

# Strategic Plan 2017 - 21

## VISION

HRM's vision for the future is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and sustainable environment.

## MISSION

We take pride in providing high-quality public service to benefit our citizens.  
*We make a difference.*

## VALUES

- Respect
- Collaboration
- Diversity & Inclusion
- Integrity
- Accountability
- Sustainability
- Evidence-Based Decision Making

## COUNCIL PRIORITY AREAS

### ECONOMIC DEVELOPMENT

HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the business community.

### SERVICE DELIVERY

HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the municipality.

### HEALTHY, LIVEABLE COMMUNITIES

HRM is a safe, livable and sustainable community that encourages public engagement and participation in civic life.

### SOCIAL DEVELOPMENT

HRM's communities have access to social infrastructure that supports all segments of the community.

### GOVERNANCE & ENGAGEMENT

HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.

### TRANSPORTATION

Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.

## COUNCIL PRIORITY OUTCOMES

### ECONOMIC DEVELOPMENT

#### ATTRACT & RETAIN TALENT

HRM is a welcoming community where the world's talent can find great opportunities.

#### PROMOTE & MAXIMIZE GROWTH

HRM promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.

#### RURAL ECONOMIC DEVELOPMENT

The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.

#### FOCUS ON THE REGIONAL CENTRE

HRM has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.

#### SUPPLY OF INDUSTRIAL, COMMERCIAL & INSTITUTIONAL LANDS

Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.

#### MAKE HALIFAX A BETTER PLACE TO LIVE AND WORK

Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

### SERVICE DELIVERY

#### SERVICE TO OUR BUSINESS

HRM simplifies processes and delivers service to promote and encourage a vibrant business environment.

#### SERVICE TO OUR PEOPLE

HRM understands the needs and perspectives of the people they serve, and provides quality service through a person focused approach.

#### INNOVATION

HRM will foster a corporate culture that values innovation and bold ideas and supports the rapid deployment of experimental pilot projects and civic innovation project teams.

### HEALTHY, LIVEABLE COMMUNITIES

#### PUBLIC SAFETY

HRM citizens and visitors are safe where they live, work, and play.

#### ENERGY & ENVIRONMENT

HRM builds resiliency by providing leadership in energy management, sustainability and environmental risk management both as an organization and in the community we serve.

#### RECREATION & LEISURE

HRM citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.

#### COMMUNITY HEALTH

HRM shall be an active partner in supporting community health program such as food security initiatives.

### SOCIAL DEVELOPMENT

#### SOCIAL INFRASTRUCTURE

HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.

#### ACCESSIBLE COMMUNITY

HRM is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.

#### HOUSING & NEIGHBOURHOOD

Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods.

#### EQUITY & INCLUSION

HRM is a diverse and inclusive community that supports everybody.

### GOVERNANCE & ENGAGEMENT

#### MUNICIPAL GOVERNANCE

HRM citizens have confidence in the governance structures of the municipality.

#### COMMUNICATIONS

HRM citizens and communities participate in open and transparent communication with the municipality.

#### PUBLIC ENGAGEMENT

HRM citizens and communities are engaged in the development of public policy and plans.

#### FISCAL RESPONSIBILITY

HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

### TRANSPORTATION

#### INTERCONNECTED & STRATEGIC GROWTH

HRM will implement an integrated mobility strategy that supports growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles, consistent with the Regional Plan.

#### A WELL MAINTAINED TRANSPORTATION NETWORK

The Halifax Transportation Network is comprised of well-maintained assets.

#### A SAFE & ACCESSIBLE TRANSPORTATION NETWORK

The Halifax Transportation Network is designed to be operated to be safe, accessible and supportive of enhanced user experience and focused on service improvements.

#### PEDESTRIAN SAFETY

Drivers, cyclists and pedestrians all-share responsibility for travelling safely together. Through education, enforcement, and improved infrastructure (engineering), engagement and evaluation, pedestrians in Halifax are provided with a safe environment in which to walk.