERNATIONAL ACCREDITATION AGENCY

Halifax Regional Fire & Emergency (HRFE) earned [Accredited Agency status from the Commission on Fire Accreditation International \(CFAI\)](#) a globally recognized standard of excellence in fire service.

This prestigious designation places HRFE among an elite group of fire departments worldwide that meet the highest benchmarks for emergency service delivery, planning, and public safety. The rigorous CFAI accreditation process evaluated HRFE across more than 250 performance indicators and included:

- A detailed internal self-assessment
- A Community Risk Assessment and Standards of Cover (CRA-SoC)
- A multi-year strategic plan (2024–2029)
- An independent peer review by fire service professionals
- A public hearing before the CFAI Commission



Accreditation confirms HRFE’s commitment to accountability, transparency, quality improvement, and community alignment. It demonstrates that decisions are data-informed, services are risk-responsive, and excellence is a shared organizational culture.

Valid for five years, this designation reflects a collective achievement across HRFE’s teams and partners. HRFE will continue to submit annual updates and undergo full reaccreditation to maintain its standing.

HALIFAX CENTRAL LIBRARY RECEIVED RICK HANSEN FOUNDATION ACCESSIBILITY CERTIFIED GOLD RATING

In August 2024, [Halifax Central Library earned the prestigious Rick Hansen Foundation Accessibility Certified \(RHFAC\) Gold rating](#), the highest level of recognition under the Rick Hansen Foundation Accessibility Certification™ program. Scoring an impressive 84% in the RHFAC assessment, Halifax Central Library is one of just over 110 facilities in Canada—and one of only two libraries—to receive this distinguished Gold standard.



Accessibility and inclusion prioritized through key design features:

- Tactile warning surface indicators at all stairways
- Braille and tactile signage throughout the facility
- Assistive technology workstations equipped with large print keyboards and screen reader software
- Fully accessible universal washroom with adult change table and emergency call button
- Access to a vast accessible collection, including audiobooks and materials from Centre for Equitable Library Access (CELA) and National Network for Equitable Library Service (NNELS)

In addition to its physical design, Halifax Public Libraries emphasizes staff training in accessibility, first aid, crisis intervention, and mental health first aid—creating a welcoming space for all patrons.

This recognition sets a high standard for future projects, reinforcing the library’s leadership in inclusive public infrastructure.

HALIFAX COMMON AQUATICS FACILITY RECEIVED RICK HANSEN FOUNDATION ACCESSIBILITY CERTIFIED GOLD RATING

In October 2024, the Halifax Common Aquatics Facility also earned the Rick Hansen Foundation Accessibility Certified (RHFAC) Gold rating, recognizing the municipality’s commitment to accessibility and inclusive design.

From its inception, the facility was intentionally designed to be welcoming to all ages and abilities. Key features contributing to the gold certification include:

- A sloped, beach-style entry and barrier-free lift for accessible pool access
- Universal changing rooms and washrooms, including adjustable changing tables
- A community room with kitchen and barrier-free washroom in the pavilion
- Extra wide, level exterior pathways for ease of navigation

This recognition reflects the collaboration between Property, Fleet & Environment and Parks & Recreation and exemplifies Halifax’s commitment to removing barriers and enhancing public spaces for everyone.

TREE CITIES OF THE WORLD RECOGNITION

HRM was recognized as a 2024 Tree City of the World by the Arbor Day Foundation. This international designation honors cities that demonstrate a strong commitment to urban forestry and sustainable tree management. Halifax first earned this recognition in 2019 and continues to uphold the standards set by the program.

