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Item No. 1
Halifax Regional Council
May 4, 2021

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed
Jane Fraser, Executive Director Finance, Asset Management and ICT, CFO

Original Signed by 
Jacques Dubé, Chief Administrative Officer

DATE: April 16, 2021

SUBJECT: Halifax Regional Municipality's Strategic Priorities Plan 2021-25

INFORMATION REPORT

ORIGIN

On Dec 1, 2020 Regional Council approved the Strategic Planning Framework 2021-2025 and Multi-Year Strategic Planning and Budget Process <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/201201bc04.pdf> directing staff to develop the municipality's Strategic Priorities Plan 2021-2025 based on the approved Framework.

LEGISLATIVE AUTHORITY

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

BACKGROUND

On Dec 1, 2020 Regional Council approved the Strategic Planning Framework 2021-2025 and directed the Administration to develop discrete plans (Council and Administrative) in accordance with this Framework. The Council Priorities Plan 2021-2025 is now presented by the Chief Administrative Officer to Regional Council's Budget Committee as a Recommendation Report and the Administrative Priorities Plan 2021-2025 is now provided as an Information Report.

As per the agreed to process, on January 12, 2021 the Regional Council, approved the municipality's Council Priorities Plan 2021-2025 <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/BUDGET%20-%2020210112bc05.pdf> and were provided the Administrative Priorities Plan 2021-2025 by the Chief Administrative Officer <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/BUDGET%20-%2020210112rci01.pdf> .

The merger of these two plans into one consolidated document formulates the municipality's Strategic Priorities Plan 2021-2025, establishing Regional Council's mandate as well that of the Administration for the next four years.

DISCUSSION

The municipality's Strategic Priorities Plan 2021-2025 is the articulation of the municipality's strategic mandate and will now be produced once, at the commencement of a new Regional Council's term, in accordance with Regional Council's direction on Dec 1, 2020. The Strategic Priorities Plan remains as draft until Regional Council's approval of the budget on May 4, 2021 at which time it is published to <https://www.halifax.ca/city-hall/budget-finances/budget/strategic-priorities-plan>, as a public document.

The Strategic Priorities Plan typically remains unchanged throughout Regional Council's four-year mandate. However, it is prudent to review the priority outcomes and strategic initiatives aligned with these outcomes every year, and adjust them as necessary per Regional Council's direction, as part of the annual multi-year strategic planning process in the fall

A summary version of the forthcoming Strategic Priorities Plan 2021-25 is provided as Attachment A.

FINANCIAL IMPLICATIONS

There are no immediate financial implications to this report, however the Strategic Priorities Plan is the basis on which business plans and budgets are cast.

All costs associated with assembly, print and publication of this document have been absorbed in operating budgets.

COMMUNITY ENGAGEMENT

No community engagement was sought for this report however, the 2020 Municipal Budget Survey provided to Regional Council on January 26, 2021 provided insight into the public's budget and priority preferences. This information assists Regional Council as well as the administration in the development of business plans and budgets: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/210126rci03.pdf>.

A 20-year Community Visioning process approved by Regional Council as part of the 2021-22 budget deliberations will take place over the next year and provide information and assurance to Regional Council that priority setting is inclusive of all the communities we serve. This information can be used to inform any adjustments to the plan, per Regional Council's direction.

ATTACHMENTS

Attachment 1 – Halifax Regional Municipality's Strategic Priorities Plan Summary 2021-2025

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by Wendy Lines, Director Corporate Planning 902.210.9992

SUMMARY

STRATEGIC PRIORITIES PLAN 2021-25

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

PROSPEROUS ECONOMY

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

ECONOMIC GROWTH

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

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.

COMMUNITIES

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

SAFE COMMUNITIES

Residents and visitors feel safe and are supported by a network of social infrastructure that helps community members thrive.

INVOLVED COMMUNITIES

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

INCLUSIVE COMMUNITIES

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

AFFORDABLE COMMUNITIES

The municipality demonstrates leadership and fosters partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighbourhoods.

INTEGRATED MOBILITY

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

CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING

The mobility network supports active living, growth and development, 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.

ENVIRONMENT

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

NET-ZERO EMISSIONS

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

CLIMATE RESILIENCE

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

PROTECTED & SUSTAINABLE ENVIRONMENT

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

RESPONSIBLE ADMINISTRATION

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

WELL MANAGED

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

FINANCIALLY PREPARED

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

COMMUNITY FOCUSED

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

OUR PEOPLE

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

ENGAGED & SKILLED PEOPLE

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

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.

SERVICE EXCELLENCE

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

EXCEPTIONAL CUSTOMER SERVICE

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

INNOVATIVE PERFORMANCE EXCELLENCE

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

