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**Item No. 14.2**  
**Halifax Regional Council**  
**November 18, 2025**  
**December 2, 2025**

**TO:** Mayor Fillmore and Members of Halifax Regional Council

**FROM:** Brad Anguish, Acting Chief Administrative Officer

**DATE:** November 12, 2025

**SUBJECT:** 2026-2030 Strategic Plan / Action Plan

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### **INFORMATION REPORT**

#### **ORIGIN**

**August 5, 2025, Halifax Regional Council motion (Item No. 15.1.2)**

MOVED by Councillor Steele, seconded by Councillor Cleary

THAT Halifax Regional Council approve the 2026-2030 Strategic Plan and direct the Chief Administrative Officer to develop Action Plans and Budget and Business Plans in alignment with this Strategic Plan for a period of four fiscal years commencing 2026/27.

MOTION PUT AND PASSED

#### **EXECUTIVE SUMMARY**

On August 5, 2025, Regional Council approved the 2026-2030 Strategic Plan, establishing the municipality's strategic direction for the next four years. The Strategic Plan Action Plan outlines the major initiatives and projects that the municipality intends to undertake over the next four years in support of the Strategic Plan and will guide the creation of the 2026/27 Budget and Business Plans and subsequent annual plans through the 2029/30 fiscal year. An accompanying Action Plan Feasibility assessment provides contextual information to support potential resourcing needs to deliver on the Action Plan. The Strategic Plan and its Action Plan are effective April 1, 2026.

#### **BACKGROUND**

The 2026-2030 Strategic Plan (the Plan, attachment 1) was approved by Regional Council on August 5, 2025. Accompanying the Strategic Plan is the 2026-2030 Strategic Plan Action Plan (the Action Plan, attachment 2) that outlines the major projects and initiatives the municipality intends to undertake to achieve the Goals identified in the Strategic Plan. The Action Plan serves as the link between the Strategic Plan and the annual Budget and Business Plans, providing direction for business units to develop deliverables

for 2026/27 and beyond to 2029/30.

Draft Strategic Indicators were provided to Regional Council on August 5, 2025. Subsequently, Strategic Indicator suitability, data availability and quality were reviewed, resulting in the final Strategic Indicators in Attachment 3 (and reflected in the updated 2026-2030 Strategic Plan) for Regional Council's consideration. Changes to the Strategic Indicators are noted, including a rationale for removal or replacement. The attachment also provides descriptions and data sources for each of the selected Strategic Indicators.

Following approval of the Strategic Plan in August, an amendment was made by staff to move Result SC-07-R5: "Reduced wildfire risk (e.g. FireSmart Programming)" to Goal SC-01 (previously under Goal SC-07). This is reflected in the accompanying 2026-2030 Strategic Plan.

The Action Plan and Strategic Indicators will be revisited as part of the multi-year strategic planning process, with a mid-cycle refresh of the Strategic Plan (if required) and Action Plan in 2027 ahead of the 2028/29 budget and business planning cycle. Strategic Indicators may change year over year but will be subject to the processes outlined in the governance document.

## **DISCUSSION**

### **2026-2030 Strategic Plan Action Plan**

The Action Plan was developed following a review of approved 2025/26 Budget and Business Plans, a scan of existing municipal strategies and plans, through collaboration with business units and strategic partners and consultations with members of Regional Council throughout the Strategic Plan development process.

The Action Plan includes a mix of in-progress, planned, and future/intended major projects and initiatives that support achievement of the Strategic Plan. Many of the Actions align with major projects that are underway or significant planned investments in services or infrastructure that will deliver on Regional Council's stated Priorities and Goals. Annual budgets and business plans will be developed to outline specific deliverables that will advance the Strategic Plan and Action Plan.

Actions are proposed to occur in specific years in the Action Plan but can be adjusted based on Regional Council's direction and available resources. A lead is identified for each Action, but there are many instances where collaborative work with business unit or external partners will be required to successfully achieve the Action.

The Action Plan may be subject to resourcing constraints and other variables. Operational realities, the capacity to deliver on capital projects, external funding availability and other factors may influence the ability to complete an Action or the timing of the Action. Resources required to deliver on these commitments will be included in annual budgets (operating and capital) and decisions of Regional Council on submitted Service Enhancements may impact Actions.

Progress on the Actions will be reflected in annual progress reporting and will reflect any decisions that may impact the ability to carry out the Action Plan (or the Strategic Plan). Decisions on actions may affect performance on the Strategic Indicators that will be used to gauge achievement of Strategic Plan goals and intended results.

### **Action Plan Feasibility Assessment**

To support the Action Plan, staff have conducted an Action-level Feasibility Assessment. The Feasibility Assessment provides a high-level estimate of the resources (staffing, infrastructure, and capital and operating funding) that are expected to be required for the completion of an Action. This Assessment is not a binding budgetary document, is based on a current state assessment and is intended to provide additional

context to support Regional Council decision-making on Actions.

Where Regional Council has not yet received the Capital Plan, capital related resource requirements will be provided in January with the Capital Plan. There is the potential that some decisions may be made mid-year on capital projects (e.g. Mill Cove, Scotiabank Centre), and that resourcing requirements for some Actions may need to be adjusted as more information becomes available.

**Alignment of the Action Plan to the 2026/27 Budget and Service Enhancements/Reductions (SER)**

Many of the Actions in the Action Plan can be delivered within existing resources. Where an Action requires additional resources for 2026/27, staff have submitted Service Enhancement requests that will accompany the 2026/27 Budget Direction report on November 19, 2025. Where applicable, proposed Service Enhancements are listed alongside the aligned Action in the Feasibility Assessment to show how these Enhancements are intended to support the Action Plan. Approved Service Enhancements will be built into the business unit budget and will be included in the proposed budget and business plan submitted in early 2026.

2026/27 Actions that are dependent on the approval of a Service Enhancement may need to be adjusted if the Service Enhancement is not approved, or if Regional Council chooses to adjust the Action Plan or the Strategic Plan. Pending Council decisions, staff will adjust the Action Plan accordingly. Action Plan adjustments may impact other municipal plans, strategies, projects or initiatives.

**FINANCIAL IMPLICATIONS**

There are no immediate financial implications to this report. Action Plan Actions may be subject to Regional Council approving resources to advance the work, operating and capital budget decisions, and external funding availability. Impacts to the Action Plan, business unit plans, or aligned organizational strategies and plans that may be affected by decisions on the Strategic Plan and/or Action Plan will be assessed and communicated to Council.

**COMMUNITY ENGAGEMENT**

While no targeted community engagement was undertaken in development of the Action Plan or the Strategic Indicators, the development of the Strategic Plan was informed by the 2024 Resident Survey, presented to Regional Council on January 14, 2025, and a Shape Your City Survey, presented to Regional Council at the May 2025 workshops.

**LEGISLATIVE AUTHORITY**

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

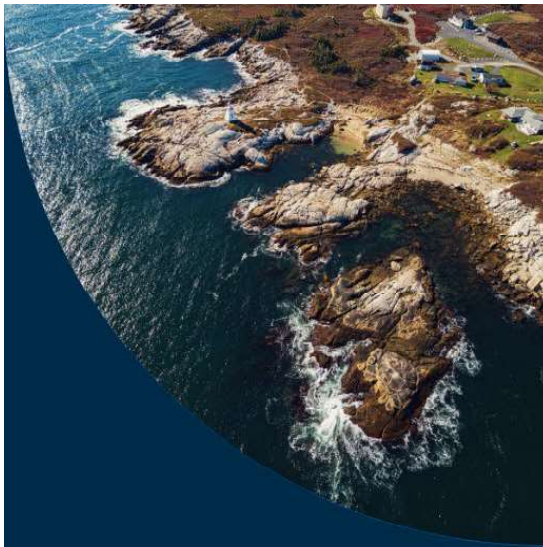
- 35       (1)       The Chief Administrative Officer shall  
                  ...  
                  (b)       ensure that the annual operating and capital budgets are prepared and submitted to the Council.

**ATTACHMENTS**

- Attachment 1 – 2026-2030 Strategic Plan
- Attachment 2 – 2026-2030 Strategic Plan – Action Plan
- Attachment 3 – 2026-2030 Strategic Plan – Strategic Indicators – Descriptions and Sources
- Attachment 4 – 2026-2030 Strategic Plan – Action Plan Feasibility Assessment

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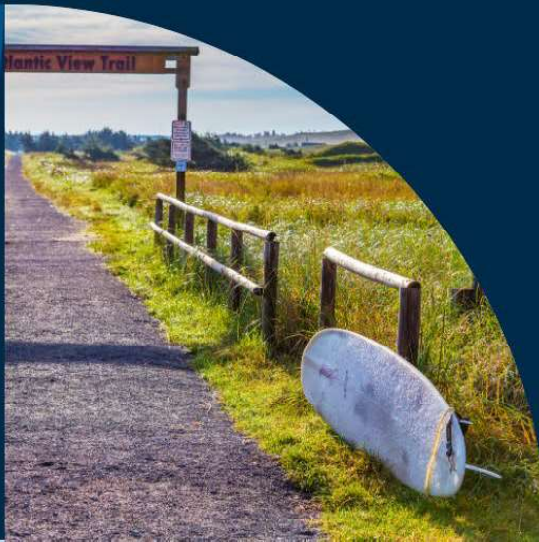
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**HALIFAX**

# 2026-2030 Strategic Plan:

*Supporting Growth*



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# Introduction

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

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

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

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

# Mayor's Message

***This is our Moment. This is our Plan.***



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

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

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

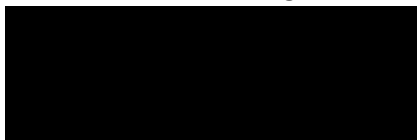
These are not ordinary times. But that is exactly what makes this moment such a powerful opportunity. As the economic engine of Nova Scotia, what happens in the municipality has a province-wide impact. In the face of global uncertainty, we must think boldly and act decisively, turning today's challenges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

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

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

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

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



# District Councillors



**Cathy Deagle Gammon**

DISTRICT 1

Waverley - Fall River -  
Musquodoboit Valley



**David Hendsbee**

DISTRICT 2

Preston - Chezzetcook  
- Eastern Shore



**Becky Kent**

DISTRICT 3

Dartmouth South  
- Eastern Passage



**Trish Purdy**

DISTRICT 4

Cole Harbour - Westphal -  
Lake Loon - Cherry Brook



**Sam Austin**

DISTRICT 5

Dartmouth Centre



**Tony Mancini**

DISTRICT 6

Harbourview - Burnside -  
Dartmouth East



**Laura White**

DISTRICT 7

Halifax South Downtown



**Virginia Hinch**

DISTRICT 8

Halifax Peninsula North



**Shawn Cleary**

DISTRICT 9

Halifax West Armdale



**Kathryn Morse**

DISTRICT 10

Halifax - Bedford Basin West



**Patty Cuttell**

DISTRICT 11

Spryfield - Sambro Loop



**Janet Steele**

DISTRICT 12

Timberlea - Beechville - Clayton  
Park - Wedgewood



**Nancy Hartling**

DISTRICT 13

Prospect Road - St. Margarets



**John Young**

DISTRICT 14

Hammonds Plains - Upper  
Hammonds Plains - Lucasville -  
Middle & Upper Sackville



**Billy Gillis**

DISTRICT 15

Lower Sackville - Beaver Bank



**Jean St-Amand**

DISTRICT 16

Bedford - Wentworth

# Message from the CAO



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

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

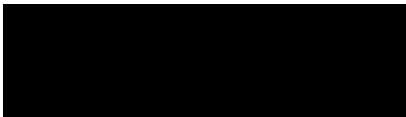
The municipality's approach is rooted in service excellence, equity, diversity, inclusion and accessibility, and environment and climate action, ensuring we meet the needs of today and prepare for tomorrow. The Strategic Plan enables our administration to allocate resources appropriately to ensure effective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

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

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

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

Kind regards,



Cathie O'Toole  
Chief Administrative Office

# The 2026–2030 Strategic Plan

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

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

## Strategic Plan Priorities

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

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

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

# Strategic Plan Framework



## Strategic Lenses

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

## Equity, Diversity, Inclusion and Accessibility (EDIA)

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

## Environment and Climate Action (ENV)

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

## Service Excellence (SE)

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

## Measuring the Success of the Strategic Plan

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

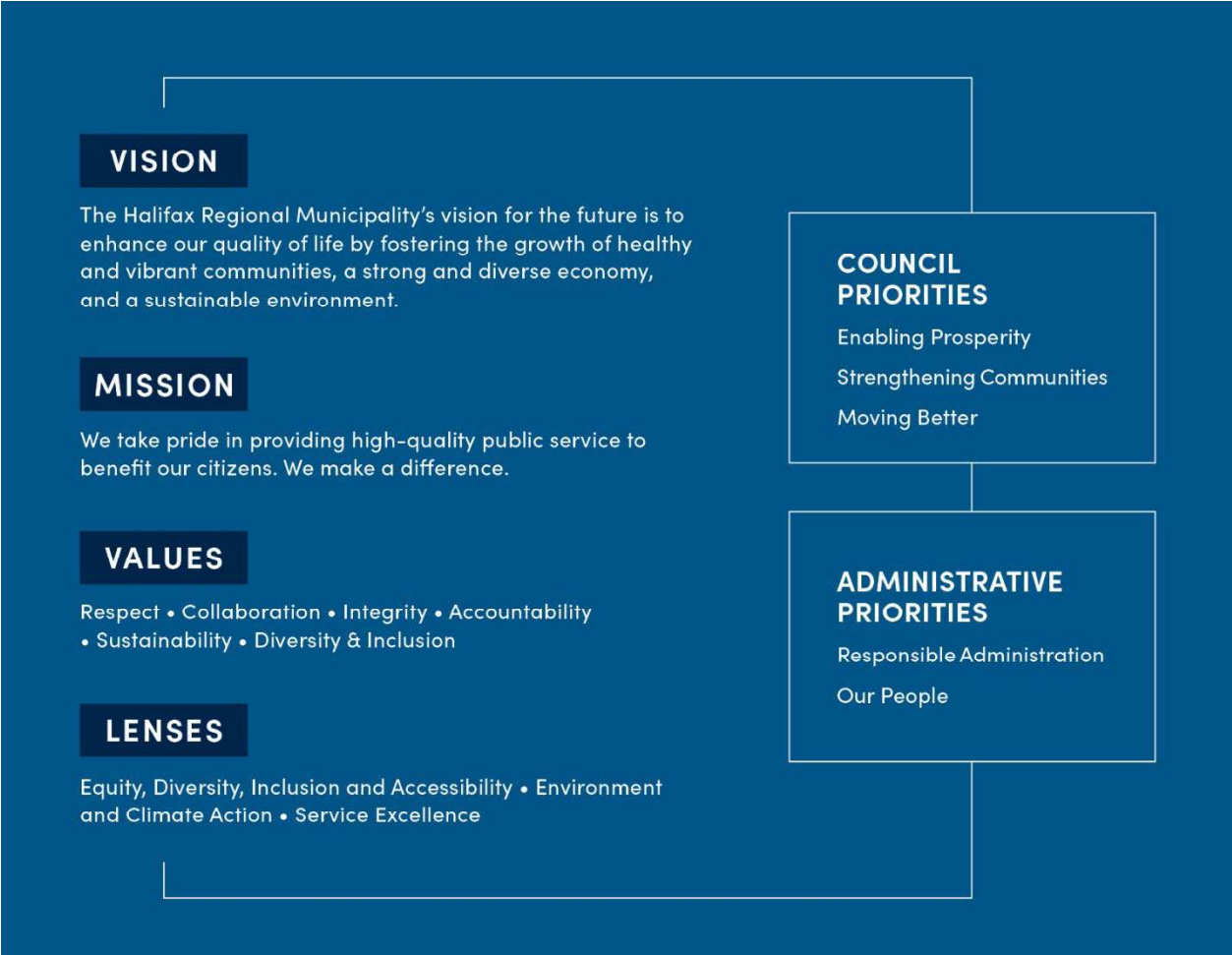
- **Priority Indicators** are not timebound to the Strategic Plan and there may be shared accountability for progress towards the vision – other entities outside of the municipality play a role. They answer the question, “Is the municipality doing the right thing(s)?”
- **Performance Indicators** are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

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

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

# 2026-2030 Strategic Plan – Overview



## 2026-2030 Strategic Plan Governance Framework

### Development

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Administration preparation

2024/25

Regional Council sworn in

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2026-2030 Strategic Plan Development

2025/26

2026-2030 Strategic Plan Launch

Action Plan Development

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### Implementation

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2026-2030 Strategic Plan Implementation

2026/27

Action Plan Implementation

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Action Plan Implementation

2027/28

Progress Report: Action Plan

Action Plan Development

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### Mid-Plan Review

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Performance Report: Action Plan

Strategic Plan Mid-Plan Review and Evaluation

Action Plan Confirmation

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Action Plan Implementation

2028/29

Progress Report: Action Plan

Performance Report: Action Plan

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Action Plan Implementation

2029/30

Progress Report: Action Plan

Performance Report: Action Plan

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### Close Out

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Progress Report: Action Plan

2030/31

Performance Report: Action Plan

2026-2030 Strategic Plan Final Report

# ENABLING PROSPERITY

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

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

## Strategic Lens Application

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

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

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

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

- |                            |  |  |
|----------------------------|--|--|
| <b>Priority Indicators</b> | <ul style="list-style-type: none"><li>• Percent of population within the Urban service boundary</li><li>• Housing starts</li><li>• Housing completions</li><li>• Total construction value of building permits</li><li>• Total population</li></ul> | <ul style="list-style-type: none"><li>• Industrial real estate vacancy rate</li><li>• Gross Domestic Product (real 2017 \$ millions)</li><li>• Unemployment Rate</li></ul> |
|----------------------------|--|--|

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

### Results

- EP-01-R1 Growth and development is inclusive of marginalized and underserved communities.
- EP-01-R2 Municipal Planning Strategies and Land Use By-laws are updated to reflect evolving growth activity and critical housing needs.
- EP-01-R3 Overall population density is increased in strategic areas.
- EP-01-R4 Increased residential and commercial growth inside the Urban Service Boundary.

### Performance Indicators

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

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

### Results

- EP-02-R1 Permit applications are processed efficiently with timelines aligned to industry best practice and development needs.
- EP-02-R2 Land By-Laws and flexible planning tools are used to enable more density and a mix of housing and services in designated growth areas.
- EP-02-R3 Commercial, recreational, and residential mixed-use development is enabled.
- EP-02-R4 Increased availability of affordable housing, deeply affordable housing, and non-market housing through partnerships.

### Performance Indicators\*

- Average days to issue permit for new construction (Residential Permit and Mixed-Use & Commercial Building Permit)
- Percentage of inspections completed within 2 days
- Number of new high-density residential units from permits issued
- Number of new low-density residential units from permits issued

- Total number of new residential units from permits issued

**Results (continued)**

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

**Performance Indicators\* (continued)**

- Number of housing units supported through the municipality's affordable housing grants
- Number of new affordable housing units realized through the municipality's affordable housing grants

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

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

**Results**

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

**Performance Indicators**

- Value of funded Build-Back-Better projects

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

**Results**

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

**Performance Indicators**

- Industrial Park sales
- Combined nights sold

- EP-04-R2 Visitors to the region continues to grow.
- EP-04-R3 Municipal capital projects across the region continue to boost economic activity and growth.
- Total number of air passengers arriving to and departing from Halifax

**Results (continued)**

- EP-04-R4 Social Value Procurement agreements are increased.
- EP-04-R5 Events across the region boost economic activity and growth.

**Performance Indicators (continued)**

- Total number of cruise passengers arriving to Halifax
- Value (\$) of Social Value Procurement contracts awarded
- Total Direct Expenditure (Events East)
- Successful bids, economic impact – Discover Halifax
- The municipality’s Ten-Signature Events economic impact

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

**Results**

- EP-05-R1 Streamlined processes for businesses.
- EP-05-R2 Increased revenues for the municipality by growing the property tax base (industrial/commercial/hotel/tourism).
- EP-05-R3 Increased number of businesses opening and expanding in the municipality.
- EP-05-R4 Increased [business confidence](#) in the municipality.
- EP-05-R5 Skilled people want to work and live in the region.

**Performance Indicators**

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

# STRENGTHENING COMMUNITIES

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

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

## Strategic Lens Application

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

- EDIA: Emergency preparedness and response strategies ensure that all residents of all abilities, incomes, and backgrounds have equal access to information, resources and safe shelter. The municipality is exploring [alternative responses](#) and [community-based public safety response](#) models to improve outcomes and is committed to reducing barriers to participation in programs, services, spaces and events across the region. Municipal offerings are designed to reflect the diverse demographics of the population and meet the needs of all residents. These programs and spaces not only provide essential services but also foster connection, belonging and community resilience by ensuring everyone feels welcome and represented.
- ENV: As climate change intensifies, the municipality is focused on inclusive and climate-resilient emergency response that protect all residents—especially those who are most vulnerable. This priority works to proactively protect the environment through the promotion of [net-zero](#) emissions in the wider community and protecting green spaces.
- SE: The municipality upholds [service standards](#) through timely inspections, effective response times, and clear, [accessible](#) communication in multiple languages. By continuously improving our emergency prevention, mitigation and response capacity and public safety programs, we aim to foster trust, reduce harm, and deliver dependable services that residents can rely on when it matters most. This includes delivering responsive social programming and inclusive parks and recreation services.

<b>Priority Indicators</b>	<ul style="list-style-type: none"> <li>• Individuals Experiencing Homelessness</li> <li>• Percentage of Individuals Living in Food Insecure Households</li> <li>• Quality of Life Index (survey-based)</li> <li>• Perceptions of Well-being (survey-based)</li> <li>• Crime Severity Index</li> <li>• Perception of Safety Index (survey-based)</li> <li>• Fire-related fatalities per 100,000</li> <li>• Sense of Community Belonging (survey-based)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of registrants in recreational programs</li> <li>• Percentage of population with an active library card</li> <li>• Cost of climate events to the community</li> <li>• Cost of climate events to Halifax Regional Municipality</li> <li>• Greenhouse Gas Emissions per Capita</li> <li>• Green area per 100,000 population (<i>future</i>)*</li> <li>• Number of days with water restrictions enforced (<i>future</i>)*</li> </ul>
		* <i>Under assessment for future use</i>

**SC-01: Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.**

<b>Results</b>		<b>Performance Indicators</b>
SC-01-R1	Residents are prepared for emergencies (crime, emergencies, and climate-related events).	<ul style="list-style-type: none"> <li>• Number of participants in crisis prevention and preparation training (public safety)</li> </ul>
SC-01-R2	The municipality is prepared for a coordinated response to emergencies and critical <u>infrastructure</u> for essential services is maintained in a state of readiness.	<ul style="list-style-type: none"> <li>• Number of Community Wildfire Risk Assessments completed</li> <li>• Number of Advanced FireSmart Home Assessments completed</li> </ul>
SC-01-R3	Emergency plans are in place for <u>at-risk communities</u> , including <u>egress route</u> plans.	<ul style="list-style-type: none"> <li>• Percentage of Business Continuity Plans tested and trained in a year</li> </ul>
SC-01-R4	Municipal inspections are completed according to service standards.	<ul style="list-style-type: none"> <li>• Percentage of municipal facilities assessed (building condition assessment)</li> </ul>
SC-01-R5	Reduced wildfire risk (e.g. FireSmart programming).	<ul style="list-style-type: none"> <li>• Percentage of fire inspections cases completed (vs target)</li> </ul>

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

<b>Results</b>	<b>Performance Indicators</b>
SC-02-R1 Improved communications to residents during emergency events, recovery, and restoration.	<ul style="list-style-type: none"> <li>• Number of registrants hfxALERT</li> <li>• Effective Firefighting Force (% of times met)</li> </ul>
SC-02-R2 Improved dispatch and response times for emergency service providers within established service standards, strategies, policies and plans.	<ul style="list-style-type: none"> <li>• First unit on scene to Urban medical incidents (% within the standard)</li> <li>• First unit on scene to Rural medical incidents (% within the standard)</li> </ul>
SC-02-R3 Timely and effective recovery and restoration following emergencies is delivered in alignment with established service standards.	<ul style="list-style-type: none"> <li>• First unit on scene to Rural fire incidents (% within the standard)</li> </ul>
SC-02-R4 Residents are supported during emergencies and suitable refuge locations are available.	<ul style="list-style-type: none"> <li>• First unit on scene to Urban fire incidents (% within the standard)</li> </ul>
SC-02-R5 Public safety response models are implemented which deliver an alternative to traditional response	<ul style="list-style-type: none"> <li>• Number of people accessing alternative (policing) response services (<i>future</i>)*</li> </ul>
	* <i>Under assessment for future use.</i>

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

<b>Results</b>	<b>Performance Indicators</b>
SC-03-R1 Through partnerships with other levels of government and non-profits, individuals experiencing homelessness or who are unhoused have the resources they need (including housing, food and mental health support, cultural needs).	<ul style="list-style-type: none"> <li>• Number of people sleeping rough</li> <li>• Number of designated encampments</li> </ul>

### Results (continued)

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

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

### Results

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

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

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

SC-04-R4 Increased investment opportunities for the protection, nurturing and celebration of culture and heritage [assets](#).

### Performance Indicators

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

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

### Results

SC-05-R1 Increased participation by [equity-deserving](#) and [underrepresented](#) groups.

SC-05-R2 Improved [accessibility](#) and [affordability](#) of municipal facilities, program offerings, services, spaces and events across the region.

### Performance Indicators

- Number of municipal buildings meeting accessibility standards
- Proximity to recreation facilities and assets *(future)\**

- Number of clients in Affordable Access Program recreation services

**Performance Indicators (continued)**

- Number of inclusion support recreation participants (*future*)\*
- Number of recreational staff available for inclusion support

\* *Under assessment for future use.*

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

**Results**

- SC-06-R1 Increased use of sustainable energy solutions (solar energy generation, EV charging infrastructure) by residents.
- SC-06-R2 Increased programming and education on carbon reduction and climate impacts.
- SC-06-R3 Increased participation in [waste diversion](#) and recycling programs.

**Performance Indicators**

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

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

**Results**

**Performance Indicators**

SC-07-R1	Increased protection and <a href="#">naturalization</a> of a regional network of ecologically healthy parks and green spaces to ensure they are sustained for future generations.	<ul style="list-style-type: none"> <li>• Hectares of purchased or newly received parkland (<i>future</i>)*</li> </ul>
<b>Results (continued)</b>		
SC-07-R2	Increased urban tree canopy.	<ul style="list-style-type: none"> <li>• Number of naturalization projects completed within a park per year</li> </ul>
SC-07-R3	Increased access to and use of parks and green spaces by residents for recreation and food production (e.g. <a href="#">urban agriculture</a> ).	<ul style="list-style-type: none"> <li>• Number of nature-based solutions implemented by the municipality in a year</li> </ul>
SC-07-R4	Reduced impacts on bodies of water and waterways, including stormwater management.	<ul style="list-style-type: none"> <li>• Number of trees planted</li> <li>• Area of urban agriculture on municipal land</li> <li>• Percentage of water (recreational) quality guideline exceedance</li> </ul>
* <i>Under assessment for future use.</i>		

# MOVING BETTER

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

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

## Strategic Lens Application

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

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

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

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

<b>Priority Indicators</b>	<ul style="list-style-type: none"><li>• Injury/fatal collisions per 100,000 population by mode (vehicle, pedestrian, cyclist)</li><li>• Transit boardings per capita</li><li>• Access-A-Bus trips per capita</li><li>• Mode Share – Sustainable Travel Modes (cyclist, pedestrian/rolling, Transit)</li></ul>	<ul style="list-style-type: none"><li>• Commute duration by mode</li><li>• Vehicle ownership per capita</li><li>• Number of electric vehicle charging stations (community-wide)</li></ul>
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## MB-01: Manage traffic congestion and improve the efficiency of the transportation network.

### Results

- MB-01-R1 Improved travel times through key intersections and pinch points (e.g. Windsor St. Exchange, Rotary, etc.).
- MB-01-R2 Reduced impact of municipal road work, and isolated traffic incidents on traffic flow and travel times.
- MB-01-R3 Reduced traffic impacts on emergency response times.

### Performance Indicators

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

## MB-02: Improve the reliability of public transit.

### Results

- MB-02-R1 Reduced service disruptions and cancellations.
- MB-02-R2 Improved on-time performance.
- MB-02-R3 Increased Halifax Transit use.

### Performance Indicators

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

## MB-03: Improve access to sustainable transportation modes.

### Results

- MB-03-R1 Increased accessibility of transportation modes including public transit, Access-A-Bus, micro-transit and other options.
- MB-03-R2 Improved access to transportation assets such as bus shelters, terminals, active transportation pathways and electric charging infrastructure.

### Performance Indicators

- Percentage of trips provided by Access-A-Bus annually of demand
- Percentage of residents within 400 metres of an All Ages and Abilities ('AAA') bikeway facility

MB-03-R3

Transportation modes are adjusted to reflect latest accessibility standards.

**Performance Indicators (continued)**

- Percentage of residents living within 500 metres of a transit stop
- Number of electric vehicle charging stations installed by the municipality
- Average daily bicycle volume (at specific locations)
- Percentage of bus stops upgraded to meet accessibility standards (compared to target)
- Number of accessible features installed vs. target (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)

## MB-04: Improve safety of transportation modes.

**Results**

- MB-04-R1 Reduced injuries and fatalities for users of the transportation network (walking, rolling, cycling, driving, public transit).
- MB-04-R2 Enhanced public transit passenger safety measures are implemented.
- MB-04-R3 Road safety measures implemented across the network.

**Performance Indicators**

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

\* *Under assessment for future use.*

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

**Results**

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

**Performance Indicators**

- Percentage of routes meeting ridership guidelines (*future*)\*

### Results (continued)

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

### Performance Indicators

- Number of passenger overloads (exceeds passenger capacity)

\* *Under assessment for future use.*

## MB-06: Improve connectivity between and within communities.

### Results

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

MB-06-R2 Improved [transportation equity](#) of public transit and active transportation.

### Performance Indicators

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

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

### Results

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

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

MB-07-R3 Transportation network and infrastructure asset [service levels](#) are maintained to improve customer experience.

### Performance Indicators

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

# RESPONSIBLE ADMINISTRATION

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

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

## Strategic Lens Application

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

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

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

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

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

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

### Results

- RA-01-R1 Municipal services and resources are strategically prioritized and optimized based on best practice advice, fiscal responsibility, fiscal sustainability and community needs.
- RA-01-R2 Services levels are reviewed and adjusted as needed to respond effectively to municipal priorities and service outcomes.
- RA-01-R3 Affordability is considered when establishing user fees and service costs.

### Performance Indicators\*

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

\* *Under assessment for future use.*

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

### Results

- RA-02-R1 Service level requirements of asset conditions are met and aligned with policies and strategies.
- RA-02-R2 Assets are inspected, assessed and managed properly to achieve expected asset life.
- RA-02-R3 Improved budget and data accuracy for completeness of asset data records and improved forecasting.
- RA-02-R4 Natural assets are incorporated into municipal operations.

### Performance Indicators

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

\* *Under assessment for future use.*

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

### Results

- RA-03-R1 Municipal assets, infrastructure projects and operations are adapted for resilience and reduced greenhouse gas emissions (i.e. municipal buildings, solid waste, fleet vehicles, facilities and infrastructure).
- RA-03-R2 The municipality's climate commitments are met.

### Performance Indicators

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

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

### Results

- RA-04-R1 Municipal programs and services are measured and monitored for adherence to service standards.
- RA-04-R2 Increased use of automated processes and advanced technologies.
- RA-04-R3 Improved processes generate cost efficiencies and support service delivery.
- RA-04-R4 Information on municipal services is easily accessible in many ways (e.g. in-person, phone, online, etc.).
- RA-04-R5 Customers are satisfied with their interactions with the municipality.

### Performance Indicators

- Percentage of services meeting standards (*future*)\*
- Number of continuous improvement projects – by category
- Benefits realized (\$) – continuous improvement projects
- Percentage of Auditor General recommendations completed at first follow-up
- Percentage of service requests resolved within standard (*future*)\*
- Customer Inquiry Average Resolution Time (Planning & Development)

- Quality and accuracy results for 311 (%)
  - 311 Abandonment rate (%)
  - Number of users of on-demand and scheduled interpretation services (*future*)\*
- \* *Under assessment for future use.*

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

### Results

- RA-05-R1 Improved resident participation in municipal public consultations from all groups, including underrepresented and/or marginalized groups.
- RA-05-R2 Municipal engagement and education opportunities are accessible and meets residents where they are at (in-person, social media, mobile phone, surveys, etc.).
- RA-05-R3 Residents are satisfied with municipal public engagement efforts.

### Performance Indicators

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

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

### Results

- RA-06-R1 Role and mandate clarification between levels of government and partners is improved.
- RA-06-R2 Improved advocacy to and engagement with other levels of government.

### Performance Indicators

- Dollars invested in the municipality by partners (*future*)\*
- \* *Under assessment for future use.*

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

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

### Results

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

### Performance Indicators

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

\* *Under assessment for future use.*

# OUR PEOPLE

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

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

## Strategic Lenses Application

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

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

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

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

- |                            |  |  |
|----------------------------|--|--|
| <b>Priority Indicators</b> | <ul style="list-style-type: none"><li>• Percentage of job applicants that self-identify</li><li>• Percentage of Voluntary Employee Turnover</li><li>• Percentage of Internal Fill Rate</li></ul> | <ul style="list-style-type: none"><li>• Total Accident Frequency</li><li>• Employee engagement metric (<i>future</i>)*</li></ul> |
|----------------------------|--|--|

\* Under assessment for future use.

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

### Results

- OP-01-R1 Complaints related to discrimination, harassment and accommodation is reduced.
- OP-01-R2 *Accessibility Act* workplace requirements are met.
- OP-01-R3 Staff and leaders are trained in equity, diversity, inclusion and [accessibility](#).

### Performance Indicators

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

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

### Results

- OP-02-R1 [Compensation](#) and benefits are competitive.
- OP-02-R2 Positions are filled in a timely manner.
- OP-02-R3 Increase in qualified candidates applying for positions.
- OP-02-R4 Proactive [succession planning](#), increased pathways, and appropriate career supports are provided to retain employees.
- OP-02-R5 Employees are engaged, supported, and provided tools to be successful in delivering services.

### Performance Indicators

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

\* *Under assessment for future use.*

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

### Results

- OP-03-R1 Improved onboarding to support new employees and employees in new positions.
- OP-03-R2 Opportunities and programs support employee growth and well-being continue to be developed.
- OP-03-R3 Increased employee training opportunities and participation rates in programs that build leadership skills and support succession planning.

### Performance Indicators

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

\* Under assessment for future use.

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

### Results

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

### Performance Indicators

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

# Glossary

## A

### **Accessibility/ Accessible**

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

### **Active transportation**

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

### **Affordability**

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

### **Affordable housing**

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

### **Alternative response**

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

### **Assets/ Municipal Assets**

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

**At-risk communities**

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

**B****Barriers to participation**

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

**Business confidence**

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

**C****Community-based public safety response**

A collaborative approach to law enforcement in which police work proactively and in partnership with community members, local organizations, and other stakeholders to identify and address problems related to crime, safety, and quality of life. Related to [Alternative response](#).

**Compensation**

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

**Complete communities**

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

## D

### **Deeply Affordable**

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

## E

### **Ecosystem services**

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

### **Egress route**

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

### **Equity-deserving groups**

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

## F

### **Fiscal responsibility**

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

### **Fiscal sustainability**

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

## H

### **Housing supply**

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

## I

### **Inclusive growth**

Economic development that is deliberately structured to benefit all residents.

### **Infrastructure**

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

## M

### **Marginalized**

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

### **Mandate**

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

### **Mixed density**

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

### **Mix of housing / Mixed Housing**

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

### **Mixed-use**

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

### **Municipal Asset**

See Asset.

## **N**

### **Natural assets**

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

### **Naturalization**

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

### **Net-zero Emissions / Net-zero**

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

### **Non-market housing**

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

## **P**

### **Prosperity**

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

### **Psychological workplace injury**

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

### **Psychological workplace safety**

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

## **R**

### **Resilient**

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

### **Risk management**

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

## S

### **Service levels**

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

### **Service standards**

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

### **Social cohesion**

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

### **Social infrastructure**

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

### **Strategic areas**

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

### **Strategically prioritized and optimized**

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

### **Succession planning**

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

### **Sustainability/ Sustainable**

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

## T

### **Transportation equity**

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

### **Travel choice**

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

## U

### **Underrepresented**

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

### **Underserved**

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

### **Urban agriculture**

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

### **Urban Service Boundary**

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

## W

### **Waste diversion**

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

# 2026-2030 Strategic Plan

## Action Plan



**HALIFAX**

# Introduction

The 2026-2030 Strategic Plan Action Plan (Action Plan) outlines the work that the administration will undertake to progress the goals set by council in the Strategic Plan and it is the bridge between the Strategic Plan and the daily work conducted by the business units.

Actions are numbered according to their associated goal. Each Action is assigned a lead business unit; however more than one business unit may contribute to its completion. Years are assigned for each action based on the timeline of the Strategic Plan. Strategic Indicators are listed alongside each priority and goal.

The Action Plan will be revisited and reconfirmed at the mid-point of the Strategic Plan cycle, effective 2028/29.

Business Unit/Office legend:

<b>CAO</b>	Chief Administrative Officer Business Unit
<b>CPS</b>	Commissioner of Public Safety
<b>CS</b>	Community Safety
<b>FAM</b>	Finance & Asset Management
<b>HR</b>	Human Resources
<b>HRFE</b>	Halifax Regional Fire & Emergency
<b>HRP</b>	Halifax Regional Police
<b>IT</b>	Information Technology
<b>Library</b>	Halifax Public Libraries
<b>LRIS</b>	Legal, Risk & Insurance Services
<b>MPO</b>	Major Projects Office
<b>P&amp;D</b>	Planning & Development
<b>P&amp;R</b>	Parks & Recreation
<b>PFE</b>	Property, Fleet & Environment
<b>PW</b>	Public Works
<b>SITP</b>	Strategic Infrastructure & Transportation Planning
<b>Transit</b>	Halifax Transit

## ENABLING PROSPERITY

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

### Priority Indicators

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

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>EP-01</b> Increase regional growth in strategic areas that are well-served by existing or planned services, utilities and infrastructure.	EP-01-A1 Develop and begin implementation of the Strategic Growth and Infrastructure Priorities Plan.	SITP	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Percentage of new household permits in the Urban service area boundary (Target 75%)</li> <li>• Percentage of permits issued within 500 metres of a transit stop</li> </ul>
	EP-01-A2 Develop and approve the Regional Plan Phase 5.	P&D	✓	✓	✓	✓	
<b>EP-02</b> Expedite the delivery of housing supply and support the development of complete communities with a mix of housing options and convenient access to goods, services and facilities.	EP-02-A1 Modernize the planning framework to support strategic growth in urban, suburban and rural areas (Centre Plan, Suburban Plan, Rural Plan).	P&D	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Average days to issue permit for new construction (Residential Permit and Mixed-Use &amp; Commercial Building Permit)</li> <li>• Percentage of building inspections completed within 2 days</li> <li>• Total number of new residential units from permits issued (high density and low density)</li> <li>• Number of housing units supported through the municipality's affordable housing grants</li> <li>• Number of new affordable housing units realized through the</li> </ul>
	EP-02-A2 Undertake comprehensive neighbourhood planning to develop complete communities.	P&D	✓	✓	✓	✓	
	EP-02-A3 Update and implement recommendations from the Solid Waste Strategy to provide adequate access to processing facilities.	PW	✓	✓	✓	✓	
	EP-02-A4 Complete the Eastern Shore Lifestyle Centre including recreation, library and fire protection services.	PFE	✓	✓	✓	✓	
	EP-02-A5 Plan and design public safety infrastructure and facilities.	CPS	✓	✓	✓	✓	

Goal	Action					Lead	26/27	27/28	28/29	29/30	Performance Indicators
<p><b>EP-03</b> Maintain and improve municipal infrastructure resilience to mitigate and adapt to the impacts of climate change.</p>	EP-02-A6	Develop and begin implementation of a Housing Strategy.	P&D	✓	✓						municipality's affordable housing grants
	EP-02-A7	Develop a Parks and Outdoor Facilities Priorities Plan and an Indoor Recreation Facilities Priorities Plan.	P&R	✓	✓	✓					
	EP-02-A8	Improve development processes and remove barriers to increase housing supply.	P&D		✓						
	EP-02-A9	Advance the planning and construction/leasing of new library spaces and service facilities to ensure residents in growing neighbourhoods have convenient access to essential community services.	Library	✓	✓	✓					
	EP-02-A10	Implement the identified improvements, renovations and retrofits required for existing Library locations.	Library	✓	✓	✓					
	EP-03-A1	Conduct critical infrastructure climate change vulnerability risks assessments and prioritize vulnerable municipally owned infrastructure and assets for resiliency enhancements.	PFE	✓	✓	✓					
	EP-03-A2	Develop infrastructure adaptation plans and future state design standards.	PFE			✓					
	EP-03-A3	Conduct detailed risk and vulnerability analyses of coastal, waterfront, and shoreline areas.	PFE	✓	✓						
	EP-04-A1	Support the African Nova Scotian Road to Economic Prosperity Action Plan 2025-2030 to advance economic development and community priorities.	CAO	✓	✓	✓					
	EP-04-A2	Partner with provincial and federal governments to benefit the municipality's growing economy.	CAO	✓	✓	✓					
<p><b>EP-04</b> Ensure residents and businesses can contribute to and benefit from the municipality's growing economy.</p>	<ul style="list-style-type: none"> <li>Value of funded Build-Back-Better projects</li> <li>Industrial Park sales</li> <li>Combined nights sold</li> <li>Total number of air passengers arriving to and departing from Halifax</li> </ul>										

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
	EP-04-A3 Support the implementation of the Integrated Tourism Master Plan 2030, with Discover Halifax.	P&R	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Total number of cruise passengers arriving to Halifax</li> <li>Value (\$) of Social Value</li> <li>Procurement contracts awarded</li> <li>Total Direct Expenditure (Events East)</li> <li>Successful bids, economic impact – Discover Halifax</li> <li>The municipality's Ten-Signature Events economic impact</li> </ul>
	EP-04-A4 Implement the Regional Events Strategy and position the municipality as a leading event destination.	P&R	✓	✓	✓	✓	
	EP-04-A5 Support the Halifax Partnership in implementing the 2022-2027 Inclusive Economic Strategy.	CAO	✓	✓			
	EP-04-A6 Work with the Halifax Partnership to codevelop the next Economic Strategy.	CAO	✓	✓			
	EP-04-A7 Advance the Wanderers Block Redevelopment Project.	P&R	✓	✓	✓	✓	
	EP-04-A8 Develop a comprehensive capital investment strategy to modernize the Scotiabank Centre.	P&R	✓	✓	✓		
	EP-04-A9 Expand the supply of serviced industrial lands to address gaps identified in the 2020 Industrial Employment Lands study.	PFE	✓	✓	✓	✓	
	EP-05-A1 Reduce barriers to doing business across the municipality, including areas outside the Regional Centre.	CAO	✓	✓	✓	✓	
	EP-05-A2 Support the Halifax Partnership in conducting business attraction and retention activities noted in the Inclusive Economic Strategy 2022-2027.	CAO	✓	✓			
<b>EP-05</b> Attract, retain, and grow domestic and international business and talent.							<ul style="list-style-type: none"> <li>Number of active businesses</li> <li>Business Confidence Index</li> <li>Labour Force Participation Rate</li> </ul>

## STRENGTHENING COMMUNITIES

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

### Priority Indicators

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

\* Under assessment for future use

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-01</b> Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.	SC-01-A1 Improve community relations and community safety programming.	CPS	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Number of participants in crisis prevention and preparation training (public safety)</li> <li>• Number of community Wildfire Risk Assessments completed</li> <li>• Number of Advanced FireSmart Home Assessments completed</li> <li>• Percentage of Business Continuity Plans tested and trained in a year</li> <li>• Percentage of municipal facilities assessed (building condition assessment)</li> <li>• Percentage of fire inspections cases completed (vs target)</li> </ul>
	SC-01-A2 Complete and implement the Emergency Management Plan to ensure readiness, accessibility and effective management during emergencies and climate-related events.	CPS	✓	✓	✓	✓	
	SC-01-A3 Implement the Wildland Urban Interface Program.	HRFE	✓	✓	✓	✓	
	SC-01-A4 Develop and implement Egress Route Action Planning.	SITP	✓	✓	✓	✓	
	SC-01-A5 Develop and implement an integrated comprehensive strategic plan on municipal public safety.	CPS	✓	✓	✓	✓	
	SC-01-A6 Develop and implement a Drought Mitigation Strategy to enhance water conservation and	CS	✓	✓			

Goal	Action					Lead	26/27	27/28	28/29	29/30	Performance Indicators				
<b>SC-02</b> Improve municipal emergency response and recovery efforts to keep residents safe, protect property and restore essential services and infrastructure following an emergency event.							improve community resilience to prolonged dry conditions.								
	SC-02-A1	CPS	✓					Support the RCMP Halifax Regional Detachment in building satellite offices to enhance community-based policing.	✓					<ul style="list-style-type: none"> <li>• Number of registrants hfxALERT</li> <li>• Effective Firefighting Force (% of times met)</li> </ul>	
	SC-02-A2	CS	✓	✓				Advance preventative safety and security programs and alternative response models.	✓	✓				<ul style="list-style-type: none"> <li>• First unit on scene to Urban medical incidents (% within the standard)</li> </ul>	
	SC-02-A3	CS	✓	✓				Implement the Crisis Communication Plan and advance work on emergency alerting.	✓	✓	✓			<ul style="list-style-type: none"> <li>• First unit on scene to Rural medical incidents (% within the standard)</li> </ul>	
	SC-02-A4	CPS	✓	✓				Implement recommendations from reports studying policing models and transformation in the municipality.	✓	✓				<ul style="list-style-type: none"> <li>• First unit on scene to Rural fire incidents (% within the standard)</li> <li>• First unit on scene to Urban fire incidents (% within the standard)</li> <li>• Number of people accessing alternative (policing) response services (<i>future</i>)*</li> </ul>	
												<ul style="list-style-type: none"> <li>• Number of people sleeping rough</li> <li>• Number of designated encampments</li> </ul>			
<b>SC-03</b> Improve the well-being of community members at risk of or experiencing homelessness by enhancing supports and resources.	SC-03-A1	CS	✓	✓		Work with the province and the service provider community to support designated sites for sheltering.	✓	✓							
	SC-03-A2	CS	✓	✓		Work with the province and the service provider community to provide services to support people experiencing homelessness, and those that are precariously housed.	✓	✓	✓	✓					

Goal	Action						Performance Indicators				
SC-04	26/27	27/28	28/29	29/30	Lead	Action	26/27	27/28	28/29	29/30	Performance Indicators
<p><b>SC-04</b> Plan and invest in social infrastructure and opportunities for connection to increase residents' well-being and sense of belonging in their communities.</p>	<p>SC-04-A1</p>	<p>Provide opportunities for community engagement and for residents to engage in community leadership and volunteer roles.</p>	<p>CAO</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>• Number of Community Grants issued by type</li> <li>• Number of multicultural events supported by the municipality</li> <li>• Number of youth participants in crime prevention focused programming</li> <li>• Kilograms of food distributed</li> <li>• Annual Library uses per person</li> </ul>
	<p>SC-04-A2</p>	<p>Implement the Culture and Heritage Priorities Plan, including policy reviews and programming to promote arts and culture celebration in the municipality.</p>	<p>P&amp;R</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A3</p>	<p>Implement youth programming and plans including the Youth Advocate Program, Girls United, SNAP, Youth Worx, the Youth Response Table and scoping the Youth Services Plan 3.</p>	<p>P&amp;R</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A4</p>	<p>Implement the Seniors Recreation Services Plan.</p>	<p>P&amp;R</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A5</p>	<p>Increase social cohesion in communities.</p>	<p>P&amp;R</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A6</p>	<p>Implement the Halifax Common Master Plan, identifying and prioritizing capital improvements and projects in the plan.</p>	<p>P&amp;R</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A7</p>	<p>Implement the Dismantling Hate and Racism Strategy and inclusive strategies' actions to increase residents' well-being and sense of belonging.</p>	<p>CAO</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A8</p>	<p>Implement the actions identified in the internal Indigenous Services review to align with municipal commitment to the Truth and Reconciliation Commission and United Nations Declaration on the Rights of Indigenous Peoples.</p>	<p>CAO</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
	<p>SC-04-A9</p>	<p>Implement the Accessibility Strategy 2025-2028 Action Plan.</p>	<p>CAO</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators	
<b>SC-05</b> Improve equitable access to municipal programs, services, indoor and outdoor spaces and events for all residents.	SC-04-A10 Support the implementation of the Local Immigration Partnership to bring together settlement agencies, community groups, and businesses to create a welcoming and inclusive community for newcomers.	CAO	✓	✓				
	SC-04-A11 Create and enhance library spaces, programs and services that prioritize accessibility, inclusion and shared experiences to strengthen belonging and foster meaningful community connections.	Library	✓	✓	✓	✓		
	SC-04-A12 Address historic inequities in service by identifying and building new library services for communities and neighbourhoods that have been under-served by the Library.	Library		✓	✓	✓		
	SC-04-A13 Align provincial, municipal, and community-led services to promote community safety.	CPS	✓	✓				
	SC-05-A1 Implement the outcomes from the inclusion support review.	P&R		✓	✓			
	SC-05-A2 Execute the Halifax Forum Redevelopment project to create a more accessible facility for all ages and abilities.	PFE	✓	✓	✓	✓		
	SC-05-A3 Implement the Rural Recreation Strategy to improve access to enhanced services, while prioritizing accessibility, inclusivity and engagement.	P&R	✓	✓				
	SC-05-A4 Implement the Playing Field Strategy to improve the service delivery of playing fields in the municipality.	P&R	✓	✓	✓	✓		
								<ul style="list-style-type: none"> <li>• Number of municipal buildings meeting accessibility standards</li> <li>• Proximity to recreation facilities and assets (<i>future</i>)*</li> <li>• Number of clients in Affordable Access Program recreation services</li> <li>• Number of inclusion support recreation participants (<i>future</i>)*</li> <li>• Number of recreational staff available for inclusion support</li> </ul>
								* <i>Under assessment for future use</i>

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>SC-06</b> Invest to enable community efforts to reduce carbon emissions by 75% (of 2016 levels) by 2030 and net-zero by 2050.	SC-05-A5 Explore the One Recreation membership model to increase connection and coordination across all municipally owned recreation facilities.	P&R	✓				
	SC-06-A1 Implement programming for homeowners and the private sector to reduce emissions from the building sector.	PFE	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Energy supplied through public HRM charging infrastructure (kWh)</li> <li>Total capacity of solar electric approved through the Solar City Program (MW)</li> <li>Cumulative capacity of net-metered solar installed (MW)</li> <li>Waste disposal rate (Kg per capita)</li> </ul>
	SC-06-A2 Implement the Electric Vehicle Strategy to reduce emissions from transportation sector.	PFE	✓	✓	✓	✓	
	SC-06-A3 Enhance education and enforcement for the commercial and apartment sectors to reduce waste.	PW	✓	✓	✓	✓	
	SC-07-A1 Protect and enhance lakes and rivers through programs, policies, and projects, including water quality monitoring, blue-green algae management, bacteria testing and public education initiatives.	PFE	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Hectares of purchased or newly received parkland (<i>future</i>)*</li> <li>Number of naturalization projects completed within a park per year</li> <li>Number of nature-based solutions implemented by the municipality in a year</li> <li>Number of trees planted</li> <li>Area of urban agriculture on municipal land</li> <li>Percentage of water (recreational) quality guideline exceedance</li> </ul>
<b>SC-07</b> Invest in the enhancement, protection, and expansion of natural assets, green spaces and urban agriculture to support community and ecological health and resilient ecosystem services.	SC-07-A2 Implement the Green Network Plan to increase naturalization of municipal parks, support community gardens and enhance lakes and rivers.	P&D	✓	✓	✓	✓	
	SC-07-A3 Advance the development of the Blue-Mountain Birch Cove National Urban Park in collaboration with Parks Canada.	P&R	✓	✓	✓	✓	
	SC-07-A4 Advance the development of the Shaw Wilderness Park.	P&R	✓				
	SC-07-A5 Partner with Halifax Water to develop a holistic, integrated and climate-informed stormwater management plan and program.	PW			✓	✓	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
	SC-07-A6 Implement the JustFOOD Action Plan to improve access to urban agriculture opportunities.	CS	✓				
	SC-07-A7 Implement coastal management and protection plans to protect the quality of life of coastal and ecological areas and corridors.	PFE	✓	✓	✓	✓	
	SC-07-A8 Implement the Urban Forest Management Plan to protect and grow the municipal urban tree canopy.	PW	✓	✓	✓	✓	
	SC-07-A9 Implement the Integrated Pest Management Strategy.	PFE	✓	✓	✓	✓	

## MOVING BETTER

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

### Priority Indicators

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

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-01</b> Manage traffic congestion and improve the efficiency of the transportation network.	MB-01-A1 Work with the Province and external partners to advance initiatives outlined in the Regional Transportation Plan.	SITP	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Traffic peak duration and spread</li> <li>• Percentage of Transit Priority Corridors with transit priority</li> <li>• 90th percentile travel time – emergency response (rural and urban)</li> </ul>
	MB-01-A2 Develop and implement a Transportation Demand Management strategy to reduce demand on the transportation network.	PW	✓	✓	✓	✓	
	MB-01-A3 Develop and implement a strategy to improve data and monitoring for the transportation network.	SITP	✓	✓	✓	✓	
	MB-01-A4 Develop and implement tactics to mitigate impacts of road work and isolated traffic incidents on traffic flow.	PW	✓	✓	✓	✓	
	MB-01-A5 Execute the Windsor Street Exchange Redevelopment Project.	MPO	✓	✓	✓	✓	
	MB-01-A6 Execute the Mill Cove Ferry Service Project.	MPO	✓	✓	✓	✓	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-02</b> Improve the reliability of public transit.	MB-01-A7 Execute the Major Strategic Multi-Modal Corridors project planning, including recapitalization projects as part of the capital budget process.	SITP	✓	✓	✓	✓	
	MB-02-A1 Implement the Transit Core Service Plan.	Transit	✓	✓	✓		<ul style="list-style-type: none"> <li>Hours of lost service – bus and ferry</li> <li>Overall network on-time performance</li> <li>Number of Transit boardings</li> </ul>
	MB-02-A2 Improve live communication regarding transit service outages with customers.	Transit			✓	✓	
	MB-02-A3 Implement recommendations from the Transit Ferry Review.	Transit	✓	✓			
<b>MB-03</b> Improve access to sustainable transportation modes.	MB-03-A1 Implement the transportation actions in the Accessibility Strategy 2025-2028.	Transit	✓	✓	✓		<ul style="list-style-type: none"> <li>Percentage of trips provided by Access-A-Bus annually of demand</li> <li>Percentage of residents within 400 metres of an All Ages and Abilities ('AAA') bikeway facility</li> <li>Percentage of residents living within 500 metres of a transit stop</li> <li>Number of electric vehicle charging stations installed by the municipality</li> <li>Average daily bicycle volume (at specific locations)</li> <li>Number of bus stops upgraded to meet accessibility standards (compared to target)</li> <li>Number of accessible features installed vs. target (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)</li> </ul>
	MB-03-A2 Implement recommendations from the Access-A-Bus service review.	Transit	✓	✓	✓	✓	
	MB-03-A3 Complete the All-Ages and Abilities Regional Centre Bicycle Network.	PW	✓	✓	✓	✓	
	MB-03-A4 Complete a review of the Active Transportation Priorities Plan.	SITP	✓				

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>MB-04</b> Improve safety of transportation modes.	MB-04-A1 Draft and implement the Transit Safety Program.	Transit	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Number of fatal and injury collisions – HRM jurisdiction (by mode)</li> <li>Number of Halifax Transit security incidents (<i>future</i>) *</li> </ul> * <i>Under assessment for future use.</i>
	MB-04-A2 Implement the Road Safety Strategy.	PW	✓	✓	✓	✓	
<b>MB-05</b> Public transit resources and service standards align and grow with the municipality.	MB-05-A1 Develop and implement a micro-transit strategy for increased access to the transit network.	Transit	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Percentage of routes meeting ridership guidelines (<i>future</i>) *</li> <li>Number of passenger overloads (exceeds passenger capacity)</li> </ul> * <i>Under assessment for future use.</i>
	MB-05-A2 Develop and implement the Bus Rapid Transit Strategy.	SITP	✓	✓	✓	✓	
<b>MB-06</b> Improve connectivity between and within communities.	MB-06-A1 Implement the Active Transportation Priorities Plan.	SITP	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Total annual KM of new sidewalk</li> <li>Total annual KM of bike lanes and local street bikeways</li> <li>Total annual KM of multi-use pathways constructed</li> </ul>
<b>MB-07</b> Develop and enhance the transportation network and infrastructure assets to meet defined service levels.	MB-07-A1 Review levels of service for sidewalks, roads, and right-of-way assets.	PW	✓				<ul style="list-style-type: none"> <li>Percentage of sidewalks in fair condition and poor condition</li> <li>Network average Pavement Quality Index (0 to 100)</li> <li>Transit buses – Mean Distance Between Failures</li> </ul>
	MB-07-A2 Implement the Capital Plan for street recapitalization.	PW	✓	✓	✓	✓	
	MB-07-A3 Develop and implement the Land Acquisition Strategy to secure corridors and sites for short-term and longer-term mobility projects.	SITP	✓	✓	✓	✓	
	MB-07-A4 Review levels of service for transit stop assets.	Transit		✓	✓	✓	

# RESPONSIBLE ADMINISTRATION

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

## Priority Indicators

- Residential Tax Effort
- Tax collected as a percentage of tax billed (%)
- Debt service ratio
- % Satisfaction – municipal services (survey)

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>RA-01</b> Preserve and strengthen the municipality's financial position to meet current and future needs and obligations.	RA-01-A1 Establish a fiscal framework for Operating and Capital growth.	FAM	✓	✓	✓		<ul style="list-style-type: none"> <li>• Percentage of reserves meeting policy minimum</li> <li>• Variance – operational actual expenses versus budget</li> <li>• Variance – revenue actual versus budget</li> <li>• Dollar value of grants and tax relief (<i>future</i>)*</li> <li>• Dollar value of Affordable Access Program</li> </ul> * <i>Under assessment for future use.</i>
	RA-01-A2 Prioritize and rationalize the Capital Plan to align with the municipality's delivery capacity.	FAM	✓				
	RA-01-A3 Consolidate user fees into a single administrative order.	FAM	✓	✓	✓	✓	
<b>RA-02</b> Monitor, maintain and replace municipal assets to establish and ensure service levels.	RA-02-A1 Develop business unit asset management plans for major asset classes including condition and criticality levels, and maintenance and replacement standards and schedules.	FAM	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Percentage of assets meeting target condition (<i>future</i>)*</li> <li>• Percentage of assets with a formalized asset management plan by asset class</li> <li>• Percentage of planned vs. unplanned maintenance (<i>future</i>)*</li> <li>• Percentage of natural assets with an identified utilization plan (<i>future</i>)*</li> </ul> * <i>Under assessment for future use.</i>
	RA-02-A2 Implement asset management digital transformation.	FAM	✓	✓	✓	✓	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>RA-03</b> Reach net-zero municipal operations by 2030.	RA-03-A1 Reduce greenhouse gas emissions from municipally owned buildings by at least 60% by 2030 to lower energy consumption and operating costs.	PFE	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Greenhouse Gas Emissions – municipal operations (municipal buildings, fleet, and street lighting)</li> <li>Energy usage intensity of municipal buildings (measured as kilowatt hours per square meter)</li> <li>Percentage of HalifACT actions on track</li> </ul>
	RA-03-A2 Decarbonize up to 50% of the fleet.	PFE	✓	✓	✓	✓	
	RA-03-A3 Complete the planning and design of the Zero-Emission Bus Project Phase 2 and Eco-rebuild of Burnside Transit Centre.	MPO	✓	✓	✓	✓	
	RA-03-A4 Initiate the build of the Zero-Emission Bus Project Phase 2 and Eco-rebuild of Burnside Transit Centre.	MPO	✓	✓	✓	✓	
<b>RA-04</b> Continuously improve municipal services and programs for quality, efficiency and cost effectiveness while supporting an accessible and user-friendly experience.	RA-04-A1 Review the Performance Excellence Program to develop a new Corporate Continuous Improvement Strategy.	FAM	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Percentage of services meeting standards (<i>future</i>)*</li> <li>Number of continuous improvement projects – by category</li> <li>Benefits realized (\$) – continuous improvement projects</li> <li>Percentage of Auditor General recommendations completed at first follow-up</li> <li>Percentage of service requests resolved within standard (<i>future</i>)*</li> <li>Customer Inquiry Average Resolution Time (Planning &amp; Development)</li> <li>Quality and accuracy results for 311 (%)</li> </ul>
	RA-04-A2 Promote and educate the organization to continuously improve services and increase efficiency.	FAM	✓	✓	✓	✓	
	RA-04-A3 Complete the Corporate Service Review.	FAM	✓	✓	✓	✓	
	RA-04-A4 Implement the Service Review Program.	FAM		✓	✓	✓	
	RA-04-A5 Implement the Information Technology Strategic Plan.	IT	✓	✓	✓	✓	
	RA-04-A6 Develop a strategy and action plan for leveraging AI solutions within the organization.	IT	✓	✓	✓	✓	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators		
	RA-04-A7 Ensure municipal by-laws, administrative orders and policies are periodically reviewed through the Governance Framework.	LRIS	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• 311 Abandonment rate (%)</li> <li>• Number of users of on-demand and scheduled interpretation services (<i>future</i>)*</li> </ul> * <i>Under assessment for future use.</i>		
	RA-04-A8 Develop and implement a Customer Service Strategy and service performance monitoring.	FAM	✓	✓	✓	✓			
	RA-04-A9 Implement changes to Halifax.ca pending requirements from the provincial <i>Accessibility Act</i> .	IT	✓	✓	✓	✓			
	RA-04-A10 Implement 80% of accepted recommendations from outstanding Halifax Regional Municipality Auditor General published reports within target timelines.	FAM (by BU)	✓	✓	✓	✓			
	RA-04-A11 Identify and explore new technology to support processing, distribution and delivery of library materials.	Library	✓	✓	✓	✓			
	RA-05 Deliver meaningful and accessible public engagement and education on key municipal issues.	RA-05-A1 Implement the Community Engagement Strategy to ensure meaningful public engagement.	CAO	✓	✓	✓		✓	<ul style="list-style-type: none"> <li>• Actively engaged users of online community engagement portal</li> <li>• Followers on primary social media accounts</li> <li>• % Satisfaction – public engagement (Resident Survey)</li> <li>• Participant feedback regarding public experience with the engagement process (<i>future</i>)*</li> </ul> * <i>Under assessment for future use.</i>
		RA-05-A2 Implement the Digital Communications Strategy to advance public engagement and education objectives.	CAO	✓	✓	✓		✓	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>RA-06</b> Foster collaborative relationships with other levels of government and partners.	RA-06-A1 Implement the Government Relations Strategy to strengthen intergovernmental processes and structures that enable the municipality, provincial and federal governments to identify shared objectives.	CAO	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Dollars invested in the municipality by partners (<i>future</i>)*</li> <li>* <i>Under assessment for future use.</i></li> </ul>
	RA-06-A2 Implement the Partnership Engagement Plan to enhance service delivery to communities.	CAO	✓	✓	✓	✓	
<b>RA-07</b> Enhance the organization's ability to anticipate and manage risks and opportunities effectively.	RA-07-A1 Develop and implement an Operational Risk Management Framework.	LRIS	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Percentage of employees that have received risk training (<i>future</i>)*</li> <li>* <i>Under assessment for future use.</i></li> </ul>
	RA-07-A2 Begin developing the Strategic Risk approach.	LRIS	✓	✓	✓	✓	
	RA-07-A3 Begin developing the Enterprise Risk Program (inclusive of Financial, Strategic and Operational Risk).	LRIS	✓	✓	✓	✓	

# OUR PEOPLE

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

## Priority Indicators

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

\* Under assessment for future use.

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>OP-01</b> Foster a workplace that is equitable, diverse, inclusive and accessible.	OP-01-A1 Implement the corporate facing actions from the Dismantling Hate and Racism Strategy and inclusive strategies.	CAO	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Number of Approved WCB NS Gradual Onset Psychological Injury Claims</li> <li>• Percentage of employees that feel the municipality appropriately demonstrates its commitment to diversity, equity and inclusion (survey)</li> <li>• Number of participants – EDIA training</li> </ul>
	OP-01-A2 Implement the workplace recommendations in the Accessibility Strategy 2025-2028 in alignment with the Province of Nova Scotia's <i>Accessibility Act</i> .	CAO	✓	✓	✓	✓	
	OP-01-A3 Implement additional workplace strategies that address discrimination, harassment and racism.	HR	✓	✓	✓	✓	
	OP-01-A4 Implement actions in the Employment Equity Action Plan.	HR	✓	✓	✓	✓	
<b>OP-02</b> Strengthen the attraction and retention of people with the skills and behaviours needed to deliver municipal services.	OP-02-A1 Review the Compensation Strategy.	HR	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Percentage of job offers declined (by reason)</li> <li>• Percentage of employees who left for better compensation (exit survey)</li> <li>• Average time from job posting to job offer acceptance</li> </ul>
	OP-02-A2 Implement programs to assist with the identification of hard-to-fill and critical roles to facilitate appropriate workforce planning.	HR	✓				
	OP-02-A3 Support integration of ongoing employee engagement strategies into business unit operations.	HR	✓	✓	✓	✓	

Goal	Action	Lead	26/27	27/28	28/29	29/30	Performance Indicators
<b>OP-03</b> Increase employee access to learning and development opportunities.	OP-02-A4 Streamline the recruitment process to improve candidate experience and reduce time to fill vacant positions through technology implementation and process redesign.	HR	✓	✓			<ul style="list-style-type: none"> <li>Average number of qualified candidates per job posting (future)*</li> <li>Percentage of critical jobs with a succession plan (future)*</li> </ul> <p>* Under assessment for future use.</p>
	OP-03-A1 Promote and increase employee development and advancement opportunities both within business units and across the organization.	HR	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Percentage of new employees that completed onboarding training vs target (future)*</li> <li>Percentage of employees that completed mandatory training (future)*</li> <li>Number of employees participating in Mentorship and Aspiring Leaders program, Evolving Leaders (future)*</li> </ul> <p>* Under assessment for future use.</p>
	OP-03-A2 Improve onboarding processes and documentation through increased access to information and standardization of processes.	HR	✓	✓			
	OP-03-A3 Increase employee access to learning and development opportunities through technology implementation.	HR	✓	✓			
<b>OP-04</b> Foster a safety-first culture where employees' mental, emotional and physical well-being are protected.	OP-04-A1 Implement the Employee Wellbeing Strategy through proactive prevention programming to reduce physical and psychological illness and injury.	HR	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Lost Time Accident Frequency</li> <li>Percentage of Health &amp; Safety Lost Time Hours</li> <li>Number of compliance orders – Psychological Workplace Safety (future)*</li> <li>Percentage of employees completed the mandatory safety training</li> </ul> <p>* Under assessment for future use.</p>
	OP-04-A2 Develop and implement a Corporate Safety Support Model for all business units.	HR	✓				

## 2026-2030 Strategic Plan – Strategic Indicator Descriptions and Sources

Descriptions of each indicator are provided below with general sources provided in brackets (). Indicators noted as “(future)” are to be described when the data becomes available for reporting.

Some indicators proposed on August 5<sup>th</sup> have been removed and are identified below with a rationale for removal. In some cases, Strategic Indicators have been removed due to “low suitability”. This indicates that the indicator does not measure the intended goal or result adequately.

### Enabling Prosperity – Priority Indicators

Priority Indicator	Description
Percent of population within the Urban service boundary.	Estimated percentage of population living within the geographic boundaries of the Urban service boundary (Statistics Canada).
Housing starts	A housing start is defined as the beginning of construction work on the building where the dwelling unit will be located. This can be described in two ways: the stage when the concrete has been poured for the whole of the footing around the structure or an equivalent stage where a basement will not be part of the structure (Canada Mortgage and Housing Corporation).
Housing completions	A housing completion is defined by the municipality as when the occupancy certificate has been issued (municipal data).
<del>Households that spent 30% or more of income on shelter costs</del>	<b>This indicator has been removed due to infrequent data availability. A suitable replacement will be identified.</b>
Total construction value of building permits	The total construction value for building permits (Residential, Mixed-Use & Commercial) issued in the given year (municipal data).

Priority Indicator	Description
Total population	Population estimates for the Halifax Regional Municipality (Statistics Canada).
Percentage of municipal infrastructure at high risk due to climate impacts (future)	<b>This indicator has been removed due to unavailability of data.</b>
Industrial real estate vacancy rate	Industrial space availability rate (CBRE, Industrial MarketView).
Commercial Tax Base	<b>This indicator has been removed due to low suitability as a Priority Indicator.</b>
Gross Domestic Product (real 2017 \$ millions)	Gross Domestic Product (GDP) is a measure of the market value of all the final goods and services produced within the municipality in real 2017 dollars (Conference Board of Canada).
Unemployment Rate	Number of unemployed persons compared to available labour force size (Statistics Canada).

### Enabling Prosperity – Performance Indicators

Goal	Performance Indicator	Description
EP-01	Percentage of new household permits in the Urban service area boundary (Target 75%)	The percentage of new building permits issued, associated to housing, within the Urban service area boundary (municipal data).
EP-01	Percentage of permits issued within 500 metres of a transit stop	The percentage of new building permits issued, associated to housing, within 500 metres of a Halifax Transit bus stop (municipal data).
EP-02	Average days to issue permit for new construction (Residential Permit and Mixed-Use & Commercial Building Permit)	Average number of days between application submitted and permit issued for Residential and Mixed-Use & Commercial Building Permits (municipal data).

Goal	Performance Indicator	Description
EP-02	Percentage of building inspections completed within 2 days	Percentage of building inspections completed within two days, based on the total completed inspections (municipal data).
EP-02	<del>Average days to complete file – planning applications</del>	<b>This indicator has been removed due to low suitability as a Performance Indicator.</b>
EP-02	Number of new high-density residential units from permits issued	Number of new high-density residential units resulting from permits issued (Regional Centre, Suburban & Rural) (municipal data). High density units are defined as buildings with greater than 6 units, or mixed with commercial space.
EP-02	Number of new low-density residential units from permits issued	Number of new low-density residential units resulting from permits issued (Regional Centre, Suburban, Rural) (municipal data). Low density units are defined as buildings with 6 units or less.
EP-02	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).
EP-02	Number of housing units supported through the municipality's affordable housing grants	The number of affordable housing units awarded funding through the municipal Affordable Housing Grant Program. The program is open to all registered non-profit or charitable organizations for costs associated with the development, renovation, or purchase (including land) of affordable housing units (municipal data).
EP-02	Number of new affordable housing units realized through the municipality's affordable housing grants	The number of new affordable housing units which received occupancy, supported by the municipal Affordable Housing Grant Program. The program is open to all registered non-profit or charitable organizations for costs associated with the development, renovation, or purchase (including land) of affordable housing units.

Goal	Performance Indicator	Description
EP-03	Percentage of HalifACT “critical infrastructure and services” actions on track or complete	<b>This indicator has been removed due to low suitability as a Performance Indicator.</b>
EP-03	Value of funded Build-Back-Better projects	The dollar value of funded Build-Back-Better projects after disaster events that incorporate resilience measures in repair and replacement work (municipal data).
EP-04	Industrial Park sales	The municipality’s industrial land sales per year (in acres) (municipal data).
EP-04	Combined nights sold	Total number of overnight room nights sold in hotels and short-term rentals in the municipality (Discover Halifax Annual Report).
EP-04	Total number of air passengers arriving to and departing from Halifax	Total number of air passenger enplaned or deplaned and plane trips from Halifax Stanfield International Airport (Halifax Stanfield International Airport and Statistics Canada, Aircraft Movement Statistics).
EP-04	Total number of cruise passengers arriving to Halifax	Total number of cruise passengers arriving to Halifax (Port of Halifax, Cargo & Cruise Statistics).
EP-04	Value (\$) of Social Value Procurement contracts awarded	The sum of all procurement transactions with a social benefit alignment as described in <i>AO 2022-012-ADM</i> including direct and indirect benefits.
EP-04	Total Direct Expenditure (Events East)	Direct expenditures measure the estimated impact of the events hosted by Events East Group, using a methodology and calculation developed through analysis of historical and average attendees and event organizer spending (Events East Annual Report).
EP-04	Successful bids, economic impact – Discover Halifax	The estimated economic impact (in dollars) of successful bids (Discover Halifax Annual Report).
EP-04	The municipality’s Ten-Signature Events economic impact	The economic prediction of all ten signature municipal events based on the Economic Impact Calculator from Discover Halifax (municipal data).

Goal	Performance Indicator	Description
EP-05	Number of active businesses	"Active" businesses are those with current or recent filings through various tax programs (Statistics Canada).
EP-05	Business Confidence Index	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 Index, Narrative Research, Business Confidence Survey (Various)).
EP-05	Labour Force Participation Rate	The percentage of the working-age population that is either employed or actively seeking employment based on the Labour Force Survey issued by Statistics Canada.

### Strengthening Communities – Priority Indicators

Priority Indicator	Description
Individuals Experiencing Homelessness	The number of individuals experiencing homeless during the Point-in-Time Survey, which is a coordinated data collection strategy that counts the number of people experiencing homelessness in a region within a 24-hour period. It provides an estimated snapshot of a community's extent and nature of homelessness. The count collects data on the number of individuals and families experiencing homelessness (Point in Time Count Report provided by the Affordable Housing Association NS).
Percentage of Individuals Living in Food Insecure Households	The percentage of residents living in households that experience inadequate or insecure access to food (Statistics Canada Census and Canadian Income Survey).
Quality of Life Index (survey-based)	Percentage of residents that responded "Very Good" or "Good" to the following question: How would you rate the overall quality of life in the Halifax region? (municipal data)

Priority Indicator	Description
Perceptions of Well-being (survey-based)	Results from asking survey participants 'Using a scale of zero to ten, with zero (0) meaning 'Not at all' and ten (10) meaning 'Completely,' how satisfied are you with life nowadays. Measured via the Halifax Partnership's annual City Matters Survey.
Crime Severity Index	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 (Statistics Canada).
Perception of Safety Index (survey-based)	Percentage of residents who report feeling very safe or reasonably safe when walking alone in their neighbourhoods during the day, after dark, and in the downtown areas at night (Halifax and Dartmouth) (Resident Survey, municipal data).
Fire-related fatalities per 100,000	Number of fatalities caused by fire-related incidents per 100,000 population (municipal data, Statistics Canada).
Sense of Community Belonging (survey-based)	Percentage of residents who feel connected to their neighbourhood (Resident Survey, municipal data).
Number of registrants in recreational programs	Total number of participants registered in recreation programs for all municipally owned, operated and partner-operated facilities (municipal data).
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).
Cost of climate events to the community	Insured losses to community from climate events (Insurance Bureau of Canada).
Cost of climate events to Halifax Regional Municipality	Tracked costs associated with municipal response and recovery during climate events (municipal data).
Greenhouse Gas Emissions 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, Statistics Canada).

Priority Indicator	Description
Green area per 100,000 population (future)	Total green area in the municipality per 100, 000 population (municipal data, Statistics Canada).
Number of days with water restrictions enforced (future)	<i>To be determined.</i>

### Strengthening Communities – Performance Indicators

Goal	Performance Indicator	Description
SC-01	Number of participants in crisis prevention and preparation training (public safety)	The total number of participants, including municipal employees and volunteers, trained on crisis prevention and preparation training (public safety) annually including Non-Violent Crisis Intervention, Mental Health First Aid, Bystander Intervention Training, etc. (municipal data).
SC-01	Number of Community Wildfire Risk Assessments completed	The annual number of Community Wildfire Risk Assessments completed (municipal data).
SC-01	Number of Advanced FireSmart Home Assessments completed	The annual number of Wildfire Risk Assessments completed (municipal data). These are inspections requested that assess wildfire risk of properties using the Fire Smart standard (municipal data).
SC-01	Percentage of Business Continuity Plans tested and trained in a year	The percentage of Business Continuity Plans that have been tested for effectiveness and/or employees that have been trained for implementation (municipal data).
SC-01	Percentage of municipal facilities assessed (building condition assessment)	The percentage of municipal buildings that have undergone formal building condition assessment within a designated cycle (municipal data).
SC-01	<del>Percentage of at risk communities lacking secondary egress routes prioritized in capital planning budget (future)</del>	<b>This indicator has been removed due to unavailability of data.</b>
SC-01	Percentage of fire inspections cases completed (vs target)	The proportion of Fire Inspection Cases completed versus the legislative requirement (municipal data).

Goal	Performance Indicator	Description
SC-02	Number of registrants hfxALERT	Number of people who have registered to receive notifications via hfxALERT (municipal data).
SC-02	Effective Firefighting Force (% of times met)	The percentage of incidents in urban areas where the Effective Firefighting Force (EFF) target is met. Halifax Regional Fire & Emergency's EFF target is greater than or equal to 14 firefighters on the scene of a structure fire within 11 minutes. This target applies to areas with a population density of at least 100 people per square kilometre (municipal data).
SC-02	First unit on scene to Urban medical incidents (% within the standard)	The percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) urban areas (municipal data).
SC-02	First unit on scene to Rural medical incidents (% within the standard)	The percentage of times where the first on scene fire apparatus arrived at a medical incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) rural areas (municipal data).
SC-02	First unit on scene to Rural fire incidents (% within the standard)	The percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) rural areas (municipal data).
SC-02	First unit on scene to Urban fire incidents (% within the standard)	The percentage of times where the first on scene fire apparatus arrived at a fire incident location within Regional Council-approved response time standard for HRM (Halifax Regional Municipality) urban areas (municipal data).
SC-02	<del>Number of major service disruptions (future)</del>	<b>This indicator has been removed due to unavailability of data.</b>
SC-02	Number of people accessing alternative (policing) response services (future)	The count of individuals who use alternative or community-based programs like crisis intervention teams, mental health outreach etc. (municipal data).

Goal	Performance Indicator	Description
SC-03	Number of people sleeping rough	The number of tents or similar structures in municipal dedicated & non-designated locations.
SC-03	Number of designated encampments	The total number municipal dedicated outdoor encampments where individuals experiencing homelessness are residing (municipal data).
SC-04	Number of Community Grants issued by type	The number of awarded Community Grants annually by tier. The program provides annual cash grants to registered non-profit organizations and charities located throughout the Halifax region (municipal data).
SC-04	Number of youth participants in crime prevention focused programming	The number of youths engaged in programs aimed at preventing criminal behavior through education, recreation, and community involvement (municipal data).
SC-04	Kilograms of food distributed	Total weight of food distributed into communities by the municipality's Mobile Food Market annually (municipal data).
SC-04	Annual Library uses per person	The number of visits, loans in-person and online, program attendance, Wi-Fi use etc. per person (municipal data).
SC-04	Number of multicultural events supported by the municipality	The total number of community-led multicultural events that received municipal support (e.g. funding, facilities etc.) (municipal data).
SC-05	Number of municipal buildings meeting accessibility standards	The number of municipally owned buildings meeting applicable accessibility standards (municipal data).
SC-05	Proximity to recreation facilities and assets (future)	<i>To be determined.</i>
SC-05	Number of clients in Affordable Access Program recreation services	Number of clients in the Affordable Access Program (municipal data limited to municipally owned and operated sites) (municipal data).

Goal	Performance Indicator	Description
SC-05	Number of inclusion support recreation participants (future)	<i>To be determined.</i>
SC-05	Number of recreational staff available for inclusion support	The total active number of recreational staff available for inclusion support (these are staff specifically hired as inclusion support staff, specialized inclusion support staff or inclusion coordinators) (municipal data).
SC-06	Energy supplied through public HRM charging infrastructure (kWh)	Total cumulative amount of electricity dispensed to electric vehicles in kWh through municipally owned and operated public EV chargers.
SC-06	Total capacity of solar electric approved through the Solar City Program (MW)	Total cumulative capacity in megawatts (MW) Direct Current (DC) of solar electric approved for financing through the Solar City Program (municipal data).
SC-06	Cumulative capacity of net-metered solar installed (MW)	Cumulative amount of power from installed solar energy systems that are tied to the grid, measured in megawatts (MW).
SC-06	Residential waste diversion rate	<b>This indicator has been replaced by Waste disposal rate.</b>
SC-06	Waste disposal rate (Kg per capita)	Total amount of solid waste disposed per capita – household and commercial (municipal data).
SC-07	Hectares of purchased or newly received parkland (future)	<i>To be determined.</i>
SC-07	Number of naturalization projects completed within a park per year	The number of projects completed whereby an ecologically based approach to landscape management enhances biodiversity and ecological resilience in the urban landscape using native or non-invasive-adapted plant species including flowering perennials, grasses, shrubs, and trees (municipal data).
SC-07	Number of nature-based solutions implemented by the municipality in a year	Green-infrastructure and naturalization projects on the right-of-way, at corporate buildings and other municipal-led projects (municipal data).

Goal	Performance Indicator	Description
SC-07	Number of trees planted	Annual number of trees planted in the municipality (municipal data).
SC-07	Area of urban agriculture on municipal land	Total designated area of urban agriculture used for food production (municipal data, Statistics Canada).
SC-07	Percentage of water (recreational) quality guideline exceedance	The percentage of monitoring results that exceed Health Canada's water quality guidelines for recreational water usage for E. Coli or cyanobacteria levels on supervised beaches throughout the summer in the municipality (municipal data).
SC-07	Wildfire damage acreage	<b>This indicator has been removed due to low suitability as a Performance Indicator.</b>

### Moving Better – Priority Indicators

Priority Indicator	Description
Injury/fatal collisions per 100,000 population by mode (vehicle, pedestrian, cyclist)	Number of fatal and injury collisions per 100,000 population (per calendar year, provincial and municipal right of ways, municipal data and Statistics Canada).
Transit boardings per capita	Total annual transit boardings – Conventional, Access-A-Bus, Ferry per capita (municipal data, Statistics Canada).
Access-A-Bus trips per capita	Number of Access-A-Bus trips per capita (municipal data, Statistics Canada).
Mode Share – Sustainable Travel Modes (cyclist, pedestrian/rolling, Transit)	Percentage of people travelling from place of residence to place of work by cyclist, pedestrian/rolling, Transit (Census, Statistics Canada). <sup>1</sup>

<sup>1</sup> The source may be changed to increase availability of information throughout the 2026-30 Strategic Plan.

Priority Indicator	Description
Commute duration by mode	Average commute duration for all modes of travel (automobiles, transit, walking/rolling, and cycling) travelling from place of residence to place of work (Census, Statistics Canada). <sup>2</sup>
Vehicle ownership per capita	The total number of vehicles (motorcycles and passenger vehicles) registered per person in the municipality (Province of Nova Scotia, Statistics Canada).
Number of electric vehicle charging stations (community-wide)	Total number of public electric vehicle charging stations in the municipality – Level 2 and direct current fast chargers (Natural Resources Canada).

### Moving Better – Performance Indicators

Goal	Performance Indicator	Description
MB-01	Average bus travel time at corridors	<b>This indicator has been replaced by Percentage of Transit Priority Corridors with transit priority.</b>
MB-01	Traffic peak duration and spread	Duration of peak period and spread of traffic volumes throughout the day at select screen lines (fixed routes used for traffic analysis), where data is available (municipal data).
MB-01	Percentage of Transit Priority Corridors with transit priority	Percentage of Transit Priority Corridors that have completed/built transit priority measures (bus lanes, queue jumps, etc.), as well as percentage of Transit Priority Corridors that are in planning and design.
MB-01	90 <sup>th</sup> Percentile travel time – emergency response (rural and urban)	The time (minutes) within which 90% of the first units arrive to an emergency scene from the time a municipally owned emergency vehicles (fire) is on route to the incident (municipal data).

<sup>2</sup> The source may be changed to increase availability of information throughout the 2026-30 Strategic Plan.

Goal	Performance Indicator	Description
MB-02	Hours of lost service – bus and ferry	Hours of service not provided or cancelled due to weather, vehicle breakdown, traffic, etc. (municipal data).
MB-02	Overall network on-time performance	Percentage of buses arriving at scheduled time points not more than three minutes later than scheduled (municipal data).
MB-02	Number of Transit boardings	Total annual transit boardings – Conventional, Access-A-Bus, Ferry (municipal data).
MB-03	Percentage of trips provided by Access-A-Bus annually of demand	The percentage of requested trips that become actual operated trips. Also referred to as "Activation rate", trips may not operate due to multiple reasons like no show, cancelled by client, client trip refusal, etc. (municipal data).
MB-03	Percentage of residents within 400 metres of an All Ages and Abilities ('AAA') bikeway facility	Percentage of residents living within 400m of all ages and abilities bikeway facility within the Urban Transit Service Boundary (municipal data).
MB-03	Percentage of residents living within 500 metres of a transit stop	Percentage of residents living within 500m of a transit stop within the Urban Transit Service Boundary (municipal data).
MB-03	Number of electric vehicle charging stations installed by the municipality	The number of publicly available electric vehicle charging stations installed by the municipality (municipal data).
MB-03	Average daily bicycle volume (at specific locations)	The average number of bicycles counted daily at designated cycling infrastructure points to promote sustainable transportation mode (municipal data). This data is only available on corridors with permanent counters (e.g., Lower Water, Hollis, South Park, etc.).
MB-03	Number of bus stops upgraded to meet accessibility standards (compared to target)	Number of bus stops upgraded to meet accessibility standards (municipal data).

Goal	Performance Indicator	Description
MB-03	Number of accessible features installed vs. target (curb-cuts, Accessible Pedestrian Signals, attention tactile warning indicators)	Total number of new accessibility features installed or upgraded across the municipal transportation network including curb-cuts, Accessible Pedestrians Signals, and attention tactile warning indicators (municipal data).
MB-04	Number of fatal and injury collisions – HRM jurisdiction (by mode)	Number of fatal and injury collisions per 100,000 on population on roads within the Halifax Regional Municipality's jurisdiction (per calendar year, municipal right of ways, municipal data and Statistics Canada).
MB-04	Number of Halifax Transit security incidents (future)	Measures security and escalated incidents occurring in or on Halifax Transit vehicles, vessels or infrastructure (municipal data).
MB-04	Percentage of road safety measures implemented (of target)-	<b>This indicator has been removed due to low suitability as a Performance Indicator.</b>
MB-05	Percentage of routes meeting ridership guidelines (future)	<i>To be determined.</i>
MB-05	Number of passenger overloads (exceeds passenger capacity)	Number of reported instances where passenger volume exceeded the vehicle's carrying capacity and boardings were denied entry (municipal data).
MB-06	Total annual KM of new sidewalk	The length (kms) of sidewalk added across the municipality annually (municipal data).
MB-06	Total annual KM of bike lanes and local street bikeways	The length (kms) of bike lanes and local street bikeways added across the municipality annually (municipal data).
MB-06	Total annual KM of multi-use pathways constructed	The length (kms) of multi-use pathways added across the municipality annually (municipal data).

Goal	Performance Indicator	Description
MB-07	Percentage of sidewalks in fair condition and poor condition	The percentage of municipal sidewalks rated in poor condition (greater than 40 per cent of sidewalk panels are defective in a block) (municipal data).  <i>or</i> The percentage of municipal sidewalks rated in fair condition (greater than 20 per cent but less than 40 per cent of sidewalk panels are defective in a block) (municipal data).
MB-07	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).
MB-07	Transit buses – Mean Distance Between Failures	Average distance travelled by conventional transit buses before experiencing a mechanical or technical failure that results in service disruption (municipal data).

### Responsible Administration – Priority Indicators

Priority Indicator	Description
Residential Tax Effort	Residential Tax Effort is a measure of the total residential tax revenue per dwelling unit in relation to the median household income (Municipal profile and financial condition indicators report, Government of Nova Scotia).
Tax collected as a percentage of tax billed (%)	Total revenue by tax collection compared to taxes billed (municipal data).
Debt Service Ratio	Debt servicing costs (principal and interest) as a share of municipal revenues (Municipal profile and financial condition indicators report, Government of Nova Scotia).
<del>Municipal debt by own-sourced revenue</del>	<b>This indicator is a duplicated measure.</b>

Priority Indicator	Description
Percentage satisfaction – municipal services (Resident Survey)	Percentage of residents that responded "Very Satisfied" or "Satisfied" to the question: Overall, how satisfied are you with the delivery of all the services provided by the municipality? (Resident Survey, municipal data).

### Responsible Administration – Performance Indicators

Goal	Performance Indicator	Description
RA-01	Percentage of reserves meeting policy minimum	The percentage of the four reserves that have set minimums that are now at or above their minimum balance (municipal data).
RA-01	<del>Percentage of capital budget funded by debt</del>	<b>This indicator has been removed due to low suitability as a Performance Indicator.</b>
RA-01	Variance – operational actual expenses versus budget	The per cent difference between the operational actual year-end expenses and the original budget (municipal data).
RA-01	Variance – revenue actual versus budget	The per cent difference between actual year-end revenue and budgeted revenue (municipal data).
RA-01	Dollar value of grants and tax relief (future)	<i>To be determined.</i>
RA-01	Dollar value of Affordable Access Program	Dollar value of Affordable Access Program recreation services (municipal data limited to municipally owned and operated sites).
RA-02	Percentage of assets meeting target condition (future)	<i>To be determined.</i>
RA-02	Percentage of assets with a formalized asset management plan by asset class	An Asset Management Plan (AMP) guides the management of one or more physical asset in the most cost-effective manner to provide a specified level of service. AMPs will focus on major assets within each asset class first and then expand to all assets in the future (municipal data).

Goal	Performance Indicator	Description
RA-02	Percentage of planned vs unplanned maintenance (future)	<i>To be determined.</i>
RA-02	Percentage of natural assets with an identified utilization plan (future)	<i>To be determined.</i>
RA-03	Greenhouse Gas Emissions – municipal operations (municipal buildings, fleet, and street lighting)	Total corporate GHG emissions including buildings, fleet, and street lighting (not including Halifax Transit) (municipal data).
RA-03	Energy usage intensity of municipal buildings (measured as kilowatt hours per square meter)	Total energy (in kilowatt hours) used by municipal buildings divided by the area of municipal buildings (measured in square meters) (municipal data).
RA-03	Percentage of HalifACT actions on track	The percentage of HalifACT actions that are in progress and tracking towards associated HalifACT targets (municipal data).
RA-04	Percentage of services meeting standards (future)	<i>To be determined.</i>
RA-04	Number of continuous improvement projects – by category	The annual number of continuous improvement projects reported corporately which aim to increase efficiency, avoid costs, and/or improve the quality-of-service delivery or process outputs (municipal data).
RA-04	Benefits realized (\$) – continuous improvement projects	The dollar value realized of continuous improvement projects reported corporately since the Strategic Plan's implementation (municipal data).
RA-04	Percentage of Auditor General recommendations completed at first follow-up	The percentage of Auditor General recommendations that are complete as per the Auditor General at the first follow-up report (municipal data).
RA-04	Percentage of service requests resolved within standard (future)*	<i>To be determined.</i>

Goal	Performance Indicator	Description
RA-04	Customer Inquiry Average Resolution Time (Planning & Development)	Average resolution time is measured in calendar days. Resolution is defined as closed, and the inquiry or issue is resolved (municipal data).
RA-04	Quality and accuracy results for 311 (%)	Accuracy and quality of service results for 311 (municipal data).
RA-04	311 Abandonment rate (%)	Percentage of callers who hang up before their call is answered by a live 311 Agent (municipal data).
RA-04	Number of users of on-demand and scheduled interpretation services (future)	<i>To be determined.</i>
RA-05	Actively engaged users of online community engagement portal	Total number of registered participants for the municipality's online community engagement portal that have interacted with the platform (municipal data).
RA-05	Followers on primary social media accounts	Number of followers on primary social media accounts: Bluesky, Facebook, Instagram, Linked-In (municipal data).
RA-05	% Satisfaction – public engagement (Resident survey)	Percentage of residents that responded "Very Satisfied" or "Satisfied" to the question: Please tell us how satisfied you are with each of the following services provided by the municipality. Public Engagement (for example, public consultation on municipal projects, surveys, etc.) (Resident Survey, municipal data).
RA-05	Participant feedback regarding public experience with the engagement process (future)	<i>To be determined.</i>
RA-06	Dollars invested in the municipality by partners (future)	Total dollar amount invested in the municipality by partners (municipal data).
RA-07	Percentage of employees that have received risk training (future)	<i>To be determined.</i>

## Our People – Priority Indicators

Priority Indicator	Description
Percentage of 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).
Percentage of 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).
Percentage of Internal Fill Rate	Number of vacant positions filled by internal movements as a percentage of all vacancies filled (municipal data).
Total Accident Frequency	The number of health and safety incidents occurring in a workplace per 200,000 insurable hours (Workers' Compensation Board, municipal data).
Overall Employee Engagement (future)	The average score from three employee engagement survey questions: motivation to do a good job, recommending the business unit as a workplace, and pride in municipal accomplishments (Narrative Research, municipal data; survey).

## Our People – Performance Indicators

Goal	Performance Indicator	Description
OP-01	Number of Approved WCB NS Gradual Onset Psychological Injury Claims	Approved claims for work-related gradual onset psychological injury which is caused by significant stressors at work that happen over time, such as bullying and/or harassment.
OP-01	Percentage of employees that feel the municipality appropriately demonstrates its commitment to diversity, equity, inclusion (survey)	Percentage of employees that feel the municipality appropriately demonstrates its commitment to equity, diversity, and inclusion (municipal data – Employee Exit Survey).

Goal	Performance Indicator	Description
OP-01	Number of participants – EDIA training	Total number of municipal Diversity & Inclusion training participants. This measure provides information about the workforce's level of engagement in Diversity and Inclusion awareness (municipal data).
OP-02	Percentage of job offers declined (by reason)	The percentage of jobs offered to candidates that are declined broken out by the most common reasons (municipal data).
OP-02	Percentage of employees who left for better compensation (exit survey)	Percentage of employees that exited who left for better compensation (municipal data – employee exit survey).
OP-02	Average time from job posting to job offer acceptance	Average time taken from posting a job and a candidate accepting the job offer (municipal data).
OP-02	Average number of qualified candidates per job posting (future)	Average number of candidates meeting the job requirements per job competition (municipal data).
OP-02	Percentage of critical jobs with a succession plan (future)	<i>To be determined.</i>
OP-03	Percentage of new employees that completed onboarding training vs target (future)	<i>To be determined.</i>
OP-03	Percentage of employees that completed mandatory training (future)	A measure of compliance against the required mandatory training.
OP-03	Number of employees participating in Mentorship and Aspiring Leaders program, Evolving Leaders (future)	Number of employees participating in Mentorship and Aspiring Leaders Program and the Evolving Leaders Program (municipal data).
OP-04	Lost time accident frequency	The number of lost-time injuries occurring in a workplace per 200,000 insurable hours (Workers' Compensation Board, municipal data). A lost-time injury occurs when time the employee lost time beyond the date of the accident.

Goal	Performance Indicator	Description
OP-04	Percentage of Health & Safety Lost Time Hours	Total Workplace Compensation Board (approved) paid lost time hours and the “on the job injury hours” allocated to the year of injury divided by the total insurable hours (municipal data).
OP-04	Number of compliance orders – Psychological Workplace Safety (future)	Total number of compliance orders specific to psychological safety issued by the Nova Scotia Department of Labour, Skills & Immigration.
OP-04	Percentage of employees that completed the mandatory safety training	A measure of compliance against mandatory safety training (municipal data).

# 2026-2030 Strategic Plan

## Action Plan Feasibility Assessment



# Introduction

The Feasibility Assessment is a current state assessment of the Actions ahead of the 2026/27 Budget and Business Planning cycle.

This Assessment is a tool for Regional Council to use when reviewing the Action Plan to aid in understanding the resource requirements. This Assessment is not a binding budgetary document; it is intended to provide additional context to support Council decision-making.

The Assessment aligns requests from Councillors throughout the strategic planning process for more information to understand the financial impact of decisions and cost pressures / drivers of cost.

## Methodology

Corporate Planning & Performance worked with the business units/ offices to provide feasibility as it relates to resource requirements for the actions. Feasibility is broken down by Strategic Plan year, with a focus on 2026/27. Where possible, feasibility for out years of the Strategic Plan has been identified.

The Assessment is aligned with the proposed 2026/27 Service Enhancements. Where Service Enhancements may impact specific Actions, the Service Enhancement ID number and name are listed. Should a Service Enhancements not be approved, it may require that an action be removed, revised, or deferred to later years.

Capital Budget requirements have been identified generally, but estimated figures have not been included. Formalized asks will come forward with the Capital process in January 2026.

Business Unit/ Office legend:

<b>CAO</b>	Chief Administrative Officer Business Unit
<b>CS</b>	Community Safety
<b>FAM</b>	Finance & Asset Management
<b>HR</b>	Human Resources
<b>HRFE</b>	Halifax Regional Fire & Emergency
<b>HRP</b>	Halifax Regional Police
<b>IT</b>	Information Technology
<b>Library</b>	Halifax Public Libraries
<b>LRIS</b>	Legal, Risk & Insurance Services
<b>MPO</b>	Major Projects Office
<b>P&amp;D</b>	Planning & Development
<b>P&amp;R</b>	Parks & Recreation
<b>PFE</b>	Property, Fleet & Environment
<b>PW</b>	Public Works
<b>SITP</b>	Strategic Infrastructure & Transportation Planning
<b>Transit</b>	Halifax Transit

## ENABLING PROSPERITY

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

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>EP-01</b> Increase regional growth in strategic areas that are well-served by existing or planned services, utilities and infrastructure.				
EP-01-A1 Develop and begin implementation of the Strategic Growth and Infrastructure Priorities Plan.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
EP-01-A2 Develop and approve the Regional Plan Phase 5.	<ul style="list-style-type: none"> <li>• SITP is conducting early study work is through the Strategic Growth &amp; Infrastructure Priorities Plan. At this time no significant additional resources required.</li> </ul>			
<b>EP-02</b> Expedite the delivery of housing supply and support the development of complete communities with a mix of housing options and convenient access to goods, services and facilities.				
EP-02-A1 Modernize the planning framework to support strategic growth in urban, suburban and rural areas (Centre Plan, Suburban Plan, Rural Plan).	<ul style="list-style-type: none"> <li>• Discussions with the Province are underway; resourcing needs are unknown.</li> </ul>			
EP-02-A2 Undertake comprehensive neighbourhood planning to develop complete communities.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			<ul style="list-style-type: none"> <li>• Capital funding potentially required.</li> <li>• Staff reports will identify resource requirements to support deliverables and complete communities.</li> </ul>
EP-02-A3 Update and implement recommendations from the Solid Waste Strategy to provide adequate access to processing facilities.	<ul style="list-style-type: none"> <li>• Updated Solid Waste Strategy will be presented to Regional Council; resource needs will be incorporated into Years 2-4 based on Regional Council direction.</li> <li>• Halifax Household Special Waste depot replacement will require additional capital.</li> </ul>			<ul style="list-style-type: none"> <li>• Dependent on final Solid Waste Strategy and approval by Council, preliminary resource requirement estimates include two new FTEs and an additional \$100,000/year in operating funding. Cost sharing opportunities may exist through Divert Nova Scotia.</li> <li>• In addition to needs identified in the Capital Budget, if solar gardens are added at decommissioned facilities the cost is estimated at ~\$4M (rough order of magnitude) to install, with revenue offsets to be determined.</li> </ul>

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
EP-02-A4 Complete the Eastern Shore Lifestyle Centre including recreation, library and fire protection services.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
EP-02-A5 Plan and design public safety infrastructure and facilities.	<ul style="list-style-type: none"> <li>• RCMP-HRD is working with municipal leasing office and local area Councillors in planning phase for opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• HRP headquarters development is at the site selection stage.</li> <li>• HRP and RCMP HRD will work collaboratively to enhance integration, including infrastructure and facilities.</li> <li>• Additional FTEs, capital, and operating costs are likely.</li> </ul>		
EP-02-A6 Develop and begin implementation of a Housing Strategy.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional resources may be required in Years 2-4 but will depend on service levels to be determined by Regional Council.</li> </ul>		
EP-02-A7 Develop a Parks and Outdoor Facilities Priorities Plan and an Indoor Recreation Facilities Priorities Plan.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant fee of \$150,000.</li> <li>• Ongoing competing projects and responsibilities will require an additional FTE.</li> </ul>		
EP-02-A8 Improve development processes and remove barriers to increase housing supply.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure to operational budget.</li> </ul>		
EP-02-A9 Advance the planning and construction/leasing of new library spaces and service facilities to ensure residents in growing neighbourhoods have convenient access to essential community services.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and development for a new library branch for the growing Young Street district will not require additional resources.</li> <li>• Costs for operation, construction or lease of a new location will be determined once identified.</li> </ul>		
EP-02-A10 Implement the identified improvements, renovations and retrofits required for existing Library locations.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>EP-03</b>	Maintain and improve municipal infrastructure resilience to mitigate and adapt to the impacts of climate change.			
EP-03-A1	<ul style="list-style-type: none"> <li>Conduct critical infrastructure climate change vulnerability risks assessments and prioritize vulnerable municipally owned infrastructure and assets for resiliency enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>		
EP-03-A2	<ul style="list-style-type: none"> <li>Develop infrastructure adaptation plans and future state design standards.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>Future road related costs include a consultant ~\$1M.</li> </ul>	
EP-03-A3	<ul style="list-style-type: none"> <li>Conduct detailed risk and vulnerability analyses of coastal, waterfront, and shoreline areas.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> <li>Studies will help determine resource needs.</li> </ul>		
<b>EP-04</b>	Ensure residents and businesses can contribute to and benefit from the municipality's growing economy.			
EP-04-A1	<ul style="list-style-type: none"> <li>Support the African Nova Scotian Road to Economic Prosperity Action Plan 2025-2030 to advance economic development and community priorities.</li> </ul>	<ul style="list-style-type: none"> <li>SER_011 Office of Diversity and Inclusion African Nova Scotian Road to Economic Prosperity Funding Request.</li> </ul>		
EP-04-A2	<ul style="list-style-type: none"> <li>Partner with provincial and federal governments to benefit the municipality's growing economy.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>		
EP-04-A3	<ul style="list-style-type: none"> <li>Support the implementation of the Integrated Tourism Master Plan 2030, with Discover Halifax.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>Individual projects outlined in the ITMP be the subject of future funding requests to HRM.</li> </ul>	
EP-04-A4	<ul style="list-style-type: none"> <li>Implement the Regional Events Strategy and position the municipality as a leading event destination.</li> </ul>	<ul style="list-style-type: none"> <li>Action subject to Regional Council approval; report will be presented in early 2026.</li> </ul>		
EP-04-A5	<ul style="list-style-type: none"> <li>Support the Halifax Partnership in implementing the 2022-2027 Inclusive Economic Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>		

Action	Feasibility – Year 1			Feasibility – Years 2 to 4		
	26/27	27/28	28/29	29/30		
EP-04-A6 Work with the Halifax Partnership to codevelop the next Economic Strategy.	<ul style="list-style-type: none"> <li>• Within existing resources (small possibility for consultants).</li> </ul>					
EP-04-A7 Advance the Wanderers Block Redevelopment Project.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>		<ul style="list-style-type: none"> <li>• ~\$100,000 for consultant pending Regional Council direction.</li> </ul>	<ul style="list-style-type: none"> <li>• ~\$100,000 for consultant pending Regional Council direction.</li> </ul>		
EP-04-A8 Develop a comprehensive capital investment strategy to modernize the Scotiabank Centre.	<ul style="list-style-type: none"> <li>• There will be a Capital Budget ask to cover consulting costs.</li> </ul>					
EP-04-A9 Expand the supply of serviced industrial lands to address gaps identified in the 2020 Industrial Employment Lands study.	<ul style="list-style-type: none"> <li>• Marketable industrial employment land is limited by the supply of larger-sized parcels and a lack of geographic diversity in the region.</li> <li>• Most current and planned industrial land supply is available in Burnside Industrial Park; supply options are lacking in Halifax and Halifax Mainland, Bedford, and Sackville.</li> <li>• Ragged Lake Industrial Park presents a strategic opportunity for a market-central increase to supply.</li> </ul>					
<b>EP-05</b> <b>Attract, retain, and grow domestic and international business and talent.</b>						
EP-05-A1 Reduce barriers to doing business across the municipality, including areas outside the Regional Centre.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>					
EP-05-A2 Support the Halifax Partnership in implementing the Inclusive Economic Strategy 2022-2027.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>					

## STRENGTHENING COMMUNITIES

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

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>SC-01</b> Improve municipal preparedness planning to mitigate the potential impacts of emergency situations and climate-related events.				
SC-01-A1 Improve community relations and community safety programming.	<ul style="list-style-type: none"> <li>SER_002 2026/27 RCMP HRD Resource Request</li> </ul>		<ul style="list-style-type: none"> <li>Two FTE CART members and a civilian Community Outreach Coordinator.</li> </ul>	
SC-01-A2 Complete and implement the Emergency Management Plan to ensure readiness, accessibility and effective management during emergencies and climate-related events.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-01-A3 Implement the Wildland Urban Interface Program.	<ul style="list-style-type: none"> <li>Will require additional capital investment.</li> </ul>		<ul style="list-style-type: none"> <li>Maintenance costs anticipated, with the annual Capital being \$300,000 with CPI increases.</li> <li>Population increases will result in increased pressures on the wildland urban interfaces.</li> </ul>	
SC-01-A4 Develop and implement Egress Route Action Planning.	<ul style="list-style-type: none"> <li>An egress improvement strategy will be completed within existing resources.</li> <li>Egress improvement projects (road connections) will require additional resources that may be continuous depending on the scale of change pending Regional Council direction.</li> </ul>		<ul style="list-style-type: none"> <li>Egress improvement projects (road connections) will require additional resources that may be continuous depending on the scale of change pending Regional Council direction.</li> <li>Resource requirements for design/construction depends on number of recommended routes.</li> </ul>	
SC-01-A5 Develop an integrated comprehensive strategic plan on municipal public safety.	<ul style="list-style-type: none"> <li>HRP will collaborate with the Halifax Board of Police Commissioners (BoPC) regarding the next HRP Strategic Plan; any additional costs are to be determined.</li> </ul>			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
SC-01-A6 Develop and implement a Drought Mitigation Strategy to enhance water conservation and improve community resilience to prolonged dry conditions.	<ul style="list-style-type: none"> <li>Within existing resources; will be carried out in partnership with Halifax Water.</li> </ul>			
<b>SC-02</b> Improve municipal emergency response and recovery efforts to keep residents safe, protect property and restore essential services and infrastructure following an emergency event.				
SC-02-A1 Support the RCMP Halifax Regional Detachment in building satellite offices to enhance community-based policing.	<ul style="list-style-type: none"> <li>SER_002 RCMP HRD 2026/27 Resource Request</li> </ul>			
SC-02-A2 Advance preventative safety and security programs and alternative response models.	<ul style="list-style-type: none"> <li>SER_002 RCMP HRD 2026/27 Resource Request</li> </ul>			
SC-02-A3 Implement the Crisis Communication Plan and advance work on emergency alerting.	<ul style="list-style-type: none"> <li>Eight Emergency Response Communications FTEs (within HRP budget) within Integrated Emergency Services to answer 911 calls, support HRP, RCMP HRD, HRFE, etc. has been requested.</li> <li>Following completion of the Criminal Investigation Division review there may be additional resource needs, capital, and operating costs to implement recommendations.</li> <li>To improve HRP and RCMP HRD BoPC reporting, budget and business planning, and strategic planning, the current structure will be reviewed to develop a more cohesive, streamlined, and integrated strategic services team which will likely incur costs.</li> </ul>			
SC-02-A4 Implement recommendations from reports studying policing models and transformation in the municipality.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-02-A5 Build the Library's capacity to provide safe refuge, information and essential support to residents post emergencies.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			<ul style="list-style-type: none"> <li>If new generators are needed, additional capital funds may be required.</li> </ul>

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>SC-03</b> Improve the well-being of community members at risk of or experiencing homelessness by enhancing supports and resources.				
SC-03-A1 Work with the province and the service provider community to support designated sites for sheltering.	<ul style="list-style-type: none"> <li>Most activities are within existing resources.</li> <li>Additional operational funding may be required to support the municipality in moving away from a designated location approach.</li> </ul>			
SC-03-A2 Work with the province and the service provider community to provide services to support people experiencing homelessness, and those that are precariously housed.	<ul style="list-style-type: none"> <li>As the Province expands their shelter and housing options, municipal service costs (e.g. waste management and snow clearing) will require increases in operating budget over time.</li> <li>Library activities are within existing resources.</li> </ul>			
<b>SC-04</b> Plan and invest in social infrastructure and opportunities for connection to increase residents' well-being and sense of belonging in their communities.				
SC-04-A1 Provide opportunities for community engagement and for residents to engage in community leadership and volunteer roles.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-04-A2 Implement the Culture and Heritage Priorities Plan, including policy reviews and programming to promote arts and culture celebration in the municipality.	<ul style="list-style-type: none"> <li>SER_018 Cultural Developer Collections FTE and Association of Nova Scotia Museums and the Council of Nova Scotia Archives Contribution Agreement.</li> <li>Consulting costs associated with developing strategies (to be determined).</li> <li>Operating and capital costs for program deliveries (to be determined).</li> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 FTE Cultural Developer, Programming</li> </ul>		<ul style="list-style-type: none"> <li>Year 4 FTE D&amp;I Advisor</li> </ul>
SC-04-A3 Implement youth programming and plans including the Youth Advocate Program, Girls United, SNAP, Youth Work, the Youth Response Table and scoping the Youth Services Plan 3.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-04-A4 Implement the Seniors Recreation Services Plan.	<ul style="list-style-type: none"> <li>Resource requirements pending Regional Council approval.</li> </ul>			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
SC-04-A5 Increase social cohesion in communities.	<ul style="list-style-type: none"> <li>SER_009 Research and Development Division</li> <li>SER_020 Increased Security Parks; Increased Service Port a Potties; Rural Beach Program</li> </ul>			
SC-04-A6 Implement the Halifax Common Master Plan, identifying and prioritizing capital improvements and projects in the plan.	<ul style="list-style-type: none"> <li>Portions of the plan are underway and within existing resources.</li> </ul>			<ul style="list-style-type: none"> <li>Further implementation may require additional resources.</li> </ul>
SC-04-A7 Implement the Dismantling Hate and Racism Strategy and inclusive strategies' actions to increase residents' well-being and sense of belonging.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-04-A8 Implement the actions identified in the internal Indigenous Services review to align with municipal commitment to the Truth and Reconciliation Commission and United Nations Declaration on the Rights of Indigenous Peoples.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-04-A9 Implement the Accessibility Strategy 2025-2028 Action Plan.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-04-A10 Support the implementation of the Local Immigration Partnership to bring together settlement agencies, community groups and businesses to create a welcoming and inclusive community for newcomers.	<ul style="list-style-type: none"> <li>Within existing resources (externally funded).</li> </ul>	<ul style="list-style-type: none"> <li>Contribution agreement with Immigration, Refugees and Citizenship Canada (IRCC) runs from 2025/26 to 2027/28. Would require renewal.</li> </ul>		

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
SC-04-A11 Create and enhance library spaces, programs and services that prioritize accessibility, inclusion and shared experiences to strengthen belonging and foster meaningful community connections.	<ul style="list-style-type: none"> <li>Will be completed with existing resources; Costs associated with improved accessibility to physical spaces are generally accounted for in capital submissions.</li> </ul>			
SC-04-A12 Address historic inequities in service by identifying and building new library services for communities and neighbourhoods that have been under-served by the Library.	<ul style="list-style-type: none"> <li>Within existing resources; as new service locations become available, resources will be required depending on size, lease costs, etc.</li> </ul>			
SC-04-A13 Align provincial, municipal, and community-led services to promote community safety.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
<b>SC-05</b> Improve equitable access to municipal programs, services, indoor and outdoor spaces, and events for all residents.				
SC-05-A1 Implement the outcomes from the inclusion support review.	<ul style="list-style-type: none"> <li>Increase to operating costs – more equipment, expansion to beaches.</li> </ul>	<ul style="list-style-type: none"> <li>One to two accessibility /inclusion support staff FTEs</li> </ul>		
SC-05-A2 Execute the Halifax Forum Redevelopment project to create a more accessible facility for all ages and abilities.	<ul style="list-style-type: none"> <li>Project schedule is due to be approved by Regional Council this year which will determine the impact to resources.</li> </ul>			
SC-05-A3 Implement the Rural Recreation Strategy to improve access to enhanced services, while prioritizing accessibility, inclusivity and engagement.	<ul style="list-style-type: none"> <li>SER_020 Increased Security Parks; Increased Service Port a Potties; Rural Beach Program</li> </ul>	<ul style="list-style-type: none"> <li>One Sport Field Technician FTE.</li> </ul>		
SC-05-A4 Implement the Playing Field Strategy to improve the service delivery of playing fields in the municipality.	<ul style="list-style-type: none"> <li>Capital and operating are revisited annually including contract increases for grass mowing.</li> <li>SER_020 Increased Security Parks; Increased Service Port a Potties; Rural Beach Program</li> </ul>		<ul style="list-style-type: none"> <li>One Sport Field Technician FTE.</li> </ul>	

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
SC-05-A5 Explore the One Recreation membership model to increase connection and coordination across all municipally owned recreation facilities.	<ul style="list-style-type: none"> <li>Pending Regional Council direction.</li> </ul>			
<b>SC-06 Invest to enable community efforts to reduce carbon emissions by 75% (of 2016 levels) by 2030 and net-zero by 2050.</b>				
SC-06-A1 Implement programming for homeowners and the private sector to reduce emissions from the building sector.	<ul style="list-style-type: none"> <li>Within existing resources; program under development, will revisit on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Launch will require one FTE.</li> </ul>	<ul style="list-style-type: none"> <li>One FTE required.</li> </ul>	
SC-06-A2 Implement the Electric Vehicle Strategy to reduce emissions from transportation sector.	<ul style="list-style-type: none"> <li>Within existing resources; charging being deployed, will revisit on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>When charging infrastructure is operational - a maintenance technician will be needed.</li> </ul>		
SC-06-A3 Enhance education and enforcement for the commercial and apartment sectors to reduce waste.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>		<ul style="list-style-type: none"> <li>Two additional FTEs required.</li> </ul>	
<b>SC-07 Invest in the enhancement, protection, and expansion of natural assets, green spaces and urban agriculture to support community and ecological health and resilient ecosystem services.</b>				
SC-07-A1 Protect and enhance lakes and rivers through programs, policies, and projects, including water quality monitoring, blue-green algae management, bacteria testing and public education initiatives.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
SC-07-A2 Implement the Green Network Plan to increase naturalization of municipal parks, support community gardens and enhance lakes and rivers.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>		<ul style="list-style-type: none"> <li>Studies will help determine resource and funding needs for years 2-4.</li> </ul>	

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
SC-07-A3 Advance the development of the Blue-Mountain Birch Cove National Urban Park in collaboration with Parks Canada.	<ul style="list-style-type: none"> <li>Anticipated initial advancement and establishment may require additional resources.</li> </ul>	<ul style="list-style-type: none"> <li>One Wilderness Lands Planner required.</li> </ul>		
SC-07-A4 Advance the development of the Shaw Wilderness Park.	<ul style="list-style-type: none"> <li>Within existing resources, but ongoing competing projects and responsibilities may require additional resources.</li> </ul>			
SC-07-A5 Partner with Halifax Water to develop a holistic, integrated and climate-informed stormwater management plan and program.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>Consultant led at estimated cost of \$750k (potentially shared with Halifax Water (HW)). Requires strong coordination with HW.</li> <li>May have downstream implementation costs.</li> </ul>		
SC-07-A6 Implement the JustFOOD Action Plan to improve access to urban agriculture opportunities.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing investment and additional resources will be required to increase food production on municipal assets including people power to coordinate the community farm and increase capacity for urban agriculture.</li> </ul>		
SC-07-A7 Implement coastal management and protection plans to protect the quality of life of coastal and ecological areas and corridors.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>Studies will help determine resource and funding needs for years 2-4.</li> </ul>		
SC-07-A8 Implement the Urban Forest Management Plan to protect and grow the municipal urban tree canopy.	<ul style="list-style-type: none"> <li>Tree planting will require capital investment.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing quick start and priority actions requires: <ul style="list-style-type: none"> <li>Annual capital funding; there is potential cost sharing for in capital over first two years, application pending approval.</li> <li>Seven new FTEs, ~\$1.2M new annual operating expenses (over and above FTEs).</li> </ul> </li> </ul>		
SC-07-A9 Implement the Integrated Pest Management Strategy.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>One FTE</li> </ul>		

## MOVING BETTER

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

Action	Feasibility – Years 2 to 4		
	26/27	27/28	28/29
<b>MB-01</b> Manage traffic congestion and improve the efficiency of the transportation network.			
<b>MB-01-A1</b> Work with the Province and external partners to advance initiatives outlined in the Regional Transportation Plan.	<ul style="list-style-type: none"> <li>The municipality may be a lead, a supporting partner, or a stakeholder.</li> <li>Capacity is available for some of the initiatives, but many are significant and will require future planning, and future capital and operating funding.</li> </ul>	<ul style="list-style-type: none"> <li>BRT, creating a Regional Transportation Management Centre, advancing transit fare integration, and establishing a permanent Student Transit Pass Program (requires one FTE) will require additional resources.</li> </ul>	
<b>MB-01-A2</b> Develop and implement a Transportation Demand Management strategy to reduce demand on the transportation network.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>		
<b>MB-01-A3</b> Develop and implement a strategy to improve data and monitoring for the transportation network.	<ul style="list-style-type: none"> <li>Development of a data collection strategy will require consulting support.</li> </ul>		
<b>MB-01-A4</b> Develop and implement tactics to mitigate impacts of road work and isolated traffic incidents on traffic flow.	<ul style="list-style-type: none"> <li>Staff working with PNS on other disruption related efforts including coordinated digital signage.</li> <li>More information will be brought forward to Regional Council in a stand-alone report.</li> </ul>	<ul style="list-style-type: none"> <li>Intelligent Transportation Signal Program spread over multiple years at new cost of \$750k/year.</li> <li>This program will require ~two FTEs to support.</li> <li>PNS may support capital requirements in Year 1.</li> </ul>	<b>29/30</b>

Action	Feasibility – Year 1			Feasibility – Years 2 to 4		
	26/27	27/28	28/29	29/30		
MB-01-A5 Execute the Windsor Street Exchange Redevelopment Project.	<ul style="list-style-type: none"> <li>Additional capital dependent upon final design option. To be presented to Regional Council Spring 2026.</li> <li>Additional program cost and Operating Cost of Capital dependent upon final design option. To be presented to Regional Council Spring 2026</li> </ul>					
MB-01-A6 Execute the Mill Cove Ferry Service Project.	<ul style="list-style-type: none"> <li>Additional Capital, Funding and Operating Cost of Capital to be determined upon final design presented to Regional Council Spring 2026.</li> <li>If approved, the project will build a new terminal at Mill Cove including library, Halifax Terminal, maintenance facility and purchase of five high speed ferries.</li> <li>Land Acquisition is driven by Province / Build Nova Scotia.</li> </ul>					
MB-01-A7 Execute the Major Strategic Multi-Modal Corridors project planning, including recapitalization projects as part of the capital budget process.	<ul style="list-style-type: none"> <li>Planning work expected to be completed within existing SITP resources with consulting support.</li> </ul>					
MB-02 Improve the reliability of public transit.						
MB-02-A1 Implement the Transit Core Service Plan.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>10 buses (approx. \$15M) with associated operating costs estimated at \$1.7M annually, including 24 FTEs.</li> </ul>	<ul style="list-style-type: none"> <li>More buses and operating costs will be required to meet demand – costs to be determined.</li> </ul>			
MB-02-A2 Improve live communication regarding transit service outages with customers.	<ul style="list-style-type: none"> <li>Options will be explored as part of technology solutions review and resources will be identified in future planning.</li> </ul>		<ul style="list-style-type: none"> <li>Implementation resources to be determined.</li> </ul>			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
MB-02-A3 Implement recommendations from the Transit Ferry Review.	<ul style="list-style-type: none"> <li>Recommendations will be brought forward by the consultant in 2026/27. Resourcing requirements to be determined.</li> </ul>			
<b>MB-03 Improve access to sustainable transportation modes.</b>				
MB-03-A1 Implement the transportation actions in the Accessibility Strategy 2025-2028.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>One additional staff required for transit-related awareness and educational campaigns.</li> </ul>		
MB-03-A2 Implement recommendations from the Access-A-Bus service review.	<ul style="list-style-type: none"> <li>Recommendations will be brought forward by the consultant in 2026/27. Resourcing requirements to be determined.</li> </ul>			
MB-03-A3 Complete the All-Ages and Abilities Regional Centre Bicycle Network.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
MB-03-A4 Complete a review of the Active Transportation Priorities Plan.	<ul style="list-style-type: none"> <li>Plan can be developed with existing staff resources, with consulting support.</li> </ul>			
<b>MB-04 Improve safety of transportation modes.</b>				
MB-04-A1 Draft and implement the Transit Safety Program.	<ul style="list-style-type: none"> <li>Recommendations will be brought forward in staff report in Fall 2026. Resourcing requirements to be determined.</li> <li>SER_021 Enhanced Security (Transit terminals)</li> </ul>			
MB-04-A2 Implement the Road Safety Strategy.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
<b>MB-05 Public transit resources and service standards align and grow with the municipality.</b>				
MB-05-A1 Develop and implement a micro-transit strategy for increased access to the transit network.	<ul style="list-style-type: none"> <li>Recommendations will be brought forward in a staff report in Winter 2025/26. Resourcing requirements are expected to be scalable based on Council direction but could be significant over time.</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of one position is required to begin implementation.</li> </ul>		

Action	Feasibility – Year 1			Feasibility – Years 2 to 4		
	26/27	27/28	28/29	29/30		
MB-05-A2 Develop and implement the Bus Rapid Transit strategy.	<ul style="list-style-type: none"> <li>Work is ongoing (e.g. Robie Street) and new work will start in 2026, continuing through multiple contracts over a couple of years.</li> <li>The magnitude of work is dependent on funding received from other levels of government, which has yet to be finalized. Money has been allocated within the capital budget for most of this work, though it will need to be reallocated between strategic corridor accounts.</li> </ul>					
MB-06 Improve connectivity between and within communities.						
MB-06-A1 Implement the Active Transportation Priorities Plan.	<ul style="list-style-type: none"> <li>Within existing resources; cost sharing opportunities available.</li> </ul>					
MB-07 Develop and enhance the transportation network and infrastructure assets to meet defined service levels.						
MB-07-A1 Review levels of service for sidewalks, roads, and right-of-way assets.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>					
MB-07-A2 Implement the Capital Plan for street recapitalization.	<ul style="list-style-type: none"> <li>Cost sharing is dependent on which projects are completed.</li> <li>Also dependent on associated cost sharing opportunities with Halifax Water.</li> <li>New Level of Service (LOS) is going to Council which will provide an updated target on how much recapitalization investment is required.</li> </ul>					
MB-07-A3 Develop and implement the Land Acquisition Strategy to secure corridors and sites for short-term and longer-term mobility projects.	<ul style="list-style-type: none"> <li>Real Estate resources likely required – staff resources and annual capital commitments (amounts to be determined). External funding is expected to be required.</li> <li>A program of this scale, complexity and timeline will require a significant staff complement and cannot be expected to be brought forward without a new, dedicated team within the Major Projects Office.</li> </ul>					

Action	Feasibility – Year 1			Feasibility – Years 2 to 4		
	26/27	27/28	28/29	29/30		
	<ul style="list-style-type: none"> <li>Additional staff will be required to manage and run the program, with significant support from consultants.</li> <li>Other business units such as Transit, Public Works, PFE, and Planning &amp; Development will need to reprioritize work in order to support the delivery of the BRT Program, including time sensitive reviews, guidance on program details, etc.</li> <li>Clear prioritization through resources and staff mandates will be important to deliver this program.</li> <li>Within existing resources.</li> </ul>					
MB-07-A4 Review levels of service for transit stop assets.					<ul style="list-style-type: none"> <li>One FTE on the Transit Infrastructure team.</li> <li>Resources will be required for ongoing implementation.</li> </ul>	

# RESPONSIBLE ADMINISTRATION

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

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>RA-01</b>	Preserve and strengthen the municipality's financial position to meet current and future needs and obligations.			
RA-01-A1	<ul style="list-style-type: none"> <li>• Within existing resources.</li> <li>• SER_001 Funding for Risk Reserve.</li> </ul>			
RA-01-A2	Prioritize and rationalize the Capital Plan to align with the municipality's delivery capacity.			
RA-01-A3	Consolidate user fees into a single administrative order.			
<b>RA-02</b>	Monitor, maintain and replace municipal assets to establish and ensure service levels.			
RA-02-A1	Develop business unit asset management plans for major asset classes including condition and criticality levels, and maintenance and replacement standards and schedules.			
RA-02-A2	Implement asset management digital transformation.			
<b>RA-03</b>	Reach net-zero municipal operations by 2030.			
RA-03-A1	Reduce greenhouse gas emissions from municipally owned buildings by at least 60% by 2030 to lower energy consumption and operating costs.			
RA-03-A2	Decarbonize up to 50% of the fleet.			<ul style="list-style-type: none"> <li>• One FTE</li> </ul>

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
RA-03-A3 Complete the planning and design of the Zero-Emission Bus Project Phase 2 and Eco-rebuild of Burnside Transit Centre.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
RA-03-A4 Initiate the build of the Zero-Emission Bus Project Phase 2 and Eco-rebuild of Burnside Transit Centre.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
<b>RA-04</b> Continuously improve municipal services and programs for quality, efficiency and cost effectiveness while supporting an accessible and user-friendly experience.				
RA-04-A1 Review the Performance Excellence Program to develop a new Corporate Continuous Improvement Strategy.	<ul style="list-style-type: none"> <li>• Within existing resources to assess program.</li> </ul>			<ul style="list-style-type: none"> <li>• Program implementation will require estimated maximum cost: \$30K/year.</li> </ul>
RA-04-A2 Promote and educate the organization to continuously improve services and increase efficiency.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
RA-04-A3 Complete the Corporate Service Review.	<ul style="list-style-type: none"> <li>• Project and contract will be managed within Corporate Planning &amp; Performance (CPP).</li> </ul>			
RA-04-A4 Implement the Service Review Program.	<ul style="list-style-type: none"> <li>• Project managed within CPP. Potential supports depend on projects / Business Units reviewed.</li> <li>• Additional in-depth service reviews may cost \$50,000 to \$100,000 depending on the scope. It is unknown how many more service reviews will be required and how many will be consultant-led.</li> </ul>			<ul style="list-style-type: none"> <li>• Implementation of Service Improvement Plans may mean investment in technology or FTE increases. It is unknown what this could be.</li> </ul>
RA-04-A5 Implement the Information Technology Strategic Plan.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
RA-04-A6 Develop a strategy and action plan for leveraging AI solutions within the organization.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
RA-04-A7 Ensure municipal by-laws, administrative orders and policies are periodically reviewed through the Governance Framework.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
RA-04-A8 Develop and implement a Customer Service Strategy and service performance monitoring.	• Within existing resources.	• Potential to hire external resource to develop Strategy: \$100,000 (est.)		
RA-04-A9 Implement changes to Halifax.ca pending requirements from the provincial <i>Accessibility Act</i> .	• Within existing resources.	• One IT FTE.		
RA-04-A10 Implement 80% of accepted recommendations from outstanding Halifax Regional Municipality Auditor General published reports within target timelines.	• Within existing resources; may vary by Audit response.			
RA-04-A11 Identify and explore new technology to support processing, distribution and delivery of library materials.	• Cost of new technology or third-party service provision of material processing is not yet known and will depend on the options available.			
<b>RA-05 Deliver meaningful and accessible public engagement and education on key municipal issues.</b>				
RA-05-A1 Implement the Community Engagement Strategy to ensure meaningful public engagement.	• SER_012 Community Engagement.			
RA-05-A2 Implement the Digital Communications Strategy to advance public engagement and education objectives.	• Within existing resources.			
<b>RA-06 Foster collaborative relationships with other levels of government and partners.</b>				
RA-06-A1 Implement the Government Relations Strategy to strengthen intergovernmental processes and structures that enable the municipality, provincial and federal governments to identify shared objectives.	• The Government Relations Strategy is being developed for Regional Council approval in 2025/26.			
RA-06-A2 Implement the Partnership Engagement Plan to enhance service delivery to communities.	• The Partnership Engagement Plan is being developed for Regional Council approval in 2025/26.			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>RA-07 Enhance the organization's ability to anticipate and manage risks and opportunities effectively.</b>				
RA-07-A1 Develop and implement an Operational Risk Management Framework.	<ul style="list-style-type: none"> <li>• Within existing resources (LRIS).</li> <li>• Within existing resources for high level risk assessments (HalfiACT Action 15). Studies will help determine resource and funding needs for years 2-4.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Training and implementation resources to be determined (dependent on Learning Management System roll-out).</li> </ul>		
RA-07-A2 Begin developing the Strategic Risk approach.	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			
RA-07-A3 Begin developing the Enterprise Risk Program (inclusive of Financial, Strategic and Operational Risk).	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>			

# OUR PEOPLE

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

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
<b>OP-01 Foster a workplace that is equitable, diverse, inclusive and accessible.</b>				
OP-01-A1 Implement the corporate facing actions from the Dismantling Hate and Racism Strategy and inclusive strategies.	<ul style="list-style-type: none"> <li>HR needs implementation/technology resources to facilitate some of the Dismantling Hate and Racism Strategy recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Funding to purchase training resources and FTEs to develop training resources.</li> <li>Estimate 100K starting in 2027/28 (for both A1 &amp; A2)</li> </ul>		
OP-01-A2 Implement the workplace recommendations in the Accessibility Strategy 2025-2028 in alignment with the Province of Nova Scotia's <i>Accessibility Act</i> .	<ul style="list-style-type: none"> <li>HR needs implementation/technology resources to facilitate some of the Accessibility Strategy recommendations.</li> </ul>			
OP-01-A3 Implement additional workplace strategies that address discrimination, harassment and racism.	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>			
OP-01-A4 Implement actions in the Employment Equity Action Plan.	<ul style="list-style-type: none"> <li>Implementation is limited by the availability of equity data.</li> </ul>			
<b>OP-02 Strengthen the attraction and retention of people with the skills and behaviours needed to deliver municipal services.</b>				
OP-02-A1 Review the Compensation Strategy.	<ul style="list-style-type: none"> <li>Adjustments to compensation offerings to maintain market competitiveness will require additional funding.</li> </ul>			
OP-02-A2 Implement programs to assist with the identification of hard-to-fill and critical roles to facilitate appropriate workforce planning.	<ul style="list-style-type: none"> <li>Within existing resources; progress could be dependent upon Business Unit capacity to balance operational deliverables.</li> <li>SER_024 HRFE Outreach.</li> </ul>			
OP-02-A3 Support integration of ongoing employee engagement strategies into business unit operations.	<ul style="list-style-type: none"> <li>Within existing resources; progress could be dependent upon Business Unit leadership capacity to balance operational deliverables.</li> </ul>			

Action	Feasibility – Year 1		Feasibility – Years 2 to 4	
	26/27	27/28	28/29	29/30
OP-02-A4 Streamline the recruitment process to improve candidate experience and reduce time to fill vacant positions through technology implementation and process redesign.	<ul style="list-style-type: none"> <li>Change management resources may be required to maximize potential improvement.</li> <li>The new applicant tracking system implementation may impact timelines.</li> </ul>			
<b>OP-03 Increase employee access to learning and development opportunities.</b>				
OP-03-A1 Promote and increase employee development and advancement opportunities both within business units and across the organization.	<ul style="list-style-type: none"> <li>Within existing resources; support from leadership to enable employee participation is crucial for success.</li> </ul>			
OP-03-A2 Improve onboarding processes and documentation through increased access to information and standardization of processes.	<ul style="list-style-type: none"> <li>The onboarding system implementation may impact timelines.</li> </ul>			
OP-03-A3 Increase employee access to learning and development opportunities through technology implementation.	<ul style="list-style-type: none"> <li>Within existing resources; program expansion will require additional resourcing for content acquisition and/or development.</li> </ul>			
<b>OP-04 Foster a safety-first culture where employees' mental, emotional and physical well-being are protected.</b>				
OP-04-A1 Implement the Employee Wellbeing Strategy through proactive prevention programming to reduce physical and psychological illness and injury.	<ul style="list-style-type: none"> <li>Specific areas of identified risk with respect to occupational hazards may require additional resources.</li> </ul>			
OP-04-A2 Develop and implement a Corporate Safety Support Model for all business units.	<ul style="list-style-type: none"> <li>May require additional Corporate Safety resources and will require increased participation and collaboration from Business Units.</li> </ul>			