



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

Item No. 1
Halifax Regional Council
November 14, 2017

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed
Councillor Waye Mason, Chair, Community Planning & Economic Development Standing Committee

DATE: October 27, 2017

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

INFORMATION REPORT

ORIGIN

- October 26, 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/DISCUSSION

A staff report dated August 13, 2017 was before the Community Planning & Economic Development Standing Committee at the meeting held on October 26, 2017. After a brief discussion, the committee approved the staff recommendation to forward the report to Regional Council for information.

For further information, please refer to the attached staff report dated August 13, 2017.

FINANCIAL IMPLICATIONS

As outlined in the attached staff report dated August 13, 2017.

RISK CONSIDERATION

No risks identified.

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.

ENVIRONMENTAL IMPLICATIONS

As outlined in the attached staff report dated August 13, 2017.

ALTERNATIVES

The Community Planning and Economic Development Standing Committee did not discuss alternative recommendations.

ATTACHMENTS

1. Staff report dated August 13, 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, or Fax 902.490.4208.

Report Prepared by: Phoebe Rai, Legislative Assistant, 902.490.6732.

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

Item No. 12.1.1
Community Planning and Economic
Development Committee
October 26, 2017

TO: Chair and Members of Community Planning and Economic Development

SUBMITTED BY: **ORIGINAL SIGNED**

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

DATE: August 13, 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 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 forward this report 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: Discover 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.

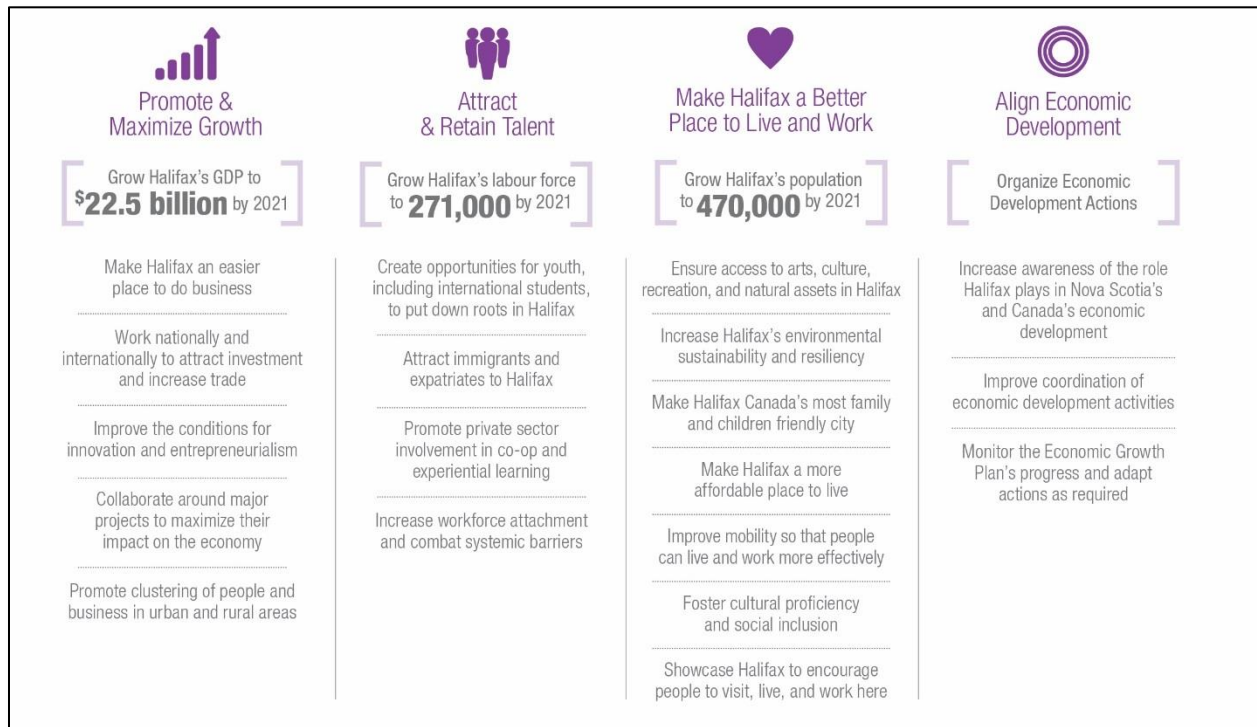
Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2017-18, the municipality's operational grant to the Partnership is \$1,954,332 (including HST), accounting for 47% of the Partnership's total annual budget.

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

According to the Conference Board of Canada's Metropolitan Outlook – Spring 2017, Halifax is forecasted to grow 1.8% in 2017, placing Halifax 11th in growth among Canada's 13 largest cities. The economy is expected to create an average of 3,000 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 Report – August 2017* (Attachment 1) has found that business confidence in the municipality remains at a historically high level. The current state of the local economy was considered Good or Excellent by 56.4% of SmartBusiness clients and 79.8% expect the economy to improve over the next five years. 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 up to June 2017 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 \$18.2 billion in 2015 to \$18.5 billion in 2016. Although an improvement, it is not on track to meet the GDP "stretch" targets for 2021 or 2031.

Partnership highlights up to June 2017 related to promoting and maximizing growth include:

- **Halifax Innovation District.** In June, the Partnership announced that over the next three years it will lead the creation and marketing of an innovation district in Halifax working in collaboration with Dalhousie University and other post-secondary partners, the private sector, Nova Scotia's MIT Regional Entrepreneurship Acceleration Program team, and three levels of government. This initiative is part of the Province of Nova Scotia's \$8.5 million investment in entrepreneurship and innovation in the province.

Key assets of the district include the Innovation and Design in Engineering & Architecture (IDEA) Project, a \$64 million investment that will transform Dalhousie's Sexton campus into the heart of Halifax's Innovation District, linking to neighbouring activity such as the Halifax Central Library, Volta Labs, nearby research hospitals, as well as Halifax's downtown business district, and the Centre for Ocean Ventures and Entrepreneurship (COVE) on the former Coast Guard lands on the Dartmouth Waterfront.

The Innovation District will be patterned after a Brookings Institution global initiative documented in *The Rise of Urban Innovation Districts*. The Brookings Institution defines an Innovation District as a concentration of economic, physical, and networking assets. Despite vast regional distinctions, "all innovation districts contain economic, physical, and networking assets. When these three assets combine with a supportive, risk taking culture, they create an innovation ecosystem – "a synergistic relationship between people, firms, and place (the physical geography of a district) that facilitates idea generation and accelerates commercialization."¹

- **Sell Halifax Program.** In May, Mayor Savage and the Partnership led a two-day Sell Halifax mission in Massachusetts targeting the IT and oceans technology sectors. More than 150 people attended the events, and the Partnership is following up with companies interested in investing in Halifax. During the visit, Mayor Savage appeared on NECN's weeknight business show and was interviewed on WBZ Radio about strengthening ties between Halifax and Boston. The Partnership also ran an advertising campaign targeting the Boston, Fall River and New Bedford areas focused on promoting Halifax's business advantages and the IT, oceans technology and financial services sectors. The digital advertising campaign generated more than 1 million impressions and the three Sell Halifax videos have been viewed over 120,000 times to date.

To date, the Partnership's business development activities have created a funnel of investment opportunities for Halifax, resulting in eight "wins" (companies establishing or expanding operations in Halifax) with approximately 260 jobs to be created. These jobs represent roughly \$26 million in annual economic impact.

- **2017 Halifax Index.** On June 14th, the Partnership launched the sixth annual Halifax Index at the Halifax Central Library. More than 150 people attended the event, and to date 700 copies of the Index have been distributed to investor, business, government and community stakeholders.
- **Potential China Partnerships.** In June, the Mayor and the Partnership's VP of Trade & International Activities visited China to advance the potential creation of HRM economic partnerships with Zhuhai and Qingdao. Representatives from the Halifax Stanfield International Airport, Halifax Port Authority, and Saint Mary's University accompanied the Partnership and HRM on the visit. Qingdao City officials intend to visit Halifax in September.

¹ "The Rise of Innovation Districts," Bruce Katz and Julie Wagner, Brookings Institution. Accessed September 7, 2017 at: <https://www.brookings.edu/essay/rise-of-innovation-districts/> .

- **Rural Broadband.** The Partnership was the project proponent with the Province of Nova Scotia and Bell Aliant to successfully secure funding to extend fibre facilities in the Goffs-Devon, Old Guysborough Road area. The project is expected to be completed by the end of 2017.
- **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. To date, the following cities have confirmed their participation: Houston, USA; Aberdeen, Scotland; Stavanger, Norway; Perth, Australia; St. John's, Canada; Kuala Lumpur, Malaysia; Cape Town, South Africa; Karamay, Dongying, and Daqing, China; Atyrau, Kazakhstan; Esbjerg, Denmark; and, potential new member Barranquilla, Columbia. 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. Sponsorship and in-kind support for the event is being provided by JD Irving, Emera, Cox and Palmer, CBRE, Efficiency Nova Scotia, Clearwater, HRM, ACOA, and the Nova Scotia Department of Energy.

Recent HRM highlights under the "promote and maximize growth" are:

- **Centre Plan.** On June 13th, Regional Council unanimously approved the direction of the Centre Plan which will bring greater clarity to development in the Regional Centre by replacing four community plans and four land use bylaws, two of which were adopted in the 1970s and are largely outdated. Staff are using the Centre Plan document to craft detailed Secondary Municipal Planning Strategy and Land Use By-law regulations for adoption. Consultation on these regulations will take place in the coming months to support the adoption process through the Community Design Advisory Committee, the Community Planning & Economic Development Standing Committee, and Regional Council. The project's status can be tracked at www.centreplan.ca.
- **Mayor's Celebrate Business Program.** As part of the Mayor's Celebrate Business Program, Mayor Savage and Halifax Partnership representatives visited four companies between April 1st and June 30th – DHX Media, T4G, Dominion Diving, and Halterm.
- **Federal Infrastructure Funding.** In August 2016, the Prime Minister and Premier announced that HRM will receive \$54.9 million in federal funding for 22 projects under the Clean Water & Wastewater Fund (CWWF) and Public Transit Infrastructure Fund (PTIF). These funding envelopes are considered phase I of the federal government's ten-year plan to invest \$120 billion in infrastructure across the country. A federal-provincial-territorial plan on how to administer federal funding over the next several years is scheduled to be concluded in 2018. HRM is identifying potential projects for federal investment as part of its capital planning process.

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.

Recent Partnership and HRM workforce development highlights are:

- **Connector Program.** In June, the Partnership announced that RBC Royal Bank had signed on as Presenting Sponsor of the Connector Program. RBC's support is coupled with a refresh of the Connector Program marketing collateral, to be rolled out in the fall. Between April 1 and June 30, the Partnership Connector team provided support services to the Valley REN, Cape Breton Partnership (CBREN) and Western REN on how to roll out Connector Program. During that time, the team also met with 117 Connectees; and, 59 participants found jobs.
- **Atlantic Immigration Pilot.** In June, the Partnership was approved for funding to take a lead role in connecting local businesses with labour gaps to the resources needed to take advantage of the

Atlantic Immigration Pilot (AIP). The AIP team will consist of one current Partnership employee and one new hire.

- **HRM Employment Equity Policy and Mentorship & Development Program.** The Office of Diversity and Inclusion and Human Resources have developed 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. The two business units are also developing a Mentorship and Leadership Development Program for African Nova Scotian employees within Road Operations to facilitate their mobility and professional development within the organization.

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:

- **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.
- **Parks and Recreation's Family-focused Communications Plan.** In order to make Halifax more family- and children-friendly, Parks and Recreation is developing an outreach communication plan 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. An HRM Bridging the Gap Intern was hired to develop and implement the plan. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 4177 followers and Twitter having 1980 followers. The first phase of the plan – external, will be completed in the fall of 2017, with the second phase – internal and the third phase – stakeholder communication plan being completed before winter 2018.
- **Green Network Plan.** HRM is 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. Next steps for the project include stakeholder engagement and the preparation of a final plan for Council's consideration in early 2018.
- **Updated Community Energy Plan (CEP).** HRM will establish an Energy Leadership Team this fall to update the 2007 CEP. The CEP is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies toward a more sustainable and resilient region. An outcome is reducing GHG emissions by 30% (below 2008 levels) by 2020. As part of the review, a background technical study will be undertaken to identify emerging issues and opportunities, develop energy priorities, and establish baseline data.
- **Housing and Homelessness.** In June 2017, Regional Council authorized the direction contained within the Centre Plan document. This document includes draft policies that encourage the development of family-oriented and affordable housing units, special care facilities, shared housing, secondary units and garden suites, and smaller lot sizes. Staff are in the process of preparing a

report on possible financial incentives HRM could provide to support the renovation and construction of 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, the Partnership has focused recently on:

- **Support to Regional Enterprise Networks.** The Partnership continues to work with the Nova Scotia Department of Municipal Affairs to support the Province's Regional Enterprise Networks in the delivery of their business retention and expansion programs. Through its National Connector Program, it also assisted two Regional Enterprise Networks (Cape Breton Partnership and Western Regional Enterprise Network) with the launch of their Connector Programs.
- **Atlantic Canada Cities Coalition.** The Partnership has led the creation and first meetings of the Atlantic Canada Cities Coalition. Coalition members are the economic development organizations from the seven largest Atlantic Canadian cities: Fredericton, Cape Breton Regional Municipality, Moncton, St. Johns, Saint John, Charlottetown and Halifax. Inspired by the Consider Canada Cities Alliance, its purpose is to share best practices, collaborate on regional economic development priorities, and identify ways Atlantic Canadian cities can support the federal [Atlantic Growth Strategy](#).
- **OneNS Measurement Framework.** 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.
- **Upcoming Annual State of the City Forum.** The Partnership and Halifax Chamber of Commerce will co-host the Annual State of the City Forum on October 30, 2017. Mayor Savage will present the annual State of the Municipality. Ron Hanlon, CEO, Halifax Partnership will provide an update on Halifax's Economic Growth Plan and Patrick Sullivan, CEO, Halifax Chamber of Commerce, will present the Chamber's Annual Municipal Note.

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/VH)	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 Report – August 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

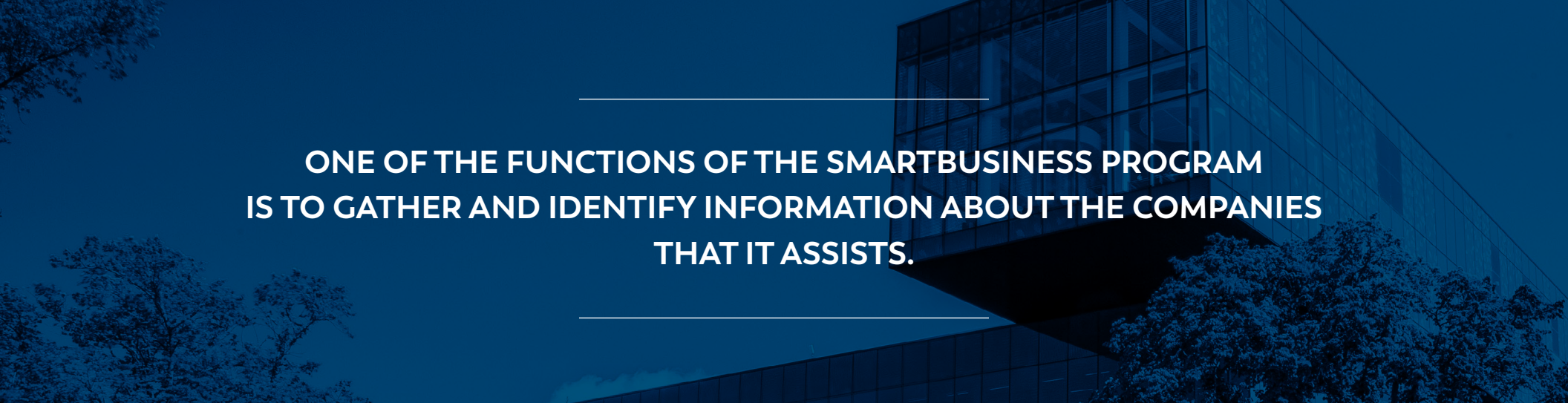
Report Approved by: Maggie MacDonald, Managing Director,
 Government Relations and External Affairs, 902-490-1742

HALIFAX PARTNERSHIP

SMARTBUSINESS
QUARTERLY
REPORT

AUGUST 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 June, 2017):

- Retention Visits: 59 (56 SMEs, 4 HROs)
- Retentions: 0
- Expansions: 1
- Referrals Generated: 117
- Business Consultations: 68

The proceeding data below represents findings from 245 interviews with clients between July 2016 and June 2017. SmartBusiness clients may not represent businesses in general, but represent a broad selection of industries and regions throughout Halifax.

Executive Summary

Business confidence remains steady around recent peak

Opinions on economic progress appear to be steadying around a new peak. 60% of business owners believe Halifax's overall business climate has improved. This is similar to last quarter's results (61%), and is up notably from last July's results (51%). Business confidence climbed gradually throughout 2016-17 and steadied around a new, higher level. Expectations for the future of Halifax's economy remain relatively positive, with 80% of companies expecting the economy to improve. These results are similar to last quarter's 81%.

Broad improvements in regulation

Businesses interviewed through the SmartBusiness program are expressing less dissatisfaction for regulation than they used to. Beginning in roughly January 2016, businesses began to express more positive opinions of Municipal, Provincial, and Federal Regulation. All three measures have improved gradually over the past two years. Federal

Regulation is most improved, increasing from a rating of -15 in January 2016, to +1 this quarter. Over the same time-frame, ratings of Provincial Regulation have improved from -26 to -16, while Municipal Regulation has improved from -28 to -16. Commentary around this issue reflects fewer issues dealing with government and complying with regulation.

Innovation at work

This quarter's *Issue in Focus* takes a closer look at the issue of productivity improvement activities of companies in Halifax. Looking at one specific facet of innovation, the report examines how companies are trying to improve productivity and what specific process they are undertaking at their establishments. While most pan-Canadian reports tend to show a low level of innovation activity in Atlantic Canada, it is unclear whether this is the case in the region's largest city and how this compares to other cities of similar size.

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 ▲▲	FAIR ◄►
ROAD NETWORK/ CONDITION	POLICE PROTECTION	PUBLIC TRANSPORTATION
POOR ◄►	EXCELLENT ◄►	FAIR ▲▲

Businesses in Halifax have a mostly positive opinion of the Municipal Government’s service delivery, except as it relates to roads. Public services like police, fire, water, and bylaw enforcement tend to be rated Good or Excellent, and these ratings have seen solid improvement over the past year. Most notably, opinions of land-use related services such

as Municipal Bylaws (up 9 points) and Zoning (up 11 points) have improved slowly but surely over the past two years. However, measures of satisfaction with both Local Road Networks and Public Transportation are low and remain low.

Labour & Education

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

One constant among businesses in Halifax is that they are chiefly concerned with the quality and availability of labour. Local businesses remained broadly satisfied with the overall quality of the employees they find (Workforce Quality is rated +13), but tend to have issues finding a sufficient number of qualified employees (Workforce Availability is

rated -8). These ratings have fluctuated by small amounts, but have not moved significantly from their baseline in 2016 or 2017.

Infrastructure

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

Business opinions of transportation infrastructure appear to vary depending on what they intend to move. When discussing the movement of goods, businesses have mostly positive opinions, with the possible exception of rail-based freight. However, when discussing the movement of people,

especially employees, opinions are more negative. Ratings of Provincial Highways (-6 points) and Public Transportation (-17 points) tend to be much lower rated than opinions of Port Facilities (+56 points) and Shipping & Transportation (+25 points).

Taxation & Regulation

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

Opinions of government regulation continue to improve among Halifax business owners, a trend that began around the start of 2016. The majority opinion remains Fair or Poor among businesses, but overall ratings have seen notable improvement. Ratings of Municipal Regulation have improved to -16 points (up from -24 points last July), and opinions

of Provincial Regulation have also improved to -16 points (from -21). Federal Regulations appear most improved, finally breaking into mostly positive territory at +1 point (from -11).

Miscellaneous

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

The importance of Internet/Broadband connectivity remains high among business owners, with 38% of companies listing it as a top-3 issue for their operations. This share is up from last July, when 33% of businesses considered it a top-3 issue. Community and business organizations have

made strides to improve Broadband Internet connectivity in rural areas such as Sheet Harbour and the surrounding regions. These projects are still in progress and businesses will likely remain concerned until the projects are complete and new capacity is delivered.

ISSUE IN FOCUS

INNOVATION AT WORK

It is widely reported in studies - such as those by the IMF¹ and the Conference Board of Canada² - that Canada's investment in innovation lags behind most other developed nations, and Atlantic Canada's investment lags behind the Canadian average. However, due to the large scope of these studies, it is unclear whether this is true in Atlantic Canada's larger urban centres (such as Halifax). This *Issue in Focus* will examine what activities Halifax-based companies are undertaking to improve their overall productivity and invest in innovation.

As part of the SmartBusiness Report, the Partnership has collected information from businesses across Halifax on their approaches to innovation. Innovation is a topic that covers a range of issues from new business development, to risk-taking, to research & development, to productivity improvement, and much more. Given the breadth of this topic, we have narrowed our focus on what specific activities companies have been



undertaking to improve their productivity. These data will be complemented by the findings from the Partnership's Business Confidence Survey, a poll of business owners across Halifax, conducted by Corporate Research Associates.

1. [IME](#)

2. [Conference Board of Canada](#)



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	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.	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. 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).	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.	On Tuesday, June 13 2017, Regional Council unanimously approved the direction of the Centre Plan. Now, staff are using the Centre Plan document to craft detailed Secondary Municipal Planning Strategy and Land Use By-law regulations for adoption. Consultation on these regulations will take place in the Fall of 2017 to support the adoption process through the Community Design Advisory Committee, the Community Planning & Economic Development Standing Committee, and Regional Council. The project's status can be tracked at centreplan.ca.	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.	As the work to obtain a new Permits & Licensing technology solution is realized in 2018/19, Planning & Development will be confirming application turnaround standards through process mapping. This exercise will inform standards and timelines and communication will occur through various distribution channels as Planning & Development's Renewal efforts are implemented.	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.	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. In November 2016, Council directed staff to undertake public consultations regarding HRM's request to the Province to have natural persons powers. This was completed in spring 2017 and a report to Council summarized the feedback in August 2017. Council approved a recommendation to maintain existing restrictions on debt, borrowing and debentures; less than market value sales; and direct incentives to business or industry with an exception that would permit the municipality to support organizations pursuing charitable purposes whether not for profit or for profit. This position is with the Province for consideration. A policy rationale for minor 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.	Province of NS (Municipal Affairs) Halifax Partnership	New	
	5. Develop HRM's customer service strategy to improve service to businesses and residents.	HRM's Corporate Customer Service Strategy is complete. An implementation plan has been drafted. Priority action items currently underway are the Internal Communications and Change Management Plans to be complete by the end of September. The first phase of Organizational Performance Excellence Training has begun for senior leaders of the organization and will wrap up the first week of October.	Halifax Partnership Community at Large	New	

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	6. Implement HRM's Planning & Development's organizational renewal program to improve and streamline legislation, processes, supporting tools and technologies.	<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. Between May and September, vendor product demonstrations occurred with the top vendor being selected. The award process is underway being led by Procurement. Recommended proponent award anticipated to be presented to Council in October 2017.</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. The consultant's report is expected to be finalized in October with a report to Council being targeted for December/January.</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 positions as they become vacant.</p>	Halifax Partnership Urban Development Institute of NS Development Liaison Group	Existing	
	7. Benchmark business climate indicators and communicate them to business.	Business Climate indicators are included in in the 2016 <i>Halifax Index</i> which was presented to the community on June 14, 2017.	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.	<p>April 1, 2017 to June 30, 2017:</p> <ul style="list-style-type: none"> • Retention Visits: 59 • Client Satisfaction: 100% (covers SmartBusiness visits from April 1, 2017, through July 31, 2017.) 56% of responding clients described their SmartBusiness visit as "Extremely Useful" and 44% described it as "Somewhat Useful"; however, this is based on a very small number of completed surveys (N = 9). • 68 follow-up consultations • 28 Face-to-face meetings with Action Team members • Referrals Generated: 117 • 1 company common issue: difficulties in finding skilled labour - hence new AIP focus for BRE visits 	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.	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 Q3.	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.	<p>2017 Halifax Index presented to the community on June 14, 2017.</p> <p>Quarterly Economic Report - July (attached)</p> <p>SmartBusiness Quarterly Report (April 1 to June 30, 2017) attached</p> <p>Research and analytical services to internal and external clients are provided upon request.</p> <p>www.halifaxpartnership.com contains the most up-to-date economic information on Halifax's value proposition and industry sector profiles.</p>	HRM Province of NS NSBI	Existing	

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	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.	April 1, 2017 to June 30, 2017: Aftercare provided to four companies: 1. Mobivity - supported their grand opening with government relations and communications support. As well, connected them to talent through the Connector Program. 2. Network Test Labs - supported their launch event, welcomed them to the community with Mayor Savage and connected them into the business community. 3. Origin and Cause - supported them with a welcome event with Mayor Savage and connections into the business community. 4. Staples - met with key head office executive and the HR team in Sackville with Deputy Mayor Steve Craig. Supported their need to tap into new university grads and labour.	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.	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. A lunch and learn with with the Port of Halifax was hosted for Halifax Partnership staff to better understand impacts of CETA on the economy and what it means for business.			
	N/A. Support Nova Scotia's Regional Enterprise Networks - provide advisory support best practice in economic development, Business Retention and Expansion and Connector support.	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. HP currently is collaborating with Municipal Affairs and REN representatives to update the BRE diagnostic tool and other related instruments. A meeting was held with the East Hants & Districts Chamber of Commerce on June 26, 2017, to discuss opportunities for collaboration.	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.	To date, this year's activities have created a strong funnel of investment opportunities for Halifax, resulting in eight (8) wins companies establishing or expanding operations in Halifax. Approximately 260 jobs to be created. They represented roughly \$26 million in annual economic impact. Current funnel has 28 prospects; 7 Active Leads. From May 17-19, 2017, Mayor Savage and the Halifax Partnership lead a Sell Halifax mission in Massachusetts targeting the IT and oceans technology sectors. More than 150 people attended the events. Follow up is now taking place with companies and organizations who are interested in business, innovation partnerships and opportunities in Halifax. During the visit, Mayor Savage appeared on NECN's weeknight business show and was interviewed on WBZ Radio about strengthening ties between Halifax and Boston. The Partnership also ran a digital advertising campaign targeting the Boston, Fall River and New Bedford areas focused on promoting Halifax's business advantages and the IT, oceans technology and financial services sectors. The campaign generated more than 1 million impressions and the three Sell Halifax videos have been viewed over 120,000 times to date.	HRM Province of NS NSBI Discover 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.	The Halifax Partnership, in collaboration with the Port of Halifax, Halifax International Airport Authority, Saint Mary's Univeristy and HRM put together a partner (Mayor led) mission to China in June. This collaborative visit helped to create partnerships in Zhuhai and Qingdao China. The mission also supported key partners in being able to communicate priorities to the Canadian Ambassador to China. These relationships also have been created through active consultation with the Province of Nova Scotia and support the Nova Scotia China Engagement Strategy. In planning and implementation of the Boston Sell Halifax Event (May) the Halifax Partnership worked collaboratively with NSBI, Canadian Consulate Boston, COVE, private sector and the Mayor's office to ensure the event was successful. (See #13 above for further information)	Province of NS NSBI	Existing	
	15. Leverage existing local, national and international relationships, and cultivate new relationships, (e.g. International Partnerships, WECP, CCCA) to increase the awareness of the Halifax value proposition.	World Energy Cities Partnership Halifax is hosting the WECP Annual General Meeting in Halifax September 30 - October 4. More than 70 delegates registered from 15 member cities, including city officials, economic development and business. Cities who have indicated they are participating are Aberdeen, Atyrau, Cape Town, Houston, Halifax, St. John's, Stavanger, Kuala Lumpur, Karamay, Daqing, Dongying, Perth, Esbjerg, Dammam, as well as Barranquilla, who are observing the meeting while going through the membership process. Sponsors of the WECP AGM are Emera, Irving, EfficiencyOne, CBRE, Cox & Palmer, Clearwater, Nova Scotia Department of Energy, ACOA and the Halifax Regional Municipality. The AGM is taking place to coincide with two other events WECP delegates are invited to attend. The Core Energy Conference is a two-day program of presentations and panel discussions on the energy industry in the Maritimes. WECP is also showcasing the Rørpost Art Exhibit taking place at the Discovery Centre. Rørpost is an art collaboration between artists in two WECP member cities: Esbjerg, Denmark and Halifax, Nova Scotia. The art show will feature collaborative art pieces and individual pieces. The Rørpost collaboration started last year, and is an example of the cultural exchange and collaborations that result from WECP membership. International Partnerships: Aberdeen: • Planning is underway for the renewal of the MOU/International Partnership Agreement between Halifax and Aberdeen to be signed in Halifax during the WECP AGM in October. Zhuhai: • A partnership agreement between Zhuhai, China and Halifax was signed during the Mayor's visit to China in June 2017. Qingdao: • A delegation from Qingdao (as follow-up to our visit to Qingdao in June, 2017) will take place in Halifax September 12, 2017. It is anticipated this visit will be the first step in formalizing the relationship. Norfolk: • HP is working with the Norfolk Committee to re-engage and invigorate the Norfolk relationship.	HRM Province of NS NSBI Industry Associations Business Community	Existing	

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	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.	<p>May 17 to 19: Halifax Partnership led a Boston outbound mission with Mayor Savage to promote Halifax's business advantages and to meet with prospective investors in the IT, Oceans Technology and Financial Services sectors. The Partnership executed 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 included 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. For further detail on results of this Boston Sell Halifax/Mayor's Celebrate business see item number 13 above.</p> <p>Local Mayor's Celebrate Business visits this quarter included: Sell Halifax at the International Tattoo, DHX Media, T4G, Dominion Diving and Halterm.</p>	Province of NS NSBI Business Community Industry Associations	New	
	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.	No status update.	Halifax International Airport Authority Province of NS	New	
	18. Produce a 5-Year Strategic Growth Plan for the Halifax Gateway.	<p>In 2016-17 a two-year Action Plan highlighting the primary objectives was defined for the Gateway going forward. In Q1, the following activities took place: Halifax Gateway partners participated in a Mayor Savage led/Halifax Partnership managed Gateway China Mission in June. Halifax Gateway partners and Halifax Partnership supported the work of the Port of Halifax during the Master Planning process. Halifax Partnership supported the growth challenges that CN owned Autoport has been experiencing through traffic analysis in partnership with the municipality. <u>Supported key customer Oceanex in the creation of a report/and with government relations in support of their economic impact on the regional economy</u></p>			
	N/A. Provide orientation services for inbound business missions.	<p>The Partnership's Business Development team worked closely with an Asian investment consortium to support their inbound mission to Halifax. Focus was to meet with potential investable projects in Halifax. The Partnership project managed their agenda and created a four day agenda of private sector meetings - active follow up is underway.</p> <p>As part of the upcoming World Energy Cities Partnership AGM taking place in Halifax September 30 - October 4, the Business Development team has been working with each individual city attending to attract in four to five companies each to create a B2B matchmaking program.</p> <p>Halifax Partnership is working with the City of Qingdao China on an upcoming visit to Halifax on September 12th - meeting on the 12th will discuss further partnering between Halifax and Qingdao.</p>			
	N/A. Raise awareness of the Halifax Gateway value proposition in key markets	<p>The Halifax Partnership, with key gateway partners the Port of Halifax and the Halifax Stanfield International airport visited China in June, 2017 to advance opportunities and relationships in that key market.</p> <p>The Halifax Gateway is currently undating the Mega Project map (fold out) in advance of September events: Halifax Port Days, Altitudes East. The mega maps are a collaboration of: Atlantic Provinces Economic Council, the Port of Halifax, the Halifax Stanfield International Airport, CN and the Halifax Partnership. Copies to be available in mid-August.</p> <p>The Halifax Partnership is a key partner within the stakeholder working group on the development of the Port of Halifax Master Plan.</p> <p>In partnership with Oceanex, Halifax Partnership retained consultant Chris Lowe to articulate the economic impacts of the company on the local economy and to share the relevant materials with key government/private sector influencers.</p> <p>In partnership with HRM, the Halifax Partnership has led the discussions with Autoport and their engineering consultant to look at the potential solutions to the Autoport vehicle growth to ensure they are well positioned for growth in this marketplace.</p>	HRM Gateway Partners Business Community	New	
	19. Increase awareness of R&D capabilities and interests within Halifax universities and opportunities for business to connect.	The Halifax Partnership is working closely with the Universities and the Community College to better understand capabilities and capacity residing in each institution so that the business connections and opportunities may be more easily identified.	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.	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.	ANS Organizations Urban Aboriginal Organizations Province of NS Not-for-Profit Sector Business Community	New	

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1.3 Improve the conditions for innovation and entrepreneurialism.	21. Facilitate connections between small and large businesses around opportunities for increased innovation.	<p>The Halifax Partnership has identified three large private sector companies that have identified a specific interest in the potential of investing dollars into the research capabilities at Dalhousie University with the ultimate aim of commercialization. Discussions are ongoing with these companies.</p> <p>The Halifax Partnership has led the discussions with an international research company who have had a specific interest in locating a facility to take advantage of the specialized capabilities existing within the healthcare sector as it relates to zebra fish and medical research-partners brought to the table include: EY, Dalhousie, LSRI, NSBI. Discussions are ongoing.</p>	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.	Deferred to Q3 2017-18. This will be included in the Innovation District Plan roll-out.	HRM 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.	The Partnership is currently working with three international companies and Dalhousie's Industry Liaison Office in making the connection to R&D resources.	Post-Secondary Institutions Business Community	Existing	
1.4 Collaborate around major projects to maximize their impact on the economy.	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]).	<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	
	25. Secure federal funding to undertake key infrastructure projects.	<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 approved by the Provincial and Federal government in July 2017. HRM continues to advocate for increased funding that would allow the entire project to proceed. The Fall River project has changed scope to include 3 schools and some of the commercial centre. Consultations for the LIC were conducted in August 2017 and the project is set to proceed.</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 winter 2017, 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), both of which were approved by the federal government for funding. <p>Initial details on phase 2 of the federal infrastructure funds were announced in July 2017. The federal and provincial governments have begun negotiating the bilateral agreement that will govern how funding will flow over the next 10 years, and it is expected to be finalized by spring 2018. HRM has begun a capital planning process to identify potential projects.</p>	Government of Canada Province of NS (Municipal Affairs)	New	
	26. Capitalize on major project opportunities to attract new foreign direct investment.	<p>In collaboration with key partners, APEC, the Halifax Partnership is updating its Mega Projects (now valued at \$132B) Map for Atlantic Canada - this is a valuable sales tool for partners such as Airport, Port, CN.</p> <p>In collaboration with APEC, the Partnership is creating a map and a profile to articulate the "major development project" activity taking place in HRM - this can be used as a sales tool.</p>	HRM Province of NS NSBI Business Community Industry Associations	Existing	

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	27. Work with industry stakeholders to raise awareness and maximize major project opportunities in the Oceans Sector (e.g. COVE).	Halifax Partnership: -Sits as a member of the Strategic Steering Committee of COVE, Oceans Week Collaborative Committee and the Cove Marketing Committee; -Participated in Oceans Week 2017 events (Gala dinner, industry conference) -Partnered with UMASS Dartmouth (CIE), UMass Dartmouth's School for Marine Science & Technology, Cox & Palmer, NSBI, and COVE/IORE to host Ocean Technology Roundtable and Reception in Fall River and New Bedford (May 18-19th)	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.	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. The demolition and reconstruction of the Cogswell lands is estimated to take three years, and it could begin as early as Q1 2018. The development of the lands, including land-use bylaw planning and real estate marketing, will occur over an additional four to five years. Design is well underway with the Prime Design Consultant having just completed the 30% design development milestone. Numerous internal HRM stakeholders are being engaged in the design process. Halifax Water has completed a feasibility study for District Energy and a go-forward case has been presented to Regional Council which has directed staff to draft an amendment to the HRM Charter that allows the municipality to provide district energy services. This has been submitted ahead of the fall legislative sitting.	Halifax Water Halifax Utilities Coordinating Committee	New	
1.5 Promote clustering of people and business in urban and rural areas	29. Ensure that an adequate supply of industrial lands is available to support economic development objectives.	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: - 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 2018); 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. Consulting studies for short-term Aerotech development were completed in 2017, and long-term expansion studies will continue into 2018.	Halifax Partnership NSBI Province of NS Halifax Gateway Partners	New	
	30. Assess options to divert the movement of goods through downtown Halifax.	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.	Comprehensive Updates to the Downtown Halifax and Downtown Dartmouth Planning Documents are drafted and undergoing internal review over July and August of 2017. These updates incorporate the findings of the Density Bonusing study and are on track to be considered by Regional Council in the fall of 2017. The findings are also being used in the development of detailed Secondary Municipal Planning Strategy and Land Use By-law regulations for adoption throughout the Regional Centre via the Centre Plan.		New	
	32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.	The 2016 Halifax Index included "Special Analysis: A rural Halifax Profile", and the 2017 Halifax Index included a rural component as well. 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 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. Re rural, could add: "In July Halifax Partnership representatives attended a meeting of the Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs to present the 2017 Halifax Index, provide an update on economic development activities being undertaken by the Partnership throughout HRM, and engage in discussion with members on their issues and concerns. The Partnership agreed to provide summaries focused on rural HRM as new census data are released throughout the fall of 2017."	Halifax Partnership Province of NS ACOA Union of Nova Scotia Municipalities	New	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
	34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the <i>We Choose Now</i> Report.	"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.	HP remained active on this file into June 2016. Future assistance will be provided as possible, but funding uncertainty has diminished our capacity to devote resources to this initiative.			
	N.A. Work with the Sheet Harbour Chamber of Commerce to identify and address economic development issues on an ongoing basis.	HP remained active on this file into June 2016. Future assistance will be provided as possible, but funding uncertainty has diminished our capacity to devote resources to this initiative.			
	N.A. Provide the research needed to increase broadband connectivity in rural HRM.	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. On behalf of the community, the Halifax Partnership was the project proponent with the Province of Nova Scotia and Bell Aliant to successfully secure funding to extend fibre facilities in the Goffs-Devon, Old Guysborough Road area. The project outcomes include: 1. Connecting key infrastructure - fire hall, golf course, and several small businesses. 2. Increasing up to 85 households with access to broadband. The project is expected to be completed by December 31, 2017.	HRM Province of NS NSBI ACOA Post-Secondary Institutions Regional Enterprise Networks	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.	April 1 to June 30, 2017: Connectees (new participants newcomers, laid off workers, local and international graduates): 117 (Immigrants 56, International grads 38, YETs 23) Connectors (business leaders): 31 Re-engaged Connectors: 23 Jobs Found - 59 (immigrant 28, International grads 14, YETs 17) The Connector team has held 5 employer engagement events between April and June.	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.	April 1 to June 30, 2017: -The Halifax Partnership is now in year two of the three-year Game Changers Action Plan. The promotional campaign currently in market has garnered over 500,000 print impressions this quarter. -The Game Changers Guide to Hiring Youth was distributed to over 300 stakeholders and business leaders. -Youth retention was highlighted in the 2017 Halifax Index. -Presenting sponsor, TD, will host their fourth speed interviewing event in September. -The Game Changers Awards Gala is scheduled to take place on October 30, 2017 at the Westin Nova Scotian. This event recognizes and highlights those organizations that are leaders in youth retention.	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.	Discussions were held with HRM 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 2018. The Partnership is working with provincial and federal partners, to support the roll out and promotion of the Atlantic Immigration Pilot (AIP) aimed at attracting an additional 800 immigrants to Nova Scotia. The Partnership's Business Retention Expansion team has been meeting with local companies and helping them navigate the available labour market resources and how AIP can fill their labour needs. The Partnership launched the Game Changers Guide to Hiring Youth at the #HireMeHalifax event on March 21st, 2017 to an audience of over 180 recent and soon-to-be graduates and business leaders. Following the event the Partnership distributed over 500 copies to investors, partners, and post-secondary institutions.	Province of NS Post-Secondary Institutions Business Community	Enhance	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	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.	<p>GREA staff have drafted an updated Welcoming Newcomers Action Plan (first developed in 2013) to be more a more welcoming community to newcomers and residents alike. The new plan will provide business units with clear goals and objectives to support HRM's work with newcomers. Actions to date include:</p> <ul style="list-style-type: none"> - in April 2017, HRM hosted its second Open House focused on the needs of refugees to provide information on HRM services (i.e., Police, Fire, Transit, etc.); and, - an updated 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. <p>Future actions include:</p> <ul style="list-style-type: none"> -development of a booklet of one-page testimonials by newcomers about their countries of origin and a guide to outlining international student pathways to immigration; and, -the fourth Mayor's Reception for newcomers in September 2017. 	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.	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.	For 2017-18 the Partnership has moved from being a Focal Point Partner with Planning for Canada, to a complimentary partner which does not include funding or reporting due to a reduction in the number of referrals. The Pre-Arrival Connector Program is still operational and will be managed under the National Connector Program.	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.	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 Province of NS	New	
	41. Share Halifax value propositions with universities, employers and public sector partners working to attract students and employees to Halifax.	Discussions are taking place with universities, employers and public sector partners working to attract students and employees to Halifax.	Post-Secondary Institutions Business Community Industry Associations Province of NS (Office of Immigration)	New	
	42. Work with provincial stakeholders to identify ways to leverage Halifax's migrant communities to attract talent and investment to Halifax.	HP has identified the Sikh community for a pilot to attract talent and investment in 2017-18.	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.	In January, the Halifax Partnership, with the support of NS Labour and Advanced Education, launched a 12 month experiential learning program focused on connecting >50 students from Nova Scotia universities and NSCC to experiential learning opportunities in Halifax. To date the Partnership has reached out to 70 businesses, 48 student participants have been referred, three (3) students have been connected to learning opportunities.	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.	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.	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 provided training to the Cape Breton Partnership and WREN in June. Two other RENs are exploring the launch of Connector Program as well.. Training has been provided to both the Cape Breton Partnership and Western REN and we are providing on-going support.	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.	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. Will be undertaken in 2018.	HRM Province of NS Black Business Initiative Mi'kmaw Friendship Centre	Existing	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	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.	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.	The Bridging the Gap Internship Program has been providing new graduates with career related experience in their chosen field since 2013. The municipality hired 15 interns in the Spring of 2017, its fifth intake. Each business unit has had the opportunity to participate and benefit from this program. Interns from the previous cohorts were successful in securing employment within and outside of the organization.	Post-Secondary Institutions Halifax Partnership Business Community	Existing	
	48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	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.	The Office of Diversity and Inclusion and Human resources have developed 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.	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 and Construction, as well as Parks, Recreation, & Communities 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. In 2017, staff: held six focus groups to identify barriers and opportunities for Indigenous, African Nova Scotian, and racialized women to access leadership position within HRM; developed and shared a report on focus group findings; organized two FCM-facilitated workshops where participants learned how to engage municipal government; and, produced a project update to Regional Council through a staff report.	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.	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 in the third and final phase of development. Using principles of greenbelting and landscape ecology, an interconnected network of open space has been identified including areas important for wilderness and biodiversity, lands for sustainable natural resource management, coastal and cultural landscapes, public parks and greenspaces, and lands that can help shape sustainable growth management and healthy communities. 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 science-based open space evaluation, policy direction, and implementation actions tools and priorities to shape future Regional Plan and community plan updates and municipal open space program management and investment. Phase 1 of the Plan's development, focussed on the "State of the Landscape Report: Issues and Opportunities", Phase 2 produced the policy framework "HGNP Primer Report", and Phase 3, currently underway, will produce the implementation framework and final Plan which will be presented to the Community Planning and Economic Development Standing Committee and Regional Council in early 2018.	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)
	52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	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 Fall 2017.	Community at Large		
	53. Develop and implement the Culture and Heritage Priorities Plan.	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		

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
	54. Ensure HRM's culture investments reflect Halifax's diversity.	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		<ul style="list-style-type: none"> o “% who feel very safe or mostly safe” ● Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015) ● Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)
3.2 Increase Halifax's environmental sustainability and resiliency.	55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).	HRM's Community Energy Plan (CEP), adopted in 2007, is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies toward a more sustainable and resilient region. An outcome is reducing GHG emissions by 30% (below 2008 levels) by 2020. The Plan will be updated beginning in 2017 with background technical study to understand emerging issues and opportunities understand energy priorities and to establish a baseline of data and information. An Energy Leadership team will be established in the fall of 2017 to oversee the project and provide cross-functional commitment across the HRM organization for integrating energy efficiency and “green” energy into decision-making. Stakeholder engagement will also take place followed by development of an updated CEP in 2018. Alongside the CEP review project, ongoing implementation of corporate energy management initiatives will continue including energy savings projects and retrofits, feasibility analysis and prioritization of potential solar photovoltaic installations on Municipal facilities, and development of an energy efficiency measurement and verification framework to improve HRM's asset management efforts and GHG emissions tracking.	Province of NS Energy Stakeholders Chamber of Commerce Quest NS		
	56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.	The three-year Solar City program is entering its second year of operation with an annual progress report targeted for HRM Council in the fall of 2017. The goal of the program is to undertake 1350 installations over three years with a total budget allocation just over \$13million to finance installations for program participants. In order to mitigate the upfront costs of installation for the property owner and avoid tax funding for the Municipality, a ten-year loan is offered at 4.75%. Enhancements have been made to incentivise the program including stronger technical support from HRM to Solar City contractors and a more streamlined application and approval process. To date, almost 1000 registrations, 88 applications received for financing, 60 granted for funding, and 43 contracts are in place for year 1 of the program. Approximately ~\$750,000 in committed financing has been executed. Seventy-five per cent of the total contracts are for solar photovoltaic (PV) system and the remaining systems are for solar domestic hot water heating. This upward trend in PV installations is expected to continue into year 2 and 3 of the program.	Solar Energy Industry		
	57. Complete floodplain studies, overland flooding/stormwater research and policy development.	<p>Floodplain Studies: New floodplain maps for the Sackville River and the Little Sackville River were produced in 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. The study was awarded in March of 2017. Workshops were held with Halifax Regional Water Commission and Halifax Regional Municipality operations staff. The input from the workshops, in addition to the consultant's analysis, has resulted in ranking the 30 sites in terms of flooding likelihood/severity. The consultant is now developing detailed mitigation plans for the top ten sites.</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		
58. Increase awareness of the programs and services available to families and children.	Parks and Recreation is developing an outreach communication plan 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. An HRM Bridging the Gap intern was hired to develop and implement the Outreach/Communication Plan for Parks and Recreation. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 4177 followers and Twitter having 1980 followers. The first phase of the plan – external, will be completed in the fall of 2017, with the second phase – internal and the third phase – stakeholder communication plan being completed before winter 2018.	Community at Large			

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.3 Make Halifax more family- and children-friendly.	59. Increase low-income groups' and individuals' access to recreation programs.	<p>Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include community outreach, inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. HRM Recreation encourages life-long participating in active living for all residents, . Examples of lifelong participation include the "Maritime Five" which encourages walking/running/wheeling, skating, swimming, biking, and paddling. Unstructured play opportunities provided throughout HRM include, but are not limited to; open gym times, the Emera Oval (all seasons), Mobile Rec Van, Try-A-Ride Mobile Recreation, Free indoor public skates, lake ice thickness testing, free access programs to various Fitness Centres, free swim lessons at beaches, free paddling at St Mary's Boat Club, free activities at events (such as Recreation Day, Switch Open Street activities, Dingle Beach Party, Chocolate Lake Beach Party, honey bee demos, Community Gardens, Community Oven, Youth Leadership Camp, Glow in the Park-3K fun walk/run, art hives etc.). Recreation staff will continue to investigate options to engage the community in unstructured free/low cost opportunities in recreation and leisure.</p>	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.	<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. Planning for the 2017 Conference is underway. • New federal-provincial funding: In March 2017, the Federal Government announced a \$11.2 billion investment into affordable housing over the next 11 years along with creation of a National Housing Strategy to be released in the fall. In March 2016, Housing Nova Scotia announced an increase in funding for their home repair / adaptation program, targeted to senior and low income home owners to \$7.8 million and a \$5 million investment into housing at Mulgrave Park. In April 2017, Housing Nova Scotia further announced an increase in 440 new rent supplements, which will decrease the wait list for rent supplements by 10%, and a new program in the Tufts Cove area to help improve the exterior of homes to help spruce up the neighbourhood. • 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 hosted the Canadian Housing and Renewal Association's national Congress on Housing and Homelessness in Halifax in May of 2017. The Congress brought together hundreds of housing policy experts and affordable housing advocates from around the world. • Staff are preparing a report on possible financial incentives the Municipality can provide to support the construction and renovation of affordable housing. 	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		
3.5 Improve mobility so that people can live and work more effectively.	61. Develop a long-term streetscaping program for the Regional Centre.	<p>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 construction project is underway.</p>	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.	<p>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 and an internal/external team will begin work in July on a detailed needs assessment and preparing a Request for Proposals. A consultant was hired in June to work with parking stakeholders to improve functional consistency and communication/wayfinding for downtown parking. Public and further stakeholder engagement will be undertaken in the Fall. Work will be completed in September on an analysis of parking demand and inventory of parking supply within our Regional Centre business districts.</p>	Halifax Partnership BIDs Waterfront Development Corp. Downtown Parking Structure Owners & Operators		
	63. Implement new transit technology, and seek Council approval to implement the Moving Forward Together Plan for Halifax Transit.	<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 was completed in early 2017. The contracts for both the fare management project and the fixed route planning, scheduling and operations projects have been negotiated with the respective vendors. Upon receiving approval from council, both projects will begin in 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, a new express route will be introduced in August 2017, and the first significant route modifications will take place in November 2017..</p>	Halifax Transit		

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	STATUS	KEY STAKEHOLDERS (To be modified as required)	NEW OR EXISTING ACTION	MEASUREMENT (Figures in parentheses indicate baseline values.)
	64. Prepare a long-term Integrated Mobility Plan for Council approval.	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. Twenty-two public workshops and open houses were held during the public consultation phase of the IMP's development. Staff plan to report to the Transportation Committee and Regional Council in 2017.	Community at Large		
	65. Develop a road and pedestrian safety strategy.	TPW continues to provide input into engineering, education and enforcement initiatives, aimed at pedestrian safety, through capital programs and collaboration with Corporate Communications and HRP. As part of a sustained commitment to improving pedestrian, and overall roadway safety, TPW has engaged a consultant to prepare a Strategic Road Safety Plan which will be completed in October-November 2017.	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.	This will be undertaken in 2018.	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.	The municipality is 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 will go to Regional Council in 2017. The Office of Diversity and Inclusion will hire an Indigenous Community Engagement Advisor in 2017.	Halifax Partnership Urban Aboriginal Organizations	New	
	68. Develop and implement a plan to make HRM facilities accessible.	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 30% 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. Staff are also developing a Universal Access Administrative Order to address constraints and opportunities associated with existing and new facilities. It will include provisions to ensure universal access to municipal washroom facilities.	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.	Through a Halifax Gateway committee, HP continues to work with Events East, DH, Tourism, and Halifax Stanfield to present trade and investment opportunities, as well as tourism offerings to conference delegates. Sell Halifax conversations are ongoing with a national sports franchise. On May 3rd, the Partnership supported the launch event of a new airlines (Elite Airways) to Halifax Stanfield International Airport.	HRM Halifax Convention Centre Corp. Discover Halifax NSBI		
	70. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	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. A Bridging the Gap intern has been hired to develop and implement the Outreach Communication Plan.	Parks and Recreation Stakeholders		
	71. Articulate HRM's role and approach to tourism, festivals and special events.	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 it was determined there was consensus to move forward as a group to create increased partnerships, role clarity, and stream-lined decision making processes. Meetings continue and a proposed service model HRM's approach to major events will be brought to CPED in 2017/18 for consideration.	Halifax Convention Centre Corp. Discover 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.	In Q1, the Partnership produced three custom content articles for the Chronicle Herald and one article for the Chamber Business Voice. In June, the Partnership launched the 2017 Halifax Index which was distributed to more than 700 leaders in Nova Scotia. The Partnership also produced a 6 page Index insert for the Chronicle Herald which was distributed to over 50,000 people.	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.	On June 14th, the Partnership launched the sixth annual Halifax Index at the Halifax Central Library. More than 150 people attended the event, and to date 700 copies of the Index have been distributed to investor, business, government and community stakeholders. The CRA Business Confidence Surveys were completed in 2016 and 2017. The City Matters Survey was completed in March 2017.	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	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.	In June, the 2017 Halifax Index was Launched at an event with 200 people in attendance. The Index was also mailed out to over 700 leaders from across Nova Scotia. In Q1, Four road show presentations on the Growth Plan and Index were delivered.	HRM Province of NS NSBI Business Community	New	Value propositions are aligned across organizations
	75. Share best practices in economic development with other partners and agencies in Nova Scotia.	<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 creation and first meetings of the Atlantic Canada Cities Coalition. Coalition members are the economic development organizations from the seven largest Atlantic Canadian cities: Fredericton, Cape Breton Regional Municipality, Moncton, St. Johns, 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. HP sits as part of a team of economic organizations, economists and academics supporting the development of the OneNS Measurement Framework. In 2016-17 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. HP's target is to connect 10 new communities over the next three years and add 4000 new participants to the Canadian Program. 	Province of NS NSBI ACOA Regional Enterprise Networks	Existing	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) 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-BID meetings continue to be held every few months to address HRM service delivery and other issues. 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.	<p>The Partnership:</p> <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. <p>A formal alignment plan will be developed in 2017-18.</p>	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.	This activity will be revisited in 2018.	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.	<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.	The 2017 Halifax Index was presented to the community on June 14, 2017 > 190 people attended. The Partnership and Halifax Chamber of Commerce will co-host the Annual State of the City Forum on October 30, 2017. Mayor Savage will present the annual State of the Municipality. Ron Hanlon, CEO, Halifax Partnership will provide an update on Halifax's Economic Growth Plan and Patrick Sullivan, CEO, Halifax Chamber of Commerce, will present the Chamber's Annual Municipal Note.	HRM Province of NS ACOA Business Community Halifax Chamber of Commerce Post-Secondary Institutions ANS Organizations Urban Aboriginal Organizations Industry Associations	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.	HP continues to work 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, 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	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.	In June, the Partnership's Annual Report, Halifax Index, and the Economic Growth Plan were distributed to more than 700 leaders in the community. In June, the Partnership created and distributed a six-page Index insert in the Chronicle Herald to over 50,000 Herald subscribers. The Economic Growth Plan and Halifax Index is distributed via social media channels on an ongoing basis.	HRM Province of NS ACOA Halifax Chamber of Commerce Business Community Post-Secondary Institutions ANS Organizations Urban Aboriginal Organizations Industry Associations		
	83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.	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 the Partnership's AGM on June 21, Ron Hanlon outlined a plan over the next three years to expand the Partnership's Sell Halifax program, working with Mayor Mike Savage to attract new business investment and strengthen international partnerships. The AGM also heard that the Partnership will be taking a much more active role in fostering Halifax's innovation ecosystem in collaboration with private, public, post-secondary and government partners.	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.	A Halifax Partnership and Economic Growth Plan update was provided to CPED on July 20, 2017.			
	N/A. Implement a marketing and communications plan for 2016-17.	11% YOY increase for LinkedIn and 9% YOY increase for Twitter followers. There were 38,519 website pageviews in the first quarter of 2017/18. In Q1 the Partnership hosted the following three events: - May 9th - Investor Briefing -- International Student event with Saint Mary's University - June 14th - Halifax Index Launch event (Investor Briefing) - June 21st - AGM > 10 earned local, national and international media interviews 2/6 Business Voice articles completed 3/10 General Newsletters completed 3/10 Investor Newsletters completed			
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)	Advice was provided to HRM in July 2016.			
	N/A. Retain and grow private sector investment.	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.	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
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,507 million	Progressing	(18,842 million)	February, 2018		
	Increase average annual income growth	+1.2%	+1.3%	Unchanged	(+1.3%)	February, 2018		
	Increase the total number of jobs	224,100	226,000	Improving	225,200 Jan-July	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%	15.1%	Worsening	15.0% Q2, 2017	April/May, 2018		
	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	241,000 Jan-July	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...	5,832	6,045	Improving				
	...and the gross share that transition into permanent residency	3.4%	5.8%	Improving		March, 2018		
	Increase net international immigration to Halifax	+2,085	+6,150	Improving		February, 2018		
	Attain at least the average workforce participation rate...	69.1%				November 29, 2017		
...for marginalized groups, especially the African Nova Scotian Community	64.7%				November 29, 2017			
Make Halifax a Better Place to Live & Work	Grow Halifax's Population to 470,000	417,847	425,871	On Track		February, 2018		
	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			
	Raise the mean score 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	(213,576)	May, 2018		
	...and in-person visits	2,881,087	3,595,902	Improving	(3,613,986)	May, 2018		