



P.O. Box 1749
Halifax, Nova Scotia
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Item No. 2
Halifax Regional Council
August 1, 2017

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Councillor Waye Mason, Chair, Community Planning & Economic Development
Standing Committee

DATE: July 20, 2017

SUBJECT: Halifax Partnership and Halifax Economic Growth Plan 2016-21 Update

INFORMATION REPORT

ORIGIN

July 20, 2017 meeting of the Community Planning & Economic Development Standing Committee, Item No. 12.1.1.

LEGISLATIVE AUTHORITY

Community Planning & Economic Development Standing Committee Terms of Reference, section 6 (b) which states: "The Community Planning and Economic Development Standing Committee shall have an active interest in the Agencies and Initiatives that support Community and Economic development throughout the municipality by engaging, at a governance level, the agencies, boards and committees funded by the Municipality and under the mandate of the Standing Committee to ensure they meet community needs and expectations including:

- i. the Greater Halifax Partnership,
- ii. Destination Halifax,
- iii. Trade Centre Limited,
- iv. Community Boards and Arts Boards and the broader Arts Community,
- v. HRM Business Districts and organizations, and
- vi. others as identified by the Committee and approved by the Council or others as identified by the Council".

BACKGROUND

A staff report dated April 30, 2017 pertaining to an update from the Halifax Partnership and Halifax Economic Growth Plan 2016-21 was before the Community Planning & Economic Development Standing Committee at its meeting held on July 20, 2017.

For further information, please refer to the attached staff report dated April 30, 2017.

DISCUSSION

The Community Planning and Economic Development Standing Committee received a presentation from representatives of the Halifax Partnership in relation to its activities and the 2016-21 Economic Growth Plan for Halifax. The Community Planning and Economic Development Standing Committee, having reviewed this matter at its July 20, 2017 meeting, forwarded the April 30, 2017 staff report to Halifax Regional Council as an information item.

FINANCIAL IMPLICATIONS

As outlined in the attached staff report dated April 30, 2017.

COMMUNITY ENGAGEMENT

The Community Planning & Economic Development Standing Committee meetings are open to public attendance, a live webcast is provided of the meeting, and members of the public are invited to address the Committee for up to five minutes at the end of each meeting during the Public Participation portion of the meeting. The agenda, reports, video, and minutes of the Community Planning & Economic Development Standing Committee are posted on Halifax.ca.

ATTACHMENTS

1. Staff report dated April 30, 2017

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: Liam MacSween, Legislative Assistant, 902.490.6521



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Halifax, Nova Scotia
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Attachment 1
Community Planning and Economic
Development Committee
July 20, 2017

TO: Chair and Members of Community Planning and Economic Development

Original Signed

SUBMITTED BY:

John Traves, QC, Director, Legal, Municipal Clerk & External Affairs

DATE:

April 30, 2017

SUBJECT:

Halifax Partnership and *Halifax Economic Growth Plan 2016-21* Update

ORIGIN

April 5, 2016: MOVED by Councillor Mason, seconded by Councillor Nicoll that Halifax Regional Council approve the Halifax Economic Growth Plan 2016-21 as the new five-year economic strategy for Halifax. MOTION PUT AND PASSED UNANIMOUSLY.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. permits the municipality to undertake a variety of economic development activities. In particular, sections 70 and 71 describe a number of authorities specific to Area Improvement and Promotion, and Business and Industrial Development.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development (CPED) Standing Committee receive this report and forward it to Regional Council for information.

BACKGROUND

Economic Development in Halifax

From a policy perspective, economic development entails governments' and communities' efforts to improve the economic well-being and quality of life in their respective jurisdictions. This is often accomplished by attracting, keeping and growing talent, investment, and jobs; and, by increasing incomes and tax bases.

The Halifax Regional Municipality (HRM) is a significant economic development stakeholder in the city. It manages six business and industrial parks; regulates businesses and land development; invests in major infrastructure; establishes and supports Business Improvement Districts; collaborates with other levels of government and agencies on economic development issues; and, provides financial and in-kind support to community organizations and special events.

HRM also provides operational support to three key organizations to further its economic development objectives: Destination Halifax, which promotes Halifax as a destination for business and leisure travelers; Events East Group, which operates the Scotiabank Centre, the World Trade and Convention Centre and markets the soon-to-be-opened Halifax Convention Centre; and, the Halifax Partnership (the Partnership), which provides professional economic development expertise and services to HRM, and oversees much of the implementation of the city's economic strategy. As a public-private economic development organization, the Partnership leverages funding from private investors and other levels of government as well.

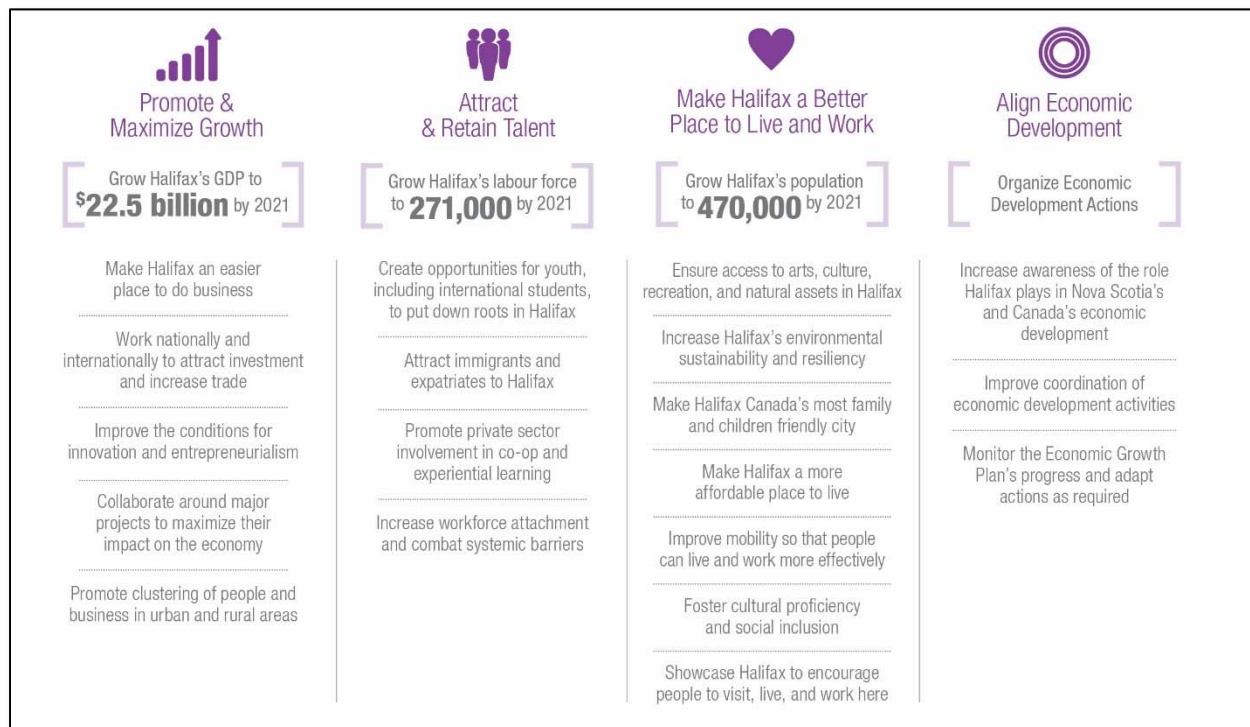
Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2017-18, the municipality's operational grant to the Partnership is \$1,954,332 (including HST), accounting for 47% of the Partnership's total annual budget.

Current Economic Strategy

On April 5, 2016, Regional Council approved the document, [Halifax Economic Growth Plan 2016-21](#) (Economic Growth Plan), as the new five-year economic strategy for Halifax. Building upon the city's relatively strong economic growth in recent years, and in acknowledgement of the negative impacts that demographic and economic trends in the rest of Nova Scotia could have on Halifax, the economic strategy is a growth agenda. It envisions a Halifax with a population of 550,000 people and a \$30 billion economy by 2031. To achieve this end state, the Economic Growth Plan has four overarching five-year goals: promote and maximize growth; attract and retain talent; make Halifax a better place to live and work; and, align economic development.

Each of these goals is supported by a number of five-year objectives, as depicted in Graphic 1 on the following page. These objectives are, in turn, supported by 84 actions that are being undertaken in the first two years of the strategy. Of these actions, 38 are being led by the Partnership, 37 are being led by HRM, and the remaining nine are being co-led by the two organizations. Most of the 84 actions are built into existing HRM and Partnership work plans and budgets.

Graphic 1. Halifax Economic Growth Plan 2016-21 – Goals and Objectives



DISCUSSION

OVERVIEW OF THE ECONOMY

Halifax is forecasted to be among the top quarter of Canada's 28 largest cities in terms of economic performers in 2017 with real gross domestic product growth of 2.4%, according to the Conference Board of Canada's *Metropolitan Outlook – Winter 2017*. The economy is expected to create an average of 2,500 jobs per year over this year and next. The industries driving this GDP growth in Halifax are transportation and warehousing, the FIRE (finance, insurance and real estate) industries, and wholesale and retail trade.

The Partnership's *SmartBusiness Annual Report – April 2017* (Attachment 1) has found that business confidence in the municipality continues to climb. Of the 262 SmartBusiness clients the Partnership met with in 2016-17, 61% consider the current economy Good or Excellent, which is up from 53.9% in April 2016. Opinions on Halifax's economic future remain largely positive, with 81.1% of business owners expecting it to improve (steady from 81.5% last year). These results are consistent with results from wider surveying the Partnership has commissioned, which have shown gradual increases in business confidence since Spring 2014.

IMPLEMENTATION BY GOAL

Below are highlights of Partnership and HRM activities in 2016-17 to advance the economic strategy's four goals.

1. *Promote and Maximize Growth*

The Economic Growth Plan intends to promote and maximize growth by improving regulatory and service efficiency, making it easier to start and grow a business, helping companies compete both locally and

abroad, supporting investment in innovation, and finding the best way to leverage Halifax's competitive advantages and growth opportunities. The target is to grow the city's GDP to \$22.5 billion by 2021. Halifax's GDP grew from \$7.8 billion to \$8.2 billion in 2016. Although an improvement, it is not on track to meet the GDP "stretch" targets for 2021 or 2031.

Partnership highlights in 2016-17 related to promoting and maximizing growth include:

- **Sell Halifax Program and Investor Sales Kit.** In June, the Halifax Partnership launched the "Sell Halifax Program" with Mayor Savage in the Toronto marketplace. The Sell Halifax Program includes presentations in key national and international markets and sales meetings with prospective investors, marketing and communications activities, and building Team Halifax champions. The program also includes a new Sell Halifax Toolkit that Halifax-based companies and organizations can use in their business development and talent/student attraction efforts. In addition to attracting new business, this initiative seeks to reduce office space vacancies in downtown Halifax.

In December, the Partnership and Mayor Savage took part in the Boston Tree Lighting activities with Nova Scotia Business Inc. and the Province. This included B2B sessions with Boston technology companies which generated quality leads and opportunities. This visit enabled preliminary groundwork to be undertaken for the Mayor's Boston visit in May 2017. New funding from Global Affairs Canada will allow the Partnership to develop and execute a digital marketing strategy and media relations plan in the Boston market.

- **Investment Attraction and Business Expansion.** The Partnership's investment attraction efforts contributed to the establishment or expansion of five companies in Halifax, resulting in approximately 175 jobs to be created. The Partnership also connected two aerospace companies, two energy companies, and two transportation and logistics companies to major project opportunities in the region. Together, they have the potential to create 370 jobs and more than \$3 billion in foreign direct investment.
- **Economic Research.** The Partnership released: the *2016 Halifax Index*, a benchmark of Halifax's progress in the areas of people, economy, quality of place, and sustainability; four snapshots of the Halifax economy; and, four SmartBusiness quarterly reports that present findings from interviews with business clients on the topic of business confidence, municipal services, labour and education, infrastructure, and taxation and regulation. The Partnership also initiated with HRM, the Halifax Chamber of Commerce, and the Business Improvement Districts a review of the new taxation powers the Province granted HRM via Bill 52.
- **Gateway Action Plan.** The Partnership-led Halifax Gateway Council developed a two-year action plan to increase the movement of goods and people through Halifax. It and HRM are contributing to the Halifax Port Authority's development of a master plan to accommodate "ultra-class" containerized vehicles, increase larger cruise vessels, and complement growth in the downtown core.
- **World Energy Cities Partnership (WECP).** As President of the 21-member WECP, Mayor Savage will host the organization's Annual General Meeting in Halifax from September 30 to October 4, 2017. The mayors and businesses of nineteen member cities are expected to attend. The AGM is being hosted in tandem with the annual CORE Energy Conference. The event will include business-to-business activities between member cities, the Halifax business community and CORE attendees.

HRM highlights under the "promote and maximize growth" goal in 2016-17 are:

- **Mayor's Celebrate Business Program.** As part of the Mayor's Celebrate Business Program, Mayor Savage and Halifax Partnership representatives visited nine companies: Neocon, Climate Technical Gear, Inland Technologies, Black Business Initiative, Clear Picture, Lixar, Sunsel, REDspace, and the African Community Investment Cooperative Ltd.

- **Red Tape Reduction and Customer Service.** In October, Regional Council directed that HRM commit a staff resource to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness for a period of six months with the possibility of extension of up to three years. The resource will draft principles of regulation for potential adoption by Regional Council, identify and address needed municipal regulatory reforms in specific areas, and help with HRM's adoption of a customer service model for business aligned with the Joint Office. Meanwhile, HRM completed a Corporate Customer Service Strategy for internal and external clients that includes a draft five-year action plan. The new Corporate and Customer Services Business Unit will oversee its implementation.
- **Centre Plan.** The Centre Plan will bring greater clarity to development in the Regional Centre by replacing four community plans and four land use bylaws that were drafted mostly in the 1970s. A draft of the Centre Plan was released in October 2016. A revised draft based on further public input will be presented to CPED in early 2017.
- **Federal Infrastructure Funding.** In August 2016, the Prime Minister and Premier announced that HRM will receive the \$26,743,530 in federal funding for seven projects under the Clean Water & Wastewater Fund (CWWF), and \$28,188,334 in federal funding for 15 projects under the Public Transit Infrastructure Fund (PTIF). These projects will be completed by March 31, 2018.
- **Rural Economic Development.** To develop the 100 Wild Islands as an eco-tourism destination along the Eastern Shore, HRM approved a \$300K grant to the Nova Scotia Nature Trust's 100 Wild Islands Campaign and the provision of in-kind planning support to develop needed infrastructure. As well, the Halifax Partnership and Destination Eastern and Northumberland Shores coordinated community and business input into a tourism plan for the area with funding from the Atlantic Canada Opportunities Agency. The Partnership and HRM also assisted four communities in securing provincial funding to improve broadband internet access and speed in their areas.

2. *Attract and Retain Talent*

The economic strategy intends to grow Halifax's labour force to 271,000 by 2021 by: focusing on talent attraction and retention; bridging the gap between industry, education and talent; and, removing systemic barriers to employment.

Partnership workforce development highlights in 2016-17 include:

- **Connector Program.** Last fiscal year, 444 "connectees" were accepted into the Partnership's networking program that helps local businesses and organizations connect with immigrants, international students and recent local and international graduates seeking employment in Halifax. At least 151 connectees found employment during this period. The Partnership has been working with stakeholders to develop new Aboriginal and African Nova Scotian streams of the Connector Program.
- **Game Changer Action Plan.** The Partnership continues to raise the local business community's awareness of the benefits of hiring young professionals with limited experience. The Connector Program has a youth stream, and youth retention was highlighted in the 2015 Halifax Index. In 2016-17, the Partnership worked directly with 13 companies to hire youth. Other activities included the Partnership's inaugural Game Changers Awards to celebrate leaders engaged in youth retention, and the #HireMeHalifax event that involved a networking workshop for students and a speed interview session with Scotiabank, RBC, Desjardins, Blackstar Wealth Management, NTT Data, REDspace, and other companies.
- **Experiential Learning.** Recognizing the importance of experiential learning, the Partnership secured funding from the Nova Scotia Department of Labour and Advanced Education to develop and launch an experiential learning component to the Connector Program.

In 2016-17, HRM's African Nova Scotian Affairs Integration Office:

- hosted Community Circles on Employment at HRM in African Nova Scotian (ANS) communities in the spring of 2016;
- worked with the African Nova Scotian and Visible Minority Women's Network to support the development of skills and talents of ANS and Visible Minority women employed within HRM; and,
- began developing with Human Resources a Mentorship and Leadership Development Program for ANS employees within Road Operations to facilitate their mobility and professional development within the organization.

Meanwhile, the Diversity and Inclusion Office led the Diverse Voices for Change project to increase the number of diverse women in leadership positions within HRM. It also provided enhanced diversity and inclusion training to HRM employees.

Halifax's labour force grew by 1,600 to 240,700 in 2016, below the Economic Growth Plan's target. Although an improvement, it is not on track to meet the labour force "stretch" targets for 2021 or 2031.

3. Make Halifax a better place to live and work

The Economic Growth Plan intends to help grow Halifax's population to 470,000 by 2021 by improving cultural assets, mobility, inclusiveness, affordability, and environmental resiliency while ensuring that economic development stakeholders market a strong and clear message about Halifax's quality of life.

HRM action highlights under this "quality of life" goal are:

- **Integrated Mobility Plan.** Engagement on HRM's 15-year plan to invest in transportation and demand management, transit and the active transportation and roadway network is underway. Public consultations on draft recommendations have been completed and a draft plan will be presented to the Transportation Standing Committee in July.
- **Streetscaping.** In April 2016, Regional Council approved the Argyle & Grafton Shared Streetscape Project to beautify the entertainment district. Construction will begin in summer 2017.
- **Parks and Recreation Strategic Plan.** The Parks and Recreation Strategic Plan will ensure needs-driven, fiscally sustainable, and inclusive parks and recreation assets and programming. The draft framework will be presented to the Community Planning and Economic Development Standing Committee in 2017.
- **Green Network Plan.** HRM is currently developing an open space and greenbelting priorities plan for HRM that will guide future open space protection and use. A framework based on research and public consultations was prepared in 2016-17 and approved by Regional Council in April 2017.
- **Housing and Homelessness.** The Housing and Homelessness Partnership's Affordable Housing Five-Year Strategy, including 5-year affordable housing targets, was endorsed by Regional Council in December. Regional Council also endorsed a proposed approach to implement density bonusing in the Centre Plan to increase access to affordable housing.

Halifax's population grew by 8,000 to 425,871 in 2016, surpassing the economic strategy's annual population growth target.

4. Align economic development

The economic strategy intends to ensure that HRM and the province's economic development organizations, policies, and programs are in alignment and working towards shared economic goals for Halifax and Nova Scotia.

To this end, in 2016-17, the Partnership focused on:

- **Rolling out the Economic Growth Plan to partners.** The Partnership presented the Economic Growth Plan at an investor briefing and in separate meetings with more than ten organizations, including the Atlantic Canada Opportunities Agency, Nova Scotia Business Inc., Fusion, and the Halifax Chamber of Commerce. In January, a lunch and learn was held with Councillors to discuss the economic strategy. Furthermore, the Partnership continues to engage the provincial and federal departments regarding long-term economic development funding for the organization.
- **Organizing and hosting the Halifax Economic Summit.** In November, the Partnership co-hosted the sold out Annual State of the City Forum with the Halifax Chamber of Commerce that included Mayor Savage's State of the Municipality address. The event demonstrated the Partnership and the Chamber's shared messaging and alignment on economic development issues in the municipality.
- **Contributing to province-wide economic development efforts.** The Partnership was part of a team of economic organizations, economists and academics supporting the development of the OneNS Measurement Framework which was launched by the Province in March at www.onens.ca. The Partnership continues to support the expansion of Business Retention and Expansion and Connector programs to Regional Enterprise Networks in Nova Scotia.

Attachment 2 is a comprehensive update on each of the 84 economic strategy actions, as well as additional activities identified in the Partnership's updated services agreement with HRM that was approved by Regional Council in October 2016. Items from services agreement that are not economic strategy actions are marked as "NA."

Attachment 3 is a status report on the Halifax Growth Plan's key indicators.

NEXT STEPS

HRM will continue to prepare quarterly reports on the Economic Growth Plan. HRM staff, working with the Partnership, will submit an updated two-year action plan and revised HRM-Partnership services agreement for Regional Council approval in 2017-18.

FINANCIAL IMPLICATIONS

The implementation of the Economic Growth Plan will be undertaken within current budgets. Actions that lead to proposed activities requiring unanticipated budget allocations will be brought forward to Regional Council for approval.

RISK CONSIDERATION

This report is for information only.

COMMUNITY ENGAGEMENT

There was no community engagement in the preparation of this report.

ENVIRONMENTAL IMPLICATIONS

The 2016-21 Economic Strategy recognizes Halifax's overall growth objectives must be aligned with environmental policy measures. The strategy includes a five-year objective to "increase Halifax's environmental sustainability and resiliency". Activities will be undertaken over the next five years to meet this objective.

ALTERNATIVES

Alternative 1: That the Community Planning and Economic Development (CPED) Standing Committee receive this as an information report (and not forward it to Regional Council for information).

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (L/M/H/V/H)	Mitigation
Reduced Partnership accountability to Regional Council	3	1	Low	<ul style="list-style-type: none">Request that the Halifax Partnership provide a presentation to Regional Council regarding its current activities

ATTACHMENTS

ATTACHMENT 1: *SmartBusiness Annual Report – April 2017*

ATTACHMENT 2: *Economic Growth Plan Update by Action*

ATTACHMENT 3: *Economic Growth Plan – Key Indicators*

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

Report Prepared by: Jake Whalen, Senior Advisor, Economic Policy & Development, 902-490-2349

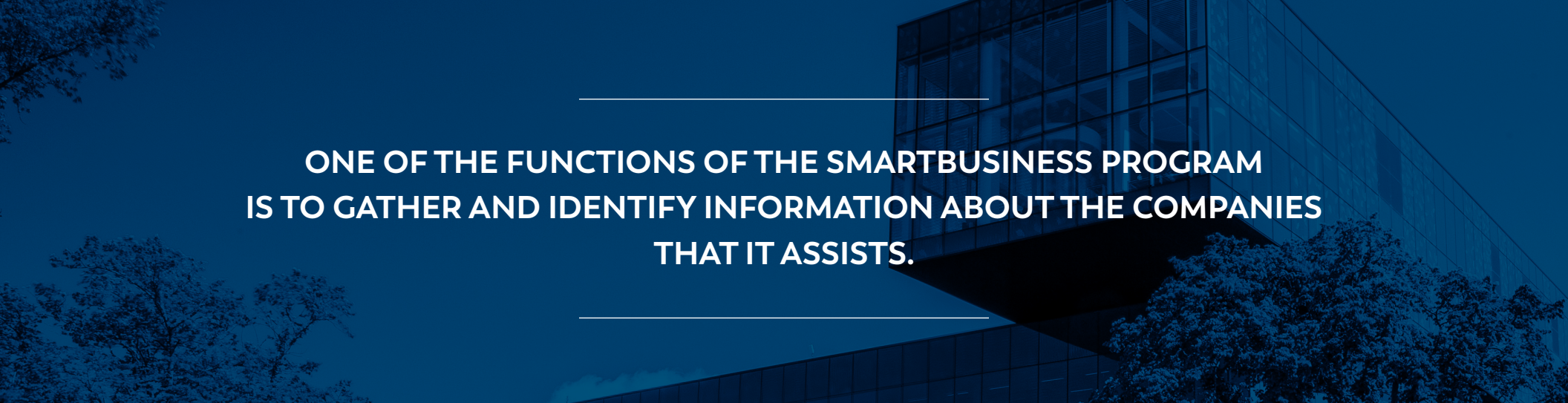
Report Approved by: Maggie MacDonald, Managing Director,
Government Relations and External Affairs, 902-490-1742

HALIFAX PARTNERSHIP

SMARTBUSINESS
ANNUAL
REPORT

APRIL 2017

HALIFAX
PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.



ONE OF THE FUNCTIONS OF THE SMARTBUSINESS PROGRAM IS TO GATHER AND IDENTIFY INFORMATION ABOUT THE COMPANIES THAT IT ASSISTS.

This data is not meant to show representative opinions you would find from public polling. This is a conversation with industry. Information comes from frank discussions with business leaders during SmartBusiness visits. It gets at 'private opinion,' the deeper held beliefs that businesses actually use to judge their community.

SmartBusiness has undertaken the following activity this fiscal year (April to March):

- Retention Visits: 264 (*224 SMEs, 45 HROs*)
- Retentions: 0
- Expansions: 15
- Referrals Generated: 565
- Business Consultations: 481

The proceeding data below represents findings from 262 interviews with clients between April 2016 and March 2017. SmartBusiness clients may not represent businesses in general, but represent a broad selection of industries and regions throughout Halifax.

Executive Summary

Business confidence steady, showing positive signs

Compared to this time last year, opinions of business confidence have improved significantly. 61.0% of SmartBusiness clients consider the current economy Good or Excellent (up from 53.0% in last April). Similarly 61.4% of business owners believe that the business climate has improved (up from 53.1% last year). Opinions on Halifax's economic future remain largely positive, with 81.1% of business owners expecting it to improve (steady from 81.5% last year). These results are consistent with results from wider surveying the Partnership has commissioned, which have shown gradual increases in business confidence since Spring 2014.

Halifax loves ports, concerned about freight

Businesses in Halifax tend to have very positive opinions of local transportation infrastructure. Business owners have very positive things to say about moving goods through the port and airport. However, there are some similar concerns about the

time and cost of truck freight headed out of Nova Scotia. Many companies have noted that it takes longer and is more expensive to truck goods out of Nova Scotia, than it is to bring goods into Nova Scotia. This is likely due to the relatively small size of the economy compared to its typical shipping destinations of Toronto and Montreal. This factor is a particular concern for smaller businesses.

Halifax rural broadband

This quarter's Issue in Focus takes a deeper dive on the issue of rural Broadband Internet connectivity, which first appeared in the July 2016 edition. Communities around rural Halifax and the province are submitting their applications to the Connect to Innovate program, a federal incentive to support the expansion of telecommunications infrastructure in rural and remote areas of Canada. To support these communities, the Partnership has produced a detailed document on the issue, which is attached separately.

Definitions and Scores

SmartBusiness collects information on 27 business climate factors and eight municipal services. A dashboard has been compiled for most of these topics, providing at-a-glance data of private sector opinion on the business climate in Halifax.

Ratings of performance reflect an underlying score from -100 to +100, indicating how businesses rate particular issues (positively or negatively) and the strength of those opinions. Arrows indicate how much ratings rose/fell since last year. One, two, or three arrows represent an increase of greater than 2.5, 5, or 10 points, respectively. Down arrows show a similar scale but negative change. Sideways arrows indicate the score has not changed much, moving much less than 2.5 points in either direction.

Companies are also asked to list the top three most important issues and the most important services. Attention should be paid to boxes **highlighted in red**; more than 25% of companies consider these issues to be very important to their business.

BUSINESSES THINK THE OVERALL HALIFAX BUSINESS CLIMATE...



Municipal Services

PUBLIC WATER	MUNICIPAL BYLAW ENFORCE	BUILDING INSPECT & PERMITTING
EXCELLENT ▲▲	GOOD ▲▲▲	GOOD ▲▲▲
ROAD NETWORK/ CONDITION	POLICE PROTECTION	PUBLIC TRANSPORTATION
FAIR ▲▲▲	EXCELLENT ▲▲	FAIR ▲▲

This year has seen an improvement in business opinion, with an average increase of 10 points across all municipal services. Opinions have most improved for building inspection/permitting (up 15 points), municipal bylaws (up 14 points), and the local road network (up 11 points). While ratings have not dropped in any category, businesses have expressed some concerns over zoning and land

use (only up 3 points), especially as it relates to confusion over which set of land use plans apply to them. A few business owners, particularly younger entrepreneurs, also expressed concerns over how current plans promote urban sprawl. Among these entrepreneurs there is a perception that growth is more haphazard than managed.

Labour & Education

WORKFORCE QUALITY	WORKFORCE AVAILABILITY	P-12 EDUCATION
GOOD ◄►	FAIR ◄►	GOOD ◄►
UNIVERSITIES	COMMUNITY COLLEGE	WORKERS COMPENSATION
EXCELLENT ▲▲	EXCELLENT ▲	GOOD ▲▲

Business satisfaction with the workforce remains unchanged from April last year. Both workforce quality and availability showed signs of improvement in earlier months, but returned to a similar level in April 2016. Workforce issues are a concern both for companies looking to grow as well as new establishments. Notably, the post-secondary education system continues to dominate the

rankings among business climate factors. Universities (at +64, up from +58) and the community college (at +71, up from +68) continue to climb in their ratings. Workforce quality and availability continue to be among the most important issues for business owners, with 29% and 30% of business owners considering them a top 3 issue for their operations, respectively.

Infrastructure

AIR ACCESS	PORT FACILITIES	RAIL SERVICES
EXCELLENT ▲	EXCELLENT ▲▲	FAIR ▼▼
SHIPPING & TRANSPORT	PROVINCIAL HIGHWAYS	UTILITY / ELECTRICITY
EXCELLENT ▼	GOOD ◀▶	FAIR ▲▲

Businesses in Halifax tend to have very positive opinions of local transportation infrastructure. Business owners have very positive things to say about moving goods through the port and airport. Comparable results from other parts of the province differ significantly, where opinions on infrastructure are

much more negative. In Halifax, opinions of port facilities are most improved (at +60, up from +52) while opinions of rail services are most decreased (at -20, down from -10). There are some similar concerns about the time and cost of truck freight headed out of Nova Scotia.

Taxation & Regulation

MUNICIPAL GOV. REGULATION	PROVINCIAL GOV. REGULATION	FEDERAL GOV. REGULATION
FAIR ▲▲	FAIR ▲▲	FAIR ▲▲
MUNICIPAL TAX STRUCTURE	PROVINCIAL TAX STRUCTURE	FEDERAL TAX STRUCTURE
POOR ▲▲▲	POOR ▲▲	FAIR ▲▲

This year has been stellar for business opinion of government. Opinions of regulation and taxation have improved across the board, with an average rating increase of 9 points since last April. While the consensus opinion may still be negative, businesses have noted an improvement in both regulatory responsiveness and overall taxation. This is like-

ly affected by changes coming from the Office of Regulatory Affairs and Service Effectiveness, which is making it easier for business to comply with regulation. Opinions on taxes are likely to be further improved by the Province's budget announcement that it is raising the small business threshold on Corporate Income Taxes.

Miscellaneous

ECONOMIC DEV. ORGANIZATIONS	HOUSING	REC. / CULTURAL AMENITIES
GOOD ◀▶	GOOD ▲	GOOD ◀▶
PHONE / CELL PHONE	INTERNET / BROADBAND	
FAIR ◀▶	GOOD ▼	

More and more business owners continue to cite the importance of Internet/Broadband connectivity to their business operations. 39% of business owners list it as a top 3 concern, up from 31% in April 2016 and 11% in April 2015. In rural areas there is a concern around Broadband Internet access, while in urban areas there is concern about

the cost of packages. Given the critical importance of this issue and recent infrastructure funding announcements from provincial and federal partners, the Partnership is re-visiting this topic for its *Issue in Focus*.

ISSUE IN FOCUS

HALIFAX RURAL BROADBAND

As part of our annual report, the Partnership is taking the time to revisit an Issue in Focus from July 2016 in expanded detail. Communities around rural Halifax and the province are submitting their applications to the Connect to Innovate program, a federal incentive to support the expansion of telecommunications infrastructure in rural and remote areas of Canada. To support these communities, the Partnership has produced a detailed document on the issue, which is attached separately.

The Canadian Radio-television and Telecommunications Commission (CRTC) has recently announced that Broadband Internet is a basic telecommunications service and that all Canadians, even in rural and remote areas, should have access to it. The report examines and attempts to answer the following questions:



- Given the announcement, what precisely did the CRTC declare?
- What is the current state of Broadband Internet access in Nova Scotia?
- What benefits does Broadband Internet access provide to a rural community?
- What is the current state of Broadband Internet access in rural areas of Halifax?
- How does Broadband Internet access affect rural business development?

This report should illuminate the major concerns around Rural Broadband Internet in Halifax and provide context for those interested in the issue. See the attached report for full details.

HALIFAX PARTNERSHIP

CONNECT. COLLABORATE. PROSPER.

The Halifax Partnership is Halifax's economic development organization. We help keep, grow and get business, talent and investment. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

If you have any questions or concerns about this document, its methodology, or how its indices are measured, please contact the Partnership at info@halifaxpartnership.com for further details.



HALIFAX ECONOMIC GROWTH PLAN 2016-21: Update on Actions for Years 1-2

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
GOAL 1: PROMOTE AND MAXIMIZE GROWTH (Grow Halifax's GDP to \$22.5 Billion by 2021)						
1.1 Make Halifax an easier place to do business.	1. Develop an approach to red tape reduction for HRM.	HRM	<p>On October 4th, Regional Council directed that HRM commit a staff resource to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness for a period of six months with the possibility of extension of up to three years. The resource will draft principles of regulation for potential adoption by Regional Council, identify and address needed municipal regulatory reforms in three specific areas by March 31, 2017, and propose, where possible, shared customer service practices with the Joint Office. An MOU outlining the objectives of this joint HRM-NS project was signed by the CAO and Nova Scotia's Chief Regulatory Officer in late October. The project is being overseen by an Advisory that includes the CAO and representatives from the Canadian Federation of Independent Businesses, Halifax Partnership, Halifax Chamber of Commerce, Urban Development Institute, the Province and others.</p> <p>A staff resource will be committed to the project in 2017. A progress report will also be provided to Regional Council in 2017. To date, the Partnership has identified regulatory challenges facing Halifax-based businesses (drawn from its SmartBusiness Program).</p>	Province of NS Halifax Partnership Business Community Halifax Chamber of Commerce	New	<ul style="list-style-type: none"> ● Increase average annual income growth (1.2% growth in personal income per capita in 2015) ● Increase the total number of jobs (224,100 employed in 2015)
	2. Develop and adopt the new Centre Plan that will replace planning strategies in the Regional Centre.	HRM	<p>The Centre Plan will bring greater clarity to development in the Regional Centre (the area defined as Dartmouth within the Circumferential Highway and Peninsular Halifax) by creating a new Secondary Municipal Planning Strategy for the area that will replace four community plans and four land use by-laws that were drafted mostly in the late 1970s. In 2015/16, Planning and Development (P&D) completed technical studies, worked with the Community Design Advisory Committee and other stakeholders to define the project, and onboarded consulting support. In 2016/17, P&D is working to complete the draft Secondary Municipal Planning Strategy and associated implementation program and Land Use By-Laws for the Regional Centre. Public engagement components of the project included an Open House in March, eight workshops in May, and a Growth Scenarios Open House in June. On October 11, HRM staff outlined the objectives and policies of each of the Centre Plan's themes at a "Draft Launch Event". The full draft plan was released on October 26, 2016 with public consultations on the draft plan to be held throughout November with the public, stakeholders, the design community, and the development community. A revised draft will be presented to Regional Council's Standing Committee on Community Planning and Economic Development in 2017. The project's status can be tracked at centreplan.ca.</p>	Halifax Partnership Community at Large	New	<ul style="list-style-type: none"> ● Increase the share of full-time work (83% of jobs were full-time in 2015) ● Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in Spring 2015)
	3. Benchmark and communicate approvals' standards and timelines to the public.	HRM	<p>As the work to obtain a new Permits & Licensing technology solution is realized, Planning & Development will be confirming processes through mapping exercises in 2017. These maps will inform standards and timelines and communication will occur through various distribution channels as Planning & Development's Renewal efforts are implemented.</p>	Halifax Partnership Business Community Urban Development Institute of NS Development Liaison Group	New	<ul style="list-style-type: none"> ● Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015) ● Increase the commercial property tax base (\$8.2 billion in 2016)
	4. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	<p>The CAO's Office and Legal Services are jointly leading the initiative to advance changes to the HRM Charter. This includes providing oversight and strategic leadership, advocating for revisions, and communicating impacts to the citizens of Halifax.</p> <p>In November 2016, Council directed staff to undertake public consultations regarding HRM's request to the Province to have natural persons powers. Consultation feedback will be communicated to Regional council in 2017.</p> <p>A policy rationale for minor/housekeeping amendments is complete and has been provided to the Province. Regular meetings with Municipal Affairs to monitor progress continue. In addition, GREA is providing support to Municipal Government Act Review working groups on Economic Development and Governance. In 2016-17, the Partnership provided an economic development perspective on the Charter Review.</p>	Province of NS (Municipal Affairs) Halifax Partnership	New	
	5. Develop HRM's customer service strategy to improve service to businesses and residents.	HRM	<p>HRM completed its draft customer service strategy for internal and external clients in April 2017. The strategy includes identifying service culture changes, service delivery channels, and related measures.</p>	Halifax Partnership Community at Large	New	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
	6. Implement HRM's Planning & Development's organizational renewal program to improve and streamline legislation, processes, supporting tools and technologies.	HRM	<p>Planning and Development continues to renew the department through the implementation of the 2015-2019 Planning & Development Strategic Framework. During 2016/2017, focus has been on the Year 1 and 2 Recommendations of the Framework. Priority actions include:</p> <p>(a) Replacement of the Permitting and Licensing System -- The replacement of the existing permitting & licensing system is a central feature of the strategic plan enabling modernization of the department, and reinvention of business processes. At present, P&D uses a technology system known as Hansen to support many of its business processes; that technology solution is now well past end of life. In April 2016, the P&D Renewal reaffirmed the replacement of Hansen as a priority objective of the renewal. It has been identified as one of the most critical ways the department can change service delivery. To revitalize customer service and service delivery, the project team will consider online application submission and permit generation, electronic documentation and circulation, use of field technology, and improved customer experience through online services (payment, status updates and customer dashboards). ICT and P&D developed a joint project charter. The RFP for the PLC solution has closed and all proposals have been evaluated. Over the course of the week of May 1-5, the three short-listed vendor product demonstrations were given in HEMDCC to a broad interdepartmental audience. Work to push forward the award process will continue with Procurement over the next period. Recommended proponent will be forwarded for approval mid-July.</p> <p>(b) Implementation of Fee Service Review -- P&D's fees have not been updated or rationalized in numerous years. Based on an analysis of underlying costs of service, P&D is not recovering sufficient revenues from fees, with an over reliance on property taxes to support services that have a direct beneficiary. Fees are also very low in relation to peer municipalities surveyed. Overall, P&D applications are currently recovering less than half of the direct and indirect operating costs; recovery is particularly low for planning applications. On August 2, 2016, Regional Council adopted the guiding principles for P&D fees and directed staff to develop a fee policy for Council's consideration. The next phase of the project -- development of the fee policy, identification of related business processes and costs, and development of phase-in strategies to manage impacts on industry -- is underway by a consultant.</p> <p>(c) Consolidation and Simplification of Land Use Bylaws -- There are 22 Secondary Planning Strategies and Land Use Bylaws which direct development in HRM. Many of the bylaws are in their original forms and pre-date amalgamation, although they have been amended over time. Due to the diverse origins of each land use bylaw and the piecemeal approach to amendments, there is a lack of consistency in the application of general definitions, land use designations, building and site requirements and approval processes. The Land Use Bylaw Simplification Project is expected to address these issues and result in reduced staff resourcing requirements, faster application processing times, fewer planning applications requiring Council approval, and increased clarity amongst stakeholders. This fiscal year, a lead Principal Planner was assigned to this project. A project report is expected in Q4.</p> <p>(d) Organizational Design Implementation -- HRM has created a new P&D organizational structure that includes new groups -- Infrastructure Planning Division, Business Services Program Area, and Social & Economic Research. The departmental structure was finalized in early 2016 as a first step which will allow P&D to dedicate resources to priority projects, increase organizational capacity, and find efficiencies in workflow processes. P&D continues to work with HR to fill a number of planning positions.</p>	Halifax Partnership Urban Development Institute of NS Development Liaison Group	Existing	
	7. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	Business Climate indicators are included in in the <i>2016 Halifax Index</i> which was presented to the community on June 4.	HRM Province of Nova Scotia Government of Canada Business Community	Existing	
	8. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.	Halifax Partnership	<p>April 1, 2016, to March 31, 2017:</p> <ul style="list-style-type: none"> Retention Visits: 264 (224 SMEs, 45 HROs) Client Satisfaction: 88% (measured in April 2017) 481 follow-up consultations 55+ Face-to-face meetings Referrals Generated: 565 4 company common issues (business views on red tape, rural broadband connectivity, commercial taxes, difficulties in finding mid-level staff in IT sector). HP sponsored Reverse Trade Show on November 8, 2016 (29 Exhibitors) More details can be found in the 2016-17 SmartBusiness Annual Report (attached) 	HRM Province of NS ACOA Post-Secondary Institutions Business Community	Existing	
	9. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.	Halifax Partnership	Discussions were held with HRM's CIO as a general overhaul of HRM's web presence is under way. Complementary efforts by other groups such as the Halifax Chamber of Commerce, BioNova, and NSBI, have been monitored. A more precise approach to improving business access to services and information while avoiding duplication of others' efforts and remaining realistic about feasible scope will be defined and addressed in 2017-18.	HRM Province of NS ACOA Post-Secondary Institutions Business Community	New	
	10. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	<ul style="list-style-type: none"> Halifax Value Proposition updated and presented as part of Mayor's Sell Halifax Program launched in Toronto in June. Industry Sector Profiles updated -- Financial Services, Oceans, ICT and Transportation and Logistics (see sellhalifax.com) Ocean sector asset map updated, posted to the website and distributed during Oceans Week 2016. Quarterly Economic Reports for April, July, October and January produced and distributed. 2016 Halifax Index produced and presented to community in June 2016 -- Distributed to >1000 contacts. Responded to 126 external research requests Prepared Halifax business case information for 15 Investment Attraction leads Produced four (4) White Papers (Rural Broadband, Commercial Property Tax, Provincial Regulation, and Municipal Regulation). 	HRM Province of NS NSBI	Existing	
	11. Provide aftercare to new companies that have chosen Halifax as a new location for their business and make connections to the programs, resources and talent needed for their continued growth.	Halifax Partnership	Between April and September 2016, three aftercare client visits were conducted.	HRM Province of NS NSBI ACOA Post-Secondary Institutions Business Community	Enhance	
	12. Communicate to the local business community opportunities arising from new international trade agreements.	Halifax Partnership	The Federal Government's toolkit on the Canadian-European Comprehensive Economic and Trade Agreement (see: http://bit.ly/2fkNqHV) was promoted through the various Halifax Partnership social media channels and is also shared with business through the Smart business Program.			

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	N/A. Support Nova Scotia's Regional Enterprise Networks - provide advisory support best practice in economic development, Business Retention and Expansion and Connector support.	Halifax Partnership	Ongoing support services and dialogue with existing RENs and Municipal Affairs on best practices for BRE and economic development have been provided. The Partnership is having ongoing discussions with Valley REN, Cape Breton Partnership(CBREN) and Western REN on how to roll out Connector Program. On-line training sessions for RENs were held in August and December 2016.	Province of NS NSBI Gateway Partners Business Community	New	
1.2 Work nationally and internationally to attract investment and increase trade.	13. In collaboration with economic development partners, refine and amplify Halifax's value proposition to position Halifax on the world stage.	Halifax Partnership	Sell Halifax (for investment attraction) positioning was completed and presented to the Halifax business community at the Sell Halifax event on Sept. 27. This included the release of the Sell Halifax Toolkit (www.sellhalifaxtoolkit.com) for local business. HP is working with NSBI, trade organizations, the Consulate in Boston, and others to undertake an outbound mission to Boston in May 2017. All of the year's activities have created a strong funnel of investment opportunities for Halifax, resulting in five (5) wins companies establishing or expanding operations in Halifax. Approximately 175 jobs were created. They represented roughly \$15-\$20 million in annual economic impact.	HRM Province of NS NSBI Destination Halifax Gateway Partners Halifax Convention Centre Corp. Business Community	New	
	14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	<ul style="list-style-type: none"> The Halifax Economic Growth Plan 2016-21 was shared with NSBI, NS Department of Municipal Services, Global Affairs Canada, EDC, BDC, and ACOA. Ongoing discussions are being held with NSBI to align investment attraction activities including the disclosure of Halifax-based leads and participation in Halifax-led missions in markets such as China and Boston. HP has shared the strategic plan and materials for business development efforts and Sell Halifax with NSBI, Halifax Chamber, Destination Halifax, NS Department of Municipal Affairs, Global Affairs Canada, EDC, BDC, and ACOA. All partners have been kept informed and up-to-date on plans relating to Sell Halifax in key markets. 	Province of NS NSBI	Existing	
	15. Leverage existing local, national and international relationships, and cultivate new relationships, (e.g. International Partnerships, WECF, CCCA) to increase the awareness of the Halifax value proposition.	Halifax Partnership	<p>World Energy Cities Partnership:</p> <ul style="list-style-type: none"> Week of May 1, 2016 -- The Mayor chaired his first meeting as President of the WECF at its annual working meeting held in Houston. The working meeting was tied to the annual Offshore Technology Conference. As well as the WECF meetings, the Partnership organized a business reception that included senior leaders with Exxon Mobil, Shell, BP, Statoil, Bear Head LNG, and senior government officials including Minister Michel Samson and the Consul General of Canada to Houston. October 30-November 2 -- The Mayor chaired the WECF AGM in Cape Town, South Africa. A key focus of this year's AGM was on renewable energy. Mayor Savage will host the organization's Annual General Meeting in Halifax on September 30 – October 4, 2017. The mayors and businesses of nineteen member cities are expected to attend. The AGM is being hosted in tandem with the annual CORE Energy Conference. The event will also include business-to-business activities between member cities, the Halifax business community and CORE attendees. Sponsors of the WECF AGM to date include: Halifax Partnership, HRM, EMERA, Irving, EfficiencyOne, CBRE, NS Department of Energy, and ACOA. <p>Consider Canada City Alliance:</p> <ul style="list-style-type: none"> September 20-22: HP attended the CCCA AGM in Montreal. February 7 & 8: HP attended the CCCA semi-annual meeting in Ottawa. CCCA hosted a reception for Members of Parliament from across Canada as an opportunity to discuss how CCCA member cities can work with the federal government to attract more investment and trade to Canada. <p>International Partnerships:</p> <p>Aberdeen:</p> <ul style="list-style-type: none"> April 17-21, 2016: HP organized an outreach mission led by Mayor Savage to Aberdeen and Stavanger. A delegation from Aberdeen will visit Halifax during the WECF annual general meeting in October 2017. The HRM-Aberdeen partnership MOU may be renewed at this time. A success story about the Halifax-Aberdeen Partnership was written in Q2. <p>Zhuhai:</p> <ul style="list-style-type: none"> HP managed/coordinated the signing of the Letter of Intent to cooperate with Zhuhai, China. A visit to Zhuhai is planned for June 2017. <p>Norfolk:</p> <ul style="list-style-type: none"> HP is working with the Norfolk Committee to re-engage and invigorate the Norfolk relationship. <p>HP provided orientation services to a delegation from Malmo, Sweden, that visited Halifax in September 2016.</p>	HRM Province of NS NSBI Industry Associations Business Community	Existing	
	16. Expand the Mayor's Celebrate Business Program to include targeted visits to major centres in Canada and the United States that showcase Halifax's value proposition.	Co-Leads: HRM and Halifax Partnership	<ul style="list-style-type: none"> June: Mayor's Sell Halifax event was launched in Toronto. It generated 19 prospects and two leads. September 27: Mayor Savage presented the Sell Halifax Program to a sold out audience of 300 business leaders and launched the Sell Halifax Toolkit. December: HP and Mayor Savage took part in the Boston Tree Lighting activities with NSBI and the Province. This included B2B sessions with Boston technology companies which generated quality leads and opportunities. This visit enabled preliminary groundwork to be undertaken in the Boston market as a lead up to a 2017/2018 Mayor's Sell Halifax Boston visit planned for May 2017. Plans are underway for an outbound mission to Boston between May 17-19 with Mayor Savage to promote Halifax's business advantages and to meet with prospective investors in the IT, Oceans Technology and Financial Services sectors. HP is executing a comprehensive foreign direct investment program in the Boston market, including pre-and post brand awareness research, a digital marketing campaign, and Sell Halifax events and meetings with business. Boston will serve as a model for future Sell Halifax visits. The agenda includes media interviews, a luncheon with the business community, a reception (Boston and Fall River, Mass), an IT Roundtable and several one-on-one meetings with pre-qualified prospect companies. As part of the Mayor's "Local" Celebrate Business Program, HP and Mayor Savage visited nine companies in 2016/17: Neocon, Climate Technical Gear, Inland Technologies, Black Business Initiative, Clear Picture, Lixar, Sunsel, REDspace, and the African Community Investment Cooperative Ltd (ACIC). 	Province of NS NSBI Business Community Industry Associations	New	

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	17. Assess the role the Municipality could play in a potential air route development fund to open direct commercial and passenger routes to other destinations.	Co-Leads: HRM and Halifax Partnership	Currently under review.	Halifax International Airport Authority Province of NS	New	
	18. Produce a 5-Year Strategic Growth Plan for the Halifax Gateway.	Halifax Partnership	October 7 -- A strategic planning session was held with Halifax Gateway partners. A two-year Action Plan highlighting the primary objectives was defined for the Gateway going forward. Work is underway to articulate value proposition and messaging. Halifax Gateway partners will participate in a China visit in June. [See detail for Gateway activities below].			
	N/A. Provide orientation services for inbound business missions.	Halifax Partnership	<ul style="list-style-type: none"> • June 2016 -- HP provided orientation services to a business delegation from Malmo Sweden that visited Halifax. • August 2016 -- HP took part in the hosting of the business delegation from Zhuhai China, which included the development and presentation of the "letter of intention to cooperate" between Halifax and Zhuhai. • March 2017 -- HP hosted a small delegation from Turkey in partnership with the Discovery Center. • HP Business Development team has been working to advance relationships locally for ASEANS, an investment consortium (Toronto and Southeast Asia). 			
	N/A. Raise awareness of the Halifax Gateway value proposition in key markets	Halifax Partnership	<p>Between April 1 to March 31, 2017, the Halifax Gateway Council completed the following:</p> <ul style="list-style-type: none"> • reconstituted its Marketing Committee that includes HIAA, HPA, CN, and HP; • updated a new logistics park billboard, published new success stories, and updated the Mega Project Map that was included in the HPA Port Days delegate bags; • submitted a proposal to ACOA seeking support for the AST Paris/Halifax routing for Spring 2017 (awaiting a response); • met with HRM and Atlantic Towing to define the Halifax Gateway value proposition to be communicated to the Marketing Committee; • established the Gateway Energy Committee with representation from the Dept. of Energy, ACOA, Atlantic Towing (Irving), HP and Maritimes Energy; • coordinated and led the Port of Halifax, Halifax Stanfield and CN to participate at the Cargo Logistics Canada Trade Show in February; and, • convened the Halifax Gateway's Air Route Development Committee to identify priority markets and areas for collaboration between Destination Halifax, Halifax Partnership, HIAA, and Tourism Nova Scotia. Halifax Stanfield shared its new brand identity and it was agreed that the group would come back together and share individual strategic plans early in 2017/2018. 	HRM Gateway Partners Business Community	New	
1.3 Improve the conditions for innovation and entrepreneurialism.	19. Increase awareness of R&D capabilities and interests within Halifax universities and opportunities for business to connect.	Halifax Partnership	HP sent five referrals to Dal and one referral to SMU which resulted in one partnership being created.	Post-Secondary Institutions Industry Associations Business Community	New	
	20. Increase connectivity with and build capacity of African Nova Scotia and urban aboriginal organizations engaged in economic development.	Co-Leads: HRM and Halifax Partnership	ANSAIO has developed and shared within HRM strategies for identifying and responding to barriers in the delivery of municipal services to African NS communities, as well as working to identify and propose next steps to overcome barriers to the full participation of the ANS community and all residents of African descent in the broader community and economy. ANSAIO's work includes the Diverse Voices for Change project, Land Titles Clarification Project, the Tri-Community Project and ongoing Community Outreach. The Halifax Partnership signed an MOU with the Black Business Initiative in May 2016 and its implementation is underway. HP has been working with the Preston Area Housing Board to assist the Board with capacity-building focused on creating long-term, sustainable affordable housing with the Preston community. The Partnership is also working with key stakeholders to develop a Connector Stream for the ANS and Aboriginal communities to be launched in spring 2017.	ANS Organizations Urban Aboriginal Organizations Province of NS Not-for-Profit Sector Business Community	New	
	21. Facilitate connections between small and large businesses around opportunities for increased innovation.	Halifax Partnership	HP connected 27 companies to opportunities to pitch their company for investment opportunities. The majority of these companies were identified through a visit by Houlihan Lockey, a San Francisco-based venture capital firm.	Province of NS ACOA NSBI Innovacorp Business Community	New	
	22. Promote the growing network of for-profit business and social enterprise incubation facilities that offer shared space and access to business expertise.	Halifax Partnership	Deferred to 2017-18.	Province of NS (Dept. of Business) ACOA Post-Secondary Institutions NSBI Business Community Not-for-Profit Sector	New	
	23. Through the SmartBusiness Program connect businesses with post-secondary R&D capabilities and other resources.	Halifax Partnership	HP connected a total of seven companies to universities and other businesses to advance innovation.	Post-Secondary Institutions Business Community	Existing	
	24. Develop a "SWOT team" approach for economic development players to maximize existing and proposed major projects (e.g. offshore exploration, shipbuilding [including supply chain opportunities]).	Halifax Partnership	<p>Alignment and partnership has been established with ACOA, Department of Energy, Maritimes Energy and OERA around the hosting of the WECP AGM in Halifax. A B2B program has been initiated to maximize on opportunities.</p> <p>HP connected six (6) companies to major project opportunities. They are:</p> <ol style="list-style-type: none"> 1. An aerospace and defence company that could create up to 100 jobs and potentially establish a local partnership with a manufacturing company that would generate 100,000 hours of labour activity; 2. An aerospace and defence company that could create up to 250 jobs; 3. An energy company with a potential +\$3Billion FDI investment; 4. A transportation and logistics partnership opportunity between an international and local company with the potential to create 20 jobs; 5. A local energy sector company with potential to secure significant foreign investment; and, 6. A Canadian transportation and logistics considering expanding to HRM which would increase Gateway traffic. 	HRM Province of Nova Scotia Business Community Post-Secondary Institutions Industry Associations	Enhance	

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1.4 Collaborate around major projects to maximize their impact on the economy.	25. Secure federal funding to undertake key infrastructure projects.	HRM	<p>The federal government's 2016 budget announced the details of the federal government's overall plan to invest more than \$120 billion in infrastructure over 10 years. Phase 1 will roll out between 2016 and 2018. There is \$86 million over two years for water and wastewater, and \$32.3 million for public transit in Nova Scotia. In June 2016, Council approved a list of seven water and wastewater projects and fifteen transit projects. On August 16, the Prime Minister and Premier announced that all of HRM's projects were approved for full or partial funding:</p> <p>Cleanwater & Wastewater Fund</p> <ul style="list-style-type: none"> Northwest Arm Sewer Rehabilitation (\$ 17,153,000); Peninsula Transmission Main Rehabilitation (\$7,200,000); Lake Major Dam (\$ 5,900,000); Sullivan's Pond Storm Sewer Renewal – Phase 1 (\$ 9,890,000); JD Kline Filter Media and Underdrain Replacement (\$5,600,000); Fall River Water Servicing (\$7,600,000); Herring Cove Servicing – Phase 2B (\$3,421,464). <p>The Fall River and Herring Cove servicing projects fall outside the service boundary, and therefore HRM is responsible for construction costs instead of Halifax Water. A revised Herring Cove proposal was approved by Council on February 7, 2017, and has been submitted to the federal government for consideration. The Fall River project has begun with public consultations scheduled for late February 2017.</p> <p>Council approved a list of fifteen public transit projects in June 2016. On August 16, the Prime Minister and Premier announced that all fifteen have been approved for funding:</p> <p>Public Transit Infrastructure Fund</p> <ul style="list-style-type: none"> Bus Stop Accessibility (\$250,000); Conventional Transit Bus Replacement (\$31,404,000); Halifax Ferry Terminal (\$1,000,000); Shelters Replacement/Expansion (\$220,000); Transit Priority Measures Implementation (\$400,000); Ferry Replacement Phase I & II (\$1,470,000 for Phase I; \$10,600,000 for Phase II); Bus Stop Improvements (\$470,000); Conventional Transit Bus Expansion (\$5,746,000); Transit Priority Measures Implementation (\$900,000); Electric Bus Pilot Project (\$500,000); Generators (\$600,000); Transit Priority Measures Corridors Study (\$250,000); Bus Rapid Transit Study (\$200,000); Mumford Terminal Replacement Opportunities Assessment (\$300,000); and, Transit Security (\$3,900,000). In December 2016, HRM submitted two more projects for consideration under this Fund – the Alderney Ferry pontoon replacement (\$3,200,000) and an additional Access A Bus order (\$1,800,000) which were approved by Council on December 13, 2016. 	Government of Canada Province of NS (Municipal Affairs)	New	
	26. Capitalize on major project opportunities to attract new foreign direct investment.	Halifax Partnership	A major project map was updated with support of the Halifax Gateway. The map is being used in the new Sell Halifax toolkit and the Halifax Gateway website, and it was inserted into delegate bags at Port Days in September. The map was used by Halifax Gateway stakeholders during Cargo Logistics Canada in Vancouver in January.	HRM Province of NS NSBI Business Community Industry Associations	Existing	
	27. Work with industry stakeholders to raise awareness and maximize major project opportunities in the Oceans Sector (e.g. COVE).	Halifax Partnership	<p>In 2016/17 HP:</p> <ul style="list-style-type: none"> was a member of the Strategic Steering Committee of COVE, Oceans Week Collaborative Committee and the Cove Marketing Committee; launched a new oceans sector brand (Canada's Ocean City) and website canadasoceanicity.com; launched 4 ocean commercialization videos and 3 education videos; created various oceans marketing materials including Oceans Week advertisements, banners and four success stories; participated in Oceans Week 2016 events (industry showcase, Gala dinner, launch event); promoted the COVE website through canadasoceanicity.com and social media channels; worked with the Ocean Tech Sector to build a B2B agenda in Boston (May 2017) and to create the opportunity to pitch the Sell Halifax Message (Via Mayor Savage) to the Ocean tech industry in Fall River, Mass in May; and, presented on Canada's Ocean City collateral at the Ocean Connector Event that 60+ people attended. 	Institute for Ocean Research Enterprise Province of NS Industry Associations NSBI National Research Council	New	
	28. Complete the initial planning phases of the Cogswell lands redevelopment, including the creation of a design plan for Council approval.	HRM	<p>The Cogswell Redevelopment Program is a collection of projects and initiatives generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan guides the dismantling of the interchange roadways and bridges and their replacement with at-grade road systems. Six acres of new roads, four acres of designated park area and six acres of developable land will be created. The success of the Cogswell Redevelopment Program will depend upon the successful completion of the following project components: land use planning for the Cogswell precinct; public realm improvements, particularly as they relate to traffic, open space design and pedestrian connectivity; sale of the land for development; and, construction of the street infrastructure including transit requirements.</p> <p>The demolition and reconstruction of the Cogswell lands is estimated to be a three year construction project, and it could begin as early as late 2017. The development of the lands, including land-use bylaw planning and real estate marketing, will occur over an additional four to five years. Procurement is well underway with Fairness Monitor, Traffic Engineering, Surveying Services and Prime Design Consultant service tenders having been awarded. Numerous internal HRM stakeholders have been -and will continue to be engaged in the design process. Halifax Water has completed a feasibility study for District Energy and a go-forward case has been presented to the Environment and Sustainability Standing Committee. Regional Council has directed staff to draft an amendment to the HRM Charter that allows the municipality to provide district energy services.</p>	Halifax Water Halifax Utilities Coordinating Committee	New	
	29. Ensure that an adequate supply of industrial lands is available to support economic development objectives.	HRM	<p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:</p> <ul style="list-style-type: none"> adjusting capital plans to finance the acquisition and preparation of land for industrial development (this is an ongoing task; HRM acquired 428 acres adjacent to Burnside in 2015); amended zoning in the Burnside expansion area to better define target industrial and commercial uses (a public hearing on this issue is anticipated for 2017); and, planning for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park. The Ragged Lake Feasibility Study is complete and its findings will be reported to Council in 2017. A consulting study for Aerotech expansion in 2017 will be prepared. 	Halifax Partnership NSBI Province of NS Halifax Gateway Partners	New	
	30. Assess options to divert the movement of goods through downtown Halifax.	HRM	A Goods Movement Opportunities Study was completed in November and examines ways HRM can improve the movement of goods through Halifax's transportation system and what role the Municipality should play in the management of freight movement within the region. The movement of goods through the downtown will be assessed and the entire study will inform HRM's over-arching Integrated Mobility Strategy. Any strategic moves related to goods movement depend on the outcomes of the Port Master Plan work currently being undertaken by the Halifax Port Authority.	Halifax Gateway Partners Transportation & Logistics Sector Business Community Industry Associations	New	
	31. Implement the density bonus study findings to increase density in the Regional Centre.	HRM	Incentive and Bonus Zoning Agreements have been used as a tool to encourage investment in public benefits in Downtown Halifax since 2009. Upon review of the first five years of the project, it was determined that improvements in future policy and regulations that use the Incentive and Bonus Zoning Agreement tool improvements could be made to increase both the quantity and quality of public benefit received in exchange for development in excess of the "pre-bonus" standards. All new plans and updates to plans that are currently being developed (Downtown Dartmouth Plan Update, Downtown Halifax Plan Update, and the Centre Plan) will implement the findings of the Density Bonusing Study.		New	

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1.5 Promote clustering of people and business in urban and rural areas	32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.	Co-Lead: HRM and Halifax Partnership	The 2016 Halifax Index included "Special Analysis: A rural Halifax Profile". In conjunction with the Province, the Halifax Partnership and HRM are working to include a rural component in the Halifax Index on an ongoing basis. The Partnership will provide new rural business count data and other more detailed demographic and socio-economic data for communities in rural HRM as it is made available. HP's decision to join the Canadian Council on Social Development's Community Data Program is driven, in part, by a desire to provide more and better rural HRM data.	Sheet Harbour & Area Chamber of Commerce Other Rural Business Associations Province of NS (Municipal Affairs) Union of Nova Scotia Municipalities	New	
	33. Assess the feasibility of a rural action committee to foster rural economic development.	HRM	Work has begun with UNSM and neighbour municipalities to broaden the Halifax Rural Index. Staff are actively pursuing opportunities in rural tourism (i.e. 100 Wild Islands), agriculture and aquaculture, and expansion of access to high speed broadband services.	Halifax Partnership Province of NS ACOA Union of Nova Scotia Municipalities	New	
	34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the <i>We Choose Now</i> Report.	Halifax Partnership	"We Choose Now", the ONE Nova Scotia Coalition's 10-year Collaborative Action Plan to revitalize the province, recommends that "the Government of Nova Scotia and ACOA, in partnership with the new Regional Enterprise Networks (RENS), should develop a rural innovation and entrepreneurship strategy, perhaps similar to the EU's Rural Innovation and Business Systems program". HRM is following up with provincial officials to see how the work of the municipality, the Partnership and Destination Halifax can advance some of the ideas in "We Choose Now." Provincial work on rural economic development includes an aquaculture strategy, the development of the RENs, enhanced rural broadband access, support to Perennia, and Innovacorp involvement in the Forestry Innovation Centre in Liverpool. Some of this activity is relevant to opportunities in the rural parts of HRM.			
	N.A. Support the implementation of the Musquodoboit-Sherbrooke STEP Strategic Plan to build tourism capacity on the Eastern Shore.	Halifax Partnership	The Strategic Tourism Expansion Project ranged from Musquodoboit Harbour to Sherbrooke, focusing on aligning an economic development strategy through tourism, alongside the Bay of Islands. The process brings together 35 communities, under the direction of 20 working group members representing the community. The project was undertaken through the coordination of DEANS, and the funding support of ACOA, seventeen local businesses and organizations, and two municipal units. The Partnership actively coordinates business engagement through one-on-one meetings, workshops and event facilitation to encourage cross community and industry collaboration, address challenges and ensure buy-in, loyalty and teamwork. The Partnership is also part of the larger working group and is participating in the business engagement, communications and workshop sub-committees. In Q2, the Partnership engaged in three larger working group meetings where the second ACOA funding application was finalized. The communications sub-committee is currently creating the communications strategy for the coming years, including the design and creation of a website, a blog, a newsletter and a master communications list. The workshop subcommittee is exploring speakers and designing a program calendar for the coming year. It will be looking to engage, inspire and communicate with the local community through a speaker series around the 100 islands (more science, geology, ecology focused), workshops on tourism, experiential tourism and marketing, public consultations, etc. The Partnership is also actively meeting with business owners and getting them involved in the initiative.			
	N.A. Work with the Sheet Harbour Chamber of Commerce to identify and address economic development issues on an ongoing basis.	Halifax Partnership	The Partnership shared new rural HRM data based on 2016 census data. The Partnership will provide new rural business count data and other more detailed demographic and socio-economic data for communities in rural HRM as it is made available. HP's decision to join the Canadian Council on Social Development's Community Data Program is driven, in part, by a desire to provide more and better rural HRM data.			
	N.A. Provide the research needed to increase broadband connectivity in rural HRM.	Halifax Partnership	HP has engaged with rural HRM partners with regard to both provincial and federal funding opportunities for rural broadband and have had numerous discussions with HRM staff and Councillors. HP prepared a background research report at the request of a rural HRM Chamber and is making the case regarding rural broadband directly to its relevant investors.	HRM Province of NS NSBI ACOA	New	
GOAL 2: ATTRACT & RETAIN TALENT (Grow Halifax's Labour Force to 271,000 by 2021)						
2.1 Create opportunities for youth, including international students, to put down roots in Halifax.	35. Continue the Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.	Halifax Partnership	April 1 to March 31, 2017: Connectees (new participants newcomers, laid off workers, local and international graduates): 444 Connectors (business leaders): 104 Re-engaged Connectors: 50 Jobs Found -151 The Connector team has held >30 employer engagement events to March 31.	Province of NS Post-Secondary Institutions Immigration Services Association of Nova Scotia (ISANS) Business Community	Existing	<ul style="list-style-type: none"> ● Increase Halifax's overall population growth (1.0% growth in 2015) ● Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)
	36. Through the Game Changer Action Plan, raise local business community's awareness on the benefits of hiring young professionals without experience.	Halifax Partnership	April 1 to March 31, 2017: <ul style="list-style-type: none"> ● Youth retention was highlighted in the 2016 Halifax Index. ● During the year, the Partnership assisted more than thirteen companies in hiring youth. ● June 24: Ron Hanlon made opening remarks at Fusion's Pitch for A Great Youth city event. ● November 17: HP presented to Southwest Properties -- best case practices for hiring youth, discussions and panel interviews. ● October 19: Game Changer Awards Gala with 300+ people in attendance. Eight awards were presented – three for Best Youth Employer presented by TD, three for Best Co-op Employer presented by NSCC, one Super Connector Award and one Connector Organization award presented by the Partnership. ● November 22 & 29: TD Speed Interview Sessions. Connector sourced 30 candidates - 18 candidates were put forward for the next round of selection and five were hired. ● December 1: HP welcomed NATIONAL PR to the Connector Organization. Ten NATIONAL PR employees are now Connectors. ● February 22: TD Speed Interview Session - 10 candidates were put forward for the next round of selection. ● March 21: - Presented #HireMeHalifax event – 200 people attended the event and two of the student finalists from the pitch contest were hired ● March 21: Launched the Game Changers Guide to Hiring Youth - a resource to give the business community the information and connections needed to hire youth, offer experiential learning opportunities and become a Connector. ● March 21: Launched the Experiential Learning initiative, including a one-pager as marketing collateral for distribution to potential business participants. 	Province of NS (NSLAE) Post-Secondary Institutions Business Community Not-for-Profit Sector	New	<ul style="list-style-type: none"> ● Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015) ● Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015) ● Attain at least the provincial average workforce participation rate (69.1% in 2011) for marginalized groups, especially the African Nova Scotian community (64.7% in 2011).
	37. Increase the business community's awareness of, and access to, labour market information and resources.	Halifax Partnership	Discussions were held with HRM's CIO as a general overhaul of HRM's web presence is under way. Complementary efforts by other groups such as ISANS, LAE, the Halifax Chamber of Commerce, have been monitored. A more precise approach to improving business community awareness of, and access to labour market information and resources while avoiding duplication of others' efforts and remaining realistic about feasible scope will be defined and addressed in 2017-18.	Province of NS Post-Secondary Institutions Business Community	Enhance	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
	38. Assemble existing, and develop new, marketing collateral and events as part of a Welcome Like No Other Program targeting international students and immigrants.	Co-Leads: HRM and Halifax Partnership	GREA staff are updating the 2013 Welcoming Newcomers Action Plan to be more a more welcoming community to newcomers and residents alike. As part of the Action Plan: -in March, HP released its Game Changers Guide to Hiring Youth, a comprehensive resource guide for employers aimed at helping them hire and retain young talent; -in September 2016, the Mayor hosted his annual Mayor's Welcome Reception for immigrants and international students at the Central Library; -in April 2017, HRM hosted its second Open House targeted to Syrian refugees in order to provide information on HRM services (i.e., Police, Fire, Transit, etc.); -a Welcoming Newcomers Guide that provides municipal and community information to newcomers has been updated with input from the Local Immigration Partnership Advisory Committee and Acadian and francophone communities; -a booklet of one-page testimonials by newcomers about their countries of origin will be produced in 2017; and, -a guide to outlining international student pathways to immigration is being developed.	a booklet of one-page testimonials by newcomers about their countries of origin will be produced by XX.	Enhance	
	39. Communicate private sector labour market needs to the post-secondary/public sectors to improve programs and the supply of labour.	Halifax Partnership	HP will publish a Labour Market Whitepaper in early 2017-18 focused on the labour market needs of the private sector.			
	N/A. With funding from Planning for Canada, implement the Pre-Arrival Connector Program to provide direct access to pre-screened internationally trained professionals with permanent resident status.	Halifax Partnership	In 2016-17, the Pre-Arrival Connector Program processed 218 referrals, of which 92 were Halifax-bound.	Province of NS (NSLAE) Post-Secondary Institutions Business Community	Enhance	
2.2 Attract immigrants and expatriates to Halifax.	40. Compile an inventory and increase awareness of the initiatives/programs that assist immigrants' integration into Canada's labour market.	Halifax Partnership	HP has reviewed HRM materials (that are being updated) and have had several meetings with ISANS. This item will receive greater emphasis in 2017-18.	HRM Province of NS (Office of Immigration) ISANS Not-for-Profit Sector Business Community	New	
	41. Share Halifax value propositions with universities, employers and public sector partners working to attract students and employees to Halifax.	Halifax Partnership	The Halifax value proposition was presented to the Halifax Higher Education Partnership(HHEP) executive team in November and in October. It was also presented at the HHEP Marketing and Communications Directors meeting. As part of the Sell Halifax campaign, the Halifax value proposition was presented to more than 20 organizations working to attract students and employees.	Province of NS Post-Secondary Institutions Business Community Industry Associations	New	
	42. Work with provincial stakeholders to identify ways to leverage Halifax's migrant communities to attract talent and investment to Halifax.	Halifax Partnership	HP has identified the Sikh community for a pilot to attract talent and investment in early 2017-18.	Province of NS (Office of Immigration) NSBI Migrant Community Associations	New	
2.3 Promote private sector involvement in co-op and experiential learning.	43. Expand the Halifax Connector Program and Game Changer Action Plan to include experiential learning.	Halifax Partnership	HP launched its Experiential Learning initiative (EL) with support from the Department of Labour and Advanced Education. This initiative is part of the Partnership's Game Changers Action Plan. It aims to increase Halifax businesses' participation in experiential learning programs offered by universities and colleges across Nova Scotia. HP's role is to identify interested Halifax employers and then make the connection between the businesses and the post-secondary institutions. The goal is to engage more Halifax businesses in experiential learning programs (a minimum of 50 opportunities for Nova Scotia post-secondary students in 2017) to help integrate students into our local economy post-graduation.	Province of NS (NSLAE) Post-Secondary Institutions Business Community	New	
	44. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.	Halifax Partnership	Discussions are taking place with key organizations working to promote trade and apprenticeship-related career opportunities for youth.	Trades Associations Post-Secondary Institutions Province of NS (NSLAE) Business Community	New	
	45. Support the rollout of the <i>Connector Program</i> across the province.	Halifax Partnership	The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) to roll out the Connector Program across the province. On March 7th, the Government announced \$100,000 each to the Western Regional Enterprise Network (REN) and the Cape Breton Partnership to start the Program in their regions. HP will provide training in Q1/2017-18. Two other RENs are exploring the launch of Connector Program as well.	Province of NS (Municipal Affairs) Regional Enterprise Networks	New	
	46. In collaboration with provincial partners, BBI, the Mi'kmaw Friendship Centre and education providers, assess existing programs, services and outcomes related to the workforce attachment of urban aboriginals, African Nova Scotians and other groups at risk of exclusion.	Halifax Partnership	Meetings were held with related agencies and entities to create a framework for a focused approach to labour development and workforce attachment for both communities. HP is meeting with the Confederacy of Mainland Mi'kmaq in May 2017 to discuss the project in detail.	HRM Province of NS Black Business Initiative Mi'kmaw Friendship Centre	Existing	
	47. Continue the Bridging the Gap internship program to connect new graduates to municipal public service, and share program resources with other employers in Halifax.	HRM	The Bridging the Gap Internship Program has been providing new graduates with career related experience in their chosen field since 2013. The municipality is hiring their 5th cohort in the Spring of 2017. The program has provided opportunities to 15-20 new graduates each cohort. Various business units participate and benefit from this program.	Post-Secondary Institutions Halifax Partnership Business Community	Existing	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
2.4 Increase workforce attachment and combat systemic barriers.	48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	HRM's internship program offers 12-18 month work experience to new graduates. Many HRM positions posted require two years' experience or "a combination of education and experience". There are occasions where interns have screened in and been successful in obtaining a permanent position. Any time a business unit posts a job, HR reviews the education and experience requirements to ensure that the qualifications truly reflect the minimum standards which will increase the ability for more youth to screen in. This is done on an ongoing basis.	Post-Secondary Institutions	New	
	49. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	The Office of Diversity and Inclusion and Human resources are developing an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. A draft will be presented to Regional Council in 2017. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.	N/A	New	
	50. Explore opportunities to connect newcomers, African Nova Scotian, urban aboriginal, youth and persons with disabilities to employment opportunities at HRM.	HRM	The African Nova Scotian Affairs Integration Office (ANSAIO) leads work with the African Nova Scotian and Visible Minority Women's Network to support the development of skills and talents of African Nova Scotian and Visible Minority women employed within HRM. Efforts for the next year are focused on members building an HRM Competency Portfolio based on the HRM Competency Dictionary to assist these women with skill recognition and demonstration to assist with employment mobility prospects within HRM. As a result of recommendations from the Employment Systems Review, ANSAIO has continued to work with HR to create a Mentorship and Leadership Development Program for African Nova Scotian employees within Road Operations to facilitate their mobility and professional development within the organization. ANSAIO leads Diverse Voices for Change (DV4C), a project aimed to increase the number of diverse women in leadership positions within HRM. As one of five municipalities funded by the Federation of Canadian Municipalities to carry out this project, the project brings together a Local Working Group of community partners to analyze barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The diverse groups being targeted by the Local Working Group include women who identify as First Nations, African Nova Scotian, Racially Visible, and recent immigrants.	Halifax Partnership Organizations Serving Persons with Varying Abilities ISANS Urban Aboriginal Organizations	New	
GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE & WORK (Grow Halifax's Population to 470,000 by 2021)						
3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax.	51. Develop and implement an open space and greenbelting priorities plan for Halifax.	HRM	Regional Council has identified the need for a strategic vision and planning and implementation framework for protecting and managing open space. To achieve this goal, the development of the Halifax Green Network Plan -- an Open Space and Greenbelting Priorities Plan for the Region -- is now underway. Using principles of greenbelting and landscape ecology, an interconnected network of open space will be identified including areas important for wilderness and biodiversity, lands for sustainable forestry, agriculture, and resource extraction, coastal and cultural landscapes, public parks, community greenspaces, and urban squares and streets important to the Regional open space network. The outcome of this work will be a strategic vision and decision-making framework for future open space protection and use. The Plan will not contain new zoning or regulation but rather it will provide the necessary land evaluation, public policy direction, and implementation tools and priorities to shape future community planning process. Any future land-use planning must be considered and approved by Regional Council following focused public consultation. The first major deliverable of the Halifax Green Network Plan, "The State of the Landscape Report: Issues and Opportunities" was released in October 2015. It provides an overview of the key open space values, issues, and opportunities that will influence the plan's development. Phase II, initiated in early 2016, includes the development of core open space planning concepts, objectives, and implementation directions which will be presented to the Community Planning and Economic Development Standing Committee in March 2017 and Regional Council in April. Pending Council's approval of this framework, the final Phase of work -- development of a full consolidated draft HGPN -- will be initiated and completed by mid-2017.	Community at Large		<ul style="list-style-type: none"> ● Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014) ● Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015) ● Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014). These include: <ul style="list-style-type: none"> ○ "Good place to raise a family" (7.7) ○ "Outdoor recreational facilities" (7.3) ○ "Indoor recreational facilities" (7.2) ○ "Housing affordability" (6.1) ○ "Arts and cultural events" (7.4) ○ "City is easy to get around" (6.6) ○ "% who feel very safe or mostly safe" ● Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
	52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	HRM	The Parks and Recreation Framework is complete. A recommendation report presenting staff's proposed framework is targeted for Community Planning and Economic Development Standing Committee in 2017.	Community at Large		
	53. Develop and implement the Culture and Heritage Priorities Plan.	HRM	The Culture and Heritage Priorities Plan originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1 is underway and HRM, in partnership with the Province of Nova Scotia, has contracted experts in cultural development and asset mapping to carry out the cultural inventory. The Plan is anticipated to take two years to complete, spanning from 2016-2018, with implementation in 2019.	Culture Stakeholders Province of NS Heritage Canada Community at Large		
	54. Ensure HRM's culture investments reflect Halifax's diversity.	HRM	The Culture and Events division has refined their programming framework to encourage diverse perspectives to engage with programs and processes and to ensure that those perspectives are valued in all aspects of program administration. The peer jury review structure stipulates that assessment of potential jurors will include detailed consideration of the cultural and gender diversity of interested jurors with the aim of ensuring that equitability of cultural perspective is built into the review and recommendation process. The Halifax Explosion 100th Anniversary Advisory Committee has specifically included diversity of cultural perspective to their guiding principles, which have in turn informed the development and administration of the Halifax Explosion Anniversary Grant Program. In April 2016, the Municipality officially welcomed its current poet laureate, Rebecca Thomas, Halifax's sixth woman to hold the position, and its first indigenous laureate. In October 2017 the Culture and Events division will host the Creative City Summit. Staff have developed a theme and associated content intended to engage underrepresented voices in advancing a dialogue around the development of truly pluralistic contemporary cities and which engage topics such as the Truth and Reconciliation Commission recommendations, youth justice and arts, and equity-driven cultural programming models.	Culture Stakeholders Province of NS Heritage Canada		
	55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).	HRM	HRM's Community Energy Plan (CEP), first adopted in 2007, is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies, and creating a deeper understanding of energy usage within the municipality. The CEP is being revised, in part, to reduce HRM's absolute corporate emissions by 30% below 2008 by 2020 (as stipulated in the Corporate Greenhouse Gas Emissions Reduction Plan). As outlined in a staff report that went to the Environment and Sustainability Committee in September 2016, the development of a new CEP will take two years. An Energy Leadership team is being established to oversee the project.	Province of NS Energy Stakeholders Chamber of Commerce Quest NS		<ul style="list-style-type: none"> ● Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)
	56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.	HRM	The program officially re launched on June 15, 2016. Regional Council set a target for 1350 installations over three years with a total budget allocation just over \$13million in March 2015. Solar City provides a financing through the property (not the individual) to mitigate the upfront costs of the solar systems with a ten year loan at 4.75%. The program is expected to be cost neutral. To date, over 600 properties have registered and are eligible for financing. The program now operates under a five step process that allows property owners to select the system that works best for their property and allows the flexibility of the property owner to select their own solar contractor (as long as they meet the program requirements and conditions). To date, 20 contracts have been executed between HRM and property owners which total more than \$300,000 of support. 75% of the total contracts are for solar photovoltaic (PV) system and the remaining systems are for solar domestic hot water heating.	Solar Energy Industry		

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.2 Increase Halifax's environmental sustainability and resiliency.	57. Complete floodplain studies, overland flooding/stormwater research and policy development.	HRM	<p>Floodplain Studies: Staff is working with contractors to produce new floodplain maps for the Sackville River and the Little Sackville River by March 2017. These maps will form the basis for a review of and potential revision to the existing floodway and floodway fringe land use planning controls along these rivers.</p> <p>Overland Flooding: The National Disaster Mitigation Program (NDMP) is aimed to increase awareness and resilience of flood prone communities; as part of this program, HRM will conduct risk assessments of the region's 30 most severe flood prone communities. A Request for Proposals has been posted seeking a consultant to conduct these detailed risk assessments and mitigation plans.</p> <p>Stormwater Research/Policy Development: --As of July 2016, the new Lot Grading and Drainage By-Law (L400) has been adopted. This new by-law defines standards for how new development is to be graded or shaped with special consideration given to overland stormwater flow patterns. This standard sets minimum lot grades and drainage criteria for new development in both urban and rural environments. --HRM is working closely with HRWC as they apply to the NSUARB for a revised stormwater rate design structure that will incentivize stormwater Best Management Practices (BMPs) to control stormwater runoff and peak flow values. Once the HW stormwater rate design is finalized, HRM will begin creating the stormwater by-law that will bridge the gap between HW's stormwater specifications and HRM Regional Plan Policies.</p>	Dalhousie University Halifax Water Commission Environmental Consultants		
3.3 Make Halifax more family- and children-friendly.	58. Increase awareness of the programs and services available to families and children.	HRM	An Outreach Communication Plan for Parks and Recreation is being created in order to increase awareness of the programs and services available to families and children in HRM. The Plan will be coordinated with Corporate Communications and supported with new recreation and web technology in order to move the plan forward in 2017.	Community at Large		
	59. Increase low-income groups' and individuals' access to recreation programs.	HRM	Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. Unstructured play opportunities are provided throughout HRM, such as: open gym times, the Emera Oval (all seasons), equipment lending in the Rec Centres, Mobile Rec Van, Try-A-Ride Mobile Recreation, Free indoor public skates, lake ice thickness testing, free access programs to various Fitness Centre, Free Swim lessons at beaches, free paddling at St Mary's Boat Club, Free activities at events (such as Recreation Day, Dingle Beach Party, Chocolate Lake Beach Party, honey bee demos, Youth Leadership Camp, art hives etc.). A Newcomers Program was developed whereby one year free access to all recreation programs and facilities was provided for over 130 families in 2016/17. Recreation staff will continue to investigate options to engage the community in unstructured free/low cost opportunities in recreation and leisure.	Province of NS United Way Community at Large		
3.4 Make Halifax a more affordable place to live.	60. Participate on the Housing and Homelessness Partnership and Affordable Housing Working Group to determine appropriate mechanisms to support and encourage a range of affordable housing in HRM.	HRM	<ul style="list-style-type: none"> • HHP's Affordable Housing Five-Year Strategy, including 5-year affordable housing targets, were presented to CPED in September and endorsed by Regional Council in December. Staff will return with a more detailed plan to support the implementation of the targets. • In December Regional Council also endorsed a proposed approach to density bonusing in the Centre Plan with a focus on affordable housing and made a motion to request an expanded authority for density bonusing across the Municipality, and a new authority for inclusionary zoning; HRM received a positive response from the Province on these requests. • The second Halifax Affordable Housing Conference took place on November 21 & 22 at the Halifax Central Library with over 160 registered participants. It included a Facebook event with Honorable Minister Jean-Yves Duclos on the National Housing Strategy Consultations. • New federal-provincial funding: in August of 2016 Housing Nova Scotia entered into a new Canada-Nova Scotia 2016 Social Infrastructure Fund Agreement which will create nearly \$75 million investment in affordable housing over two years, doubling previous investment under the Investment in Affordable Housing Agreement 2014-2019. First funding commitment in Halifax was announced in October, but no additional details available from Housing NS at this time. • Centre Plan: Draft policy objectives released in October of 2016 include a number of specific policies related to housing include encouraging family-oriented and affordable housing units, special care facilities, secondary units and garden suites, smaller lot sizes, density bonusing and certain exemptions of development application fees. • Members of the HHP were invited to participate in stakeholder consultation on potential changes to HRM's rental housing licencing framework. • Staff are preparing a report on current land proposed and use regulations pertaining to seniors housing across HRM to facilitate access to a broader continuum of housing options for the aging population. • HRM is supporting Canadian Housing and Renewal Association's national Congress on Housing and Homelessness in Halifax in May of 2017. 	United Way Affordable Housing Association of NS Housing NS Canada Mortgage and Housing Corp. NS Health Authority IWK Health Centre Investment Property Owners Association of NS		
	61. Develop a long-term streetscaping program for the Regional Centre.	HRM	The complete streets framework is being developed through the Integrated Mobility Plan. A project to update the Municipal Design Guidelines (Red Book) with respect to various streetscape elements, is underway (refer to info report: http://www.halifax.ca/council/agendasc/documents/170221cai02.pdf). The Argyle Major Streetscape project will be constructed in 2017.	Business Improvement Districts (BIDs) Business Associations		
	62. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	The Regional Parking Strategy (2009) and the Parking Strategy Roadmap (2014) provide strategic direction and a short-term implementation plan to improve parking as a service. A plan has been developed to replace all technology associated with parking from on-street parking meters, to enforcement and parking ticket management over a two year period. Funding was approved by Regional Council in November 2016 to begin work on stakeholder engagement and scoping of parking technology needs. HRM is/intends to work with the universities, Halifax Port Authority, the hospitals and Halifax Waterfront Development Corp. to develop a common parking technology practices to simplify the user experience. Work has begun on an analysis of parking demand and inventory of parking supply within our Regional Centre business districts.	Halifax Partnership BIDs Waterfront Development Corp. Downtown Parking Structure Owners & Operators		

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.5 Improve mobility so that people can live and work more effectively.	63. Implement new transit technology, and seek Council approval to implement the Moving Forward Together Plan for Halifax Transit.	HRM	<p>Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL); Bus Stop Announcement; Real-Time Tracking data; and Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system. Work on the CAD/AVL system is nearing completion; however, the core functionality of the system was completed in 2016. Automated stop announcements and real-time tracking data became operational in early 2017. The fare management project is currently going through contract negotiations and is expected to begin in early/mid 2017.</p> <p>The Moving Forward Together Plan was approved by Regional Council in April 2016. The implementation of this plan will be ongoing for several years; two relatively small changes were implemented in 16/17, and more significant restructuring will begin in 17/18.</p>	Halifax Transit		
	64. Prepare a long-term Integrated Mobility Plan for Council approval.	HRM	<p>On February 23, 2016, passed a motion to undertake the Integrated Mobility Plan (IMP). The IMP is being carried out by HRM staff from P&D, TPW, Halifax Transit and Nova Scotia Public Health to direct future HRM investment in transportation demand management, transit and the active transportation and roadway network. The 15-year plan will strive to achieve the mobility targets stipulated in the Halifax Regional Plan (adopted in 2014) and to identify the two-way inter-relationship between growth patterns and investment in mobility. The plan will examine a variety of scenarios and will test the ability of each to address the need to link people and communities with each other and with the goods, services and employment opportunities which they seek, in an environmentally sensitive, socially beneficial and fiscally responsible manner.</p> <p>Staff have conducted 16 public consultation meetings/workshops and a number of pop-up consultations. The staff team has received very good input from the public. One more round of public meetings will be held during the latter part of April where draft recommendations will be discussed. Staff plan to report to Transportation Committee in June 2017 and Council in July 2017.</p>	Community at Large		
	65. Develop a road and pedestrian safety strategy.	HRM	To help ensure overall pedestrian safety for HRM residents, TPW has prepared annual pedestrian safety plans with input from Corporate Communications and HRP, and has provided input into related engineering, education, and enforcement programs. In 2017, TPW will issue an RFP for consulting support to prepare a Strategic Road Safety Plan. The Plan will be completed in 2017-18.	To be determined		
3.6 Foster cultural proficiency and social inclusion.	66. Research and share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	This activity will be undertaken in Q4.	HRM Business Community ISANS Local Immigration Partnership	New	
	67. In accordance with HRM's statement on aboriginal reconciliation, develop a plan to engage urban aboriginal peoples.	HRM	The municipality is currently working closely with the Urban Aboriginal community to identify areas for partnership, gaps and areas of growth with respect to providing service to Urban Aboriginal peoples. The municipality is also looking at the recommendations of the TRC report that specifically speak to municipal actions to support the recommendations. This work is ongoing and being done in partnership and with engagement of the community. A staff information report is being prepared for Regional Council.	Halifax Partnership Urban Aboriginal Organizations	New	
	68. Develop and implement a plan to make HRM facilities accessible.	HRM	In 2011, HRM adopted the Canada Standards Association's Standard B651 Accessible design for the built environment. The standard stipulates technical requirements on how to make buildings and the exterior built environment accessible and safely usable by persons with physical, sensory, or cognitive disabilities. HRM is currently developing an accessibility work plan to complete the remaining 35% of upgrades identified by the accessibility audits performed on 34 of HRM's recreation facilities and budgeted for in the 2015/16 budget. The work plan will be finalized by 2018.	Accessibility Advisory Committee		
3.7 Showcase Halifax to encourage people to visit, live, and work here.	69. With economic development and tourism partners, present trade and investment opportunities, as well as tourism offerings to conference delegates.	Halifax Partnership	<p>HP partnered with Events East (formerly known as Trade Center Limited) to present the Sell Halifax messaging to a national sports franchise.</p> <p>Partnered with DH, Tourism, Halifax Stanfield and Halifax Gateway at the Halifax Gateway - Air Gateway Table to create priority actions and goals for the Committee.</p> <p>Included Destination Halifax collateral as part of the winning pitch for hosting WECP AGM in Halifax in October, 2017.</p>	HRM Halifax Convention Centre Corp. Destination Halifax NSBI		
	70. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	An Outreach Communication Plan for Parks and Recreation is being created in order to increase awareness of the programs and services available to all citizens in HRM. The Plan will be coordinated with Corporate Communications and supported with new recreation and web technology in order to move the plan forward in 2017.	Parks and Recreation Stakeholders		
	71. Articulate HRM's role and approach to tourism, festivals and special events.	HRM	A staff report articulating HRM's approach to tourism, festivals and special events was presented to CPED on February 23, 2017. It found that while roles in Halifax's tourism sector appear clear, they are less so in the area of major events. As such, in September and October 2016, and in February 2017, HRM invited major events stakeholders to review the current approach to major event attraction and hosting in Halifax, and to determine if there was consensus to move forward as a group to create increased partnerships, role clarity, and stream-lined decision making processes. Meetings will continue and any proposed substantive changes to HRM's approach to major events will be brought to Regional Council for consideration.	Halifax Convention Centre Corp. Destination Halifax Province of NS		
	72. Leverage the media and Halifax Partnership private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	In 2016-17, HP oversaw the creation of 12 custom content articles published in the Chronicle Herald, six Investor Spotlight stories for the Investor newsletter, six Game Changer success stories, six articles in Business Voice magazine, eight general newsletters, nine Investor Newsletters, and the Game Changers Guide to Hiring Youth	Halifax Partnership's Private Sector Investors Business Community Media Stakeholders	Existing	
	73. Develop and publish the Halifax Index -- a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.	Halifax Partnership	<ul style="list-style-type: none"> The 2016 Halifax Index was published. The CRA Business Confidence Surveys were completed in 2016 and 2017. The City Matters Survey was completed in March 2017. Eleven articles were published in the Chronicle Herald highlighting Halifax Index's key messages. 	HRM Province of NS Post-Secondary Institutes Business Community Not-for-Profit Sector	Existing	
GOAL 4: ALIGN ECONOMIC DEVELOPMENT						

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.	74. Ensure that Halifax's importance to the provincial economy is a key message in communications.	Halifax Partnership	The Halifax Index launched (Investor briefing, Investor and partner communications, media coverage). The Economic Growth Plan was launched (Investor briefing, alignment meetings, media coverage). Seven media articles incorporating messaging were produced. Six articles were published in Business Voice magazine. Twelve custom content articles were published in the Chronicle Herald. Eight road show presentations on the Growth Plan were delivered.	HRM Province of NS NSBI Business Community	New	Value propositions are aligned across organizations When surveyed, economic development partners see alignment and collaboration as functional and useful (e.g., partners understand each other's objectives, communicate regularly, collaborate in meaningful way)
	75. Share best practices in economic development with other partners and agencies in Nova Scotia.	Halifax Partnership	<ul style="list-style-type: none"> HP continues to work with Department of Municipal Services to support the Province's Regional Enterprise Networks. HP, through its National Connector Program, is assisting Regional Enterprise Networks with the launch of their Connector Programs (2 launched in 2016-17). HP led the first meeting of the Atlantic Canada Cities Coalition that took place on January 20 in Moncton. Coalition members are the economic development organizations from the seven largest Atlantic Canadian cities: Fredericton, Cape Breton Regional Municipality, Moncton, St. John's, Saint John, Charlottetown and Halifax. Inspired by the Consider Canada Cities Alliance, the purpose is sharing of best practices, collaboration on regional economic development priorities and identifying ways Atlantic Canadian cities can support the federal Atlantic Growth Strategy. HP continues to work with the Office of Regulatory Affairs and Service Effectiveness. They have recently created a Business Navigator pilot service, a one-window navigator system where businesses can call "Navigators" who connect them with relevant departments and services. HP will promote this service through the SmartBusiness Program and communications channels. HP sits as part of a team of economic organizations, economists and academics supporting the development of the OneNS Measurement Framework launched in March. Ron Hanlon met with Saint John Mayor Don Darling and his Economic Growth Action Team to present Halifax's economic growth strategy and economic development model. Connected eight new communities to the National Connector Program "Connector Communities": Okanagan, Toronto, Mississauga, Scarborough, Brampton, North York, Cape Breton, and the Western REN. This brings a total of 22 Connector Programs across Canada. 	Province of NS NSBI ACOA Regional Enterprise Networks	Existing	Economic strategy indicators and activities are measured regularly through quarterly reports and the Halifax Index
4.2 Improve coordination of economic development activities	76. Develop a mechanism to strengthen BID-HRM collaboration on economic development matters.	HRM	HRM-BID meetings continue to be held every few months to address HRM service delivery and other issues. The Halifax Partnership also met with the BIDS in the summer 2016 to discuss the BIDS' role in the Economic Growth Plan. The Partnership is now meeting bi-annually with the BIDS to discuss economic development matters.	Halifax Partnership BIDs		
	77. Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners.	Halifax Partnership	The Partnership: <ul style="list-style-type: none"> shared its Annual Business Plan and Sell Halifax Plan with municipal, provincial, and federal partners to ensure collaboration and support; shared its business development sales funnel activity with NSBI; hosted discussions with municipal and provincial stakeholders; and, collaborated on Sell Halifax planning and related opportunities. A formal alignment plan will be developed in 2017-18.	Province of NS NSBI Global Affairs Canada		
	78. With the Province, explore the feasibility of establishing a table of senior government leaders to address, on an ongoing basis, economic development issues of common interest.	Co-Lead: HRM and Halifax Partnership	This activity will be undertaken in 2017-18.	Province of NS		
	79. In accordance with We Choose Now Recommendation 1.5, work with the Province to identify business growth opportunities for densely populated disadvantaged communities.	Halifax Partnership	<ul style="list-style-type: none"> In 2017-18, HP will work with PNS to address the needs of disadvantaged communities in HRM. HP met with the African Community Cooperative of Canada. The Partnership will present the Connector Program and SmartBusiness to ANS communities to encourage engagement. HP is identifying short-term deliverables to support a collective impact initiative in North End Halifax. 	HRM Province of NS Not-for-Profit Sector	New	
	80. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders around Halifax's economic challenges and opportunities.	Halifax Partnership	The Halifax Index was presented to the Halifax business community on June 14th. The Index has been distributed to 400+ stakeholders through direct mail and 600+ through meetings and events. It was also distributed through the Partnership's social media channels. In November 2016, HP co-hosted a sold out Annual State of the City Forum with the Halifax Chamber of Commerce. Co-hosting this event was an opportunity for the Partnership and the Chamber to demonstrate alignment and to communicate to the larger business audience the vision and priorities for business and economic growth in Halifax.	HRM Province of NS ACOA Business Community Halifax Chamber of Commerce Post-Secondary Institutions ANS Organizations Urban Aboriginal Organizations Industry Associations Sector Stakeholders	Enhance	
	81. Implement a mechanism for sharing Halifax's economic progress with the Province towards the <i>Now or Never</i> and <i>We Choose Now</i> recommended goals and actions.	Halifax Partnership	HP worked with a group of local, economic-focused representatives, individuals, and academics who came together to take on the third phase of the One Nova Scotia work called for by the Commission and the Coalition – measurement. The group includes representatives from economic organizations, as well as economists and experts from, for example, Dalhousie and Saint Mary's University, the Atlantic Province's Economic Council, the Atlantic Institute for Market Studies, private businesses, and the Province of Nova Scotia. First convener, Don Bureaux, launched the Measurement Dashboard in March 2017. It tracks and reports objectively on collective progress towards the 19 Goals. The Dashboard can be found at onens.ca.	Province of NS		

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
4.3 Monitor the Economic Strategy's progress and adapt actions as required.	82. Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the strategy implementation.	Co-Lead: HRM and Halifax Partnership	The Plan has been developed. Related activities included: April 5 – Economic Growth Plan presented to Regional Council for approval; May 10 – Investor Briefing (Launch of Economic Growth Plan); June 13 – Economic Growth Plan presented to ACOA Senior Team; and, June 14 - 2016 Halifax Index and the Economic Growth plan was presented to the community. In June, via Direct Mail, HP's Annual Report, Halifax Index, and the Economic Growth Plan was distributed to over 400 leaders in the community. The Economic Growth Plan is referenced in the Sell Halifax Toolkit (www.sellhalifaxtoolkit.com). The Economic Growth Plan and Halifax Index distributed via social media channels on an ongoing basis. Through the community outreach plan, the Economic Growth Plan was presented to 15 organizations in 2016-17.	HRM Province of NS ACOA Halifax Chamber of Commerce Business Community Post-Secondary Institutions ANS Organizations Urban Aboriginal Organizations Industry Associations Sector Stakeholders		
	83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.	Halifax Partnership and HRM	At the Partnership's November 30th Board of Directors' meeting, the Board discussed how Partnership can contribute to the Economic Growth Plan's ambitious long-term vision to grow our population to 550,000 and our GDP to \$30 billion by 2031 by developing an informed, directive point of view on one or two potentially transformative developments in Halifax. At the meeting, the Board agreed the organization should focus on the following two transformative opportunities: 1. Work to develop a Halifax "innovation corridor" encompassing the city's significant innovation and entrepreneurial assets. 2. Plan for a funding breakthrough that would see the Partnership significantly increase its positive impact (Sell Halifax) and relevance through a significant operating budget increase within the next five years. At year-end work is underway to advance both opportunities.	HRM Province of NS Government of Canada Business Community	New	
	84. Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council.	Co-Lead: HRM and Halifax Partnership	2016-16 HP Board Meetings (6) April 5 – Economic Growth Plan Presented to Regional Council for Approval July 28 CPED -- International Partnership Update September 6 Regional Council -- Partnership Update and Amended Services Agreement February 23 CPED -- Economic Growth Plan Q1 & Q2 results presented (delayed due to Council orientation required as a result of municipal election)			
	N/A. Implement a marketing and communications plan for 2016-17.	Halifax Partnership	Year over year, the Partnership experienced a 10% increase in Social media followers - 19,642 total social media followers, which translates to a 19% YOY increase for Facebook, 14% YOY increase for LinkedIn and 9% YOY increase for Twitter followers and 640 Why Halifax downloads and 150,192 website pageviews. For the year, the Partnership hosted the following 14 events: - May 5th - CEO Council - May 10th -Investor Briefing on the Economic Growth Plan - May 13th - BBI MOU signing event - May 17th - Let's Talk Exports event - May 31st - CEO Council event - June 14th - Halifax Index Launch event (Investor Briefing) - June 27th - AGM & 20th Anniversary event - September 8th - Investor Briefing event - September 12th - CEO Council - September 19th - WSP event with Malmo Sweden - Septmebr 27th - Sell Halifax Launch - October 19th - Gamechangers Awards Gala - March 21st - #HiremeHalifax event - March 27th, 2017 - SmartBusiness Investor Briefing The Partnership had 19 media articles published in 2016-2017 -- six articles in the Buisness Voice Magazine, 12 custom content articles published in the Chronicle Herald, and an article in the My Halifax Experience magazine. In 2016-2017, the Partnership published and distributed the Halifax Economic Growth Plan, The Halifax Index, Momentum Magazine, an Ocean Sector Map and a Youth Hiring Guide. The Partnership's media hub was also launched on the Chronicle Herald website at: http://thechronicleherald.ca/tags/halifaxpartnership .			
Other Additional Deliverables Identified in HRM Service Level Agreement						
	N/A. Explore the potential development of a long-term capital/financial plan for HRM. (Led by HRM)	Halifax Partnership	Advice was provided to HRM in July 2016.			
	N/A. Retain and grow private sector investment.	Halifax Partnership	In 2016-17, the Partnership met a 95% renewal rate of private sector investors and a \$50,000 increase in private sector investment.			
	N/A. Leverage the Municipality's investment in the Partnership to attract other funding.	Halifax Partnership	In 2016-17, the Partnership met its 2016-17 revenue target of \$3.8 million (with HRM contribution of \$1.66 million).			

Halifax Growth Plan, Key Indicators									
All indicators are measured for Halifax Census Metropolitan Area unless indicated otherwise									
Goal	Measurement	Baseline	2016	Status	2017	2018	2019	2020	2021
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,579 million	Progressing	(19,030 million)	February, 2018			
	Increase average annual income growth	+1.2%	+1.5%	Unchanged	(+2.4%)	February, 2018			
	Increase the total number of jobs	224,100	226,000	Improving		February, 2018			
	Increase the share of full-time work	83%	82%	Worsening		February, 2018			
	Increase the share of businesses that consider Halifax an above-average place to do business	15%	23%	Improving		April/May, 2018			
	Reduce commercial vacancy rates in the downtown	14.3%	(14.7% in Q4)	Worsening	April				
Increase the commercial property tax base	\$7.8 billion	\$8.2 billion	Improving			Late May, 2018			
Attract & Retain Talent	Grow Halifax's Labour Force to 271,000	239,100	240,700	Progressing		February, 2018			
	Increase Halifax's overall population growth	+1.0%	+2.0%	Improving		February, 2018			
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-1001	Improving		October, 2017			
	Grow the international student body... ...and the gross share that transition into permanent residency	5,832 3.4%	6,045 5.8%	Improving		March, 2018			
	Increase net international immigration to Halifax	+2,085	+6,150	Improving		February, 2018			
	Attain at least the provincial average workforce participation rate... ...for marginalized groups, especially the African Nova Scotian Community	69.1% 64.7%				November 29, 2017 November 29, 2017			
	Grow Halifax's Population to 470,000	417,847	425,871	On Track		February, 2018			
Make Halifax a Better Place to Live & Work	Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community	73.8%	76.4%	Improving		March, 2018			
	Increase the supply of non-market housing as a proportion of total HRM households	4%			Project Basis				

Goal	Measurement	Baseline	2016	Status	2017	2018	2019	2020	2021
Make Halifax a Better Place to Live & Work	Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey...								
	..."Good place to raise a family"	7.7	7.8	Unchanged		TBD			
	..."Outdoor recreational facilities"	7.3	6.8	Worsening		TBD			
	..."Indoor recreational facilities"	7.2	6.8	Worsening		TBD			
	..."Housing affordability"	6.1	5.7	Worsening		TBD			
	..."Arts and cultural events"	7.4	6.8	Worsening		TBD			
	..."City is easy to get around"	6.6	5.9	Worsening		TBD			
	..."% who feel mostly safe"	61%	80%	Improving		TBD			
	Increase library programming attendance...	159,132	209,772	Improving	Late May				
	...and in-person visits	2,881,087	3,595,902	Improving	Late May				