





P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 3

**Committee of the Whole
November 18, 2014**

TO: Mayor Savage and Members of Halifax Regional Council
Original signed by 

SUBMITTED BY: _____
Richard Butts, Chief Administrative Officer
Original Signed by  _____
Mike Labrecque, Deputy Chief Administrative Officer

DATE: November 4, 2014

SUBJECT: 15/16 Recommended Priority Outcomes

ORIGIN

On November 19, 2013 Regional Council provided direction to staff in the form of Priority Outcomes for the 14/15 Planning Cycle. Staff is seeking confirmation of Council's Priority Outcomes in preparation for the 15/16 planning cycle. This report provides staff's recommended priority outcomes for Council's consideration in 2015/2016.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that Halifax Regional Council approve the 2015/2016 Priority Outcomes as described in Attachment A of this report and direct staff to develop the 2015/2016 Budget and Business Plans in support of these priorities.

BACKGROUND

Over the last three municipal elections, Regional Council has established priority outcomes for their term and directed staff to develop annual plans to advance those outcomes. The Priority Outcomes are long to medium term in nature and likely remain unchanged year over year, however it is prudent to review and confirm them annually. The outcomes are not tactical; they describe a desired state or outcome sought. The tactics used to advance these outcomes are considered as part of the Budget and Business Planning Process.

DISCUSSION

Included as Attachment B of this report are the 14/15 Priority Outcomes as confirmed by Council on November 19, 2013 and the 14/15 Planned Deliverables (tactics) included in the 14/15 Budget and Business Plan.

Attachment A contains the recommended 15/16 Priority Outcomes that will guide the development of the 15/16 Budget and Business Plans. Staff is seeking Council's direction to ensure that the Recommended Outcomes are those that Council sees as Priorities for the 15/16 Planning Cycle.

FINANCIAL IMPLICATIONS

Although there is no direct impact on the budget, providing direction on Priority Outcomes will have a direct influence over the recommendations staff make for the 15/16 Budget and beyond.

COMMUNITY ENGAGEMENT

The foundation of HRM's strategy is the Regional Plan which was developed with extensive public consultation. In addition, the current Budget Consultation process seeks to solicit enhanced public comment on community priorities, which will be considered as the 15/16 Budget is developed.

ENVIRONMENTAL IMPLICATIONS

There are no immediate environmental implications to this recommendation.

ALTERNATIVES

Council could choose not to provide priority outcome direction to staff and deal with their priorities during the 15/16 Budget deliberations. This approach is not recommended by staff since delaying priority direction would inevitably prolong and delay the budget approval process.

Council could choose to add, delete, and amend the Recommended Priority Outcomes and direct staff to develop the 2015/2016 Budget and Business Plans in support of those priorities.

ATTACHMENTS

Attachment A – 15/16 Recommended Priority Outcomes

Attachment B – 14/15 Deliverables by Priority Outcome

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Ed Thornhill, Manager of Corporate Planning, 902.490.4480

Original Signed

Report Approved by: Greg Keefe, Director of Finance & ICT/CFO, 902.490.6308

Attachment A

Recommended 15/16 Priority Outcomes

Transportation	
Priority Short Name	Priority Outcomes
Technology	Effectively leverage technology opportunities to maximize transformation in the efficiency and functionality of the transportation system.
Asset and Service Plan	An asset and service plan that ensures long term sustainability of the transportation system.
Integrated Mobility	Integrated mobility allowing people and goods to move easily from place to place using a combination of multiple transportation modes, such as auto, transit, walking and cycling, according to their own needs, inclusive of all segments of the public and consistent with the Regional Plan.
Healthy Communities	
Priority Short Name	Priority Outcomes
Public Safety	HRM citizens and visitors are safe where they live, work, and play
Pedestrian Safety	Pedestrians in HRM are able to travel within the municipality through a safe and accessible pedestrian network of infrastructure, including sidewalks, trails, walkways and roadways, through pedestrians and motorists acknowledging their shared responsibility for safety.
Energy and Environment	HRM is a leader in Energy and Environment initiatives.
Recreation and Leisure	HRM citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
Inclusive and Accessible Community	Halifax is a leader in building an inclusive and accessible community where everyone can participate fully in life
Economic Development	
Priority Short Name	Priority Outcomes
Welcoming Community	HRM will build a welcoming and inclusive environment for underrepresented groups
Youth Attraction & Retention	Activities will focus on creating more career opportunities for recent graduates, both domestic and international
Small Business Success	Focus on removing obstacles to business development
Rural Economic Development	Considered an integral part of the region's prosperity
Focus on the Regional Centre	Create incentives to encourage development and further the livability and attractiveness of the Regional Centre
Supply of Industrial Lands	HRM Land suitable for industrial use is available to support economic growth
Arts, Culture & Heritage Initiatives	Deliver sustainable funding support for arts and culture organizations and events
Tourism Marketing	Halifax's tourism promotion supports HRM's economic growth and development approach.
Economic Environment	Stakeholder engagement and cooperation to support and improve HRMs economic environment
Governance and Communication	
Priority Short Name	Priority Outcomes
Council and Committees	HRM demonstrates good governance through effective Community Council and Committee structures and roles.
ABCs	HRM's Agencies, Boards, and Commissions (ABC) function under clear and accountable parameters.
Communities of Interest	HRM balances competing communities of interest.
Communications	HRM communicates effectively with citizens and stakeholders.
Policy Engagement	Citizens are engaged in development of municipal policy.

Attachment B

2014/15 Planned Deliverables by Priority Theme

BU #	Strategic Alignment	14/15 Deliverables
HPL 2.4	Economic Development – Arts & Culture	Create web presence in recognition of the Spring Garden Road Library War Memorial in alignment with The Royal Canadian Legion agreement.
HPL 2.5	Economic Development - Arts and Culture	Implement plan to commemorate the African Nova Scotia community in the Central Library.
C&RS 5.1	Economic Development – Arts and Culture	Present Council report on Special Arts and Culture Advisory Committee recommendations and Kelly Hill benchmarking study and implement Council direction
C&RS 5.2	Economic Development – Arts and Culture	Install new public art at Canada Games Centre, Dartmouth Bridge Terminal, and Halifax Library
C&RS 5.3	Economic Development – Arts and Culture	Update HRM Event Grant Policy to align to the Event Strategy
CAO 2.2	Economic Development – Economic Strategy	Provide oversight and strategic leadership and coordination of deliverables of the Economic Strategy, economic development governance review, and on-going support to the BIDs
CAO 2.3	Economic Development – Economic Strategy	Provide oversight and strategic leadership on the Corporation's efforts to contribute to enhancements in immigration
CAO 6.2	Economic Development – Economic Strategy	Implement approved recommendations from the economic governance review and consider opportunities for alignment with the "Now or Never" report.
CAO 6.3	Economic Development – Economic Strategy	Lead the Local Immigration Partnership Advisory Committee to ensure a coordinated approach to making HRM a welcoming community
CAO 6.4	Economic Development – Regional Centre	Maintain focus on implementation of ideas to improve the urban core as a result of initiatives such as "Downtown I'm in".
PI 2.2	Economic Development – Regional Centre	<ul style="list-style-type: none"> • MPS & LUB amendments in the low density residential neighborhoods • Analyze local piped service capacity issues • Identification of opportunity sites in Dartmouth • Update Development Agreement policies in redeveloping areas • Develop Heritage Conservation District Plans for South Barrington and Schmidtville
PI 5.1	Economic Development – Regional Centre	<ul style="list-style-type: none"> • Develop Cogswell Implementation Strategy and RFP for detailed design activities for demolition and reinstatement of municipal infrastructure
C&RS 3.1	Economic Development – Regulatory and Service Culture	Undertake Subdivision By-Law consultation and amendments
C&RS 3.2	Economic Development – Regulatory and Service Culture	Review public consultation policy for planning applications
C&RS 3.3	Economic Development – Regulatory and Service Culture	Develop and implement telecommunications functional plan
C&RS 3.4	Economic Development – Regulatory and Service Culture	In partnership with Planning & Infrastructure, propose for Council's consideration, an expedited process for small projects within the HRM by Design area downtown
C&RS 3.5	Economic Development – Regulatory and Service Culture	Implement best practices, including development and construction permit fees based on Greater Halifax Partnership findings and Regional Council direction.

BU #	Strategic Alignment	14/15 Deliverables
C&RS 4.1	Economic Development – Regulatory and Service Culture	Update and consolidate building by-laws B201 Building; P400 Plumbing; and S700 Swimming Pool
C&RS 4.2	Economic Development – Regulatory and Service Culture	Implement new Provincial Energy Code
C&RS 4.3	Economic Development – Regulatory and Service Culture	Update Taxi By-law to address accessibility and to provide industry improvements
C&RS 4.4	Economic Development – Regulatory and Service Culture	Strengthen Outdoor Café regulation to accommodate CSA B651 Accessibility in Exterior Spaces
C&RS 4.5	Economic Development – Regulatory and Service Culture	Review and consolidate by-laws A200 Automatic Machines and A501 Licensing of Persons Monitoring Automatic Machines
C&RS 4.6	Economic Development – Regulatory and Service Culture	Provide advice to Council regarding options to improve accessibility in residential dwellings
C&RS 4.7	Economic Development – Regulatory and Service Culture	Lead review of Residential Minimum Standards by-law inclusive of stakeholder consultations.
C&RS 4.8	Economic Development – Regulatory and Service Culture	Lead improvements to A300 Animal Control regulations
CAO 2.1	Economic Development – Regulatory and Service Culture	Provide corporate leadership and support for transformative projects such as the new Convention Centre and Cogswell Interchange renewal
CAO 6.1	Economic Development – Regulatory and Service Culture	Lead HRM's efforts to review and update the HRM Charter
LIRM 2.1	Economic Development – Regulatory and Service Culture	Provide legal support and advice throughout the development and implementation of a number of Council priorities including, but not limited to, the RP+5 project , Nova Centre, Solid Waste Review, Governance project, Cogswell Interchange project, Administrative Orders, etc.
LIRM 2.2	Economic Development – Regulatory and Service Culture	To partner with Government Relations & External Affairs, in consultation with HRM Business Units to perform a strategic review of the HRM Charter
LIRM 2.3	Economic Development – Regulatory and Service Culture	To prioritize for 2014/15, through consultation with Business Unit Directors and Regional Council, the top 5 By-laws as well as an additional 10 that have been identified as requiring more immediate attention.
PI 2.1	Economic Development – Regulatory and Service Culture	<ul style="list-style-type: none"> • Prioritized community planning program (Council will direct the list of communities through the Regional Plan process) • Complete Phase 1 of the Priority Plans: Culture & Heritage, Road Network, Greenbelting & Public Open Space • Develop options for implementing new legislative authority for density bonusing (affordable housing)
PI 3.3	Economic Development – Regulatory and Service Culture	<ul style="list-style-type: none"> • Develop policy and bylaw relating to CCC's for Transit and Transportation

BU #	Strategic Alignment	14/15 Deliverables
PI 5.2	Economic Development – Supply of Lands	<ul style="list-style-type: none"> • Develop strategy to identify industrial land opportunities • Burnside: complete streets and services for 12-5 and issue tender for 12-6 completion • Undertake concept planning for Ragged Lake • Continue to work with HIAA on servicing strategy
HPL 2.3	Economic Development -Arts and Culture	<p>Revise and implement the Cole Harbour Public Library service plan to the communities of North Preston, East Preston and Cherry Brook.</p> <p>Hire Library Assistant to work with the community</p> <p>Expand existing program according to plan</p>
C&RS 5.7	Governance and Communication – ABCs	Present Multi-District Facility Project Phase 2 supplementary report to Community Planning and Economic Development Committee of Council by Fall 2014
FICT 3.2	Governance and Communication- Communication	Develop and implement an Open Data policy and operationalize Open Data.
LIRM 3.1	Governance and Communications - ABCs	In conjunction with C&RS, ensure that all ABCs who operate HRM owned facilities under any type of agreement align with HRM's Facility Lease Agreement (FLA) process and provide inclusion under group insurance program if approved by Council. *Dependent on C&RS MDF review and outcomes
CAO 4.2	Governance and Communications - Communications	Review the effectiveness and capacity of the advertising and promotional support program for Councillors
CAO 4.3	Governance and Communications - Communications	Develop a program to increase the use of electronic newsletters as a communications tool for Councillors
CAO 8.1	Governance and Communications - Communications	Educate all HRM employees and external stakeholders on the master brand value proposition
HRP 3.5	Governance and Communications - Communications	<p>Develop and execute individual awareness campaigns for the following campaigns in consultation and collaboration with relevant stakeholder groups:</p> <ul style="list-style-type: none"> • Domestic Violence Awareness Campaign (December 2014); • Sixteen Days of Activism Against Gender Violence (November 25-December 10); • National Day of Remembrance & Action on Violence Against Women (December 16); • Sexual Assault Awareness Month (April 2014); • Gun Safety; • Sexualized Violence; and • Traffic Safety.
CAO 5.2	Governance and Communications – Communications	Implement webcasting of Standing Committee meetings as a permanent communications service
CAO 6.5	Governance and Communications – Communities of Interest	Recommend and implement a permanent organizational structure for the African NS Affairs Office
CAO 6.7	Governance and Communications –	Develop and implement key objectives to respond to public consultations regarding the African Nova Scotian Affairs function.

BU #	Strategic Alignment	14/15 Deliverables
	Communities of Interest	
CAO 5.3	Governance and Communications – Council and Committees	Develop recommendations on an e-voting program for the 2016 election
CAO 5.4	Governance and Communications – Council and Committees	Enhance the appointment process for community members to Council advisory boards and committees
CAO 2.4	Governance and Communications – Policy Engagement	Provide oversight and strategic leadership to efforts to review and update HRM's Charter
CAO 6.6	Governance and Communications – Policy Engagement	Use the policy development review program results from 2013 to establish a systematic framework for centralized corporate support for policy development in HRM
HRP 2.6	Healthy Communities - Public Safety	Review present domestic violence programming with a strong focus on communications, prevention, intervention, enforcement, and quality assurance.
PI 6.3	Healthy Communities – Energy & Environment	<ul style="list-style-type: none"> Continue with Solar City Project to finish with 600 installations over the two year project
PI 6.4	Healthy Communities – Energy & Environment	<ul style="list-style-type: none"> Present Lot Grading By-Law for Regional Council consideration Complete Integrated Stormwater Policy Complete Cow Bay deep storm sewer project
HPL 2.1	Healthy Communities - Energy and Environment	Promote Central Library LEED environmental features and use as an educational forum.
TPW 7.3	Healthy Communities - Energy and Environment	Support LED street light conversion with the purchase of the street lights from Nova Scotia Power Inc. (NSPI) and the development of an RFP for the conversion project.
PI 6.2	Healthy Communities – Energy and Environment	<ul style="list-style-type: none"> Community Energy Plan engagement in collaboration with the Halifax Chamber of Commerce and utilizing the Shape Your City platform Carry out Community Energy Plan opportunities assessment Develop 5 year action plan with performance measures for the Community Energy Plan
TPW 6.4	Healthy Communities – Energy and Environment	Implement approved by-law changes to enhance waste diversion from landfill and reduce system costs following Regional Council's consideration of Recommendations 7,8 and 9 of the Integrated Solid Waste Resource Management Strategy Review.
TPW 6.5	Healthy Communities – Energy and Environment	Increase education, communications and outreach to both residential and commercial (ICI) stakeholders to increase program awareness, monitoring and diversion from landfill costs following Regional Council's consideration of Recommendations 7,8 and 9 of the Integrated Solid Waste Resource Management Strategy Review.
HPL 2.2	Healthy Communities – Leisure and Recreation	Expand library service in rural areas by increasing open hours: - Musquodoboit Harbour Public Library (22 to 30 hours weekly), JD Shatford Memorial Public Library (23 to 30 hours weekly) Sheet Harbour Public Library (22 to 25 hours weekly)
C&RS 6.5	Healthy Communities – Local Food Production	Review vending services and Community Garden program to ensure alignment with Local Food Production and Promotion strategy

BU #	Strategic Alignment	14/15 Deliverables
F&E 2.1	Healthy Communities - Public Safety	Determine the current and projected emergency response and fire safety needs of the community, incorporating recommendations from Fire Underwriters Study into the completion of HRFE's Master Plan.
F&E 2.2	Healthy Communities - Public Safety	Determine options relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes.
F&E 2.3	Healthy Communities - Public Safety	Develop a proactive Community Outreach Program
F&E 3.1	Healthy Communities - Public Safety	Explore alternative delivery methods for life safety inspections based on the risk associated with particular occupancies and appropriateness of resource assignments
F&E 3.2	Healthy Communities - Public Safety	Conduct a Hazard, Risk, and Vulnerability Assessment (HRVA).
HRP 3.1	Healthy Communities - Public Safety	Develop a domestic violence strategy document that outlines how officers can offer a more robust response to domestic violence.
HRP 3.2	Healthy Communities - Public Safety	Continue educating the public about binge drinking and alcohol availability. Participate in evidence based research with Health authorities.
HRP 3.3	Healthy Communities - Public Safety	Develop a comprehensive strategy on how HRP will target juvenile prostitution through early identification of high risk individuals and active enforcement.
HRP 3.4	Healthy Communities - Public Safety	Actively support stakeholders involved in community based anti-violence initiatives.
TPW 7.4	Healthy Communities - Public Safety	Begin assessment of 180 RA-5 locations to develop an action plan for consideration for the 15/16 capital budget. Improve visibility of uncontrolled, marked crosswalks by installing zebra crosswalk markings. Continue to upgrade overhead RA-5 beacons from 200mm incandescent to 300mm LED. Increase interdepartmental coordination by participating on the coordination team for public education.
F&E 3.4	Healthy Communities – Public Safety	Develop a business case to be brought forth to Council for the Fire training Centre. Once the appropriate piece of land is identified, Fire will seek Council approval for a business case for purchase. The next phase would then be completing the research and preparing a detailed design. With Council's approval, Fire should be able to move into the new facility in about 4 years.
HRP 2.1	Healthy Communities – Public Safety	Continue to lobby the provincial government for reduced bar hours.
C&RS 5.4	Healthy Communities – Recreation and Leisure	Implement THRIVE! funded pilot programs at Dartmouth Sportsplex, Canada Games Centre and Cole Harbour Place to increase the utilization of major sport and recreation facilities by members of the community who were not previously accessing these facilities.
C&RS 5.5	Healthy Communities – Recreation and Leisure	Update Community Facility Master Plan (CFMP) based on scope defined by Council

BU #	Strategic Alignment	14/15 Deliverables
C&RS 5.6	Healthy Communities – Recreation and Leisure	Provide advice to Regional Council regarding the Long Term Arena Strategy; including configuration, location, schedule, and partnerships
C&RS 6.1	Healthy Communities – Recreation and Leisure	Expand barrier-free program offerings
C&RS 6.2	Healthy Communities – Recreation and Leisure	Increase opportunities for unstructured play <ul style="list-style-type: none"> Re-negotiate Service Exchange Agreement (SEA) and Joint Use Agreements (JUA) with Halifax Regional School Board to increase community access
C&RS 6.3	Healthy Communities – Recreation and Leisure	Update and implement new inclusion policy
C&RS 6.4	Healthy Communities – Recreation and Leisure	Freeze HRM program and rental rates
CAO 3.1	Healthy Communities – Recreation and Leisure	Provide corporate leadership and support for the delivery of recommendations and implementation of Council direction on HRM's Multi District Facility strategy
CAO 3.2	Healthy Communities – Recreation and Leisure	Provide corporate leadership and support for the delivery of recommendations and implementation of Council direction on HRM's long term arena strategy
PI 4.1	Healthy Communities – Recreation and Leisure	<ul style="list-style-type: none"> Carry out assessment of accessibility needs through facility assessments and building retrofits Completion of accessibility projects at recreation facilities Develop barrier free administrative policy and standard contractual terms and conditions for facility projects
F&E 3.3	Healthy Communities- Public Safety	Complete the transition of HRM Emergency Operations Centre (EOC) from an Emergency Scene Management (ESM) to an Incident Command (ICS) based system for use by all HRM public safety agencies.
MT 2.1	Transportation	Begin installation of the Computer Aided Dispatch/Automated Vehicle Locator Transit Technology system
MT 2.12	Transportation	Provide quarterly performance reports to the Transportation Standing Committee
MT 2.2	Transportation	Create draft Moving Forward Together plan; Complete stage II public consultation
MT 2.3	Transportation	Launch new ferry and expanded Woodside ferry service in May
MT 2.4	Transportation	Bus expansion in support of the Woodside ferry in May and the Lacewood Terminal in December
MT 2.5	Transportation	14 buses replaced as per the re-capitalization plan
MT 2.6	Transportation	Complete renovation of the Alderney Ferry Terminal in June
MT 2.7	Transportation	Complete construction of the Lacewood Terminal in December
MT 2.8	Transportation	Complete rehabilitation of the Woodside pontoon in October
TPW 2.6	Transportation - Integrated Transportation Plan	Continue with phased improvements to the Hammonds Plains Road (2014/15 Phase anticipated to be from Pockwock Road to Lucasville Road).
TPW 7.1	Transportation - Integrated Transportation Plan	Initiate North Park corridor improvements (2-year initiative) - pending Council approval.

BU #	Strategic Alignment	14/15 Deliverables
TPW 7.2	Transportation - Integrated Transportation Plan	Begin implementation of SCOOT system and equipment installation.
PI 2.3	Transportation – Integrated Transportation Plan	5 Year update Active Transportation Plan: implementation will begin on strategic priorities: bike lanes, paved shoulders and extensions of greenways
PI 2.4	Transportation – Integrated Transportation Plan	Develop parking strategy roadmap