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Item No. 21.2
Halifax Regional Council
November 18, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council

FROM: Brad Anguish, Acting Chief Administrative Officer

DATE: November 10, 2025

SUBJECT: Strategic Performance Report 2024/25

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 informational purposes the 2024/25 Strategic Performance Report to demonstrate 2024/25 fiscal year advancement toward the 2021-2025 Council and Administrative Priorities and Outcomes.

EXECUTIVE SUMMARY

The Strategic Performance Report uses Strategic Key Performance Indicators (KPIs - metrics used to assess performance) to provide a high-level analysis of advancement towards the municipality's strategic priorities and outcomes in the [2021-2025 Strategic Priorities Plan](#). The 2024/25 Strategic Performance Report is the final report related to the 2021-25 Strategic Priorities Plan adopted in 2021. In 2026/27, a baseline report will be drafted for the new [2026-30 Strategic Plan](#) instead of a final performance report.

For each of the Council and Administrative Priorities analysis includes:

- 2024/25 Progress –which represents year-over-year results, comparing 2024/25 to 2023/24
- Four-Year Progress – which represents the general trend from the baseline to 2024/25

The [Strategic Priorities Plan Progress Report 2024/25](#) highlights the work accomplished by the municipality related to individual strategic initiatives included in the Plan. While Strategic Key Performance Indicators are used to gauge results, they do not always represent the efforts made by the municipality to advance outcomes due to influential factors outside the municipality's control.

A Strategic KPI may increase, decrease or remain (exactly or approximately) the same. This change may result in a desired trend for an indicator. A Strategic KPI that is trending in a Desired direction is headed up or down in a manner that is consistent with an improvement or benefit. A Strategic KPI that is trending in a Not Desired direction is performing such that the results are worsening.

Additional metrics were identified during the development of the 2024/25 Strategic Performance Report that were not identified in previous reporting periods. Many of these were used to fill information gaps in case historical metrics were no longer available or lack of measurement existed for an outcome. These metrics are identified in the attached scorecards.

The following criteria were used to categorize the trend for each KPI:

1. Desired – the actual trend matches the desired trend beyond a change of 0.5% per year or has met the target value.
2. Monitor – the trend shows no change or less than an absolute change of 0.5% per year.
3. Not Desired –the actual trend does not match the desired trend beyond a change of 0.5% per year.

Analysis of the four-year period between 2021/22 and 2024/25 indicates mixed results for each of the Administrative and Council priorities. One major constraining factor in determining progress is the effect of the COVID-19 pandemic and the influence of external factors throughout this analyzed timeline.

For the Council Priorities, 62 per cent of the KPIs were trending desirably (46), 1 per cent monitored (1) and 37 per cent of the KPIs trending undesirably (27).

For the Administrative Priorities, 57 per cent of the KPIs were trending desirably (13), 9 per cent monitored (2) and 35 per cent of the KPIs trending undesirably (8).

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 (SPP). 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).

DISCUSSION

The Strategic Performance Report synthesizes the performance information into summary tables for each Priority Area. The following legend is used to communicate general information about each of the Priority Outcomes.

Progress category	Definition
Good progress	More than or equal to 67% of KPIs trending desirably or met targets
Adequate progress	More than or equal to 33% but less than 67% of KPIs trending desirably or met targets
Minor progress	More than or equal to 1% but less than 33% of KPIs trending

Progress category	Definition
	desirably or met targets
No progress	No KPIs are trending desirably or met targets
Insufficient information	Not enough data/information

For Priority Outcomes where KPI values have not been recently updated, or where updated data exists for only one KPI in that outcome, these outcomes were identified as having insufficient information.

The following table provides a summary of results for Council Priorities and Outcomes:

Priority	Outcome	Year-over-year Progress	Four-Year Progress
Prosperous Economy	Economic Growth	Adequate progress	Good progress
	Holistic Planning	Adequate progress	Good progress
	Talent Attraction, Retention & Development	Good progress	Good progress
Communities	Safe Communities	Minor progress	Minor progress
	Involved Communities	Adequate progress	Adequate progress
	Inclusive Communities	Insufficient information	Adequate progress
	Affordable Communities	Minor progress	Minor progress
Integrated Mobility	Connected & Healthy Long-Range Mobility Planning	*Adequate progress	*Good progress
	Safe & Accessible Mobility Network	Minor progress	Minor progress
	Affordable & Sustainable Mobility Network	Adequate progress	Adequate progress
Environment	Net-zero Emissions	Adequate progress	Good progress
	Climate Resilience	Insufficient information	Insufficient information
	Protected & Sustainable Environment	Good progress	Good progress

*Based on limited information

The following table summarizes the results for Administrative Priority and Outcomes:

Priority	Outcome	Year-over-year Progress	Four-Year Progress
Responsible Administration	Well-Managed	Adequate progress	Adequate progress
	Financially Prepared	Adequate progress	Good progress
	Community-Focused	Insufficient information	Minor progress

Priority	Outcome	Year-over-year Progress	Four-Year Progress
Our People	Engaged & Skilled People	Good progress	Adequate progress
	Diverse, Inclusive & Equitable Environment	Insufficient information	Insufficient information
	Healthy & Safe Workplace	Minor progress	Adequate progress
Service Excellence	Exceptional Customer Service	Insufficient information	Adequate progress
	Innovative Performance Excellence	*Adequate progress	*Adequate progress

*Based on limited information

The full analysis and information about each indicator are provided in the attached Strategic Performance Report 2024/25.

FINANCIAL IMPLICATIONS

There are no financial implications related to this report.

COMMUNITY ENGAGEMENT

No community engagement was required.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, clause 35(1)(b), as follows:

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 – Strategic Performance Report 2024/25
- Appendix A - Glossary of Terms
- Appendix B - Reference List
- Appendix C - Council and Administrative Priority Scorecards

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2024/25

Strategic Performance Report

HALIFAX

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Introduction

The Halifax Regional Municipality's [2021-25 Strategic Priorities Plan](#) articulates the municipality's vision, mission and values, and establishes key priorities now and into the future. The five-year plan is developed at the beginning of a new Regional Council term and revisited each year as part of the annual multi-year strategic planning process. Council priorities and associated outcomes are established by Regional Council. Administrative priorities are established by the Chief Administrative Officer, in collaboration with municipal business units, and offices to deliver on Council priorities.

The 2024/25 Strategic Performance Report analyzes the fourth year of the 2021-2025 Strategic Priorities Plan. Strategic Key Performance Indicators (KPIs) are metrics used to assess progress toward the achievement of council and Administrative Outcomes in the 2021-2025 Strategic Priorities Plan. Strategic KPIs are updated annually and are presented in the [Strategic Performance Snapshot](#).

To provide a more detailed assessment of progress, the [Strategic Priorities Plan Progress Report 2024/25](#) document provides a qualitative review of progress on individual strategic initiatives included in the plan.

Purpose of the document

This report uses the Strategic KPIs to provide a high-level analysis of advancement towards the municipality's strategic priorities and outcomes. While the Strategic Priorities Plan reflects municipal work from fiscal years 2020/21 to 2024/25, the COVID-19 pandemic had notable impacts on many metrics, and using baseline data from 2020/21 would heavily skew performance results. Consequently, this report considers data from 2018/19 to 2024/25. This summary was compiled using 97 metrics. The following fiscal or calendar years¹ were used to produce this report:

- 2018/19 (2018) and 2019/20 (2019) as pre-pandemic baseline years
- 2021/22 (2021) through to 2024/25 (2024) as reviewed years compared against the baseline

Four-year trends are determined by comparing the baseline to 2024/25. In instances where data was not available for 2018/19 or 2019/20, the first year with available data within the review period was used to determine trends.

The material in this document is provided by the Halifax Regional Municipality as general information only. A reasonable effort has been made to ensure the information provided is






¹ Not all metrics are reported by fiscal year. Some metrics are reported by calendar year, these are considered under the fiscal year starting with the calendar year referenced. E.g. 2019 is under 2019/20.

correct as of Aug. 31, 2025, but the municipality does not guarantee the accuracy or completeness of that information.

How to read the Performance Report

The Performance Report summarizes the performance information into tables for each Priority Area. The following legend is used to communicate general information about each of the Priority Outcomes.

Legend

Progress category	Definition
 Good progress	More than 67 per cent of KPIs trending desirably or met targets
 Adequate progress	More than 33 per cent but less than or equal to 67 per cent of KPIs trending desirably or met targets
 Minor progress	More than or equal to 1 per cent but less than or equal to 33 per cent of KPIs trending desirably or met targets
 No progress	No KPIs are trending desirably or met targets
 Insufficient information	Not enough data/information

For Priority Outcomes where KPI values have not been recently updated, or where updated data exists for only one KPI in that outcome, these outcomes were identified as having insufficient information.

For each Priority, analysis includes:

- **Year-over-year progress** – which represents year-over-year results, comparing 2024/25 to 2023/24.
- **Four-year progress** – which represents the general trend from the baseline to 2024/25.

Throughout the report, KPIs referenced are *italicized*. KPI definitions and values are available in the attached [Scorecards](#). All data referenced in this report is available via the [Strategic Performance Snapshot](#) (public dashboard) and the [Halifax Data, Mapping & Analytics Hub](#).

Additional metrics were identified during the development of the 2024/25 Strategic Performance Report that were not identified in previous reporting periods. Many of these were used to fill information gaps in case historical metrics were no longer available or lack of measurement existed for an outcome. These metrics are identified in the attached scorecards.

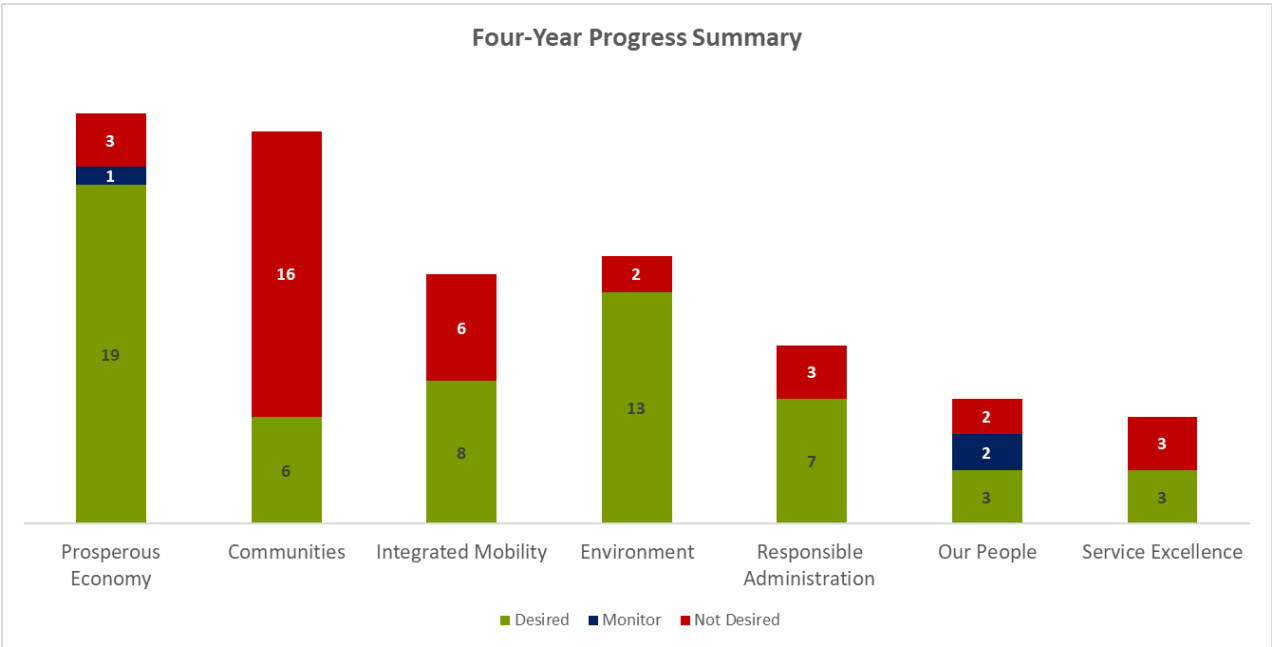
Summary of findings

A KPI result may increase, decrease or remain (exactly or approximately) the same. This change may result in a desired trend for a KPI. A KPI that is trending in a desired direction is headed up or down in a manner that is consistent with an improvement or benefit. A KPI that is trending in a not desired direction is performing such that the results are worsening.

The following criteria were used to categorize the trend for each KPI:

- **Desired** – the actual trend matches the desired trend beyond an absolute change of 0.5 per cent or has met the target value.
- **Monitor** – the trend shows no change or less than an absolute change of 0.5 per cent.
- **Not Desired** – the actual trend does not match the desired trend beyond an absolute change of 0.5 per cent.

Analysis of the four-year period between 2021/22 and 2024/25 indicates mixed results for each of the Council and Administrative priorities as seen in the graph below.



Four-year progress results:

For the **Council Priorities**, 62 per cent of the KPIs were trending desirably (46), 1 per cent monitored (1) and 37 per cent of the KPIs trending undesirably (27).

For the **Administrative Priorities**, 57 per cent of the KPIs were trending desirably (13), 9 per cent monitored (2) and 35 per cent of the KPIs trending undesirably (8).

The following sections provide more detailed insights into each of the Priorities and their corresponding Outcomes.

Council Priorities



**Prosperous
Economy**



Communities



**Integrated
Mobility**



Environment

Prosperous Economy

The following section outlines the progress for KPIs associated with the three Outcomes (desired end-states) for the **Prosperous Economy** Council Priority:

Outcome	Definition	Year -over- year progress	Four-year progress
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.	 Adequate progress	 Good progress
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.	 Adequate progress	 Good progress
Talent Attraction, Retention & Development	A global and welcoming community that attracts, retains and develops talent.	 Good progress	 Good progress

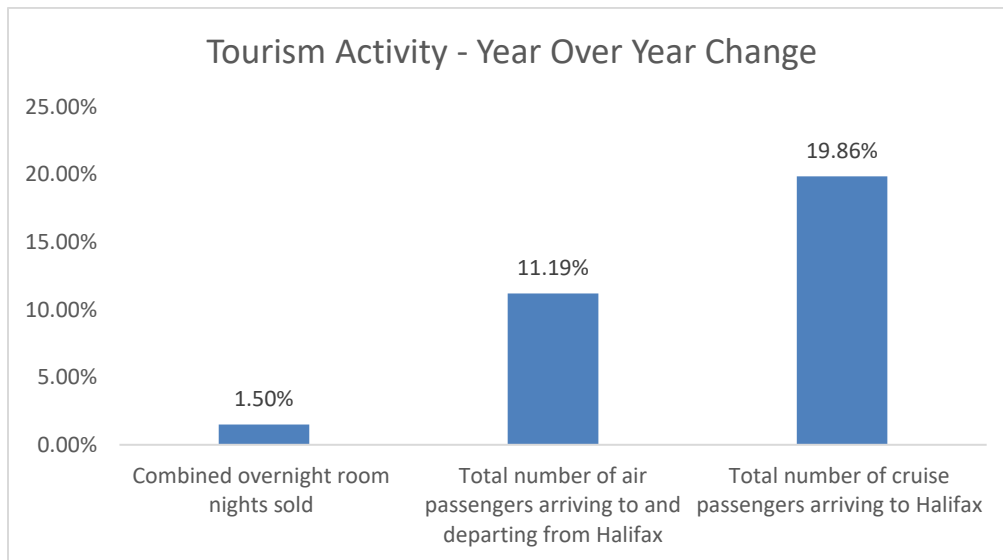
2024/25 KPI Highlights				
Gross Domestic Product (real 2017 \$ millions)	Unemployment rate	Total value of construction in the municipality (\$ millions)	Annual change in purchasing power	Population size of the municipality
\$26,144	5.5%	\$1,574.31	3.4%	503,037
+2.65%	No change	-12.7%	+5.1 pp	+2.36%
<p>Note: “pp” indicates percentage points and is used when a metric is expressed as a percentage. Percentage points demonstrate the difference between two percentages (Percentage Year 2 minus Percentage Year 1) meanwhile, percentage change is calculated as (Value Year 2 minus Value Year 1) divided by (Value Year 1).</p>				

Summary of key findings:

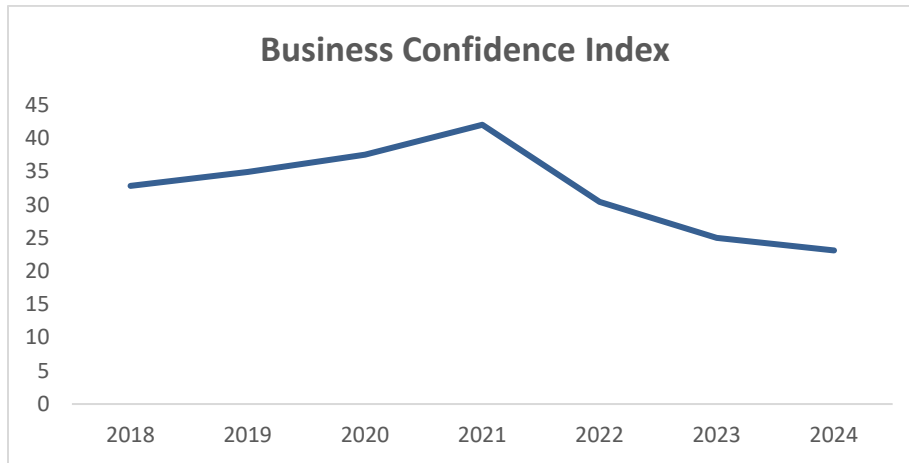
Economic Growth

During 2024/25, 67 per cent (6) of the KPIs trended desirably and 33 per cent (3) trended undesirably compared to 2023/24. In reviewing the four-year progress, 80 per cent (8) of KPIs trended desirably, and 20 per cent (2) trended undesirably.

- *Gross Domestic Product* (GDP) increased by 2.65 per cent in 2024/25 when compared to 2023/24. Across the 10 major Canadian cities tracked in the Halifax Index, only St. John's, NL had higher 2024 real GDP growth than the Halifax Regional Municipality.
- According to the 2024 Discover Halifax Balanced Scorecard, tourism indicators continue to increase such as *Combined overnight room nights sold* which increased slightly by 1.5 per cent in 2024 over 2023.
- There were a total of 201 cruise vessel calls in 2024, 23 more than the previous year. Both the number of cruise vessels calling on Halifax and the number of cruise passengers visiting the city hit record-high numbers in 2024.



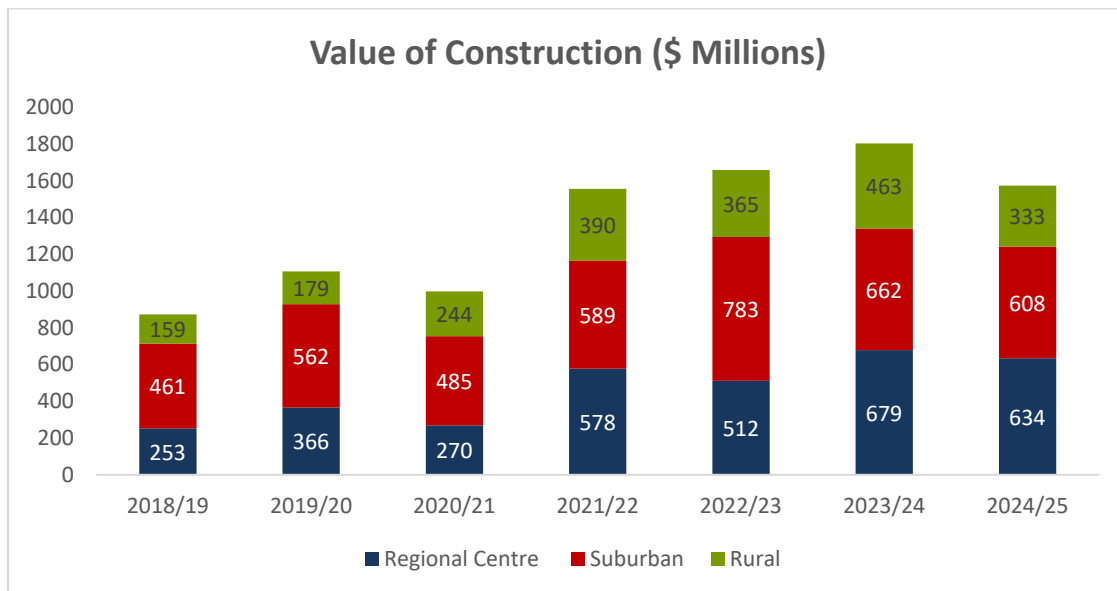
- *Downtown and Suburban Office Vacancy Rates* decreased slightly by 0.7 percentage points and 1.7 percentage points respectively. Meanwhile, the *Industrial Real Estate Vacancy Rate* rose sharply to 6.4 per cent in 2024, marking the largest year-over-year increase in the past decade – a jump of 4.2 percentage points. This signals a return toward pre-pandemic vacancy levels.
- *Halifax cargo arriving by the Port and air (metric tonnes)* decreased by 2.83 per cent in 2024/25 compared to 2023/24.
- The *Business Confidence Index*, a survey-based metric used by the Halifax Partnership to assess the confidence of businesses in Halifax’s economy, dropped from 25 to 23.1 in 2024.
 - This decline is consistent with weak results in other national business surveys conducted in early 2025 by organizations like the Bank of Canada and the Canadian Federation of Independent Business.
 - Given the focus on threats posed by US-Canada trade disputes during the survey period, these results were not surprising.



Holistic Planning

During 2024/25, 40 per cent (2) of the KPIs trended desirably, 20 per cent (1) monitored and 40 per cent (2) trended undesirably compared to 2023/24. In reviewing the four-year progress, 100 per cent (5) of KPIs trended desirably.

- The *Total value of construction* decreased from \$1.80 billion to \$1.57 billion over the past year. This decline may reflect the impact of an increasingly busy construction environment, with limited resources and workforce availability affecting project timelines and output.
 - However, compared to the pre-pandemic baseline (\$0.87 billion in 2018/19 and \$1.11 billion in 2019/20), the construction value (from permits issued) is 59 per cent higher in 2024/25.

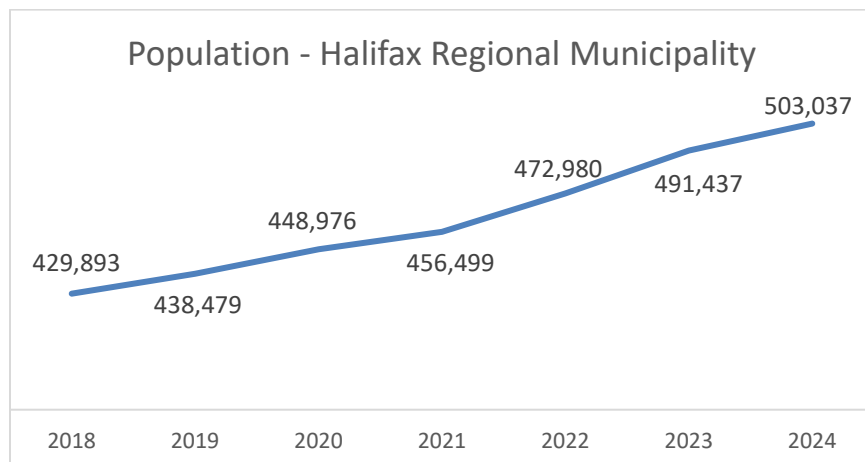


- The *total number of new residential units (based on permits issued)*² decreased by 4.33 per cent to 5,808 in 2024/25 over 2023/24. However, the *total number of new residential units* in 2024/25 was 59.7 per cent higher than the pre-pandemic baseline (3,140 in 2018/19 and 4,132 in 2019/20).
- In 2024/25 the *number of new high-density residential units* decreased by 1.17 per cent to 4,660 and the *number of new low-density residential units* decreased by 10.4 per cent to 1,275.
- 47 per cent of new residential units were in the Regional Centre, 36 per cent in the Suburban area, and 17 per cent in the Rural area in 2024/25.
- The Affordable Housing Grant Program provides funding for eligible non-profit and charitable organizations for costs associated with development, renovation, or purchase of affordable housing. In 2024/25, 121 new units and 160 repaired units were supported through the Affordable Housing Grant Program and Rapid Housing Initiative.
- The *percentage of permits near proposed Rapid Transit routes* has increased by 1.04 and 2.73 percentage points in 2024/25 over 2023/24 and 2022/23 respectively.

Talent Attraction, Retention & Development

During 2024/25, 86 per cent (6) of the KPIs trended desirably and 14 per cent (1) monitored compared to 2023/24. In reviewing the four-year progress, 75 per cent (6) of KPIs trended desirably, 12.5 per cent (1) monitored, and 12.5 per cent (1) trended undesirably.

- The *Population size of the municipality* grew by 2.4 per cent in 2024, resulting in an increase of 11,600 persons, and an increase of approximately 54,061 residents (11.8 per cent) since 2020/21.



² Housing start trends as per the Canada Mortgage and Housing Corporation (CMHC) may exhibit a different trend due to a differing methodology used when calculating residential starts.

- The *Number of people available for employment (Labour Force Size)* rose by 5.27 per cent in 2024 compared to 2023.
- The *Unemployment Rate* was 5.5 per cent in 2024 which remained unchanged from 2023; however, the *Unemployment Rate* remains lower than pre-pandemic levels – 6.1 per cent in 2018 and 5.8 per cent in 2019.
- *Household income per capita* increased by 6.0 per cent in 2024/25. As reported in the Halifax Index 2025, Halifax led the ten benchmark cities in household income per capita growth however was ranked eighth for household income per capita in 2024 at \$56,453.
- As with *household income per capita*, Halifax also led benchmark cities in 2024 for growth in *purchasing power* with a 3.4 per cent increase. Annual inflation ranged from a low of 1.1 per cent in Winnipeg to 3.4 per cent in Calgary. Halifax’s 2.6 per cent inflation rate tied for fourth highest with Kitchener–Cambridge–Waterloo and Vancouver across the ten benchmark cities (Halifax Index 2025).

Communities

The following section outlines the progress for KPIs associated with the four Outcomes (desired end-states) for the **Communities** Council Priority:

Outcome	Definition	Year-over-year progress	Four-year progress
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.	 Minor progress	 Minor progress
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.	 Adequate progress	 Adequate progress
Inclusive Communities	Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers.	 Insufficient information	 Adequate progress
Affordable Communities	The municipality demonstrates leadership and fosters partnerships that provide access to a range of quality, affordable municipal amenities	 Minor progress	 Minor progress

Outcome	Definition	Year-over-year progress	Four-year progress
	and services, including housing options, in safe vibrant communities.		

2024/25 KPI Highlights				
Crime Severity Index	Quality of Life Score (%)	Persons living in a household experiencing food insecurity (%)	The municipality as a place for recreation and play (%)	Number of clients in Affordable Access Program recreation services
73.95	80%	30.3%	79%	2,565
+ 3.46%	-8.4 pp over 3 years	+1.5 pp	-7 pp over 3 years	+ 16.22%

Summary of key findings:

Safe Communities

During 2024/25, 17 per cent (1) of the KPIs trended desirably, 67 per cent (4) monitored, and 17 per cent (1) trended undesirably compared to 2023/24. In reviewing the four-year progress, 14 per cent (1) of the KPIs trended desirably and 86 per cent (6) trended undesirably.

- *Crime Severity Index (CSI)* for the municipality increased by 3.46 per cent going from 71.48 (updated from 72.04) in 2023 to 73.95 in 2024. This followed a decrease in 2023, and remains below the national CSI of 77.9, which decreased by 4.08 per cent in 2024.
 - Looking at a longer period (2020-2024), the CSI for the municipality has seen a steady increase from 62.30 in 2020 to 73.95 in 2024 (18.7 per cent increase).
- The municipality's *Violent Crime Severity Index (VCSI)* decreased by 3.78 per cent to 93.58 in 2024, remaining below the national VCSI average (99.87).
 - Over the longer term, VCSI increased by 10 per cent from 85.07 in 2020.

- In 2024/25, Halifax Regional Fire & Emergency response metrics (*First unit on scene to Urban fire incidents, Rural fire incidents, Urban medical incidents, and Rural medical incidents*) saw both increases and decreases; however, the change was not significant enough to conclude a definite change based on sample sizes.
- Since 2019/20, the *First unit on scene to medical incidents* (both Urban and Rural) have seen a general decrease in meeting council-approved standards due to a rise in call volumes in regions where targets are not regularly met, and a reduction in calls in regions where targets were effectively met.

Involved Communities

During 2024/25, 67 per cent (2) of the KPIs trended desirably and 33 per cent (1) trended undesirably compared to 2023/24. In reviewing the four-year progress, 40 per cent (2) of KPIs trended desirably and 60 per cent (3) trended undesirably.

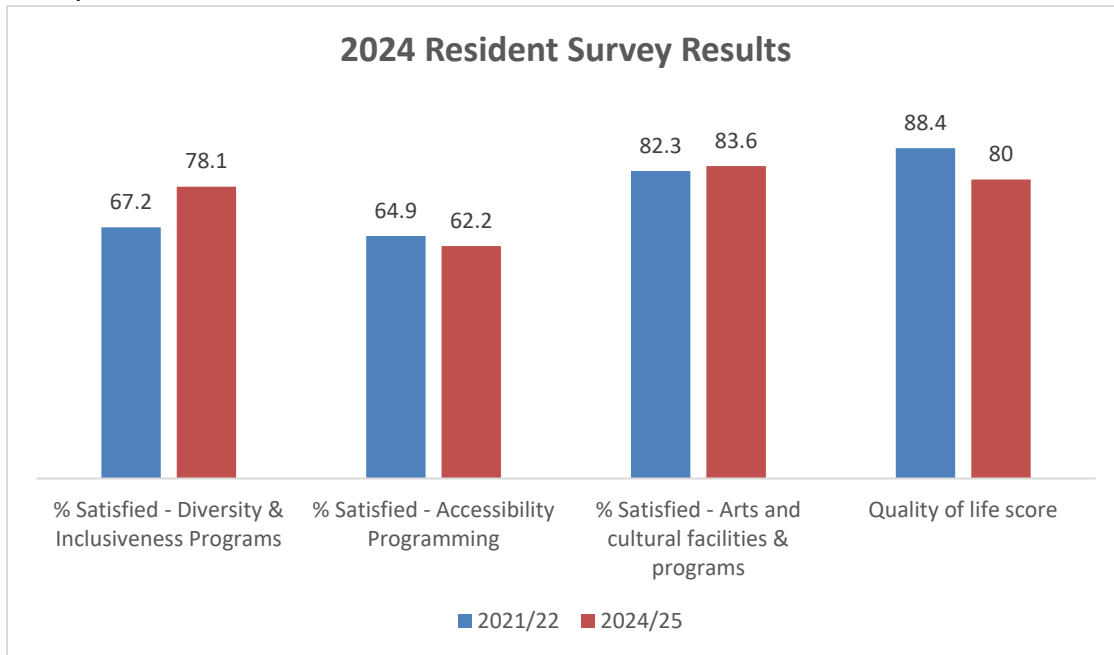
- *Recreation centre booked/hired hours* increased by 3.9 per cent in 2024/25 compared to 2023/24.
- *Library uses per Capita* declined 1.2 percentage points in 2024/25 compared to 2023/24.
- The *Percentage of population with an active library card* increased by 3 percentage points in 2024/25 (42 per cent) when compared to 2023/24 (39 per cent). The increase can be attributed to more people applying for library cards, partially due to opening the newly renovated Keshen Goodman Library in July 2024.
- However, compared to the pre-pandemic baseline, there was a decrease from 44 per cent in 2018/19 and 43 per cent in 2019/20.
- The 2024 Resident Survey indicated that the percentage of respondents that were “satisfied” or “very satisfied” with the municipality *as a place for recreation and play* decreased from 86 per cent in 2021/22 to 79 per cent in 2024/25.
- The percentage of respondents that were “satisfied” or “very satisfied” with *Civic events* remained the same at 86 per cent in 2024/25 compared to 2021/22.

Inclusive Communities

Not enough information is available to gauge progress towards this outcome year over year since many indicators are sourced from the Resident Survey which is conducted every two to three years. However, in reviewing the four-year progress, 50 per cent (2) of KPIs trended desirably and 50 per cent (2) trended undesirably.

- The *Quality-of-Life score* decreased by 8.4 percentage points in 2024/25 (80 per cent) compared to 2021/22 (88.4 per cent). Based on the Resident Survey question “How would you rate the overall quality of life in the Halifax region?” 15.4 per cent of respondents said “very good” and 64.6 per cent said “good”.

- The percentage of respondents that were “satisfied” or “very satisfied” with *Diversity & Inclusiveness Programs* increased by 10.9 percentage points in 2024/25 bringing it to 78.1 per cent.
- The percentage of respondents that were “satisfied” or “very satisfied” with *Accessibility Programming* was 62.2 per cent in 2024/25 compared to 64.9 per cent in 2021/22.
- The percentage of respondents that were “satisfied” or “very satisfied” with *Arts and cultural facilities & programs* increased slightly from 82.3 per cent in 2021/22 to 83.6 per cent in 2024/25.



Affordable Communities

During 2024/25, 20 per cent (1) of the KPIs trended desirably and 80 per cent (4) trended undesirably compared to 2023/24. In reviewing the four-year progress, 17 per cent (1) of KPIs trended desirably and 83 per cent (5) trended undesirably.

- *Home prices* (based on a benchmark home) and residential rent per month (as per the 2025 Halifax Index) continued to increase by 3.3 per cent and 6.4 per cent respectively in 2024/25 compared to 2023/24.
 - Over the longer term, home prices have increased by approximately 23 per cent since 2021/22 and residential rent per month has increased by 50 per cent since the pre-pandemic baseline.
- The increase in cost of living has outpaced incomes and has worsened food insecurity. *Persons living in a household experiencing food insecurity* increased 1.5





percentage points in 2024/25 (30.3 per cent) compared to 2023/24 (28.8 per cent) and over a longer-term food insecurity increased by 12.1 percentage points compared to 2019/20 (18.2 per cent).



While housing and food affordability has not generally improved, the municipality has enhanced supports to residents including:

- The *dollar value of Affordable Access Program* for recreation services increased in 2024/25 to \$1.34 million from \$1.15 million in 2023/24.
- The *dollar value of the Low-income Tax Exemption program* increased to \$1.5 million in 2024/25 from \$1.3 million in 2023/24.
- The municipality’s Non-profit Tax Relief Program provides annual assistance in the form of property tax relief to eligible registered non-profit and charitable property owners. The value of this program in 2024/25 was \$7.7 million and the 2025/26 proposed budget includes \$9.5 million for this program. The 23 per cent year-over-year cost increase is primarily due to a large injection of funding in the non-profit housing sector.
- The municipality executes several less-than-market value sales and leases each year, all at an opportunity cost to the municipality as an investment in affordability, including agreements for initiatives in Community Safety supporting Housing and Homelessness. The opportunity cost of these agreements supporting housing and homelessness in 2024/25 was \$12 million.

Integrated Mobility

The following section outlines the progress for KPIs associated with the three Outcomes (desired end-states) for the **Integrated Mobility** Council Priority:

Outcome	Definition	Year-over-year progress	Four-year progress
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.	 *Adequate progress	 *Good progress
Safe & Accessible Mobility Network	A well-maintained network supports all ages and abilities by providing safe, flexible and barrier-free journeys throughout the region.	 Minor progress	 Minor progress

Outcome	Definition	Year-over-year progress	Four-year progress
Affordable & Sustainable Mobility Network	A responsible investment approach that maximizes the use of existing mobility infrastructure and aligns with climate and social equity goals.	 Adequate progress	 Adequate progress

*Based on limited information

2024/25 KPI Highlights				
Annual transit boardings	Access-A-Bus trips	AAA bicycle network completed in the Regional Centre (%)	Vehicle ownership per capita	Number of fatal and injury collisions per 100,000 population
32.3M	156,843	64%	0.42	238.4
+7%	+1.7%	+4 pp	+2.4%	+32.7%

Summary of key findings:

Connected & Healthy Long-Range Mobility Planning

During 2024/25, 67 percent (2) of the KPIs trended desirably and 33 percent (1) monitored compared to 2023/24. In reviewing the four-year progress, 100 per cent (3) trended desirably; however, this conclusion is based on limited information presented below.

- *Annual transit boardings* increased by 7 percent in 2024/25 over 2023/24.
 - Compared to the pre-pandemic baseline, the *Annual transit boardings* increased by 9 per cent in 2024/25 to 32.3 million.
- *Percentage of residents living within 500 metres of a transit stop (%)* was 89.3 percent in 2024/25, a slight decrease from 89.8 per cent in 2023/24. This figure is very close to the target of 90 per cent and is within range of the pre-pandemic baseline (86 per cent in 2018/19 and 89.9 per cent in 2019/20).
- *Percentage of AAA bicycle network completed in the Regional Centre* increased to 64 per cent in 2024/25 (from 60 per cent in 2023/24). A total of 36.8 kilometres of bicycle network has been installed in the Regional Centre out of a target of 57 kilometres.

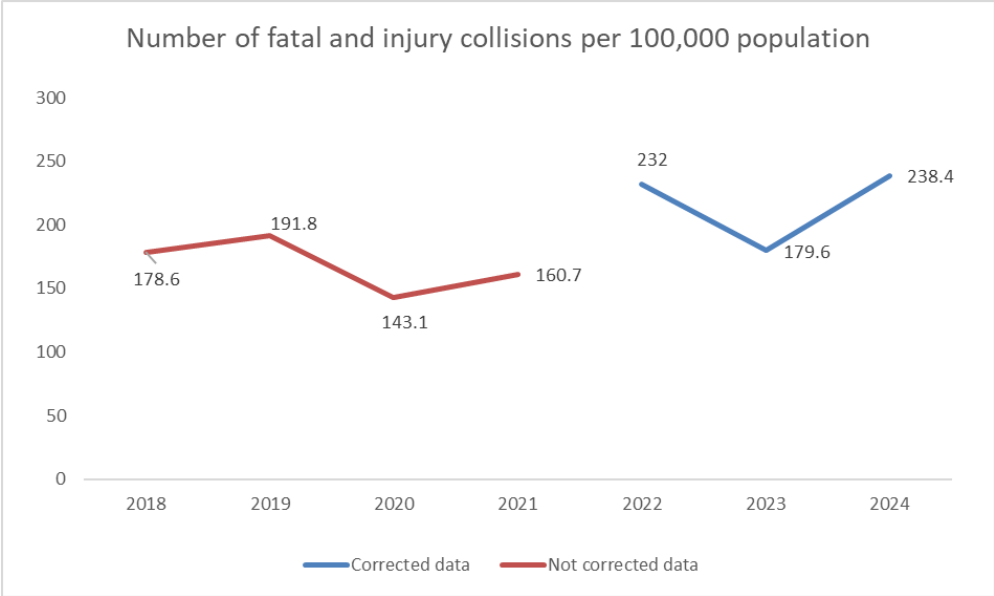
Other indicators related to this outcome that are not updated due to data quality or unavailability include:

- Percentage of streets with sidewalks (Regional Centre, Suburban, and Rural)
- Percentage of residents within 500 metres of a bicycle route

Safe & Accessible Mobility Network

During 2024/25, 33 per cent (1) of the KPIs trended desirably, 33 per cent (1) monitored and 33 per cent trended undesirably compared to 2023/24. In reviewing the four-year progress, 33 per cent (2) of KPIs trended desirably, and 67 per cent (4) trended undesirably.

- The *Number of fatal and injury collisions per 100,000 population* increased by 32.7 per cent in 2024/25 compared to 2023/24.
- Compared to benchmark cities across Canada, Halifax falls within the lower range of fatal and injury collisions. Collision rates nationwide have trended upward since a low in 2020, indicating that this is a challenge not only experienced locally, but across the country.
 - Significant changes have been made in collision files between 2022 and 2024 to fix internal discrepancies within the files related to injury severity. Therefore, direct comparison to the pre-pandemic baseline may not be appropriate since such corrections have not been applied to years prior to 2022.
 - New data quality assurance practices are in place for collision data and will improve ongoing data quality and accuracy.



- In 2024/25 scoping was completed for road safety upgrades at the 10 high priority intersections identified in the 2023 Road Safety Annual Report.
- 93 traffic calming projects were delivered in 2024/25, up from 52 in 2023/24. The number of traffic calming installations installed each year is dependant on both the budget allocated in Road Safety Improvements for Traffic Calming, as well as the complexity and scale of the projects.

- Road Safety countermeasures installed in 2024/25 included 28 Rectangular Rapid Flashing Beacon crosswalks, leading pedestrian intervals at 14 intersections, and new accessible pedestrian signals at 11 intersections.
- The number of *Access-A-Bus trips* increased by 1.67 per cent to 156,843 in 2024/25 (from 154,274 in 2023/24).
 - Compared to the pre-pandemic, this is a decrease of 4.4 per cent.
- The *Percentage of accessible ramp deployable transit bus stops* continues to be 95 per cent in 2024/25 and has increased from 93 per cent in 2019/20.
 - In 2024/25 two (2) bus stops with no ramps were upgraded to “Non-standard” accessible bus stops by widening the stop and installing an asphalt pad.
 - In total, 24 stops were upgraded from “Non-Standard” accessible to “Accessible”.
 - 36 “Accessible” stops underwent improvements and remained “Accessible”.
- The *Network average Pavement Quality Index* was at 65.7 in 2024/25, down from 66.9 in 2022/23 and the *Percentage of the pavement network rated as good (%)* was 55.9 per cent in 2024/25, down from 60.3 per cent in 2022/23.

Affordable & Sustainable Mobility Network

During 2024/25, 40 per cent (2) of the KPIs trended desirably, 40 per cent (2) monitored and 20 per cent (1) trended undesirably compared to 2023/24. In reviewing the four-year progress, 60 per cent (3) of KPIs trended desirably, and 40 per cent (2) trended undesirably.

The intent of this outcome is to increase usage of sustainable transportation modes – transit and active transportation. These modes are considered affordable in comparison to vehicle ownership. Therefore, the following available metrics are gauged:







- *Vehicle ownership per capita* has slightly increased in 2024/25 to 0.42 from 0.41 in 2023/24.
 - Compared to the pre-pandemic baseline, the vehicle ownership per capita has increased by 2.4 per cent from 0.41.
- *Transit boardings per 100,000 population* has increased by 5 per cent in 2024/25 to 6.42 million from 6.24 million in 2023/24.
 - In reviewing the four-year progress, the transit boardings per 100,000 population has decreased by 5.9 per cent (6.72 million in 2018/19 and 6.93 million in 2019/20).
 - Transit usage has increased significantly since the COVID-19 pandemic (3.14 million boardings per 100,000 in 2020/21).
- Intersections with transit priority measures remained the same in 2024/25 and 2023/24 at 40.
- The total *kilometres of built transit priority lanes* were 10.68 kilometres in 2024/25 which was an increase of 0.6 kilometres over 2023/24. The *kilometres of built transit signal priority* remained at 4.19 kilometres in 2024/25.

Other insights that should be considered in relation to Affordable & Sustainable Mobility Network but not used to gauge overall progress include:

- The *Department of Opportunities and Social Development Pass participants* has increased by 8.39 per cent in 2024/25, bringing the total participants to 8,653 in the program.
 - This program provides free bus passes to low-income residents of the municipality.
- The *Student Transit Pass Program* provided over 30,000 annual bus passes to junior high and high school students in 2024/25. This program is funded by the Province of Nova Scotia but the municipality budgets approximately \$600,000 annually to support this initiative.
- The number of Affordable Access Transit Pass Program passes increased from 14,956 in 2023/24 to 17,264 in 2024/25.

Environment

The following section outlines the progress for KPIs associated with the three Outcomes (desired end-states) for the **Environment** Council Priority:

Outcome	Definition	Year-over-year progress	Four-year progress
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.	 Adequate progress	 Good progress
Climate Resilience	Communities, infrastructure, and natural systems are prepared to withstand and recover quickly from climate impacts.	 Insufficient information	 Insufficient information
Protected & Sustainable Environment	Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.	 Good progress	 Good progress

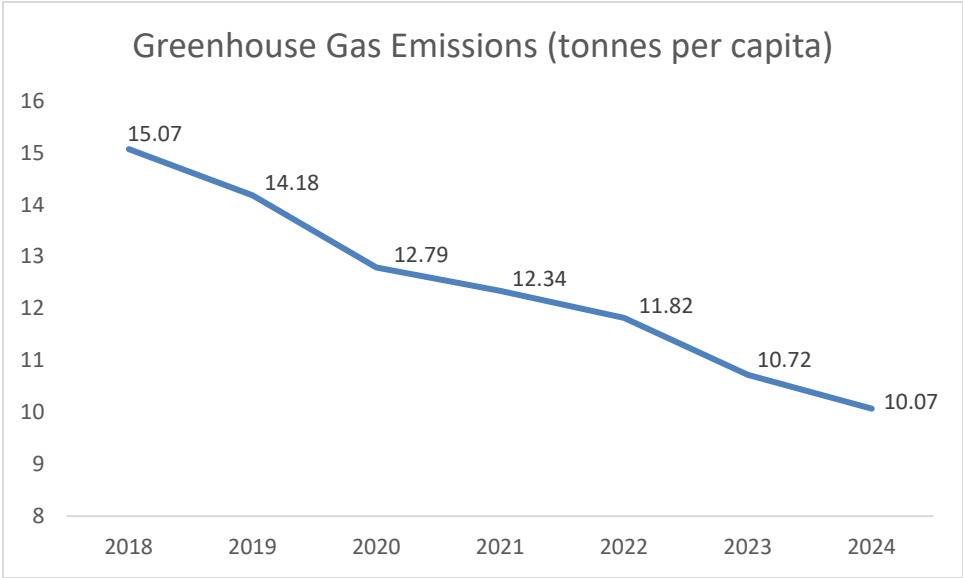
2024/25 KPI Highlights				
Greenhouse gas emissions (tonnes per capita)	Total corporate GHG emissions (tonnes)	Number of trees planted	Annual percentage of days when beaches were open (%)	Waste disposal rate (kg/capita)
10.07	103,572	1,124	88%	360
-6.06%	+2.59%	Target = 1,000	+8 pp	-21.6%

Summary of key findings:

Net-Zero Emissions

During 2024/25, 67 per cent (6) of the KPIs trended desirably, and 33 per cent trended undesirably compared to 2023/24. In reviewing the four-year progress, 89 per cent (8) of KPIs trended desirably, and 11 per cent (1) trended undesirably.

- Greenhouse gas emissions (tonnes per capita)* decreased by 6 per cent in 2024/25 to 10.07 (down from 10.72 in 2023/24). The reduction in *greenhouse gas emissions* is due to a lower carbon footprint of residents. This can be attributed to an increase in efficiency of buildings, reduction of heating oil use and a lower carbon electric grid.



- *Cumulative capacity of net-metred solar installed (megawatts)* increased by 32.6 per cent to 45.41 MW (up from 34.25 MW in 2023/24).
- *Total number of electric vehicle charging stations in the municipality* increased by 25.9 per cent to 209 (from 166 in 2023/24). This increase is attributed to the installation of both level two and level three chargers.
- *Total corporate GHG emissions* increased by 2.59 per cent to 103,572 tonnes in 2024/25 from 100,953 tonnes in 2023/24.
- The increase can be largely attributed to a new organics' facility going into operation, while the existing facility has not been decommissioned.
 - Additionally, there was an increase in fuel consumption by both Solid Waste collection vehicles and Halifax Transit buses. The increased fuel consumption in buses is partially due to an increase in kilometres traveled.
- Compared to the 2020/21, the Total corporate GHG emissions have decreased by 0.5 per cent.
- Similarly, the *Municipal building GHG emissions* increased in 2024/25 by 2.26 per cent compared to 2023/24 and decreased in the longer term by 5.4 per cent since 2020/21.
- *The municipal (light-duty) fleet that is fully electric (%)* climbed to 5.4 per cent in 2024/25 from 4.6 per cent in 2023/24.

Climate Resilience

Suitable climate resiliency metrics have been difficult to identify and report with acceptable data quality. In contrast, The [HalifACT 2024/25 Annual Progress Report](#) provides progress towards climate resiliency actions.

Currently, two metrics associated with this outcome are monitored: *Water consumption per capita* and *Percentage compliance rate of drinking water quality*.

- *Water consumption per capita (litres/day)* decreased to 151 in 2024 (from 156 in 2023).
- *Percentage compliance rate of drinking water quality* increased slightly to 99.93 per cent in 2024/25 from the prior year at 99.75 per cent.

Protected and Sustainable Environment

During 2024/25, 75 per cent (3) of the KPIs trended desirably and 25 per cent (1) trended undesirably compared to 2023/24 and in reviewing the four-year progress.

- The *number of trees planted in the municipality* was 1,124 in 2024/25 which is above the target of 1,000 trees.
- *Annual percentage of days when beaches were open* increased by 8 percentage points in 2024/25 compared to 2023/24. This was likely due to the lack of rain throughout the summer.

- *Municipal waste disposal rate* decreased by 21.6 per cent to 360 kg/capita (from 459 in 2023/24). The decrease in waste disposal is reflective of better diversion and material management of construction and demolition debris and is in line with trends prior to the 2023 flash flood which impacted tonnage.
- *Residential waste diversion rate (%)* was 50 per cent, a two-percentage point decrease compared to 2023/24 (52 per cent). The average pre-pandemic rate was 59.5 per cent. This decrease can be attributed to changes in waste streams and materials (lightweight packaging). It is important to note that this value is not reflective of additional diversion occurring within the municipality including battery recycling, electronics recycling, textile bins and donations.
- The *Percentage of areas designated for natural protection (%)* is reported for monitoring purposes only. In 2024/25 it remained virtually unchanged at 19.75 per cent, a decrease of 0.2 percentage points compared to 2023/24.

Administrative Priorities



**Responsible
Administration**









Our People



Service Excellence

Responsible Administration

The following section outlines the progress for KPIs associated with the three Outcomes (desired end-states) for the **Responsible Administration** Administrative Priority:

Outcome	Definition	Year-over-year progress	Four-year progress
Well-Managed	Appropriate stewardship of municipal affairs inspires the trust and confidence of residents	 *Adequate progress	 Adequate progress
Financially Prepared	Finances are planned and managed to ensure sustainability, support growth and deliver quality municipal services.	 Adequate progress	 Good progress
Community-Focused	Residents are engaged in the development of public policy and plans.		

Outcome	Definition	Year-over-year progress	Four-year progress
		Insufficient information	Minor progress

*Based on limited information

2024/25 KPI Highlights				
Business plan deliverables completing on schedule (%)	Debt Service (%)	Gross per cent Return on Money Market Investment Portfolio (%)	Liquidity	Total number of Shape Your City registrants
73%	4.9%	4.74%	1.2	18,305
+1.5 pp	+1.1 pp	-0.67 pp	-0.4 points	+3.22%

Summary of key findings:

Well-Managed

Limited information is available to gauge overall progress in 2024/25. Two KPIs were reported in 2024/25 in which a desired trend was identified. Of these, 50 per cent (1) trended desirably and 50 per cent (1) monitored. In reviewing the four-year progress, 67 per cent (2) KPIs trended desirably and 33 per cent (1) trended undesirably.

- *Business plan deliverables completing on schedule* increased by 1.5 percentage points (71.5 per cent in 2023/24 versus 73 per cent in 2024/25).
- *Tax collected as a percentage of tax billed (%)* remained at 98 per cent (no change from previous year).
- *Value for Property Taxes* decreased by 28.7 percentage points over three years (2024 Resident Survey recorded 43.3 per cent of respondents who believe they receive “good” or “very good” value for property taxes versus 72 per cent in 2021 Resident Survey).

Financially Prepared

During 2024/25, 50 per cent (2) of the KPIs trended desirably and 50 per cent (2) trended undesirably compared to 2023/24. In reviewing the four-year progress, 100 per cent (4) of KPIs trended desirably or met targets.

- There continues to be no *Deficits in the last five years*.

- The *Gross per cent return on Money Market Investment Portfolio* decreased by 0.67 percentage points to 4.74 per cent in 2024/25.
- *Liquidity* has declined in 2024/25 compared to 2023/24 because of increased capital expenditures in 2024/25. Regular tax revenue in April 2025 mitigated the risk, however.
- *Debt Service (%)* has increased by 1.1 percentage points to 4.9 per cent when compared to 2023/24 (4.9 per cent).
 - Compared to the pre-pandemic baseline, *the Debt Service* has decreased from 6.8 per cent in 2018/19 and 6.3 per cent in 2019/20.





Community-Focused



One (1) metric was reported for year-over-year comparison and therefore not enough information is available to gauge progress within this Outcome. In reviewing the four-year progress, 33 per cent (1) of KPIs trended desirably and 67 per cent (2) trended undesirably.

- *Total number of Shape Your City registrants* continues to trend upwards year-over-year, with 18,305 registered users on Shape Your City Halifax as of Aug. 22, 2025, which represents a 3.2 per cent increase over 2023/24.
- *Satisfaction with public engagement (%)* decreased by 10.7 percentage points over three years (2024 Resident Survey recorded 47.1 per cent “very satisfied” or “satisfied” with Public Engagement versus 57.8 per cent in the 2021 Resident Survey).
- *Voter participation in the last municipal election (2024)* decreased by 4.62 percentage points compared to 2020.

Our People

The following section outlines the progress for KPIs associated with the three Outcomes (desired end-states) for the **Our People** Administrative Priority:

Outcome	Definition	Year-over-year progress	Four-year progress
Engaged & Skilled People	People are engaged and have the required skills and experience to provide excellent service to our communities.	 *Good progress	 *Adequate progress
Diverse, Inclusive & Equitable Environment	Diversity, inclusion and equity are fostered to support all our people in reaching their full potential.	 Insufficient information	 Insufficient information

Outcome	Definition	Year-over-year progress	Four-year progress
Healthy & Safe Workplace	A commitment to health, safety and wellness is demonstrated to our people.	 Minor progress	 Adequate progress

*Based on limited information

2024/25 KPI Highlights				
Voluntary employee turnover (%)	Internal fill rate (%)	Job applicants that self-identify (%)	Total accident frequency	Number of workplace rights complaints
4.47%	48.1%	60.5%	7	23
-0.08 pp	+3.8 pp	+0.3 pp	0	-14.81%

Summary of key findings:

Engaged & Skilled People

Limited information is available to gauge overall progress in 2024/25. Two KPIs were reported in 2024/25 in which a desired trend was identified. Of these, 100 per cent (2) trended desirably. In reviewing the four-year progress, 50 per cent (1) of KPIs trended desirably and 50 per cent (1) trended undesirably.

- *Voluntary Employee Turnover* has decreased slightly by 0.08 percentage points compared to the previous fiscal year. The labour market in the Halifax Regional Municipality remains competitive, continuing to pose challenges in attracting and retaining talent. Exit surveys introduced in July 2024 are expected to provide valuable insights into the reasons for employee resignations.
 - Compared to the pre-pandemic baseline, *Voluntary Employee Turnover* has increased by 2.05 percentage points.
- *Internal Fill Rate (%)* increased by 3.8 percentage points from 44.3 per cent in 2023/24 to 48.1 per cent in 2024/25, driven mainly by Community Safety, Finance & Asset Management and Public Works. Most movements were due to temporary assignments and promotions, including status changes for school crossing guards, casual call-centre employees and seasonal CUPE 108 staff.

Other insights related to this outcome include:

- The Overall Employee Engagement Score has increased from 66 in 2022 to 67 in 2024; however, compared to the 2018 score (71) it has decreased.
- According to the 2024 Halifax Employee Engagement Survey, job satisfaction increased from 66 per cent in 2022 to 72 per cent in 2024. Compared to the 2018 Employee Engagement Survey, this is a decrease from 79 per cent.

Diverse, Inclusive and Equitable Environment

Insufficient information is available to analyze progress towards this outcome as it has been difficult to identify consistent and reliable data related to this Outcome.

There is one consistent metric – the *percentage of job applicants that self-identify (as a member of an Employment Equity group)*. This metric is not suitable to gauge progress towards a more diverse workforce. However, the following trend was observed:

- *Percentage of job applicants that self-identify* increased by 0.3 percentage points from 60.2 per cent in 2023/24 to 60.5 per cent in 2024/25.
- Compared to the pre-pandemic baseline, the percentage of job applicants that self-identify has remained virtually unchanged (60.8 per cent in 2019/20). The municipality continues efforts to encourage applicants to self-identify.

Other insights related to this outcome include:

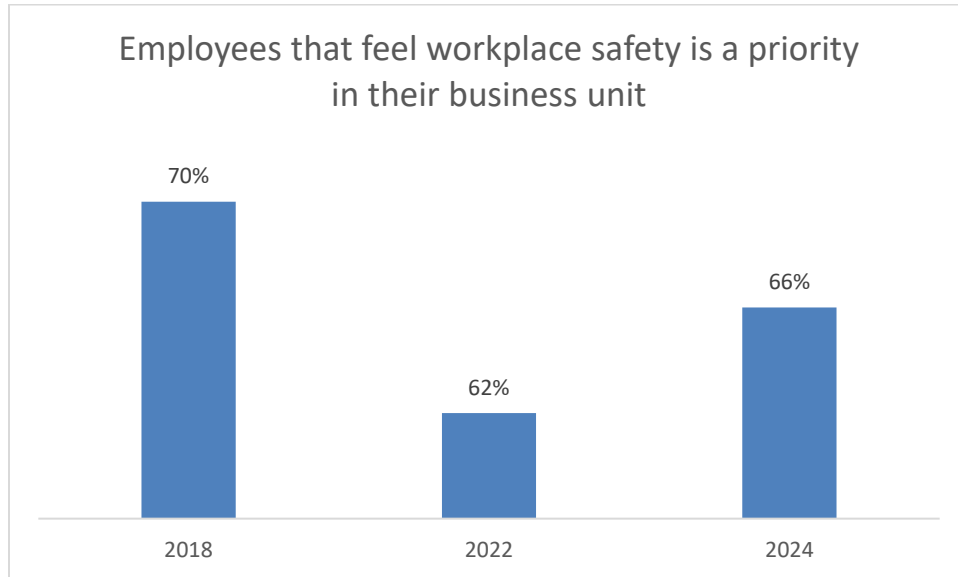
- The 2024 Employee Engagement Survey indicated that 76 per cent of *respondents felt they were treated in a respectful manner*. This was an increase of 5 percentage points from the 2022 survey (71 per cent).
- The number of *Diversity Training Hours* has increased by 25 per cent in 2024/25 compared to 2023/24.

Healthy and Safe Workplace

During 2024/25, 33 per cent (1) of the KPIs trended desirably, 67 per cent (2) were monitored compared to 2023/24. In reviewing the four-year progress, 50 per cent (2) of KPIs trended desirably, 25 per cent (1) monitored and 25 per cent (1) trended undesirably.





- In 2024/25 there were 23 *Respectful Workplace rights complaints*, a decrease of 14.81 per cent from 27 in 2023/24. This has been attributed to the introduction of the new policy that allows for informal resolution options as well as enhanced training for employees and leaders.
- *Lost Time Accident Frequency* remained at four accidents per 200,000 insurable employee hours.
- *Total Accident Frequency* also remained the same as previous 2023/24 value of seven (7) accidents per 200,000 insurable employee hours.

- Based on the 2024 Employee Engagement Survey, *employees that feel workplace safety is a priority in their business unit* increased by four (4) percentage points compared to the 2022 survey.
 - In 2018, the value was 70 per cent which is four percentage points higher than the 2024 value.



Service Excellence

The following section outlines the progress for KPIs associated with the two Outcomes (desired end-states) for the **Service Excellence** Administrative Priority:

Outcome	Definition	Year-over-year progress	Four-year progress
Exceptional Customer Service	Residents receive exceptional accessible and inclusive service provided through customer-centric planning and continuous improvement.	 Insufficient information	 Adequate progress
Innovative Performance Excellence	Current and future needs are met through forward thinking, innovation and collaboration.	 Adequate progress	 Adequate progress

2024/25 KPI Highlights			
Overall satisfaction with the delivery of municipal services (%)	Quality and accuracy results for 311 (%)	Number of open data sets	Number of employees trained in Performance Excellence and lean
60.1%	83.3%	255	83
-21 pp in 3 years	Target = 80%	+6.25%	-59.51%

Summary of key findings:

Exceptional Customer Service

One (1) metric was reported for year over year comparison and therefore not enough information is available to gauge progress within this Outcome. In reviewing the four-year progress, 50 per cent (2) of KPIs trended desirably and 50 per cent (2) trended undesirably.

- *Quality and accuracy results for 311 (%)* decreased by 4.3 percentage points from 87.6 per cent in 2023/24 to 83.3 per cent in 2024/25. This metric has trended positively since 2019/20. Although the decline is not desirable, it is still greater than the 80 per cent target.
- The 2024 Resident Survey indicated that the *Overall satisfaction with the delivery of municipal services (%)* was 60.1 per cent which is a decreased by 21 percentage points compared to 2021 (81.1 per cent).
- *Overall satisfaction with municipal service quality* which reflects interactions with municipal representatives was 85 per cent in 2024 compared to 89 per cent in 2021. While this was a decrease of four percentage points, the target of 85 per cent was met.

Innovative Performance Excellence

Limited information is available to gauge progress towards this Outcome. Only two KPIs were reported in 2024/25. During 2024/25, 50 per cent (1) of the KPIs trended desirably and 50 per cent (1) trended undesirably compared to 2023/24 and in reviewing the four-year progress.

- *Number of open data sets* has increased to 255 in 2024/25, an increase of 15 new data sets on the [Halifax Data, Mapping & Analytics Hub](#). Since 2019/20, this is an increase of 145 data sets.
- Some of the new datasets published include:
 - African Nova Scotian Communities - outlines African Nova Scotian Communities in the municipality
 - Beach Water Quality - data on municipal beach water quality

- Natural Inventory - summarizes natural assets within the municipality.
- Permit, Planning, Licensing, and Compliance (PPL&C) Inspections - permit inspections performed by Halifax Regional Municipal Planning and Development
- PPL&C Permit Processing Times - processing times for permits in the PPL&C System
- Tree Canopy - representation of trees within the Urban & Rural portion of Halifax Regional Municipality
- *Number of employees trained in Performance Excellence or lean* decreased by 60 per cent from 205 employees trained in 2023/24 to 83 employees trained in 2024/25. This decrease is due to fewer requests for Lean/Performance Excellence training for targeted municipal divisions. However, the number of sessions and capacity remained the same.
- 137 continuous improvement initiatives have been logged from 2020/21 to 2024/25 with 39 of the initiatives reporting a potential savings³.

³ Tangible savings reported have not been validated for many of the initiatives.

Appendix A – Glossary of terms

Term	Definition
Strategic Priorities Plan (or the “Strategic Plan”)	The Strategic Plan is developed at the start of a new Regional Council term, and reflects the Halifax Regional Municipality’s Vision, Mission, Values and Priorities. The Strategic Plan outlines goals and actions which guide how the municipality tracks progress and aligns business plans and budgets. The plan also helps employees understand how their work fits into the long-term goals of the organization to make a difference in our region.
Council Priorities	Council Priorities are developed to reflect Halifax Regional Municipality’s most pressing needs and biggest opportunities, and in support of our vision, mission and values. As part of the Vision, these Priorities categorize the desired future state into themes.
Administrative Priorities	As an organization, the municipality also advances approved Administrative Priorities. These outline the roadmap to enable Regional Council to deliver on its Council 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.
Outcomes	Outcomes represent a discrete, specific result that a Priority is intended to achieve. Outcomes are measurable statements that describe the end state for the community (Council Priorities) and/or for the organization or service recipient (Administrative Priorities).
Strategic Initiative	A council-approved initiative created to support the achievement of the Priority. These have a lead business unit but may

Term	Definition
	have more than one collaborating business unit.
Strategic Key Performance Indicators	Metrics used to assess progress toward the achievement of Council and Administrative Outcomes in the 2021-2025 Strategic Priorities Plan. Strategic KPIs are updated annually and are presented in the Strategic Performance Snapshot.
Target	A target represents a level of performance to be achieved.
Desired Trend	Describes the change that is desired for a metric. This is either an increase or a decrease. Some KPIs are also monitored – where no specific change is desired.

Appendix B – Reference list

Metric(s)	Reference
Residential Rent per Month	Canada Mortgage and Housing Corporation, Housing Market Information Portal Available at: Halifax Partnership Halifax Real Estate – Housing, Construction...
Home prices	Canadian Real Estate Association, MLS Housing Price Index Available at: Halifax Partnership Halifax Real Estate – Housing, Construction...
Cost of a basket of nutritious food for family of 4 (\$/yr)	Table 11-10-0066-01 Market Basket Measure (MBM) thresholds for the reference family by Market Basket Measure region, component and base year.
Persons living in a household experiencing food insecurity (%)	Statistics Canada Census and Canadian Income Survey
Violent Crime Severity Index (0 to 100)	Statistics Canada. Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas
Overall Crime Severity Index (0 to 100)	Statistics Canada. Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas
Total number of electric vehicle charging stations in the municipality	National Renewable Energy Laboratory (NREL), Developer Network Available at: https://developer.nrel.gov/docs/transportation/alt-fuel-stations-v1/all/
Cumulative number of net-zero buildings constructed	Canadian Homebuilder's Association Net Zero Homes data, the Canadian Green Building Council's Zero Carbon Buildings Standard data, Natural Resource Canada's Green and Inclusive Buildings Data and National Energy Code for Buildings 2020, Tier 4 data
Average commute duration for all modes (minutes)	Statistics Canada. Table 98-10-0457-01 Main mode of commuting by duration, time leaving for work, age and gender: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts
Gross Domestic Product (real 2017 \$ millions)	Conference Board of Canada, Major City Insights (Winter 2024) Available at: https://halifaxpartnership.com/research-strategy/halifax-index/

Metric(s)	Reference
Combined overnight room nights sold	Discover Halifax, Year-End Key Performance Indicators
University student enrollment	Maritime Provinces Higher Education Commission, Enrolment Data Available at: https://halifaxpartnership.com/research-strategy/halifax-index/
NSCC student enrollment	Nova Scotia Community College Available at: https://halifaxpartnership.com/research-strategy/halifax-index/
Labour force statistics	Statistics Canada, Labour Force Survey, Table 14-10-0385-01
Migration	Statistics Canada. Table 17-10-0153-01 Components of population change by census division, 2021 boundaries
Population size of the municipality	Statistics Canada. Table 17-10-0152-01 Population estimates, July 1, by census division, 2021 boundaries
Halifax Cargo	Port of Halifax Available at: https://halifaxpartnership.com/research-strategy/halifax-index/
Purchasing Power	Conference Board of Canada, Major City Insights (Winter 2024) and Statistics Canada, Consumer Price Index, Table 18-10-0005-01 Available at: https://halifaxpartnership.com/research-strategy/halifax-index/
Business Confidence Index	Narrative Research, Business Confidence Survey Available at: https://halifaxpartnership.com/research-strategy/halifax-index/
Total number of air passengers arriving to and departing from Halifax	Halifax Stanfield International Airport and Statistics Canada, Aircraft Movement Statistics, Table 23-10-0296-01 Available at: https://halifaxpartnership.com/research-strategy/halifax-index/
Vacancy rates	CBRE, Office MarketView CBRE, Industrial MarketView Available at: https://halifaxpartnership.com/research-strategy/halifax-index/

Additional sources are provided in Appendix C - Council and Administrative Priority Scorecards under the description for each metric.

Appendix C – Council and Administrative Priority Scorecards

Council Priorities Scorecard



The material in this document is provided by the Halifax Regional Municipality as general information only. A reasonable effort has been made to ensure the information provided is correct as of September 30, 2025 but the municipality does not guarantee the accuracy or completeness of that information. *NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards 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

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Gross Domestic Product (real 2017 \$ millions)	Gross Domestic Product is a measure of the market value of all the final goods and services produced within the municipality in real 2017 dollars (Halifax Partnership Index)	Up	24,853	25,470	26,144
Business Confidence Index (-100 to 100)	The Business Confidence Index is calculated based on five questions that cover the past, current and future performance of the municipality's economy as well as its performance relative to other cities (Halifax Partnership data)	Up	30.4	25	23.1
Combined overnight room nights sold	Total number of overnight room nights sold in hotels and short-term rentals in the municipality (Discover Halifax annual reports)	Up	1,773,516	1,856,669	1,884,077

Total number of air passengers arriving to and departing from Halifax	Total number of air passenger arriving to Halifax and departing from Halifax (En/Deplaned, Halifax Partnership data)	Up	3,107,119	3,579,295	3,979,785
Total number of cruise passengers arriving to Halifax	Total number of cruise passengers arriving to Halifax (Halifax Partnership data)	Up	239,493	300,005	359,579
Halifax cargo arriving by the Port and air (metric tonnes)	Halifax cargo arriving from the Port and air (Halifax Partnership data)	Up	9,649,510	9,899,481	9,619,403
Halifax air cargo (metric tonnes)	Halifax cargo from air (Halifax Partnership data)	Up	36,979	39,450	26,198
Halifax Port cargo (metric tonnes)	Halifax cargo from the Port (Halifax Partnership data)	Up	9,612,531	9,860,031	9,593,205
Halifax Port containerized cargo (TEU)	Halifax Port containerized cargo in twenty-foot equivalent units (Halifax Partnership data)	Up	601,700	546,163	509,273
Total number of post-secondary student enrollment in the municipality	Total number of post-secondary student enrollment in the municipality (Halifax Partnership data)	Up	36,795	36,791	
NSCC student enrollment	Total number of Nova Scotia Community College student enrollment in the municipality (Halifax Partnership data)	Up	4,449	4,568	
University student enrollment	Total number of University student enrollment in the municipality (Halifax Partnership)	Up	32,346	32,223	
Industrial real estate vacancy rate (%)	Industrial space availability rate (CBRE data)	Down	1.9	2.2	6.4
Downtown office vacancy rate (%)	Downtown office space availability rate (CBRE data)	Down	19.4	18.3	17.6

Suburban office vacancy rate (%)	Suburban office space availability rate (CBRE data)	Down	12.9	12.2	10.5
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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.

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Total value of construction in the municipality (\$ millions)	Total value of construction in the municipality (municipal data)	Up	1,659.57	1,803.64	1,574.31
Regional Centre value of construction (\$ millions)	Regional Centre value of construction (municipal data)	Up	511.65	678.52	634.04
Rural value of construction (\$ millions)	Rural value of construction (municipal data)	Up	365.26	463.37	332.51
Suburban value of construction (\$ millions)	Suburban value of construction (municipal data)	Up	782.66	661.75	607.76
Total number of new residential units from permits issued	Total number of new residential units resulting from permits issued (Regional Centre, Suburbs, Rural, municipal data)	Up	5,968	6,071	5,808
Number of new high-density residential units from permits issued	Number of new high-density residential units resulting from permits issued (Regional Centre, Suburbs, Rural; municipal data)	Up	4,559	4,715	4,660

NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards Outcomes.

Number of new low-density residential units from permits issued	Number of new low-density residential units resulting from permits issued (Regional Centre, Suburbs, Rural; municipal data)	Up	1,409	1,423	1,275
Regional Centre new residential units from permits issued	Regional Centre new residential units resulting from permits issued (municipal data)	Up	1,988	3,026	2,745
Rural area new residential units from permits issued	Rural Area new residential units resulting from permits issued (municipal data)	Up	1,105	1,530	979
Suburban area new residential units from permits issued	Suburban area new residential units resulting from permits issued (municipal data)	Up	2,875	1,515	2,084
Per cent of Permits Near Transit Routes	The percentage of Residential and Commercial Permits within 500 metres of a transit route (municipal data).	Up	52.87	56.35	56.51
Per cent of Permits Near Proposed Rapid Transit Routes	The percentage of Residential and Commercial Permits within 800 metres of a proposed Bus Rapid Transit route and ferry, including the Bedford Ferry Terminal.	Up	23.78	25.47	26.51
Number of Affordable Units Funded (new and repaired)	The total number of new units built and maintained or repaired through the Affordable Housing Grant Program and Rapid Housing Initiative funds.	Up	143	131	281



TALENT ATTRACTION, RETENTION & DEVELOPMENT

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Annual Change in Purchasing Power (%)	Annual Change in Purchasing Power measures the change in the financial ability of Halifax residents to buy goods/services (Halifax Partnership data)	Up	-3.6	-1.7	3.4
Household income per capita (\$)	Household income per capita (Halifax Partnership data)	Up	51,060	53,234	56,453
Labour Force Participation Rate (%)	Labour Force Participation Rate (Statistics Canada data)	Up	67.5	68	68.5
Number of people available for employment - Labour Force Size	Number of civilian, non-institutionalized persons 15 years of age and over who, during the reference week, were employed or unemployed (Statistics Canada data)	Up	266,400	278,700	293,400
Number of people employed	Number of employed people within the municipality (Statistics Canada data)	Up	253,300	263,500	277,400
Population size of the municipality	Population estimates for the Halifax Regional Municipality (Statistics Canada data)	Up	472,980	491,437	503,037
Unemployment rate (%)	Number of unemployed persons compared to available labour force size (Statistics Canada data)	Down	4.9	5.5	5.5
Net Migration	The total number of people moving into the municipality (Statistics Canada data)	Up	18,718	11,922	

International Migration	The difference between the number of people leaving and arriving to the municipality from a different country (Statistics Canada data)	Up	16,938	12,931
Interprovincial Migration	The difference between in-migrants and out-migrants from another province or territory to the municipality (Statistics Canada data)	Up	2,191	-419
Intraprovincial Migration	The difference between in-migrants and out-migrants from another area within Nova Scotia to the municipality (Statistics Canada data)	Up	-411	-590
Natural Increase	The natural increase in population calculated from births and deaths in the municipality (Statistics Canada data)	Up	-261	-322




Communities

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



SAFE COMMUNITIES

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
First unit on scene to Rural fire incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) rural areas.	Up	79.3	76.8	78.6
First unit on scene to Rural medical incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) rural areas.	Up	80	78.8	81
First unit on scene to Urban fire incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) urban areas.	Up	79.6	77.7	75.3

First unit on scene to Urban medical incidents (%)	Measures the percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time target for HRM (Halifax Regional Municipality) urban areas.	Up	73.5	71.6	70.6
Percentage of people that feel safe after dark in their neighbourhood	Percentage of residents that feel reasonably safe or very safe from crime walking alone in their neighbourhood after dark (municipal data)	Up			70.2
Overall Crime Severity Index (0 to 100)	The Crime Severity Index (CSI) measures changes in the level of severity of crime year to year, with a higher rating for more serious crimes and based to 100 (data maintained and updated by Statistics Canada)	Down	72.97	71.48	73.95
Violent Crime Severity Index (0 to 100)	The Violent Crime Severity Index measures violent incidence of crime and its characteristic with more serious crimes assigned higher weights and standardized to 100 (Statistics Canada data)	Down	103.94	97.26	93.58

NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards Outcomes.



INVOLVED COMMUNITIES

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Library uses per capita	The total number of digital and physical uses of the library per person living in the municipality (municipal data)	Up	44.4	40.5	39.3
Percentage of population with an active library card (%)	The percentage of the population of the municipality that have an active (registered, updated, used) library card in the most recent 3 years (municipal data)	Up	36	39	42
Recreation centre booked/hired hours	Number of hours a centre is booked all municipally owned, operated and partner-operated facilities (municipal data)	Up	167,388	178,992	186,011
Satisfaction - Civic Events (%)	Percentage of survey respondents who are satisfied or very satisfied with civic events provided by the municipality (Resident Survey)	Up			86
The municipality as a place for recreation and play (%)	Percentage of survey respondents who are satisfied or very satisfied with the region as a place for recreation and play (Resident Survey)	Up			79

NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards Outcomes.

 **INCLUSIVE COMMUNITIES**

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Quality of life score (%)	Percentage of residents that rate the quality of life in the municipality as good or very good (municipal data)	Up			80
Satisfaction - Accessibility Programming (%)	Percentage of survey respondents who are satisfied or very satisfied with accessibility programming provided by the municipality (Resident Survey)	Up			62.2
Satisfaction - Arts and cultural facilities & programs (%)	Percentage of survey respondents who are satisfied or very satisfied with arts and cultural facilities and programs provided by the municipality (Resident Survey)	Up			83.6
Satisfaction - Diversity & Inclusiveness Programs (%)	Percentage of survey respondents who are satisfied or very satisfied with diversity and inclusiveness programs provided by the municipality (Resident Survey)	Up			78.1

 **AFFORDABLE COMMUNITIES**

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Dollar value of Affordable Access Program recreation services	Dollar value of Affordable Access Program recreation services (municipal data limited to HRM owned and operated sites)	UP		1,153,299	1,337,525
Number of clients in Affordable Access Program recreation services	Number of clients in the Affordable Access Program (municipal data limited to HRM owned and operated sites)	UP		2207	2565
Cost of a basket of nutritious food for family of 4 (\$/yr)	The annual cost of a specific basket of nutritious food for a reference family of four, in a specific basket of goods and services required for a modest standard of living (Values calculated in current dollars, Census, Statistics Canada)	Monitor	14,456	15,654	16,048
Persons living in a household experiencing food insecurity (%)	The percentage of residents living in households that experience inadequate or insecure access to food (Statistics Canada)	Down	20.5	28.8	30.3
Residents within 500m of a retail food outlet (%)	The percentage of Halifax Regional Municipality residents within 500m of a retail food outlet	Up	47.99	47.04	46.69

NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards Outcomes.

Home prices	Benchmark home prices based on a typical home based on the features of homes that have been bought and sold (Canadian Real Estate Association, MLS Housing Price Index, available on the Halifax Partnership Halifax Index)	Down	513,783	520,600	537,617
Residential Rent per Month	Average rent per month (current dollars) for Halifax (Canada Mortgage and Housing Corporate, Housing Market Information Portal)	Monitor	1,352	1,538	1,636
Satisfaction - Affordability/fee programming (%)	Percentage of survey respondents who are satisfied or very satisfied with affordability and fee programming provided by the municipality (Resident Survey).	Up			58.3





Integrated Mobility

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



CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Annual Transit Boardings	Total annual transit boardings - Conventional, Access-A-Bus, Ferry (municipal data)	Up	25,670,297	30,190,615	32,307,778
Percentage of AAA bicycle network completed in the Regional Centre (%)	Percentage of all ages and abilities (AAA) bicycle network completed in the Regional Centre (municipal data)	Up	45	60	64
Percentage of residents living within 500m of a transit stop (%)	Percentage of residents living within 500m of a transit stop within the Urban Transit Service Boundary (municipal data)	Up	89.4	89.8	89.3




SAFE & ACCESSIBLE MOBILITY NETWORK

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Access-A-Bus trips	Number of Access-A-Bus trips (municipal data)	Up	146,322	154,274	156,843
Network average Pavement Quality Index (0 to 100)	The Pavement Quality Index (PQI) is a measure of the surface distress (Pavement Condition Index - PCI), and roughness (Ride Condition Index - RCI) - 100 is best, 0 is worst. The PQI that is reported is the Network Average PQI (municipal data)	Up	66.9		65.7
Number of fatal & injury pedestrian collisions per 100,000 population	Number of fatal and injury collisions (any injury severity), involving a pedestrian, per 100,000 population (per calendar year, provincial and municipal right of way only, municipal data)	Down			33
Number of fatal and injury bicyclist collisions per 100,000 population	Number of fatal and injury collisions (any injury severity), involving a person on a bicycle, per 100,000 population (per calendar year, provincial and municipal right of way only, municipal data).	Down			12.1
Number of fatal and injury collisions per 100,000 population	Number of fatal and injury collisions per 100,000 population (per calendar year, provincial and municipal right of ways, municipal data)	Down	232	179.6	238.4

NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards Outcomes.

Percentage of accessible ramp deployable transit bus stops	Percentage of Halifax Transit bus stops that are accessible/ ramp deployment is possible (municipal data)	Up	95	95	95
Percentage of the pavement network rated as good (%)	The percentage of the pavement network rated as "good" as per the set thresholds for each Pavement Quality Index condition category	Up	60.3		55.9



NOTE: Indicators highlighted below are not available via the Strategic Performance Snapshot on Halifax.ca and were added to better measure progress towards Outcomes.



AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Department of Opportunities and Social Development Pass participants	Department of Opportunities and Social Development Bus Pass program participants (municipal data)	Monitor	7,633	7,983	8,653
Vehicle ownership per capita	The total number of vehicles (motorcycles and passenger vehicles) registered per person in the municipality.	Down	0.41	0.41	0.42
Transit Boardings per 100,000	Total transit boardings per 100,000 population (municipal data, Statistics Canada).	Up	5,427,354	6,143,334	6,422,545
Intersections with transit priority measures	Number of intersections with transit priority measures (e.g. transit signal phases, queue jumps, etc.) (municipal data).	Up	40	40	40
Kilometres of built transit priority lanes	Kilometres of transit priority lanes (e.g. bus lanes) that have been built in Halifax Regional Municipality (municipal data)	Up	10.06	10.08	10.68
Kilometres of built transit signal priority	Kilometres of transit signal priority (e.g. queue jumps) that have been built in Halifax Regional Municipality (municipal data).	Up	4.2	4.2	4.2



Environment

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



NET-ZERO EMISSIONS

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Cumulative capacity of net-metered solar installed (megawatts)	Cumulative amount of power from installed solar energy systems that are tied to the grid, measured in megawatts	Up	23.845	34.25	45.41
Cumulative number of net-zero buildings constructed	Cumulative buildings that are constructed to produce as much clean energy as they consume. The energy needed can come from either on-site or offsite renewable energy generation (CHA, Canadian Green Building Council, NRC, National Energy Code data)	Up	5	11	12
Greenhouse gas emissions (tonnes per capita)	Total greenhouse gases in tonnes -CO2 equivalent units generated by all activities within the municipality per capita (based on a calendar year, municipal data)	Down	11.82	10.72	10.07
Municipal fleet that is fully electric (%)	Percentage of the municipality's light-duty fleet that is fully electric (municipal data)	Up	1.8	4.6	5.4

Percentage of total end-use energy derived from renewable sources (%)	Percentage of total end-use energy derived from renewable sources (Nova Scotia Power data)	Up	36.1	42.5	43
Total energy consumption of public buildings per year (Gj/sq.m)	Total end-use of energy in municipally-owned buildings per square meter floor space (municipal data)	Down	1.14	1.16	1.17
Total number of electric vehicle charging stations in the municipality	Total number of public electric vehicle charging stations in the municipality - Level 2 and direct current fast chargers (Natural Resources Canada data)	Up	115	166	209
No. of public L2 electric vehicle charging ports in the municipality	Number of public electric vehicle Level 2 charging ports in the municipality - these add 30 kilometres of range per hour of charging (Natural Resources Canada data)	Up	103	146	182
Number of public direct current fast chargers in the municipality	Number of public electric vehicle Direct Current fast chargers in the municipality - these add 250 kilometres of range per hour of charging (Natural Resources Canada data)	Up	12	20	27
Total corporate GHG emissions (tonnes)	Total corporate GHG emissions including buildings, fleet and street lighting (not Halifax Transit, municipal data)	Down	104,058	100,953	103,572
Total GHG emissions associated with municipal buildings (tonnes)	Total GHG emissions associated with municipal buildings (municipal data)	Down	51,705	49,552	50,674

 **CLIMATE RESILIENCE**

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Percentage compliance rate of drinking water quality	Number of compliant tests compared to total tests performed (Halifax Water data)	Up	99.79	99.75	99.93
Total water consumption per capita (litres/day)	Total domestic average amount of residential water consumed per day per person (Halifax Water data)	Down	162	156	151





PROTECTED & SUSTAINABLE ENVIRONMENT

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Annual percentage of days when beaches were open (%)	Percentage of total available beach days where beaches are open (supervised beaches July and August, municipal data)	Up	91	80	88
Municipality waste disposal rate (kg per capita)	Total amount of solid waste disposed per capita — household and commercial (municipal data)	Down	396	459	360
Number of trees planted	Number of trees planted in the municipality (municipal data)	Up	2,007	2,681	1,124
Percentage of areas designated for natural protection (%)	Total land area designated for natural protection compared to total municipal land area (municipal data)	Monitor	19.6	19.77	19.75
Residential waste diversion rate (%)	Percentage of waste diverted to landfill disposal from properties receiving municipal waste collection services - single-unit and multi-residential/up to six dwelling units and registered condominium buildings (municipal data)	Up	57	52	50



Administrative Priorities Scorecard

The material in this document is provided by the Halifax Regional Municipality as general information only. A reasonable effort has been made to ensure the information provided is correct as of September 30, 2025 but the municipality does not guarantee the accuracy or completeness of that information.



Responsible Administration

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



WELL-MANAGED

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Business plan deliverables completing on schedule (%)	Percentage of business plan deliverables that are complete or will complete on schedule (municipal data)	Up	69.6	71.5	73
Tax collected as a percentage of tax billed (%)	Total revenue by tax collection compared to taxes billed (municipal data)	Up	98	98	98
Value for property taxes (%)	Percentage of respondents who believe they receive good/very good value for property taxes (municipal data)	Up			43.3



FINANCIALLY PREPARED

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Capital Budget invested in asset renewal (%)	Percentage of Capital Budget that is invested in asset renewal (municipal data)	Monitor	67	66.2	59.9
Debt service (%)	Debt servicing costs (principal and interest) as a share of municipal revenues (municipal data)	Monitor	3.9	3.8	4.9
Deficits in the Last 5 Years	Deficits in the Last 5 Years (Municipal Profile and Financial Condition Indicators, Province of Nova Scotia data)	Down	0	0	0
Gross per cent Return on Money Market Investment Portfolio (%)	Gross per cent Return on the Money Market Investment Portfolio — based on the Average Adjusted Book Value (municipal data)	Up	3.4	5.41	4.74
Liquidity	Liquidity is the level of cash or related liquid assets to pay short-term liabilities (Municipal Profile and Financial Condition Indicators, Province of Nova Scotia data)	Up	2.2	1.6	1.2
Non-tax revenue as a percentage of all revenues (%)	Total amount of own-source income (permits, fees, charges) compared to all revenue sources (excluding area rates and provincially-mandated services, municipal data)	Monitor	16.5	16.87	17.82



COMMUNITY-FOCUSED

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Number of applicants per position advertised for boards/committees	Number of applicants per position advertised for boards/committees (municipal data)	Monitor	4.66	5	6.1
Number of registered voters as a percentage of the voting age pop. (%)	Number of registered voters as a percentage of the voting age population (municipal data)	Up			81
Satisfaction with public engagement (%)	Percentage of residents that are satisfied with the level of public engagement undertaken by the municipality (agree/strongly agree, municipal data)	Up			47.1
Total number of Shape your City registrants	Total number of registered participants for the municipality's Shape Your City (municipal data)	Up	12,968	17,734	18,305

Voter participation in last municipal election (%)	Voter participation in last municipal election as a percentage of registered voters (municipal data)	Up	36.8
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Our People

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

ENGAGED & SKILLED PEOPLE

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Internal Fill Rate (%)	Number of vacant positions filled by internal movements as a percentage of all vacancies filled (municipal data)	Up	44.9	44.3	48.1
Voluntary Employee Turnover (%)	The number of permanent employees voluntarily resigning from the organization expressed as a percentage of the total active employees within the organization (municipal data)	Down	5.71	4.55	4.47



DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Job applicants that self identify (%)	Percentage of job applicants that have chosen to self identify as a member of an Employment Equity group (municipal data)	Up	62.3	60.2	60.5



HEALTHY & SAFE WORKPLACE

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Employees that feel workplace safety is a priority at the municipality	Percentage of employees that agreed that workplace safety is a priority at the municipality (Employee Engagement Study)	Up			66
Lost Time Accident Frequency	Reported lost time incidents through Workers' Compensation Board and Halifax Regional Fire & Emergency per every 200,000 insurable work hours. Based on a fiscal year (Workers' Compensation Board and municipal data).	Down	4	4	4

Number of workplace rights complaints (municipal data)	Number of applicants per position advertised for boards/committees (municipal data)	Down	15	27	23
Total Accident Frequency	Reported incidents through Workers' Compensation Board and Halifax Regional Fire & Emergency per every 200,000 insurable work hours. Based on a fiscal year (Workers' Compensation Board and municipal data).	Down	9	7	7





Service Excellence

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



EXCEPTIONAL CUSTOMER SERVICE

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Overall satisfaction with the delivery of municipal services (%)	Percentage of overall satisfaction with the delivery of municipal services (satisfied/very satisfied, municipal data)	Up			60.1
Quality and accuracy results for 311 (%)	Accuracy and quality of service results for 311 (municipal data)	Up	86.7	87.6	83.3
Overall satisfaction with municipal service quality (%)	Percentage of respondents that are satisfied with the quality of municipal services (agree/strongly agree, municipal data)	Up			85
Satisfaction with online service quality (%)	Percentage of respondents that are satisfied with the quality of online municipal services delivery (agree/strongly agree, municipal data)	Up			82.2



INNOVATIVE PERFORMANCE EXCELLENCE

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

KPI	DESCRIPTION	DESIRED TREND	2022/23	2023/24	2024/25
Number of employees trained in Performance Excellence and lean	Number of employees trained in Performance Excellence and lean courses (municipal data)	Up	81	205	83
Number of Open Data Sets	Number of data sets available via the municipality's Open Data catalogue (municipal data)	Up	209	240	255

