

DRAFT CONTENT

2026-30 STRATEGIC PLAN

Supporting growth

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Strategic lenses

The 2026-2030 Strategic Plan adopts the use of strategic lenses as part of the strategic planning framework. 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.

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.

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, 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.

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.

Enabling Prosperity

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

Potential Goal Focus Areas

- **Housing supply and housing options**

- **Growth and development towards complete communities**

- **Infrastructure resilience against impacts of climate change**

- **Investments to grow the economy**

- **Attraction and retention of businesses and talent**

Strengthening Communities

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

Potential Goal Focus Areas

- Emergency mitigation and preparedness planning
- Emergency response and alternative responses to keep residents safe
- Recovery and restoration following emergency events
- Supporting individuals experiencing homelessness and managing community impacts
- Investment in social infrastructure and resident well-being
- Equitable access to municipal programs, services and spaces
- Reduce community carbon emissions
- Protection of parks and green spaces to maintain health of the Halifax region's ecosystems

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.

Potential Goal Focus Areas

- **Manage traffic congestion**
- **Reliability of public transit service**
- **Accessibility of public transit service and other transportation modes (e.g. walking, biking, cycling, etc.)**
- **Safety of all transportation modes (i.e. public transit, vehicles, active transportation)**
- **Alignment of public transit with community need**
- **Connectivity between and within communities through public transit and active transportation**
- **Maintenance of transportation infrastructure**

Responsible Administration

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

Potential Goal Focus Areas

- **Fiscal sustainability and affordability**
- **Municipal asset maintenance**
- **Net-zero municipal operations**
- **Customer experience when engaging with municipal services**
- **Meaningful public engagement and education on key issues**
- **Collaboration and cooperation with other levels of government and partners**
- **Value of municipal services**
- **Improve internal processes**
- **Identifying and managing risk**

Our People

The organization is committed to diversity, equity, inclusion and accessibility to attract and retain a talented and engaged workforce.

Potential Goal Focus Areas

- **Supporting a diverse, inclusive, equitable and accessible workplace**
- **Talent attraction and retention (municipal workforce)**
- **Municipal employee development**
- **Safety and well-being of municipal employees**