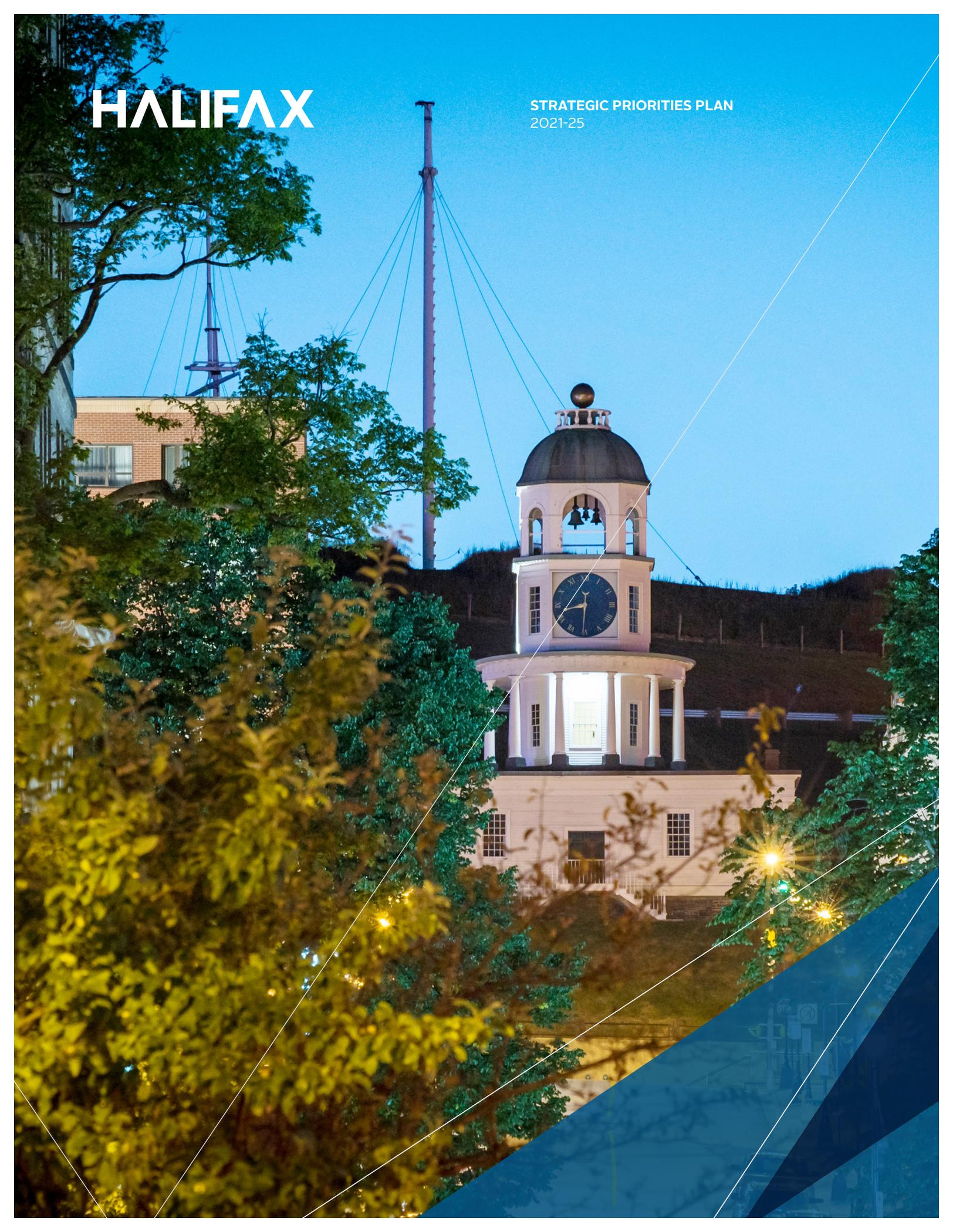


# HALIFAX

STRATEGIC PRIORITIES PLAN  
2021-25





**THE HALIFAX REGIONAL MUNICIPALITY IS LOCATED IN MI'KMA'KI, THE ANCESTRAL AND TRADITIONAL LANDS OF THE MI'KMAQ PEOPLE. THE MUNICIPALITY ACKNOWLEDGES THE PEACE & FRIENDSHIP TREATIES SIGNED IN THIS TERRITORY AND RECOGNIZES THAT WE ARE ALL TREATY PEOPLE.**

# CONTENTS

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<b>INTRODUCTION</b>	<b>1</b>
A NOTE FROM MAYOR SAVAGE	3
MEET THE REGIONAL COUNCIL	4
MESSAGE FROM THE CAO	6
OUR ORGANIZATION	8
OUR STRATEGIC PRIORITIES PLAN	9
WHAT WE HEARD FROM OUR RESIDENTS	11

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<b>COUNCIL PRIORITIES</b>	<b>13</b>
PROSPEROUS ECONOMY	14
COMMUNITIES	19
INTERGRATED MOBILITY	27
ENVIRONMENT	31

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<b>ADMINISTRATIVE PRIORITIES</b>	<b>34</b>
RESPONSIBLE ADMINISTRATION	35
OUR PEOPLE	38
SERVICE EXCELLENCE	41

## INTRODUCTION

# FROM THE SEA, WEALTH

The Halifax Regional Municipality is guided by the motto "e mari merces", meaning wealth from the seas. The largest municipality in Atlantic Canada, the government delivers programs and services that make a difference in the lives of more than 448,000 residents across 200 communities and neighbourhoods. The Halifax region continues to see strong growth, with its population forecasted to exceed 491,000 by 2025.

Regional Council, which is comprised of Mayor Mike Savage and 16 Councillors, represents the main legislative and governing body for the 16 districts of the Halifax region. The decisions made by Council serve to establish municipal policies and by-laws, as well as provide direction for the Chief Administrative Officer, Jacques Dubé, and the approximately 5,000 employees reporting to the CAO. Some of the key services we provide to our residents include fire and emergency response, public transit, policing, waste management, parks

and recreation, infrastructure and planning for development.

This inaugural four-year Strategic Priorities Plan is the result of Regional Council and Administrative consultation aligned with the priorities of our communities. The Council Priorities outline the priority areas and outcomes to be achieved by Regional Council; the Administrative Priorities are the priority areas and outcomes to be achieved by the Administration in the furtherance of Regional Council's Priorities as well as those of the organization.

This four-year plan provides for the alignment of operational and capital budgets over this period so that strategic initiatives contained in this plan can be achieved. The municipality's disciplined and responsible approach to fiscal management is at the heart of everything it does, to ensure ongoing financial stability, good value to the public it serves, and sound investments for the future.



## A NOTE FROM MAYOR SAVAGE



This has been a year like no other. As we release this plan, we continue to try our best to bring certainty to uncertain times. As government and community work together towards an end to the pandemic, we also recognize that we have much to be thankful for in this place we call home.

Alongside the many challenges and sorrows of the past year, it is fair to say many of us also experienced something else: Gratitude. Gratitude for the public health measures that have helped us ride out this storm; for the support we have shown each other and our local businesses; and, for the special qualities of the Halifax region and Nova Scotia.

The character and resiliency of this community will ensure that we will recover and rebound. As a municipality we are committed to the investments, the programs and the policies that ensure our fiscal health and our social wellbeing.

Since taking office in November 2020, our new Council has established its priorities for the term and provided direction that is reflected in this Strategic Priorities Plan 2021-25. Working with CAO Jacques Dubé and our staff, we will deliver on our goals to build strong, complete and welcoming communities; a prosperous

economy; a healthy environment that includes a serious response to climate change; and further investment in integrated mobility to encourage greater transit use and easier, safer options for active transportation.

More than at any other time, we are stretching traditional views of city-building to include a more holistic approach to community social development. We have seen what's possible when a bus becomes a mobile market; when communities become more accessible; when we use surplus municipal properties to help provide housing; or invest in the parks, playgrounds and wilderness areas that help people feel at home in their surroundings.

We recognize that as we reap the economic rewards of growth, the benefits do not accrue equally or equitably within our communities. And so, we must continue to focus on the serious issues of housing affordability, social inclusion, food security and racial injustice.

The past few years have brought record numbers of new people to our city, in the downtown, and in complete communities we have designated for growth. More than 9,000 new people came to the municipality last year, and our workforce grew more than any other city in Canada. If similar rates continue, propelled by immigration and now pandemic-related inter-provincial migration, we will exceed our Economic Growth Plan's goal to reach 550,000 population by 2031.

Regards,

Mayor Mike Savage

## MEET THE REGIONAL COUNCIL



**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



**Waye Mason**  
DISTRICT 7  
Halifax South Downtown



**Lindell Smith**  
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 -  
 Prospect Road



**Iona Stoddard**  
**DISTRICT 12**  
 Timberlea - Beechville -  
 Clayton Park - Wedgewood



**Pamela Lovelace**  
**DISTRICT 13**  
 Hammonds Plains -  
 St. Margarets



**Lisa Blackburn**  
**DISTRICT 14**  
 Middle/Upper Sackville -  
 Beaver Bank - Lucasville



**Paul Russell**  
**DISTRICT 15**  
 Lower Sackville



**Deputy Mayor  
 Tim Outhit**  
**DISTRICT 16**  
 Bedford - Wentworth

## MESSAGE FROM THE CAO



The Strategic Priorities Plan 2021-25 outlines the Halifax Regional Municipality's vision, mission and values, and establishes our strategic priorities.

I would like to acknowledge how proud I am of the work of municipal employees and of the Mayor and Regional Council. It is a privilege and an honour to work with such a talented team. Our collective goal of making a difference in the communities we serve has never wavered, despite the significant and often unpredictable pressures of the COVID-19 pandemic.

The pandemic has been one of the largest disruptions in the lives of our residents and in the delivery of municipal programs and services we have faced as an organization. We continue to recognize opportunities that will help us on our road to economic recovery, including partnerships with industry stakeholders, the not-for-profit sector, hundreds of dedicated volunteers and with provincial and federal levels of government.

Through the capital budget, we are committed to investing over \$843 million over the next four years to help us deliver on the priorities approved by Regional Council – Prosperous Economy, Communities, Integrated Mobility, and Environment – to ensure we can continue to meet the needs of our residents and visitors to the region.

Transformative capital investments include expanding our integrated mobility network through projects such as the Windsor Street Exchange Redevelopment



and Rapid Transit Strategy; implementing recommendations outlined in HalifACT, our ambitious climate action plan; and the development of the Cogswell District, one of the biggest city-building projects in our region's history. Details of these strategic initiatives and others are included in this plan.

As an organization, the municipality will also advance our approved administrative priorities – Responsible Administration, Our People, and Service Excellence. These priorities will be our road map to support Regional Council to deliver on its priorities and to provide employees with the resources and tools they need to not only meet, but exceed expectations, in the delivery of programs and services.

The 2020-21 fiscal year was, without a doubt, one of the most challenging in recent history. Collectively, we adapted and will continue to recognize and seize opportunities for economic growth, environmental sustainability, affordable and attainable housing, innovation, social development, inclusivity and equality. We will continue to build on the strengths of our residents and communities in all of our vibrant and diverse rural, suburban and urban areas to ensure we remain Atlantic Canada's leading economic region for generations to come.

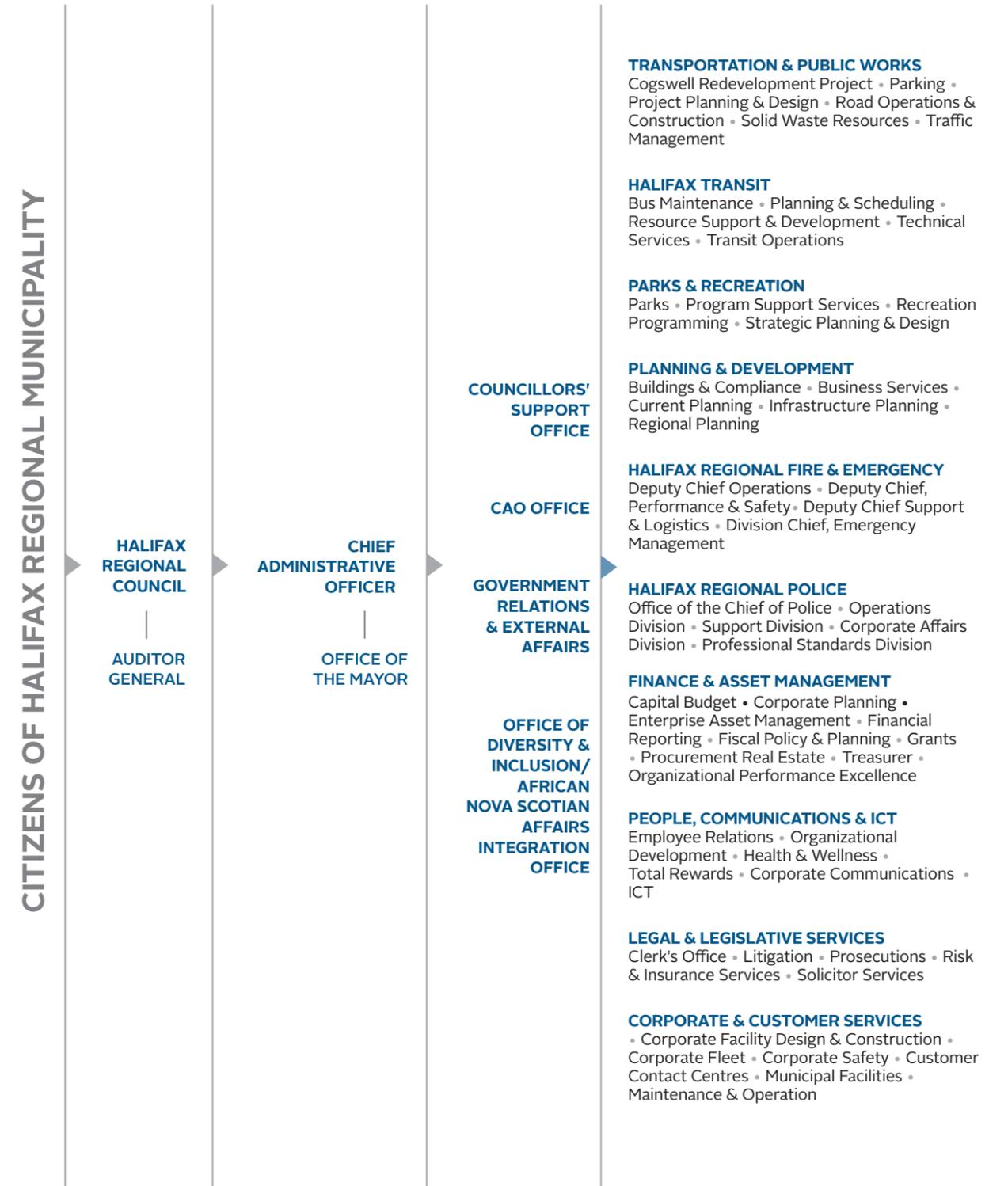
Kind regards, amitiés, wela'liq,

Jacques Dubé  
 Chief Administrative Officer





## OUR ORGANIZATION



Halifax Public Libraries is governed by a board, not Regional Council. The Library receives approximately 75% of its funding from the municipality.

# OUR STRATEGIC PRIORITIES PLAN

The Halifax Regional Municipality's Strategic Priorities Plan 2021-25 articulates our vision, mission and values, and establishes our key priorities now and into the future. The four-year plan is developed at the commencement of a new Regional Council term and revisited each year as part of the annual multi-year strategic planning process.

Council priorities and associated outcomes are established by Regional Council. Administrative priorities are established by the Chief Administrative Officer, in collaboration with municipal business units, to deliver on Council priorities. To achieve these priorities, administrative teams develop strategic initiatives to advance the priority outcomes. The initiatives are then integrated into business plans, which become the subject of the annual budget process.

## VISION

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

## MISSION

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

## VALUES

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

## COUNCIL PRIORITIES

PROSPEROUS ECONOMY  
COMMUNITIES  
INTEGRATED MOBILITY  
ENVIRONMENT

## ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION  
OUR PEOPLE  
SERVICE EXCELLENCE



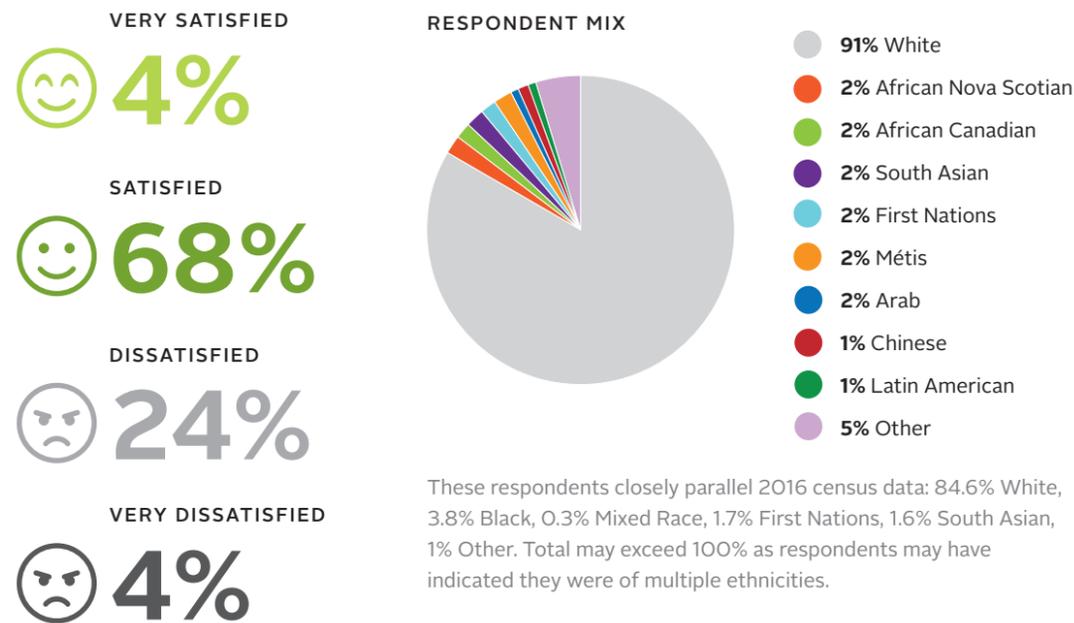
# WHAT WE HEARD FROM OUR RESIDENTS

## The 2020 Municipal Budget Survey Results

To inform the 2021/25 planning process, the municipality conducted the 2020 Municipal Budget Survey, an online-only survey that was available to all residents. This was the second consecutive year that the municipality has conducted a survey to inform budget and business planning.

The survey, open from November 5 to December 14, 2020, asked participants about their priorities and expectations, their experiences with the municipality, and their satisfaction level with the services provided. The municipality received 4,312 responses, a 300% increase in responses compared to the 2019 Shape Your Budget Survey (1,078 responses), and a 400% increase in responses compared to the 2019 Budget Allocator Survey (854 responses).

Overall, 72% of respondents said that they were very satisfied (4%) or satisfied (68%) with municipal service delivery (up from 3% / 62% in 2019). Results are still lower than the 81% (4% / 77%) from the 2018 Citizen Survey, but the improvement is positive considering the

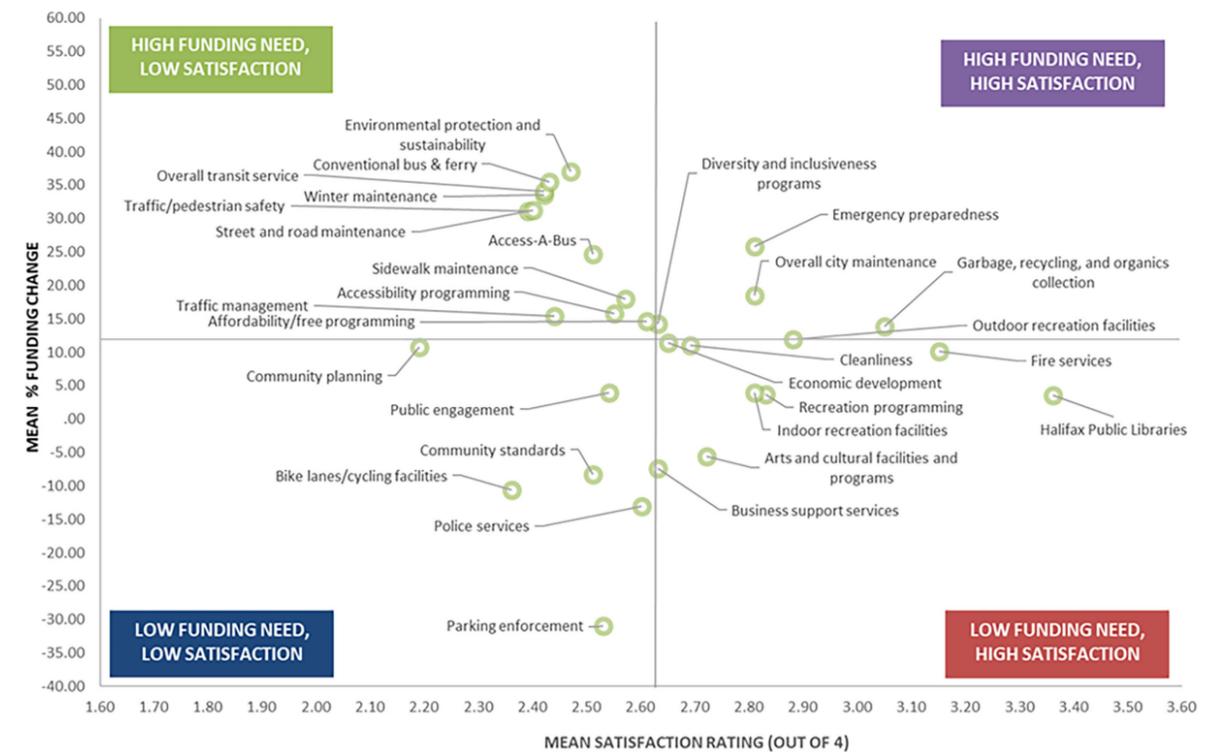


<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/210126rci03.pdf>

challenges faced by residents and the municipality this year with COVID-19 and the reduction or changes to many service offerings. Residents were asked about their satisfaction with specific services, and a majority of residents were either satisfied or very satisfied with 28 of 30 services and indicated an increase in satisfaction for 20 of the 30 services compared to the 2019 Shape Your Budget Survey.

For each municipal service, respondents were asked to indicate whether they wanted service levels to increase, remain the same, or decrease, even if there was a tax implication associated with the service level change. Of the 31 services listed, only one - Environmental Protection and Sustainability - had a plurality (the largest percentage of respondents, but not a majority) seeking an increase in service levels. Twenty-nine had a majority (28), or plurality (1) wanting the municipality to maintain service levels. Only one service - Bike Lanes / Cycling Facilities - had a plurality preferring a decrease. This is a change compared to the 2019 Shape Your Budget survey, where 30% or more of respondents were looking for an increase for 20 of the 30 services listed, and the 2018 Citizen Survey, where respondents were looking for an increase in service for nine of the 26 services listed.

### SATISFACTION VS SERVICE FUNDING LEVELS





# COUNCIL PRIORITIES

- PROSPEROUS ECONOMY
- COMMUNITIES
- INTEGRATED MOBILITY
- ENVIRONMENT

## PROSPEROUS ECONOMY

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

### PRIORITY OUTCOMES

#### ECONOMIC GROWTH

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

#### HOLISTIC PLANNING

Comprehensive integrated planning is undertaken in consideration of the economic, social and environmental implications of how our communities grow and develop.

#### TALENT ATTRACTION & RETENTION

A welcoming community that attracts and retains the world's talent.

**PROSPEROUS ECONOMY**

**ECONOMIC GROWTH**

STRATEGIC INITIATIVES

**COVID-19 ECONOMIC RESPONSE AND RECOVERY PLAN**

The municipality will work with the Halifax Partnership to implement a COVID-19 Economic Response and Recovery Plan to help the economy and community weather the urgent healthcare crisis, prepare to restart and rebuild when conditions allow, and get back to the municipality's long-term growth trend.

**AFRICAN NOVA SCOTIAN ROAD TO ECONOMIC PROSPERITY ACTION PLAN**

The municipality and the Halifax Partnership, in collaboration with the Road to Economic Advisory Committee, will work with the African Nova Scotian community to address historic and present-day economic challenges and opportunities, and to advance economic development and community priorities by focusing on: building unity and capacity among African Nova Scotians; establishing land ownership; developing infrastructure; attracting investment; and increasing participation in education, employment and entrepreneurship.

**FIVE-YEAR ECONOMIC STRATEGY & HALIFAX PARTNERSHIP SERVICES AGREEMENT**

The municipality and the Halifax Partnership will develop and implement a 2022-27 economic strategy to attract, keep and grow talent, investment and jobs in Halifax. Partnership deliverables and other responsibilities will be outlined in a revised Halifax Regional Municipality-Halifax Partnership services agreement.

**TOURISM MASTER PLAN**

The municipality will support Discover Halifax's launch and implementation of the long-term Tourism Master Plan to guide tourism growth and build better communities for visitors and residents. The plan includes the development of a new governance model for major events attraction.

**COGSWELL DISTRICT PROJECT**

The Cogswell District project will transform land and aging, underutilized transportation infrastructure into a vibrant, mixed-use neighbourhood, reintegrating historic aspects of downtown and the waterfront within the north end of Halifax.

**RURAL PLANNING PROGRAM IMPLEMENTATION**

Develop a rural land use management framework which considers both planning applications and policy in response to issues facing the residents and businesses of our municipality's rural areas and help improve the economic, environmental and cultural resiliency of rural communities.

**COMMERCIAL TAXATION OPTIONS**

The municipality will assess, develop and implement, where appropriate, commercial taxation policy changes per Regional Council direction and the fiscal sustainability strategy, including a three-year phase-in of assessment increases and tiering of tax rates based on assessment and geography.

**REGULATORY MODERNIZATION FRAMEWORK**

The Regulatory Modernization initiative will advance strategic and operational actions to:

- Reduce regulatory red-tape for business and regulatory outcomes for all municipal customers;
- Reduce regulatory red-tape from internal operations;
- Build municipal capacity for regulatory reform action through policy development best practice, collaboration and engagement, staff training and innovation, and performance measurement;
- Develop a strategy to shift regulatory modernization from a temporary project to multi-year program.

**HALIFAX INNOVATION OUTPOST**

Through the Halifax Innovation Outpost, and as a participant of the Halifax Partnership's Innovation District, the municipality will support the innovation community to evolve their ideas through opportunities to leverage municipal infrastructure and assets (such as streetlights, buildings, etc.) for early testing and design, providing space for idea generation and collaboration for key social issues such as and not limited to climate change and food security; and improve municipal data transparency through data modelling and visualization projects.

## PROSPEROUS ECONOMY

### HOLISTIC PLANNING

#### STRATEGIC INITIATIVES

##### STREETSCAPING

On September 22, 2020, Regional Council adopted the Regional Centre Streetscaping Administrative Order (AO) which identifies that streets are an important component of the public realm, and like municipal parks and open spaces, are available for everyone to use, often without charge. Streetscaping considers how elements such as trees, lighting, street furniture, surface materials, underground wiring, planters and more, can be used to animate and support a street's function as part of the public realm (i.e. a "place"), beyond its role as a corridor for transportation (i.e. a "link"). The streetscaping program will be delivered through integration opportunities in our capital infrastructure work within the right of way or as part of standalone projects like the Argyle and Grafton Streetscaping Project.

When the AO was adopted, Council also directed staff to develop a comprehensive approach to converting overhead power lines to underground systems in the downtown.

##### SUFFICIENT SUPPLY OF INDUSTRIAL LANDS INVENTORY

With a goal of ensuring a sufficient supply of industrial land, the municipality undertakes strategic planning and maintains industrial park inventory to be sold to the private sector for industrial and commercial development. Planning & Development will work with Corporate Real Estate to initiate the secondary planning process for the proposed expansion of planned Industrial Parks. Informed by the background studies, this work will include establishing a public engagement program, developing detailed concept plans and evaluating public infrastructure costs.

##### PLAN & BY-LAW SIMPLIFICATION – CENTRE PLAN PACKAGE B APPROVAL AND IMPLEMENTATION

Centre Plan Package B includes proposed policies and regulations for areas designated as Established Residential Areas, Downtown Halifax and Cogswell Interchange Lands, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional and Industrial Employment Areas. Utilizing the framework that was setup out through the Centre Plan process, the municipality will continue Plan & By-law Simplification for the remainder of the urban settlement area and ensure that each of those plans are modernized.

### REGIONAL PLAN

Planning & Development continues to move forward on a wide range of strategic initiatives that define how the municipality proceeds from a planning perspective. These initiatives include the Regional Plan Review, Plan & By-law Simplification (Centre Plan), improving the regulatory framework governing social planning initiatives such as affordable housing, food security and heritage property protection. Work also includes implementing a suite of improvements to our data management and reporting capabilities. The Halifax Regional Municipal Planning Strategy (Regional Plan) is the overarching guide for planning in the municipality and is built on a common vision and principles for the entire region to achieve balanced and sustainable growth. The Regional Plan policies affect fundamental aspects of living in the Halifax region and its policies are complex, far-reaching and are therefore important for the region's economic development and the vitality of community life. At its core, the Regional Plan proactively defines the regional settlement direction and pattern, that influence the long-term environmental, social and economic resiliency of the community.

## PROSPEROUS ECONOMY

### TALENT ATTRACTION & RETENTION

#### STRATEGIC INITIATIVES

##### TALENT ATTRACTION

The municipality will support the Halifax Partnership's Connector Program, Atlantic Innovation Pilot recruitment efforts and other initiatives to attract talent to the Halifax region.

##### TALENT RETENTION

The municipality will update and implement its immigration strategy (Newcomers Welcoming Plan) to welcome and settle immigrants in Halifax and will support Halifax Partnership programs aimed at retaining new immigrants, recent domestic and international graduates, and internationally-trained workers.



# COMMUNITIES

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

## PRIORITY OUTCOMES

<b>SAFE COMMUNITIES</b>	Residents and visitors feel safe and are supported by a network of social infrastructure that helps community members thrive.
<b>INVOLVED COMMUNITIES</b>	Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational and civic opportunities.
<b>INCLUSIVE COMMUNITIES</b>	Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers.
<b>AFFORDABLE COMMUNITIES</b>	The municipality demonstrates leadership and fosters partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighbourhoods.

## COMMUNITIES

### SAFE COMMUNITIES

#### STRATEGIC INITIATIVES

##### HALIFAX STREET CHECKS REPORT RESPONSE

In collaboration with the Board of Police Commissioners, Nova Scotia Department of Justice and local communities, Halifax Regional Police (HRP) is in the process of implementing a comprehensive and inclusive response to the Halifax, Nova Scotia: Street Checks Report, including detailed short- and long-term action plans, involving enhanced training, education on anti-Black racism and bias, a greater focus on diversity in police cadet recruitment and proactive community engagement.

##### PUBLIC SAFETY STRATEGY 2018-2022

The Public Safety Strategy 2018-2022 is a roadmap for making evidence-informed, upstream investments in community safety and wellbeing. A comprehensive renewal of the Public Safety Strategy will commence in 2021-22, as part of the Public Safety and Policing Review.

##### UN WOMEN SAFE CITIES AND SAFE PUBLIC SPACES FOR WOMEN AND GIRLS PROGRAM

The UN Women Safe Cities and Safe Public Spaces for Women and Girls Program prevents and responds to gender-based violence in public spaces. The next phase involves developing and implementing recommendations to address priority areas emerging from a completed scoping study and advance the implementation of a Women's Safety Assessment tool including building partnerships with key stakeholders; developing and implementing comprehensive laws and policies; investing in the safety and economic viability of public spaces; and transforming social norms.

##### COVID-19 COMMUNITY PROTECTION/SERVICE

In response to COVID-19, the municipality is meeting the needs of residents in a variety of ways, such as partnering with the Province, Nova Scotia Government Employees Union (NSGEU) and International Association of Fire Fighters (IAFF) to train our career firefighters to administer COVID-19 testing to our residents. After completing a Return to Work Framework for the municipality, Halifax Regional Fire & Emergency (HRFE) continues to work closely with Public Health and the municipality's Corporate Safety division to support all municipal business units as they implement the Framework and adjust to the evolving situation to allow for safe service delivery to citizens and staff.

## **POLICE RESPONSE**

To enhance HRP's ability to respond to the communities we serve and provide evidence-based and problem-oriented policing, HRP will undertake a priority response review. Based on the findings of this review, HRP will evaluate its current Patrol Deployment Model to develop a plan for effective response and deployment to ensure proper coverage in high-call areas.

## **CRIME PREVENTION THROUGH PUBLIC EDUCATION**

In order to prevent crime and improve quality of life for residents HRP will build a strategic public education framework, developing annual campaigns to educate and inform citizens.

## **ENHANCE CRISIS COMMUNICATION CAPACITY**

Enhance the municipality's emergency response capacity through participation in Incident Command System (ICS) training and crises communications simulation exercises to ensure that Regional Council and municipal staff have a clear understanding of the processes and solutions available to them to continue operating the municipality in the event of an impact to daily operations. The Emergency Management Division will lead the development and execution of an Emergency Communications Solutions Strategy (ECSS).

## **COMFORT CENTRES/EMERGENCY GENERATORS**

The municipality is mandated under the *Emergency Management Act* to prepare and approve emergency management plans. Part of the preparedness strategy is to have emergency comfort centres available to citizens when needed. These will be strategically located throughout the municipality to ensure adequate coverage and availability to all citizens.

## **FEDERAL HEAVY URBAN SEARCH AND RESCUE PROGRAM (HUSAR)**

As per Council direction in 2018, HRFE has re-engaged with the Federal Heavy Urban Search & Rescue (HUSAR) Program. HUSAR Task Forces are interdisciplinary teams comprised of specialists from across the emergency response spectrum. Capabilities include search and rescue, communications, logistics, emergency medical assistance, technical and canine search, and structural assessment, or any large disaster response. Funding is cost shared 25/75 (municipal/federal).

## **COMMUNITY RISK REDUCTION**

The Community Risk Reduction division will continue to conduct risk assessments throughout the municipality that will use data to identify high risk areas, based on information such as population density, response times, and Critical Infrastructure Protection and Hazard Risk Assessments. This information will be used to identify protection measures to ensure infrastructure is accessible during crisis events.

HRFE conducts Fire Safety Maintenance Inspections (FSMI) as part of its legislated responsibility to complete maintenance inspections on selected occupancy types.

## **COMMUNITIES**

# **INVOLVED COMMUNITIES**

## **STRATEGIC INITIATIVES**

### **ANTI-BLACK RACISM STRATEGY**

The municipality will establish an Anti-Black Racism Strategy and implement a corporate action plan to guide the organization in its work with and in the African Nova Scotian Communities.

### **COMMUNITY-FOCUSED SERVICE DELIVERY**

Halifax Public Libraries will be undergoing a strategic shift, to focus on community-based work and community-led engagement. This will result in service delivery and programming responses that meet various customer needs.

### **SHARING OUR STORIES (CULTURE & HERITAGE PRIORITIES PLAN)**

The Sharing Our Stories project (Culture & Heritage Priorities Plan) provides the vision, principles and priorities to more effectively guide investments and decisions related to culture and heritage. The Sharing Our Stories project will clarify the municipality's role in supporting culture and heritage by:

- Analyzing the municipality's current support for culture and heritage by reviewing existing programs, policies and complete best practices research;
- Completing targeted stakeholder and rights holder engagement, youth engagement and provide opportunities for broader public input, and;
- Developing and prioritizing a set of actions with timelines to improve how the municipality supports culture and heritage.

### **PARKLAND ACQUISITION**

The municipality will continue to focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland.

### **RURAL RECREATION STRATEGY DEVELOPMENT**

To address the needs of rural residents, the municipality will develop and implement a rural recreation strategy to increase recreation and leisure opportunities.

## ONE RECREATION

The municipality will continue to increase connection and coordination across all municipally-owned recreation facilities, both municipally and board run operations, through exploration of a one membership model, and more coordinated service delivery.

## YOUTH ENGAGEMENT AND SUPPORT

More than 1,400 youth from all areas of the municipality were consulted in the development of the original Youth Services Plan, which is in the final year of its three-year term. The Youth Services Plan 2 will be established to determine effective ways of providing recreation opportunities for youth. The plan will be by youth, and for youth. Additionally, Halifax Public Libraries will work with youth to create opportunities for young people to impact communities and shape their own futures. They will also work with youth who are experiencing risk during life transitions.

## PARK AND OPEN SPACE PLANS

The municipality will identify outcomes and priorities regarding service delivery, fiscal sustainability, accessibility and inclusion through strategic plans including: Playing Field Strategy, Regional Wilderness Park Plans, Park Standards, as well as other strategies and decision-making frameworks related to Lawn Bowling, Courts and Recreational Trails. The Halifax Common Master Plan will define management policies, as well as concepts and action plans for physical renewal of the space.

## SENIOR ENGAGEMENT PLAN

To address the recreational needs of seniors, the municipality will develop and implement a recreation strategy to increase recreation and leisure opportunities for seniors (age 60+).

## COMMUNITIES

# INCLUSIVE COMMUNITIES

### STRATEGIC INITIATIVES

## EQUITABLE ACCESS TO MUNICIPAL SERVICES

Under the Diversity & Inclusion Framework, business units will develop and implement various diversity and inclusion plans and initiatives in collaboration with the Office of Diversity & Inclusion/African Nova Scotian Affairs Integration Office (ANSAIO).

## ACCESSIBILITY STRATEGY

To guide the municipality in meeting the Province of Nova Scotia's *Accessibility Act* goal of becoming an accessible province by 2030, the municipality will implement the Accessibility Strategy.

## SOCIAL POLICY

The municipality's Social Policy has three focus areas: affordable housing, food security and connected communities. The municipality will work to help build internal capacity across all business units and identify partnerships to enhance collaboration within the focus areas to serve marginalized communities.

Under the Connected Communities theme of the Social Policy, the municipality will enhance how the mobility system interacts with marginalized communities by enhancing partnerships with community stakeholders like Immigration Services Association of Nova Scotia (ISANS), considering community benefits and social equity when making infrastructure investments to improve the system, and considering access to transit and active transportation facilities for vulnerable users.

## TASK FORCE ON THE COMMEMORATION OF EDWARD CORNWALLIS AND THE RECOGNITION AND COMMEMORATION OF INDIGENOUS HISTORY

The municipality will begin the implementation and tracking of the recommendations in the Report from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History and report progress to Halifax Regional Council.

**RESPONSE TO HOMELESSNESS**

The municipality will explore ways to better coordinate and resource its role in preventing and responding to the issue of homelessness, including continued support for the Navigator Program.

**AFRICAN NOVA SCOTIAN (ANS) COMMUNITY ADVISORY COMMITTEE**

Informed by the findings of the Halifax, Nova Scotia: Street Checks Report Response and following up the Police Chief Dan Kinsella's apology to the ANS community, an African Nova Scotian Community Advisory Committee will be established including representation from members of the external community and municipal staff. This committee will provide key input on a Know Your Rights public awareness campaign regarding police interactions, officer training and HRP community engagement.

**ADDRESSING FOOD INSECURITY**

The municipality has committed to partnering with the Halifax Food Policy Alliance to develop JustFOOD, an action plan for the Halifax region. JustFOOD is a collaborative effort towards actions to increase food security and strengthen our local food system, through the lens of food justice. A draft framework has been developed, building on the Halifax Food Charter Principles. Engagement activities will begin in 2021 to consider what food justice means to people and the communities they serve, to test draft food system goals and move together towards action. These engagement results and ongoing research will inform a draft action plan, to be refined through public engagement and brought to reality through supports for action such as champions, funding, people power, performance measurement and other resources for positive change.

- Additional municipal food security initiatives include the continued partnership and support of the Mobile Food Market; continued support for emergency food distribution and evaluation of food experiences during COVID-19; support for community gardens like, Common Roots Urban Farm; and support for various other programs and organizations including Square Roots and Hope Blooms.
- Halifax Public Libraries will provide food literacy programs with the intent to improve food security and the health of community members especially those experiencing poverty, supported by the creation of infrastructure, including kitchen space at Captain William Spry and Halifax North libraries.

**REDESIGN OF COMMUNITY GRANTS**

The municipality will streamline the Community Grants and Non-Profit Tax Relief programs to make the application process easier, fairer and more inclusive. The redesign – which will include more transparent evaluation criteria – aims to attract more people and groups, better target areas where funding is needed, as well provide a consistent process and approach for all requests.

**DEMOCRATIC SOCIETY**

Halifax Public Libraries will provide equal access to a broad range of information and ideas, foster dialogue on issues important to our community and provide a common ground to learn from each other's perspectives.

**COMMUNITIES****AFFORDABLE COMMUNITIES****STRATEGIC INITIATIVES****AFFORDABLE HOUSING AND DEVELOPMENT**

The provision of housing is paramount to the success of a municipality as it is an economic driver and is a driver for attracting talent and business. As an urban, suburban and rural municipality, the Halifax region is faced with challenges of geography, supply and servicing. Success in the provision of housing involves the provision of adequate supply to meet demand and ensuring that this supply is available in locations that will not create cost or environmental barriers. The Regional Plan will spell out where housing will be permitted, while local area plans will speak to the form. As the municipality is the regulator of supply, its role is to ensure there are no policy barriers to the provision of the supply. Policy should include opportunities for market, mixed market, below market and deep affordability housing.

**INTEGRATED MOBILITY**

**CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING**

STRATEGIC INITIATIVES

**INTEGRATED LAND USE PLANNING**

The Integrated Mobility Plan (IMP) identifies Integrated Planning and Land Use & Transportation as foundational policies. This includes integrating transportation network planning with community design to achieve active transportation and transit use through compact, mixed use development which can support sustainable and affordable housing.

**TRANSPORTATION DEMAND MANAGEMENT**

Transportation Demand Management (TDM) is one of the foundational policies in the IMP and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. Approaches will include education, marketing and outreach, as well as travel incentives and disincentives to influence travel behaviours.

**EXTERNAL STAKEHOLDER INTEGRATION – INTEGRATED MOBILITY PLAN**

The municipality partners with external agencies and organizations, such as the Province of Nova Scotia, Halifax Harbour Bridges, Halifax Port Authority, etc., to collaborate on projects to mitigate disruptions to the mobility network, expand educational programs, promote sustainable and healthy mobility, and monitor the joint success of initiatives. This helps to ensure the objectives of the Integrated Mobility Plan are incorporated into the planning and execution of projects within the municipality.

**ALL AGES AND ABILITIES REGIONAL CENTRE BICYCLE NETWORK**

When fully constructed the All Ages and Abilities (AAA) Regional Centre Bicycle Network will represent approximately 50km of connected bicycle facilities that are designed to be accessible for people of all ages and abilities. The network includes protected bike lanes, multi-use pathways, local street bikeways and structures that connect where people live to where they work, shop, learn, access services, relax and enjoy recreation activities

**ACTIVE TRANSPORTATION PRIORITIES PLAN**

The Active Transportation Priorities Plan aims to establish safer and connected walking and bicycling infrastructure across the municipality, increase the number of people using active modes, and improve infrastructure safety through facility design and education.



# INTEGRATED MOBILITY

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

PRIORITY OUTCOMES

**CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING** The mobility network supports active living, growth and development, and links people and communities with goods, services and opportunities using all transportation modes, including walking, rolling, cycling, public transit and driving.

**SAFE & ACCESSIBLE INTEGRATED MOBILITY NETWORK** A well-maintained network supports all ages and abilities by providing safe, flexible and barrier-free journeys throughout the region.

**AFFORDABLE & SUSTAINABLE INTEGRATED MOBILITY NETWORK** A socially responsible investment model optimizes existing mobility infrastructure and aligns with HalifACT.

### **INTEGRATED MOBILITY LAND ACQUISITION STRATEGY**

The Integrated Mobility Plan (IMP) provides an action plan for short-term and long-term requirements for the transportation network. In order to plan a connected and reliable transportation system, strategic land acquisition is required. Land acquisition is required to secure corridors/sites for short-term and longer-term mobility projects in advance of the project itself being budgeted for. Projects such as the implementation of the Major Strategic Multi-Modal Corridors, the Bus Rapid Transit, All Ages and Abilities Regional Centre Bike Network, and the Active Transportation Priorities Plan. This strategy would identify and execute on property assessments, appraisals and acquisitions.

## **INTEGRATED MOBILITY**

### **AFFORDABLE & SUSTAINABLE INTEGRATED MOBILITY NETWORK**

#### **STRATEGIC INITIATIVES**

#### **MAJOR STRATEGIC MULTI-MODAL CORRIDORS**

The Integrated Mobility Plan (Action 121) provides direction to identify "Strategic Corridors" that are key to the regional traffic flow, traffic, good movement and active transportation, and develop plans that will guide their development overtime. The Major Strategic Multi-Modal Corridors have been identified and will be incorporated with planned recapitalization projects as part of capital budget discussions.

#### **WINDSOR STREET EXCHANGE REDEVELOPMENT PROJECT**

The Windsor Street Exchange redevelopment project involves the redesign of the intersection of Bedford Highway, Windsor Street and Lady Hammond Road. The Windsor Street Exchange is one of five key access points to the Halifax Peninsula, and is a bottleneck or "pinch point" in the road network with 48,000 vehicles per day passing through this area. The reconfiguration of the Windsor Street Exchange will have significant benefits for local traffic flow and freight movement. It will also reduce the amount of truck traffic in the downtown core, improve transit and active transportation connectivity, as well as help reduce greenhouse gas emissions.

#### **RAPID TRANSIT STRATEGY (FERRY)**

Halifax has always had a strong connection to its harbour, and ferries have linked Dartmouth and Halifax since the 1700s. Given the success of the existing ferry service, and natural advantages provided by the harbour, adding new ferry routes has been a popular idea for decades. The Rapid Transit Strategy, approved in 2020, proposes three new ferry routes from three new terminals: Mill Cove, Larry Uteck and Shannon Park.

### **RAPID TRANSIT STRATEGY (BUS RAPID TRANSIT)**

Bus Rapid transit (BRT) is an enhanced form of bus service that provides a fast, reliable and convenient way to travel. BRT runs at a high frequency through the day and typically incorporates extensive Transit Priority Measures to avoid traffic congestion during busy periods. The Rapid Transit Strategy, approved in 2020, describes a network of four bus lines that cover approximately 50km, connecting peninsular Halifax and downtown Dartmouth with developing suburbs on both sides of the harbour.

## **INTEGRATED MOBILITY**

### **SAFE & ACCESSIBLE INTEGRATED MOBILITY NETWORK**

#### **STRATEGIC INITIATIVES**

#### **STRATEGIC ROAD SAFETY PLAN**

Transportation & Public Works will continue to lead and support the road safety plan implementation throughout the organization with the goal of reducing fatal and injury collisions 20 percent by 2023. This includes collaboration with Corporate Communications for education/engagement, with Police for enforcement, and the Province of Nova Scotia for regulations and infrastructure.

#### **TRANSPORTATION CAPITAL ASSET RENEWAL**

Municipal staff will work with Regional Council to articulate what a "Well-Maintained Transportation Network" means for the municipality. This includes defining levels of service for transportation related assets (e.g. streets, sidewalks, walkways, etc.) and will help identify funding requirements to maintain assets at an acceptable level.

**ENVIRONMENT**

**NET-ZERO EMISSIONS**

STRATEGIC INITIATIVES

**DEEP ENERGY RETROFITS OF MUNICIPAL BUILDINGS**

The municipality will develop an energy roadmap for corporate buildings to plan retrofits that align with recapitalization requirements. Retrofits must achieve a 50 percent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.

**NET-ZERO NEW CONSTRUCTION**

The municipality will continue to work with the Province of Nova Scotia and other external stakeholders on the need for a net-zero new construction standard in the municipality. If after one year there are no signs of progress, the municipality will consider developing a Green Building Standard as an interim, though a less impactful measure. To achieve Council's commitment to a target of net-zero municipal operations by 2030, all new corporate buildings will be built to a net-zero standard (net-zero ready where net-zero is not yet achievable).

**COMMUNITY RETROFIT, RENEWABLES AND RESILIENCE PROGRAM**

In order to incentivize energy retrofits of existing buildings community-wide, the municipality will work with financial institutions, other levels of government, and other stakeholders to design and launch an incentive program that includes energy retrofits, renewable energy technologies and climate resilience measures.

**DECARBONIZE TRANSPORTATION**

To achieve the HalifACT targets for decarbonized transportation, the municipality will implement its Electric Vehicle Strategy. This includes considerations for public charging infrastructure, chargers at municipal facilities, and converting municipal fleet to electric vehicles and will require key partnerships, funding and incentives.

**DECARBONIZE PUBLIC TRANSIT**

Halifax Transit will initiate the conversion from a fully diesel-powered fleet to zero emission buses. This initially includes the procurement of electric buses and charging infrastructure, transit facility renovations to accommodate electric buses, planning and routing considerations for electric buses, and staff training.

<sup>1</sup> Source: 2018 Citizen Survey



# ENVIRONMENT

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

PRIORITY OUTCOMES

**NET-ZERO EMISSIONS**

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

**CLIMATE RESILIENCE**

Our city builds resilience by providing leadership in climate change, energy management, sustainability and environmental risk management, both as an organization and in the community we serve.

**PROTECTED & SUSTAINABLE ENVIRONMENT**

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

## ENVIRONMENT

### PROTECTED & SUSTAINABLE ENVIRONMENT

#### STRATEGIC INITIATIVES

##### INCREASE PROTECTION AND HEALTH OF VALUABLE ECOSYSTEMS

The municipality will implement the actions in the Urban Forest Master Plan and the Green Network Plan to achieve their targets and outcomes including acquiring parkland strategically to achieve Regional Plan objectives and piloting park naturalization initiatives. Strengthening partnerships with academic institutions, other levels of government and non-profit organizations will support this work.

##### INCLUDE NATURAL ASSETS IN CORPORATE ASSET MANAGEMENT

The municipality will include natural assets in corporate asset management to consider the many benefits provided by the natural environment to the municipality and create an inventory of natural assets to better understand and incorporate their value. The inventory provides a foundation for natural asset management (valuations, modelling, planning and implementation).

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

Conduct a review and update of the municipality's Solid Waste Strategy including aligning the strategy with HalifACT, promoting the circular economy and reviewing the municipality's recycling program.

## ENVIRONMENT

### CLIMATE RESILIENCE

#### STRATEGIC INITIATIVES

##### COASTAL AND FRESHWATER FLOOD RISK MANAGEMENT

The municipality will protect people and infrastructure from coastal and freshwater flood risks through modelling and mapping flood risk under current and future climate conditions, incorporating green infrastructure solutions, updating policies, by-laws, codes and design standards, stormwater management, education, programs and policies.

##### PROTECT CRITICAL INFRASTRUCTURE AGAINST FUTURE CLIMATE AND EXTREME WEATHER IMPACTS

Over the next four years the municipality will develop a framework with owners of critical infrastructure to conduct high level risk and vulnerability assessments. This will involve conducting risk and vulnerability assessments of municipally owned and operated critical infrastructure as well as prioritizing the most vulnerable infrastructure for improvements.

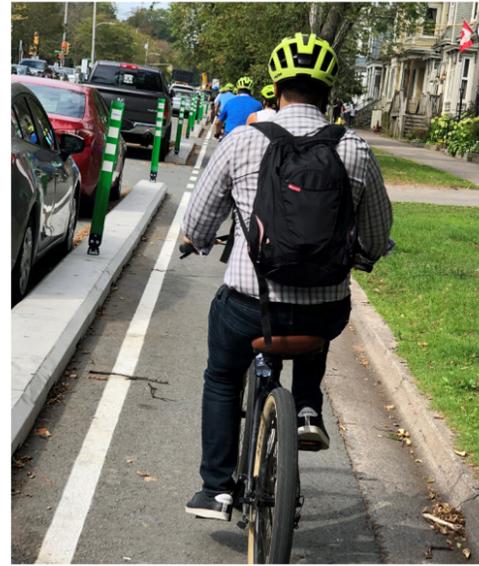
# ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION

OUR PEOPLE

SERVICE EXCELLENCE





# RESPONSIBLE ADMINISTRATION

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

## PRIORITY OUTCOMES

<b>WELL MANAGED</b>	Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.
<b>FINANCIALLY PREPARED</b>	Finances are planned and managed to ensure sustainability, support growth and deliver quality municipal services.
<b>COMMUNITY FOCUSED</b>	Residents are engaged in the development of public policy and plans.

## RESPONSIBLE ADMINISTRATION

### WELL-MANAGED

#### STRATEGIC INITIATIVES

##### PERFORMANCE MANAGEMENT FRAMEWORK

To improve decision making and organizational performance, Corporate Planning will develop a new Performance Management Framework that establishes the accountability structure for the organization and operationalizes a continuous improvement lifecycle and reporting structure.

##### RISK MANAGEMENT FRAMEWORK

The municipality is continuing to develop a Risk Management Framework to anticipate, manage and mitigate enterprise and corporate risks. Across the organization risks are evaluated and appropriate risk mitigation plans and responses are developed and included in business and strategic plans.

##### VOLUNTEER STRATEGY

Human Resources will conduct a municipal-wide review on the risks and impacts of volunteerism on municipal operations to determine if a Municipal Volunteer Strategy is required, and whether the approach should be centralized or business unit specific. The review will be dependent upon additional budgetary resources.

## RESPONSIBLE ADMINISTRATION

### FINANCIALLY PREPARED

#### STRATEGIC INITIATIVES

##### FISCAL SUSTAINABILITY STRATEGY

Based on Council's strategic vision, the municipality is conducting long-term financial planning with a focus on sustainability. It includes a one-year budget, a three-year outlook and a long-term plan.

##### SERVICE-CENTRED BUDGET AND REPORTING

To improve financial transparency and enhance decision making, the municipality will budget and report on the delivery of its services. Critical elements include improved costing and reporting that is integrated into operating, capital, and reserve budgets and projections.

RESPONSIBLE ADMINISTRATION

COMMUNITY-FOCUSED

STRATEGIC INITIATIVES

COMMUNITY ENGAGEMENT STRATEGY

The municipality is developing a revised Community Engagement Strategy including corporate guidelines for all public engagements. The strategy will aim to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement

20-YEAR COMMUNITY VISION

Enhanced, best-practice approaches will be implemented as part of the municipality's budget and business planning processes. Next year's planning will include a 20-year Community Vision to understand the unique perspective of our diverse communities. This information will be used to cast mid-range plans and budgets with the view to a longer-term perspective of how our community wants to grow and evolve

1 Source: 2018/19



OUR PEOPLE

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

PRIORITY OUTCOMES

ENGAGED & SKILLED PEOPLE

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

DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

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

HEALTHY & SAFE WORKPLACE

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

## OUR PEOPLE

**ENGAGED & SKILLED PEOPLE**

## STRATEGIC INITIATIVES

**STRATEGIC HUMAN RESOURCES PLANNING**

Strategic Human Resource Planning focuses on delivering innovative people solutions to meet the changing needs of our employees, organizational operations and municipal priority areas. In collaboration with Human Resources, business units will identify current and future human resources needs to achieve operational goals and strategic plans. Key priorities include recruitment initiatives, hiring and community engagement strategies; supporting employee leadership development; employee engagement; employee learning and development; flexible working environments; an Accommodations Policy; and succession planning.

## OUR PEOPLE

**DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT**

## STRATEGIC INITIATIVES

**DIVERSITY & INCLUSION FRAMEWORK**

Under the municipality's Diversity & Inclusion Framework, business units continue to carry out their respective initiatives to ensure inclusive service, safe, respectful and inclusive work environments, equitable employment, meaningful partnerships, accessible information and communication in the organization.

**DIVERSITY & INCLUSION RECRUITMENT STRATEGY**

In collaboration with business units and the Office of Diversity & Inclusion/ANSAIO, Human Resources will develop recruitment strategies to effectively engage our diverse communities' talents and needs, to create a workforce representative of the public we serve. By proactively engaging our local communities and fostering these partnerships, the municipality will encourage inclusivity, accessibility and transparency around employment and in support of the municipality's employment equity goals. Recruitment strategies will be further tailored to meet the unique operational needs, such as addressing current/future professional skill gaps, high turnover roles, high risk positions, technical positions, leadership roles, etc.

**ENHANCED WORKPLACE CULTURE**

In response to internal and external reviews and recommendations, Human Resources will lead continuous improvement of internal policies, practices and programs to support the provision of a safe, healthy, diverse, inclusive, equitable, and harassment-free environment and enhanced corporate culture.

The Office of Diversity & Inclusion/ANSAIO will lead the continued advancement of the Anti-Black Racism and Accessibility Strategies, supported by Human Resources.

## OUR PEOPLE

**HEALTHY & SAFE WORKPLACE**

## STRATEGIC INITIATIVES

**CORPORATE SAFETY STRATEGY**

To ensure safety in the workplace, Corporate Safety will build on the work of the current Corporate Safety Strategy, which reinforces a 'Safety First' culture guided by the adoption of the S.A.F.E.R leadership model. Corporate Safety will continue to focus on the development, education and promotion of safe work practices for the prevention of incidents and reduction of Workers' Compensation costs. In addition, with the current pandemic, Corporate Safety is committed to continuing to play a key role in responding to COVID-19 by providing expert guidance to business units on the development and maintenance of effective workplace safety plans, safe work practices and workplace assessments.

**HEALTHY WORKPLACE**

To improve the workplace, and employee health and well-being, Human Resources will build and lead the consultation for a three-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the municipality's leading health indicators, mental health awareness, absenteeism indicators and reducing Workers' Compensation costs. The strategy will have a multiple-year focus and a staged implementation.



# SERVICE EXCELLENCE

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

**PRIORITY OUTCOMES**

<b>EXCEPTIONAL CUSTOMER SERVICE</b>	Residents receive exceptional service provided through customer-centric planning and continuous improvement.
<b>INNOVATIVE PERFORMANCE EXCELLENCE</b>	Current and future needs are met through forward thinking, innovation and collaboration.

**SERVICE EXCELLENCE**

## EXCEPTIONAL CUSTOMER SERVICE

**STRATEGIC INITIATIVES**

**PERFORMANCE EXCELLENCE PROGRAM**

Organizational Performance Excellence (OPE) will continue to champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement. The program will help business units consider more efficient, sustainable and innovative approaches to the delivery of municipal programs and services that are aligned with our customer's expectations.

**SERVICE EXCELLENCE**

## INNOVATIVE PERFORMANCE EXCELLENCE

**STRATEGIC INITIATIVES**

**SERVICE PERFORMANCE MEASUREMENT MANAGEMENT**

The municipality is innovating to organize information about our services to improve decision making through the establishment of data analytics and business intelligence with the objectives of improved quality and efficiency of service delivery.

**DIGITAL STRATEGY**

Technology is changing the way citizens and business engage with and interact with the municipality. The expected norm is streamlined services to connect citizens, businesses, visitors and government bodies to the municipality while providing secure, user friendly and flexible technology to engage the community, complete transactions, make inquiries and requests online, including mobile, any time of day or week.



