



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

Item No. 4
**Community Planning and Economic
Development Committee**
November 15, 2018

TO: Chair and Members of Community Planning and Economic Development

Original Signed

SUBMITTED BY:

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

Original Signed

Jacques Dubé, Chief Administrative Officer

DATE: August 31, 2018

SUBJECT: *Halifax Economic Growth Plan 2016-21 Update (April-June 2018)*

INFORMATION REPORT

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.

May 22, 2018: MOVED by Councillor Austin, seconded by Councillor Nicoll that Halifax Regional Council:

1. Approve Attachment 1 of the staff report dated March 30, 2018 as the action plan for years three-to-five (2018-21) of the five-year Halifax Economic Growth Plan (2016-21); and
2. Amend the Services Agreement with the Halifax Partnership to replace the existing Schedule "A" attached thereto with Attachment 1 and Attachment 2 of the staff report dated March 30, 2018.

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.

BACKGROUND

Economic Development in Halifax

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

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

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

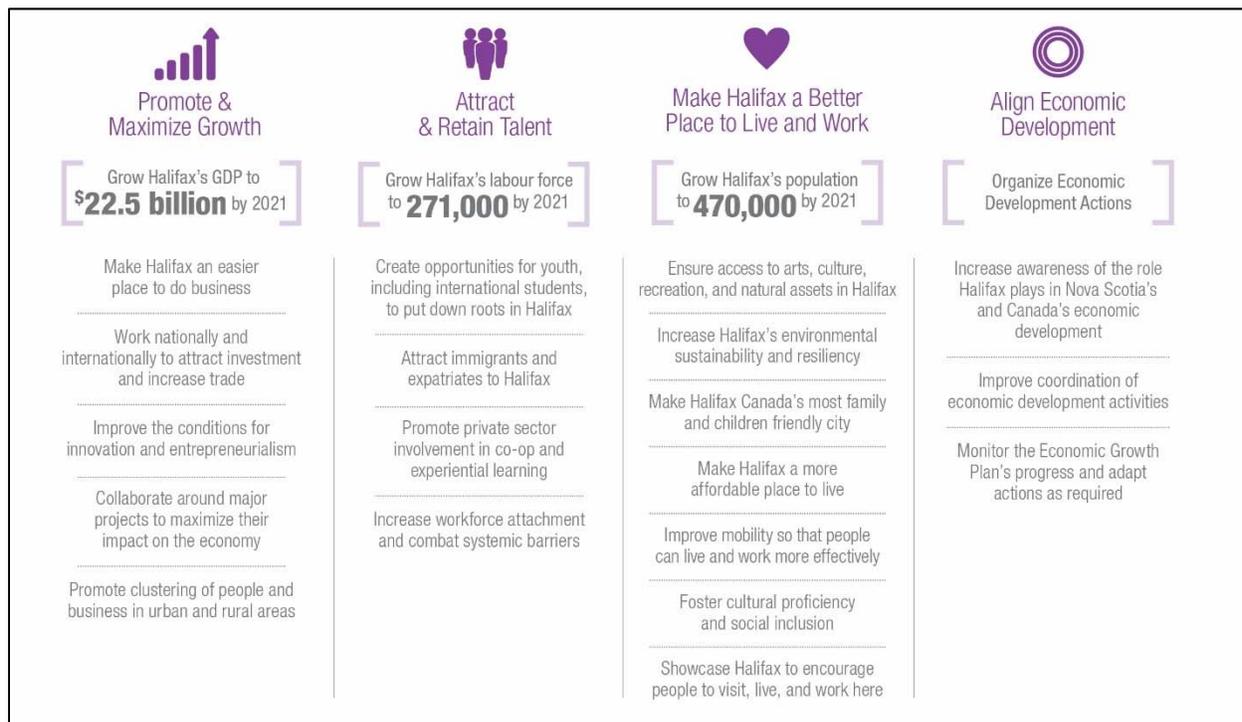
Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2018-19, the municipality's operational grant to the Partnership is \$1,993,418 (including HST), accounting for 27% of the Partnership's total annual budget.

Current Economic Strategy

On April 5, 2016, Regional Council approved the document, [Halifax Economic Growth Plan 2016-21](#) (Economic Growth Plan), as the new five-year economic strategy for Halifax. Building upon the city's relatively strong economic growth in recent years, and in acknowledgement of the negative impacts that demographic and economic trends in the rest of Nova Scotia could have on Halifax, the economic strategy is a growth agenda. It envisions a Halifax with a population of 550,000 people and a \$30 billion economy by 2031. To achieve this end state, the Economic Growth Plan has four overarching five-year goals: promote and maximize growth; attract and retain talent; make Halifax a better place to live and work; and, align economic development. Each of these goals is supported by 19 five-year objectives, as depicted in Graphic 1 on the following page.

In May 2018, Regional Council approved an action plan for years three-to-five (2018-21) of the economic strategy. It has 73 actions, 37 of which are being led by HRM, 30 by HRM, and the remaining six co-led by the two organizations. Most of these actions are built into existing HRM and Partnership work plans and budgets.

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



DISCUSSION

This report provides an overview of the local economy and details the implementation of the Economic Growth Plan from April to June 2018.

OVERVIEW OF THE ECONOMY

According to the Conference Board of Canada's Metropolitan Outlook – Spring 2018, Halifax's GDP is forecast to grow 1.9% in 2018, with growth cooling slightly over the 2019-22 timeframe, averaging 1.7% per year. Job growth of 3,000 positions is predicted for 2018, followed by 2,000 in both 2019 and 2020. Growth in GDP is forecast to be led by the transportation & warehousing and professional, scientific & technical services sectors; the wholesale & retail trade, transportation & warehousing, FIRE (finance, insurance & real estate), and public administration sectors will lead over the 2019-22 period. Both for 2018 and the longer 2019-22 period, positive growth is forecast for all the industrial sectors defined by the Conference Board.

The Partnership's *SmartBusiness Report – Summer 2018* (Attachment 1) notes that business confidence in the municipality continues a pattern of steady improvement. The current state of the local economy was considered Good or Excellent by 71% of SmartBusiness clients and 90% expect the economy to improve over the next five years. Compared to results from one year ago, the percentage of SmartBusiness clients who would recommend Halifax as a place to do business has jumped from 73% to 93%. These results are consistent with results from wider surveying the Partnership has commissioned, which has shown steady increases in business confidence since Spring 2014.

IMPLEMENTATION BY GOAL

Below are highlights of Partnership and HRM activities up to June 2018 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.

Highlights in the first quarter of 2018-19 related to promoting and maximizing growth include:

- **Halifax Innovation District.** Last year, the Halifax Partnership received multi-year funding from the Province to establish, strengthen, and market the Halifax Innovation District. With provincial funding, the Partnership hired a VP of Innovation, a sales engineer to connect businesses with university research, and is developing a tactical plan for the next two years.
- **Regulatory Reform and Customer Service.** The Joint Project on Regulatory Modernization between HRM and the Province that started in 2016 has resulted in HRM's adoption of a Charter of Governing Principles for Regulation, the adoption and future implementation of regulatory impact assessment tools, and more streamlined regulation of sidewalk cafes and signage. HRM and the Province are discussing extending the project beyond 2018.
- **International Partnerships.** The Mayor and the Partnership visited China in June and signed an international partnership agreement with the City of Zhuhai in Guangdong Province. Zhuhai Normal University has a working relationship with Saint Mary's University, as does the Port of Halifax with the nearby Port of Shenzhen. During the visit, the Mayor and the Partnership met with representatives from eight other international cities including the Polish city of Gdynia, a city HRM has been advancing as a potential friendship city partner.
- **Sell Halifax.** On June 6-7, as part of the Sell Halifax Program, Mayor Savage and the Halifax Partnership led a business development program in the Toronto market to deliver the Halifax value proposition of Talent, Location, Cost, and Innovation. The event itinerary included the Mayor's keynote luncheon at the Economic Club of Canada to a sold-out crowd of 170, the Mayor's speaking role at the Dalhousie 200 alumni reception, and strategic one-on-one business meetings, generating two highly qualified leads. Mayor Savage also completed media interviews with Breakfast Television, BNN Bloomberg, and News 680. The Partnership undertook a digital marketing campaign in the marketplace to encourage event attendance and promote key messaging.
- **Commercial Taxation.** HRM staff held a second workshop with the business community in June to identify potential tax improvements for small properties/businesses. A third workshop with the same stakeholders is scheduled for October before a planned staff report to Regional Council in 2018.
- **Smart Cities Challenge.** In April, the HRM and the Partnership submitted Halifax's initial proposal to the Smart Cities Challenge. Finalists were announced in June at the Federation of Canadian Municipalities Conference in Halifax. Halifax was not selected as a finalist. HRM and community partners are improving access to affordable, healthy food for every resident in Halifax by other means, including the Mobile Food Market. Halifax's Smart Cities website (www.smartcitieshfx.ca) has been updated to reflect the announcement. HRM is tracking future Smart City Challenge funding developments.
- **African Nova Scotian (ANS) Economic Development.** HRM's Office of African Nova Scotia Affairs and the Partnership hosted "The Road to Economic Prosperity: A Gathering of African Nova Scotian Communities and Neighbourhoods" June 7-8 to share information on the current state of the communities and begin developing an action plan to advance ANS economic development and community priorities. A follow-up event will be held to present an ANS framework for economic development.

- **Cogswell Lands Redevelopment.** On June 5, 2018, Regional Council approved the 60% design concept plan and directed additional public consultation to assist with completing the design. Public input into the public spaces and new building design rules will be sought in August and September. It is anticipated the completed design plan will return to Regional Council for final review by end of 2018. A Request for Proposal for Constructor Services will follow shortly thereafter in Q1 2019.
- **Centre Plan.** In June 2017, Regional Council unanimously approved the direction of the Centre Plan which will bring greater clarity to development of the Regional Centre by replacing four community plans and four land-use bylaws that were drafted mostly in the 1970s. The planning documents will be brought forward in two packages known as “A” and “B”, with package A generally focusing on commercial centres and corridors and package B the more established community residential and institutional areas. The draft Secondary Municipal Planning Strategy and Land Use By-Law for package A were released in February 2018 for public review. The final drafts of these documents should be completed in the fall.
- **Halifax Index and Economic Research.** On June 18th, the Partnership presented the Halifax Index 2018 and the Action Plan for Years 3-5 of the Economic Growth Plan to more than 200 people at the Halifax Convention Centre. This year’s Index features expanded coverage of Rural Halifax, deeper and broader coverage of social and quality of life indicators, and a special analysis on residential affordability. Community profiles based on new data available from the 2016 Census have been completed for the Eastern Rural and Dartmouth Centre areas, and additional profiles for other sub-HRM areas are planned.

Halifax’s GDP grew from \$18.4 billion in 2016 to \$18.5 billion in 2017. This is not on track to meet the GDP “stretch target” for 2021 or 2031.

2. Attract and Retain Talent

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

Recent Partnership and HRM workforce development highlights are:

- **Connector Program.** Work continues with the Partnership’s Connector Program that matches new residents and post-secondary graduates in Halifax with established business people and community leaders. From April 1 to June 15, the Partnership signed on 127 new connectees and 73 business leaders were accepted into the program.

In June, the Partnership also issued a Request for Proposals (RFP) seeking an expert technical partner to design and build a web-based mobile application to enhance its Connector Program. Funded by the Nova Scotia Department of Labour and Advanced Education, the app will be piloted in Nova Scotia starting in November 2018, fully launched across Atlantic Canada in spring 2019, and continuously enhanced until March 2022.

- **Atlantic Immigration Pilot.** In June 2017, the Partnership was approved for funding to connect local businesses of all sizes with international graduates and skilled foreign workers to fill job vacancies through the Atlantic Immigration Pilot (AIP). To date, the Partnership has met face-to-face and completed diagnostic surveys with more than 200 businesses to promote the program. The Partnership has referred at least 97 companies to become designated employers, of which 44 of have been approved, forecasting the creation of more than 500 new jobs for Halifax over the next three years.
- **HRM Employment Equity.** An Employment Equity Policy has been drafted and, once finalized, will guide the development of an employment equity program for HRM.

Halifax's labour force grew by 1,600 to 240,700 from 2016 to 2017, below the Economic Growth Plan's target. Although an improvement, it is not on track to meet the labour force "stretch" targets for 2021 or 2031.

3. Make Halifax a better place to live and work

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

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

- **Parks and Recreation Strategic Plan and Outreach.** The Parks and Recreation Framework that will guide all Parks and Recreation decision-making is complete and will be presented to the Community Planning and Economic Development Standing Committee in 2018. The business unit has also created a communications outreach plan to increase awareness of the programs available to families and children in HRM. It will be implemented in 2018.
- **Integrated Mobility Plan.** The implementation of the Integrated Mobility Plan approved by Regional Council in December 2017 is underway. Current IMP-related activities include: the integration of IMP projects and actions into the 2018-19 budget; functional design of strategic corridors (e.g. Bedford Highway, Dutch Village Road, Herring Cove Road, and Main Street in Dartmouth); a bus rapid transit feasibility study; and, a bicycle network that includes Bayers Road and South Park Street. At least 87 of the IMP's 137 actions are being advanced.

Halifax's population grew by 8,000 to 425,871 from 2016 to 2017, in line with the economic strategy's population growth targets for 2021 and 2031.

4. Align economic development

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

Highlights related to this objective are:

- **Contributing to province-wide economic development efforts.** The Partnership continues to assist in tracking and reporting on the Nova Scotia Commission on Building Our New Economy ("Ivany Commission") goals as outlined in its "Now or Never" Final Report. It and a team of economic development organizations, economists and academics have developed and are reporting on the OneNS Framework accessible at: <https://onens.ca/>.
- **Outreach to other Nova Scotian communities.** In April, the Halifax Partnership delivered Business Retention and Expansion training to the Truro/Colchester Regional Enterprise Network and Cumberland Business Connector.

Whereas HRM investment in the Partnership accounted for 47% of the Partnership's budget in 2017-18, in 2018-19 it stands at 27% -- a reflection of the increased investment from other orders of government and the private sector.

Attachment 2 is a comprehensive update on each of the 73 economic strategy actions, as well as additional activities identified in the Partnership's updated services agreement with HRM that was approved by Regional Council in October 2016. Items from services agreement that are not economic strategy actions are marked as "NA."

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

NEXT STEPS

HRM will continue to prepare quarterly reports on the Economic Growth Plan.

FINANCIAL IMPLICATIONS

There are no financial implications.

COMMUNITY ENGAGEMENT

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

ATTACHMENTS

ATTACHMENT 1: *SmartBusiness Report – Summer 2018*

ATTACHMENT 2: *Economic Growth Plan Update by Action*

ATTACHMENT 3: *Economic Growth Plan – Key Indicators*

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

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

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

HALIFAX PARTNERSHIP

SMARTBUSINESS
QUARTERLY
REPORT

SUMMER 2018

HALIFAX
PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.



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

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

SmartBusiness has undertaken the following activity so far this fiscal year (April 2018 to June 2018):

- Retention Visits: 35 (25 SME)
- Retentions: 1
- Expansions: 6
- Referrals Generated: 108
- Business Consultations: 61

The data below represent findings from 495 interviews with clients between July 2016 and June 2018. SmartBusiness clients may not represent the local business community in a statistical sense, but they do represent a broad selection of industries and regions throughout

SMARTBUSINESS REPORTING

SUMMER 2018

BUSINESS CLIMATE	CURRENT	LAST QUARTER	LAST YEAR	METRIC
Current Business Climate	71%	57%	56%	The share that believe Halifax's business climate is "Good" or "Excellent".
Future Business Climate	90%	86%	80%	The share that believe Halifax's business climate "Will be better" 5 years from now.
Workforce Availability	48%	39%	45%	The share that believe Workforce Availability in Halifax is "Good" or "Excellent".
Would Recommend Halifax	93%	85%	73%	The share that would recommend Halifax as a place to do business.



93%

Indicators of business confidence are beginning to climb. **93% of businesses would recommend Halifax as a place to do business.**

EMPLOYMENT	CURRENT	LAST QUARTER	LAST YEAR	METRIC
Hiring Recently	50%	47%	47%	The share that have increased employment levels in the past year.
Hiring Planned	69%	66%	54%	The share that expect employment level to increase in the next year.
Low Employee Turnover	50%	74%	82%	The share that report an annual employee turnover of 5% or less.
Seeking Training	53%	50%	N/A	The share that desire/are seeking training for employees.

50%

Halifax employers are reporting higher turnover rates than typical (50%), with some citing challenges with retirement.

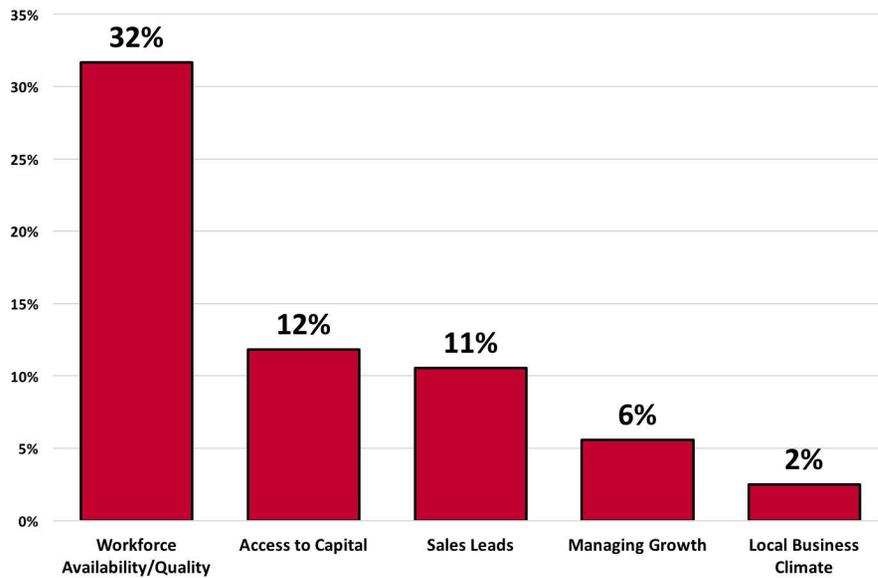
OCCUPATIONS	CURRENT	LAST QUARTER	LAST YEAR	METRIC
Hiring Challenge	64%	71%	36%	The share that are having trouble hiring at least one specific occupation.
Retention Challenge	33%	18%	10%	The share that are having trouble retaining at least one specific occupation.
Retirement Challenge	23%	14%	7%	The share that are having trouble with retirements in at least one specific occupation.
Immigrant Employment	65%	52%	35%	The share that currently have at least one immigrant employee.

23%

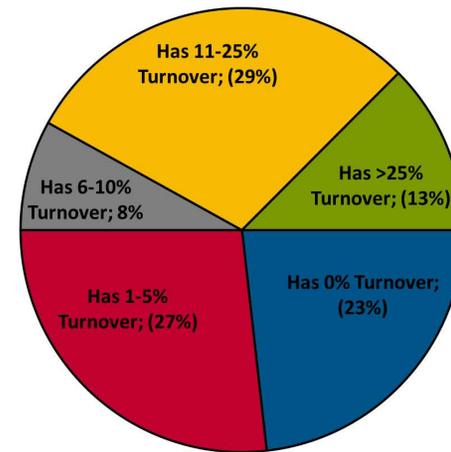
An increasing share of companies are citing issues with retirements. 23% could list an occupation affected by recent retirements.



What is the biggest issue facing your company today?
(Top 5 occurring of 19 possible responses, not including "Other")



What is your annual employee turnover rate at this facility?



SALES	CURRENT	LAST QUARTER	LAST YEAR	METRIC
Increasing Sales	69%	67%	63%	The share that had sales increase last year.
Entering New Markets	44%	45%	35%	The share that are expanding or planning to expand to new markets outside Nova Scotia.
Using Social Media	48%	46%	N/A	The share that use social media to promote their products or services.
Sufficient Connectivity	96%	92%	N/A	The share that have sufficient internet access to conduct business.

69%

Overall sales activities appear to be improving gradually. The share of businesses reporting higher sales (69%) and new market activity plans (44%) are both increasing consistently.

INNOVATION	CURRENT	LAST QUARTER	LAST YEAR	METRIC
Recently Innovated	40%	33%	N/A	The share that have made innovations (new equipment, goods, etc.) in the last two years.
Planning to Innovate	51%	45%	43%	The share that plan to introduce new innovations (new equipment, goods, processes, etc.).
Aware of Post-Secondary	40%	47%	N/A	The share that are aware of post-secondary support for businesses (e.g. partnerships, experiential learning opportunities, incubators).
Sought Funding Support	37%	38%	32%	The share that have accessed government funding or tax credits for innovation.

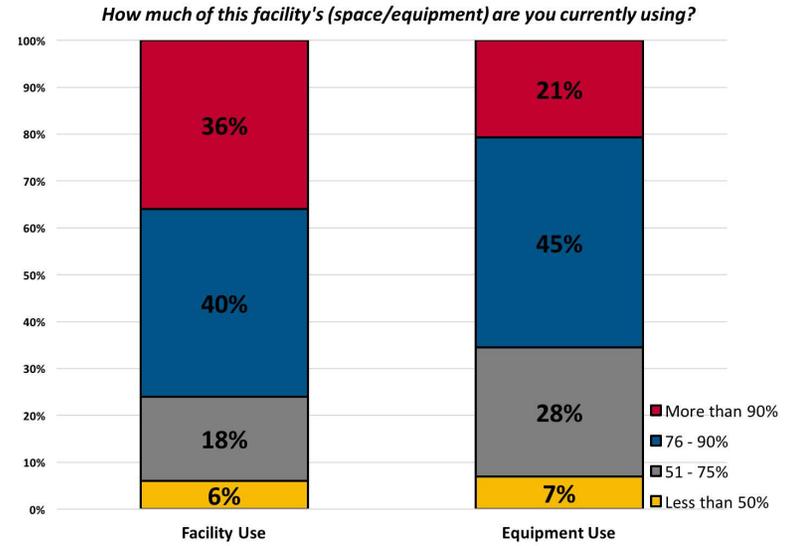
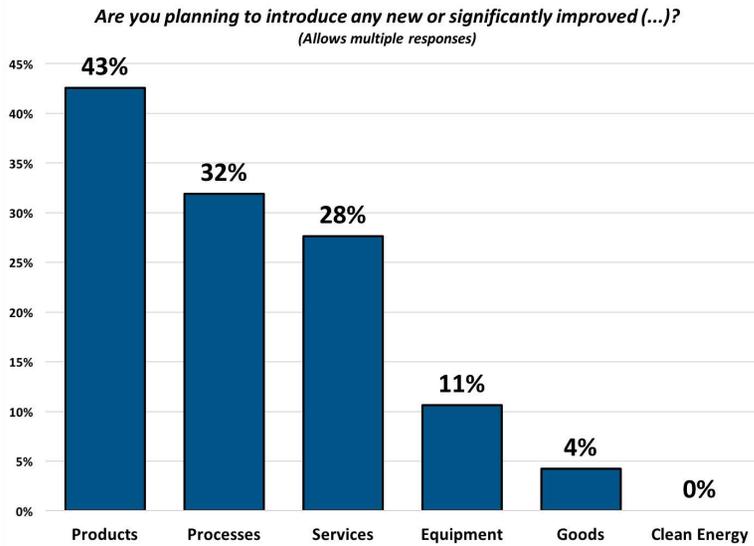
51%

Roughly half (51%) of businesses surveyed had plans to introduce new equipment, goods, services, or processes.

FACILITIES	CURRENT	LAST QUARTER	LAST YEAR	METRIC
Approaching Capacity: Facility	36%	29%	16%	The share that use "over 90%" of their facility's current space.
Approaching Capacity: Equipment	21%	16%	11%	The share that use "over 90%" of their current equipment capacity.
Expansion Plans	70%	57%	37%	The share that are planning to expand within Nova Scotia in the next 18 months.
Risk of Relocation	2%	2%	1%	The share that are planning to relocate local operations to a destination other than Nova Scotia.

70%

More Halifax businesses are planning to expand locally, with more than half (70%) reporting their operations are expanding within the province.



HALIFAX PARTNERSHIP

CONNECT. COLLABORATE. PROSPER.

The Halifax Partnership is Halifax's economic development organization. We help keep, grow and attract 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.



GOAL 1 - PROMOTE & MAXIMIZE GROWTH

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
1.1 Make Halifax an easier place to do business	1. Implement the Joint Project on Regulatory Modernization with the Province of Nova Scotia to reduce red tape.	HRM	<p>On October 4th, 2017 HRM hired a Project Lead Regulatory Modernization to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness to reduce regulatory burden (red-tape) for business. An MOU for the joint project was signed in October 2016. The project is supported by a business advisory panel which includes senior representatives from HRM, the Province, and business organizations including the Canadian Federation of Independent Businesses, Halifax Partnership, Halifax Chamber of Commerce, Urban Development Institute, Restaurants Canada, and, on behalf of Halifax's business improvement districts, the Spring Garden Road Business Association.</p> <p>HRM staff have worked with the advisory panel to identify priority initiatives for regulatory improvement and develop a workplan to advance them by the end of September 2018. The workplan is 90% complete. Accomplishments include: development of a new HRM Charter of Governing Principles for Regulation (Administrative Order) that was adopted by Regional Council in February 2018; and, adoption of a business impact assessment tool for calculating the cost of regulatory proposals to business and a regulatory impact assessment check-list. Additional operational tools and training for staff to implement the Charter of Principles will be developed and rolled out by Q4 2018/19. HRM has also aligned with the Province's Business Navigator Service to help business customers navigate HRM regulation and provide more timely response time for complex business inquiries.</p> <p>Actions have been completed to reduce red tape in the areas of rules and regulations, processes, and customer service. Improvements include the streamlining of sidewalk café license applications, development of communication materials to help businesses navigate sign regulation, development of performance measurement data and public reporting on processing times for sign approvals and sidewalk café licences, and creation of flow charts for five planning application types to help developers plan projects and HRM manage service delivery. Additional work has been completed to advance regulatory amendments to streamline noise exemption approvals for special events and temporary sign licensing. These are targeted for completion in fall 2018. Feasibility analysis has been completed to support by-law amendments that would enable an annual permit for sign companies maintaining signs in the right of way. Each of these improvements will save time and cost for businesses and improve HRM's customer service and regulatory performance outcomes. Potential opportunities for continuation of the Joint Project partnership will be brought forward to Regional Council in fall 2018.</p>	Province of NS / Halifax Partnership / Business Community / Halifax Chamber of Commerce	<ul style="list-style-type: none"> Increase average annual income growth (1.2% growth in personal income per capita in 2015) Increase the total number of jobs (224,100 were employed in 2015) Increase the share of full-time work (83% of jobs were full-time in 2015)
	2. Adopt and implement the Centre Plan to guide community development and support economic growth in the heart of the region.	HRM	In February 2018 the Draft Secondary Municipal Planning Strategy and Land Use By-law for the Regional Centre was released for public review. Through the Spring thousands of people engaged with review and comment on the draft materials that informed edits over the summer. The Centre Plan will further incorporate Downtown Dartmouth policies and community engagement will occur in October 2018. The final draft versions of these documents are expected to be completed early in 2019.	Halifax Partnership / Community at Large	<ul style="list-style-type: none"> Increase the share of business that considers Halifax an above-average place to do business
	3. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	Legal Services is leading the initiative to advance changes to the HRM Charter. This includes providing oversight and strategic leadership, advocating for revisions, and communicating impacts to the citizens of Halifax. In November 2016, Council directed staff to undertake public consultations regarding HRM's request to the Province to have natural persons powers. This was completed in spring 2017 and a report to Council summarized the feedback in August 2017. Council approved a recommendation to maintain existing restrictions on debt, borrowing and debentures; less than market value sales; and direct incentives to business or industry with an exception that would permit the municipality to support organizations pursuing charitable purposes whether not for profit or for profit. This position is with the Province for consideration. A policy rationale for minor amendments is complete and has been provided to the Province. Regular meetings with Municipal Affairs to monitor progress continue. In addition, GREA provided support to Municipal Government Act Review working groups on Economic Development and Governance. In 2016-17, the Partnership provided an economic development perspective on the Charter Review.	Province of NS (Municipal Affairs) / Halifax Partnership	(15% of businesses in spring 2015)
	4. Implement HRM's Customer Service Strategy, with a focus on continuous improvement, to enhance service to business and residents.	HRM	HRM's Corporate Customer Service Strategy and employee guide are complete and will support employees in building a customer-centric organization. Organizational Performance Excellence (PE) and Continuous Improvement Training for 135 senior managers is complete. Eight improvement projects, approved by the PE Executive Steering Committee for implementation, are at various stages of implementation. Performance Excellence Training, Lean Six Sigma Yellow Belt Training and Green Belt training has been rolled out to the rest of the organization to emphasize a continuous improvement approach to providing programs and services.	Halifax Partnership / Community at Large	
	5. Continue to implement HRM Planning and Development's organizational renewal program that includes the communication of approvals' standards and timelines to the public, replacement of the permitting and licensing system, the rationalization of fee-based services, and simplification of land-use bylaws.	HRM	<p>Planning and Development continues to renew the department through the implementation of the 2015-2019 Planning & Development Strategic Framework. During 2018-2019 focus has been on the Year 3 and 4 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. The P&D Renewal reaffirmed the replacement of Hansen as a priority objective. 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 is working with the vendor to enable online application submission and permit generation, electronic documentation and circulation, use of field technology, and improved customer experience through online services (payment, status updates and customer dashboards). ICT and P&D developed a joint project charter. Project kickoff meetings were held with the vendor and core team August 2018. The first phase of the project's post-planning implementation, in Fall 2018, is the fit-gap, followed by design and configuration.</p> <p>(b) Implementation of Fee Service Review -- In August 2016, Council approved guiding principles for reviewing fees. Currently, there is no Fee Policy to guide the establishment of fees and to ensure that the existing fees are aligned with corporate goals, objectives and strategic plans. Upon creation of the P&D Strategic Plan in the spring of 2015, P&D has been undertaking a phased approach to move toward leading practices in all areas of operations. A two-phase fee review was initiated in response to the P&D Strategic objective to rationalize the fee Structure; phase 2 of is nearing completion. The focus of this review has been, to date, on planning fees and development fees, particularly permitting-specific fees. Legislative and regulatory requirements have been reviewed in terms of the current processes, including a review of existing policies and practices, workflow through fee-related processes, budgeting and fee calculation. Additionally, an external analysis was undertaken to determine best practices, review trends and conditions, and compare fees, processes and policies in HRM against those in other municipalities. This work will be advanced concurrently with review of infrastructure charges, and the broader scope of the fees review will involve a consideration of rationalizing fees associated with compliance activities, including licensing and parking. It is important that the work detailed here be dovetailed with the more general fees rationalization work, and the provincial oversight with the associated regulatory dependencies be taken into consideration. P&D will undertake a full-scope sensitivity analysis of P&D fees and charges and their impact. An update on the status of this work will be given to Council in late 2018.</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. In 2017, the By-law simplification team was transferred from the Business Services to Regional Planning and a lead Principal Planner was assigned to this project. The first phase of by-law simplification is the Centre Plan project. Staff are currently developing a work plan for the future phases of the project, which will cover suburban and rural lands.</p> <p>(d) Planning Applications Process- Current Planning is currently engaged in a process aimed at increasing the efficiency, transparency, and consistency of the processes relating to planning applications and permits. Over the course of the next year, Current Planning will improve transparency of its processes through implementation of a system of regular and formalized communication between HRM and its applicants as well as revising the process by which feedback is provided by internal stakeholders to applicants in a timely manner. Efficiency will be improved through new processes regarding planning application tracking and timeline monitoring, as well as more rigorous methods used to ensure high levels of accuracy in application related data quality. Finally, consistency in processes will be greatly improved through better monitoring of key process indicators for planning applications, as well as the creation of process manuals for various planning processes, allowing HRM planners to process application in a clear and consistent manner as well as facilitating easier onboarding of new employees to the business unit.</p>	Halifax Partnership / Urban Development Institute of NS / Development Liaison Group / Community at Large	<ul style="list-style-type: none"> Reduce commercial vacancy rates in the downtown (14.3% vacancy rate in Q4 2015)
	6. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	Business Climate indicators are included in the 2018 Halifax Index which was presented to the community on June 18, 2018. The 2018 Halifax Index can be found at http://www.halifaxpartnership.com/en/home/economic-data-reports/halifax-index/default.aspx	HRM / Province of NS / Government of Canada / Business Community	
	7. 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>With 2018-19 funding support from Nova Scotia's Office of Immigration and Department of Business, the Partnership's 2018-19 Business Retention and Expansion Program is focused on connecting business to the resources they need to be successful.</p> <p>Between April 1 and September 30, the Partnership team met with 157 targeted businesses, generating the following results:</p> <ul style="list-style-type: none"> 132 face-to-face meetings with businesses facing chronic labour market challenges; generating 78 referrals to partner organizations, 39 of which were to NSOI to become designated employers under the Atlantic Immigration Pilot Program 5 face-to-face meetings with companies that have the potential to export; generating 12 referrals to partner organizations 20 face to face meetings with companies who need/desire connections to innovate; generating 63 referrals to partner organizations 	HRM / Province of NS / ACDA / Post-Secondary Institutions / Business Community	<ul style="list-style-type: none"> Increase the commercial property tax base (estimated \$8.2 Billion in 2016)

	8. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	<p>The Partnership's Chief Economist and Research Team measure and track key economic indicators that detail trends affecting Halifax's business climate and economic growth. Between April 1 and September 30 of this year, the Team presented:</p> <ul style="list-style-type: none"> - Halifax Index 2018 to the community on June 18, 2018 - Economic Report - Summer 2018 - SmartBusiness Report - Summer and Fall 2018 - Community profiles for the Eastern Rural, Dartmouth Centre, and Sackville - Research and analytical services to internal and external clients. - For the most up-to-date economic information on Halifax's value proposition and industry sector profiles to http://www.halifaxpartnership.com/en/home/economic-data-reports/default.aspx 	HRM / Province of NS / NSBI	
	9. Provide aftercare to new companies that have chosen Halifax as a new location for their business.	Halifax Partnership	<p>The Partnership is working with RBC to develop and implement promotional opportunities to raise the profile of their Bedford location to facilitate growth and recruitment of talent. RBC is looking to aggressively grow its shared services centre in Bedford.</p> <p>The Partnership has been actively supporting new FDI companies that have expanded in Halifax including: Dialytics and Nautics in their immigration / labour requirements and other key areas to integrate them into the community.</p>	HRM / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business Community	
	10. In partnership with the Province, develop an approach to resolving ownership, taxation and planning issues on residential and community-owned properties without clear title.	HRM / Halifax Partnership	<p>In September 2017, the provincial government committed resources to resolving the land title issues in East Preston, North Preston, Cherry Brook and two other Black communities outside of HRM, Sunnyville and Lincolnville. HRM is represented on the stakeholder committee as the province is moving towards fulfilling the terms of its public announcement which includes: covering legal fees and other costs incurred for clarifying land ownership; hiring two community liaison officers to help residents with the process; and, hiring a land surveyor and two survey technicians to carry out surveys.</p> <p>To date, NS Legal Aid has completed the hiring of legal experts for the process and have begun accepting applications from residents. The department of Natural Resources has completed the hiring of a surveyor and two survey technicians. Work has begun in earnest on files requiring survey work. CCH has also completed the hiring of two community navigators.</p> <p>In the interim, HRM (Finance, Legal and ANSAIO) is waiting for further movement on the process to determine its roles and responsibilities as things progress.</p>	Province of NS / Community at Large	
	11. Assess potential commercial taxation improvements identified by the business community.	HRM	<p>Staff and the business community met in January and June 2018 on core issues related to potential improvements to commercial taxation. HRM staff held a second workshop with the business community in June to identify potential tax improvements for small properties/businesses. A third workshop with the same stakeholders is scheduled for October before a planned staff report to Regional Council in 2018.</p>	Halifax Partnership / Business Community / Business Improvement Districts / Halifax Chamber of Commerce	<ul style="list-style-type: none"> • Increase average annual income growth (1.2% growth in personal income per capita in 2015)
	12. Develop and implement an ANS Action Plan to advance ANS economic development and community priorities.	HRM / Halifax Partnership	<p>In June 2018, the Halifax Partnership and ANSAIO organized a community information gathering event entitled, Road to Economic Prosperity: A Gathering of African Nova Scotian Communities and Neighbourhoods. The two-day event featured representatives from African Nova Scotian community based organizations, and individuals from ANS communities across HRM.</p> <p>The event provided participants an opportunity to share and discuss:</p> <ul style="list-style-type: none"> • information on the current state of the communities • best practices and ways to support each other • what is happening at all levels of government • how to enhance growth and economic prosperity of all communities • how to begin to develop the Roadmap to Economic Prosperity with a strategy and vision to ensure growth and prosperity for all African Nova Scotian communities and communities of African descent across our region. <p>Questions explored during the event included:</p> <ul style="list-style-type: none"> • How do African Nova Scotians build capacity? • How does the community increase collaboration and resources? • How does the community utilize positive experiences to create trust and build better working relationships. <p>Community members and organizations presented during the event. There were also community engagement sessions surrounding a keynote address on "Economic Development: One Cornerstone of Liberation".</p> <p>A follow up from the session will be presented to the community in 2018.</p>	Province of NS / Black Business Initiative / ANS Organizations / Business Community / Not-for-profit Sector / Post-Secondary Institutions / Community at Large	<ul style="list-style-type: none"> • Increase the total number of jobs
and internationally to attract investment and increase trade.	13. Expand the Sell Halifax Program increase to investment.	Halifax Partnership	<p>The Halifax Partnership has expanded its Sell Halifax program to provide a selling strategy, positioning, branding, research and other services to companies, institutions, and individuals who are looking to sell their business, etc.). The strategy is supported by a detailed tactical plan and measurement framework.</p> <p>As of September 30, the status of the program's sales funnel is as follows:</p> <ul style="list-style-type: none"> o Leads – 53 o Prospects – 23 (3 of these leads are on the top 10 list) o Closes – 4 o Expected Number of Jobs – 78 o \$7,800,000 Estimated Economic Impact <p>Research is underway to validate a new market of entry for Sell Halifax. The new market will align with at least two of Halifax's key sectors of strength, be a good location for receiving the TLC() messaging, and have business connections already established that can be further developed for business growth.</p> <p>The Halifax Partnership, in collaboration with partners, also manages a Top 10 Target List. Activity from April 1 - September 30 is as follows:</p> <ul style="list-style-type: none"> • 3 Top 10 pitches (in collaboration with partner organizations) • 2 Top 10 site visits to Halifax in August, 2018 	HRM / Province of NS / NSBI / Business Community / Industry Associations / Discover Halifax / Gateway Partners / Events East / Post-Secondary Institutions / ACOA	(224,100 were employed in 2015)
	14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	<p>The Halifax Partnership is working with the Municipality of East Hants to develop a Memorandum of Understanding focused on increased collaboration on investment attraction and foreign direct investment activities and connecting existing businesses to resources needed for success.</p> <p>In August, the Halifax Partnership hosted the newly created Invest in Canada organization. This organization is responsible for increasing Canada's share of Foreign Direct Investment. The two-day visit provided an opportunity to share an overview of our key strategic sectors, selling/value proposition, and research capabilities. The meeting also provided an opportunity to show alignment between our municipal and provincial economic development organizations and our joint efforts at securing FDI. Invest in Canada was impressed with the collaboration and willingness to work together on selling Halifax and Nova Scotia and commented that Halifax was the only stop on their 13-city cross Canada tour that included the province in the meeting.</p>	Province of NS / NSBI / ACOA	
	15. Leverage regional, national and international partnerships to increase trade and investment.	Halifax Partnership	<p>In May, the Partnership managed Halifax's role in the World Energy Cities Partnership (WECP) working meeting in Houston. Included managing Halifax's role as President of the organization. The Partnership participated in the WECP panel on innovation and cities and hosted a reception in partnership with Cox and Palmer and the Province of Nova Scotia for 100+ CEOs within the Energy Industry in Houston.</p> <p>In June, the Partnership joined an Ottawa meeting of the Consider Canada Cities Alliance (CCCA) membership and continued its role on the Executive Committee for the CCCA.</p> <p>In June, a new international partnership was signed between Zhuhai, China and Halifax (included management of visit to Zhuhai by Mayor Savage).</p>	HRM / Province of NS / NSBI / Industry Associations / Business Community	<ul style="list-style-type: none"> • Increase the share of full-time work

1.2 Work nationally	16. Strengthen and raise awareness of the Halifax Gateway.	Halifax Partnership	The Halifax Partnership continues to manage the Halifax Gateway, its profile and messaging for the local community and national audiences. In June, under the collaborative umbrella of Halifax Gateway, the Halifax Partnership led a joint presence at the the Federation of Canadian Municipalities (FCM) conference in Halifax, co-hosted the opening reception and presented to the FCM attendees.	HRM / Gateway Partners / Business Community	<p>(83% of jobs were full-time in 2015)</p> <ul style="list-style-type: none"> Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in spring 2015) Reduce commercial vacancy rates in the downtown (14.3% vacancy rate in Q4 2015) Increase the commercial property tax base (estimated \$8.2 Billion in 2016)
	17. Implement the three-year master plan to establish, strengthen, and market Halifax's Innovation District.	Halifax Partnership	The Partnership continues to advance the Halifax Innovation District. As the project continues to evolve, the Department of Business will assume the role of administrator, convening the three delivery partners every two months for group discussions around metrics and outcomes. In parallel, the Partnership has finalized the Innovation District strategy and tactics which will focus on engaging and enrolling constituents into the notion that building an Innovation District will have a positive impact on the community as a whole. The 18-month plan includes auditing the assets in the district and ecosystem; developing a value proposition and identity; community engagement and placemaking initiatives to make better use of our existing assets; aligning with HRM and other partners on policy and placemaking initiatives to support growth. A communications plan will be developed in collaboration with the Partnership's agency of record (NATIONAL Public Relations) by the end of October. The Partnership team has presented to multiple stakeholders and is collaborating with HRM to inform place-making and the Centre Plan.	Province of NS / Post-Secondary Institutions / Incubators / Business Community	
	18. Promote the public-private Ocean Supercluster initiative to grow the knowledge-based ocean economy.	Halifax Partnership	The Halifax Partnership has promoted the Ocean Supercluster initiative through newsletters, the Sell Halifax Toronto mission in the Mayor's speech and media interviews. In addition, through social media the Partnership supported Oceans Week 2018 and the launch of the Centre for Ocean Ventures & Entrepreneurship (COVE). The Halifax Partnership also managed a "Top 10" company visit to Halifax in August wanting to learn about the ocean supercluster and our collective Ocean strength.	Government of Canada / Province of NS / Institute for Ocean Research Enterprise / Canada's Ocean Supercluster / Post-Secondary Institutions / Incubators / Industry Associations / Business Community	
1.3 Improve the conditions for innovation and entrepreneurialism.	19. Increase the commercialization of post-secondary research.	Halifax Partnership	This action is also covered under Action #7. The Halifax Partnership continues to work closely with the Universities and the Nova Scotia Community College to better understand capabilities and capacity residing in each institution so that the business connections and opportunities may be more easily identified. A "Business Support" website to help business connect to the innovation/startup resources they need is being developed. An initial inventory of Post-Secondary strengths (programming, research, lab availability, etc.) has been assembled and vetted by Industry Liason Offices responsible for each institution. This inventory will be further added to and refined as offerings change and are updated. Where applicable, information will be incorporated into the support website. Between August 7 and September 30 the Partnership Team met face to face meetings with 20 companies who need/desire connections to innovate; generating 63 referrals to partner organizations.	Post-Secondary Institutions / Industry Associations / Business Community	
1.4 Collaborate around major projects to maximize their impact on the economy.	20. Undertake special projects to address immediate economic opportunities.	HRM / Halifax Partnership	In April, the HRM and the Partnership submitted Halifax's initial proposal to the Smart Cities Challenge. Finalists were announced in June at the Federation of Canadian Municipalities Conference in Halifax. Halifax was not selected as a finalist. HRM and community partners are improving access to affordable, healthy food for every resident in Halifax by other means, including the Mobile Food Market. Halifax's Smart Cities website (www.smartcitiesfx.ca) has been updated to reflect the announcement. HRM is tracking future Smart City Challenge funding developments.	Province of Nova Scotia / Government of Canada / Business Community / Post-Secondary Institutions / Not-for-Profit Sector	
	21. Secure federal funding to undertake key infrastructure projects.	HRM	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. HRM received \$34.2 million for six water and wastewater projects, and \$30.6 million for 17 transit projects under Phase 1 of the program. Phase 1 Projects were originally due to be complete by March 31, 2018, but the federal government has extended the deadline for completion to March 31, 2020. The phase 2 bilateral agreement between the Federal and Nova Scotia governments was signed in April 2018. It establishes funding amounts and cash flow targets over the next 10 years. Funds will support public transit, green infrastructure, and communities culture and recreation projects. The Province asked municipalities to submit infrastructure priorities so they can provide a draft capital plan to the federal government, which will be updated annually. Council approved a list of projects to submit to the Province for its three-to-five year funding framework. This framework is being submitted to the Federal government for approval in Fall 2018.	Government of Canada / Province of NS (Municipal Affairs)	
	22. Complete the final design and partial reconstruction of the Cogswell Lands Redevelopment.	HRM	The Cogswell Redevelopment Program is a city-building program generated from the Cogswell lands Plan passed by Regional Council in 2016. The Plan will convert 22 acres of road infrastructure into a mixed-use neighbourhood, extending the entrance of the downtown northwards and reuniting communities presently separated by the existing interchange lands. The urban street grid will be reinstated and create development blocks capable of supporting residential and commercial environment for 2500 people. High quality dedicated cycling lanes, multi-use trails, new parks and open spaces, a reimagined transit hub, and a significant central urban square will transform this vehicle-centric area into a livable, pedestrian friendly area for people to live, work and play. The demolition and reconstruction of the Cogswell lands is estimated to take three years, and can commence Q3 2019. Development of the lands and real estate marketing will occur over an additional four to five years which will change the cityscape of the downtown region. On June 5, 2018, Regional Council approved the 60% design concept plan and directed additional public consultation be undertaken to assist with completing the design. Consultation was completed in October, 2018 focusing on greenspace, public realm, building siting and design elements as well as active transportation and connectivity of the city to the waterfront. Work continues to progress on the various required land acquisitions with Halifax Water, DND and Crombie. The HRM Charter has been amended to enable district energy services within the Cogswell District. Drafting of a by-law requiring mandatory hook-up to these services is underway. It is anticipated the completed design plan will return to Regional Council for final review by end of 2018. A Request for Proposal for Constructor Services will follow shortly thereafter in Q1 2019.	Halifax Water & Other Utilities / Development Community / Business Improvement Districts / Business Community / Community at Large	
business in urban and rural areas.	23. Ensure that an adequate supply of industrial lands is available to support economic development objectives.	HRM	As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM: - is adjusting capital plans to finance the acquisition and preparation of land for industrial development (this is an ongoing task; HRM acquired 428 acres adjacent to Burnside in 2015); - amended zoning in the Burnside expansion area to better define target industrial and commercial uses (a public hearing on this issue is anticipated for 2018); and, - is planning for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park. - The Ragged Lake Feasibility Study was completed and its findings reported to Council in 2018. Regional Council has further directed staff to develop terms of reference to guide the background studies needed to inform a future secondary planning process for the proposed Ragged Lake Industrial Park which will begin in 2018 and expected to be completed in 2019-2020. - Consulting studies for short-term Aerotech development were completed in 2017 and will continue into 2018 with preparation of a lot grading tender to be general aligned with the timing for the re-zoning of Aerotech. Long-term expansion studies for the balance of Aerotech lands will also continue into 2018. HRM will place lot inventory on the market in 2019/20. Aerotech Park will need to be re-zoned to permit broader land uses in line with standard industrial park lot inventory and will utilize the new Burnside zoning framework once that process is substantially completed.	Halifax Partnership / NSBI / Province of NS / Halifax Gateway Partners	
	24. Ensure rural HRM is considered in NSCC's development of a Rural Innovation District.	Halifax Partnership	The Partnership is collaborating with NSCC on opportunities to engage Halifax rural communities in NSCC's program to help rural entrepreneurs with rural business activities.	Rural Business Associations /NSCC	

1.4 Promote clustering of people and	25. Grow rural economic development by focusing on broadband/cellular infrastructure, tourism, resource extraction, agriculture, and business retention and expansion activities.	HRM / Halifax Partnership	<p>In July, a staff information report on rural broadband went to Regional Council outlining: recent federal and provincial rural broadband decisions, strategies, and programs; issues HRM should consider when supporting rural broadband development; and, Develop Nova Scotia's work to engage stakeholders on the roll-out of its Nova Scotia Internet Funding Trust (NSIFT). Staff continue to engage DNS to determine how to access funding. More details about how DNS will procure rural broadband solutions are expected in November 2018.</p> <p>HRM continues to support rural tourism through its operational support to Destination Eastern and Northumberland Shores and Discover Halifax. HRM staff are also participating on the stakeholder advisory committee that is providing input into the potential creation of Marine Protected Area by the federal Department of Fisheries and Oceans in the 100 Wild Islands area.</p> <p>This year, the Partnership produced a community profile of Eastern Rural HRM based on new data available from the 2016 Census.</p> <p>In 2016, a team of urban planners dedicated to the rural communities of HRM was developed as part of a business unit realignment. The primary focus of the team is processing planning applications in rural communities and completing small scale policy projects which address key planning policies or regulations identified as being problematic or inconsistent with the needs of the our rural communities. In addition to continuing to be a presence within the rural communities of HRM focusing on improving their economic, environmental and cultural resiliency, the rural planning team will be completing policy papers on the following topic over the course of the coming year:</p> <ul style="list-style-type: none"> • an overview of the complexities of the LUB definitions for 'tourist accommodation' uses looking for opportunities to modernize regulation to reflect today's market demand and identifying ways to minimize the need for planning processes; and, • an overview of the complexities and wide range of uses considered as 'Commercial Recreation' identifying ways to minimize the need for planning processes (development agreements) with an eye towards reducing red tape. 	Province of NS / ACOA / Rural Business Associations	
N/A	N/A. Work with the Sheet Harbour Chamber of Commerce and Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs to identify and address economic development issues on an ongoing basis.	Halifax Partnership	The Partnership met with the St. Margaret's Bay Chamber of Commerce and will be presneting to its membership in the fall. It will also be re-engaging SHOCC and MHACCOCA in the fall.	Sheet Harbour Chamber of Commerce / Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs	

GOAL 2 - ATTRACT & RETAIN TALENT

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
2.1.1 Create opportunities for youth, including international students, to put down roots in Halifax.	26. Develop a mobile technology application to connect local and international graduates to the networks and resources needed to build a career in Halifax.	Halifax Partnership	<p>With project funding support from the Nova Scotia Department of Labour and Advanced Education, the Partnership awarded a request for proposals to Halifax-based Code + Mortar to design and build a web-based mobile application to enhance its Connector Program. Currently, there are five Connector programs across Nova Scotia that collectively work with approximately 600 Connectees a year. By creating a web-based mobile app that can work interchangeably with the face-to-face program, the Partnership is aiming to drastically increase the number of participants who benefit from the program, tapping into the 15,000 post-secondary graduates in Nova Scotia and 32,000+ graduates across Atlantic Canada, ultimately increasing retention and attachment to the labour force.</p> <p>A second RFP was released for Marketing Communication Services for the App, which was awarded in August to National Public Relations. The marketing and engagement strategy is currently being developed and the soft launch of the app is set for mid-November. A formal launch for Nova Scotia is set for mid-February.</p> <p>Between April 1 and Sept 30, the Halifax Partnership Connector team:</p> <ul style="list-style-type: none"> • Met with 304 new Connectees (177 immigrants, 44 international graduates, 83 domestic graduates) • Signed on 116 new Connectees (business leaders from the private and public sector) • 58 Connector Program Connectees found jobs in Halifax (30 immigrants, 13 international graduates; 15 domestic graduates) <p>Additionally, the team has:</p> <ul style="list-style-type: none"> o Developed a partnership to help with the settlement of spouses of internationally recruited Irving Shipyard employees. o Met with RBC VP of Commercial Accounts and Recruiting Manager to discuss ways to greater leverage the Connector Program to help with RBC talent acquisition. o Continuing the partnership with Dalhousie, established in spring 2018, to refer candidates to the Talent Pathways program. This is a new program to build a contingent workforce of highly-skilled newcomers interested in a career at Dalhousie. Candidate referrals are ongoing. o Continued to raise awareness of the Connector Program and its benefits, outreach activities include a networking presentation to members of the MSVU Job Club; a networking presentation to members of the MSVU Job Club; a booth at the SMU Finance & Accounting Career Fair; o Co-hosted an event with the Nova Scotia Office of Immigration called "Are You an International Graduate Interested in Immigrating & Settling in Nova Scotia? What You Need to Know!" 	Province of NS (Labour & Advanced Education) / Post-Secondary Institutions / Business Community	
	28. Continue the Welcome Like No Other Program to help settle international students and immigrants in Halifax.	HRM / Halifax Partnership	<p>HRM updated its Welcoming Newcomers Action Plan to make the municipality more welcoming to newcomers and residents alike. The Action Plan includes the development of a Welcoming Newcomers Guide with input from the Local Immigration Partnership Advisory Committee and Acadian and francophone communities. As part of the plan:</p> <ul style="list-style-type: none"> • the fifth annual Mayor's Reception for international students was held in September with more than 400 international students and 14 exhibitors in attendance; • the Welcoming Newcomers Guide that provides municipal and community information to newcomers is being updated with advice of the Local Immigration Partnership Advisory Committee and Acadian and francophone communities; and, • HRM has partnered with NSCC to include a newcomers map of Halifax in the Newcomers Guide. <p>Future actions under the plan include: a project to showcase the stories of settled immigrants and newcomers as well as from Mi'kmaq and other indigenous peoples, African Nova Scotians (indigenous and non-indigenous).</p>	Province of NS (Office of Immigration) / Post-Secondary Institutions	
	29. Develop and implement a multi-year plan to attract expatriates back to Halifax.	Halifax Partnership	Plan to be developed in Q4. Research on Best Practices completed in Q2.	Province of NS / NSBI	<ul style="list-style-type: none"> • Increase Halifax's overall population growth • Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015) • Grow the international student body (5,800 in 2014)

2.2. Attract immigrants and expatriates to Halifax.	30. Support businesses meet their labour shortage needs by connecting them with international talent through the Atlantic Immigration Pilot.	Halifax Partnership	<p>In June 2017, the Partnership received two-year funding from ACOA and Nova Scotia Office of Immigration (NSOI) to connect local businesses facing labour marketing challenges to international graduates and skilled foreign workers to the Atlantic Immigration Pilot (AIP). The goal of the project was to refer more than 50 companies to NSOI to become designated employers in order to create over 450 job offers.</p> <p>Between April 1 and September 30, the Partnership has completed the following:</p> <ul style="list-style-type: none"> • 132 meetings with businesses to promote the program • 78 referrals to partner organizations • 39 of 78 referrals were to NSOI to become "designated" <p>Total Project Results (Since August 2017):</p> <ul style="list-style-type: none"> • 297 meetings with businesses to promote the program, • 107 referrals to NSOI for companies to become "designated" employers • 50 companies approved for designation; forecasting >612 potential new jobs for Halifax over the next three years 	Government of Canada / Province of NS / Post-Secondary Institutions / ISANS / Business Community	<ul style="list-style-type: none"> • Show the international student body (+2,000 in 2014-15) and the gross share that transition into permanent residency (4% in 2015) • Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015) • Attain at least the provincial average workforce participation rate (69.1% in 2011) for marginalized groups, especially the African Nova Scotian community (64.7% in 2011).
	31. Leverage Halifax's immigrant communities to attract talent and investment to Halifax.	Halifax Partnership	<p>The Partnership is having ongoing discussion with the Halifax representative of the Punjab Pradesh Congress Committee to support the welcoming of Sikh families to settle in Nova Scotia.</p> <p>Work is underway to identify opportunities for increased attraction and investment with existing immigrant communities in Halifax.</p>	Province of NS / NSBI / Immigrant Community Organizations / Business Community	
2.3. Promote private sector involvement in co-op and experiential learning.	32. Work with the business community to identify and promote experiential learning opportunities for post-secondary students.	Halifax Partnership	<p>In June 2018, the Nova Scotia Labour and Advanced Education renewed annual funding project support to allow the Partnership to provide more experiential learning (EL) opportunities for students to benefit from experiences related to their field of study. These opportunities serve as a trial period for potential hires thereby allowing business and community organizations to reconsider the requirement for three to five years' related experience. In Year One of the EL Project, 120 students were assisted in finding an experiential learning opportunity in their field of study in Halifax.</p> <p>Between April 1 to September 30, 2018, the Partnership met with and successfully committed 18 businesses to participate in the Experiential Learning Initiative, with previously committed businesses continuously being re-engaged to create more opportunities for students, assisting 42 students, of which 18 completed experiential learning opportunities.</p>	Province of Nova Scotia (Labour & Advanced Education) / Post-Secondary Institutions / Business Community	
Attachment and combat systemic barriers.	33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program.	Halifax Partnership	Meetings were held with related agencies and entities to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.	Province of Nova Scotia / Post-Secondary Institutions / ANS Organizations / Mi'kmaq/Indigenous Organizations / Business Community	
	34. Identify and share existing programs, services and outcomes related to the workforce attachment of Mi'kmaq/Indigenous Peoples, African Nova Scotians and other groups at risk of exclusion.	Halifax Partnership	Workforce attachment programs for the African Nova Scotian community are being developed with the North End Business Association. A framework for a new Connector Stream for the ANS community will be developed in Q3. Since April 1, the Partnership has 5 new Connectees from the African Nova Scotian community.	HRM / Province of Nova Scotia / ANS Organizations / Mi'kmaq/Indigenous Organizations / Post-Secondary Institutions	
	35. 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 hired 15 interns in the Spring of 2018, its sixth intake. Each business unit has had the opportunity to participate and benefit from this program. Interns from the previous cohorts were successful in securing employment within and outside of the organization. For 2018, based upon feedback from program participants and business units, the program criteria was revised to improve the quality of the participant's experience by increasing the developmental focus of the work. These changes are being done to better align the program with HRM's Talent Management objectives.	Post-Secondary Institutions / Halifax Partnership / Business Community	
	36. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	HRM's internship program offers 12-18 month work experience to new graduates. Many HRM positions posted require two years' experience or "a combination of education and experience". There are occasions where interns have screened in and been successful in obtaining a permanent position. Any time a business unit posts a job, HR reviews the education and experience requirements to ensure that the qualifications truly reflect the minimum standards which will increase the ability for more youth to screen in. This is done on an ongoing basis. In 2018, HR will be introducing a Talent Management Framework which will guide the redesign, development and integration of HR programs to ensure HRM has the Talent it needs to deliver services now and into the future. A primary focus of the Framework will be on improving the intake of new talent.	Post-Secondary Institutions	
	37. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	The Office of Diversity and Inclusion and Human Resources have updated the HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.	Community at Large	

2.4 Increase workforce at	38. Connect newcomers, African Nova Scotian, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.	HRM	<p>Diverse Voices for Change The African Nova Scotian Affairs Integration Office (ANSAIO) leads Diverse Voices for Change (DV4C), a project funded by the Federation of Canadian Municipalities to increase the number of diverse women in leadership positions within HRM including advisory committees, local agencies, boards and commissions. HRM has brought together a Local Working Group of community partners to analyse barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The group, in partnership with NS Status of Women, developed a training curriculum for potential female municipal election candidates which was piloted in May 2018. The Campaign School witnessed an increased interest from Indigenous and racialized women. Approximately 200 women showed interest in the school, 170 women registered and 115 attended the school. Approximately 40% of attendees were Indigenous and racialized women. Moreover, Indigenous and racialized women participated at all levels of the school not only as workshop attendees but as facilitators, panelists, and mentors. The Diverse Voices for Change project is now completed. HRM will continue to support the DV4C advisory committee as it looks at ways to continue to support diverse women in leadership positions in HRM.</p> <p>Employment Systems Review As part of the efforts to ensure that HRM's workforce is truly reflective of the community it serves, through the guidance of the CAO, TPW (Road Operations), with the support of Human Resources/D&I and ANSAIO, has designated an M1 supervisory competition to African Nova Scotian applicants.</p> <p>HR in collaboration with the African Nova Scotian Affairs Integration Office will be implementing a designated cohort of The Foundations for Aspiring Leaders program to target employees of African Nova Scotian/African Descent.</p> <p>Racially Visible Employee Caucus (RVEC) and African Nova Scotian and Visible Minority Women's Network As part of its support to the group, ANSAIO, in partnership with the YMCA Nova Scotia Works and HR Client Services, delivered a resume/cover letter and interview workshop in June for members of these groups. Eighteen staff participated in this session. ANSAIO will continue to work with HR and other business units to provide professional development opportunities to RVEC and the African Nova Scotian and Visible Minority Women's Network.</p> <p>Employment Equity Policy The Employment Equity Policy has been completed. The Office of Diversity and Inclusion, Human Resources, and the business units will begin developing an employment equity program for HRM. The Program will be developed through extensive internal stakeholder consultations.</p>	Halifax Partnership / Organizations Serving Persons with Varying Abilities / ISANS / Mi'kmaq/Indigenous Aboriginal Organizations	
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GOAL 3 - MAKE HALIFAX A BETTER PLACE TO LIVE & WORK

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax.	39. Increase people's access to the outdoors by leveraging the municipality's natural assets.	HRM	HRM has over 900 parks which provide opportunities for healthy living. The municipality continues to acquire additional parkland including the first parcel towards the Blue Mountain Birchcove Wilderness Park. HRM is also working towards the acquisition of the Shaw Wilderness Park, which will be the first municipally-owned urban wilderness park. HRM also continues to increase free programming which provides opportunities for residents to enjoy the natural assets across the municipality including free swimming lessons at municipal beaches, free boating lessons, snowshoe loan program and multiple walking and hiking opportunities on trails and parkland.	Community at Large	<ul style="list-style-type: none"> Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)
	40. Adopt and implement the Halifax Green Network Plan to protect and manage open spaces across the municipality.	HRM	The 2014 Regional Plan directed the creation of the HGPN to "protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define communities, to benefit the Municipality's economy and the physical health of its people, and to reflect and support the overall purposes of this Plan". The final HGPN was adopted by Council in August 2018 and will be implemented through the multiyear budgeting and business planning process.	Community at Large	
	41. Develop and implement a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	HRM	The Parks and Recreation Framework is complete. A recommendation report presenting staff's proposed framework is targeted for Community Planning and Economic Development Standing Committee in 2019, once it is aligned with the Fee Review and Fee By-law. The Recreation Framework will be the guiding document for all decisions made regarding Parks and Recreation. The Framework identifies the vision, values and strategic pillars for Parks and Recreation as well as the Decision Making Model and the Lifelong Participation Model.	Community at Large	<ul style="list-style-type: none"> Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)
	42. Complete the Culture and Heritage Priorities Plan.	HRM	The Culture and Heritage Priorities Plan originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1, cultural inventory, was completed in spring 2018, in partnership with the Province of Nova Scotia. Phase 2 of the project is kicking off in October 2018, with public engagement occurring over the fall. The project is expected to wrap up in the late spring of 2019.	Culture Stakeholders / Province of NS / Heritage Canada / Community at Large	
	43. Ensure HRM's culture investments reflect Halifax's diversity.	HRM	<p>The Halifax Explosion 100th Anniversary included dedicated elements to capture and reflect the impact and legacy of that event to First Nations and African Nova Scotian residents. A original poem on the event by Parliamentary Poet Laureate George Elliott Clarke was recited as part of the 100th Anniversary event in December 2017. Two commemorative markers are being developed as legacy pieces that will specifically commemorate the Africville and Turtle Grove Explosion stories, respectively. Several projects supported through the Halifax Explosion Anniversary Grant program funded untold stories of the Explosion, particularly those of Indigenous and African Nova Scotian voices. These included Nova Scotia Home for Colored Children/Voices Black Theatre Ensemble's development of a script for the play Extraordinary Acts by artist/curator David Woods, and the Nova Scotia Cultural Society of the Deaf's development of the film The Halifax Explosion: The Deaf Experience. The Municipality also funded the production of a documentary film about the Explosion which aired on Accessible Media Inc (AMI)-TV with Integrated Described Video Features to accommodate blind and partially sighted viewers.</p> <p>In April 2018, the Municipality officially welcomed its seventh Poet Laureate, Dr. Afua Cooper to a 2-year term. Dr. Cooper is the seventh consecutive woman to occupy the position, and the second woman of African descent. A published author and nationally-recognized poet and scholar, Dr. Cooper is also the founder of the Black Canadian Studies Association (BCSA), which she currently chairs and is a co-founder of the Dub Poetry movement in Canada.</p> <p>In March 2018 the Municipality selected artist Jordan Bennett on the basis of his submitted proposal to provide a major public artwork for the Dartmouth Sportsplex Revitalization. Mr. Bennett is a nationally-recognized artist of Mi'kmaq descent and is the 2018 Atlantic region shortlist representative for the Sobey Art Award.</p> <p>In October 2018 the Municipality will host a national gathering of Indigenous artists and curators as part of the 2018 Aboriginal Curatorial Collective Conference. In partnership with the ACC, the Nocturne Art at Night Society invited submissions by Indigenous curators to develop this year's theme. Local artist Raven Davis was selected on the basis of their theme, Nomadic Reciprocity. The event will feature artist projects that address the theme, and is specifically oriented toward promoting underrepresented cultural perspectives. The Municipality provides both indirect grant funding to the Nocturne Organization as well as direct support of the Event's anchor project program through its temporary public art program.</p> <p>In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to locate in a City Hall Location. The Legacy Space supports the Truth and Reconciliation Commission 'Calls to Action' and provides funding for reconciliation projects across the country.</p> <p>The Municipality was recently successful in its application for funding through the Province of NS' Streetscape and Beautification Program (Dept. of Municipal Affairs) to develop a series of Interpretive panels for installation in and around the site of Africville. The Halifax Explosion 100th Anniversary Marker will be installed in 2019 as part of this project.</p>	Culture Stakeholders / Province of NS / Heritage Canada / Community at Large	<ul style="list-style-type: none"> Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014).

3.2 Increase Halifax's environmental sustainability and resiliency.	44. Develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM.	HRM	Climate strategy funding secured and project charter developed. RFP for consulting services will be issued this fall. Solar City final year implementation ongoing, increased interest with newly announced provincial solar rebate. Onsite Energy Manager began at HRM in April through a program by Efficiency Nova Scotia for a one-year term. Many building energy efficiency and recommissioning projects identified to reduce energy use and costs. Project implementation ongoing. Funding applications submitted and ongoing to capitalize on federal and provincial investment to reduce greenhouse gas emissions and prepare for climate change.	Business Community / Community at Large / Not-for-Profit Sector / Post-Secondary Institutions / Industry / Government Organizations	
	45. Reduce the near- and long-term risks of coastal and overland flooding through research and policy development.	HRM	LIDAR remote sensing acquisition is now complete for the entire municipality. This data is being processed into a Digital Elevation Model that will be used to update municipal flood scenario maps and land use vulnerability assessments. New floodplain maps for the Sackville River and the Little Sackville River were produced and released publicly in August 2018. The process to amend the Municipal Planning Strategies and Land Use By-laws for Bedford, Sackville, Sackville Drive, Beaver Bank, Hammonds Plains and Upper Sackville to update floodplain protection policies, regulations and mapping is underway. The National Disaster Mitigation Program (NDMP) is aimed to increase awareness and resilience of flood prone communities; as part of this program, HRM has conducted risk assessments of the region's 30 most severe flood prone communities. The study was awarded in March of 2017. Using independent analysis and input from workshops with HRWC and HRM operations staff, the consultant has ranked the 30 sites in terms of flooding likelihood/severity, and has developed detailed mitigation plans for the top ten sites. Report will go before Council this summer/fall. HRM is investigating several opportunities to pilot green infrastructure solutions to reduce flood risk. With respect to stormwater research and policy development, HRM is working with HRWC to develop Joint Standards, and will then begin creating the stormwater by-law that will bridge the gap between HW's stormwater specifications and HRM Regional Plan Policies. HRM, with HRWC, created an Integrated Stormwater Policy Framework that was endorsed by the Environment and Sustainability Standing Committee, and approved by Regional Council and the HRWC Board of Commissioners in January 2018.	Business Community / Community at Large / Not-for-Profit Sector / Post-Secondary Institutions / Industry / Government Organizations	• Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
3.3 Make Halifax more family- and children-friendly.	46. Increase awareness of the programs and services available to families and children.	HRM	Parks and Recreation has developed an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The plan is divided into three sections; external, internal and stakeholders. The implementation of the plan is ongoing with final implementation to be complete before the end of 2018. The Parks and Recreation Facebook and Twitter pages continue to be an excellent way to communicate with the residents. The Launch of the new Recreation Software - Legend occurred in July 2018 for the 23 HRM owned and operated facilities, with the first registration with Legend occurring on August 14, 2018 for Fall 2018. This will provide an opportunity to increase the awareness of the Recreation Programs and Services throughout HRM, both HRM-owned and operated facilities as well as Multi District facilities (MDFs). The launch of Legend software in the MDFs will occur in 2019. The launch of the Legend Software will enable "One Recreation" to be implemented across the municipality's recreation facilities (HRM Owned and Operated and MDFs) - Having a "one Recreation" network throughout all facilities will drive HRM towards improved customer service, improved facility access and utilization, standard processes and enhanced information to improve programming decisions.	Community at Large	
	47. Increase low-income groups' and individuals' access to recreation programs.	HRM	Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include: community outreach; inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and, engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. Recreation encourages life-long participating in active living for all residents. Examples of lifelong participation include the "Maritime Five" which encourages walking/running/wheeling, skating, swimming, biking, and paddling. Low cost/no cost opportunities provided throughout HRM include, but are not limited to: free programs/events Such as: open gym times, free skates and swims, trails, recreation day events, clam harbour sand castle contest, Natal day, Canada Day, free canoe rentals, equipment loans, Recreation Van, Try a Ride, free swim lessons at beaches, Inclusion programs, Emera Oval (year round), Glow Run at Fleming Park, Switch Open Streets events, Dingle Beach Party, Northern Lights Lantern Festival, New Years Eve, Winterfest at Fleming Park and Shubie Park, Community Gardens/ovens/greenhouses, Place making, Youth Leadership program/camp, art hires and low cost programs. The Emera Oval has on average 200,000 participants annually. Recreation staff will continue to investigate options to engage the community in free/low cost opportunities in recreation and leisure.	Province of NS / United Way / Community at Large	• Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)
3.4 Make Halifax a more affordable place to live.	48. Determine how best to support and encourage a range of affordable housing options in HRM through the Housing and Homelessness Partnership and other initiatives.	HRM	<ul style="list-style-type: none"> • Housing and Homelessness Partnership's Affordable Housing Five-Year Strategic Plan, including affordable housing targets, were endorsed by Regional Council in December 2016. • In December 2016 Regional Council also endorsed a proposed approach to density bonusing in the Centre Plan with a focus on affordable housing and made a motion to request an expanded authority for density bonusing across the Municipality, and a new authority for inclusionary zoning. HRM staff have been working with the Province while they consider these amendments. • Centre Plan: Policy objectives include a number of specific policies related to housing include encouraging family-oriented and affordable housing units, special care facilities, secondary units and garden suites, smaller lot sizes, density bonusing and certain exemptions of development application fees. • Staff are reviewing land use regulations pertaining to single room occupancy (seniors housing) type housing across HRM and will prepare a report to Council proposing amendments to all Community Plans and By-laws. <p>Staff are reviewing land use regulations pertaining to secondary suites and backyard suites for the across HRM. A public participation process is required, after which staff will prepare a report to Council proposing amendments to all Community Plans and By-laws. A survey soliciting public feedback on this topic is available from September until November 23 2018 https://www.shapeyourcityhalifax.ca/allowing-secondary-suites-as-a-permitted-use.</p> <ul style="list-style-type: none"> • In October 2017 the HHP agreed to focus on homelessness and housing poverty solutions in the area known as "Between the Bridges" that encompasses Dartmouth North. The Partnership will focus on developing pilot projects specifically designed to the neighbourhood. These projects will be assessed by the Partnership and if deemed successful will be tailored to other neighbourhoods throughout HRM. • In July 2018, Regional Council endorsed an Affordable Housing Work Plan that addresses density bonusing, residential rental registration/licensing, planning policy and regulatory barriers, municipal funding incentives, surplus municipal lands, and vulnerable communities. 	United Way / Affordable Housing Association of NS / Housing NS / Canada Mortgage and Housing Corp. / NS Health Authority / IWK Health Centre / Investment Property Owners Association of NS	
	49. Promote and pilot community food security initiatives with the Halifax Food Policy Alliance and other partners.	HRM	On July 31, 2018, Regional Council approved direction to continue support for the Mobile Food Market through 2018/19 to 2020/21. In addition, staff are working with the Halifax Food Policy Alliance and other partners to prepare a report, in response to a motion of CPED, to evaluate options to further support the municipality's participation in the issue of community food insecurity. The staff report is targeted for late fall 2018.	Halifax Food Policy Alliance	
3.5 Work more effectively.	50. Develop a long-term streetscaping program for the Regional Centre.	HRM	P&D has installed a temporary pilot project on Spring Garden Road and initiated public and business owner engagement for the approved major Streetscaping project on Spring Garden Road. A public meeting is scheduled for September 17, 2018. An RFP to hire consultants to do a broader functional plan for the entire Spring Garden Corridor, as well as a schematic design for the area of the expected major streetscaping project, will hit the market in August 2018. In terms of planning for a larger streetscaping program, staff have met with, and will participate in a working group with representatives of Nova Scotia Power to develop an understanding of the expected costs as well as a rational framework for proceeding with undergrounding of overhead utilities – often the single most costly and complicated component of any major streetscaping project.	Business Improvement Districts / Business Associations	• Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)
	51. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	With the approval from Regional Council of the Integrated Mobility Plan in December 2017, staff continue to align parking management with the goal of shifting more trips to active transportation, transit and car-sharing, while supporting growth in the Regional Centre. A new parking management division was created in July to implement the municipality's parking technology roadmap and create a vision for parking focused on governance, management of the parking supply and demand in the region and providing excellent customer service. Bylaw P1200 respecting on street parking permits was passed October 2 and will come into effect November 5. The new bylaw aims to increase flexibility for residents to park in their neighbourhood and accommodate residents who live on streets where parking is being removed to accommodate bike lanes or transit priority routes. This bylaw also creates an exemption for car-sharing vehicle organizations. The parking technology RFP has closed and staff are now reviewing proposals. The project is still on target for phased implementation commencing April 1, 2019 with the solution on street implementation to begin late in Q2. Staff are hosting a working session with the Business Improvement Districts (BIDs) and members of the private parking industry in November which will result in renewed goals and objectives for the parking services strategic plan.	Halifax Partnership / BIDs / Waterfront Development Corp. / Downtown Parking Structure Owners & Operators	

3.5 Improve mobility so that people can live an	52. Implement the Moving Forward Together Plan to improve Halifax Transit service.	HRM	<p>The Moving Forward Together Plan, approved by Regional Council in April 2016, is a multi-year plan to restructure the entire transit network. It is based on four principles:</p> <ol style="list-style-type: none"> 1. Increase the proportion of resources allocated towards high ridership services; 2. Build a simplified transfer based system; 3. Invest in service quality and reliability; and, 4. Give transit increased priority in the transportation network. <p>Third year of implementation is now complete. As part of the plan, a peak period transit priority lane is being implemented on Gottingen Street in Fall 2018. Detailed design is underway for transit lanes on Bayers Road.</p>	Community at Large	<ul style="list-style-type: none"> • Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015) 	
	53. Implement the Integrated Mobility Plan's recommendations to make Halifax more connected, sustainable, affordable, and healthier.	HRM	<p>On December 5th, 2017, Halifax Regional Council unanimously adopted the Integrated Mobility Plan (IMP). The 15-year strategic 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 IMP will support growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles.</p> <p>The implementation of the Integrated Mobility Program is underway and is being executed by a multi disciplinary team from Planning and Development, Transportation and Public Works, and Halifax Transit. Of the 137 action items in the IMP, 27 have been completed, 84 are in flight, and 26 have not been started. The first quarterly newsletter was issued in August 2018 (www.halifax.ca/integratedmobility), with the second addition to follow in October 2018.</p>	Community at Large		
	54. Develop and implement a road safety plan.	HRM	<p>TPW presented the Halifax Strategic Road Safety Plan to Regional Council on July 17, 2018. The strategic framework, vision and goals aimed at reducing injury and fatal collisions by 20% over five years, was endorsed by Council and solidifies TPW's and HRM's commitment to road safety. Steps have begun to acquire the necessary resources and develop action plans to move forward. Regular reporting on progress will be provided to Regional Council as the plan is implemented.</p>	Province of NS (TIR & Public Health), Community at Large		<ul style="list-style-type: none"> • Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014).
3.6 Foster cultural proficiency and social inclusion.	55. Share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	No Activity in Q1 and Q2.	HRM / Business Community / ISANS / Local Immigration Partnership		
	56. In accordance with Halifax Regional Council's 2015 Statement of Reconciliation, develop a plan to engage the urban Indigenous community in Halifax.	HRM	<p>The Office of Diversity and Inclusion hired Halifax Regional Municipality (HRM)'s first Advisor of Indigenous Community Engagement in November 2017 to work closely with urban Indigenous community members and organizations to improve the delivery of services to Indigenous peoples in Halifax and advance the Truth and Reconciliation Commission's six recommendations for municipal governments. A staff information report on HRM's activities related to Indigenous affairs was presented to Regional Council in January 2018. In May 2018, a new Indigenous Community Engagement Advisor joined the Diversity and Inclusion Team to continue the work that was started in HRM. The Indigenous Advisor is currently working on the development of the Engagement Strategy & Urban Indigenous Framework.</p> <p>On July 17, 2018 Halifax Regional Municipality approved the amendment and membership for the newly formed Special Advisory Committee on the Commemoration of Edward Cornwallis and Commemoration of Indigenous History. This committee has held their orientation session and is working collaboratively on move forward plan. Halifax will also be hosting the North American Indigenous Games (NAIG) in 2020. HRM will be hiring a Chief Executive Officer NAIG 2020 in October 2018 to coordinate the work of the games. HRM's work in this area is ongoing and being undertaken with engagement from, and in partnership with, the Indigenous community.</p>	Halifax Partnership / Mi'kmaq/Indigenous Organizations	<ul style="list-style-type: none"> • Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015) 	
	57. Implement the Public Safety Strategy.	HRM	<p>The Public Safety Strategy's mission is to implement, collaborative, holistic approaches that advance public safety for all. The strategy, which was endorsed by Regional Council in October 2017 includes four strategic priorities, 16 priority objectives and 76 actions. Over the past six months the Public Safety Office has advanced the strategy by piloting a collaborative, community-led approach to responding to violent or traumatic incidents; providing expert advice to inform municipal decision-making; and strengthening internal and external networks with key stakeholders to enhance community safety and well-being. In the fall of 2018, the Office will present its first annual report on to Regional Council, which will highlight progress made on each of the strategy's actions and a renewed focus for implementation planning.</p>	Government of Canada / Province of NS / Community at Large / Business Community / Not-for-Profit Sector		
	58. Make Halifax more welcoming to immigrants through the Local Immigration Partnership.	HRM	<p>The Local Immigration Partnership coordinated, through the Office of Diversity and Inclusion, hosted the Fifth Mayor's Welcoming Party for International Students at the Halifax Central Library. More than 350 international students from all over the world and different ages, including families, joined this event to make them feel welcomed in the city. There were 14 exhibitors, including 6 representing municipal services, to encourage students to get more actively involved with what the municipality offers, identifying programs and services they can use or volunteer for. Also, the event helped to showcase the diverse communities that make HRM's social fabric. They were welcomed by two Mi'kmaq elders and listened and danced with African drums; they also enjoyed Indian dancing as well as a group of immigrant youth performing spoken word and traditional Syrian music.</p>	Halifax Partnership / Post-Secondary Institutions / Province of NS (Office of Immigration)		<ul style="list-style-type: none"> • Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)
	59. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.	HRM	<p>In November 2017, Council directed staff to develop a public participation process with respect to the development process in Beechville. ANSAIO is working with Planning and Development and the Halifax Partnership to ensure the African Nova Scotian community in Beechville is properly engaged through the development approval process. The ensuing process will look at creating a full set of planning policies and land use regulations for land in Beechville and in Bayer's Lake Business Park. As recommended in the related staff report, a Beechville African Nova Scotian Liaison Group consisting of community-endorsed volunteers will be formed. It will function as an advisory group helping to build stronger relationship between HRM planning staff and the Beechville community. The 5-phase approved public participation process is currently in its second phase. Planning staff continues to work collaboratively with the Beechville Community Liaison Group to move the process forward.</p> <p>ANSAIO will collaborate with procurement, Halifax partnership and Cogswell Redevelopment Team to explore the feasibility of some form of economic benefits from Cogswell Redevelopment Project to the local African Nova Scotian community.</p>	Community at Large / Development Community / Black Business Initiative / Decade for People of African Descent Coalition		
60. Develop and implement plans to make HRM facilities accessible.	HRM	<p>Council has approved an Universal Access Administrative Order to address constraints and opportunities associated with existing and new facilities. It includes provisions to ensure universal access to municipal washroom facilities.</p>	Accessibility Advisory Committee			
ork here.	61. Leverage the Halifax Gateway to promote Halifax to potential investors and leisure and business travellers.	Halifax Partnership	The Halifax Gateway messaging has been updated and represented in the Sell Halifax (TLC+) value proposition and pitch.	HRM / Events East / Discover Halifax / NSBI		

3.7 Showcase Halifax to encourage people to visit, live, and work in Halifax	62. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	Parks and Recreation has developed an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The implementation of the plan is ongoing with final implementation before the end of 2018. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 5900 followers and Twitter having 2529 followers. Communication plans and marketing plans have been created and will be implemented for the following: Halifax Commons Master Plan, St Andrews Recreation, Dartmouth North, Legend Software, Sackville Sports Stadium, Youth Programs, Events etc. The launch of the new Recreation Software - Legend in 2018 is an opportunity to increase the awareness of the Recreation Programs and Services throughout HRM. This includes both HRM-owned and operated facilities as well as Multi-District facilities (MDFs). The launch of the Legend Software will enable "One Recreation" to be implemented across the municipality's recreation facilities (HRM Owned and Operated and MDFs) . Having "One Recreation" network throughout all facilities drives HRM towards improved customer service, improved facility access and utilization, standard processes and enhanced information to improve programming decisions.	Community at Large
	63. Refine HRM's approach to event attraction and hosting.	HRM	In 2017, the Hotel Association of Nova Scotia (HANS) approached HRM through its Community Planning and Economic Development Standing Committee to request a potential increase in the hotel marketing levy, as well as the allocation of additional funds generated from the levy and designating Discover Halifax (DH) as the lead agency responsible for an overall event strategy and selling events. Any necessary amendments to the service delivery model and approach to event hosting would be endorsed through a Memorandum of Understanding (MOU) between HRM, HANS and DH. Meetings between these parties continue and a proposed MOU outlining the principles and process for the Halifax Regional Municipality service model and approach to hosting major events will be brought to CPED for consideration in late 2018, early 2019. Concurrently, over the past 12 months an ad-hoc stakeholder working group has been formed with representatives from HRM, the Province of Nova Scotia (Communities, Culture and Heritage), Discover Halifax, relevant University Athletics Departments, Scotiabank Centre and the applicable sporting or cultural host society. This collaborative approach has been applied to recent successful host bid processes including The Memorial Cup (2019), The North American Indigenous Games (2020), and the IIHF Women's World Championship (2020). To ensure clear and consistent performance measurements for future major events in Halifax, a "triple bottom line" approach is currently being used to quantify stakeholders' intended outcomes. These relevant "bottom lines" for municipal major events include: economic outcomes, social/cultural outcomes, and sustainability outcomes (meeting the needs of the present with positive impact on the future). HRM has created a staff position of Program Manager for the 2020 North American Indigenous Games (NAIG). This senior leadership role is responsible for ensuring HRM delivers its commitments required to the complex logistical staging and general management related to preparation and delivery of the event across the municipality. It is anticipated that the role will commence in December 2018.	Events East / Discover Halifax / Province of Nova Scotia

GOAL 4 - ALIGN ECONOMIC DEVELOPMENT

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
4.1 Increase awareness of the role Halifax plays in Nova Scotia's, and Canada's, economic development.	64. Lead the National Connector Program to assist other Canadian communities launch their own business-to-talent networking initiatives.	Halifax Partnership	<p>In 2017, Immigration, Refugees and Citizenship Canada (IRCC) extended the Partnership's contract to 2020 to lead the National Connector Program with a goal to establish Connector Programs in ten additional communities in Canada. At March 31, 2018 there were 35 Connector Programs operational across the country -- all started with the support from the National Connector Program.</p> <p>Between April 1 and September 30, the Partnership completed the following:</p> <ul style="list-style-type: none"> Entered into ongoing discussions with two potential new communities in Alberta. Completed onsite training for the Cape Breton Partnership; Eastern Strait REN and Valley REN. Guest speaker at the official launch of the Valley REN Connector Program and Eastern Strait REN Connector Program. Presented the Connector Program for the Welcoming Economies Global Network webinar to 170 global participants. Presented an overview of the National Connector Program at the annual Economic Developers Association of Canada held in Canada. Hosted guests from our international partnership city of Hakodate, Japan who are interested in launching a Connector Program. 	Government of Canada (IRCC) / Canadian Communities	<ul style="list-style-type: none"> Value propositions are aligned across organizations
	65. Share best practices in economic development with other partners and agencies in Nova Scotia, including roll-out of the Connector Program and Innovation initiatives.	Halifax Partnership	<p>In collaboration with innovation partners, the Partnership is leading the following:</p> <ul style="list-style-type: none"> The collaborative development of a website to help business understand the capabilities, programs and services of our private and public sector partners and academic institutions and connect them to opportunities. Development of an Halifax innovation asset map to outline Halifax's innovation assets and attributes and help improve knowledge of the industries, organizations and talent that is driving the innovation economy in the city. The asset map will display core data using Google Maps to visual where the companies, assets and talent are based in the city. In addition, the report includes a section on an area in the Halifax Peninsula where there is a very high concentration of talent, companies and innovation assets such as business incubators and accelerators, and anchor post-secondary and research institutions. The data collected will help support the value proposition (talent, location, cost and innovation) and business case for selling Halifax. <p>Presented Connector Program to Workers Compensation Board.</p>	NS Innovation Partners / Regional Enterprise Networks / Province of Nova Scotia	
4.2 Improve coordination of economic development activities	66. Participate in pan-Atlantic partnerships to further Halifax's economic development priorities.	Halifax Partnership	No Activity in Q1	Atlantic Canada Economic Coalition	<ul style="list-style-type: none"> When surveyed, economic development partners see alignment and collaboration as functional and useful (e.g., partners understand each other's objectives, communicate regularly, collaborate in meaningful way)
	67. 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 Partnership is now meeting bi-annually with the BIDS to discuss economic development matters. In July, Regional Council approved a contribution of \$25,000 from Cost Centre M310 to the Downtown Dartmouth Business Commission (DDBC) and North End Business Association (NEBA) to establish a pilot initiative similar to the Navigator Street Outreach Program for fiscal year 2018/2019, contingent upon \$50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.	Halifax Partnership / BIDS	
4.3 Implement economic development actions as required	68. 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	On June 18, the Partnership presented its 7th annual Halifax Index to the community - a definitive outlook on Halifax's economic and community progress. In Q1, the Index was downloaded from Halifaxindex.com more than 350 times. Almost 300 physical copies of the Index have been distributed to Index launch event attendees and members of the community, with a mailout of over 500 copies to investors, industry associations, BIDs, and media in Q2.	Community at Large	<ul style="list-style-type: none"> Economic growth plan indicators and activities are measured regularly through quarterly reports and the Halifax Index
	69. Contribute to efforts to track and publicly report progress in achieving the Now or Never and We Choose Now goals.	Halifax Partnership	The Partnership sits as part of a team of economic organizations, economists and academics responsible for tracking results for the OneNS Dashboard that tracks the Ivany Commission's 19 "stretch" or visionary goals to encourage Nova Scotians to aim for profound change. The Dashboard signifies each goal and how we are progressing, not progressing and/or on track or not on track. The Dashboard can be found at https://onens.ca/ .	Province of NS	
	70. Ensure stakeholders are informed on the progress and results of the strategy implementation.	Halifax Partnership	On June 18 the Halifax Partnership presented the 7th Halifax Index for 2018. The Index The Index serves as the city's report card on our progress toward the goals set out in the Growth Plan. It can be accessed at: http://www.halifaxpartnership.com/site/media/Parent/Halifax%20Index%202018.pdf	Community at Large	

4.3 Monitor the Economic Strategy's progress and ad					
	71. 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.	HRM / Halifax Partnership	On March 29 the Halifax Partnership Board of Directors recommended Halifax Regional Council approve the 2016-21 Halifax Economic Growth Plan, Years 3-5 Action Plan. On April 19, Community Planning and Economic Development Committee recommended Regional Council approve the Years 3-5 Action Plan. On May 22, Halifax Regional Council unanimously approved Years 3-5 Action Plan. On June 18, the Years 3-5 Action Plan was released to the community along with the Halifax Index.	Province of NS / NSBI / ACOA / Business Community / Halifax Chamber of Commerce / Industry Associations / Not-for-Profit Sector	
	72. Leverage the media and Halifax Partnership's private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	Through its various Marketing and Communications Channels and media partners, the Partnership highlights Halifax business culture and success stories. Between July 1 and September 30, the following results were achieved: website visitors: 15,299 (+7.6% increase from Q1 2018) and Social Media followers: 23,081 (+3.3% increase from Q1 2018). The Partnership published six articles/success stories on its Industry News blog, three investor spotlights, and two articles on the Partnership's Chronicle Herald hub "Connect. Collaborate. Prosper." During Q2, the Partnership also sent eight newsletters to local, national and international contacts and had 10 media mentions/articles.	Halifax Partnership's Private Sector Investors / Business Community / Media	
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	On June 18, the Partnership released its Halifax Index 2018, this is HRM's 7th annual report on economic and community progress. The Halifax Index tracks Halifax's vital signs across four major themes: people, education, economy, and quality of place benchmarked against five other cities -- St. John's, Quebec City, Kitchener-Cambridge-Waterloo, Regina and Victoria. It includes an analysis on Rural Halifax and one special analysis focused on residential affordability, plus a deeper dive this year into education and an expanded quality of life section. To download the complete Halifax Index 2018, visit Halifaxindex.com.	HRM / Province of NS / Post-Secondary Institutions / Business Community / Not-for-Profit Sector		

BUSINESS PLANNING					
5-Year	Actions	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
Objective	Years 3 to 5				
N/A	N/A. Retain and grow private sector investment.	Halifax Partnership	On track for >95% retention of private sector investors.		<ul style="list-style-type: none"> Private sector investment in the Halifax Partnership Share of Halifax Partnership revenues that are from the private sector
	N/A. Leverage the Municipality's investment in the Partnership to attract increasing funding from the private sector, other levels of government, and elsewhere.	Halifax Partnership	HRM's investment at 27% of total budget is leveraged by an additional 73% received from the private sector and other levels of government. To date, the Partnership is tracking on budget.		<ul style="list-style-type: none"> Government investment in the Halifax Partnership Share of Halifax Partnership revenues that are from other levels of government

ATTACHMENT #3

Halifax Growth Plan, Key Indicators					
All indicators are measured for Halifax Census Metropolitan Area unless indicated otherwise					
Goal	Measurement	Baseline	2016	2017	Status vs. Baseline
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,574 million	18,890 million	Progressing
	Increase average annual income growth	+1.2%	+1.5%	+1.7%	Improving
	Increase the total number of jobs	224,100	226,000	224,600	Improving
	Increase the share of full-time work	83%	82%	81%	Worsening
	Increase the share of businesses that consider Halifax an above-average place to do business	15%	23%	27%	Improving
	Reduce commercial vacancy rates in the downtown	14.3%	15.1%	19.6%	Worsening
	Increase the commercial property tax base	\$7.8 billion	\$8.2 billion	\$8.3 billion	Improving
Attract & Retain Talent	Grow Halifax's Labour Force to 271,000	239,100	240,700	241,000	Progressing
	Increase Halifax's overall labour force growth	+0.5%	+0.7%	+0.1%	Worsening
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-222	(-231)	Improving
	Grow the international student body...	5,832	6,045	6,498	Improving
	...and the gross share that transition into permanent residency	3.4%	6.9%	9.4%	Improving
	Increase net international immigration to Halifax	+2,085	+5,805	+4,544	Improving
	Attain at least the average workforce participation rate... ...for marginalized groups, especially the African Nova Scotian Community	69.1% 63.9%	67.0% 63.2%	~ ~	Unchanged
Make Halifax a Better Place to Live & Work	Grow Halifax's Population to 470,000	417,847	424,950	431,701	On Track
	Increase Halifax's overall population growth	+1.0%	+1.9%	+1.6%	Improving
	Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community	76.4%	73.4%	~	Worsening
	Increase the supply of non-market housing as a proportion of total HRM households	4%	~	~	Uncertain
	Raise the mean score on various quality of life indicators as measured by the City Matters survey...	7.7	7.2	7.1	Worsening
	... "Good place to raise a family"	7.7	7.8	7.4	Worsening
	... "Outdoor recreational facilities"	7.3	6.8	6.9	Worsening
	... "Indoor recreational facilities"	7.2	6.8	6.8	Worsening
	... "Housing affordability"	6.1	5.7	5.5	Worsening
	... "Arts and cultural events"	7.4	6.8	7.0	Worsening
	... "City is easy to get around"	6.6	5.9	6.0	Worsening
	... "% who feel mostly safe"	61%	80%	80%	Improving
	Increase library programming attendance...	209,772	213,576	224,072	Improving
	...and in-person visits	3,595,902	3,613,986	3,618,317	Improving