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Item No. 3
**Community Planning and Economic
Development Committee**
April 8, 2019

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: February 1, 2019

SUBJECT: *Halifax Economic Growth Plan 2016-21 Update (October-December 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. Sections 70 and 71 describe many 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.

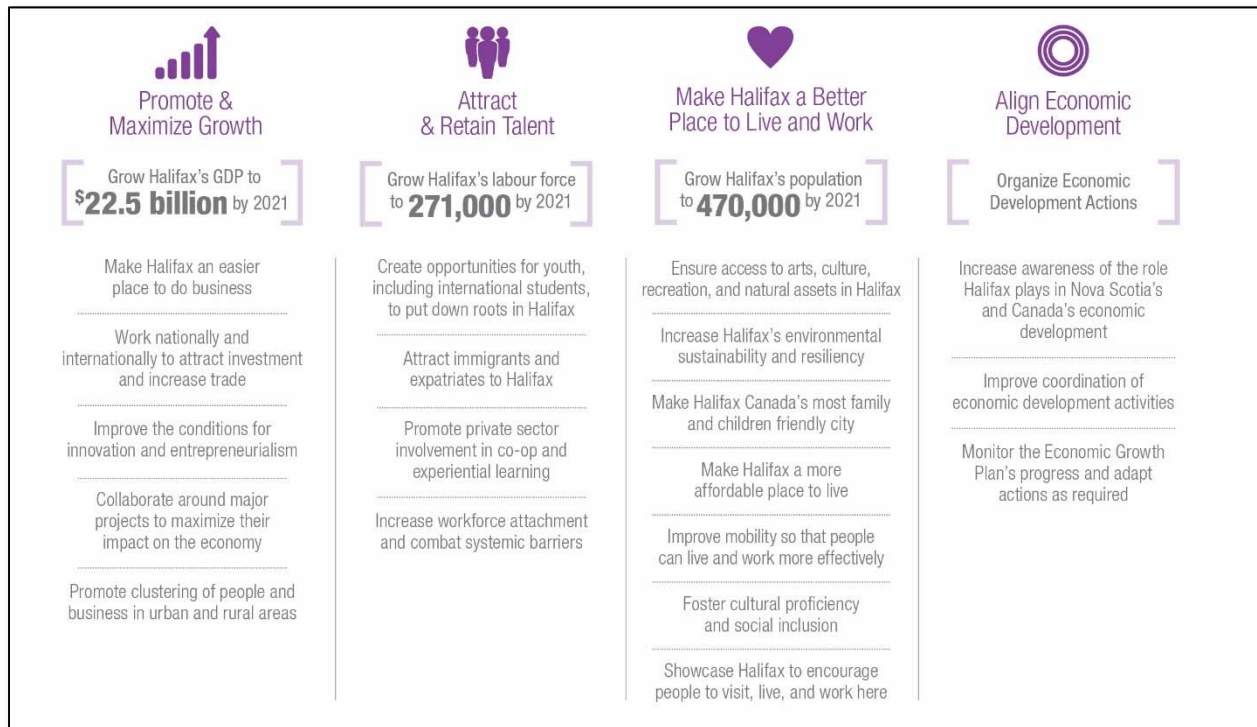
Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2018-19, the municipality's operational grant to the Partnership is nearly \$2 million, 27% of the Partnership's annual budget.

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 the Partnership, 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 October to December 2018.

OVERVIEW OF THE ECONOMY

According to the Conference Board of Canada's *Metropolitan Outlook – Autumn 2018*, Halifax's GDP growth for 2018 was estimated at 1.8%, with growth to cool slightly over the 2019-22 timeframe, averaging 1.6% per year. Job growth of 7,000 positions was estimated for 2018. A slight dip of 2,000 positions is predicted for 2019, followed by annual growth of 2,000 jobs per year out to 2022. Over the 2019-22 period, growth is forecast for all the industrial sectors defined by the Conference Board.

The Partnership's *SmartBusiness Report – Winter 2019* 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 74% of SmartBusiness clients and 92% 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 increased from 83% to 92% over the past year. 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 December 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 third quarter of 2018-19 related to promoting and maximizing growth include:

- **Regulatory Reform.** The Joint Project on Regulatory Modernization between HRM and the Province that started in 2016 was extended to December 2020. Phase II of the Joint Project will focus on: developing methods to streamline the inspection process and improve compliance outcomes with an educative training program and customer service tools; creating an outcomes-based performance management framework to measure regulatory burden reduction and improve service delivery; developing the business impact assessment tool to calculate the internal cost of regulation for government; and, identifying Provincial-Municipal opportunities to incorporate regulatory reform and red tape reduction into public sector operations and strategies.
- **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 final draft versions of the Package A documents will be completed early in 2019 and presented to the Community Design Advisory Committee, various Committees of Council and Regional Council shortly thereafter. As Package A proceeds through the approval process, staff will begin work on the Centre Plan Package B document. As part of the Package B review, additional public engagement sessions will be held.
- **Rural broadband.** HRM and the Partnership continue to gauge how to leverage funding from other orders of government to support rural broadband development in the municipality. This includes the \$193M Nova Scotia Internet Funding Trust (NSIFT) being administered by Develop Nova Scotia (DNS). Since mid-2018, Develop Nova Scotia has held a series of stakeholder engagement sessions with business, industry, community groups, and municipal stakeholders to provide and update on, and to inform, the NSIFT initiative's implementation strategy. In December, DNS invited Internet Service Providers and others interested in building, owning, and operating broadband systems to submit proposals through a Request for Qualifications. DNS has not yet determined the mechanism by which it could solicit municipal financial contributions for projects. This will be determined in consultation with pre-qualified applicants and key stakeholders (potential funders), including HRM. An information report on rural broadband was submitted to Regional Council in August. Another rural broadband update will go to CPED in 2019.
- **Business Retention and Expansion.** In 2018, the Partnership reorganized its SmartBusiness Business Retention and Expansion Program to focus on helping companies increase their export capacity, think globally, and increase their research and commercialization activities. Between April and December, the Partnership met with 296 businesses. Among the 207 businesses consulted that were facing chronic labour market challenges, 138 were referred to partner organizations -- 85 of those were referred to the Nova Scotia Office of Immigration to become designated employers under the Atlantic Immigration Pilot Program.
- **Investment Attraction.** In October, the Halifax Partnership and Nova Scotia Business Inc. co-hosted Global Affairs Canada's Atlantic Canada Familiarization Tour for a group of 10 Investment Officers from the Canadian Consulates abroad. Locations represented included Washington, Chicago, Los Angeles, France, Sweden, German, Switzerland, UK, Japan and China. Economic development representatives from St. John's, Charlottetown, Summerside, Cape Breton, and East Hants also attended and presented their respective jurisdiction's business case for investment.

- **Sell Halifax.** Between April and December, the Partnership's business development activities created a funnel of investment opportunities in Halifax that resulted in 10 closes/wins (companies establishing or expanding operations in Halifax) and 1,018 expected jobs. These jobs represent an economic impact of approximately \$101M.

A multi-year Integrated Marketing, Communications and Engagement plan to support the Sell Halifax program is being developed. Communication materials that position Innovation as part of Halifax's Talent, Location & Cost advantages have also been developed. The Partnership is also assessing whether San Francisco will become a new target market for the Sell Halifax program.

- **Cogswell Lands Redevelopment.** Public engagement in the design of the Cogswell Lands' public spaces (i.e. parks, plazas, trails, greenways, walking & cycling connections, transit hub, street features & gateways, and art and commemoration) and urban design rules for new buildings was completed in October 2018. It is anticipated the completed design plan will return to Regional Council for final review in Q1 2019. A Request for Proposal for Constructor Services will follow shortly thereafter.

Staff from Culture and Events, Civic Addressing and Regional Planning continue to be involved in the development of heritage and commemoration program planning for the Cogswell Lands Redevelopment project. Preliminary dedicated stakeholder consultation has taken place with representatives of the local Indigenous and African Nova Scotian communities and will continue as a priority focus of the redevelopment plan.

- **Economic Research.** The Partnership produced its quarterly Economic Snapshot (fall 2018) and SmartBusiness Report (fall 2018), and statistical profiles for the Halifax Peninsula and Bedford. A research paper on youth retention was also released following Statistics Canada's publication of key data points.

Halifax's GDP grew from \$18.5 billion in 2016 to \$18.8 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:

- **Mayor's Reception for International Students.** More than 400 international students and 14 exhibitors attended the fifth annual Mayor's Reception for International Students in September. The reception is one component of HRM's Immigration Strategy that was updated in 2018.
- **Game Changers Program and Awards Gala.** In October, the Partnership ended as planned its three-year Game Changers marketing and awareness program designed to reduce the out-migration of young, professional Haligonians. In the 20 years before the program's launch, Nova Scotia annually lost an average of more than 1,300 youth to other provinces. The goal of the Game Changers Action Plan was to help bring this number to net zero by 2017-18. Statistics Canada data released in November indicates that the figure in 2017-18 was 152. This was the first time this statistic has been in positive territory since 1984.

In October, the Partnership presented its last Game Changers Event, the Awards Gala. More 250 businesses, organizations and young professionals attended. Nine awards were presented to businesses and individuals who excel at hiring youth, offering experiential learning opportunities for students and participating in the Connector Program.

- **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. Between April and December, the Partnership signed on 433 new connectees and 181 business leaders. During the same period, 222 Connectees found jobs related to their background, interest or experience level.
- **Experiential learning.** Recognizing the importance of experiential learning, the Partnership secured funding from the Nova Scotia Department of Labour and Advanced Education in 2017 to establish and manage an experiential learning component of the Connector Program. Between April and December 2018, 91 students and an additional 25 businesses participated in the initiative.
- **Atlantic Immigration Pilot.** The Partnership is connecting businesses of all sizes with international graduates and foreign skilled workers to fill vacancies through the Atlantic Immigration Pilot (AIP). Between April and December, the Partnership held 207 meetings with businesses to promote the program, and referred 85 companies to the Nova Scotia Office of Immigration to become AIP designated employers. The Partnership also attended Destination Canada recruitment fairs in Paris and Brussels as part of its AIP promotion efforts.

Halifax's labour force grew by 8,000 to 249,000 from 2017 to 2018. Although there was a marked improvement in 2018 as compared to growth from 2015 through 2017, 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:

- **Link Performing Arts Centre.** In December, Regional Council approved a financial contribution to the Link Performing Arts Society up to a maximum of \$1M in support of the development of an arts and culture hub at the site of the former World Trade and Convention Centre on Argyle Street. The Link proposes to begin operations in Spring 2020 with a mixture of not-for-profit arts and cultural organizations and creative industries tenancy. The Centre will receive \$4.5 million in funding from the federal government and \$5.7 million from the Province of Nova Scotia.
- **Culture and Heritage Priorities Plan.** Staff from across municipal business units continue to inform the development of HRM's Culture and Heritage Priorities Plan, a framework for municipal arts and cultural investment on an ongoing basis. The Plan's development has two phases: 1) the creation a comprehensive inventory of cultural assets, completed in Spring 2018; and, 2) a review of best practices cultural development and a gap analysis to help identify priorities in the area. The second phase began in October. The plan is scheduled to be completed in 2019.

Halifax's population grew by 6,751 to 431,701 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. To this end, the Partnership focused on:

- **Organizing and co-hosting the Annual State of the Municipality Forum.** In November, more than 600 people attended the Annual State of the Municipality event with Mayor Savage, co-hosted by the Partnership and the Chamber of Commerce. At the event, the Mayor outlined Halifax's key successes, challenges, and opportunities, and Partnership President & CEO John Rogers provided an update on the Economic Growth Plan and the Partnership's supporting initiatives and activities.

In November, the Partnership also hosted an Investor Briefing with Minister Scott Brison on the federal government's Fall Economic Statement.

- **Welcoming the National Connector Program (NCP) Learning Exchange to Halifax.** In October, the NCP hosted its 2018 National Connector Program Learning Exchange in Halifax with representatives from Connector Programs across Canada. The Learning Exchange supports sharing of best practices and strengthens the NCP network of 38 communities and two industry associations working to connect immigrants to business networks in Canada.
- **MOU with the Municipality of East Hants.** In December, the Partnership signed a Memorandum of Understanding with the Municipality of East Hants focused on increased collaboration on investment attraction and foreign direct investment activities, and on connecting existing businesses to the resources they need.
- **Showcasing Halifax at the International Economic Development Council (IEDC) Awards.** The Partnership received five Excellence in Economic Development Awards at the IEDC Annual Conference in Atlanta, Georgia, in October. They are:
 - Gold Excellence in Economic Development in the Special Event category for the Halifax Index 2017;
 - Gold Excellence in Economic Development in the General-Purpose Print Promotion category for the Halifax Index 2017;
 - Gold Excellence in Economic Development in the Special Purpose Website category for Halifax's Amazon HQ2 Website;
 - Silver Excellence in Economic Development in the Special Purpose Brochure category for Halifax's Amazon HQ2 Pitch; and,
 - Silver Excellence in Economic Development in the New Media category for the Sell Halifax Boston campaign.

The IEDC conference and awards are opportunities to showcase Halifax's programs and initiatives on the world stage as best practices.

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 (primarily the Province) and the private sector.

Attachment 1 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 2 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: *Economic Growth Plan Update by Action*

ATTACHMENT 2: *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.

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GOAL 1 - PROMOTE & MAXIMIZE GROWTH

Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
1. Implement the Joint Project on Regulatory Modernization with the Province of Nova Scotia to reduce red tape.	HRM	The MOU objectives of the Joint Project for Regulatory Modernization partnership between Halifax Regional Municipality and Province of Nova Scotia (the Trial Arrangement Pilot) were accomplished as of October 2018. In consultation with a Business Advisory Panel, actions were completed to reduce red tape for business and improve Municipal regulation including streamlining administrative process, improving customer service, and simplifying rules for the issuance of business licenses and tracking processing times. In November 2018, the partners extended the project to December 2020. Phase II of the Joint Project will focus on methods to streamline the inspection process and improve compliance outcomes with an educative training program and customer service tools, develop an outcomes-based performance management framework using benchmarking, data collection, and reporting to measure regulatory burden reduction and improve service delivery, development of the business impact assessment tool to calculate the internal cost of regulation for government, and identifying Provincial-Municipal opportunities to incorporate regulatory reform and red tape reduction into public sector operations and strategies.	Province of NS / Halifax Partnership / Business Community / Halifax Chamber of Commerce	<ul style="list-style-type: none"> • Increase average annual income growth <i>(1.2% growth in personal income per capita in 2015)</i> • Increase the total number of jobs <i>(224,100 were employed in 2015)</i> • Increase the share of full-time work <i>(83% of jobs were full-time in 2015)</i>
2. Adopt and implement the Centre Plan to guide community development and support economic growth in the heart of the region.	HRM	In 2018 the Draft Secondary Municipal Planning Strategy and Land Use By-law for the Regional Centre, including Downtown Dartmouth policies, otherwise known as Centre Plan Package A were released for public review. Package A's primary focus is on future residential development of Centres, Corridors and Future Growth Nodes within the Regional Centre. Thousands of residents engaged with staff through the review and commenting process and staff have been incorporating these changes through the end of 2018. The final draft versions of the Package A documents will be completed early in 2019 and presented to the Community Design Advisory Committee, various Committees of Council and Regional Council shortly thereafter. As Package A proceeds through the approval process, staff will begin work on the Centre Plan Package B document. Package B will focus on the land uses not included in the Package A discussion, such as established residential areas, industrial, institutional, parks and open spaces. As part of the Package B review, additional public engagement sessions will be held.	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 summer 2018, Municipal Affairs conducted province-wide consultation on possible expanded spending powers. These remain under consideration. In addition, GREM 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	<ul style="list-style-type: none"> • <i>(15% of businesses in spring 2015)</i>
4. Implement HRM's Customer Service Strategy, with a focus on continuous improvement, to enhance service to business and residents.	HRM	In alignment with the Corporate Customer Service Strategy, Lean Six Sigma methodologies are being used to guide HRM's quality improvement program. Eight Corporate improvement projects were identified by HRM's leadership and initiated in January 2018. Since then, two projects, the improved online forms for HRM employees and more streamlined processes for the onboarding, transfer, and offboarding of HRM employees, have been completed. An additional two projects, one to create a small equipment management program and the other to streamline access to HRM low-income assistance programs, have been added to the list of active projects. A training program has been rolled out to the organization to introduce performance excellence and train staff on Lean Six Sigma tools with approximately 400 people being trained to date. Fifteen process improvement projects, including one to process operating and capital account requisitions faster and another to more accurately track fuel volumes, are underway and being led by HRM Green Belt candidates.	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) Implementation of the Permitting, Licensing and Compliance Solution -- The implementation of a new system for the overall management of Planning & Development functions is a key initiative of the strategic plan enabling modernization of the business unit, and reinvention of business processes. The selected system, POSSE (Public One-Stop Service Enterprise), will enable improvements to the overall service delivery experience for staff, citizens and the development community through the application of industry best practice, and modernization of our tools, technology and processes. The Permitting, Planning, Licensing and Compliance project is a multi-year initiative implementing POSSE modules in a phased approach that will take approximately 24 months to complete. The new capabilities will support Business Unit objectives through standardized workflows, improved ability to make evidenced-based decisions, increased visibility and accountability, and service delivery efficiencies with improved technology. Benefits experienced by other municipalities who have implemented this technology include reduced processing time to submit development applications and complete plan reviews, increased inspection time in the field with mobile capabilities, reduction in paper and improved records management, as well as increased ability to manage fee collection. Planning & Development is working closely on POSSE implementation with Halifax Water, Transportation and Public Works, Halifax Regional Fire and Emergency, Finance, the 311 Contact Centre, and ICT, and will engage external stakeholders to ensure alignment and readiness when the system is deployed.</p> <p>(b) Implementation of Fee Review - In 2015, Council directed staff to develop an approach to collect infrastructure charges that considers all services that qualify under the Municipal Charter. At the same time, P&D, as part of Planning and Development Renewal, staff started a two-phase review of development/permit fees, and initiated a study of the impact and effectiveness of density bonusing. P&D is undertaking a full-scope sensitivity analysis of P&D fees and charges and their impact, including provision of a high-confidence opinion on the expected impacts resulting from the proposed fees and costs as they may vary between locations and development types in HRM. P&D will subsequently be proposing fee changes based on this to Council in Q4 18/19 for implementation beginning in 19/20.</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 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. Work began on amending these processes in 2018, and will continue into 2019 until fully implemented. 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. Processes focused on standardization of file content as well as the revised application circulation process are already well underway, with all deliverables anticipated to be completed well in advance of the end of the 2019 calendar year.</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 <p><i>(14.3% vacancy rate in Q4 2015)</i></p>
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 December 31, the Partnership team met with 296 businesses (diagnostic surveys completed for each company) generating the following results:</p> <ul style="list-style-type: none"> • 207 businesses facing chronic labour market challenges; generating 138 referrals to partner organizations, 85 of which were to NSOI to become designated employers under the Atlantic Immigration Pilot Program; • 32 meetings with businesses that have the potential to export; generating 44 referrals to partner organizations; and, • 57 meetings companies who need/desire connections to innovate; generating 109 referrals to partner organizations. 	HRM / Province of NS / ACOA / 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 December 31 of this year, the Team presented/produced:</p> <ul style="list-style-type: none"> - Halifax Index 2018 to the community on June 18, 2018; - Economic Reports - Spring, Summer, and Fall 2018; - SmartBusiness Reports - Spring, Summer, and Fall 2018; - Community profiles for the Eastern Rural area, Dartmouth Centre, Sackville, Halifax Peninsula and Bedford; and, - Research and analytical services to internal and external clients. <p>For the most up-to-date economic information on Halifax's value proposition and industry sector profiles go to http://www.halifaxpartnership.com/en/home/economic-data-reports/default.aspx</p>	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 Halifax Partnership is providing aftercare to nine companies that have expanded and/or located in Halifax in the past five years. Examples of aftercare support include: assisting companies in making connections to programs and services to support their labour market needs; raising awareness of their organization to increase profile in the community; and, making connections to HRM to address public transportation/transit challenges for employees, etc.</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. 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 three times on potential adjustments to the commercial tax structure during 2018, most recently in October 2018. A recommendation to Regional Council is planned for early 2019.</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. 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; and, • 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; and, • 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". 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
13. Expand the Sell Halifax Program increase to investment.	Halifax Partnership	<p>With support from the Nova Scotia Department of Business, the Halifax Partnership has expanded its Sell Halifax Program -- a pro-active selling strategy positioning Halifax as a location for innovative, ambitious companies -- advanced on a firm-by-firm basis by a coordinated, cohesive sales team drawn from key partners (e.g. NSBI, COVE, Universities, business, etc.). The strategy is supported by a detailed tactical plan and measurement framework.</p> <p>As of December 31, the status of the program's sales funnel is as follows:</p> <ul style="list-style-type: none"> - 190 Contacts; - 83 leads; - 19 Prospects; - 10 Closes (includes 2 in the Innovation District and 1 top 10 close); - Expected number of jobs - 1018; - Estimate economic impact: \$101 Million. <p>San Francisco has been identified as a new market of entry for Sell Halifax. A lead generation project was undertaken to identify company specific business development targets best aligned to our value proposition and key sectors.</p> <p>The Halifax Partnership, in collaboration with partners, also manages a Top 10 Target List. As of December 31, results are as follows:</p> <ul style="list-style-type: none"> • 3 Top 10 pitches (in collaboration with partner organizations); and, • 1 Top 10 close (result also capture in sales funnel results above). <p>A multi-year Integrated Marketing, Communications and Engagement plan to support the Sell Halifax program is being developed with National PR. It includes assessment of the market positioning and messaging used by other Canadian cities against which Halifax competes for investment attraction and the development of marketing tactics and communication materials and collateral for use across all channels, including digital. Communication materials that position Innovation as part of Halifax's Talent, Location & Cost advantages have also been developed.</p>	HRM / Province of NS / NSBI / Business Community / Industry Associations / Discover Halifax / Gateway Partners / Events East / Post-Secondary Institutions / ACOA	<p>(224,100 were employed in 2015)</p>

14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	<p>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> <p>October -- The Halifax Partnership hosted 10 investment officers as part of the Global Affairs Canada - Atlantic Canada Familiarization Tour on October 31st. The Partnership extended invitations to the Municipality of East Hants, NSBI, Cape Breton Partnership and other members of the Atlantic Canadian Cities Coalition to participate. Participating regions were provided an opportunity to present an overview on the key strengths of their community's value proposition.</p> <p>December -- The Halifax Partnership signed a Memorandum of Understanding with the Municipality of East Hants focused on increased collaboration on investment attraction and foreign direct investment activities and connecting existing businesses to resources needed for success. East Hants was also invited to meet with one of the Top 10 companies when they evaluated Halifax as a potential location.</p>	Province of NS / NSBI / ACOA	
15. Leverage regional, national and international partnerships to increase trade and investment.	Halifax Partnership	<p>May - The Halifax Partnership and Mayor Savage attended the World Energy Cities Partnership (WECP) working meeting in Houston in May (Mayor Savage's is President of the organization). The Partnership staff also 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>June - The Halifax Partnership joined an Ottawa meeting of the Consider Canada Cities Alliance (CCCA) membership and continued its role on the Executive Committee for the organization. CCCA is an established network of Investment Promotion Agencies from 13 of Canada's largest municipal regions. CCCA works with national and international networks of partners to make Canada the preferred location for foreign investment and trade.</p> <p>June - A new international partnership agreement was signed between Zhuhai, China and Halifax (included management of a visit to Zhuhai by Mayor Savage).</p> <p>September -- HRM Deputy Mayor Wayne Mason and the Halifax Partnership attended the 2018 Global Harbour Cities Forum in Kaohsiung Taiwan, September 23-29, 2018. The Global Harbor Cities Forum, with the theme 'Here and Beyond - Forces affecting our future', brought together 1200 attendees (mayors and city leaders; managers of port authorities; corporate CEOs and senior business representatives; policy makers and practitioners) from 65 global harbour cities to identify shared challenges and difficulties, promote industrial transformation and urban development, provide a platform for collaboration in harbour cities, and build a strong business alliance. In addition to attending the conference, Halifax delegates met with city officials in Kaohsiung and Taipei as well as leaders from post-secondary institutions and innovation centres and parks.</p> <p>October - The Halifax Partnership participated in the CCCA's AGM and continued its role on the Executive Committee of the organization representing Atlantic Canada.</p> <p>October - As President of the World Energy Cities Partnership (WECP), Mayor Savage led the Annual General Meeting in Kuala Lumpur, Malaysia. WECP primarily serves to facilitate business-to-business interaction, partnerships in energy-related activities, and the sharing of industry knowledge, contacts and experiences. It provides a worldwide network of industry support services and resources.</p> <p>November -- Halifax Partnership staff visited Ghana in November to explore a potential international partnership that will be mutually beneficial to the African Nova Scotian (ANS) Community and the Mayan Krobo region in Ghana. This opportunity also supports the Road to Economic Prosperity work to promote economic prosperity for ANS communities.</p> <p>December - A delegation from Zhuhai, China visited Halifax. A reception was held for them at Saint Mary's University and meetings were set up with academia, and business partners including NSBI and HRM (Mayor's office).</p> <p>December - Business partnership made between NSBI and Aberdeen City for meeting support during upcoming mission in January/2019.</p>	HRM / Province of NS / NSBI / Industry Associations / Business Community	<ul style="list-style-type: none"> Increase the share of full-time work
16. Strengthen and raise awareness of the Halifax Gateway.	Halifax Partnership	<p>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.</p> <p>In September 2018, under the Halifax Gateway umbrella, the Partnership sponsored two events:</p> <ul style="list-style-type: none"> Gold Sponsor of Halifax Port Days -- Atlantic Canada's largest international B2B platform connecting major global supply chain partners for two days of formal and informal networking opportunities. Sponsor of the 2018 Airports Council International (ACI) Customer Excellence Global Summit. Halifax International Airport was the first North American airport to host this inaugural conference, providing the opportunity to showcase the Halifax and Nova Scotia's value proposition. 	HRM / Gateway Partners / Business Community	(83% of jobs were full-time in 2015)
17. Implement the three-year master plan to establish, strengthen, and market Halifax's Innovation District.	Halifax Partnership	<p>The Innovation District Plan has continued to evolve in close consultation with NS Department of Business. The final version will be presented to the Partnership's Board of Directors on January 30. While the plan evolves, the Partnership has pressed forward with the strategies and tactics, examples include: liaising with HRM on the Centre Plan; connecting with partners to develop programming that will address capacity building with under-represented groups, connecting with existing SMEs and startups, and collaborating with the other provincial Innovation District delivery partners and stakeholders within Halifax.</p> <p>Additionally, the Partnership continues its work with National PR to develop a multi-year Integrated Communication and Engagement Strategy to support the launch and development of the Innovation District. This included completion of an assessment of the market positioning and messaging used by seven international Innovation Districts. Insights from this research is informing the strategies and tactics for the plan which will include: branding for the Innovation District, a website, communications materials and collateral, and a detailed stakeholder engagement plan. This work is expected to be completed by March 31.</p>	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	<ul style="list-style-type: none"> Matt Hebb, Acting CEO and Kendra MacDonald, Incoming CEO, Ocean Super Cluster, presented an overview of the Supercluster to 10 investment officers as part of the Global Affairs Canada - Atlantic Canada Familiarization Tour on October 31 hosted by the Halifax Partnership. The Halifax Partnership sponsored the Ocean Supercluster Technology Leadership Reception and Workshop held in Halifax by 100+ technology leadership working group members (ocean-related company representatives). 	Government of Canada / Province of NS / Institute for Ocean Research Enterprise / Canada's Ocean Supercluster / Post-Secondary Institutions / Incubators / Industry Associations / Business Community	<ul style="list-style-type: none"> Increase the share of business that considers Halifax an above-average place to do business
19. Increase the commercialization of post-secondary research.	Halifax Partnership	<p>This action is also covered under Action #7.</p> <p>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 will be launched in Q4. 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.</p>	Post-Secondary Institutions / Industry Associations / Business Community	<ul style="list-style-type: none"> 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)
20. Undertake special projects to address immediate economic opportunities.	HRM / Halifax Partnership	<p>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.</p>	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	<p>The federal government's 2016 budget announced the details of the federal government's overall plan to invest more than \$120 billion in infrastructure over 10 years. 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.</p> <p>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.</p> <p>In December 2018, Municipal Affairs issued a call for applications for the Environmental Quality stream of the Investing in Canada Program (ICIP). This fund provides support to water and wastewater projects. Each municipality is limited to two applications during this initial call. Council will potentially approve HRM's two applications in January 2019. The deadline to apply to the program is January 18, 2019, and approvals are expected in spring 2019.</p>	Government of Canada / Province of NS (Municipal Affairs)	
22. Complete the final design and partial reconstruction of the Cogswell Lands Redevelopment.	HRM	<p>The Cogswell Redevelopment Program is a city-building program generated from the Cogswell Lands Plan passed by Regional Council in 2014. 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.</p> <p>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.</p> <p>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 Q1 2019. A Request for Proposal for Constructor Services will follow thereafter.</p>	Halifax Water & Other Utilities / Development Community / Business Improvement Districts / Business Community / Community at Large	
23. Ensure that an adequate supply of industrial lands is available to support economic development objectives.	HRM	<p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM:</p> <ul style="list-style-type: none"> - 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 and is seeking required MPS amendments to service and zone the land for industrial use as directed by Council); - amended zoning in the Burnside expansion area to better define target industrial and commercial uses (anticipated to go to Regional Council for first reading early in fiscal 2019-20); and, - is planning for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park. <p>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 2019. A report on the issue is planned to go before Council in 2019-2020.</p> <p>Consulting studies for short-term Aerotech development were completed in 2017 and will continue into 2019 with preparation of a lot grading tender to be general aligned with the timing for the re-zoning of Aerotech. The secondary planning process is anticipated to be initiated in 2019-20 to re-zone Aerotech in order to permit broader land uses in line with standard industrial park lot inventory. This re-zoning will utilize the new Burnside zoning framework once completed. Long-term expansion studies for the balance of Aerotech lands will also continue into 2019. Upon successful re-zoning of Aerotech HRM will anticipate placing lot inventory on the market in fiscal 2020-21.</p>	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	
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>HRM and the Partnership continue to gauge how to leverage funding from other orders of government to support rural broadband development in the municipality. This includes the \$193M Nova Scotia Internet Funding Trust (NSIFT) being administered by Develop Nova Scotia (DNS). Since mid-2018, Develop Nova Scotia has held a series of stakeholder engagement sessions with business, industry, community groups, and municipal stakeholders to provide and update on, and to inform, the NSIFT initiative's implementation strategy. In December, DNS invited Internet Service Providers and others interested in building, owning, and operating broadband systems to submit proposals through a Request for Qualifications. DNS has not yet determined the mechanism by which it could solicit municipal financial contributions for projects. This will be determined in consultation with pre-qualified applicants and key stakeholders (potential funders), including HRM. An information report on rural broadband was submitted to Regional Council in August. Another rural broadband update will go to CPED in 2019.</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 planners dedicated to the rural communities of HRM was developed as part of a business unit realignment. While the primary focus of the team is processing planning applications in rural communities, the team has also completed several 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. Entering its third fiscal year, the rural planning team will continue to be a presence within the rural communities of HRM focusing on improving their economic, environmental and cultural resiliency. Additionally, the rural planning team will be completing policy work on the following topics over the course of the coming year:</p> <ul style="list-style-type: none"> • an internal land use design exercise for the proposed Middle Sackville Master Plan project located on three parcel quadrants immediately north and south of Highway 101 at the interchange on Margeson Drive • 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. • A white paper recommending strategies to deal with unwanted land uses which can be impactful to surrounding communities but which are necessary to be present within the Municipality at-large. This paper would inform future Secondary planning and master planning projects in both the rural and suburban communities. 	Province of NS / ACOA / Rural Business Associations	
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's SmartBusiness team is working with the St. Margaret's Bay Chamber of Commerce, the Sheet Harbour Chamber of Commerce, MLA Hugh MacKay's Business Development Advisory Group, and the Port of Sheet Harbour Economic Development Advisory Group to identify and contact rural businesses in their respective areas with the intent to help the businesses connect to export development, commercialization/R&D, and labour related resources. Targeted visits will be underway in Q4.	Sheet Harbour Chamber of Commerce / Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs	

GOAL 2 - ATTRACT & RETAIN TALENT

Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
		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,		

<p>26. Develop a mobile technology application to connect local and international graduates to the networks and resources needed to build a career in Halifax.</p>	<p>Halifax Partnership</p>	<p>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 under development. In November, the ConnectorPlus.ca website was launched, as a method of collecting contact information of interested Connectors and Connectees.</p> <p>During Q3, the marketing and engagement strategy was developed and execution is underway. The Connector+ brand, website, collateral and marketing campaign was also developed. The marketing campaign will be rolled out from January-April.</p> <p>Connector+ soft launched at the State of the Municipality event on November 22 with 600 public, private and post-secondary leaders in attendance. The formal launch event is planned for February 13 in Halifax. Four additional public engagement events will be held in Nova Scotia Connector communities throughout Q4.</p> <p>Connector+ development is on track for the public launch in mid-February.</p> <p>Between April 1 and December 31, the Connector Program team has</p> <ul style="list-style-type: none"> Met with 433 new Connectees <ul style="list-style-type: none"> (261 immigrants, 63 international graduates, 109 domestic graduates) Signed on 181 new Connectors (business leaders from the private and public sector) 222 Connector Program Connectees found jobs in Halifax <ul style="list-style-type: none"> (113 immigrants, 43 international graduates; 66 domestic graduates) <p>Additionally, the team has developed a partnership to help with the settlement of spouses of internationally recruited Irving Shipyard employees, and worked with local companies to discuss ways to greater leverage the Connector Program to help with talent acquisition. It continues to work with Dalhousie to refer candidates to their 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.</p> <p>The Partnership is also raise awareness of the Connector Program and its benefits. Recent outreach activities include a networking presentation to members of the MSVU Job Club and hosting a booth at the SMU Finance & Accounting Career Fair, and the Partnership's co-hosted 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!". On October 17, the Partnership held the 2018 Game Changers Awards Gala where nine awards were presented to businesses and individuals who excel at hiring youth. Two Gerald Walsh Job Search events were held. The Partnership also hosted an annual networking event with the Canadian International Council that was attended by approximately 35 Connectees and 12 business leaders with experience in global business, foreign service, or NGO's.</p>	<p>Province of NS (Labour & Advanced Education) / Post-Secondary Institutions / Business Community</p>	
<p>27. Continue the networking Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.</p>	<p>Halifax Partnership</p>	<p>HRM updated its Immigration Strategy to make the municipality more welcoming to newcomers and residents alike. It is anticipated that this Strategy will be discussed by Regional Council by the end of the current fiscal year.</p> <p>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 kept up to date, with advice of the Halifax Immigration Partnership and Acadian and francophone communities. The guide is available electronically at (https://www.halifax.ca/about-halifax/newcomers); and, HRM is entering a partnership with NSCC to include a Newcomers Map of Halifax in the Newcomers Guide. The map was developed by a team of international students and is available in more than 15 languages. <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, and indigenous and non-indigenous African Nova Scotians. Two community engagement sessions have been held, gathering representatives from organizations from all these communities.</p>	<p>Province of NS (Office of Immigration) / Post-Secondary Institutions</p>	
<p>28. Continue the Welcome Like No Other Program to help settle international students and immigrants in Halifax.</p>	<p>HRM / Halifax Partnership</p>	<p>HRM updated its Immigration Strategy to make the municipality more welcoming to newcomers and residents alike. It is anticipated that this Strategy will be discussed by Regional Council by the end of the current fiscal year.</p> <p>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 kept up to date, with advice of the Halifax Immigration Partnership and Acadian and francophone communities. The guide is available electronically at (https://www.halifax.ca/about-halifax/newcomers); and, HRM is entering a partnership with NSCC to include a Newcomers Map of Halifax in the Newcomers Guide. The map was developed by a team of international students and is available in more than 15 languages. <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, and indigenous and non-indigenous African Nova Scotians. Two community engagement sessions have been held, gathering representatives from organizations from all these communities.</p>	<p>Province of NS (Office of Immigration) / Post-Secondary Institutions</p>	
<p>29. Develop and implement a multi-year plan to attract expatriates back to Halifax.</p>	<p>Halifax Partnership</p>	<p>Plan to be developed in Q4. Research on Best Practices completed in Q2.</p>	<p>Province of NS / NSBI</p>	<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)
<p>30. Support businesses meet their labour shortage needs by connecting them with international talent through the Atlantic Immigration Pilot.</p>	<p>Halifax Partnership</p>	<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 December 31, the Partnership has completed the following:</p> <ul style="list-style-type: none"> 207 meetings with businesses to promote the program; 138 referrals to partner organizations; and, 85 of 138 referrals were to NSOI to become "designated". <p>Total Project Results (Since August 2017):</p> <ul style="list-style-type: none"> 393 meetings with businesses to promote the program; 153 referrals to NSOI for companies to become "designated" employers; and, 54 companies approved for designation; forecasting >715 potential new jobs for Halifax over the next three years. 	<p>Government of Canada / Province of NS / Post-Secondary Institutions / ISANS / Business Community</p>	<ul style="list-style-type: none"> Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015) Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015) Attain at least the provincial average workforce participation rate (69.1% in 2011) for marginalized groups, especially the African Nova Scotian community (64.7% in 2011).
<p>31. Leverage Halifax's immigrant communities to attract talent and investment to Halifax.</p>	<p>Halifax Partnership</p>	<p>The Partnership is having ongoing discussions with Halifax representative of the Punjab Pradesh Congress Committee to support the welcoming of Sikh families to settle in Nova Scotia.</p> <p>The Partnership has also re-established its relationship with the Atlantic Jewish Council in their effort to attract talent and investment to Halifax. A plan is under development for implementation in Q4.</p>	<p>Province of NS / NSBI / Immigrant Community Organizations / Business Community</p>	

<p>32. Work with the business community to identify and promote experiential learning opportunities for post-secondary students.</p>	<p>Halifax Partnership</p>	<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 December 31, 2018, a total of 25 new businesses have committed (bringing total to 81 businesses) to engaging in experiential learning through the program, with more being recruited for participation in course-based projects, hackathons, paid summer internships, pitch competitions and more.</p> <p>Close collaboration and deepening of relationships with the post-secondary institutions has allowed a greater number and range of experiential opportunities for students. Ninety-one (91) students have been assisted with 62 already having completed experiential learning opportunities (bringing total to 130).</p> <p>On October 17, at the 2018 Game Changers Awards Gala three experiential learning awards were presented to small, medium and large size businesses who excel at providing meaningful opportunities for post-secondary students. Three experiential learning success stories published via the Partnership's channels in Q3.</p>	<p>Province of Nova Scotia (Labour & Advanced Education) / Post-Secondary Institutions / Business Community</p>	
<p>33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program.</p>	<p>Halifax Partnership</p>	<p>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.</p>	<p>Province of Nova Scotia / Post-Secondary Institutions / ANS Organizations / Mi'kmaq/Indigenous Organizations / Business Community</p>	
<p>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.</p>	<p>Halifax Partnership</p>	<p>In Q4 the Halifax Partnership will submit a proposal to NSLAE to support the development and launch of new Connector Stream for the ANS Community. Since April 1, the Partnership has six new Connectees (recent graduates) from the ANS community.</p>	<p>HRM / Province of Nova Scotia / ANS Organizations / Mi'kmaq/Indigenous Organizations / Post-Secondary Institutions</p>	
<p>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.</p>	<p>HRM</p>	<p>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.</p>	<p>Post-Secondary Institutions / Halifax Partnership / Business Community</p>	
<p>36. Review experience requirements of HRM positions to increase youth talent in the municipal public service.</p>	<p>HRM</p>	<p>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.</p>	<p>Post-Secondary Institutions</p>	
<p>37. Review/improve HRM HR policies from a diversity and inclusion perspective.</p>	<p>HRM</p>	<p>The Office of Diversity and Inclusion and Human resources have developed an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.</p> <ul style="list-style-type: none"> • Employment Equity Policy has been updated, approved, and will be rolled out at the end of the fiscal year. • D&I/HR are creating a community outreach plan to ensure fair information interchange between HRM and marginalized communities. • With consultation with D&I business units will organize more job fairs, hiring campaign, information sessions on application, screening, and interviewing processes to be held at diverse community locations. • HR launched the Hiring Manager Certification program. • D&I is piloting the Towards Bias-Free Practices module in April 2019. Hiring managers will be encouraged to sign up for this module. • D&I/HR are creating a program to ensure the implementation of the Employment Equity Policy. 	<p>Community at Large</p>	

<p>38. Connect newcomers, African Nova Scotian, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.</p>	<p>HRM</p>	<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. Council requested a staff report on creating a Women's Advocacy Committee. The report is due June 2019. A working group was formed and started preparing the report.</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. 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. Foundations for Aspiring Leaders Program ANSAIO supported the HR Organizational Effectiveness and Learning (OEL) team to develop an African Nova Scotian Cohort for the Foundations for Aspiring Leadership Program. The designated cohort will provide African Nova Scotian employees and employees of African descent who are not presently in a leadership position with the fundamental skills and knowledge every effective supervisor or manager needs. The objective of this leadership program is to increase the capacity of individuals to perform effectively in leadership roles. There are 25 staff of African descent participating in this program. As part of the support for the program, ANSAIO also developed a module, "Leadership from An Africentric Perspective", specifically for the ANS Cohort.</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. One of the participants at the Resume and Cover Letter workshop has successfully moved from a seasonal position to a full-time, permanent position and another is participating in the Foundations for Aspiring Leaders Program.</p> <p>Ujima Day ANSAIO hosted a half-day event in collaboration with HRM Parks and Recreation in November of 2018. The event, themed UJIMA Day, provided a platform for Parks and Recreation and the African Nova Scotian Community to share, network and continue the work on building better socio-economic relationship. Ujima Day provided the community with an understanding of Parks and Recreation as an HRM business Unit. The event provided information about employment opportunities and programming and initiatives within the unit, including the Youth Advisory Committee, Youth Advocate Program, Public Safety Strategy, REC Online Registration, and, accommodation and support etc. ANSAIO plans to make this an annual event in partnership with a business unit of HRM.</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. HR has started internal stakeholder consultations in with the Diversity Advisors.</p>	<p>Halifax Partnership / Organizations Serving Persons with Varying Abilities / ISANS / Mi'kmaq/Indigenous Aboriginal Organizations</p>	
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GOAL 3 - MAKE HALIFAX A BETTER PLACE TO LIVE & WORK

<p>Actions Years 3 to 5</p>	<p>Municipal Lead</p>	<p>Status</p>	<p>Key Stakeholders (to be modified as required)</p>	<p>Measurement (figures in parenthesis include baseline values)</p>
<p>39. Increase people's access to the outdoors by leveraging the municipality's natural assets.</p>	<p>HRM</p>	<p>HRM has more than 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.</p>	<p>Community at Large</p>	<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)
<p>40. Adopt and implement the Halifax Green Network Plan to protect and manage open spaces across the municipality.</p>	<p>HRM</p>	<p>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.</p>	<p>Community at Large</p>	
<p>41. Develop and implement a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.</p>	<p>HRM</p>	<p>The draft 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.</p>	<p>Community at Large</p>	<ul style="list-style-type: none"> Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)
<p>42. Complete the Culture and Heritage Priorities Plan.</p>	<p>HRM</p>	<p>The Culture and Heritage Priorities Plan originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1, cultural inventory, was completed in spring 2018, in partnership with the Province of Nova Scotia. Phase 2 of the project kicked off in October 2018. The study is expected to wrap up in the late spring of 2019.</p>	<p>Culture Stakeholders / Province of NS / Heritage Canada / Community at Large</p>	

<p>43. Ensure HRM's culture investments reflect Halifax's diversity.</p>	<p>HRM</p>	<p>In December 2018 Regional Council approved a financial contribution to the Link Performing Arts Society up to a maximum of one million Canadian dollars (\$1,000,000.00) in support of the development of a multi-faceted arts and culture hub at the site of the former WTCC on Argyle Street. The Link proposes to begin operations in Spring 2020 with a mixture of not-for-profit arts and cultural organizations and creative industries tenancy.</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 chairs and is a co-founder of the Dub Poetry movement in Canada. To-date Dr. Cooper has participated in April's national poetry month with a reading at Halifax Regional Council, the Viola Desmond currency launch as part of the North End Business Association events, and a Writers Federation of Nova Scotia event in partnership with Halifax Public Libraries and HRM at the Central library on January 24. Future events are in development and will be ongoing throughout 2019-2020.</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 was the 2018 Atlantic region shortlist representative for the Sobey Art Award. The artwork was unveiled in the newly-opened facility.</p> <p>In October 2018 the Municipality hosted 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 engaged artist Raven Davis the basis of their theme, Nomadic Reciprocity. The event featured artist projects that address the theme, and which were specifically oriented toward programming underrepresented artists and promoting less visible cultural perspectives. The Municipality provided both indirect grant funding to the Nocturne Organization as well as direct support of the Event's anchor project 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 received funding through the Province of NS' Streetscape and Beautification Program to develop interpretive panels for the site of Africville. The Halifax Explosion 100th Anniversary Marker will be installed in 2019 as part of this project. Lord Cultural Industries has been identified as the consultant to lead the development of this interpretive program. Community engagement is underway and will be ongoing throughout 2019 and 2020.</p> <p>The Committee on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History has begun their process of making detailed recommendations on Indigenous commemoration in HRM, and have made motion to change their name and operating model to the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History to reflect the equal partnership between HRM and the Mi'kmaq community, as represented by the Assembly of Nova Scotia Mi'kmaq Chiefs.</p> <p>Staff from Culture and Events, Civic Addressing and Regional Planning continue to be involved in the development of heritage and commemoration program planning for the Cogswell Lands Redevelopment project. Preliminary dedicated stakeholder consultation has taken place with representatives of the local Indigenous and African Nova Scotian communities and will continue as a priority focus of that redevelopment plan.</p> <p>Staff from across municipal business units continue to participate in the development of HRM's Culture and Heritage Priorities Plan, a document intended to provide a framework for municipal arts and cultural investment on an ongoing basis. The plan is scheduled for draft completion in June 2019, and will include consideration of how best to ensure equitable cultural access to programs and services the municipality offers to the cultural sector.</p>	<p>Culture Stakeholders / Province of NS / Heritage Canada / Community at Large</p>	<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).
<p>44. Develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM.</p>	<p>HRM</p>	<p>Climate strategy funding secured and project charter developed. RFP for consulting services will be awarded January 2019.</p> <p>Solar City approved as a continuous program by Regional Council in December 2018. Increased interest in solar photovoltaic (electricity) with provincial solar rebate announced in summer 2018.</p> <p>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 to reduce energy use and costs are completed and ongoing. Funding secured through FCM's T2050 fund for support in developing a clean energy program with an equity lens focused on reducing energy poverty (project led by CUSP – Canadian Urban Sustainability Practitioners). Continuing to pursue other climate change funding opportunities.</p>	<p>Business Community / Community at Large / Not-for-Profit Sector / Post-Secondary Institutions / Industry / Government Organizations</p>	
<p>45. Reduce the near- and long-term risks of coastal and overland flooding through research and policy development.</p>	<p>HRM</p>	<p>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.</p> <p>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. Consultations with key stakeholders are ongoing.</p> <p>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.</p> <p>The NDMP study is complete and staff are now working on developing a joint implementation plan with Halifax Water. The first step will be to carry out follow up studies on the Sackville Rivers and Shubencacdie Lakes systems. The Karlson's Wharf project will be carried out in conjunction with the Cogswell Redevelopment project.</p> <p>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.</p>	<p>Business Community / Community at Large / Not-for-Profit Sector / Post-Secondary Institutions / Industry / Government Organizations</p>	<ul style="list-style-type: none"> • Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
<p>46. Increase awareness of the programs and services available to families and children.</p>	<p>HRM</p>	<p>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 final implementation of the plan is complete, with initiatives on-going. 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 started in July 2018 for the 23 HRM owned and operated facilities, with the first registration with Legend for Fall 2018. This has provided 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 - 2020. The launch of the Legend Software will support "One Recreation" model 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.</p>	<p>Community at Large</p>	
<p>47. Increase low-income groups' and individuals' access to recreation programs.</p>	<p>HRM</p>	<p>Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include: community outreach; inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and, engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.</p> <p>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 hives 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.</p>	<p>Province of NS / United Way / Community at Large</p>	<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)

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. In 2018 the Province extended the ability to use the density bonusing tool across the HRM. HRM is still in discussion with the Province regarding adding inclusionary zoning to its powers under PART VIII Planning and Development of the HRM Charter. 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 backyard 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. It is expected that a report on Shared Housing will go to Council before the end of Spring 2019. 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. Staff are compiling the public feedback and expect a report to Council by mid 2019. 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. HRM along with other stakeholders have been engaged by the group Between the Bridges to participate in a social innovation lab around housing in Dartmouth North. This process remains underway. 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. All items in the workplan are currently underway and targeted to come forward over 2019/2020. 	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 continued support for the Mobile Food Market through 2018/19 to 2020/21, with direction to report on continuing support in 2021. 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, considering the role of HRM in the promotion of food security. The staff report is expected to come forward in Spring 2019.	Halifax Food Policy Alliance	
50. Develop a long-term streetscaping program for the Regional Centre.	HRM	Over the summer of 2018 a temporary pilot project on Spring Garden Road was installed and used as a platform for public engagement, with much success. Over 380 on-street and 865 online surveys were completed, with 76% of respondents supportive of bringing the stoplet back in summer 2019. The surveys will be used to inform the functional design. Consultants were hired in September 2018 with the first public open house being held that month which continued the discussion on imagining Spring Garden Road. The draft functional design options for the Spring Garden Road corridor were released for public review and comment in January 2019. Next steps will include bringing a recommended functional design to Council in the Spring 2019. More on Imagine Spring Garden Road can be found here: https://www.shapeyourcityhalifax.ca/spring-garden-road-enhancements	Business Improvement Districts / Business Associations	<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)
51. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	<p>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 parking management division was created in July 2018 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 that was passed in October 2018 came into effect November 5th. 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.</p> <p>Staff are in negotiations with a vendor to implement parking technologies, which include increased payment options, on-street pay stations, online permit applications and improved enforcement technology. The project is scheduled to commence April 1, 2019 with on-street implementation beginning late summer.</p> <p>Staff hosted a working session with the Business Improvement Districts (BIDs) and members of the private parking industry in November to inform the parking services strategic plan's goals and objectives and look forward to hosting another in the Spring.</p>	Halifax Partnership / BIDs / Waterfront Development Corp. / Downtown Parking Structure Owners & Operators	
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"> Increase the proportion of resources allocated towards high ridership services; Build a simplified transfer based system; Invest in service quality and reliability; and, Give transit increased priority in the transportation network. <p>Third year of implementation is now complete and preparations are underway for additional significant changes in 19/20. Early successes have included the implementation of a peak period transit lane on Gottingen Street, and greater than a 20% ridership increase on new routes implemented in November 2017.</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	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. 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, 30 have been completed, 80 are in flight, and 27 have not been started. The quarterly newsletters have been issued with the third issue due to be released in January 2019 (previously issues can be found here: www.halifax.ca/integratedmobility).	Community at Large	
54. Develop and implement a road safety plan.	HRM	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.	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).

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 Advisor Indigenous Community Engagement 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 December 2018. 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. In August 2018, The Committee Co-Chairs requested a change in the governance structure of the committee. This motion was approved by Regional Council in October 2018, following similar motion passed by the committee, then approved by the Assembly of Nova Scotia Chiefs. In December 2018, an administrative approach to the new governance structure was ratified between the Halifax Regional Municipality and Kwilmu'kw Maw-klusuaqn Negotiations Office (Mi'kmaq Rights Initiative) on behalf of the Assembly of Nova Scotia Mi'kmaq Chiefs and the Mi'kmaw of Nova Scotia. On January 21st, 2019 a motion was tabled and approved at the first meeting of the newly constituted committee, for this Special Advisory Committee to be renamed the "Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History." Regular meetings on of the Task force will be held the third Monday of every month, as scheduling allows.</p> <p>Halifax will also be hosting the North American Indigenous Games (NAIG) in July 2020. Kevin Sandy, a member of the Cayuga Nation (Wolf Clan), was recently hired by the Mi'kmaw Sport Council of Nova Scotia as the Chief Executive Officer (CEO) for the 2020 North American Indigenous Games (NAIG) host society. The Games are expected to feature 5,000 athletes who will compete in 15 sports. HRM has hired a Project Manager, North American Indigenous Games, to support NAIG 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. In January 2019, the Public Safety Office delivered the first annual report to Regional Council. The report included an inventory of municipally-led and supported initiatives addressing the Strategy's actions. This inventory enables the office to further implementation by building on municipal strengths and develop implementation plans with internal and external stakeholders to address gaps. The office is currently working with internal and external partners to develop a Community Safety and Wellbeing Index to establish baselines and monitor impacts of efforts. The office continues to work with targeted communities to implement Community Mobilization Teams; provide expert advice to inform municipal decision-making; and strengthen internal and external networks with key stakeholders to enhance community safety and well-being.</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 Halifax Immigration Partnership, coordinated through the Office of Diversity and Inclusion, helped to organize the Fifth Mayor's Welcoming Party for International Students at the Halifax Central Library. More than 450 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 six representing municipal services, to encourage students to get more actively involved with what the municipality offers as well as to help them identify 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 to and danced to the rhythm of African drums; they also enjoyed Indian dancing as well as a group of immigrant youth performing spoken word and traditional Syrian music.</p> <p>As part of the National Metropolis Conference that will be held in Halifax in March, 2019, the Halifax Immigration Partnership coordinated with the Mayor's Office a reception at City Hall for conference delegates to commemorate the International Day for the Elimination of Racial Discrimination. The Mayor will host an event that will bring poets and spoken word artists from different backgrounds to address the issue of racism and possible alternatives towards its elimination.</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. ANSAIO will collaborate with Procurement, the 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	
61. Leverage the Halifax Gateway to promote Halifax to potential investors and leisure and business travellers.	Halifax Partnership	<p>The Halifax Gateway messaging has been updated and represented in the Sell Halifax (TLC+) value proposition and pitch.</p>	HRM / Events East / Discover Halifax / NSBI	
62. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	<p>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. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 6396 followers and Twitter having 2698 followers. Communication plans and marketing plans have been created and will be implemented for the following: Halifax Commons Master Plan, St Andrews Recreation Centre, Dartmouth North Community Centre, Legend Software, Sackville Sports Stadium, Youth Programs, Events etc. The Launch of the new Recreation Software - Legend continues to be 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 support "One Recreation" model 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.</p>	Community at Large	

63. Refine HRM's approach to event attraction and hosting.	HRM	<p>Since the 2017 request for a staff report from CPED, staff have spent considerable time discussing the proposal with the Hotel Association of Nova Scotia (HANS) and clarifying the necessary steps and processes that would be involved to consider the request. Specifically, HANS requested a firm commitment for increased funding from HRM, after which HANS would support requesting an increase to the hotel levy. However, the legislative and regulatory processes required to consider an increase to the levy, both through necessary changes to the provincial act and municipal by-law, as well, the HRM budgetary process required to consider additional funding, are a significant part of the process to be able to consider the request. Further discussion between HANS and HRM have been underway since then to try to determine an approach and wording that meets the needs of both parties. As a result, through those discussions, HANS and HRM agreed to consider a MOU that would outline a process for the two organizations, along with Discover Halifax, to work towards the requested items. However, the recent proposal for a stadium also proposes an increase to the hotel levy as part of its business plan. Therefore, the finalization of the requested MOU with HANS has been delayed to align with the assessment of the stadium business case. It is important for HRM to have a better understanding of the overall stadium business case and the potential relationship of the hotel levy to that business case. This will ensure that Regional Council has all pertinent information at once and can make an informed decision, understanding any impacts and dependencies between the two proposals.</p> <p>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). Large scale events in 2021, 2022 and 2024 are currently being discussed with relevant parties regarding funding expectations and infrastructure requirements. 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).</p>	Events East / Discover Halifax / Province of Nova Scotia	
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GOAL 4 - ALIGN ECONOMIC DEVELOPMENT

Actions Years 3 to 5	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
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 December 31, 2018 there were 31 Connector Programs operational across the country -- all started with the support from the National Connector Program. Seven international Connector Program are in operation.</p> <p>Between April 1 and December 31, the Partnership completed the following:</p> <ul style="list-style-type: none"> • Entered into ongoing discussions with five potential new communities -- two in Alberta; two in Nova Scotia; one in Ontario. • Entered into discussion with two potential international communities - Streetwise, New York and Portland, Maine. • 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. • Working with Code + Mortar on the rebuild and re-launch of the tracking system. • Participate in the Local Organizing Committee for the 2019 Metropolis Conference. • Participated in IRCC provincial consultation on the priorities of IRCC Settlement Program and Resettlement Assistance Program (RAP). • Participated in Immigrant Employment Councils-HRSDC-IRCC bi-annual meeting held in Toronto. Intention to create an 'ideas lab' on how government and IEC's can best leverage their work with employers on behalf of newcomers. • The National Connector Program hosted its 2018 Learning Exchange on October 16-18 in Halifax with representatives from Connector Programs across Canada. The Learning Exchange supports sharing of best practices and strengthens the NCP network of 38 communities and two industry associations working to connect immigrants to business networks in Canada. 	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>With input from its innovation partners, the Partnership is: developing 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; and, creating a Halifax innovation asset map that outlines 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. The Partnership also presented its Connector Program to Workers Compensation Board.</p>	NS Innovation Partners / Regional Enterprise Networks / Province of Nova Scotia	
66. Participate in pan-Atlantic partnerships to further Halifax's economic development priorities.	Halifax Partnership	<p>The Halifax Partnership participated in the 4th Atlantic Canada Economic Council (ACEC) meeting held in Saint John's during the Atlantic Mayor's Congress, with full attendance from all cities involved. ACEC is intended to bring Atlantic Canada's major cities together toward the common goal of growing the region, as well as to share lessons learned and best practices. The meeting was to share best practices on tracking and reporting on economic data and trends, gain a greater understanding of the opportunities and benefits of the Ocean Supercluster, and to provide feedback to Immigration, Refugees and Citizenship Canada about the Atlantic Immigration Pilot.</p>	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	<p>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.</p>	Halifax Partnership / BIDs	
68. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and release		<p>On June 18, the Partnership presented its 7th Annual Halifax Index to the community - a definitive outlook on Halifax's economic and community progress. To date, the Halifax Index has been downloaded 1,059 times and 1,203 physical copies have been distributed to private, public, post-secondary and community stakeholders. The Partnership has also presented the Index findings to business improvement districts, media, and real estate stakeholders.</p>		<ul style="list-style-type: none"> • Economic growth plan indicators and activities are measured regularly through quarterly reports and the Halifax Index

Forum to deliver the annual Halifax Index and guarantee stakeholders around Halifax's economic challenges and opportunities.	Halifax Partnership	On November, 22, the Partnership and the Chamber of Commerce co-hosted the annual State of the Municipality event with Mayor Savage. Over 600 private, public and post-secondary leaders attended.	Community at Large
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/ . Updates to goals 3, 8, and 19 - the three goals 'assigned' to HP - have been generated as new data points have become available.	Province of NS
70. Ensure stakeholders are informed on the progress and results of the strategy implementation.	Halifax Partnership	The Partnership consistently promotes Halifax's Economic Growth Plan during speaking engagements, via its communications channels and in media interviews/articles. 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
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. On November 15, 2018 - Economic Growth Plan Updates for April to May and July to September 2018 were provided to CPED Standing Committee of Regional Council.	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. From April 1 - December 30, 2018, there has been 46,120 visitors to the Partnership's website, a 26.97% increase year-over-year. The organization is on track to meet its social media targets with 23,507 followers (a 1.9% increase from Q2). During Q3, the Partnership published nine articles/success stories on its Industry News blog (20 YTD), two investor spotlights, and four articles on its Chronicle Herald hub "Connect. Collaborate. Prosper." The Partnership also sent five newsletters to local, national and international contacts and had 13 media mentions/articles. The Partnership continues its work with National PR to develop a multi-year Integrated Marketing, Communication and Engagement Plan to support the achievement of the Partnership's business objectives. This includes completion of a communications audit which assessed all materials and channels, including digital. The findings from this research are informing the strategies and tactics under development	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				
Actions	Municipal Lead	Status	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
Years 3 to 5				
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 2

Halifax Growth Plan, Key Indicators							
All indicators are measured for Halifax Census Metropolitan Area unless indicated otherwise							
Goal	Measurement	Baseline	2016	2017	Status 2016 vs. 2017	2018	
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,574 million	18,890 million	Progressing	19,230 million	
	Increase average annual income growth	+1.2%	+1.5%	+1.7%	Improving	+1.8%	
	Increase the total number of jobs	224,100	226,000	224,600	Worsening	233,400	
	Increase the share of full-time work	83%	82%	81%	Worsening	83%	
	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	(20.3%)	
	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	249,000	
	Increase Halifax's overall labour force growth	+0.5%	+0.7%	+0.1%	Worsening	+3.3%	
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-222	252	Improving	(152)	
	Grow the international student body...	5,832	6,045	6,498	Improving	6,742	
	...and the gross share that transition into permanent residency	3.4%	6.9%	9.4%	Improving	(9.4%)	
	Increase net international immigration to Halifax	+2,085	+5,805	+4,544	Improving		
	Attain at least the average workforce participation rate...	69.1%	67.0%	~	Unchanged	~	
...for marginalized groups, especially the African Nova Scotian Community	63.9%	63.2%	~	~			
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%	Worsening		
	Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community	76.4%	73.4%	~	Worsening	71.7%	
	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	Unchanged		
	... "Good place to raise a family"	7.7	7.8	7.4	Worsening		
	... "Outdoor recreational facilities"	7.3	6.8	6.9	Unchanged		
	... "Indoor recreational facilities"	7.2	6.8	6.8	Unchanged		
	... "Housing affordability"	6.1	5.7	5.5	Unchanged		
	... "Arts and cultural events"	7.4	6.8	7.0	Unchanged		
	... "City is easy to get around"	6.6	5.9	6.0	Unchanged		
	... "% who feel mostly safe"	61%	80%	80%	Unchanged		
	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		
	Forward-Estimate						
	Revised Data						
<i>(Preliminary Data)</i>							

ETA (This Year)

March 12th
March 12th

March/April

April
April

February

February 13th

February 13th

February 13th

March/April

March/April

March/April

March/April

March/April

March/April

March/April

April

April

Notes

Typically delayed
Typically delayed

Currently Q4 data, 2018 Q1 will be released in April.

Revised for full year, current estimate is a lower-bound.

Will only be available in 2021 Census

Will only be available in 2021 Census

Study series was discontinued