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Item No. 2
**Community Planning and Economic
Development Committee**
October 17, 2019

TO: Chair and Members of Community Planning and Economic Development

SUBMITTED BY: Original Signed

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

Original Signed

Jacques Dubé, Chief Administrative Officer

DATE: June 26, 2019

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

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 S.N.S. 2008, c. 39, 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

This report provides an overview of the local economy and details the implementation of the Economic Growth Plan from January to March 2019.

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 was 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 acknowledging 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

OVERVIEW OF THE ECONOMY

In March 2019, the Conference Board of Canada released its *Metropolitan Outlook – Winter 2019*. The GDP forecasts for Halifax have improved noticeably. Growth for 2019 is pegged at 1.8%, jumps to 2.3% in 2020, and remains at or above that level for 2021 and 2022 before falling back to 1.9% in 2023. Growth is forecast for each of the Conference Board's industrial sectors over the 2019-2023 period.

Job growth is forecast to be less than 1,000 positions for each of the years 2019-2022, with an estimated growth of 1,300 in the out-year of 2023.

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%. 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 March 2019 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 fourth quarter of 2018-19 related to promoting and maximizing growth include:

- **eBay-sponsored Retail Revival Halifax project.** In January 2019, in part due to Partnership efforts since May 2018, Ebay selected Halifax as the first Canadian site of Retail Revival, its program aimed to help small and medium-sized businesses learn tools to help them sell their products online. The Halifax launch comes after Retail Revival launches in Akron, Ohio, Lansing, Mich., and Wolverhampton, England last year. The 14-month long program will see 70 retailers advance through the eBay ecommerce program for scale-up of their export activities and online presence. In February the Partnership hired a Halifax Retail Revival program coordinator with funding from the Atlantic Canada Opportunities Agency.
- **Halifax Charter Review.** HRM has been advocating for broader financial powers since 2013, when it initiated the HRM Charter Review. These discussions centered around natural person powers (NPPs), a municipal legislative tool in place in most other provinces. In the Spring 2019 sitting of the Legislature, the Province introduced Bill 92, which gives the Municipality greater flexibility in its powers to expend. Section 79 of the HRM Charter which listed the specific areas in which HRM could spend money was repealed and replaced with general authority to spend money for municipal purposes, where the expenditure is included in HRM's capital or operational budget. The existing restriction preventing the municipality from granting a tax concession or other form of direct financial assistance to a business or industry remains in place.
- **Joint Project for Regulatory Modernization.** HRM and the Province of NS have partnered to reduce red tape so that Halifax can be an easier place to do business. Regional Council initiated collaborations with the Province and Business Advisory Panel in late 2018 to begin developing actions for Phase II of the Joint Project. In Q4, a draft 2019/20 work-plan was developed for launch in the spring of 2019 identifying priority areas of work including tangible process improvements and regulatory changes that will make compliance easier and faster. In January 2019, Mayor Savage and Premier MacNeil were recognized nationally by the Canadian Federation of Independent Business CFIB Golden Scissors Award for leading the way in working collaboratively across government jurisdictions to reduce red tape.
- **Federal Infrastructure Funding.** 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 will be completed by March 2020.

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. HRM submitted the Herring Cove Servicing Phase 2B project and Halifax Water submitted the Peninsula Transmission Main Upgrade project. The deadline to apply to the program was January 18, 2019, and approvals are expected in 2019.

Discussions are ongoing with HRM staff and the Provincial government on potential projects to submit for the Climate Change and Disaster Mitigation funding streams.

Federal Budget 2019 issued a one-time top up of the Gas Tax Fund, doubling municipal allotments. This will give HRM an additional \$25 million to put towards municipal infrastructure.

- **Cogswell Lands Redevelopment.** On February 26, 2019, Regional Council approved the 90% Construction design of the Cogswell lands, giving the clearance to complete tender drawings and specifications and proceed to procure Constructor Services. It is anticipated the tender package will be released to the market in the summer of 2019 with an award of contract expected in fall 2019.

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.

- **Halifax Innovation District branding.** The Innovation District branding is completed and was launched in May 2019. Planning for a city-wide Innovation District launch is underway and will likely occur in early fall. As the District progresses, ongoing speaking engagements, content creation and media relations opportunities will be pursued. HRM and the Partnership have also each allocated \$125K in 2019-20 to establish an outpost at the Volta innovation hub in downtown Halifax to create stronger linkages with the startup community and to provide creative solutions to municipal issues.
- **Business Retention and Expansion.** Between April 2018 and March 2019, the Partnership's SmartBusiness team met with 423 businesses. Of those, 103 were referred to the Nova Scotia Office of Immigration for potential Atlantic Immigration Pilot employer designation, 234 to export- and commercialization-related service providers, and 15 to universities.
- **Sell Halifax.** Between April 2018 and March 2019, the Partnership's business development activities created a funnel of investment opportunities in Halifax that resulted in 14 closes/wins (companies establishing or expanding operations in Halifax) and 1,170 expected jobs. These jobs represent an economic impact of approximately \$117M.

In February, the business development team visited San Francisco during the 2019 Global Cleantech Conference. Over the course of three days, meetings were held to develop relationships with the key investment staff at the Canadian Consulate, as well as five individual private sector outreach meetings. Follow-up is now underway with the companies and work continues in this marketplace through conference calls.

In February, the Partnership led a group of Halifax Gateway partners including Halifax Stanfield International Airport, the Port of Halifax, and CN to the Cargo Logistics Trade Show in Vancouver. The Partnership had a trade show presence and hosted a sold-out evening reception.

- **Economic Research.** The Partnership produced its quarterly SmartBusiness Report (winter 2019) in January and its quarterly Economic Snapshot (winter 2019) in February. In March, a statistical profile of Spryfield and separate analyses of the Game Changers program and labour supply and demand across a range of industries and occupations were produced.

Halifax's GDP grew to \$19.2 billion in 2018. This is not on track to meet the GDP "stretch" targets for 2021 or 2031.

2. Attract and Retain Talent

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

Recent Partnership and HRM workforce development highlights are:

- **Connector Program and App Launch.** 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 March, 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.

On March 20th, the Partnership launched its Connector+ app at an event attended by 150 at Volta. Connector+ is a digital networking platform that builds on the strength of the face-to-face Connector program and uses technology to connect soon-to-be and recent grads and business professionals. The App includes video chat functionality, thereby removing barriers of geography, and online booking of meetings.

- **#HireMeHalifax Pitch Event.** The Partnership's #HireMeHalifax event on March 26 brought together students, recent graduates, business leaders and community members for a pitch competition and networking event. Forty-five students and new graduates pitched themselves for prizes and a chance to obtain a job or experiential learning opportunity.
- **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 March, the Partnership held 250 meetings with businesses to promote the program and referred 103 companies to the Nova Scotia Office of Immigration to become AIP designated employers. Since August 2017, 71 companies have been approved for designation.

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:

- **Climate strategy.** Development of HRM's climate strategy, "HalifACT 2050 – Acting on Climate Together", is underway. HalifACT 2050 is a climate mitigation and adaptation plan out to year 2050 that will set targets to reduce greenhouse gas emissions and prioritize actions that will improve the resiliency of our communities and infrastructure to better adapt to the impacts of climate change. The baseline and business-as-usual climate modelling is complete. Public consultation is underway through the summer and fall of 2019, along with ongoing stakeholder engagement, to inform the actions, targets and priorities set out in the plan. The plan will go to Council for approval in spring 2020.
- **Integrated Mobility Plan.** In 2017 Council adopted an Integrated Mobility Plan which strives to decrease reliance on the automobile by providing a more connected and integrated transportation system, making it more affordable, sustainable, and healthier to move people and goods throughout the region.
- **Halifax Green Network Plan.** In August 2018, Regional Council approved the Halifax Green Network Plan which promotes the sustainable management of the Region's green spaces and the importance of healthy, resilient and accessible green spaces to the quality of life of current and future residents.

- **Indigenous Affairs.** A staff information report on HRM's Indigenous Affairs activities was presented to Regional Council in December 2018. Halifax will host the North American Indigenous Games (NAIG) in July 2020. The Mi'kmaw Sport Council of Nova Scotia has hired a NAIG Chief Executive Officer and HRM has hired a NAIG Project Manager, as well as Community Indigenous Relations Advisor to support NAIG partnerships with the Indigenous community.
- **Public Safety Strategy.** The Public Safety Strategy's mission is to implement collaborative and 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 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.

The new population estimate published by Statistics Canada in March puts Halifax's 2018 population at 430,512. If the strong growth of the last two or three years were to continue until 2031, Halifax's population would grow to just under the 550,000 in 2031. Halifax would cross the 550,000 threshold one year later, in 2032.

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 hosted two CEO Councils in the fourth quarter of 2018-19 – one in January with Premier McNeil in which forty CEOs attended, and the other in March with newly appointed Canada's Oceans Supercluster CEO, Kendra MacDonald.

Whereas HRM investment in the Partnership accounted for 47% of the Partnership's budget in 2017-18, in 2018-19 it stood 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 May 2018. 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

The economic strategy guides the Halifax Partnership and HRM's efforts to improve Haligonians' economic well-being and quality of life, as well as HRM's ability to deliver programs and services to residents. Between fiscal year 2015/16 and 2019/20, HRM's commercial tax base grew from approximately \$7.8 billion to \$8.5 billion.

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

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status
1. Implement the Joint Project on Regulatory Modernization with the Province of Nova Scotia to reduce red tape.	HRM	HRM	Between January and March 2019 the Municipality and the Province began discussions with the Joint Project for Regulatory Modernization Business Advisory Panel to identify priority actions for the next Phase of the Joint Project work plan to be implemented between spring 2019 and end of 2020. The work plan will be developed to deliver on key areas of interest to business to reduce government red-tape and regulatory burden. Focus areas will include: developing ways to streamline and coordinate inspection services and make it easier for businesses to comply with regulation while customer service tools; measuring regulatory burden reduction to improve government service to business; including more streamlined permit and inspection processes in specific areas; further developing and deploying the HRM/Province of Nova Scotia Business Impact assessment tool to calculate and track the internal cost of regulation to government and business; and, identifying joint opportunities to align regulation in specific areas that have a greater impact on reducing red-tape for business. Detailed actions and resources for implementation will be identified by May 2019.
2. Adopt and implement the Centre Plan to guide community development and support economic growth in the heart of the region.	HRM	HRM	In 2018 the Draft Secondary Municipal Planning Strategy and Land Use By-law for the Regional Centre (Centre Plan - Package A), including Downtown Dartmouth policies were released for public review. Thousands of residents engaged with staff through the reviewing and commenting process and staff have been incorporating these changes through the end of 2018. The final draft versions of these documents were completed early in April, 2019 and first presented to the Community Design Advisory Committee on April 30, 2019. The documents will be presented to various Committees of Council through June 2019 and ultimately to Regional Council for first reading on July 30, 2019.
3. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	HRM	HRM has been advocating for broader financial powers since 2013, when it initiated the HRM Charter Review. These discussions centered around natural person powers, a municipal legislative tool in place in most other provinces. In summer 2018, Municipal Affairs conducted province-wide consultation on possible expanded spending powers. In the Spring 2019 sitting of the Legislature, the Province introduced Bill 92, which gives the Municipality greater flexibility in its powers to expend. It replaces section 79 of the HRM Charter, which listed the specific areas in which HRM could spend money. Section 79 of the HRM Charter which listed the specific areas in which HRM could spend money was repealed and replaced with general authority to spend money for municipal purposes, where the expenditure is included in HRM's capital or operational budget. The existing restriction preventing the municipality from granting a tax concession or other form of direct financial assistance to a business or industry remains in place.
4. Implement HRM's Customer Service Strategy, with a focus on continuous improvement, to enhance service to business and residents.	HRM	HRM	In support of the Corporate Customer Service Strategy implementation, Lean Six Sigma methodologies are being used to guide HRM's performance excellence improvement program. Eight Corporate improvement projects were identified by HRM's leadership and initiated in January 2018. Since then, the corporate forms, and the 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. The "Affordable Access Program" is expected to be rolled out in May, providing a single entry point for customers needing financial assistance with transit passes, recreation programs, and/or property tax. A training program has been rolled out to the organization to introduce performance excellence and train staff on Lean Six Sigma tools with 593 people being trained to date. Seventeen process improvement projects, including one to process operating and capital account requirements faster and another to review and streamline the processes for Secondary Planning Amendment Applications, are underway and being led by HRM Green belt candidates.
5. Continue to implement HRM Planning and Development's organizational renewal program that includes the communication of approval' 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	HRM	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 Recommendations of the Framework. Priority actions include: (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 units, 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 evidence-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. Release 1 P/L/Cap (specific to the permitting module) has been completed and Release 2 Design and Release 2 P/L/Cap (specific to planning) are underway. Project remains on track but no other substantive updates relevant to the Economic Strategy. (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 has received the 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 to the mix of uses between locations and development types in HRM, and is currently preparing a report regarding recommended changes to Development code fees for Q1 2019/20. (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 resource requirements, faster application processing times, fewer planning applications requiring Council approval, and increased clarity amongst stakeholders. In 2017, the By-law Simplification team was transferred from the Business Services to Regional Planning and a Lead Principal Planner was assigned to this project. The first phase of by-law simplification is the Centre Plan project. Staff are currently developing a work plan for the future phases of the project, which will cover suburban and rural lands. (d) Planning Applications Process: Current Planning has recently begun 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, with the new process being implemented in March, 2019. 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. Additional processes focused on standardization of file content as well as the standardized file processes timelines are already well underway, with all deliverables anticipated to be completed well in advance of the end of the 2019 calendar year.
6. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	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
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	Halifax Partnership	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. Between April 1, 2018 and March 31, 2019 the Partnership team met with 421 businesses (diagnostic surveys completed for each company) generating the following results: • 260 businesses facing chronic labour market challenges; generating 184 referrals to partner organizations, 103 of which were to NSDI to become designated employers under the Atlantic Immigration Pilot Program; • 71 meetings with businesses that have the potential to export; generating 16 referrals to partner organizations; and, • 101 meetings companies who need/desire connections to innovate; generating 150 referrals to partner organizations.
8. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	Halifax Partnership	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, 2018, and March 31, 2019, the Team presented/produced: Halifax Index 2018 to the community on June 18, 2018 Economic Reports - Spring, Summer, and Fall 2018 and Winter 2019; Startups Reports - Spring, Summer, and Fall 2018 and Winter 2019; Community profiles for the Eastern Rural area, Dartmouth Centre, Sackville, Halifax Peninsula and Bedford; and, Research and analytical services to internal and external clients. For the most up-to-date economic information on Halifax's value proposition and industry sector profiles go to http://www.halifaxpartnership.com/en/home/economic-data-reports/default.aspx
9. Provide aftercare to new companies that have chosen Halifax as a new location for their business.	Halifax Partnership	Halifax Partnership	The Halifax Partnership providing aftercare to 15 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.
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	HRM / Halifax Partnership	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, Sunnyside and Lincolnton. 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 survey. To date, NS Legal Aid has completed the hiring of legal experts for the process and have been 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. CDI has also completed the hiring of a program manager and two community navigators. AN information session involving all stakeholders was held earlier this year. HRM (Finance, Legal and ANSAID) is waiting for further information on the process to determine its roles and responsibilities as things progress.
11. Assess potential commercial/taxation improvements identified by the business community.	HRM	HRM	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 report to Regional Council is planned for May 2019.
12. Develop and implement an ANS Action Plan to advance ANS economic development and community priorities.	HRM / Halifax Partnership	HRM / Halifax Partnership	On June 2018, the Halifax Partnership and ANSAID 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: • 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. Questions explored during the event included: • 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? Community members and organizations presented during the event. There were also community engagement sessions surrounding a keynote address on "Economic Development: One Conversation or Liberation". A draft of the ANS Economic Action plan has been completed. An Advisory Committee, consisting of Halifax Partnership, HRM, BBI, ANSA and community members will be reviewing the plan's proposed actions. HRM specific actions will be reviewed with identified Business Units. It is hoped that ANSAID and the Partnership can present the plan to either the CPED and/or Regional Council sometime in the summer of 2019. A follow up from the session from the Road to Prosperity event, and the draft of the ANS Economic Action Plan, which the event helped will be presented to the community in the Fall 2019/2018.
13. Expand the Self Halifax Program increase to investment.	Halifax Partnership	Halifax Partnership	With support from the Nova Scotia Department of Business, the Halifax Partnership has expanded its Self 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. As of March 31, 2019 the Self Halifax results were the following: • 624 Contacts • 21 Leads • 20 Prospects • 14 Closes (two confirmed to date for the Innovation District) • 170 Expected jobs • \$117M Estimated Economic Impact As part of the Self Halifax Program the Halifax Partnership led a business development program in the Toronto market to deliver the Halifax value proposition of Talent, Location, Cost, and Innovation. The event itinerary included a keynote luncheon at the Economic Club of Canada to a sold out crowd of 170, strategic one-on-one business meetings - one of which was the initial meeting with eBay Canada, which ultimately led to Halifax becoming the first city in Canada for its Retail Revival Program. Between January and March 31st, 2019 the business development team undertook face to face meetings with companies in the following markets: San Francisco (January 2019); Houston (March 2019); and Toronto (March 2019). A lead generation list has been prepared for the Toronto market to support outreach visits and sales calls.
14. Ensure alignment and collaboration on investment attraction and FD aftercare activities related to Halifax.	Halifax Partnership	Halifax Partnership	January 2019 - The Halifax Partnership in partnership with NSBI and ACOA worked to secure eBay's Retail Revival Program in Halifax. This initiative is supporting over 60 SME's in Halifax and Nova Scotia to refine their e-commerce programming and export globally. January 2019 - The Halifax Partnership and NSBI undertook a collaborative outreach to San Francisco during the Cleartech 2019 show. The visit included individual and joint sales calls at the market with potential companies that would be a good fit for Halifax. February 2019 - The Halifax Partnership assisted NSBI with introductions to Aberdeen (Scotland) economic development and the City of Aberdeen for their outreach into that market. Aberdeen assisted with meeting support for NSBI. March/April 2019 - Plans are underway with Halifax Partnership/NSBI staff for an outreach into the Toronto market as a Team Halifax/Nova Scotia during the Collision Conference in May 2019. Joint meeting(s) and sponsorship to be undertaken.

1.1. Make Halifax an easier place to do business

scale

<p>1.2. Work nationally and internationally to attract investment and increase partnerships to increase trade and investment.</p>	<p>15. Leverage regional, national and international partnerships to increase trade and investment.</p>	<p>Halifax Partnership</p>	<p>October - The Halifax Partnership participated in the CCEA'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 (WCEP), Mayor Savage led the Annual General Meeting in Kuala Lumpur, Malaysia. WCEP 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>
	<p>16. Strengthen and raise awareness of the Halifax Gateway.</p>	<p>Halifax Partnership</p>	<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 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. <p>In January 2019 the Halifax Gateway and its partners CN, Halifax Port Authority, and Halifax Starfield worked collaboratively to present a unified presence at the Cargo Logistics Canada event in Vancouver. This event included key sponsorship positioning for the organization, speaking role, and the hosting of the Halifax Gateway reception attended by 200 companies.</p>
	<p>17. Implement the three-year master plan to establish, strengthen, and market Halifax's Innovation District.</p>	<p>Halifax Partnership</p>	<p>The Innovation District Plan has been arrived at via a Collective Impact, multi-stakeholder approach that has included one-on-ones with hundreds of constituents as well as key input from the Partnership's senior leadership team and Board of Directors and the Department of Business. The plan will focus on three key areas over the duration of the contract. These areas are:</p> <ul style="list-style-type: none"> Goal 1: Establish the Halifax Innovation District (Marketing and Engagement) <ul style="list-style-type: none"> Make it visible Increase awareness of innovation-driven entrepreneurship as a means to growth and participation Foster a long-term vision for growth and collaboration within the District Secure excitement and engagement Goal 2: Collaborate with HRM and partners (government relations) <ul style="list-style-type: none"> Identify civic issues, challenges and opportunities and develop innovative solutions Secure Innovation Support Securement Pilot program Goal 3: Create the conditions and connections for start-up and scale-up development and growth (programs) <ul style="list-style-type: none"> collaboration with Innovation Partners identify and deliver programming to assist companies in improving their approach to innovation to grow to the next level, inclusive of under-represented groups where/when possible <p>Additionally, the Partnership continues to work with National PR to develop a multi-year Integrated Communication and Engagement Strategy to support the launch and development of the Innovation District. Awareness benchmarking with CRA found that three-quarters of Halifaxians do not know what an Innovation District is or how it will benefit them (we will work to change that). The Innovation District branding is close to completion, as is the District website. Ongoing stakeholder engagement sessions will begin as of September 2019, inclusive of a city-wide District launch event and ongoing content generation and capacity building programming. We have also been in discussions with HRM about the creation of an Innovation Lab, with the expectation that such a lab would materialize in September 2019.</p>
	<p>18. Promote the public-private Ocean Supercluster initiative to grow the knowledge-based ocean economy.</p>	<p>Halifax Partnership</p>	<p>In 2018-19, the Partnership actively promoted Halifax's ocean sector and innovation strengths (locally, nationally and internationally) and supported the public-private Ocean Supercluster initiative to grow the knowledge-based ocean economy.</p> <p>Key activities in 2018-19 included:</p> <ul style="list-style-type: none"> August 2018: Supported the development of Invest in Canada's OceanTech 360 VR video project, connecting them to Halifax-based ocean companies and marketing and communications vendors. The Partnership and NSBI received a copy of the video and will showcase it at trade shows and events in 2019. October 31, 2018: Matt Hebb, Acting CEO and Executive Director, Incoming CEO, Ocean Super Cluster, presented an overview of the Supercluster to 10 federal investment officials as part of the Global Affairs Canada - Atlantic Canada Familiarization Tour hosted by the Halifax Partnership. November 2-22, 2018: 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). February 2019: Through the Mayor's Celebrate Business Program, the Partnership coordinated a visit to the Centre for Ocean Ventures & Entrepreneurship. Mayor Savage toured the facility and met several companies. March 2019: Hosted a CEO Council event with Brenda Macdonald, CEO of Canada's Ocean Supercluster and senior business leaders from the Partnership's top investor organizations. Mayor Savage attended. May 2019: Supported the promotion of the Ocean Supercluster Collaboration Event. Ongoing support and profile raising of Halifax's strengths in ocean technology through the Halifax Partnership's channels (newsletters, social media, and other content marketing etc.) Member of the OceanWeek 2019 organizing committee responsible for promoting OceanWeek activities in Nova Scotia
<p>1.3. Improve the conditions for innovation and entrepreneurship.</p>	<p>19. Increase the commercialization of post-secondary research.</p>	<p>Halifax Partnership</p>	<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 connectors and opportunities may be more easily identified. A "Business Support" website to help business connect to the Innovation District resources they need will be launched in Spring 2019. An initial inventory of Post-Secondary strengths (programming, research, lab availability, etc.) has been assembled and vetted by Industry Liaison Officers 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. In 2018/19, the SmartBusiness program connected 15 businesses to post-secondary institutions to assist with commercialization and R&D.</p>
<p>1.4. Collaborate around major projects to maximize their impact on the economy.</p>	<p>20. Undertake special projects to address immediate economic opportunities.</p>	<p>HRM / Halifax Partnership</p>	<p>In April 2018, 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.smartcities.ns.ca) has been updated to reflect the announcement. HRM is tracking future Smart City Challenge funding developments.</p>
	<p>21. Secure federal funding to undertake key infrastructure projects.</p>	<p>HRM</p>	<p>The federal government's 2016 budget announced the details of the federal government's overall plan to invest more than \$120 billion in infrastructure over 10 years. 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 will be completed by 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. These projects were approved by the federal government in July 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. HRM submitted the Herring Cove Seawater Phase 2 project and Halifax Water submitted the Peninsula Transmission Main Upgrade project. The deadline to apply to the program is January 18, 2019, and approvals are expected in spring 2019.</p> <p>Discussions are ongoing with HRM staff and the Provincial government on potential projects to submit for the Climate Change and Disaster Mitigation funding streams.</p> <p>The status of the Transit funding stream is unclear. No call for applications is planned and there is the possibility that the funding will be transferred to the Green Infrastructure streams. HRM is drafting options to share with the Provincial government that would allow the Municipality to access some of the Transit funding.</p> <p>Federal Budget 2019 issued a one-time top-up of the Gas Tax Fund, doubling municipal allotments. This will give HRM an additional \$25 million to put towards municipal infrastructure.</p>
	<p>22. Complete the final design and partial reconstruction of the Cogswell Lands Redevelopment.</p>	<p>HRM</p>	<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 housing communities previously separated by the existing interchange lands. The urban street grid will be re-zoned and create development blocks capable of supporting residential and commercial development 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 the vehicle-centric area into a healthy, 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 Fall 2019. Development of the lands and real estate marketing will occur over an additional four to five years which will change the character 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 dog elements as well as active transportation and connectivity of the city to the waterfront. On February 26, 2019, Regional Council approved the 90% Construction design giving the clearance to complete tender drawing and specifications and proceed to procure Contractor Services. Anticipated construction start is in the summer of 2019 and completion is anticipated in the summer of 2021. The anticipated tender package will be released to the market in the summer of 2019 with an award of contract expected in Fall 2019.</p>
<p>1.4. Promote clustering of people and businesses in urban and rural areas.</p>	<p>23. Ensure that an adequate supply of industrial lands is available to support economic development objectives.</p>	<p>HRM</p>	<p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:</p> <ul style="list-style-type: none"> Adjusting capital plans to finance the acquisition and preparation of land for industrial development (this is an ongoing task; HRM acquired 428 acres adjacent to Burnside in 2015); Revisiting zoning in the Burnside expansion area to better define target industrial and commercial uses. Consideration for adoption of the new zone and LUB is expected to go to Regional Council for first reading early in Fiscal 2019-20; Planning for future expansion of the municipally owned lands at Burnside North, Ragged Lake and Aerotech Park as follows: <ul style="list-style-type: none"> Burnside North - The Concept Plan for Phase 13 Burnside received final approval and, an RFP for the Detailed Design of Phase 13 was awarded in Q4 2018/19. HRM acquired 428 acres adjacent to Phase 13 Burnside in 2015 and is seeking required initiation of the MPS amendments to service and zone the land for industrial use as directed by Regional Council in 2015. Ragged Lake - The findings of the Ragged Lake Feasibility Study were reported to, and approved by, CPED/Council in 2018. In its approval, 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. The background studies will begin in 2019 with a report back to CEO/Council once the studies have been completed in 2020-2021. Aerotech - The development and market potential of the lands at Aerotech are currently limited by the narrow range of permitted land uses under the existing LUB. The re-zoning of Aerotech is awaiting Planning and Development advancing work on the MPS amendments which will follow the Burnside LUB framework currently being finalized. This will provide Aerotech with a broader range of land uses in keeping with market demand and HRM's industrial park mandate. Consulting studies for short-term Aerotech development will continue into 2019 aligning with the timing for the re-zoning of Aerotech. Upon the successful re-zoning of Aerotech, HRM will anticipate placing lot inventory on the market in fiscal 2020-21.
	<p>24. Ensure rural HRM is considered in NSCC's development of a Rural Innovation District.</p>	<p>Halifax Partnership</p>	<p>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.</p>
	<p>25. Grow rural economic development by focusing on broadband/rural infrastructure, tourism, resource extraction, agriculture, and business retention and expansion activities.</p>	<p>HRM / Halifax Partnership</p>	<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 \$103M Nova Scotia Internet Funding Trust (NIFT) being administered by Develop Nova Scotia (DNS). 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 Council in April 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>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 rural communities. The rural planning team will continue to be a presence within the rural communities of HRM focusing on improving their economic, environmental and rural residency. Additionally, the rural planning team has recently completed policy work on the following topics:</p> <ul style="list-style-type: none"> Regional Council initiation of an internal land use design exercise for the proposed Middleville Master Plan project located on three parcel parcels immediately north and south of Highway 101 at the interchange on Margison Drive; and, A white paper outlining recent rural growth and development patterns since the adoption of the first Regional Plan, as well as recommendations for development to be encouraged by policy staff.
<p>N/A</p>	<p>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.</p>	<p>Halifax Partnership</p>	<p>The Partnership's SmartBusiness team is working with the St. Margaret's Bay Chamber of Commerce, the Sheet Harbour Chamber of Commerce, MIA High 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. The Partnership is assisting the Sheet Harbour Chamber with the refresh of their value proposition.</p>

GOAL 2 - ATTRACT & RETAIN TALENT			
5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status
			<p>With project funding from the Nova Scotia Department of Labour and Advanced Education, the Partnership worked with Halifax-based Code + Mortar to design and develop the Connector web and mobile platform, a digital expansion of the organization's highly successful face-to-face Connector Program.</p> <p>Currently, there are five Connector programs across Nova Scotia that collectively work with approximately 600 Connectees a year. By creating a digital platform that can work interchangeably with the face-to-face program, the Partnership is aiming to</p>

<p>2.1 Create opportunities for youth, including international students, to get down roots in Halifax.</p>	<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 worked with National Public Relations to develop and roll out a marketing and engagement strategy and marketing campaign to build awareness of the product, engage stakeholders, and drive sign-ups and downloads. Phase 1 of the marketing campaign was rolled out in January and will continue through Spring 2019.</p> <p>On March 20th, the Partnership launched Connector+ at an event held at Volka with over 200 public, private, and post-secondary representatives in attendance, including many existing and potential Connectors and Connectees. Mayor Mike Savage spoke about the impact of the Connector program in helping to retain young people in Halifax, a key action in the city's Economic Growth Plan to support population growth. Minister Patricia Arab spoke about Connectors+, and the importance of helping people to make professional connections, and about the positive trend of retaining young talent in Nova Scotia.</p> <p>The Partnership is supporting all Nova Scotia Connector programs in rolling out Connector+ across the province in 2019 and intends to expand Connector+ regionally (pending funding).</p> <p>Between April 1 and March 23, the Connector Program team has</p> <ul style="list-style-type: none"> Met with 539 new Connectees 134 immigrants, 90 international graduates, 125 domestic graduates Signed on 218 new Connectors (business leaders from the private and public sector) 274 Connector Program Connectees found jobs in Halifax 150 immigrants, 49 international graduates; 75 domestic graduates <p>Additionally, the Partnership assisted with the settlement of spouses of internationally recruited Irving Shiyard employees, which referred threewen participants in Q4. The program worked with 30+ local companies in 2018-19 to refer Connector resumees and discuss ways to leverage the Connector Program to help with talent acquisition. Team 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 raising awareness of the Connector Program and its benefits. Recent outreach activities include twelve networking presentations to local post-secondary institutions and Connector Appreciation Event at the Halifax Distilling Co. Hosting two Gerald Walsh job search events. Presented networking/Connector to the IANSO Orientation and Communication Skills for Engineers class. Hosted the Connect networking event in partnership with Magnified Public Relations. Led breakout session on networking at the 2019 BIST Conference for international students. The Partnership also hosted a networking event with the Canadian International Council that was attended by approximately 30 Connectees and 8 business leaders in global business, foreign service, or NGO's.</p>
<p>2.2 Attract immigrants and expatriates to Halifax.</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 during the first quarter of the current fiscal year.</p> <p>As part of the plan:</p> <ul style="list-style-type: none"> preparation for the sixth annual Mayor's Reception for international students is underway, and will be taking place on Saturday, September 7. In addition to the current partners representing all higher education institutions in Halifax, HRM has entered in an agreement with the host of the Colours Festival to continue the event. 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 working on 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. The last community engagement session is expected to be held on early June, after which a project will be designed and presented to the Managing Director of Diversity and Inclusion.</p>
<p>2.3 Promote private sector involvement in program and experiential learning.</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>Deferred to 2019-20</p> <p>Research on Best Practices completed in Q2, 2018-19.</p> <p>In June 2017, the Partnership received two-year funding from ACDA 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 March 31, the Partnership has completed the following:</p> <ul style="list-style-type: none"> 250 meetings with businesses to promote the program; 184 referrals to partner organizations; and, 103 of 184 referrals were to NSOI to become "designated". <p>Total Project Results (Since August 2017):</p> <ul style="list-style-type: none"> 436 meetings with businesses to promote the program; 175 referrals to NSOI for companies to become "designated" employers; and, 71 companies approved for designation, forecasting >780 potential new jobs for Halifax over the next three years.
<p>2.4 Increase workforce attachment and combat systemic barriers.</p>	<p>29. Develop and implement a multi-year plan to attract expatriates back 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 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 Spring 2019.</p>
<p>2.5 Increase workforce attachment and combat systemic barriers.</p>	<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 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. The second year of the Experiential Learning Initiative wrapped up in March exceeding the results of Year One and the targets set for Year Two. The annual funding project support allows the Partnership to provide more experiential learning opportunities for post-secondary students to benefit from work experience related to their field of study. These opportunities provide a trial period for potential hires thereby allowing businesses and community organizations to reconsider the requirement of three to five years experience. Additionally, this allows participating businesses and organizations, especially small to medium-sized enterprises, to access a large pool of talent that allows them to grow and innovate their business. During the second year of the pilot program 184 students from post-secondary education institutions across the province participated in a total of 168 different experiential learning opportunities.</p> <p>Businesses who participated in the program were celebrated at the annual Game Changers Awards Gala on October 17th, with three experiential learning awards presented to a small, medium and large size organization who excel at providing meaningful opportunities for students. With 75 businesses participating in Year Two, we also celebrated a selection of these organizations for providing quality experiential learning opportunities through four success stories published on the Partnership's website and social media.</p> <p>The annual #HereMeHalifax pitch event on March 26th was presented by the Experiential Learning Initiative this year and allowed any post-secondary student or recent graduate to pitch themselves to an audience of businesses and a panel of judges. There was a record number of submissions and a diverse top finalists who pitched themselves to an audience of 200 for the top prize of a thousand dollars and the chance to land a full-time position or experiential learning opportunity. The event was a lively success with businesses pitching themselves to the students and recent grads to work for them, live voting for the new People's Choice Award and a networking session that landed job prospects for many. The top ten finalists with the top three winners and People's Choice Award winner, were highlighted in a full page ad in The Chronicle Herald the week following the event.</p> <p>Currently the Experiential Learning Initiative is awaiting funding renewal after a proposal submission in March.</p>
<p>2.5 Increase workforce attachment and combat systemic barriers.</p>	<p>31. Leverage Halifax's immigrant communities to attract talent and investment to Halifax.</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>2.5 Increase workforce attachment and combat systemic barriers.</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>The Halifax Partnership has developed a proposal for NSIAE to support the development and launch of new Connector Stream for the ANS Community.</p> <p>Since April 1, the Partnership has six new Connectees (recent graduates) from the ANS community.</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>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>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 implemented. Equity groups have been added to HRM's employment page (training for job seekers to self-identify). 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. The first session was held in April with 26 participants. D&I/HR are creating a program to ensure the implementation of the Employment Equity Policy. <p>The African Nova Scotian Affairs Integration Office (ANSIAO) leads Diverse Voices for Change (DV4C), a project funded by the Federation of Canadian Municipalities to increase the number of diverse women in leadership positions within HRM including advisory committees, local agencies, boards and commissions. HRM has brought together a Local Working Group of community partners to analyse barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The group, in partnership with NS Status of Women, developed a training curriculum for potential female municipal election candidates which was piloted in May 2018. The Campaign School witnessed an increased interest from indigenous and racialized women. Approximately 200 women showed interest in the school, 170 women registered and 115 attended the school. Approximately 40% of attendees were indigenous and racialized women. Moreover, indigenous and racialized women participated at all levels of the school not only as workshop attendees but as facilitators, panelists, and mentors. The Diverse Voices for Change project is now completed. HRM will continue to support the DV4C advisory committee as it looks at ways to continue to support diverse women in leadership positions in HRM.</p> <p>Equity implemented 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</p> <p>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 ANSIAO, has designated an M1 supervisory competition to African Nova Scotian applicants.</p> <p>HR in collaboration with the African Nova Scotian Affairs Integration Office will be implementing a designated cohort of The Foundations for Aspiring Leaders program to target employees of African Nova Scotian/African Descent.</p> <p>Foundations for Aspiring Leaders Program</p> <p>ANSIAO 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, ANSIAO also developed a module, "Leadership from an African Perspective", specifically for the ANS Cohort. The ANS Cohort has completed a learning circle focusing on interview skills as part of the requirements for the program.</p> <p>Really Visible Employee Census (RVEC) and African Nova Scotian and Visible Minority Women's Network</p> <p>As part of its support to the group, ANSIAO, in partnership with the DV4C 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. ANSIAO will continue to work with HR and other business units to provide professional development opportunities to RVEC and the African Nova Scotian and Visible Minority Women's Network.</p> <p>Ujima Day</p> <p>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>ANSIAO 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.</p> <p>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. ANSIAO plans to make this an annual event in partnership with a business unit of HRM. ANSIAO plans to host Ujima Day again in the fall of 2019 as part of its annual event.</p> <p>Employment Equity Policy</p> <p>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 with the Diversity Advisors.</p>
<p>2.5 Increase workforce attachment and combat systemic barriers.</p>	<p>33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program.</p>	<p>Halifax Partnership</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>2.5 Increase workforce attachment and combat systemic barriers.</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>36. Review experience requirements of HRM positions to increase youth talent in the municipal public service.</p>
<p>2.5 Increase workforce attachment and combat systemic barriers.</p>	<p>37. Review/improve HRM HR policies from a diversity and inclusion perspective.</p>	<p>HRM</p>	<p>38. Connect newcomers, African Nova Scotian, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.</p>
<p>2.5 Increase workforce attachment and combat systemic barriers.</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 parcels towards the Blue Mountain Birchwood Wilderness Park. HRM has also acquired the Shaw Wilderness Park, which is 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 boat rentals, snowshoe loan program and multiple walking and hiking opportunities on trails and parkland.</p>

GOAL 3 - MAKE HALIFAX A BETTER PLACE TO LIVE & WORK

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Status
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3.1. Ensure access to arts, culture, recreation, and natural assets in Halifax.	40. Adopt and implement the Halifax Green Network Plan to protect and manage open spaces across the municipality.	HRM	The 2014 Regional Plan directed the creation of the HGNP to "forest 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 HGNP was adopted by Council in August 2018 and will be implemented through the multi-year budgeting and business planning process.
	41. Develop and implement a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	HRM	A draft Parks and Recreation Framework has been completed but it will be aligned with the Fee Review and Fee By-law once that has been considered by Regional Council. The Recreation Framework will be the guiding document for all decisions made regarding Parks and Recreation. The Framework identifies the vision, values and strategic plans for Parks and Recreation as well as the Decision Making Model and the Lifelong Participation Model.
	42. Complete the Culture and Heritage Priorities Plan.	HRM	The Culture and Heritage Priorities Plan originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1, cultural inventory, was completed in Spring 2018, in partnership with the Province of Nova Scotia. Phase 2 of the project kicked off in October 2018. The project is expected to wrap up in the late spring of 2019 - THIS NEEDS TO BE UPDATED.
	43. Ensure HRM's culture investments reflect Halifax's diversity.	HRM	<p>In December 2018 Regional Council approved a motion to support the City of Halifax to be a member of the National Indigenous Arts Society for a maximum of one million Canadian dollars (\$1,000,000) in support of the development of a museum dedicated to the culture and art of the former WTCG 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 tenants.</p> <p>In April 2018, the Municipality officially welcomed its seventh Poet Laureate, Dr. Alana 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 VISA 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 Donnie Werjag 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 Afriville. 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 has 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 (NEEDS TO BE UPDATED) and will include consideration of how best to ensure equitable cultural access to programs and services the municipality offers to the cultural sector.</p>
3.2. Increase Halifax's environmental sustainability and resiliency.	44. Develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM.	HRM	<p>Climate strategy development underway. Sustainability Solutions Group was awarded the contract for energy modelling and public engagement support. Climate strategy has been branded as HALIAC 2050 - Acting on Climate Together. External and internal stakeholder groups have been formed and had inaugural meetings. Data gathering for the energy modelling is nearing completion.</p> <p>Solar City has financed \$6.6 million in solar energy systems to date. Spring marketing campaign included a Solar City booth at home shows, radio ads, social media and media interviews. A Clean Energy Specialist position was created and filled in Energy & Environment to increase efforts on policies and programs related to electric vehicles, renewable energy technologies, reducing energy in buildings, and more.</p> <p>Halifax is a participating city in a project funded by the Green Municipal Fund's Transition 2050 program to guide the development of an equitable clean energy initiative. This 2-year initiative includes vulnerability and energy poverty mapping, the identification of and consultation with a vulnerable area or community, and the development of a proposed project or program that will improve energy affordability for that group, with the assistance of organizations who specialize in equity in clean energy programming.</p> <p>The Onsite Energy Manager began at HRM last spring through a program by Efficiency Nova Scotia for a one-year term to the end of April 2019. Many building energy efficiency and recommissioning projects to reduce energy use and costs were completed, totalling more than \$1 million. These costs were offset by \$300,000 in rebates from Efficiency Nova Scotia. This work results in an estimated annual savings of \$744,000 in operational and maintenance costs. Contract to be renewed for another year, with additional funds secured to potentially double the amount of energy efficiency work in 19/20.</p> <p>The Low Carbon Cities Canada (LCC3) funding request of 183 million dollars was included in the Government of Canada's 2019 Federal Budget. LCC3 is a partnership between Halifax and six other local centres and the Federal Government via the Federation of Canadian Municipalities. LCC3 is an initiative that will enable and accelerate urban carbon-reduction solutions, helping Canada meet 2030 and 2050 climate change targets.</p>
	45. Reduce the near- and long term risks of coastal and overland flooding through research and policy development.	HRM	<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 consultants 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 Shubenacadie 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 HRM'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>
3.3. Make Halifax more family- and children-friendly.	46. Increase awareness of the programs and services available to families and children.	HRM	Parks and Recreation has implemented an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. 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 is ongoing through 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 MDF-). 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.
	47. Increase low-income groups' and individuals' access to recreation programs.	HRM	Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include: community outreach, inclusion support, equipment loan programs, equitable facility scheduling, welcoming, accessible spaces; opportunities for youth; and, engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
3.4. Make Halifax more affordable/practical.	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 HRP 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.
	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 June 2019.
	50. Develop a long-term streetscaping program for the Regional Centre.	HRM	At the April 16th, 2019 Regional Council meeting, the CAO asked Regional Council to approved the direction for proceeding with the built form and traffic operational aspects of the streetscaping project for Spring Garden Road. Council directed the CAO to proceed with the design and construction of streetscaping improvements for the segment of Spring Garden Road between South Park Street and Queen Street, based on the built form and traffic operational approach described as Option 4 and to gather data during construction on how loading is accommodated and how diverted traffic impacts other streets, and return to Council with further analysis and the impact of a daytime transit priority corridor, including consideration of the feasibility of a temporary pilot project. More on Imagine Spring Garden Road can be found here: https://www.shopyourcityhalifax.ca/spring-garden-road-enhancements
	51. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	Parking Services anticipates a Council award report for the parking technology will go to Regional Council in May. Staff have been promoting the changes with "Try Me" machines at the Home Show and Salt Scapes and have been receiving positive feedback. Engagement sessions with community were held in April regarding accessible parking across the municipality. Feedback gathered from these sessions will be used to inform the upcoming parking policy report and future planning of projects.
	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>
3.5. Improve mobility so that people can live and work more effectively.	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. Of the 137 action items in the IMP, 31 have been completed, 81 are in flight, and 25 have not been started. The quarterly newsletters have been issued with the fourth issue due to be released in April 2019 (previously issues can be found here: www.halifax.ca/integratedmobility).

	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. An update to the Transportation Standing Committee is planned for June 2019.
3.6 Foster cultural proficiency and social inclusion.	55. Share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	The Partnership has referred 79 companies to ISANS for cultural diversity and inclusion training in 2018-19.
	56. In accordance with Halifax Regional Council's 2015 Statement of Reconciliation, develop a plan to engage the urban Indigenous community in Halifax.	HRM	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. 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 Kwil'mo'xw Maa'nulmu'w Negotiations Office (Kw'ikma'q Rights Initiative) on behalf of the Assembly of Nova Scotia Mi'kmaq Chiefs and the Mi'kmaq 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 the Task Force will be held the third Monday of every month, with scheduling allows. Halifax will also be hosting the North American Indigenous Games (NAIG) in July 2020. Kevin Sanely, a member of the Cayaq Nation (Wolf Clan), was recently hired by the Mi'kmaq 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 and Community Indigenous Relations Advisor for the North American Indigenous Games, to support NAIG in partnership with the Indigenous community. HRM Indigenous Advisor to recruit more Indigenous candidates to apply for HRM employment opportunities. HRM Youth Powerhouse coordinated an education session for the three first nations in HRM (Millbrook, Sipnek'atik, Acadia), Mi'kmaq Friendship Centre and Native Council of Nova Scotia employment officers to provide practical tips to assist their clients in applying for positions. The Indigenous Advisor also worked with several business units to submit applications for the Bridging the Gap Internships. Archives and Park & Recreation were successful applicants of the program and are moving ahead with filling these positions with Indigenous interns. HRM, Halifax Partnership & Millbrook First Nation, jointly applied for the Community Economic Development Initiative offered through the Federation of Canada Municipalities, although not successful, it has opened doors for future collaborations.
	57. Implement the Public Safety Strategy.	HRM	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 implement by building on municipal strengths and developing 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.
	58. Make Halifax more welcoming to immigrants through the Local Immigration Partnership.	HRM	As part of the National Metropolis Conference that was 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 event was held on the evening of March 22nd to a sold out audience of 110 attendees. The Mayor hosted the evening, which brought poets and spoken word artists from different backgrounds to address the issue of racism and possible alternatives towards its elimination. A Mi'kmaq poet, Raymond Seavert, an African Nova Scotian poet, former poet laureate El Jones, and an immigrant poet, current poet laureate Alisa Cooper, read to an engaged audience that included the choir of next year's conference in Winnipeg. Both chairs agree on the value of involving poet laureates in this conference, and committed to do so next year.
	59. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.	HRM	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 relationships 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.
60. Develop and implement plans to make HRM facilities accessible.	HRM	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.	
3.7 Showcase Halifax to encourage people to visit, live, and work here.	61. Leverage the Halifax Gateway to promote Halifax to potential investors and leisure and business travellers.	Halifax Partnership	The Halifax Gateway messaging has been updated and represented in the Sell Halifax (TLC+) value proposition and pitch.
	62. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	Parks and Recreation has implemented an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 7165 followers and Twitter having 2791 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).
	63. Refine HRM's approach to event attraction and hosting.	HRM	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 processes including: The Memorial Cup (2019), The North American Indigenous Games (2020), and the IHL Women's World Championship (2020). Large scale events in 2021, 2022 and 2024 are currently being discussed with relevant partners 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 stakeholder's intended outcomes. These relevant "bottom line" 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). In addition to the working group, HRM staff is still considering the request from Hotel Association of Nova Scotia (HANS) regarding a proposal to designate Discover Halifax as lead agency for event attraction. The proposal also included a proposed increase to the Hotel Marketing levy and increased funding from HRM. 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. 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.

GOAL 4 - ALIGN ECONOMIC DEVELOPMENT

5-year Objective	Years 3 to 5	Actions	Municipal Lead	Status
4.1 Increase awareness of the role of Halifax in Nova Scotia and its role in economic development.	64. Lead the National Connector Program to assist other Canadian communities launch their own business-to-talent networking initiatives.	Halifax Partnership	Halifax Partnership	In 2017, Immigration, Refugees and Citizenship Canada (IRCC) extended the Partnership's contract to 2020 to lead the National Connector Program with a goal to establish Connector Programs in ten additional communities in Canada. At March 31, 2019 there were 38 Connector Programs operational across the country - all started with the support from the National Connector Program. Eight international Connector Programs are also in operation. Between April 1 and March 31, the Partnership completed the following: <ul style="list-style-type: none"> Entered into ongoing discussions with five potential new Canadian communities and two international communities. Launched the Super Connector digital Campaign featuring 10 Super Connectors from across Canada. The stories can be found here: https://connectorprogram.ca/connector-stories/ Participated in IRCC provincial consultation on the priorities of IRCC Settlement Program and Resettlement Assistance Program (RAP). Participated in Immigrant Employment Councils HRSDC bi-annual meeting held in Toronto. Intention to create an "idea lab" on how government and IRCC'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 industries. Spoke at IR Reference Group Atlantic meeting held in NL-NCP promoted as a best practice for immigrant retention by IRCC. Participated in the Immigration Employment Council Symposium with a focus to better partnership with employers toward full skilled newcomer labour market integration. Presented NCP at Immigrant Futures Welcoming Economies, Ryerson University Participated in Immigrant Employment Council Symposium with IRCC and ERSDC Presented NCP at 2019 Metropolis Conference Participation in a roundtable conversation with other key experts and stakeholders in the employment, settlement and integration domain to discuss a new research project-Career Pathways for Visible Minority Newcomer Women funded by IRCC Partnered with Cities of Migration-Immigrant Futures Project
	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	Halifax Partnership	The Partnership actively collaborated with Nova Scotia innovation partners (Cape Breton University, Dalhousie University, Develop Nova Scotia, ONSIDE, NSCC, Cape Breton Partnership) to execute the Province's innovation strategy and share best practices and insights related to innovation district development and the collective impact framework. The Partnership developed an online innovation and business development resource hub to support startup and scaleup growth; undertook research on Halifax's innovation capacity and assets; and developed marketing collateral to promote Halifax's innovation assets and strengths to existing and prospective Nova Scotia companies. (see Action 17 for further details on collaboration with innovation partners). The Partnership also worked closely with the five Connector communities across Nova Scotia to develop and launch the Connector+ digital platform (see Action 26). Through the National Connector Program (NCP), the organization supported Nova Scotia Connector communities in developing and sharing marketing, engagement and learning tools for Connectors and Connectees. In October, the Partnership hosted the annual NCP Learning Exchange with representatives from Nova Scotia and other Canadian Connector communities. The organization also shared best practices and tools with economic development agencies in Nova Scotia (e.g. shared best practices in marketing and communications for economic development with Truro & Colchester Partnership for Economic Prosperity).
4.2 Improve contributions of communities to economic development activities.	66. Participate in pan-Atlantic partnerships to further Halifax's economic development priorities.	Halifax Partnership	Halifax Partnership	The Halifax Partnership participated in the 4th Atlantic Canada Economic 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.
	67. Strengthen BID/HRM collaboration on economic development matters.	HRM	HRM	In July 2018, 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.
	68. Host the public facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders around Halifax's economic challenges and opportunities.	Halifax Partnership	Halifax Partnership	On June 18, the Partnership presented its 7th Annual Halifax Index to the community - a definitive outlook on Halifax's economic and community progress. 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. 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.
	69. Contribute to efforts to track and publicly report progress in achieving the Now or Never and We Choose Now goals.	Halifax Partnership	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 Wavy Commission's 19 "stretch" or visionary goals to encourage Nova Scotians to aim for profound change. The Dashboard signifies each goal and how are progressing, not progressing and/or on track or not on track. The Dashboard can be found at https://onen.ns.ca/ . Updates to goals 3, 8, and 19 - the three goals 'assigned' to HP - have been generated as new data points have become available.
70. Ensure stakeholders are informed on the progress and results of the strategy implementation.	Halifax Partnership	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/Parens/Halifax%20Index%202018.pdf	

4.3 Monitor the Economic Strategy's progress and its	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	<p>March 29, 2018 - the Halifax Partnership Board of Directors recommended Halifax Regional Council approve the 2016-21 Halifax Economic Growth Plan, Years 3-5 Action Plan.</p> <p>April 19, 2018 - CPED Committee recommended Regional Council approve the Years 3-5 Action Plan.</p> <p>May 22, 2018 - Halifax Regional Council unanimously approved Years 3-5 Action Plan.</p> <p>June 18, 2018 - Years 3-5 Action Plan was released to the community along with the Halifax Index.</p> <p>November 15, 2018 - Economic Growth Plan updates for April to May and July to September 2018 were provided to CPED Committee</p> <p>April 8, 2019 - Economic Growth Plan updates for October to December 2018 provided to CPED Committee</p> <p>January 17, 2019 Halifax Partnership Presents Activity Update to CPED</p>
	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	<p>Through its various Marketing and Communications Channels and media partners, the Partnership highlights Halifax's business culture, climate and success stories. From April 1, 2018 – March 31, 2019, there were 66,996 visitors to the Partnership's website, a +33.86% increase year-over-year. As of March 31st, the Partnership had 24,988 social media followers - a 12.3% increase year-over-year.</p> <p>during 2018-19, the Partnership contributed and/or published 35 articles/success stories on its Industry News blog; 26 newsletters (10 Investor; 10 general; 6 investment attraction); seven articles on the organization's Connect. Collaborate. Prosper. hub on the Chronicle Herald's website; five Business Voice magazine articles; and six Chronicle Herald columns written by Chief Economist, Ian Munro. There were 38 positive earned media articles in local, national and international markets.</p> <p>The Partnership worked with National PR to develop a multi-year Integrated Marketing, Communication and Engagement Plan to support the achievement of the Partnership's business objectives. A communications audit assessed all traditional and digital materials and channels, and additional research was undertaken on market positioning of mid-sized cities, economic development organizations and innovation districts. The findings from this research informed the strategies and tactics that are now being implemented as part of the Partnership's annual business plans.</p>
	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	<p>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.</p>

BUSINESS PLANNING			
5-Year Objective	Years 3 to 5	Municipal Lead	Status
N/A	N/A. Retain and grow private sector investment.	Halifax Partnership	>85% private sector investors engaged in 2018-19.
	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.

Halifax Growth Plan, Key Indicators

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

Goal	Measurement	Baseline	2016	2017	2018	Status 2017 vs. 2018
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,574 million	18,890 million	19,190 million	Progressing
	Increase average annual income growth	+1.2%	+1.5%	+1.7%	+1.6%	Unchanged
	Increase the total number of jobs	224,100	226,000	224,600	233,400	Improving
	Increase the share of full-time work	83%	82%	81%	83%	Improving
	Increase the share of businesses that consider Halifax an above-average place to do business	15%	23%	27%	26%	Unchanged
	Reduce commercial vacancy rates in the downtown	14.3%	15.1%	19.6%	19.1%	Improving
	Increase the commercial property tax base	\$7.8 billion	\$8.2 billion	\$8.3 billion	\$8.3 billion	Unchanged
Attract & Retain Talent	Grow Halifax's Labour Force to 271,000	239,100	240,700	241,000	249,000	Progressing
	Increase Halifax's overall labour force growth	+0.5%	+0.7%	+0.1%	+3.3%	Improving
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-222	252	{152}	Improving
	Grow the international student body...	5,832	6,045	6,498	6,742	Improving
	...and the gross share that transition into permanent residency	3.4%	6.9%	9.4%	12.6%	Improving
	Increase net international immigration to Halifax	+2,097	+5,501	+4,427	+5,405	Improving
	Attain at least the average workforce participation rate...	69.1%	67.0%	~	~	Unchanged ¹
...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	408,046	414,020	421,968	430,512	Progressing
	Increase Halifax's overall population growth	+0.2%	+1.5%	+1.9%	+2.0%	Improving
	Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community	76.4%	73.4%	~	71.7%	Worsening ²
	Increase the supply of non-market housing as a proportion of total HRM households	4%	~	~	~	Uncertain ³
	Raise the mean score on various quality of life indicators as measured by the City Matters survey...	7.7	7.2	7.1	7.4	Improving
	... "Good place to raise a family"	7.7	7.8	7.4	7.6	Improving
	... "Outdoor recreational facilities"	7.3	6.8	6.9	6.9	Unchanged
	... "Indoor recreational facilities"	7.2	6.8	6.8	6.9	Unchanged
	... "Housing affordability"	6.1	5.7	5.5	5.5	Unchanged
	... "Arts and cultural events"	7.4	6.8	7.0	6.9	Unchanged
	... "City is easy to get around"	6.6	5.9	6.0	5.6	Worsening
	... "% who feel mostly safe"	61%	80%	80%	87%	Improving
	Increase library programming attendance...	209,772	213,576	224,072	254,813	Improving
	...and in-person visits	3,595,902	3,613,986	3,618,317	3,617,008	Unchanged
Forward-Estimate		<i>A metric is deemed "Unchanged" if it is either unmeasured in the current year, or else the change in the</i>				
Revised Data		<i>metric was so small that there was not a statistically significant difference between the current year and</i>				
<i>(Preliminary Data)</i>		<i>comparison year.</i>				

¹ These data come from the Census of Canada and are only available every five years.

² These data come from the Canadian Community Health Survey, which is only available in periodic years.

³ These data come from a custom report compiled by the HRM Housing and Homelessness Partnership, which was discontinued after 2016.