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Item No. 5
Halifax Regional Council
March 7, 2017

TO: Mayor Savage & Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

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

DATE: February 28, 2017

SUBJECT: Halifax Economic Growth Plan 2016-21 Update

INFORMATION REPORT

ORIGIN

February 23, 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 (a) 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:

(a) promoting and encouraging the development of programs, policies in initiatives in the municipality that support Community and Economic development throughout the municipality;

BACKGROUND

A staff report dated November 29, 2016 pertaining to the Halifax Economic Growth Plan 2016-21 was before the Community Planning & Economic Development Standing Committee for consideration at its meeting held on February 23, 2017.

For further information, please refer to the attached staff report dated November 29, 2016.

DISCUSSION

The Community Planning & Economic Development Standing Committee reviewed this matter at its meeting held on February 23, 2017 and forwarded the staff report dated November 29, 2016 to Halifax Regional Council as an information item.

FINANCIAL IMPLICATIONS

As outlined in the attached staff report dated November 29, 2016

COMMUNITY ENGAGEMENT

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

ATTACHMENTS

1. Staff report dated November 29, 2016

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: Liam MacSween, Legislative Assistant, 902.490.6521



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Attachment 1
Community Planning and Economic
Development Committee
February 16, 2017

TO: Chair and Members of Community Planning and Economic Development

Original Signed

SUBMITTED BY:

Maggie MacDonald, Managing Director, Government
Relations and External Affairs

DATE: November 29, 2016

SUBJECT: *Halifax Economic Growth Plan 2016-21 Update*

ORIGIN

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

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

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

BACKGROUND

Economic Development in Halifax

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

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

HRM also provides operational support to three key organizations to further its economic development objectives: Destination Halifax, which promotes Halifax as a destination for business and leisure travelers; Trade Centre Limited, 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. This fiscal year, the municipality's operational grant to the Partnership is \$1,916,012 (including HST). Municipal funding accounts for approximately 44% of the Partnership's current 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 9 are being co-led by the two organizations. Most of the 84 actions are built into existing HRM and Partnership work plans and budgets.

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



DISCUSSION

OVERVIEW OF THE ECONOMY

Halifax is forecasted to be the third best economic performer in Canada (behind Vancouver and Toronto) in 2016 and 2017 with GDP growth of 2.6% and 2.5% respectively, according to the Conference Board of Canada's *Metropolitan Outlook – Autumn 2016*. Growth is being driven by the manufacturing and construction industries. Irving Shipbuilding has increased its production, manufacturers are benefitting from the low Canadian dollar, and projects such as the "Big Lift", the Nova Centre and the Roy Condominiums, are helping drive growth in the construction industry.

The labour market continued to be strong through the first three quarters of 2016. Employment increased 1.6% with full-time employment gaining 2.9% and part-time employment losing 1.3% compared to September 2015.

The Partnership's most recent *SmartBusiness Quarterly Report – October 2016* (Attachment 1) has found that business confidence in the municipality continues to climb. Of the 304 SmartBusiness clients the Partnership met with between October 2015 and September 2016, 59.2% consider the current economy Good or Excellent, which is up from 56.9% in July 2016. Furthermore, business owners have reported an increase in their satisfaction with all eight municipal services measured in the SmartBusiness report, as well as ratings of both the municipal tax system and municipal regulation.

IMPLEMENTATION BY GOAL

Below are some highlights of Partnership and HRM activities 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.

Partnership highlights since April 2016 related to promoting and maximizing growth include:

- **Sell Halifax Program and Investor Sales Kit.** On June 15th, the Halifax Partnership launched the "Sell Halifax Program" with Mayor Savage in the Toronto marketplace. The anchor event of the two days was Mayor Savage's address to the Economic Club of Canada where more than 200 business leaders attended. The Sell Halifax Program will include presentations in key national and international markets and sales meetings with prospective investors, marketing and communications activities, and building Team Halifax champions. It includes a new Sell Halifax Toolkit that Halifax companies and organizations can use in their business development and talent/student attraction efforts. Elements of the toolkit include: a microsite (www.investinHalifax.com), a "Sell Halifax" video, PowerPoint slides, an image bank, shortened value proposition information, and the investment profiles on key sectors in Halifax. In addition to attracting new business, this initiative seeks to reduce office space vacancies in downtown Halifax.
- **Black Business Initiative MOU.** In May, the Halifax Partnership and BBI signed a Memorandum of Understanding to continue working on economic development matters with a focus on talent, sector development, and marketing and communications.
- **Economic Reporting.** The Partnership released: the [2016 Halifax Index](#), a benchmark of Halifax's progress in the areas of people, economy, quality of place, and sustainability; the [Halifax Economic Report – October 2016](#), a snapshot of the Halifax economy; and, *SmartBusiness Quarterly Report – October 2016* (Attachment 1) that presents findings from 168 interviews with business clients between April and September 2016 on the topic of business confidence, municipal services, labour and education, infrastructure, and taxation and regulation.
- **Gateway Strategy.** The Partnership-led Halifax Gateway Council is developing a two-year action plan to increase the movement of goods and people through Halifax. In October, it held a session with key transportation and logistics stakeholders to inform the strategy's development.
- **World Energy Cities Partnership (WECP).** As President of the 21-member WECP, Mayor Savage attended its Annual General Meeting (AGM) in Cape Town, South Africa in October. He presented a request for Halifax to host the WECP AGM in 2017.
- **Oceans Sector Marketing.** The Partnership led the recent development of marketing collateral to grow the oceans sector. With the support of its partners, the Partnership launched the "Halifax, Canada's Ocean City" sector brand (canadasoceanity.com) in June. The Partnership was also a member of the Steering Committee tasked with developing an operational plan for the new Centre for Ocean Ventures and Entrepreneurship on the former Coast Guard lands in Dartmouth.

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

- **Red Tape Reduction and Customer Service.** In October, Regional Council directed that HRM commit a staff resource to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness for a period of six months with the possibility of extension of up to three years. The resource will draft principles of regulation for potential adoption by Regional Council, identify and address needed municipal regulatory reforms in three specific areas by March 31, 2017, and propose, where possible, shared customer service practices with the Joint Office. Relatedly, in August 2016, a team was struck to undertake a customer service strategy for internal and external clients. The strategy and high-level five-year plan will be completed by March 2017.

- **Planning and Development (P&D) Organizational Renewal.** P&D continues to implement Year 1 and Year 2 recommendations of its 2015-19 Strategic Framework. A request for Proposals to replace HRM's Permitting and Licensing System was issued in November 2016, Regional Council approved guiding principles for P&D fees as part of the Fee Service Review implementation, and the project to simplify and consolidate the 22 secondary planning strategies and land use bylaws which direct development in HRM is underway.
- **Centre Plan.** The Centre Plan will bring greater clarity to development in the Regional Centre by replacing four community plans and four land use bylaws that were drafted mostly in the 1970s. A draft of the Centre Plan was released in October 2016. A revised draft based on further public input will be presented to CPED in early 2017.
- **Federal Infrastructure Funding.** In August 2016, the Prime Minister and Premier announced that HRM will receive the \$26,743,530 in federal funding for seven projects under the Clean Water & Wastewater Fund (CWWF), and \$28,188,334 in federal funding for 15 projects under the Public Transit Infrastructure Fund (PTIF). These projects will be completed by March 31, 2018.
- **Rural Economic Development.** In August 2016, Regional Council approved a \$300K grant to the Nova Scotia Nature Trust's 100 Wild Islands Campaign. HRM is also considering financial and in-kind planning support to expand the tourism sector along the Eastern Shore; and, it and the Halifax Partnership are pursuing opportunities to expand high speed broadband services in rural HRM in concert with the Sheet Harbour and Area Chamber of Commerce and others.
- **Cogswell Lands Redevelopment.** The planning phases of the 16-acre redevelopment of the Cogswell lands continues. A public presentation was held in October. Demolition will begin as early as late 2017.

2. *Attract and Retain Talent*

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

Partnership workforce development highlights since April 2016 include:

- **Connector Program.** Between April and September, 211 "connectees" were accepted into the Partnership's networking program that helps local businesses and organizations connect with immigrants, international students and recent local and international graduates seeking employment in Halifax. At least 63 connectees found employment during this period. The Partnership is also working with the Confederacy of Mainland Mi'kmaq in seeking funding to launch a new Aboriginal stream of the Connector Program.
- **Game Changer Action Plan.** The Partnership continues to raise the local business community's awareness of the benefits of hiring young professionals with limited experience. The Connector Program has a youth stream, and youth retention was highlighted in the 2016 Halifax Index. Between April and September, the Partnership worked directly with eight companies to hire youth. On October 19th, the Partnership held its inaugural Game Changers Awards celebration with more than 300 attendees. At the event, eight Game Changers Awards were presented to Halifax businesses, individuals and organizations for their leadership in hiring youth, helping them grow professionally, and prompting others to act on the issue of youth retention.

- **Experiential Learning.** Recognizing the importance of experiential learning, the Partnership is seeking funding from other sources to develop an experiential learning component to the Connector Program that would enable those without education credentials to find more meaningful employment.

HRM action highlights under the “attract and retain talent” goal are:

- **HRM Workforce Diversity.** The African Nova Scotian Affairs Integration Office (ANSAIO) hosted Community Circles on Employment at HRM in African Nova Scotian (ANS) communities in the spring of 2016, and it provided 11 ANS youth with an inside view of municipal government through a mock council meeting. It continues to lead Diverse Voices for Change, a project aimed to increase the number of diverse women in leadership positions within HRM. ANSAIO is also working with Human Resources to create a Mentorship and Leadership Development Program for ANS employees within Road Operations to facilitate their mobility and professional development within the organization. HRM is also providing enhanced diversity and inclusion training to HRM employees.

3. Make Halifax a better place to live and work

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

HRM action highlights under this “quality of life” goal are:

- **Integrated Mobility Plan.** Engagement on HRM’s 15-year plan to invest in transportation and demand management, transit and the active transportation and roadway network is underway. Public consultations will continue through December, and a draft plan will be presented to Council in 2017.
- **Parking Technology.** Funding was approved by Regional Council in November to begin work on stakeholder engagement and scoping of parking technology needs. HRM intends to work with the universities, Halifax Port Authority, the hospitals and Halifax Waterfront Development Corp. to develop a common parking technology practices to simplify the user experience. Work will begin early in 2017 on an analysis of parking demand and inventory of parking supply within our Regional Centre business districts.
- **Green Network Plan.** HRM is currently developing an open space and greenbelting priorities plan for HRM that will guide future open space protection and use. A framework based on research and public consultations will be presented to Council in the New Year.
- **Culture and Heritage Priorities Plan.** Phase I of this plan – development with the Province of a cultural inventory - is underway. The plan is expected to be completed in 2018 and implemented in 2019.
- **Affordable Housing Five –Year Strategy (HRM)** – In September 2016, CPED recommended that Regional Council: approve in principle the Housing and Homelessness Partnership’s (HHP) five-year affordable targets as presented in HHP’s five-year strategic plan; direct staff to develop an associated implementation framework; and, request that the Province amend the HRM Charter to enable Council to implement inclusionary housing for all or part of the municipality. The issue will be discussed at an upcoming meeting of Regional Council.

4. Align economic development

The economic strategy intends to ensure that the Halifax Regional Municipality (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, since April 2016, the Partnership has focused on:

- **Rolling out the Economic Growth Plan to partners.** In April and June, the Partnership presented the Economic Growth Plan at an investor briefing and in separate meetings with more than ten organizations, including the Atlantic Canada Opportunities Agency, Nova Scotia Business Inc., Fusion, and the Halifax Chamber of Commerce. The Growth Plan was also mailed to more than 400 people and organizations and distributed through various social media channels. Relatedly, the Partnership has also partnered with the Chronicle Herald to develop a [portal](#) that includes a series of articles focused on raising awareness of the Partnership's initiatives and of key economic issues in the municipality.
- **Developing a Government Relations Plan.** The Partnership is developing a government relations strategy that will focus on building relationships and aligning efforts with key contacts to raise the profile of Halifax and the Economic Growth Plan. It continues to meet with the Department of Municipal Affairs to support the expansion of the Business Retention and Expansion Program to Regional Enterprise Networks in Nova Scotia.
- **Organizing the Halifax Economic Summit.** On November 24, the Halifax Partnership co-hosted the sold out Annual State of the City Forum with the Halifax Chamber of Commerce that included Mayor Savage's State of the Municipality address. The event demonstrated the Partnership and the Chamber's shared messaging and alignment on economic development issues in the municipality.

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 listing of the key indicators to measure progress in fulfilling each of the economic strategy's goals and objectives. Future Economic Growth Plan updates to Regional Council will track this data.

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 for Regional Council approval in 12 to 18 months.

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.

ATTACHMENTS

ATTACHMENT 1: *SmartBusiness Quarterly Report-October 2016*

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

ATTACHMENT 1:

SmartBusiness Quarterly Report-October 2016

One of the functions of the SmartBusiness program is to gather and identify information about the companies that it assists. These data are **not meant to show representative opinions** you would find from public polling. **This is a conversation with industry.** Information comes from the offices of business leaders, from frank discussions, and often times from outspoken honesty. 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 September):

- Retention Visits: 168 (148 small and medium-sized enterprises, 24 head and regional offices)
- Retentions: 0
- Expansions: 1 (+24 potential)
- Referrals Generated: 336
- Business Consultations: 211
- Jobs Created & Retained: 6

The data below represent findings from 304 interviews with clients between October 2015 and September 2016. SmartBusiness clients may not represent businesses in general, but represent a broad selection of industries and regions throughout Halifax.

Executive Summary

- **Business confidence keeps climbing** – Business owners expressed more confidence in the current economic climate in Halifax than last quarter. 59.2% of SmartBusiness clients consider the current economy Good or Excellent (up from 56.9% in July). Business opinion on how far the economy has improved remained stable with 57.4% saying it has improved (from 56.1%); as did opinion on Halifax’s economic future with 83.4% expecting it to improve (from 82.2%).
- **Municipal service success story** – Business owners have reported an increase in their satisfaction with all eight Municipal Services measured in the SmartBusiness report, as well as ratings of both the Municipal Tax System and Municipal Regulation. Improvements range from very minute (Public Transportation improved by less than 1 point) to quite substantial (Local Roads improved by 12 points). Meanwhile, ratings of importance varied, with business owners putting more emphasis on Local Roads and Public Sewer, but less emphasis on Municipal Taxes and Zoning/Land Use. Businesses were most vocal when discussing taxes, either expressing issues with sharp increases in taxation, high overall rates, or how two areas’ amenities differ while their tax rates are the same.
- **Getting goods to government** – This quarter’s *Issue in Focus* looks at businesses in Halifax and how trends in overall government procurement are affected by macro-economic conditions. It also explores business opinions on the procurement process and provides a profile of the kind of company that offers its services to government.

Definitions and Scores

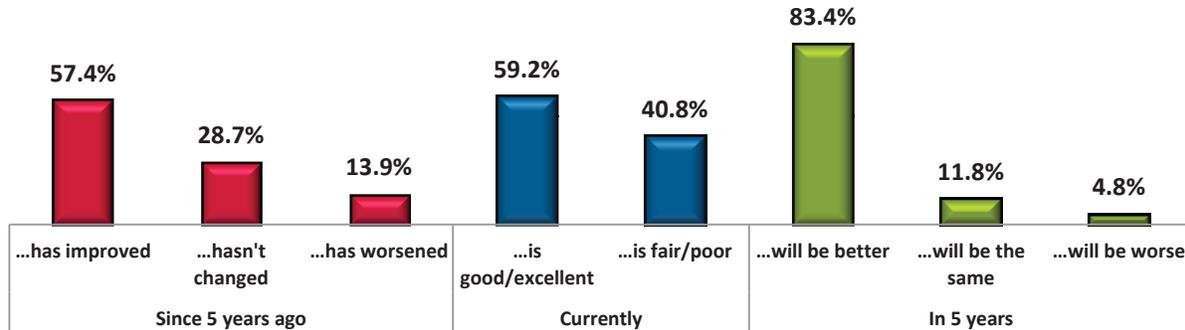
SmartBusiness collects information on twenty-seven business climate factors and eight municipal services. A dashboard has been compiled for each of these topics, providing at-a-glance data of private sector opinion on the business climate in Halifax.

Ratings of performance reflect an underlying score from -100 to +100, indicating how businesses rate particular issues (negatively or positively) and the strength of those opinions. Arrows indicate how much ratings rose/fell since last year. Companies are also asked to list the top-3 most important issues and top-3 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.

Example Dash
Name of Business Factor
Rating (Change)

Overall Business Climate

Businesses think the overall Halifax business climate...



SmartBusiness Report

Municipal Services

All measures of municipal services are higher this year than they were last October. Opinions of the local road network are most improved (up 12 points year-over-year) but remain the least popular among business in terms of their satisfaction (at -25). Meanwhile, business opinions of building inspection (up 11 points) and public water (up 7 points) have improved since October last year.

Labour & Education

Workforce Quality and Availability continue to drive the majority of conversations in SmartBusiness. Halifax business owners are chiefly concerned with where they will find the talent they need. In terms of overall satisfaction, they rate Workforce Quality at +14 (down from +22 last October) and Workforce Availability at -6 (down from +5). Several businesses have commented on a scarcity of skilled workers in Nova Scotia, with some attributing it to outmigration and others experiencing difficulty with credential recognition of foreign workers.

Infrastructure

Overall ratings of Halifax's infrastructure are very high, with business owners expressing broad satisfaction in several key components: Air Access is rated +45, Port Facilities +54, Shipping & Transportation Services +35, and Provincial Highways at +8. Business owners have expressed some dissatisfaction with Rail Services at -8, though it has improved significantly since last October (up from -18).

Taxation & Regulation

All measures of business satisfaction with taxation and regulation are improved since last year. Ratings of Municipal, Provincial, and Federal Regulation have increased slightly (up 2, 5, and 5 points, respectively) while most of the improvement has been seen in the ratings of taxation (up 12, 9, and 9 points, respectively). However, these measures remain some of the lowest rated business climate factors for business owners overall.

Miscellaneous

Businesses continue to be concerned about the issues of Internet/Broadband connectivity, with 35% of business owners (primarily in rural regions of Halifax) considering it a top-3 issue for their business. For more details on this specific issue, check out July 2016's *Issue in Focus*.

Dashboards

Municipal Services					
Local Road Network/Condition rises 12 – No municipal service indicators fell					
Public Water	Municipal Bylaw Enforce.	Building Inspect & Permitting	Road Network/Condition	Police Protection	Public Transportation
Excellent ↑↑	Good ↔	Fair ↑↑↑	Fair ↑↑↑	Excellent ↑	Fair ↔
Labour & Education					
P-12 Education rises 14 – Workforce Quality falls 8					
Workforce Quality	Workforce Availability	P-12 Education	Universities	Community College	Workers Compensation
Good ↓↓	Fair ↔	Good ↑↑↑	Excellent ↑	Excellent ↑	Fair ↑↑↑
Infrastructure					
Provincial Highways rises 15 – Port Facilities falls 5					
Air Access	Port Facilities	Rail Services	Shipping and Transport	Provincial Highways	Utility/Electricity
Excellent ↑↑	Excellent ↓	Fair ↑↑	Excellent ↔	Good ↑↑↑	Fair ↑↑
Taxation & Regulation					
Municipal Tax Structure rises 12 – No tax & regulation indicators fell					
Municipal Gov. Regulation	Provincial Gov. Regulation	Federal Gov. Regulation	Municipal Tax Structure	Provincial Tax Structure	Federal Tax Structure
Fair ↔	Fair ↑↑	Fair ↑↑	Poor ↑↑↑	Poor ↑↑	Poor ↑↑
Miscellaneous					
Housing rises 3 – Internet/Broadband falls 5					
Economic Development Orgs.	Housing	Recreational/Cultural Amenities	Phone/ Cell Phone	Internet/Broadband	
Good ↔	Good ↑	Good ↑	Good ↓	Good ↓	

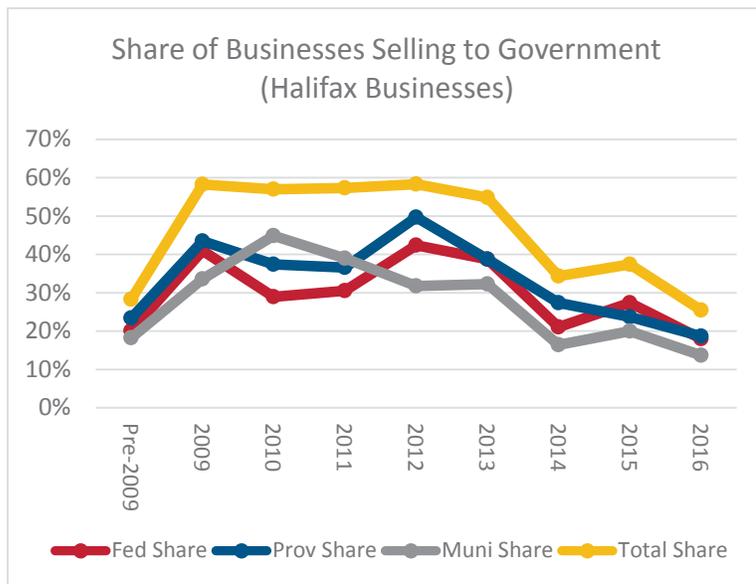
Issue in Focus – Government Procurement

This quarter’s *Issue in Focus* looks at businesses in Halifax and how trends in overall government procurement are affected by macro-economic conditions. It also explores business opinions on the procurement process and provides a profile of the kind of company that offers its services to government.

Procurement Trends

The overall shares of government procurement paint a predictable picture. Through most of the mid 2000s, one quarter (25%) of companies sold their products or services to government. However, this changes radically following the Great Recession and subsequent stimulus spending. Beginning in 2009, the share of companies selling goods to government increased suddenly to 58% and stayed at that elevated level until 2013. This trend can be seen across all levels of government, though it is especially sudden and apparent for provincial and federal governments (see the graph below). During this time about 40% of businesses sold to each level of government; with many companies selling to multiple levels.

By 2013 the Canadian economy had largely recovered, and Halifax had returned to more typical level of growth. Around this time, a smaller share of companies were selling goods to government. This can be seen slowly at first in 2013, dropping more noticeably in 2014. Post 2014, the share of companies appears to be at a more typical level, with levels similar to those experienced before the recessionary stimulus spending.



Issues around Procurement

Interviewed companies experiencing difficulties with procurement typically expressed at least one of two main complaints about the procurement process.

Some business owners took issue with the lack of industry knowledge available from procurement officers. They felt that those handling procurement were inadequately prepared or equipped with the industry-specific experience to procure goods that were being tendered. Often companies required specific, technical information in order to tender a bid for a project, but the procurement officer did not have the relevant experience or understanding to provide the information.

Other companies note specific reputational barriers to procurement. They find that if the company is not well known with the procurement office, they face significant challenges getting their foot in the door. Comments are especially poignant when it comes to the province’s Standing Offer status. Multiple companies describe the requirements for this designation as “nightmarish” or stated that it required them to break confidentiality agreements with other clients in order to qualify. Those who did not have this designation felt it interfered with

their ability to compete with those who had attained a Standing Offer. Others expressed that the process was prejudicial towards smaller organizations.

Profile of a Vendor

There were some notable differences between the kinds of companies that sold goods to government (at any level) versus those that did not. Perhaps the most significant distinction between vendors were that they were, on average, larger companies. One-fifth (22%) of vendors were classified as large companies, with an average of 207 employees per company. Among non-vendors, only 8% were classified as large, with an average of 59 employees per company. Noting this, the profile of an average vendor is a company that is larger and more economically robust than a non-vendor. Vendor companies were more likely than non-vendors to...

- Be innovating their goods, services, equipment or processes (44% vs 32%)
 - Utilizing tax credits for innovation (55% of vendor innovators vs 31% of non-vendor innovators)
- Be pursuing new markets outside of Nova Scotia (56% vs 47%)
- Be aware of Industrial and Technological Benefits/Industrial Regional Benefits policies and opportunities (30% vs 4%)
- Work with Global Affairs Canada/embassies abroad (26% vs 3%)
- Offer employee benefits packages (76% vs 38%)
- Hire immigrants (49% vs 35%); and,
- Be registered on Canada Companies Capabilities (35% vs 6%).

Despite being disproportionately larger than non-vendors, a typical vendor company is actually a small company. Four-fifths (78%) of vendors were Small-to-Medium Enterprises (they had fewer than 100 employees), with 33% qualifying as Micro Enterprises (fewer than 10 employees).

Vendors and non-vendors were identical in some regards. They were just as likely to use the Internet to sell goods and services, as likely to be investing in their companies and equipment, as likely to have a marketing plan, and as likely to be a unionized business. They also tended to have similar outlooks on the overall economy. When business owners were asked to rate the current state of the economy, ratings between vendors and non-vendors varied by only a few percentage points.

Companies who sell services to government tend to be small, stable, and innovative companies. They tend to understand government services, tax credits, and how government operates. They also tend to be more engaged globally, whether through talent or exporting.

Halifax Partnership

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.

ATTACHMENT 2:
Halifax Economic Growth Plan 2016-21 -- Update on Actions for Years 1-2

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

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
GOAL 1: PROMOTE AND MAXIMNIZE GROWTH (Grow Halifax's GDP to \$22.5 Billion by 2021)			
1.1 Make Halifax an easier place to do business.	1. Develop an approach to red tape reduction for HRM.	HRM	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 six-month progress report will be provided to Regional Council. To date, the Partnership has identified regulatory challenges facing Halifax-based businesses (drawn from its <u>SmartBusiness Program</u>).
	2. Develop and adopt the new Centre Plan that will replace planning strategies in the Regional Centre.	HRM	The Centre Plan will bring greater clarity to development in the Regional Centre (the area defined as Dartmouth within the Circumferential Highway and Peninsular Halifax) by creating a new Secondary Municipal Planning Strategy for the area that will replace four community plans and four land use by-laws that were drafted mostly in the late 1970s. In 2015/16, Planning and Development (P&D) completed technical studies, worked with the Community Design Advisory Committee and other stakeholders to define the project, and onboarded consulting support. In 2016/17, P&D is working to complete the draft Secondary Municipal Planning Strategy and associated implementation program and Land Use By-Laws for the Regional Centre. Public engagement components of the project included an Open House in March, eight workshops in May, and a Growth Scenarios Open House in June. On October 11, HRM staff outlined the objectives and policies of each of the Centre Plan's themes at a "Draft Launch Event". The full draft plan was released on October 26, 2016 with public consultations on the draft plan to be held throughout November with the public, stakeholders, the design community, and the development community. A revised draft will be presented to Regional Council's Standing Committee on Community Planning and Economic Development in early 2017. The project's status can be tracked at centreplan.ca .
	3. Benchmark and communicate approvals' standards and timelines to the public.	HRM	As the work to obtain a new Permits & Licensing technology solution is realized, Planning & Development will be confirming processes through mapping exercises in 2017. These maps will inform standards and timelines and communication will occur through various distribution channels as Planning & Development's Renewal efforts are implemented.
	4. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	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. A policy paper on natural person powers will go to Council with a report in Fall 2016, to request public feedback on powers and restrictions. A policy rationale for minor/housekeeping amendments is complete and has been provided to the Province. Regular meetings with Municipal Affairs to monitor progress continue. In addition, GREA is providing support to MGA Review working groups on Economic Development and Governance. In 2016-17, the Partnership has provided an <u>economic development perspective on the Charter Review</u> .
	5. Develop HRM's customer service strategy to improve service to businesses and residents.	HRM	HRM is currently developing a customer service strategy for internal and external clients. In the 2015-16 fiscal year, the Phase I strategy team was established and baseline data was gathered. Phase II began in August 2016 with the formation of the strategy team. Their mandate is to create the customer service strategy which includes identifying service culture changes, service delivery channels, and related measures. It and its high level five-year plan will be completed by March 2017.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
	6. Implement HRM's Planning & Development's organizational renewal program to improve and streamline legislation, processes, supporting tools and technologies.	HRM	<p>Planning and Development continues to renew the department through the implementation of the 2015-2019 Planning & Development Strategic Framework. During 2016/2017, focus has been on the Year 1 and 2 Recommendations of the Framework. Priority actions include:</p> <p>(a) Replacement of the Permitting and Licensing System -- The replacement of the existing permitting & licensing system is a central feature of the strategic plan enabling modernization of the department, and reinvention of business processes. At present, P&D uses a technology system known as Hansen to support many of its business processes; that technology solution is now well past end of life. In April 2016, the P&D Renewal reaffirmed the replacement of Hansen as a priority objective of the renewal. It has been identified as one of the most critical ways the department can change service delivery. To revitalize customer service and service delivery, the project team will consider online application submission and permit generation, electronic documentation and circulation, use of field technology, and improved customer experience through online services (payment, status updates and customer dashboards). ICT and P&D have finalized a project charter. Ten business process workshops are being held over the fall to inform a Request for Proposals that is scheduled to be released in November 2016.</p> <p>(b) Implementation of Fee Service Review -- P&D's fees have not been updated or rationalized in numerous years. Based on an analysis of underlying costs of service, P&D is not recovering sufficient revenues from fees, with an over reliance on property taxes to support services that have a direct beneficiary. Fees are also very low in relation to peer municipalities surveyed. Overall, P&D applications are currently recovering less than half of the direct and indirect operating costs; recovery is particularly low for planning applications. On August 2, 2016, Regional Council adopted the guiding principles for P&D fees and directed staff to develop a fee policy for Council's consideration. The next phase of the project -- development of the fee policy, identification of related business processes and costs, and development of phase-in strategies to manage impacts on industry -- is underway by a consultant.</p> <p>(c) Consolidation and Simplification of Land Use Bylaws -- There are 22 Secondary Planning Strategies and Land Use Bylaws which direct development in HRM. Many of the bylaws are in their original forms and pre-date amalgamation, although they have been amended over time. Due to the diverse origins of each land use bylaw and the piecemeal approach to amendments, there is a lack of consistency in the application of general definitions, land use designations, building and site requirements and approval processes. The Land Use Bylaw Simplification Project is expected to address these issues and result in reduced staff resourcing requirements, faster application processing times, fewer planning applications requiring Council approval, and increased clarity amongst stakeholders. This fiscal year, a lead Principal Planner was assigned to this project. A project report is expected in Q4.</p> <p>(d) Organizational Design Implementation -- HRM has created a new P&D organizational structure that includes new groups -- Infrastructure Planning Division, Business Services Program Area, and Social & Economic Research. The departmental structure was finalized in early 2016 as a first step which will allow P&D to dedicate resources to priority projects, increase organizational capacity, and find efficiencies in workflow processes. P&D continues to work with HR to fill a number of planning positions.</p>
	7. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	Business Climate indicators are included in in the 2016 <i>Halifax Index</i> which was presented to the community on June 4.
	8. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.	Halifax Partnership	<p>April-September 2016 Results</p> <ul style="list-style-type: none"> -Retention Visits: 168 (148 SMEs, 24 HROs) -Client Satisfaction: 86% (measured in May) -Business Consultations: 211 (do these include retention visits?) -24 face-to-face meetings with BRE action team members -336 Referrals Generated -2 company common issues were identified and analyzed -- business views on "red tape" and rural broadband connectivity -Potential systemic issue to be confirmed: time/paperwork/privacy burden associated with application process for certain programs -SmartBusiness/Company Successes are listed under action #72
	9. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.	Halifax Partnership	This activity will be undertaken in Q4.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
	10. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	<p>The Halifax Value Proposition was updated and presented as part of Mayor's Sell Halifax Program and H14 launched in Toronto in June.</p> <p>Four sector profile updates were completed in Q2.</p> <p>The Ocean sector profile and asset map were updated and posted to the website and distributed during Oceans Week 2016.</p> <p><i>Quarterly Economic Report - April and July</i> was produced and distributed.</p> <p><i>The 2016 Halifax Index</i> was produced and presented to the community on June 14th. Copies were mailed to more than 400 contacts.</p>
	11. Provide aftercare to new companies that have chosen Halifax as a new location for their business and make connections to the programs, resources and talent needed for their continued growth.	Halifax Partnership	Between April and September 2016, three aftercare client visits were conducted.
	12. Communicate to the local business community opportunities arising from new international trade agreements.	Halifax Partnership	This activity will be undertaken in Q4.
	N/A. Support Nova Scotia's Regional Enterprise Networks - provide advisory support best practice in economic development, Business Retention and Expansion and Connector support.	Halifax Partnership	Ongoing support services and dialogue with existing RENs and Municipal Affairs on best practices for BRE and economic development have been provided. The Partnership is having ongoing discussions with Valley REN, Cape Breton Partnership(CBREN) and Western REN on how to roll out Connector Program. On-line training sessions for RENs were held in August 2016.
1.2 Work nationally and internationally to attract investment and increase trade.	13. In collaboration with economic development partners, refine and amplify Halifax's value proposition to position Halifax on the world stage.	Halifax Partnership	Halifax international positioning completed and presented to Halifax business community at the Sell Halifax event on Sept. 27 and included in the Sell Halifax online Toolkit (www.sellhalifaxtoolkit.com). The National Connector Program continues to be implemented. The Partnership recently identified a list of ten target companies in strategic markets to attract to Halifax.
	14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	The <i>Halifax Economic Growth Plan 2016-21</i> was shared with NSBI, NS Department of Municipal Services, Global Affairs Canada, EDC, BDC, and ACOA. Ongoing discussions are being held with NSBI to align investment attraction activity.
	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.	Halifax Partnership	<p>World Energy Cities Partnership Mayor and HP attended WECP AGM in Cape Town, South Africa in October. Mayor Savage presented a request for Halifax to host WECP AGM in 2017. Halifax Mayor is current President of the WECP. Halifax Partnership chairs the "Officers' Committee and the Communications Committee and is a member of the Finance Committee and the Economic Development Committee.</p> <p>Consider Canada City Alliance:</p> <ul style="list-style-type: none"> September 20 & 21 CCCA AGM (Montreal) HP sits as a member of the CCCA Executive Committee and Marketing Committee <p>International Partnerships:</p> <ul style="list-style-type: none"> Norfolk delegation planning to visit Halifax during DEFSEC (Q3) Halifax Partnership organized a very successful outreach mission to both Aberdeen and Stavanger (led by Mayor Savage) April 17 – 21, 2016. Aberdeen Delegation planning on visiting Halifax Spring 2017 HP managed/coordinated the signing of the Letter of Intent to cooperate with Zhuhai China (Q2) Norfolk, VA sister city is seeking new Chair of the Halifax Committee (Q2) Success story written about the Halifax-Aberdeen Partnership (Q2) <p>The Partnership also provided orientation services to a delegation from Malmo, Sweden, that visited Halifax in September 2016.</p>

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
	16. Expand the Mayor's Celebrate Business Program to include targeted visits to major centres in Canada and the United States that showcase Halifax's value proposition.	Co-Leads: HRM and Halifax Partnership	June -- Mayor's Sell Halifax event launched and successfully executed in Toronto. Generated 19 prospects, 2 leads. September 27 - Mayor Savage presented the Sell Halifax Program to a sold out audience of 300 business leaders and launched the Sell Halifax online Toolkit. Currently planning events in Boston and Vancouver.
	17. Assess the role the Municipality could play in a potential air route development fund to open direct commercial and passenger routes to other destinations.	Co-Leads: HRM and Halifax Partnership	This activity will be undertaken in Q3/Q4.
	18. Produce a 5-Year Strategic Growth Plan for the Halifax Gateway.	Halifax Partnership	A two-year action plan session was held October 7th in partnership with CN, Halifax Port, HIAA, HRM and the Halifax Partnership.
	N/A. Provide orientation services for inbound business missions.	Halifax Partnership	The Partnership provided orientation services to a business delegation from Malmo Sweden that visited HRM in June 2016.
	N/A. Raise awareness of the Halifax Gateway value proposition in key markets	Halifax Partnership	The Halifax Gateway Council's Marketing Committee that includes HIAA, HPA, CN, and HP was re-constituted in August 2016. Efforts to date have included HGC updates, a new logistics park billboard, new success stories, and the updating and printing of the Mega Project Map that was included in the HPA Port Days delegate bags.
1.3 Improve the conditions for innovation and entrepreneurialism.	19. Increase awareness of R&D capabilities and interests within Halifax universities and opportunities for business to connect.	Halifax Partnership	This activity will be undertaken in Q4.
	20. Increase connectivity with and build capacity of African Nova Scotia and urban aboriginal organizations engaged in economic development.	Co-Leads: HRM and Halifax Partnership	In collaboration with Business Units, ANSAIO is implementing a framework 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 Review, and ongoing Community Outreach. The Halifax Partnership signed an MOU with the Black Business Initiative in May 2016 and its implementation is underway. It 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 has also partnered with the Aboriginal Confederacy to create and pilot a new Aboriginal Connector stream to launch in January 2017.
	21. Facilitate connections between small and large businesses around opportunities for increased innovation.	Halifax Partnership	Connected Dalhousie University with OMERS Ventures re. Innovation Discussion.
	22. Promote the growing network of for-profit business and social enterprise incubation facilities that offer shared space and access to business expertise.	Halifax Partnership	This activity will be undertaken in Q3.
	23. Through the SmartBusiness Program connect businesses with post-secondary R&D capabilities and other resources.	Halifax Partnership	Facilitated 3 business connections to Dalhousie University.
	24. Develop a "SWOT team" approach for economic development players to maximize existing and proposed major projects (e.g. offshore exploration, shipbuilding [including supply chain opportunities]).	Halifax Partnership	Connected SmartBusiness with opportunities to collaborate on supply chain with Ocean Technology Sector Council of NS.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
<p>1.4 Collaborate around major projects to maximize their impact on the economy.</p>	<p>25. Secure federal funding to undertake key infrastructure projects.</p>	<p>HRM</p>	<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. The Herring Cove project received a reduced level of funding and HRM is reviewing how to change the scope of the project to fit available funds.</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). Coordination between HRM and the provincial and federal governments is ongoing.
	<p>26. Capitalize on major project opportunities to attract new foreign direct investment.</p>	<p>Halifax Partnership</p>	<p>Major Project map updated with support of the Halifax Gateway. Map is being used in the new sell Halifax toolkit, the Halifax Gateway website, and was inserted into delegate bags at Port Days in September.</p>
	<p>27. Work with industry stakeholders to raise awareness and maximize major project opportunities in the Oceans Sector (e.g. COVE).</p>	<p>Halifax Partnership</p>	<ul style="list-style-type: none"> Launched new oceans sector brand (Canada's Ocean City) and website canadasoceanicity.com Launched 4 ocean commercialization videos - 3 education videos to be produced in Q3/Q4 Created various oceans marketing materials including Oceans Week advertisements, banners and 4 Success Stories Participated in Oceans Week 2016 events (industry showcase, Gala dinner, launch event) Member of the Strategic Steering Committee of COVE. Promoted COVE website through canadasoceanicity.com and social media channels
	<p>28. Complete the initial planning phases of the Cogswell lands redevelopment, including the creation of a design plan for Council approval.</p>	<p>HRM</p>	<p>The Cogswell Redevelopment Program is a collection of projects and initiatives generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan guides the dismantling of the interchange roadways and bridges and their replacement with at-grade road systems. Six acres of new roads, four acres of designated park area and six acres of developable land will be created. The success of the Cogswell Redevelopment Program will depend upon the successful completion of the following project components: land use planning for the Cogswell precinct; public realm improvements, particularly as they relate to traffic, open space design and pedestrian connectivity; sale of the land for development; and, construction of the street infrastructure including transit requirements.</p> <p>The demolition and reconstruction of the Cogswell lands is estimated to be a three year construction project, and it could begin as early as late 2017. The development of the lands, including land-use bylaw planning and real estate marketing, will occur over an additional four to five years. Procurement is well underway with Fairness Monitor, Traffic Engineering, Surveying Services and Prime Design Consultant service tenders having been awarded. Numerous internal HRM stakeholders have been -and will continue to be engaged in the design process. Halifax Water has completed a feasibility study for District Energy and a go-forward case has been presented to the Environment and Sustainability Standing Committee. Considerable engagement with many area stakeholders and businesses has been performed, with an additional broad-targeted public presentation session which was held on Oct 26, 2016.</p>

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
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.	HRM	<p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:</p> <p>1) 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.</p> <p>2) Amending zoning in the Burnside expansion area to better define target industrial and commercial uses. A public hearing on this issue is planned for early 2017.</p> <p>3) Planning for future expansion of the municipally owned lands at Aerotech and Ragged Lake Park. The Ragged Lake Feasibility Study is complete and its findings will be reported to Council in 2017. A consulting study for Aerotech expansion in 2017 will be prepared.</p> <p>4) Continuing to collaborate with Halifax Water and the Halifax Stanfield International Airport Authority on planned servicing upgrades to enable Aerotech industrial lands to come on line over the next few years. Service issues with HRM have been largely resolved. HRM will work closely with Halifax Water in advancing any new development within the Aerotech Park.</p>
	30. Assess options to divert the movement of goods through downtown Halifax.	HRM	A Goods Movement Opportunities Study was completed in November and examines ways HRM can improve the movement of goods through Halifax's transportation system and what role the Municipality should play in the management of freight movement within the region. The movement of goods through the downtown will be assessed and the entire study will inform HRM's over-arching Integrated Mobility Strategy.
	31. Implement the density bonus study findings to increase density in the Regional Centre.	HRM	Incentive and Bonus Zoning Agreements have been used as a tool to encourage investment in public benefits in Downtown Halifax since 2009. Upon review of the first five years of the project it was determined that improvements in future policy and regulations that use the Incentive and Bonus Zoning Agreement tool improvements could be made to increase both the quantity and quality of public benefit received in exchange for development in excess of the "pre-bonus" standards. All new plans and updates to plans that are currently being developed (Downtown Dartmouth Plan Update, Downtown Halifax Plan Update, and the Centre Plan) will implement the findings of the Density Bonusing Study.
	32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.	Co-Lead: HRM and Halifax Partnership	The 2016 Halifax Index included "Special Analysis: A rural Halifax Profile". In conjunction with the province, the Halifax Partnership and others, HRM (through Finance, Planning & Development, and Government Relations & External Affairs) are working to make the Rural Index a continuing publication.
	33. Assess the feasibility of a rural action committee to foster rural economic development.	HRM	Work has begun with UNSM and neighbour municipalities to broaden the Halifax Rural Index. Staff are actively pursuing opportunities in rural tourism (i.e. 100 Wild Islands), agriculture and aquaculture, and expansion of access to high speed broadband services.
	34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the <i>We Choose Now</i> Report.	Halifax Partnership	"We Choose Now", the ONE Nova Scotia Coalition's 10-year Collaborative Action Plan to revitalize the province, recommends that "the Government of Nova Scotia and ACOA, in partnership with the new Regional Enterprise Networks (RENs), should develop a rural innovation and entrepreneurship strategy, perhaps similar to the EU's Rural Innovation and Business Systems program". HRM is following up with provincial officials to see how the work of the municipality, the Partnership and Destination Halifax can advance some of the ideas in "We Choose Now." Provincial work on rural economic development includes an aquaculture strategy, the development of the RENs, enhanced rural broadband access, support to Perennia, and Innovacorp involvement in the Forestry Innovation Centre in Liverpool. Some of this activity is relevant to opportunities in the rural parts of HRM.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
	N.A. Support the implementation of the Musquodoboit-Sherbrooke STEP Strategic Plan to build tourism capacity on the Eastern Shore.	Halifax Partnership	The Strategic Tourism Expansion Project ranged from Musquodoboit Harbour to Sherbrooke, focusing on aligning an economic development strategy through tourism, alongside the Bay of Islands. The process brings together 35 communities, under the direction of 20 working group members representing the community. The project was undertaken through the coordination of DEANS, and the funding support of ACOA, seventeen local businesses and organizations, and two municipal units. The Partnership actively coordinates business engagement through one-on-one meetings, workshops and event facilitation to encourage cross community and industry collaboration, address challenges and ensure buy-in, loyalty and teamwork. The Partnership is also part of the larger working group and is participating in the business engagement, communications and workshop sub-committees. In Q2, the Partnership engaged in three larger working group meetings where the second ACOA funding application was finalized. The communications sub-committee is currently creating the communications strategy for the coming years, including the design and creation of a website, a blog, a newsletter and a master communications list. The workshop subcommittee is exploring speakers and designing a program calendar for the coming year. It will be looking to engage, inspire and communicate with the local community through a speaker series around the 100 islands (more science, geology, ecology focused), workshops on tourism, experiential tourism and marketing, public consultations, etc. The Partnership is also actively meeting with business owners and getting them involved in the initiative.
	N.A. Work with the Sheet Harbour Chamber of Commerce to identify and address economic development issues on an ongoing basis.	Halifax Partnership	HP is working with Rural Chamber of Commerce in Sheet Harbour to assess challenges and opportunities faced by rural businesses through one-on-one meetings with business owners. We will be able to provide the business associations with economic data on the area and business climate so that they are able to make informed decisions and strategy. This quarter we met with another round of businesses and revisited some businesses from last year. We will be continuing this work into the fall and will have it wrapped up by the end of Q3.
	N.A. Provide the research needed to increase broadband connectivity in rural HRM.	Halifax Partnership	The Partnership's July 2016 SmartBusiness report outlined the current state of broadband connectivity issues in rural HRM.
GOAL 2: ATTRACT & RETAIN TALENT (Grow Halifax's Labour Force to 271,000 by 2021)			
2.1 Create opportunities for youth, including international students, to put down roots in Halifax.	35. Continue the Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.	Halifax Partnership	In Q1 and Q2, the Connector Program: * secured 68 additional Connectors; * re-engaged 15 Connectors; and, * accepted 211 additional Connectees – including Newcomers, International students, recent grads and laid-off workers. At least 63 Connectees found Jobs.
	36. Through the Game Changer Action Plan, raise local business community's awareness on the benefits of hiring young professionals without experience.	Halifax Partnership	Youth retention was highlighted in the 2016 Halifax Index. During Q1 and Q2, the Partnership assisted more than eight companies in hiring youth. Ron Hanlon made opening remarks at Fusion's Pitch for A Great Youth city event on June 24th. Youth remain a stream of the Connector Program (see above).
	37. Increase the business community's awareness of, and access to, labour market information and resources.	Halifax Partnership	This activity will be undertaken in Q4.
	38. Assemble existing, and develop new, marketing collateral and events as part of a Welcome Like No Other Program targeting international students and immigrants.	Co-Leads: HRM and Halifax Partnership	GREA staff are updating the 2013 Welcoming Newcomers Action Plan to be more a more welcoming community to newcomers and residents alike. As part of the Action Plan: -in April 2016, HRM hosted an Open House aimed at Syrian refugees providing information on HRM services (i.e., Police, Fire, Transit, etc.); -in September, the Mayor hosted his annual Mayor's Welcome Reception for immigrants and international students at the Regional Library; -a Welcoming Newcomers Guide that provides municipal and community information to newcomers has been developed, and will be updated regularly with input from the Local Immigration Partnership Advisory Committee; -a booklet of one-page testimonials by newcomers about their countries of origin will be produced in 2017; and, -a guide to outlining international student pathways to immigration will be developed in the coming months.
	39. Communicate private sector labour market needs to the post-secondary/public sectors to improve programs and the supply of labour.	Halifax Partnership	This activity will be undertaken in Q4.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
	N/A. With funding from Planning for Canada, implement the Pre-Arrival Connector Program to provide direct access to pre-screened internationally trained professionals with permanent resident status.	Halifax Partnership	The National Connector Program received 134 pre-screened referrals for intake, with 59 clients served. The number of Halifax referrals has grown despite the drop in overall referral numbers due to promotional issues within IRCC.
2.2 Attract immigrants and expatriates to Halifax.	40. Compile an inventory and increase awareness of the initiatives/programs that assist immigrants' integration into Canada's labour market.	Halifax Partnership	This activity will be undertaken in Q4.
	41. Share Halifax value propositions with universities, employers and public sector partners working to attract students and employees to Halifax.	Halifax Partnership	An engagement plan has been developed and presentations are underway to present the value proposition to key stakeholders to attract business, students and employees to Halifax.
	42. Work with provincial stakeholders to identify ways to leverage Halifax's migrant communities to attract talent and investment to Halifax.	Halifax Partnership	This activity will be undertaken in Q3.
2.3 Promote private sector involvement in co-op and experiential learning.	43. Expand the Halifax Connector Program and Game Changer Action Plan to include experiential learning.	Halifax Partnership	The Partnership submitted a funding proposal to NSLAE to include experiential learning in the Halifax Connector Program and Game Changer Action Plan. Funding approval is anticipated in Q3.
	44. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.	Halifax Partnership	Discussions are taking place with key organizations working to promote trade and apprenticeship-related career opportunities for youth.
	45. Support the rollout of the <i>Connector Program</i> across the province.	Halifax Partnership	The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) with the roll out the Connector Program across the province. Discussions with Cape Breton Partnership, Western REN and Valley REN and Colchester County Economic Development are ongoing.
2.4 Increase workforce	46. In collaboration with provincial partners, BBI, the Mi'kmaw Friendship Centre and education providers, assess existing programs, services and outcomes related to the workforce attachment of urban aboriginals, African Nova Scotians and other groups at risk of exclusion.	Halifax Partnership	A proposal to the federal government was submitted in partnership with the Aboriginal Confederacy to create and pilot a new Aboriginal Connector Stream to launch Jan-2017- 4 year contract.
	47. Continue the Bridging the Gap internship program to connect new graduates to municipal public service, and share program resources with other employers in Halifax.	HRM	The Bridging the Gap internship program has been providing new graduates with career related experience in their chosen field since 2013. The municipality has hired 4 cohorts (approximately 18-22 interns each cohort) in various business units and is proposing to continue to support this initiative into 2017.
	48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	HRM's internship program offers 12-18 month work experience to new graduates. Many HRM positions are posted requiring: 2 years' experience or as "a combination of education and experience will be considered". 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 experience requirements to allow for more youth to screen in. This is done on a one-off basis as positions are posted.
	49. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	The Office of Diversity and Inclusion is supporting the review of HRM's 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 continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
<p>attachment and combat systemic barriers.</p>	<p>50. Explore opportunities to connect newcomers, African Nova Scotian, urban aboriginal, youth and persons with disabilities to employment opportunities at HRM.</p>	<p>HRM</p>	<p>The African Nova Scotian Affairs Integration Office (ANSAIO) hosted a series of Community Circles on Employment with the municipality in three African Nova Scotian communities in the fall of 2015 and spring of 2016. The Office will continue to make its rounds to other ANS communities to provide information on where to look for HRM jobs, how to apply, and to consult with residents on barriers they face to accessing these employment opportunities.</p> <p>As a result of recommendations from the Employment Systems Review, ANSAIO has been working with HR since the fall of 2016 to create a Mentorship and Leadership Development Program for African Nova Scotian employees within Road Operations to facilitate their mobility and professional development within the organization.</p> <p>ANSAIO has collaborated with HR on its Community Partners email list to create a path for HR to directly connect with African Nova Scotian organizations to provide job postings, specifically those that target African Nova Scotians.</p> <p>ANSAIO hosted 11 ANS youth in The Nia Project (September 2016), an initiative designed to provide these youth with an inside view on the role of a municipal councillor and the opportunity to participate in a mock council meeting. The aim is to make this employment option accessible to ANS youth so that they can consider it as a possibility when they become adults. The subsequent phase of this project will connect youth with a municipal employee in their field of interest to job shadow them for the day.</p> <p>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.</p>
<p>GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE & WORK (Grow Halifax's Population to 470,000 by 2021)</p>			
<p>3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax.</p>	<p>51. Develop and implement an open space and greenbelting priorities plan for Halifax.</p> <p>52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.</p> <p>53. Develop and implement the Culture and Heritage Priorities Plan.</p> <p>54. Ensure HRM's culture investments reflect Halifax's diversity.</p>	<p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p>	<p>Regional Council has identified the need for a strategic vision and planning and implementation framework for protecting and managing open space. To achieve this goal, the development of the Halifax Green Network Plan -- an Open Space and Greenbelting Priorities Plan for the Region -- is now underway. Using principles of greenbelting and landscape ecology, an interconnected network of open space will be identified including areas important for wilderness and biodiversity, lands for sustainable forestry, agriculture, and resource extraction, coastal and cultural landscapes, public parks, community greenspaces, and urban squares and streets important to the Regional open space network. The outcome of this work will be a strategic vision and decision-making framework for future open space protection and use. The Plan will not contain new zoning or regulation but rather it will provide the necessary land evaluation, public policy direction, and implementation tools and priorities to shape future community planning process. Any future land-use planning must be considered and approved by Regional Council following focused public consultation.</p> <p>The first major deliverable of the Halifax Green Network Plan, "The State of the Landscape Report: Issues and Opportunities" was released in October 2015. It provides an overview of the key open space values, issues, and opportunities that will influence the plan's development. Phase II, initiated in early 2016, entailed the development of core open space planning concepts based on public consultations. Pending Council's approval of the plan's framework in the New Year, Phase III -- development of a draft plan and implementation strategy -- will be initiated and completed by mid-2017.</p> <p>The Parks and Recreation Framework is progressing well. A recommendation report presenting staff's proposed framework is targeted for Community Planning and Economic Development Standing Committee for January 2017.</p> <p>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, is currently selecting a consultant to undertake the cultural inventory. The Plan is anticipated to take two years to complete, spanning from 2016-2018, with implementation in 2019.</p> <p>The Culture and Events division is in the process of refining their programmatic framework to ensure that diverse perspectives are engaged and 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.</p>

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
3.2 Increase Halifax's environmental sustainability and resiliency.	55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).	HRM	HRM's Community Energy Plan (CEP), first adopted in 2007, is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies, and creating a deeper understanding of energy usage within the municipality. The CEP is being revised, in part, to reduce HRM's absolute corporate emissions by 30% below 2008 by 2020 (as stipulated in the Corporate Greenhouse Gas Emissions Reduction Plan). As outlined in a staff report that went to the Environment and Sustainability Committee in September 2016, the development of a new CEP will take two years. An Energy Leadership team is being established to oversee the project.
	56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.	HRM	The program officially re launched on June 15, 2016. Regional Council set a target for 1350 installations over three years with a total budget allocation just over \$13million in March 2015. Solar City provides a financing through the property (not the individual) to mitigate the upfront costs of the solar systems with a ten year loan at 4.75%. The program is expected to be cost neutral. To date, over 600 properties have registered and are eligible for financing. The program now operates under a five step process that allows property owners to select the system that works best for their property and allows the flexibility of the property owner to select their own solar contractor (as long as they meet the program requirements and conditions). To date, 20 contracts have been executed between HRM and property owners which total more than \$300,000 of support. 75% of the total contracts are for solar photovoltaic (PV) system and the remaining systems are for solar domestic hot water heating.
	57. Complete floodplain studies, overland flooding/stormwater research and policy development.	HRM	<p>Floodplain Studies: Staff is working with contractors to produce new floodplain maps for the Sackville River and the Little Sackville River. 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. In November 2016, a Request for Proposals will be posted seeking a consultant to conduct these detailed risk assessments and mitigation plans.</p> <p>Stormwater Research/Policy Development: --As of July 2016, the new Lot Grading and Drainage By-Law (L400) has been adopted. This new by-law defines standards for how new development is to be graded or shaped with special consideration given to overland stormwater flow patterns. This standard sets minimum lot grades and drainage criteria for new development in both urban and rural environments. --HRM is working closely with HRWC as they apply to the NSUARB for a revised stormwater rate design structure that will incentivize stormwater Best Management Practices (BMPs) to control stormwater runoff and peak flow values. Once the HW stormwater rate design is finalized, HRM will begin creating the stormwater by-law that will bridge the gap between HW's stormwater specifications and HRM Regional Plan Policies.</p>
3.3 Make Halifax more family and children-friendly.	58. Increase awareness of the programs and services available to families and children.	HRM	An Outreach Communication Plan for Parks and Recreation is being created in order to increase awareness of the programs and services available to families and children in HRM. The Plan will be coordinated with Corporate Communications in order to move the plan forward in 2017.
	59. Increase low-income groups' and individuals' access to recreation programs.	HRM	Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. Unstructured play opportunities are provided throughout HRM, such as: open gym times, the Emera Oval (all seasons), equipment lending in the Rec Centres, Mobile Rec Van, Try-A-Ride Mobile Recreation, Free indoor public skates, lake ice thickness testing, free access programs to various Fitness Centre, Free Swim lessons at beaches, free paddling at St Mary's Boat Club, Free activities at events (such as Recreation Day, Dingle Beach Party, Chocolate Lake Beach Party, honey bee demos, Youth Leadership Camp, art hives etc.) Recreation staff will continue to investigate options to engage the community in unstructured free/low cost opportunities in recreation and leisure. New opportunities will continue to evolve as the year goes on.
3.4 Make Halifax a more affordable place to live.	60. Participate on the Housing and Homelessness Partnership and Affordable Housing Working Group to determine appropriate mechanisms to support and encourage a range of affordable housing in HRM.	HRM	<ul style="list-style-type: none"> Affordable Housing Five-Year Strategy, including 5-year targets was developed and presented to CPED in September. Halifax Affordable Housing Conference will take place on November 21 & 22 at the Halifax Central Library. It will include a Facebook event with Honorable Minister Jean-Yves Duclos on the National Housing Strategy Consultations. New federal-provincial funding: in August of 2016 Housing Nova Scotia entered into a new Canada-Nova Scotia 2016 Social Infrastructure Fund Agreement which will create nearly \$75 million investment in affordable housing over two years, doubling previous investment under the Investment in Affordable Housing Agreement 2014-2019. First funding commitment in Halifax announced in October. 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 fees.
	61. Develop a long-term streetscaping program for the Regional Centre.	HRM	Planning and Development aims to develop a long-term streetscaping program for the Regional Centre in 2017. It is P&D's intent to use the matrix of prioritized streetscaping projects previously developed, and to consider how to align it with a complete streets policy and program which is an expected outcome of the Integrated Mobility Plan. Consultation with the BIDS and others is expected to be a part of this process.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
3.5 Improve mobility so that people can live and work more effectively.	62. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	The Regional Parking Strategy, approved by Regional Council in 2009, is a comprehensive 25-year plan addressing a wide range of issues related to parking. The Parking Strategy Roadmap is a focused examination of high priorities from the Strategy and provides a three-year program of deliverables with a concentration on governance, new technologies and supply/demand inventory. The Roadmap was approved by Regional Council in 2014. An opportunity assessment was completed in June and lays out a business case for replacing all technology associated with parking from on-street parking meters, to enforcement and parking ticket management over a three year period. Funding was approved by Regional Council in November to begin work on stakeholder engagement and scoping of parking technology needs. HRM is/intends to work with the universities, Halifax Port Authority, the hospitals and Halifax Waterfront Development Corp. to develop a common parking technology practices to simplify the user experience. Work will begin early in 2017 on an analysis of parking demand and inventory of parking supply within our Regional Centre business districts.
	63. Implement new transit technology, and seek Council approval to implement the Moving Forward Together Plan for Halifax Transit.	HRM	In addition, Planning and Development are currently working on updating streetscape guidelines in the Red Book to clarify expectations in various locations when sidewalks are re-instated following development, or in association with HRM capital works.
	64. Prepare a long-term Integrated Mobility Plan for Council approval.	HRM	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. The first eight public meetings were scheduled to take place in September 2016. Staff will be conducting pop-up consultations in the fall and the second round of public consultation meetings will take place the last week of November and the first week of December. A draft plan will be presented to Council in 2017.
	65. Develop a road and pedestrian safety strategy.	HRM	To help ensure overall pedestrian safety for HRM residents, TPW has prepared annual pedestrian safety plans with input from Corporate Communications and HRP, and has provided input into related engineering, education, and enforcement programs. In 2016, TPW will issue an RFP for consulting support to prepare a Strategic Road Safety Plan. The Plan will be completed in 2017-18.
3.6 Foster cultural proficiency and social inclusion.	66. Research and share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	This activity will be undertaken in Q4.
	67. In accordance with HRM's statement on aboriginal reconciliation, develop a plan to engage urban aboriginal peoples.	HRM	The municipality is currently working closely with the Urban Aboriginal community to identify areas for partnership, gaps and areas of growth with respect to providing service to Urban Aboriginal peoples. The municipality is also looking at the recommendations of the TRC report that specifically speak to municipal actions to support the recommendations. This work is ongoing and being done in partnership and with engagement of the community. A staff information report is being prepared for Regional Council.
	68. Develop and implement a plan to make HRM facilities accessible.	HRM	In 2011, HRM adopted the Canada Standards Association's Standard B651 Accessible design for the built environment. The standard stipulates technical requirements on how to make buildings and the exterior built environment accessible and safely usable by persons with physical, sensory, or cognitive disabilities. HRM is currently developing an accessibility work plan to complete the remaining 40% 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.
3.7 Showcase Halifax to encourage people to visit, live, and work here.	69. With economic development and tourism partners, present trade and investment opportunities, as well as tourism offerings to conference delegates.	Halifax Partnership	No activity in Q1 and Q2.
	70. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	The draft of the Outreach Marketing and Communications Plan is complete. The Parks and Recreation Senior Manager team and Corporate Communications are working together to finalize the plan. A jurisdictional scan of various municipalities was completed. The Outreach Communications Plan will be included as a supporting document to the Parks and Recreation Strategic Framework and will be complete before March 2017.
	71. Articulate HRM's role and approach to tourism, festivals and special events.	HRM	Meetings are ongoing between HRM's GREA and Culture & Events staff and stakeholders to determine internal and external stakeholder roles in developing the desired approach. A staff report will be completed in early 2017.
	72. Leverage the media and Halifax Partnership private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	<ul style="list-style-type: none"> • Produced 6 Investor Spotlight stories for the Investor newsletter • Investor and partner profiles in Momentum magazine • 6 Game Changer success stories • Daily social media promoting company success stories • 9 custom content articles published in the Chronicle Herald (June to October)

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
	73. Develop and publish the Halifax Index -- a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.	Halifax Partnership	<ul style="list-style-type: none"> • 2016 Halifax Index Published • 2016 CRA Business Confidence Survey completed • 2016 City Matters Survey (seeking new presenting sponsor -- pending) • 9 articles published in the Chronicle Herald) highlighting Halifax Index data and key messages
GOAL 4: ALIGN ECONOMIC DEVELOPMENT			
4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.	74. Ensure that Halifax's importance to the provincial economy is a key message in communications.	Halifax Partnership	Halifax Index launched (Investor briefing, Investor and partner communications, media coverage). Economic Growth Plan launched (Investor briefing, alignment meetings, media coverage) >5 media articles incorporating messaging
	75. Share best practices in economic development with other partners and agencies in Nova Scotia.	Halifax Partnership	This activity is ongoing. The expansion of the Connector Program across the province is one example of work in this area.
4.2 Improve coordination of economic development activities	76. Develop a mechanism to strengthen BID-HRM collaboration on economic development matters.	HRM	HRM-BID meetings continue to be held every few months to address HRM service delivery and other issues. The Halifax Partnership also met with the BIDS in the summer 2016 to discuss the BIDS' role in the Economic Growth Plan. The Partnership is now meeting bi-annually with the BIDS to discuss economic development matters.
	77. Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners.	Halifax Partnership	This activity will be undertaken in Q4.
	78. With the Province, explore the feasibility of establishing a table of senior government leaders to address, on an ongoing basis, economic development issues of common interest.	Co-Lead: HRM and Halifax Partnership	This activity will be undertaken in Q3/Q4.
	79. In accordance with We Choose Now Recommendation 1.5, work with the Province to identify business growth opportunities for densely populated disadvantaged communities.	Halifax Partnership	This activity will be undertaken in Q3/Q4.
	80. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders around Halifax's economic challenges and opportunities.	Halifax Partnership	This activity will be held in Q3. Planning is underway. Meanwhile, the Halifax Index was presented to the Halifax business community on June 14th and distributed to 400+ stakeholders through direct mail. It was also distributed through the Partnership's social media channels.
	81. Implement a mechanism for sharing Halifax's economic progress with the Province towards the <i>Now or Never</i> and <i>We Choose Now</i> recommended goals and actions.	Halifax Partnership	The Partnership is collaborating with community partners to develop a measurement framework to track progress towards the One NS goals and to share information with Nova Scotians.

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS
4.3 Monitor the Economic Strategy's progress and adapt actions as required.	82. Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the strategy implementation.	Co-Lead: HRM and Halifax Partnership	<p>The Plan has been developed. Q1 Activities included:</p> <p>April 5 – Economic Growth Plan Presented to Regional Council for Approval May 10 – Investor Briefing (Launch of Economic Growth Plan) June 13 – Economic Growth Plan presented to ACOA Senior Team June 14 - 2016 Halifax Index presented to community Direct Mail – Annual Report, Halifax Index, Growth Plan distributed to (400+) Social Media – Economic Growth Plan & Halifax Index distributed through Social Media Channels</p> <p>Economic Growth Plan linked to and included in in Sell Halifax Toolkit (www.sellhalifaxtoolkit.com) Social Media – Economic Growth Plan & Halifax Index ongoing distribution through Social Media Channels</p>
	83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.	Halifax Partnership and HRM	No activity in Q1 and Q2.
	84. Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council.	Co-Lead: HRM and Halifax Partnership	Economic Strategy Update report (this report) to be available for CPED meeting in December 2016.
	N/A. Implement a marketing and communications plan for 2016-17.	Halifax Partnership	<p>In Q1 and Q2 (April to September 2016), the Partnership experienced, year-over-year, a: 28.8% increase in social media followers (30.0% increase in Twitter, 36.1% increase in Facebook and 12.6% increase in LinkedIn.); 6.4% increase in total online social followers; 23% increase in Facebook followers; 22% increase in Twitter followers; 18% increase in LinkedIn followers; 35,197 total website page views; and, 243 WhyHalifax downloads.</p> <p>The Partnership hosted the following events: May 5 - CEO Council Event – RBC May 5th; May 10 – Investor Briefing (Launch of Economic Growth Plan); May 13 - HP & BBI MOU signing; May 17 - Lets talk Exports event; May 31 – CEO Council Event - WestJet; June 4 – Launch of the Halifax Index Event; June 27 - AGM & 20th Anniversary Event; September 8 – Investor Briefing (Lockheed Martin); September 12 – CEO Council (NATIONAL); September 19 – WSP event with Malmo, Sweden; and, September 27 – Sell Halifax Launch Event.</p> <p>The Partnership has approximately 15 media articles placed/written in Q1 and Q2: Chief Economist monthly column (3 articles) in Chronicle Herald; 10 custom content pieces in Chronicle Herald newspaper and online; 1 Business Voice article; and, My Halifax Experience Magazine article. The Halifax Economic Growth Plan, Halifax Index 2016, Momentum Magazine, and Ocean Sector Asset Map were developed and distributed to stakeholders. The Partnership's media hub was also launched on the Chronicle Herald website at: http://thechronicleherald.ca/tags/halifaxpartnership.</p>
Other Additional Deliverables Identified in HRM Service Level Agreement			
	N/A. Explore the potential development of a long-term capital/financial plan for HRM. (Led by HRM)	Halifax Partnership	Advice was provided to HRM in July 2016.
	N/A. Retain and grow private sector investment.	Halifax Partnership	The Partnership is on track to meet a 95% renewal rate of private sector investors and a \$50,000 increase in private sector investment.
	N/A. Leverage the Municipality's investment in the Partnership to attract other funding.	Halifax Partnership	The Partnership is on track to meet its 2016-17 revenue target of \$3.8 million (with HRM contribution of \$1.66 million).

ATTACHMENT 3:
Halifax *Economic Growth Plan 2016-21 – Key Indicators*

Halifax Economic Growth Plan 2016-21 -- Key Indicators

All indicators are measured for Halifax Census Metropolitan Area unless indicated otherwise

Goal	Measurement	Baseline	Frequency	Source
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	3x Annual	Conference Board of Canada, Metropolitan Outlook 1
	Increase average annual income growth	+1.2%	3x Annual	Conference Board of Canada, Metropolitan Outlook 1
	Increase the total number of jobs	224,100	Monthly	Statistics Canada, Labour Force Survey: CANSIM 282-0135
	Increase the share of full-time work	83%	Annual	Statistics Canada, Labour Force Survey: CANSIM 282-0129
	Increase the share of businesses that consider Halifax an above-average place to do business	15%	Annual	Halifax Partnership - Business Confidence Survey
	Reduce commercial vacancy rates in the downtown	14.3%	Quarterly	Cushman Wakefield Office Marketbeat - Halifax
	Increase the commercial property tax base	\$8.2 billion	Annual	HRM Finance & ICT, Mike Pappas/Andre MacNeil
Attract & Retain Talent	Grow Halifax's Labour Force to 271,000	239,100	Annual	Statistics Canada, Labour Force Survey: CANSIM 282-0129
	Increase Halifax's overall population growth	+1.0%	Annual	Statistics Canada, Population Estimates: CANSIM 051-0056
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	Annual	Statistics Canada, Population Estimates: CANSIM 051-0012
	Grow the international student body...	5,800	Annual	Maritime Provinces Higher Education Commission, Enrolment Data
	...and the gross share that transition into permanent residency	4%	Annual	Citizenship & Immigration Canada, Data Management & Reporting
	Increase net international immigration to Halifax	+2,085	Annual	Statistics Canada, Population Estimates: CANSIM 051-0057
	Attain at least the provincial average workforce participation rate...	69.1%	Censal	Statistics Canada, Census of Canada (National Household Survey Data Tables)
	...for marginalized groups, especially the African Nova Scotian Community	64.7%	Censal	Statistics Canada, Census of Canada (National Household Survey Data Tables)

Goal	Measurement	Baseline	Frequency	Source
Make Halifax a Better Place to Live & Work	Grow Halifax's Population to 470,000	417,847	Annual	Statistics Canada, Population Estimates: CANSIM 051-0056
	Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community	71.3%	Occasional	Statistics Canada, Health Indicator Profile: CANSIM 105-0501
	Increase the supply of non-market housing as a proportion of total HRM households	4%	Occasional	HRM Housing Needs Assessment / Housing and Homelessness Partnership
	Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey...	See below	Annual	City Matters Survey
	..."Good place to raise a family"	7.7	Annual	City Matters Survey
	..."Outdoor recreational facilities"	7.3	Annual	City Matters Survey
	..."Indoor recreational facilities"	7.2	Annual	City Matters Survey
	..."Housing affordability"	6.1	Annual	City Matters Survey
	..."Arts and cultural events"	7.4	Annual	City Matters Survey
	..."City is easy to get around"	6.6	Annual	City Matters Survey
	..."% who feel mostly safe"	61%	Annual	City Matters Survey
	Increase library programming attendance...	1,359,000	Annual	Halifax Regional Library, via Mike Pappas
...and in-person visits	2,881,087	Annual	Halifax Regional Library, via Mike Pappas	