



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

Item No. 12.1.2
Community Planning and Economic
Development Committee
November 16, 2017

TO: Chair and Members of Community Planning and Economic Development

Original Signed

SUBMITTED BY:

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

DATE: November 3, 2017

SUBJECT: Economic Growth Plan Update & Development of Action Plan for Years 3-5

ORIGIN

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

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

It is recommended that the Community Planning and Economic Development (CPED) Standing Committee recommend that Regional Council direct staff to develop, with the Halifax Partnership, an Action Plan for Years 3-5 of the *Halifax Economic Growth Plan 2017-21* in accordance with the approach outlined in this report.

BACKGROUND

Economic Development in Halifax

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

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

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

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

Current Economic Strategy

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

Each of these goals is supported by a number of five-year objectives, as depicted in Graphic 1 on the following page. These objectives are, in turn, supported by 84 actions that are being undertaken in the first two years of the strategy. Of these actions, 38 are being led by the Partnership, 37 are being led by HRM, and the remaining nine are being co-led by the two organizations. Most of the 84 actions are built into existing HRM and Partnership work plans and budgets.

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



DISCUSSION

This report provides an overview of Halifax's economy, an update on the implementation of the Economic Growth Plan from July to September 2017, and the proposed process by which an action plan for years 3-5 of the Economic Growth Plan will be developed.

OVERVIEW OF THE ECONOMY

According to the Conference Board of Canada's *Metropolitan Outlook – Autumn 2017*, Halifax is forecast to grow 1.4% in 2017, with growth improving over the 2018-21 timeframe, averaging 2.1% per year. Job growth of 4,000 positions is predicted for 2018, followed by 3,000 in both 2019 and 2020. Growth in GDP is forecasted to be led by the wholesale and retail trade, business services, and FIRE (finance, insurance and real estate) sectors in 2017. Over the 2018-21 period, growth will be widely dispersed over a range of industrial sectors, all of which show positive movement.

The Partnership's *SmartBusiness Report – October 2017* (see Attachment #1) notes that business confidence in the municipality remains at a high level. The current state of the local economy was considered Good or Excellent by 53% of SmartBusiness clients, and 82% expect the economy to improve over the next five years. These results are consistent with results from wider surveying the Partnership has commissioned, which have shown steady increases in business confidence since Spring 2014.

IMPLEMENTATION BY GOAL

Below are highlights of Partnership and HRM activities up to September 2017 to advance the economic strategy's four goals.

1. *Promote and Maximize Growth*

The Economic Growth Plan intends to promote and maximize growth by improving regulatory and service efficiency, making it easier to start and grow a business, helping companies compete both locally and abroad, supporting investment in innovation, and finding the best way to leverage Halifax's competitive advantages and growth opportunities. The target is to grow the city's GDP to \$22.5 billion by 2021. Halifax's GDP grew from \$18.1 billion in 2015 to \$18.4 billion in 2016. Although an improvement, it is not on track to meet the GDP "stretch" targets for 2021 or 2031.

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

- **Amazon Bid.** In September 2017, the Partnership, with the endorsement of the Chief Administrative Officer and the Mayor, determined that it would submit a bid for Halifax to become Amazon.Inc's second corporate headquarters, known as Amazon HQ2. Amazon anticipates that HQ2 will employ as many as 50,000 new full-time employees with an average annual compensation exceeding US\$100,000 over the next five to fifteen years, following commencement of operation. The project is expected to entail more than US\$5 billion in capital expenditures.

The Partnership struck a working group that included representatives from the Partnership, HRM, the Mayor's Office, and the Province. The bid comprised four components: 1) proposed site options, including Shannon Park as Amazon HQ2 campus, with transportation and infrastructure considerations; 2) incentives, capital and operating costs; 3) labour force information; and, 4) a quality of life segment.

The bid was submitted ahead of the October 19th deadline. There were important benefits of preparing this bid regardless of where Amazon ultimately decides to establish HQ2. Close collaboration between bid partners has made Halifax more investment-ready, while the Partnership's and the Mayor's engagement with the media has increased Halifax's investment attraction profile, even among Haligonians themselves.

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

In September, the Partnership initiated the hiring process to fill new Director (Halifax Innovation District) and Sales Engineer positions. The Director will be responsible for overseeing the development of an Innovation District Master Plan with input from an advisory committee by March 2018.

- **Centre Plan.** On June 13th, Regional Council unanimously approved the direction of the Centre Plan which will bring greater clarity to development in the Regional Centre by replacing four community plans and four land use bylaws that were drafted mostly in the 1970s. The Draft of the Secondary Municipal Planning Strategy and Land Use By-Law are going through internal review in preparation for a public and stakeholder review period beginning in February 2018. The project's status can be tracked at www.centreplan.ca.
- **Regulatory Reform.** In September, HRM dedicated a full-time staff resource to oversee the implementation of the Joint Project Regulatory Modernization initiative being undertaken in partnership with the Provincial Office of Regulatory Affairs and Service Effectiveness. The project's Advisory Committee will meet in November to inform the development of a proposed administrative order and Charter of Governing Principles for Regulation for CPED and Regional Council's consideration, finalize regulatory issues to be addressed in the short-term, and determine how to communicate regulatory reforms to stakeholders and the community at large.

- **Investment Attraction and Expansion.** In addition to the Amazon bid, the Partnership continues to create a funnel of investment opportunities for Halifax. This year, it has resulted in ten (10) “wins” – that is, companies establishing or expanding operations in Halifax. Approximately 453 jobs will be created as a result. The current funnel includes 29 prospects and five (5) active leads.
- **World Energy Cities Partnership (WECP).** As President of the 21-member WECP, Mayor Savage hosted the organization’s Annual General Meeting in Halifax from September 30 to October 4, 2017. More than 60 delegates, including city officials, economic development and business, attended from 14 cities -- Aberdeen, Cape Town, Houston, Halifax, St. John’s, Stavanger, Kuala Lumpur, Daqing, Perth, Esbjerg, Dammam, Villahermosa, Barranquilla, and Yenagoa. The conference coincided with the 35th Annual Core Energy Conference. Several business-to-business meetings were held during the conference. The WECP also showcased the Rørpost Art Exhibit at the Discovery Centre, an international art collaboration between artists in Esbjerg, Denmark and Halifax.

2. *Attract and Retain Talent*

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

Recent Partnership and HRM workforce development highlights are:

- **Connector Program.** Work continues with the Partnership’s Connector Program that matches new residents and post-secondary graduates in Halifax with established business people and community leaders. Between April 1 and September 30, 268 new connectees and 57 business leaders were accepted into the program. Eighty-five connectees found jobs.

The Connector Program team has been meeting with post-secondary institutions to strengthen relationships for the upcoming school year and to schedule presentations with the student body. It continues to conduct speed interview sessions with TD and plans are underway to host four additional industry-focused speed interview events this year.

- **Atlantic Immigration Pilot.** In June, the Partnership was approved for funding to connect local businesses of all sizes with international graduates and skilled foreign workers to fill job vacancies through the Atlantic Immigration Pilot (AIP). To date, the Partnership has connected with approximately 100 businesses to promote the program. In that time, 16 of its client businesses have qualified to use the program and three others have endorsement applications in progress. Another 15 companies have committed to being designated.
- **HRM Employment Equity.** As part of HRM’s work to strengthen its relationship with the African Nova Scotian organizations and community at large, the African Nova Scotian Affairs Integration Office (ANSAIO) and Human Resources (HR) recently partnered with African Diaspora Association of the Maritimes (ADAM) to deliver an information circle about employment opportunities with HRM. This information session will allow HR to reach out to the African Diaspora communities, the majority of whom are immigrants and newcomers.

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

3. *Make Halifax a better place to live and work*

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

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

- **Parks and Recreation Strategic Plan.** The Parks and Recreation Strategic Plan will ensure needs-driven, fiscally sustainable, and inclusive parks and recreation assets and programming. The draft framework will be presented to the Community Planning and Economic Development Standing Committee in spring 2018.
- **Parks and Recreation's Family-focused Communications Plan.** In order to make Halifax more family- and children-friendly, Parks and Recreation is developing an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The Plan will be coordinated with Corporate Communications and supported with new recreation and web technology in order to move the plan forward in 2017. An HRM Bridging the Gap Intern was hired to develop and implement the plan. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 4330 followers and Twitter having 2028 followers. The first phase of the plan – external, will be completed in the fall of 2017, with the second phase – internal and the third phase – stakeholder communication plan being completed before winter 2018.
- **Green Network Plan.** HRM is currently developing an open space and greenbelting priorities plan for HRM that will guide future open space protection and use. A framework based on research and public consultations was prepared in 2016-17 and approved by Regional Council in April 2017. The implementation plan will be presented to the Community Planning and Economic Development Standing Committee in 2017. Next steps for the project include stakeholder engagement and the preparation of a final plan for Council's consideration in early 2018.

Halifax's population grew by 8,000 to 426,000 in 2016, surpassing the economic strategy's annual population growth target.

4. *Align economic development*

The economic strategy intends to ensure that HRM and the province's economic development organizations, policies, and programs are in alignment and working towards shared economic goals for Halifax and Nova Scotia. To these ends, the Partnership and the Halifax Chamber of Commerce began organizing their co-hosted event, the Annual State of the City Forum, which will include a keynote address by the Mayor.

Attachment 2 is a comprehensive update on each of the 84 economic strategy actions, as well as additional activities identified in the Partnership's updated services agreement with HRM that was approved by Regional Council in October 2016. Items from services agreement that are not economic strategy actions are marked as "NA."

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

DEVELOPMENT OF THE ACTION PLAN FOR YEARS 3-5

Last year, the development of the Economic Growth Plan and Years 1-2 Action Plan was guided by an Economic Strategy Advisory Committee (ESAC) that included representatives from the private sector, military, universities, the provincial government, HRM and the community at large. ESAC was tasked to refine the vision and goals, generate new ideas, build consensus and communicate results. ESAC was

chaired by Matt Hebb, Dalhousie University's Assistant Vice-President of Government Relations, and supported by a smaller working group of KPMG, the Partnership, HRM staff, and provincial representatives.

To inform ESAC and working group discussions, the Partnership engaged KPMG to undertake a best practices review of economic development strategies from elsewhere, and it assessed how HRM's 2011-16 economic strategy aligned with related plans and other strategies, including the One Nova Scotia Report, the 2013 Municipal Auditor General's Economic Development Governance Review and the Regional Municipal Planning Strategy. In addition, from late November 2015 to February 2016, KPMG and the Partnership held 24 engagement sessions to gather input from sector stakeholders and communities of interest.¹ Regional Council adopted the *Halifax Economic Growth Plan 2017-21* as HRM's new five-year economic strategy in April 2016.

The Halifax Partnership and HRM intend to develop an Action Plan for Years 3-5 of the Economic Growth Plan that will take effect in 2018-19. Since this is an exercise in action plan refinement, work will be undertaken by a working group of Partnership and HRM staff. Any consultations will be targeted.

The draft Year 3-5 Action Plan will be presented to CPED and Regional Council for approval in early 2018.

FINANCIAL IMPLICATIONS

The implementation of the Economic Growth Plan and the development of an Action Plan for Years 3-5 are being undertaken within current budgets. Actions that lead to proposed activities requiring unanticipated budget allocations will be brought forward to Regional Council for approval.

RISK CONSIDERATION

There are no risks associated with this recommendation.

COMMUNITY ENGAGEMENT

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

ENVIRONMENTAL IMPLICATIONS

The 2016-21 Economic Strategy recognizes Halifax's overall growth objectives must be aligned with environmental policy measures. The strategy includes a five-year objective to "increase Halifax's environmental sustainability and resiliency". Activities will be undertaken over the next five years to meet this objective.

¹ Organizations consulted and session themes included: Aerospace and Defence, African Nova Scotian economic development, BIDs and Business Associations, Community, Creative Industries, Department of Business, Destination & Halifax Trade Centre Limited, Development & Construction, Digital Media, Energy, Entrepreneurship, Environment, Finance & Insurance, Halifax Partnership Board, Halifax Partnership Investors, HRM Directors, Information and Communications Technologies, Nova Scotia Business Inc., NS Office of Planning & Priorities, Oceans, Population and Talent, Transportation and Logistics, University Presidents, and Urban Aboriginal economic development.

ALTERNATIVES

Alternative 1: That the Community Planning and Economic Development (CPED) Standing Committee NOT approve the development of an Action Plan for Years 3-5 of the Halifax Economic Growth Plan 2016-21 as outlined in this report.

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (L/M/H/VH)	Mitigation
Outdated and less relevant Economic Growth Plan.	5	2	High	<ul style="list-style-type: none"> Continue to report the strategy's implementation using Years 1-2 Action Plan. Incorporate any changes in the Economic Growth Plan's implementation into the HRM-Partnership services agreement.
Reduced Partnership accountability to Regional Council	2	2	Low	<ul style="list-style-type: none"> Request that the Halifax Partnership provide a presentation to Regional Council regarding Years 1-2 Action Plan results and lessons learned. Incorporate any changes in the Economic Growth Plan's implementation into the HRM-Partnership services agreement.

ATTACHMENTS

ATTACHMENT 1: *SmartBusiness Report – October 2017*

ATTACHMENT 2: *Economic Growth Plan Update by Action*

ATTACHMENT 3: *Economic Growth Plan – Key Indicators*

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

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

HALIFAX PARTNERSHIP

SMARTBUSINESS
QUARTERLY
REPORT

OCTOBER 2017

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

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

SmartBusiness has undertaken the following activity this fiscal year (April to October, 2017):

- Retention Visits: 101 (*92 SMEs, 13 HROs*)
- Retentions: 2
- Expansions: 7
- Referrals Generated: 212
- Business Consultations: 162

The proceeding data below represents findings from 198 interviews with clients between October 2016 and September 2017. SmartBusiness clients may not represent businesses in general, but represent a broad selection of industries and regions throughout Halifax.

Executive Summary

Opinions of business confidence show mixed results

Over the past year, private sector opinions of economic progress have improved. Currently 65% of business owners believe Halifax's overall business climate has improved. This is up slightly from last quarter's results (60%), and up notably from last October's results (57%). However, only a slim majority of business owners (53%) consider the current climate Good or Excellent, down slightly from 56% last quarter (and down from 59% last October).

Innovation partnerships interest the business community

Several Partnership clients have begun to express an interest in working with post-secondary institutions – specifically as it relates to research & development opportunities. While some businesses have been doing this for several years, a broader array of businesses have been seeking out these opportunities. Organizations within these institutions

– such as Dalhousie's Industry Liaison and Innovation (ILI) Office, or the Office of Innovation & Community Engagement (OICE) at Saint Mary's University – have seen success connecting private sector organizations to local faculty and researchers.

Immigration and Halifax business

As the Provincial Government rolls out the Atlantic Immigration Pilot, this quarter's Issue in Focus will look at how businesses in Halifax utilize and envision the role of economic immigrants. By analyzing the last 12 years of SmartBusiness data, we can look at how immigrants have been employed in the workforce, where they come from, and how attitudes have changed over time.

Definitions and Scores

SmartBusiness collects information on 27 business climate factors and eight municipal services. A dashboard has been compiled for most of these topics, providing at-a-glance data of private sector opinion on the business climate in Halifax.

Ratings of performance reflect an underlying score from -100 to +100, indicating how businesses rate particular issues (positively or negatively) and the strength of those opinions. Arrows indicate how much ratings rose/fell since last year. One, two, or three arrows represent an increase of greater than 2.5, 5, or 10 points, respectively. Down arrows show a similar scale but negative change. Sideways arrows indicate the score has not changed much, moving much less than 2.5 points in either direction.

Companies are also asked to list the top three most important issues and the most important services. Attention should be paid to boxes **highlighted in red**; more than 25% of companies consider these issues to be very important to their business.

BUSINESSES THINK THE OVERALL HALIFAX BUSINESS CLIMATE...



Municipal Services

PUBLIC WATER	MUNICIPAL BYLAW ENFORCE	BUILDING INSPECT & PERMITTING
EXCELLENT ▼▼▼	GOOD ◀▶	GOOD ▲
ROAD NETWORK/ CONDITION	POLICE PROTECTION	PUBLIC TRANSPORTATION
POOR ▼▼	EXCELLENT ◀▶	FAIR ◀▶

Business opinions on most municipal services have evened out over the past quarter. While some services had seen solid improvements in the previous quarterly report, these increases appear to have been temporary. Compared to 12 months ago, most services such as Municipal Bylaws and Public Transportation have not moved. Key concerns

for business include the Local Road Network and Public Transportation, especially as they related to getting workers to their businesses.

Labour & Education

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

Businesses remain concerned with their access to labour and the quality of workers they can find. Measures of satisfaction with both remain largely unchanged over the past 12-18 months. Business opinions of the quality of the P-12 education system have lowered, falling from a record high in October 2016 (rated +14) to their current position (rated

just below 0). Business opinions of post-secondary institutions – Universities and the Nova Scotia Community College – remain very positive with several businesses showing interest in collaborating on research & development.

Infrastructure

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

Business opinions of rail transportation continue to erode into 2017, falling from a recent high last October (rated -8) to their current low (rated -36). A number of business climate factors, such as Shipping & Transportation or Provincial Highways, have seen declines over 2017. However, most overall

measures remain positive, with high ratings such as Port Facilities (+58), Air Access (+48), or Shipping & Transportation (+25).

Taxation & Regulation

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

Business opinions on regulation continue to improve across all levels of government. Measures at the federal level appear most improved over the past 12 months (up 17 pts) with similarly large increases at the municipal level (up 13 pts) and provincial level (up 7 pts). Commentary on the issue points to continued problems of the customer service experience

with government and the process of complying with regulation. Despite recent controversy over proposed changes to federal small business taxation, opinions from small businesses in Halifax appear to be unfazed.

Miscellaneous

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

Businesses remain concerned about the state of Internet and Broadband access, especially within more remote areas of HRM. While there has been some recognition of attempts to improve access, many business owners remain skeptical of progress and have adopted a “wait-and-see”

mindset. Some concerns have also been raised around cellphones, though most commentary focuses on rates and pricing, rather than issues of access.

IMMIGRATION & HALIFAX BUSINESS

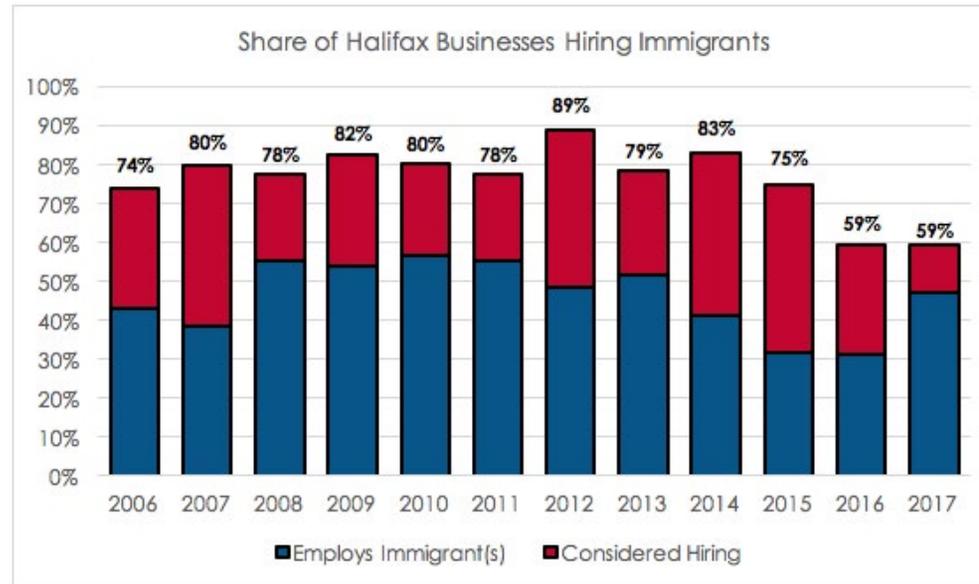
With the launch of the new Atlantic Immigration Pilot, this quarter’s Issue in Focus looks at how businesses in Halifax utilize and envision the role of economic immigrants. Over the past 12 years, the Partnership has conducted roughly 3,400 visits with local businesses and discussed a variety of subjects, including immigration.

First and foremost, it is important to understand that while immigrants are an important part of Halifax’s population, they are also a vital part of the city’s workforce. Even putting aside how their economic activity helps drive domestic spending and increase the demand for employment, immigrants since 2001 represent roughly 7% of the workforce¹. They are a vital part of ensuring that local businesses have the right workers for their operations.

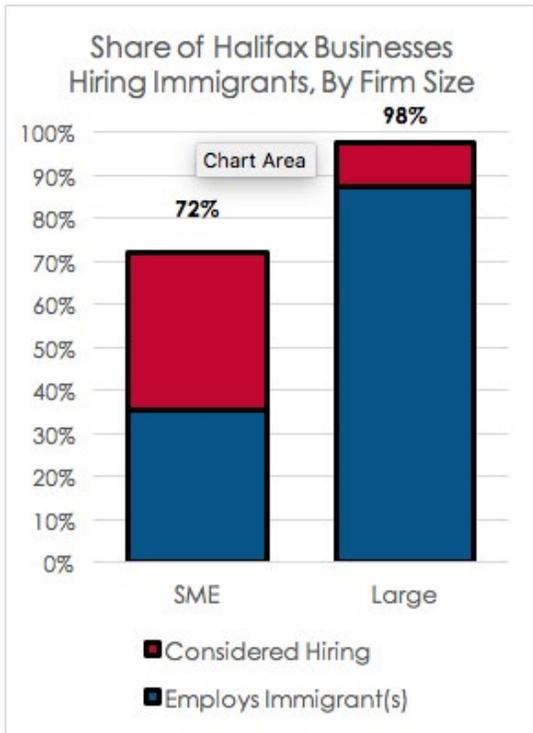
Roughly 1 in 2 businesses met through the Smart-Business Program have hired an immigrant, while another 1 in 4 businesses have considered going through the immigration process. In the years following the full implementation of the Nova Scotia Nominee Program – 2006 to 2008 – there has been a noticeable uptick in the share of workplaces hiring immigrants. Despite a gradual trend downward through the mid 2010’s, there has been a positive spike upward in 2017. This speaks the

increased focus on immigration as an economic priority as well as increased awareness among employers following the announcement of the new Atlantic Immigration Pilot.

1. Author calculation, based on 2016 Census of Canada, Halifax Census Profile



Source: SmartBusiness Data. Questions asked for this graph include...
 "Does your company currently employ any immigrants?" | "If not, has your company considered hiring an immigrant?"

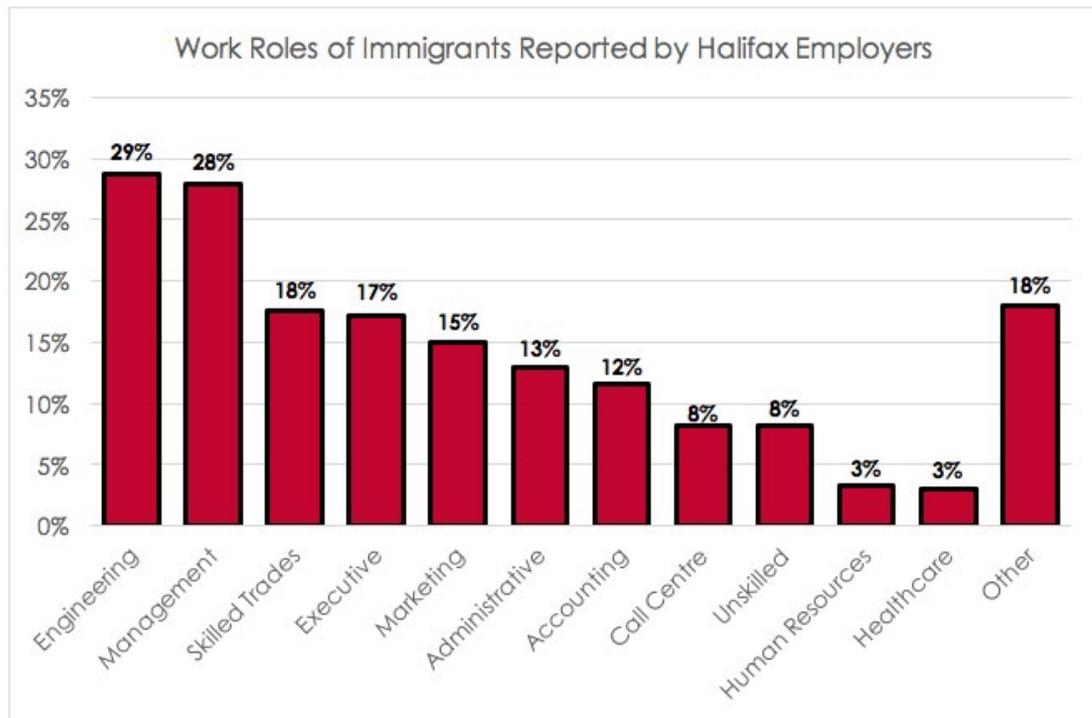


However, there is also a significant gap between the share of small and medium enterprises (fewer than 100 employees) who hire immigrants and the share of larger employers who do so. Roughly 9 in 10 large businesses in Halifax hire immigrants, making it essentially a norm for larger organizations. However, among smaller organizations, the rate is much lower, with only 35% of business hiring immigrants and a similar share considering the immigration process.

Such differences between firms are expected, as smaller firms typically do not have the financial or organizational resources to consider looking abroad for talent. However, even given this, the

dramatic difference between the two categories is unexpectedly high.

By analyzing the last 12 years of SmartBusiness data, we can also look at how immigrants have typically been employed in the workforce and where they originate from. First and foremost, let's look at how immigrants are employed.



Source: SmartBusiness Data. Questions asked for this graph include...
 "If your company currently has immigrants on staff, in what capacity are they employed?"

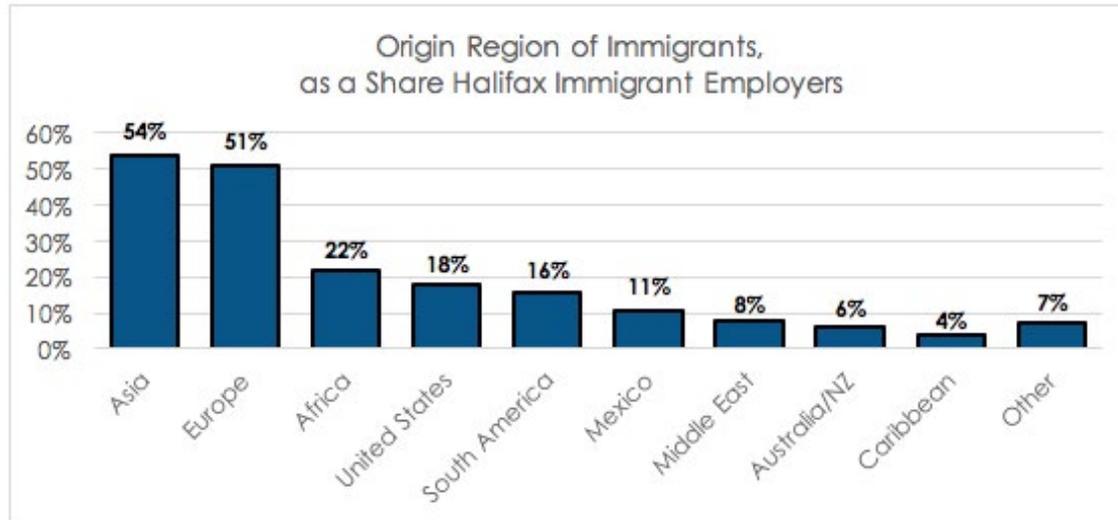
Over the past 12 years, the most common positions employers have sought out immigrants for have been Engineering and Management. Additionally, companies have sought out Skilled Tradespeople, though this is likely through past iterations of the Temporary Foreign Worker Program. However, looking over the most common roles, Halifax businesses have often been seeking out foreign labour for a variety of high skilled and technical positions.

Among the employers reporting the origin region of their employees, the most common region of origin is Asia, with more than half of immigrant employing companies reporting having an employee from this region. Europe is a close second, with a similar share of immigrant employees originating from this region.

Peculiarly – despite being our closest and largest trading partner – only 18% of employers has reported that they had hired an immigrant from the United States. However, there may be cultural reasons for this discrepancy in the data. It is likely that employers may have hired recent immigrants from the United States, but have been unaware that they are immigrants. It may also be fueled by the makeup of our international student population, where only 4% of students are from the US. The five most common countries of origin for international students include China (41%), Saudi Arabia (13%), India (5%), the United States (4%), and Bermuda (3%) .

Overall, Halifax businesses show both a strong appetite for economic immigration and willingness to employ these workers in high-skilled roles within their organization. This speaks positively towards the business community’s openness and for the Province’s ability to provide access. With the launch of the new Atlantic Immigration Pilot, there has never been a better time to get involved. If you are interested in discussing opportunities to hire immigrants, or finding out more about the Atlantic Immigration Pilot, the Halifax Partnership is happy to assist you.

2. Author calculation, based on Maritime Provinces Higher Education Commission: international student enrollment data.



Source: SmartBusiness Data. Questions asked for this graph include...
"If Yes, from where do those immigrants originate?"

HALIFAX PARTNERSHIP

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The Halifax Partnership is Halifax's economic development organization. We help keep, grow and get business, talent and investment. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

If you have any questions or concerns about this document, its methodology, or how its indices are measured, please contact the Partnership at info@halifaxpartnership.com for further details.



HALIFAX ECONOMIC GROWTH PLAN 2016-21: Update on Actions for Years 1-2
Year 2: Progress Update for the Period April 1 to September 30, 2017

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
GOAL 1: PROMOTE AND MAXIMNIZE GROWTH (Grow Halifax's GDP to \$22.5 Billion by 2021)				
	1. Develop an approach to red tape reduction for HRM.	HRM	<p>On October 4th, Regional Council directed that HRM commit a staff resource to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness for a period of six months with the possibility of extension of up to three years. An MOU outlining the objectives of this joint HRM-NS project was signed by the CAO and Nova Scotia's Chief Regulatory Officer in late October 2016. The project is being overseen by an Advisory that includes the CAO and representatives from the Canadian Federation of Independent Businesses, Halifax Partnership, Halifax Chamber of Commerce, Urban Development Institute, the Province and others.</p> <p>In September 2017, HRM dedicated a full-time staff resource to oversee the implementation of the project. The project's Advisory Committee will meet in November to inform the development of a proposed administrative order and Charter of Governing Principles for Regulation for CPED and Regional Council's consideration, finalize regulatory issues to be addressed in the short-term, and determine how to communicate regulatory reforms to stakeholders and the community at large.</p>	<ul style="list-style-type: none"> ● Increase average annual income growth (1.2% growth in personal income per capita in 2015) ● Increase the total number of jobs (224,100 employed in 2015) ● Increase the share of full-time work (83% of jobs were full-time in 2015) ● Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in Spring 2015) ● Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015) ● Increase the commercial property tax base (\$8.2 billion in 2016)
2. Develop and adopt the new Centre Plan that will replace planning strategies in the Regional Centre.	HRM	<p>On Tuesday, June 13 2017, Regional Council unanimously approved the direction of the Centre Plan. Now, staff are using the Centre Plan document to craft a new Secondary Municipal Planning Strategy and Land Use By-law for adoption. Consultation on these planning documents will take place in the coming months to support the adoption process through the Community Design Advisory Committee, the Community Planning & Economic Development Standing Committee, and Regional Council. The project's status can be tracked at centreplan.ca.</p>		
3. Benchmark and communicate approvals' standards and timelines to the public.	HRM	<p>As the work to obtain a new Permits & Licensing technology solution is realized in 2018/19, Planning & Development will be confirming application turnaround standards through process mapping. This exercise will inform standards and timelines and communication will occur through various distribution channels as Planning & Development's Renewal efforts are implemented.</p>		
4. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	<p>The CAO's Office and Legal Services are jointly leading the initiative to advance changes to the HRM Charter. This includes providing oversight and strategic leadership, advocating for revisions, and communicating impacts to the citizens of Halifax. In November 2016, Council directed staff to undertake public consultations regarding HRM's request to the Province to have natural persons powers. This was completed in spring 2017 and a report to Council summarized the feedback in August 2017. Council approved a recommendation to maintain existing restrictions on debt, borrowing and debentures; less than market value sales; and direct incentives to business or industry with an exception that would permit the municipality to support organizations pursuing charitable purposes whether not for profit or for profit. This position is with the Province for consideration. A policy rationale for minor amendments is complete and has been provided to the Province. Regular meetings with Municipal Affairs to monitor progress continue. In addition, GREA is providing support to Municipal Government Act Review working groups on Economic Development and Governance. In 2016-17, the Partnership provided an economic development perspective on the Charter Review.</p>		

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
1.1 Make Halifax an easier place to do business.	5. Develop HRM's customer service strategy to improve service to businesses and residents.	HRM	HRM's Corporate Customer Service Strategy is complete. The implementation plan is beginning to unfold with both the Internal Communications and Change Management Plans drafted. In addition, a guidebook and associated training materials are underway to support employees in building a customer-centric organization. The first phase of Organizational Performance Excellence (PE) and Continuous Improvement Training for senior managers has been completed. A prioritized list of improvement projects was created and will be vetted with the PE Executive Steering Committee for final decision in early November. Phase 2 of training is being designed.	
	6. Implement HRM's Planning & Development's organizational renewal program to improve and streamline legislation, processes, supporting tools and technologies.	HRM	<p>Planning and Development continues to renew the department through the implementation of the 2015-2019 Planning & Development Strategic Framework. During 2016/2017, focus has been on the Year 1 and 2 Recommendations of the Framework. Priority actions include:</p> <p>(a) Replacement of the Permitting and Licensing System -- The replacement of the existing permitting & licensing system is a central feature of the strategic plan enabling modernization of the department, and reinvention of business processes. At present, P&D uses a technology system known as Hansen to support many of its business processes; that technology solution is now well past end of life. In April 2016, the P&D Renewal reaffirmed the replacement of Hansen as a priority objective of the renewal. It has been identified as one of the most critical ways the department can change service delivery. To revitalize customer service and service delivery, the project team will consider online application submission and permit generation, electronic documentation and circulation, use of field technology, and improved customer experience through online services (payment, status updates and customer dashboards). ICT and P&D developed a joint project charter. The RFP for the PLC solution has closed and all proposals have been evaluated. Between May and September, vendor product demonstrations occurred with the top vendor being selected. The award process is underway being led by Procurement. Recommended proponent award anticipated to be presented to Council in October 2017.</p> <p>(b) Implementation of Fee Service Review -- P&Ds fees have not been updated or rationalized in numerous years. Based on an analysis of underlying costs of service, P&D is not recovering sufficient revenues from fees, with an over reliance on property taxes to support services that have a direct beneficiary. Fees are also very low in relation to peer municipalities surveyed. Overall, P&D applications are currently recovering less than half of the direct and indirect operating costs; recovery is particularly low for planning applications. On August 2, 2016, Regional Council adopted the guiding principles for P&D fees and directed staff to develop a fee policy for Council's consideration. The next phase of the project -- development of the fee policy, identification of related business processes and costs, and development of phase-in strategies to manage impacts on industry -- is underway by a consultant. The consultant's report is expected to be finalized in October with a report to Council being targeted for December/January.</p> <p>(c) Consolidation and Simplification of Land Use Bylaws -- There are 22 Secondary Planning Strategies and Land Use Bylaws which direct development in HRM. Many of the bylaws are in their original forms and pre-date amalgamation, although they have been amended over time. Due to the diverse origins of each land use bylaw and the piecemeal approach to</p>	
	7. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	Business Climate indicators are included in in the <i>2016 Halifax Index</i> which was presented to the community on June 14, 2017.	
	8. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.	Halifax Partnership	<p>April 1, 2017 to Sept 30, 2017:</p> <ul style="list-style-type: none"> • Retention Visits: 101 • Client Satisfaction: 100% (covers SmartBusiness visits from April 1, 2017, through July 31, 2017.) • 56% of responding clients described their SmartBusiness visit as "Extremely Useful" • 44% described it as "Somewhat Useful"; however, this is based on a very small number of completed surveys (N = 9). • 162 follow-up consultations • 50 face-to-face meetings with Action Team members • Referrals Generated: 212 • 1 company common issue: difficulties in finding skilled labour - hence new AIP focus for BRE visits 	
	9. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.	Halifax Partnership	The Province is in the planning stages of building a Digital Service Delivery Channel to provide online services and resource information for Nova Scotian businesses. The Digital Service Delivery Channel will be rolled out in the next 2-3years. The Partnership's role will be to provide a link to the provincial site and promote it to the Halifax Business community.	

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	10. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	2017 Halifax Index presented to the community on June 14, 2017. Quarterly Economic Report - October attached. SmartBusiness Quarterly Report (July 1 to September 30, 2017) attached. Research and analytical services to internal and external clients are provided upon request. www.halifaxpartnership.com contains the most up-to-date economic information on Halifax's value proposition and industry sector profiles.	
	11. Provide aftercare to new companies that have chosen Halifax as a new location for their business and make connections to the programs, resources and talent needed for their continued growth.	Halifax Partnership	April 1, 2017 to September 30, 2017 aftercare provided to: 1. Mobivity - supported their grand opening with government relations and communications support. As well, connected them to talent through the Connector Program. 2. Network Test Labs - supported their launch event, welcomed them to the community with Mayor Savage and connected them to the business community. 3. Origin and Cause - supported them with a welcome event with Mayor Savage and connections to the business community. 4. Staples - met with key head office executive and the HR team in Sackville with Deputy Mayor Steve Craig. Supported their need to tap into new university grads and labour. 5. Spyder Works - Sponsored the Halifax Chamber of Commerce's "Distinguish Speakers Series" event with Ken Tencer of Spyder Works at the keynote speaker. 6. RBC and Scotiabank - Held one-on-one meetings with RBC and Scotiabank with the Mayor in Toronto.	
	12. Communicate to the local business community opportunities arising from new international trade agreements.	Halifax Partnership	The Federal Government's toolkit on the Canadian-European Comprehensive Economic and Trade Agreement (see: http://bit.ly/2fkNqHV) continues to be promoted through the various Halifax Partnership social media channels and is also shared with business through the Smart business Program. A lunch and learn with the Port of Halifax was held in August 2017 to better understand impacts of CETA on the economy and what it means for business.	
	N/A. Support Nova Scotia's Regional Enterprise Networks - provide advisory support best practice in economic development, Business Retention and Expansion and Connector support.	Halifax Partnership	<ul style="list-style-type: none"> • Ongoing support services and dialogue with existing RENs and Municipal Affairs on best practices for BRE and economic development have been provided. • The Partnership is having ongoing discussions with Valley REN, Cape Breton Partnership(CBREN) and Western REN on how to roll out Connector Program. • HP is collaborating with Municipal Affairs and REN representatives to update the BRE diagnostic tool and other related instruments. • A meeting was held with the East Hants & Districts Chamber of Commerce on June 26, 2017, to discuss opportunities for collaboration. • Presented at participated in the NSREN Conference in Baddeck, NS, on September 7 and 8. • Presented to the Annapolis Valley Chamber of Commerce - September 28th. • Held a full day training session with the RENS on August 28 and working to organize a second full day training session on November 17. 	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
1.2 Work nationally and internationally to attract investment and increase trade.	13. In collaboration with economic development partners, refine and amplify Halifax's value proposition to position Halifax on the world stage.	Halifax Partnership	<p>April 1, 2017 to September 30, 2017:</p> <ul style="list-style-type: none"> This year's activities created a funnel of investment opportunities for Halifax, resulting in ten (10) wins (companies establishing or expanding operations in Halifax). Approximately 453 jobs to be created. Current funnel has 29 prospects; 5 Active Leads. From May 17-19, 2017, Mayor Savage and the Halifax Partnership lead a Sell Halifax mission in Massachusetts targeting the IT and oceans technology sectors. More than 150 people attended the events. Follow up is now taking place with companies and organizations who are interested in business, innovation partnerships and opportunities in Halifax. During the visit, Mayor Savage appeared on NECN's weeknight business show and was interviewed on WBZ Radio about strengthening ties between Halifax and Boston. The Partnership also ran a digital advertising campaign targeting the Boston, Fall River and New Bedford areas focused on promoting Halifax's business advantages and the IT, oceans technology and financial services sectors. The campaign generated more than 1 million impressions and the three Sell Halifax videos have been viewed over 120,000 times to date. The Halifax Partnership worked closely with partners and sponsors in organizing the WECP AGM to showcase Halifax on the international stage including Maritimes Energy Association, Emera, Irving, Efficiency One, CBRE, Cox & Palmer, Clearwater, Nova Scotia Department of Energy, ACOA and the Halifax Regional Municipality. 	
	14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	<p>The Halifax Partnership, in collaboration with the Port of Halifax, Halifax International Airport Authority, Saint Mary's University and HRM put together a partner (Mayor led) mission to China in June. This collaborative visit helped to create partnerships in Zhuhai and Qingdao China. The mission also supported key partners in being able to communicate priorities to the Canadian Ambassador to China. These relationships also have been created through active consultation with the Province of Nova Scotia and support the Nova Scotia China Engagement Strategy.</p> <p>In planning and implementation of the Boston Sell Halifax Event (May) the Halifax Partnership worked collaboratively with NSBI, Canadian Consulate Boston, COVE, private sector and the Mayor's office to ensure the event was successful. (See #13 above for further information)</p> <p>The Halifax Partnership is working collaboratively with partners including EDC, BDC, NSBI, ACOA and the provincial government while working with an international investment firm that is interested in investable projects with more than six (6) local companies.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
	15. Leverage existing local, national and international relationships, and cultivate new relationships, (e.g. International Partnerships, WECP, CCCA) to increase the awareness of the Halifax value proposition.	Halifax Partnership	<ul style="list-style-type: none"> Halifax hosted the WECP Annual General Meeting in Halifax from September 30 - October 4. More than 60 delegates registered from 13 member cities, including city officials, economic development and business. Cities who have indicated they are participating are Aberdeen, Cape Town, Houston, Halifax, St. John's, Stavanger, Kuala Lumpur, Daqing, Perth, Esbjerg, Dammam, as well as Barranquilla and Yenagoa, who are observing the meeting while going through the membership process. Sponsors of the WECP AGM are Emera, Irving, Efficiency One, CBRE, Cox & Palmer, Clearwater, Nova Scotia Department of Energy, ACOA and the Halifax Regional Municipality. The AGM coincided with two other events WECP delegates are invited to attend. The Core Energy Conference is a two-day program of presentations and panel discussions on the energy industry in the Maritimes. WECP also showcased the Rørpost Art Exhibit taking place at the Discovery Centre. Rørpost is an art collaboration between artists in two WECP member cities: Esbjerg, Denmark and Halifax, Nova Scotia. The art show featured collaborative art pieces and individual pieces. The Rørpost collaboration started last year, and is an example of the cultural exchange and collaborations that result from WECP membership. <p>International Partnerships:</p> <p>Aberdeen:</p> <ul style="list-style-type: none"> MOU/International Partnership Agreement between Halifax and Aberdeen signed in Halifax during the WECP AGM in October. <p>Zhuhai:</p> <ul style="list-style-type: none"> A partnership agreement between Zhuhai, China and Halifax was signed during the Mayor's visit to China in June 2017. <p>Qingdao:</p> <ul style="list-style-type: none"> A delegation from Qingdao (as follow-up to our visit to Qingdao in June, 2017) will be visiting Halifax in the future. It is anticipated this visit will be the first step in formalizing the relationship. <p>Norfolk:</p> <ul style="list-style-type: none"> HP is working with the Norfolk Committee to re-engage and invigorate the Norfolk relationship. 	
	16. Expand the Mayor's Celebrate Business Program to include targeted visits to major centres in Canada and the United States that showcase Halifax's value proposition.	Co-Leads: HRM and Halifax Partnership	<p>In May, Halifax Partnership led a Boston outbound mission with Mayor Savage to promote Halifax's business advantages and to meet with prospective investors in the IT, Oceans Technology and Financial Services sectors. The Partnership executed a comprehensive foreign direct investment program in the Boston market, including pre-and post brand awareness research, a digital marketing campaign, and Sell Halifax events and meetings with business. Boston will serve as a model for future Sell Halifax visits. The agenda included media interviews, a luncheon with the business community, a reception (Boston and Fall River, Mass), an IT Roundtable and several one-on-one meetings with pre-qualified prospect companies. For further detail on results of this Boston Sell Halifax/Mayor's Celebrate business see item number 13 above.</p> <p>In September, Halifax Partnership led an outbound mission to Toronto with Mayor Savage to promote Halifax's value proposition. The event included presenting at the IEDC conference and one-on-one meetings with key clients in the financial services sector. The Mayor was also interviewed by Bloomberg for a feature article.</p> <p>Local Mayor's Celebrate Business visits to date include: Sell Halifax at the International Tattoo, DHX Media, T4G, Dominion Diving, Halterm, and Master Merchant Systems.</p>	
	17. Assess the role the Municipality could play in a potential air route development fund to open direct commercial and passenger routes to other destinations.	Co-Leads: HRM and Halifax Partnership	No status update.	

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	18. Produce a 5-Year Strategic Growth Plan for the Halifax Gateway.	Halifax Partnership	<p>April 1 to September 30, 2017 Halifax Gateway Partners and Halifax Partnership:</p> <ul style="list-style-type: none"> • Participated in a Mayor Savage led/Halifax Partnership managed Gateway China Mission in June. • Supported the work of the Port of Halifax during the Master Planning process. • Supported the growth challenges that CN owned Autoport has been experiencing through traffic analysis in partnership with the municipality. • Collaborated with partners, including APEC, to publish the 2017 Major Projects Map. The map was distributed to all Port Days 2017 delegates, and published on the Gateway website. • Sponsored Port Days 2017 and managed a booth on site. Funding has also been secured to sponsor Cargo Logistics Canada in Vancouver in 2018 and FCM 2018 which will be held in Halifax. • Supported key customer Oceanex in the creation of a report/and with government relations in support of their economic impact on the regional economy. • Hosted a roundtable welcome meeting with Steven Marshall from Glasgow Airport to support the air route. 	
	N/A. Provide orientation services for inbound business missions.	Halifax Partnership	<p>The Partnership's Business Development team worked closely with an Asian investment consortium to support their inbound mission to Halifax. Focus was to meet with potential investable projects in Halifax. The Partnership project managed their agenda and created a four day agenda of private sector meetings - active follow up is underway.</p> <p>Halifax Partnership is working with the City of Qingdao China on an upcoming visit to Halifax on September 12th - meeting on the 12th will discuss further partnering between Halifax and Qingdao.</p>	
	N/A. Raise awareness of the Halifax Gateway value proposition in key markets	Halifax Partnership	<p>The Halifax Gateway was a gold sponsor of Port Days 2017 and a community partner of Altitude East 2017. Funding has also been secured to sponsor Cargo Logistics Canada in Vancouver in 2018 and FCM 2018 which will be held in Halifax.</p> <p>The Halifax Gateway published the 2017 Mega Project map (fold out) in advance of September events: Halifax Port Days, Altitudes East. The mega maps are a collaboration of: Atlantic Provinces Economic Council, the Port of Halifax, the Halifax Stanfield International Airport, CN and the Halifax Partnership.</p> <p>The Halifax Partnership is a key partner within the stakeholder working group on the development of the Port of Halifax Master Plan.</p> <p>In partnership with Oceanex, Halifax Partnership retained consultant Chris Lowe to articulate the economic impacts of the company on the local economy and to share the relevant materials with key government/private sector influencers.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
1.3 Improve the conditions for innovation and entrepreneurialism.	19. Increase awareness of R&D capabilities and interests within Halifax universities and opportunities for business to connect.	Halifax Partnership	<p>The Halifax Partnership continues to work closely with the Universities and the Nova Scotia Community College to better understand capabilities and capacity residing in each institution so that the business connections and opportunities may be more easily identified.</p> <p>Successfully negotiated a letter of intent from a multi-national company to support funding towards a potential Canada Research Chair (CRC) at Dalhousie University, which the university has applied for. CRC invests approximately \$265 million per year to attract and retain some of the world's most accomplished and promising minds. Chairholders aim to achieve research excellence in engineering and the natural sciences, health sciences, humanities, and social sciences.</p>	
	20. Increase connectivity with and build capacity of African Nova Scotia and urban aboriginal organizations engaged in economic development.	Co-Leads: HRM and Halifax Partnership	<p>ANSAIO has developed and shared within HRM strategies for identifying and responding to barriers in the delivery of municipal services to African NS communities, as well as working to identify and propose next steps to overcome barriers to the full participation of the ANS community and all residents of African descent in the broader community and economy. ANSAIO's work includes the Diverse Voices for Change project, Land Titles Clarification Project, the Tri-Community Project and ongoing Community Outreach.</p> <p>ANSAIO has been working with Planning and Development to develop and implement a public participation process. The process will enable P & D to gather feedback from residents and community groups about possible amendments to a secondary municipal planning strategies for lands located in Beechville near Lovett Lake. The collaboration will 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.</p> <p>ANSAIO, in collaboration with P & D and Halifax Water is working with the East Preston Rate Payers Association to explore the feasibility of extending municipal water service into the East Preston community.</p> <p>The Halifax Partnership is also working with key stakeholders to develop a Connector Stream for the ANS and Aboriginal communities.</p>	
	21. Facilitate connections between small and large businesses around opportunities for increased innovation.	Halifax Partnership	<p>The Halifax Partnership has identified three large private sector companies that have identified a specific interest in the potential of investing dollars into the research capabilities at Dalhousie University with the ultimate aim of commercialization. Discussions are ongoing with these companies.</p> <p>The Halifax Partnership has led the discussions with an international research company who have had a specific interest in locating a facility to take advantage of the specialized capabilities existing within the healthcare sector.</p> <p>The Halifax Partnership has connected several local companies with a large international investment firm. Conversations are ongoing.</p>	
	22. Promote the growing network of for-profit business and social enterprise incubation facilities that offer shared space and access to business expertise.	Halifax Partnership	Deferred to Q3 2017-18. This will be included in the Innovation District Plan roll-out.	
	23. Through the SmartBusiness Program connect businesses with post-secondary R&D capabilities and other resources.	Halifax Partnership	<p>The Partnership is currently working with three international companies and Dalhousie's Industry Liaison Office in making the connection to R&D resources.</p> <p>The Partnership also supported Dalhousie University in their application for the CRC Chair to connect with multinational companies.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
<p>1.4 Collaborate around major projects to maximize their impact on the economy.</p>	<p>24. Develop a "SWOT team" approach for economic development players to maximize existing and proposed major projects (e.g. offshore exploration, shipbuilding [including supply chain opportunities]).</p>	<p>Halifax Partnership</p>	<p>Alignment and partnership has been established with ACOA, Department of Energy, Maritimes Energy and OERA around the hosting of the WECP AGM in Halifax. A B2B program has been initiated to maximize on opportunities.</p> <p>HP connected 6 companies to major project opportunities in Q1.</p> <p>The Halifax Partnership has worked collaboratively with partners including EDC, BDC, NSBI, ACOA and the provincial government while working with an international investment firm that is interested in investable projects with more than 6 local companies.</p>	
	<p>25. Secure federal funding to undertake key infrastructure projects.</p>	<p>HRM</p>	<p>The federal government's 2016 budget announced the details of the federal government's overall plan to invest more than \$120 billion in infrastructure over 10 years. Phase 1 will roll out between 2016 and 2018. There is \$86 million over two years for water and wastewater, and \$32.3 million for public transit in Nova Scotia. In June 2016, Council approved a list of seven water and wastewater projects and fifteen transit projects. On August 16, the Prime Minister and Premier announced that all of HRM's projects were approved for full or partial funding:</p> <p>Cleanwater & Wastewater Fund</p> <ul style="list-style-type: none"> Northwest Arm Sewer Rehabilitation (\$ 17,153,000); Peninsula Transmission Main Rehabilitation (\$7,200,000); Lake Major Dam (\$ 5,900,000); Sullivan's Pond Storm Sewer Renewal – Phase 1 (\$ 9,890,000); JD Kline Filter Media and Underdrain Replacement (\$5,600,000); Fall River Water Servicing (\$7,600,000); Herring Cove Servicing – Phase 2B (\$3,421,464). <p>The Fall River and Herring Cove servicing projects fall outside the service boundary, and therefore HRM is responsible for construction costs instead of Halifax Water. A revised Herring Cove proposal was approved by Council on February 7, 2017, and approved by the Provincial and Federal government in July 2017. HRM continues to advocate for increased funding that would allow the entire project to proceed. The Fall River project has changed scope to include 3 schools and some of the commercial centre. Consultations for the LIC were conducted in August 2017 and the project is set to proceed.</p> <p>Council approved a list of fifteen public transit projects in June 2016. On August 16, the Prime Minister and Premier announced that all fifteen have been approved for funding:</p> <p>Public Transit Infrastructure Fund</p> <ul style="list-style-type: none"> Bus Stop Accessibility (\$250,000); Conventional Transit Bus Replacement (\$31,404,000); Halifax Ferry Terminal (\$1,000,000); Shelters Replacement/Expansion (\$220,000); Transit Priority Measures Implementation (\$400,000); Ferry Replacement Phase I & II (\$1,470,000 for Phase I; \$10,600,000 for Phase II); Bus Stop Improvements (\$470,000); Conventional Transit Bus Expansion (\$5,746,000); Transit Priority Measures Implementation (\$900,000); Electric Bus Pilot Project (\$500,000); Generators (\$600,000); Transit Priority Measures Corridors Study (\$250,000); Bus Rapid Transit Study (\$200,000); Mumford Terminal Replacement Opportunities Assessment (\$300,000); and, Transit Security (\$3,900,000). In winter 2017, HRM submitted two more projects for consideration under this Fund – the Alderney Ferry pontoon replacement (\$3,200,000) and an additional Access A Bus order (\$1,800,000), both of which were approved by the federal government for funding. <p>Initial details on phase 2 of the federal infrastructure funds were announced in July 2017. The federal and provincial governments have begun negotiating the bilateral agreement that will govern how funding will flow over the next 10 years, and it is expected to be finalized by spring 2018. HRM has begun a capital planning process to identify potential projects.</p> <p>HRM is meeting with Nova Scotia Departments of Municipal Affairs, Energy, and Transportation & Infrastructure Renewal to share its long-term capital plans and put forward potential projects for funding consideration.</p>	
	<p>26. Capitalize on major project opportunities to attract new foreign direct investment.</p>	<p>Halifax Partnership</p>	<p>In collaboration with APEC, the Halifax Partnership published the 2017 Mega Projects (now valued at \$132B) Map for Atlantic Canada - this is a valuable sales tool for partners such as Airport, Port, CN.</p> <p>In collaboration with APEC, the Partnership continues to work to create a map and a profile to articulate the "major development project" activity taking place in HRM - this can be used as a sales tool.</p>	

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	27. Work with industry stakeholders to raise awareness and maximize major project opportunities in the Oceans Sector (e.g. COVE).	Halifax Partnership	<p>Halifax Partnership:</p> <ul style="list-style-type: none"> -Sits as a member of the Strategic Steering Committee of COVE, Oceans Week Collaborative Committee and the Cove Marketing Committee; -Participated in Oceans Week 2017 events (Gala dinner, industry conference) -Partnered with UMASS Dartmouth (CIE), UMass Dartmouth's School for Marine Science & Technology, Cox & Palmer, NSBI, and COVE/IORE to host Ocean Technology Roundtable and Reception in Fall River and New Bedford (May 18-19th) -Attended the DEFSEC conference to strengthen relationships with the aerospace and defense industry. 	
	28. Complete the initial planning phases of the Cogswell lands redevelopment, including the creation of a design plan for Council approval.	HRM	<p>The Cogswell Redevelopment Program is a collection of projects and initiatives generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan guides the dismantling of the interchange roadways and bridges and their replacement with at-grade road systems. Six acres of new roads, four acres of designated park area and six acres of developable land will be created. The success of the Cogswell Redevelopment Program will depend upon the successful completion of the following project components: land use planning for the Cogswell precinct; public realm improvements, particularly as they relate to traffic, open space design and pedestrian connectivity; sale of the land for development; and, construction of the street infrastructure including transit requirements. The demolition and reconstruction of the Cogswell lands is estimated to take three years, and it could begin as early as Q2 2018. The development of the lands, including land-use bylaw planning and real estate marketing, will occur over an additional four to five years. Design is well underway with the Prime Design Consultant having completed a 30% design concept plan along with associated infrastructure drawings. Numerous internal HRM stakeholders are being engaged in the design process. Halifax Water has completed a feasibility study for District Energy and a go-forward case has been presented to Regional Council which has directed staff to draft an amendment to the HRM Charter that allows the municipality to provide district energy services. This has been submitted ahead of the fall legislative sitting.</p>	
1.5 Promote clustering of people and business in urban and rural areas	29. Ensure that an adequate supply of industrial lands is available to support economic development objectives.	HRM	<p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:</p> <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); - amended zoning in the Burnside expansion area to better define target industrial and commercial uses (a public hearing on this issue is anticipated for 2018); and, - planning for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park. The Ragged Lake Feasibility Study is complete and its findings will be reported to Council in 2017/18. Consulting studies for short-term Aerotech development were completed in 2017, and long-term expansion studies will continue into 2018. 	
	30. Assess options to divert the movement of goods through downtown Halifax.	HRM	<p>A Goods Movement Opportunities Study was completed in November 2016 and examines ways HRM can improve the movement of goods through Halifax's transportation system and what role the Municipality should play in the management of freight movement within the region. The movement of goods through the downtown will be assessed and the entire study will inform HRM's over-arching Integrated Mobility Plan. Any strategic moves related to goods movement depend on the outcomes of the Port Master Plan work currently being undertaken by the Halifax Port Authority. HRM and the Port Authority have begun working together to develop a system of monitoring the flow of goods through the Region, and in particular the Halifax Peninsula.</p>	
	31. Implement the density bonus study findings to increase density in the Regional Centre.	HRM	<p>Comprehensive Updates to the Downtown Halifax and Downtown Dartmouth Planning Documents have been drafted and are undergoing internal business unit review during the summer and fall of 2017. These updates incorporate the findings of the Density Bonusing study and are on track to be considered by Regional Council in the fall of 2017. The findings are also being used in the development of detailed Secondary Municipal Planning Strategy and Land Use By-law for adoption throughout the Regional Centre via the Centre Plan.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
	32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.	Co-Lead: HRM and Halifax Partnership	The 2016 Halifax Index included "Special Analysis: A rural Halifax Profile", and the 2017 Halifax Index included a rural component as well. The Partnership will provide new rural business count data and other more detailed demographic and socio-economic data for communities in rural HRM as it is made available. HP's decision to join the Canadian Council on Social Development's Community Data Program is driven, in part, by a desire to provide more and better rural HRM data.	
	33. Assess the feasibility of a rural action committee to foster rural economic development.	HRM	HRM staff are actively pursuing opportunities in rural tourism (i.e. 100 Wild Islands), agriculture and aquaculture, and expansion of access to high speed broadband services. Re rural, could add: "In July Halifax Partnership representatives attended a meeting of the Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs to present the 2017 Halifax Index, provide an update on economic development activities being undertaken by the Partnership throughout HRM, and engage in discussion with members on their issues and concerns. The Partnership agreed to provide summaries focused on rural HRM as new census data are released throughout the fall of 2017.	
	34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the <i>We Choose Now Report</i> .	Halifax Partnership	"We Choose Now", the ONE Nova Scotia Coalition's 10-year Collaborative Action Plan to revitalize the province, recommends that "the Government of Nova Scotia and ACOA, in partnership with the new Regional Enterprise Networks (RENs), should develop a rural innovation and entrepreneurship strategy, perhaps similar to the EU's Rural Innovation and Business Systems program". HRM is following up with provincial officials to see how the work of the municipality, the Partnership and Destination Halifax can advance some of the ideas in "We Choose Now." Provincial work on rural economic development includes an aquaculture strategy, the development of the RENs, enhanced rural broadband access, support to Perennia, and Innovacorp involvement in the Forestry Innovation Centre in Liverpool. Some of this activity is relevant to opportunities in the rural parts of HRM.	
	N.A. Support the implementation of the Musquodoboit-Sherbrooke STEP Strategic Plan to build tourism capacity on the Eastern Shore.	Halifax Partnership	HP remained active on this file into June 2016. Future assistance will be provided as possible, but funding uncertainty has diminished our capacity to devote resources to this initiative.	
	N.A. Work with the Sheet Harbour Chamber of Commerce to identify and address economic development issues on an ongoing basis.	Halifax Partnership	HP remained active on this file into June 2016. Future assistance will be provided as possible, but funding uncertainty has diminished our capacity to devote resources to this initiative.	
	N.A. Provide the research needed to increase broadband connectivity in rural HRM.	Halifax Partnership	HP has engaged with rural HRM partners with regard to both provincial and federal funding opportunities for rural broadband and have had numerous discussions with HRM staff and Councillors. HP prepared a background research report at the request of a rural HRM Chamber and is making the case regarding rural broadband directly to its relevant investors. On behalf of the community, the Halifax Partnership was the project proponent with the Province of Nova Scotia and Bell Aliant to successfully secure funding to extend fibre facilities in the Goffs-Devon, Old Guysborough Road area. The project outcomes include: 1. Connecting key infrastructure - fire hall, golf course, and several small businesses. 2. Increasing up to 85 households with access to broadband. The project is expected to be completed by December 31, 2017.	
GOAL 2: ATTRACT & RETAIN TALENT (Grow Halifax's Labour Force to 271,000 by 2021)				
	35. Continue the Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.	Halifax Partnership	April 1 to Sept 30, 2017: Connectees (new participants newcomers, laid off workers, local and international graduates): 268 (Immigrants 133, International grads 77, YETs 58) Connectors (business leaders): 57 Re-engaged Connectors: 48 Jobs Found - 85 (immigrant 36, International grads 25, YETs 24) The Connector team has held 9 employer engagement events between April and June.	<ul style="list-style-type: none"> ● Increase Halifax's overall population growth (1.0% growth in 2015) ● Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015) ● Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
2.1 Create opportunities for youth, including international students, to put down roots in Halifax.	36. Through the Game Changer Action Plan, raise local business community's awareness on the benefits of hiring young professionals without experience.	Halifax Partnership	<p>April 1 to Sept 30, 2017:</p> <p>-The Halifax Partnership is now in year two of the three-year Game Changers Action Plan. The promotional campaign currently in market has garnered over 2,080,000 print impressions in Q1 and Q2. -The Game Changers Guide to Hiring Youth was distributed to over 300 stakeholders and business leaders.</p> <p>-Youth retention was highlighted in the 2017 Halifax Index and launch event.</p> <p>-Presenting sponsor, TD, will hosted their fourth speed interviewing event in September.</p> <p>-The Game Changers Awards Gala is scheduled to take place on October 30, 2017 at the Westin Nova Scotian. This event recognizes and highlights those organizations that are leaders in youth retention.</p> <p>Goal: Reduce Nova Scotia's net outmigration of youth (ages 20-29) to other provinces from its long term average of 1300 per year, to 0 per year.</p> <p>2014-15: 1300 youth lost 2015-16: 800 youth lost 2016-17: 300 youth lost 2017-18: 0 youth lost</p> <p>Progress: Nova Scotia's net outmigration of youth (ages 20-29) has shown considerable reduction in recent years, showing progress towards our goal.</p> <p>2014-15: 1499 youth lost 2015-16: 222 youth lost 2016-17: 231 youth lost* 2017-18: Initial estimates released September 28th, 2018 *This is technically a preliminary number and may be subject to change next year. Source: Statistics Canada, Population Estimates, CANSIM 051-0012</p>	<p>residency (4% in 2015)</p> <ul style="list-style-type: none"> ● Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015) ● Attain at least the provincial average workforce participation rate (69.1% in 2011) for marginalized groups, especially the African Nova Scotian community (64.7% in 2011).
	37. Increase the business community's awareness of, and access to, labour market information and resources.	Halifax Partnership	<p>The Partnership is working with provincial and federal partners, to support the roll out and promotion of the Atlantic Immigration Pilot (AIP) aimed at attracting an additional 800 immigrants to Nova Scotia. The Partnership's Business Retention Expansion team has been meeting with local companies and helping them navigate the available labour market resources and how AIP can fill their labour needs. Work is currently underway on a Communications plan which will help build awareness of AIP. The plan will be finished in October. An breakfast event is being held on October 16th with the business community to announce the program and to continue to build awareness.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
	38. Assemble existing, and develop new, marketing collateral and events as part of a Welcome Like No Other Program targeting international students and immigrants.	Co-Leads: HRM and Halifax Partnership	<p>GREA staff have drafted an updated Welcoming Newcomers Action Plan (first developed in 2013) to be more a more welcoming community to newcomers and residents alike. The new plan will provide business units with clear goals and objectives to support HRM's work with newcomers. Actions to date include:</p> <ul style="list-style-type: none"> - in April 2017, HRM hosted its second Open House focused on the needs of refugees to provide information on HRM services (i.e., Police, Fire, Transit, etc.); and, - an updated Welcoming Newcomers Guide that provides municipal and community information to newcomers has been updated with input from the Local Immigration Partnership Advisory Committee and Acadian and francophone communities. <p>Future actions include:</p> <ul style="list-style-type: none"> -development of a booklet of one-page testimonials by newcomers about their countries of origin and a guide to outlining international student pathways to immigration; and, - the fourth Mayor's Reception for newcomers in September 2017. 	
	39. Communicate private sector labour market needs to the post-secondary/public sectors to improve programs and the supply of labour.	Halifax Partnership	HP will publish a Labour Market Whitepaper in early 2017-18 focused on the labour market needs of the private sector.	
	N/A. With funding from Planning for Canada, implement the Pre-Arrival Connector Program to provide direct access to pre-screened internationally trained professionals with permanent resident status.	Halifax Partnership	For 2017-18 the Partnership has moved from being a Focal Point Partner with Planning for Canada, to a complimentary partner which does not include funding or reporting due to a reduction in the number of referrals. The Pre-Arrival Connector Program is still operational and will be managed under the National Connector Program.	
2.2 Attract immigrants and expatriates to Halifax.	40. Compile an inventory and increase awareness of the initiatives/programs that assist immigrants' integration into Canada's labour market.	Halifax Partnership	Halifax Labour Immigration Partnership's Economic Integration and Growth Sub-committee is currently working on this initiative. HRM plans to host this information on Halifax.ca. Estimated time for completion is one year.	
	41. Share Halifax value propositions with universities, employers and public sector partners working to attract students and employees to Halifax.	Halifax Partnership	Discussions are taking place with universities, employers and public sector partners working to attract students and employees to Halifax.	
	42. Work with provincial stakeholders to identify ways to leverage Halifax's migrant communities to attract talent and investment to Halifax.	Halifax Partnership	Strategy planning meeting held with Minder, representative of the Sikh community. Discussions with Marketing to showcase a Sikh wearing his turban when possible in our marketing campaigns. Focused Connector efforts with community. Minder is now engaging with the Social Inclusion sub-committee with the LIP. Plans to present the AIP and Connector Program to this community are currently underway.	
	43. Expand the Halifax Connector Program and Game Changer Action Plan to include experiential learning.	Halifax Partnership	To date the Partnership has reached out to 94 businesses, meetings held with 52. 50 student participants have been referred, three (3) students have been connected to learning opportunities. 33 Businesses are committed to EL positions in the next 3-6 months. 30 Businesses are currently in the pipeline. Currently 5 open placements.98% of businesses met with, see value in EL and would be open to using in the future.	
2.3 Promote private sector involvement in co-op and experiential learning.	44. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.	Halifax Partnership	Discussions are taking place with key organizations working to promote trade and apprenticeship-related career opportunities for youth. Experiential Learning has promoted skilled trades and apprenticeship related opportunities to both public and private sector.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
	45. Support the rollout of the <i>Connector Program</i> across the province.	Halifax Partnership	The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) to roll out the Connector Program across the province. On March 7th, the Government announced \$100,000 each to the Western Regional Enterprise Network (REN) and the Cape Breton Partnership to start the Program in their regions. HP provided training to the Cape Breton Partnership and WREN in June. Two other RENs are exploring the launch of Connector Program as well. Training has been provided to both the Cape Breton Partnership and Western REN and we are providing on-going support.	
2.4 Increase workforce attachment and combat systemic barriers.	46. In collaboration with provincial partners, BBI, the Mi'kmaw Friendship Centre and education providers, assess existing programs, services and outcomes related to the workforce attachment of urban aboriginals, African Nova Scotians and other groups at risk of exclusion.	Halifax Partnership	Meetings were held with related agencies and entities to create a framework for a focused approach to labour development and workforce attachment for both communities. Will be undertaken in 2018.	
	47. Continue the Bridging the Gap internship program to connect new graduates to municipal public service, and share program resources with other employers in Halifax.	HRM	The Bridging the Gap Internship Program has been providing new graduates with career related experience in their chosen field since 2013. The municipality hired 15 interns in the Spring of 2017, its fifth intake. Each business unit has had the opportunity to participate and benefit from this program. Interns from the previous cohorts were successful in securing employment within and outside of the organization.	
	48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	HRM's internship program offers 12-18 month work experience to new graduates. Many HRM positions 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.	
	49. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	The Office of Diversity and Inclusion and Human resources have developed an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. A draft will be presented to Regional Council in 2017. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
	50. Explore opportunities to connect newcomers, African Nova Scotian, urban aboriginal, youth and persons with disabilities to employment opportunities at HRM.	HRM	<p>The African Nova Scotian Affairs Integration Office (ANSAIO) leads work with the African Nova Scotian and Visible Minority Women’s Network to support the development of skills and talents of African Nova Scotian and Visible Minority women employed within HRM. Efforts for the next year are focused on members building an HRM Competency Portfolio based on the HRM Competency Dictionary to assist these women with skill recognition and demonstration to assist with employment mobility prospects within HRM. As a result of recommendations from the Employment Systems Review, ANSAIO has continued to work with HR to create a Mentorship and Leadership Development Program for African Nova Scotian employees within Road Operations and Construction, as well as Parks, Recreation, & Communities to facilitate their mobility and professional development within the organization.</p> <p>ANSAIO leads Diverse Voices for Change (DV4C), a project aimed to increase the number of diverse women in leadership positions within HRM. As one of five municipalities funded by the Federation of Canadian Municipalities to carry out this project, the project brings together a Local Working Group of community partners to analyze barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The diverse groups being targeted by the Local Working Group include women who identify as First Nations, African Nova Scotian, Racially Visible, and recent immigrants. In 2017, staff: held six focus groups to identify barriers and opportunities for Indigenous, African Nova Scotian, and racialized women to access leadership position within HRM; developed and shared a report on focus group findings; organized two FCM-facilitated workshops where participants learned how to engage municipal government; and, produced a project update to Regional Council through a staff report.</p> <p>ANSAIO is also partnering with Client Services (HR) to strengthen its relationship with ANS community organizations and communities at large. A practical example of this initiative is a recent partnership with African Diaspora Association of the Maritimes (ADAM) to deliver an information circle about employment opportunities with HRM. This information session will allow HR to reach out to the African Diaspora communities – majority of whom are immigrants and newcomers – in the area of employment opportunities.</p>	
GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE & WORK (Grow Halifax's Population to 470,000 by 2021)				
	51. Develop and implement an open space and greenbelting priorities plan for Halifax.	HRM	<p>Regional Council has identified the need for a strategic vision and planning and implementation framework for protecting and managing open space. To achieve this goal, the development of the Halifax Green Network Plan -- an Open Space and Greenbelting Priorities Plan for the Region -- is now in the third and final phase of development. Using principles of greenbelting and landscape ecology, an interconnected network of open space has been identified including areas important for wilderness and biodiversity, lands for sustainable natural resource management, coastal and cultural landscapes, public parks and greenspaces, and lands that can help shape sustainable growth management and healthy communities. The outcome of this work will be a strategic vision and decision-making framework for future open space protection and use. The Plan will not contain new zoning or regulation, but rather it will provide the science-based open space evaluation, policy direction, and implementation actions tools and priorities to shape future Regional Plan and community plan updates and municipal open space program management and investment. Phase 1 of the Plan’s development, focussed on the “State of the Landscape Report: Issues and Opportunities”, Phase 2 produced the policy framework “HGPN Primer Report”, and Phase 3, currently underway, will produce the implementation framework and final Plan which will be presented to the Community Planning and Economic Development Standing Committee and Regional Council in early 2018.</p>	<ul style="list-style-type: none"> ● Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014) ● Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015) ● Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014). These include: <ul style="list-style-type: none"> ○ “Good place to raise a family” (7.7) ○ “Outdoor recreational facilities” (7.3) ○ “Indoor recreational facilities” (7.2) ○ “Housing affordability” (6.1) ○ “Arts and cultural events” (7.4) ○ “City is easy to get around” (6.6) ○ “% who feel very safe or mostly safe” ● Increase the annual occupancy/room nights sold in

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax.	52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	HRM	The Parks and Recreation Framework is complete. A recommendation report presenting staff's proposed framework is targeted for Community Planning and Economic Development Standing Committee in spring 2018.	metro Halifax (1,359,000 in 2015) ● Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)
	53. Develop and implement 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 is underway and HRM, in partnership with the Province of Nova Scotia, has contracted experts in cultural development and asset mapping to carry out the cultural inventory. The Plan is anticipated to take two years to complete, spanning from 2016-2018, with implementation in 2019.	
	54. Ensure HRM's culture investments reflect Halifax's diversity.	HRM	The Culture and Events division has refined their programming framework to encourage diverse perspectives to engage with programs and processes and to ensure that those perspectives are valued in all aspects of program administration. The peer jury review structure stipulates that assessment of potential jurors will include detailed consideration of the cultural and gender diversity of interested jurors with the aim of ensuring that equitability of cultural perspective is built into the review and recommendation process. The Halifax Explosion 100th Anniversary Advisory Committee has specifically included diversity of cultural perspective to their guiding principles, which have in turn informed the development and administration of the Halifax Explosion Anniversary Grant Program. In April 2016, the Municipality officially welcomed its current poet laureate, Rebecca Thomas, Halifax's sixth woman to hold the position, and its first indigenous laureate. In October 2017 the Culture and Events division will host the Creative City Summit. Staff have developed a theme and associated content intended to engage underrepresented voices in advancing a dialogue around the development of truly pluralistic contemporary cities and which engage topics such as the Truth and Reconciliation Commission recommendations, youth justice and arts, and equity-driven cultural programming models.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.2 Increase Halifax's environmental sustainability and resiliency.	55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).	HRM	HRM's Community Energy Plan (CEP), adopted in 2007, is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies toward a more sustainable and resilient region. HRM also has a Corporate Greenhouse Gas Emissions Reduction priorities plan, and a target to reduce corporate emissions to 30% below 2008 levels by 2020. HRM is a member of the Global Covenant of Mayors for Climate and Energy, the World Energy Cities Partnership, and Partners for Climate Protection. These two priorities plans will be renewed as one single plan, the Community Energy and Climate Action Plan (CECAP) to align corporate and community initiatives on climate change mitigation and adaptation while meeting the requirements of the Global Covenant of Mayors for Climate and Energy. The creation of this plan is estimated to take 18 months, April 2018-March 2020. The main goal of this plan is to reduce emissions that contribute to climate change and to prepare for the anticipated impacts of climate change to reduce economic, social and environmental risk.	
	56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.	HRM	The three-year Solar City program is now in its second year of operation. An annual progress report will be presented to the Environment and Sustainability Standing Committee in December 2017. The goal of the program is to undertake 1350 installations over three years with a total budget allocation just over \$13million to finance installations for program participants. In order to mitigate the upfront costs of installation for the property owner and avoid tax funding for the Municipality, a ten-year loan is offered at 4.75%. Enhancements have been made to incentivise the program, including stronger technical support from HRM to Solar City contractors and a more streamlined application and approval process. To date the program has resulted in almost 1000 registrations, 88 applications for financing, 60 of which have been approved. This has resulted in 43 contracts for installations. Approximately \$750,000 in committed financing has been executed. Seventy-five per cent of the total contracts are for solar photovoltaic (PV) systems and the remaining systems are for solar domestic hot water heating. This upward trend in PV installations is expected to continue through the life of the program.	
	57. Complete floodplain studies, overland flooding/stormwater research and policy development.	HRM	<p>Floodplain Studies: New floodplain maps for the Sackville River and the Little Sackville River were produced in March 2017. These maps will form the basis for a review of and potential revision to the existing floodway and floodway fringe land use planning controls along these rivers.</p> <p>Overland Flooding: The National Disaster Mitigation Program (NDMP) is aimed to increase awareness and resilience of flood prone communities; as part of this program, HRM will conduct risk assessments of the region's 30 most severe flood prone communities. The study was awarded in March of 2017. Workshops were held with Halifax Regional Water Commission and Halifax Regional Municipality operations staff. The input from the workshops, in addition to the consultant's analysis, has resulted in ranking the 30 sites in terms of flooding likelihood/severity. The consultant is now developing detailed mitigation plans for the top ten sites.</p> <p>Stormwater Research/Policy Development: --As of July 2016, the new Lot Grading and Drainage By-Law (L400) has been adopted. This new by-law defines standards for how new development is to be graded or shaped with special consideration given to overland stormwater flow patterns. This standard sets minimum lot grades and drainage criteria for new development in both urban and rural environments. --HRM is working closely with HRWC as they apply to the NSUARB for a revised stormwater rate design structure that will incentivize stormwater Best Management Practices (BMPs) to control stormwater runoff and peak flow values. Once the HW stormwater rate design is finalized, HRM will begin creating the stormwater by-law that will bridge the gap between HW's stormwater specifications and HRM Regional Plan Policies. --HRM, with HRWC, has drafted an Integrated Stormwater Policy that will be presented to the Environment and Sustainability Standing Committee in 2017.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.3 Make Halifax more family- and children-friendly.	58. Increase awareness of the programs and services available to families and children.	HRM	Parks and Recreation is developing an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The Plan will be coordinated with Corporate Communications and supported with new recreation and web technology in order to move the plan forward in 2017. HRM Bridging the Gap Intern, Maggie Jane Parker was hired to develop and implement the Outreach/Communication Plan for Parks and Recreation. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 4330 followers and Twitter having 2028 followers. The first phase of the plan – external, will be completed in the fall of 2017, with the second phase – internal and the third phase – stakeholder communication plan being completed before winter 2018.	
	59. Increase low-income groups' and individuals' access to recreation programs.	HRM	Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include community outreach, inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. HRM Recreation encourages life-long participating in active living for all residents. . Examples of lifelong participation include the “Maritime Five” which encourages walking/running/wheeling, skating, swimming, biking, and paddling. Unstructured play opportunities provided throughout HRM include, but are not limited to; open gym times, the Emera Oval (all seasons), Mobile Rec Van, Try-A-Ride Mobile Recreation, Free indoor public skates, lake ice thickness testing, free access programs to various Fitness Centres, free swim lessons at beaches, free paddling at St Mary’s Boat Club, free activities at events (such as Recreation Day, Switch Open Street activities, Dingle Beach Party, Chocolate Lake Beach Party, honey bee demos, Community Gardens, Community Oven, Youth Leadership Camp, Glow in the Park-3K fun walk/run, art hives etc.). Recreation staff will continue to investigate options to engage the community in unstructured free/low cost opportunities in recreation and leisure.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.4 Make Halifax a more affordable place to live.	60. Participate on the Housing and Homelessness Partnership and Affordable Housing Working Group to determine appropriate mechanisms to support and encourage a range of affordable housing in HRM.	HRM	<ul style="list-style-type: none"> • HHP's Affordable Housing Five-Year Strategy, including 5-year affordable housing targets, were endorsed by Regional Council in December 2016. Staff will return with a more detailed plan to support the implementation of the targets. • In December 2016 Regional Council also endorsed a proposed approach to density bonusing in the Centre Plan with a focus on affordable housing and made a motion to request an expanded authority for density bonusing across the Municipality, and a new authority for inclusionary zoning. HRM staff have been working with the Province while they consider these amendments. • Centre Plan: Draft policy objectives released in October of 2016 include a number of specific policies related to housing include encouraging family-oriented and affordable housing units, special care facilities, secondary units and garden suites, smaller lot sizes, density bonusing and certain exemptions of development application fees. • Members of the HHP were invited to participate in stakeholder consultation on potential changes to HRM's rental housing licencing framework. HRM is preparing a report to Council with recommendations regarding rental licencing. • Staff are currently reviewing land use regulations pertaining to shared housing across HRM and will prepare a report to Council proposing amendments to our Community Plans and By-laws. • Staff are preparing a report on possible financial incentives the Municipality can provide to support the construction and renovation of affordable housing. • The third Halifax Affordable Housing Conference will take place on November 20 at the Halifax Central Library. The Conference will focus on best practices to help social housing providers improve their housing stock and continue to build capacity as service providers, property owners and managers. Last year conference included over 160 registered participants. • HRM hosted the Canadian Housing and Renewal Association's national Congress on Housing and Homelessness in Halifax in May of 2017. The Congress brought together hundreds of housing policy experts and affordable housing advocates from around the world • New federal-provincial funding: In March 2017, the Federal Government announced a \$11.2 billion investment into affordable housing over the next 11 years along with creation of a National Housing Strategy to be released in the fall. In March 2016, Housing Nova Scotia announced an increase in funding for their home repair / adaptation program, targeted to senior and low income home owners to \$7.8 million and a \$5 million investment into housing at Mulgrave Park. In April 2017, Housing Nova Scotia further announced an increase in 440 new rent supplements, which will decrease the wait list for rent supplements by 10%, and a new program in the Tufts Cove area to help improve the exterior of homes to help spruce up the neighbourhood. • In October 2017 the HHP agreed to focus on homelessness and housing poverty solutions in the area known as "Between the Bridges" that encompasses Dartmouth North. The Partnership will focus on developing pilot projects specifically designed to the neighbourhood. These projects will be assessed by the Partnership and if deemed successful will be tailored to other neighbourhoods throughout HRM. 	
	61. Develop a long-term streetscaping program for the Regional Centre.	HRM	<p>The complete streets framework is being developed through the Integrated Mobility Plan.</p> <p>A project to update the Municipal Design Guidelines (Red Book) with respect to various streetscape elements, is underway (refer to info report: http://www.halifax.ca/council/agendasc/documents/170221cai02.pdf).</p> <p>The Argyle Major Streetscape construction project is underway.</p>	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.5 Improve mobility so that people can live and work more effectively.	62. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	The Regional Parking Strategy (2009) and the Parking Strategy Roadmap (2014) provide strategic direction and a short-term implementation plan to improve parking as a service. A plan has been developed to replace all technology associated with parking from on-street parking meters, to enforcement and parking ticket management over a two year period and an internal/external team will begin work in November on a detailed needs assessment and preparing a Request for Proposals. A consultant was hired in June to work with parking stakeholders to improve functional consistency and communication/wayfinding for downtown parking. Public and further stakeholder engagement will be undertaken in fall 2017. A Regional Centre parking supply inventory has been completed, and analysis of parking demand is underway.	
	63. Implement new transit technology, and seek Council approval to implement the Moving Forward Together Plan for Halifax Transit.	HRM	Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL); Bus Stop Announcement; Real-Time Tracking data; and Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system. Work on the CAD/AVL system was completed in early 2017. The fare management and fixed route planning, scheduling, and operations projects began mid-2017. Both projects are early in the planning stage; Halifax Transit is working with the vendor of both solutions to create detailed implementation plan. The Moving Forward Together Plan was approved by Regional Council in April 2016. The implementation of this plan will be ongoing for several years; two relatively small changes were implemented in 16/17, a new express route will be introduced in August 2017, and the first significant route modifications will take place in November 2017.	
	64. Prepare a long-term Integrated Mobility Plan for Council approval.	HRM	On February 23, 2016, passed a motion to undertake the Integrated Mobility Plan (IMP). The IMP is being carried out by HRM staff from P&D, TPW, Halifax Transit and Nova Scotia Public Health to direct future HRM investment in transportation demand management, transit and the active transportation and roadway network. The 15-year plan will strive to achieve the mobility targets stipulated in the Halifax Regional Plan (adopted in 2014) and to identify the two-way inter-relationship between growth patterns and investment in mobility. The plan will examine a variety of scenarios and will test the ability of each to address the need to link people and communities with each other and with the goods, services and employment opportunities which they seek, in an environmentally sensitive, socially beneficial and fiscally responsible manner. Twenty-two public workshops and open houses were held during the public consultation phase of the IMP's development. Staff plans to report to Regional Council Committee of the whole in late 2017.	
	65. Develop a road and pedestrian safety strategy.	HRM	TPW continues to provide input into engineering, education and enforcement initiatives, aimed at pedestrian safety, through capital programs and collaboration with Corporate Communications and HRP. As part of a sustained commitment to improving pedestrian, and overall roadway safety, TPW has engaged a consultant to prepare a Strategic Road Safety Plan. An interim report will be presented to the Transportation Standing Committee in late 2017. The final report is scheduled to be completed in spring 2018.	
	66. Research and share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	This will be undertaken in 2018.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
3.6 Foster cultural proficiency and social inclusion.	67. In accordance with HRM's statement on aboriginal reconciliation, develop a plan to engage urban aboriginal peoples.	HRM	The municipality is working closely with the Urban Aboriginal community to identify areas for partnership, gaps and areas of growth with respect to providing service to Urban Aboriginal peoples. The municipality is also looking at the recommendations of the TRC report that specifically speak to municipal actions to support the recommendations. This work is ongoing and being done in partnership and with engagement of the community. A staff information report will go to Regional Council in 2017. The Office of Diversity and Inclusion will hire an Indigenous Community Engagement Advisor in 2017.	
	68. Develop and implement a plan to make HRM facilities accessible.	HRM	<p>In 2011, HRM adopted the Canada Standards Association's Standard B651 Accessible design for the built environment. The standard stipulates technical requirements on how to make buildings and the exterior built environment accessible and safely usable by persons with physical, sensory, or cognitive disabilities. HRM is currently developing an accessibility work plan to complete the remaining 10% of upgrades identified by the accessibility audits performed on 34 of HRM's recreation facilities and budgeted for in the 2015/16 budget. The work plan will be finalized by 2018.</p> <p>Staff are also developing a Universal Access Administrative Order to address constraints and opportunities associated with existing and new facilities. It will include provisions to ensure universal access to municipal washroom facilities.</p> <p>Accessibility audits are being conducted at several Halifax Regional Library locations with identified improvements being captured in future capital budgets.</p>	
3.7 Showcase Halifax to encourage people to visit, live, and work here.	69. With economic development and tourism partners, present trade and investment opportunities, as well as tourism offerings to conference delegates.	Halifax Partnership	Through a Halifax Gateway committee, HP continues to work with Events East, DH, Tourism, and Halifax Stanfield to present trade and investment opportunities, as well as tourism offerings to conference delegates. Sell Halifax conversations are ongoing with a national sports franchise. The Partnership hosted a roundtable conversation with key partners when Steven Marshall from Glasgow Airport was in Halifax.	
	70. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	An Outreach Communication Plan for Parks and Recreation is being created in order to increase awareness of the programs and services available to all citizens in HRM. The Plan will be coordinated with Corporate Communications and supported with new recreation and web technology in order to move the plan forward in 2017. A Bridging the Gap intern has been hired to develop and implement the Outreach Communication Plan.	
	71. Articulate HRM's role and approach to tourism, festivals and special events.	HRM	A staff report articulating HRM's approach to tourism, festivals and special events was presented to CPED on February 23, 2017. It found that while roles in Halifax's tourism sector appear clear, they are less so in the area of major events. As such, in September and October 2016, and in February 2017, HRM invited major events stakeholders to review the current approach to major event attraction and hosting in Halifax, and it was determined there was consensus to move forward as a group to create increased partnerships, role clarity, and stream-lined decision making processes. Meetings continue and a proposed service model HRM's approach to major events will be brought to CPED in 2017/18 for consideration.	
	72. Leverage the media and Halifax Partnership private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	In Q1, the Partnership produced three custom content articles for the Chronicle Herald and one article for the Chamber Business Voice. In June, the Partnership launched the 2017 Halifax Index which was distributed to more than 700 leaders in Nova Scotia. The Partnership also produced a 6 page Index insert for the Chronicle Herald which was distributed to over 50,000 people.	
	73. Develop and publish the Halifax Index -- a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.	Halifax Partnership	On June 14th, the Partnership launched the sixth annual Halifax Index at the Halifax Central Library. More than 150 people attended the event, and to date 700 copies of the Index have been distributed to investor, business, government and community stakeholders. The CRA Business Confidence Surveys were completed in 2016 and 2017. The City Matters Survey was completed in March 2017.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
GOAL 4: ALIGN ECONOMIC DEVELOPMENT				
4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.	74. Ensure that Halifax's importance to the provincial economy is a key message in communications.	Halifax Partnership	In June, the 2017 Halifax Index was Launched at an event with 200 people in attendance. The Index was also mailed out to over 700 leaders from across Nova Scotia. In Q1 & Q2 Five road show presentations on the Growth Plan and Index were delivered. In Q1/2 Ron Hanlon also presented the Growth Plan to Business audiences in Annapolis Valley and Sydney.	Value propositions are aligned across organizations
	75. Share best practices in economic development with other partners and agencies in Nova Scotia.	Halifax Partnership	<ul style="list-style-type: none"> HP continues to work with Department of Municipal Services to support the Province's Regional Enterprise Networks. HP, through its National Connector Program, is assisting Regional Enterprise Networks with the launch of their Connector Programs (2 launched in 2016-17). HP led the creation and first meetings of the Atlantic Canada Cities Coalition. Coalition members are the economic development organizations from the seven largest Atlantic Canadian cities: Fredericton, Cape Breton Regional Municipality, Moncton, St. Johns, Saint John, Charlottetown and Halifax. Inspired by the Consider Canada Cities Alliance, the purpose is sharing of best practices, collaboration on regional economic development priorities and identifying ways Atlantic Canadian cities can support the federal Atlantic Growth Strategy. HP continues to work with the Office of Regulatory Affairs and Service Effectiveness. HP sits as part of a team of economic organizations, economists and academics supporting the development of the OneNS Measurement Framework. In 2016-17 connected eight new communities to the National Connector Program "Connector Communities": Okanagan, Toronto, Mississauga, Scarborough, Brampton, North York, Cape Breton, and the Western REN. This brings a total of 22 Connector Programs across Canada. HP's target is to connect 10 new communities over the next three years and add 4000 new participants to the Canadian Program. 	When surveyed, economic development partners see alignment and collaboration as functional and useful (e.g., partners understand each other's objectives, communicate regularly, collaborate in meaningful way)
4.2 Improve coordination of economic development activities	76. Develop a mechanism to strengthen BID-HRM collaboration on economic development matters.	HRM	HRM-BID meetings continue to be held every few months to address HRM service delivery and other issues. The Partnership is now meeting bi-annually with the BIDS to discuss economic development matters.	
	77. Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners.	Halifax Partnership	<p>The Partnership:</p> <ul style="list-style-type: none"> shared its Annual Business Plan and Sell Halifax Plan with municipal, provincial, and federal partners to ensure collaboration and support; shared its business development sales funnel activity with NSBI; hosted discussions with municipal and provincial stakeholders; and, collaborated on Sell Halifax planning and related opportunities. <p>A formal alignment plan will be developed in 2017-18.</p>	
	78. With the Province, explore the feasibility of establishing a table of senior government leaders to address, on an ongoing basis, economic development issues of common interest.	Co-Lead: HRM and Halifax Partnership	This activity will be revisited in 2018.	
	79. In accordance with We Choose Now Recommendation 1.5, work with the Province to identify business growth opportunities for densely populated disadvantaged communities.	Halifax Partnership	<ul style="list-style-type: none"> In 2017-18, HP will work with PNS to address the needs of disadvantaged communities in HRM. HP met with the African Community Cooperative of Canada. The Partnership will present the Connector Program and SmartBusiness to ANS communities to encourage engagement. HP is identifying short-term deliverables to support a collective impact initiative in North End Halifax. 	Economic strategy indicators and activities are measured regularly through quarterly reports and the Halifax Index

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
4.3 Monitor the Economic Strategy's progress and adapt actions as required.	80. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders around Halifax's economic challenges and opportunities.	Halifax Partnership	The 2017 Halifax Index was presented to the community on June 14, 2017 > 190 people attended. The Index was also mailed out to over 700 leaders from across Nova Scotia. In Q1 & Q2 Five road show presentations on the Growth Plan and Index were delivered. In Q1/2 Ron Hanlon also presented the Growth Plan to Business audiences in Annapolis Valley and Sydney. The Partnership and Halifax Chamber of Commerce will co-host the Annual State of the City Forum on October 30, 2017. Mayor Savage will present the annual State of the Municipality. Ron Hanlon, CEO, Halifax Partnership will provide an update on Halifax's Economic Growth Plan and Patrick Sullivan, CEO, Halifax Chamber of Commerce, will present the Chamber's Annual Municipal Note.	
	81. Implement a mechanism for sharing Halifax's economic progress with the Province towards the <i>Now or Never</i> and <i>We Choose Now</i> recommended goals and actions.	Halifax Partnership	HP continues to work with a group of local, economic-focused representatives, individuals, and academics who came together to take on the third phase of the One Nova Scotia work called for by the Commission and the Coalition – measurement. The group includes representatives from economic organizations, as well as economists and experts from, Dalhousie and Saint Mary's University, the Atlantic Province's Economic Council, the Atlantic Institute for Market Studies, private businesses, and the Province of Nova Scotia. First convener, Don Bureaux, launched the Measurement Dashboard in March 2017. It tracks and reports objectively on collective progress towards the 19 Goals. The Dashboard can be found at onens.ca.	
	82. Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the strategy implementation.	Co-Lead: HRM and Halifax Partnership	In June, the Partnership's Annual Report, Halifax Index, and the Economic Growth Plan were distributed to more than 700 leaders in the community. In June, the Partnership created and distributed a six-page Index insert in the Chronicle Herald to over 50,000 Herald subscribers. The Economic Growth Plan and Halifax Index is distributed via social media channels on an ongoing basis. In Q1/Q2 five Growth Plan roadshow presentations were presented to business and community organizations.	
	83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.	Halifax Partnership and HRM	At the Partnership's November 30th Board of Directors' meeting, the Board discussed how Partnership can contribute to the Economic Growth Plan's ambitious long-term vision to grow our population to 550,000 and our GDP to \$30 billion by 2031 by developing an informed, directive point of view on one or two potentially transformative developments in Halifax. At the meeting, the Board agreed the organization should focus on the following two transformative opportunities: 1. Work to develop a Halifax "innovation corridor" encompassing the city's significant innovation and entrepreneurial assets. 2. Plan for a funding breakthrough that would see the Partnership significantly increase its positive impact (Sell Halifax) and relevance through a significant operating budget increase within the next five years. At the Partnership's AGM on June 21, Ron Hanlon outlined a plan over the next three years to expand the Partnership's Sell Halifax program, working with Mayor Mike Savage to attract new business investment and strengthen international partnerships. The AGM also heard that the Partnership will be taking a much more active role in fostering Halifax's innovation ecosystem in collaboration with private, public, post-secondary and government partners.	
	84. Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council.	Co-Lead: HRM and Halifax Partnership	A Halifax Partnership and Economic Growth Plan update was provided to CPED on July 20 and October 26, 2017.	

GOALS & OBJECTIVES	YEAR 1-2 ACTIONS	LEAD	STATUS UPDATE April 1 to June 30 2017	MEASUREMENT (Figures in parentheses indicate baseline values.)
	N/A. Implement a marketing and communications plan for 2016-17.	Halifax Partnership	<p>In Q1 and Q2: There were 35,341 visits to the website from (April 1 – September 30, 2017). This is up 9% over last year. We now have a total of 20,633 social media followers (a 10% increase over last year):</p> <ul style="list-style-type: none"> • Facebook – 2,124 (18% YOY increase) • Twitter – 16,132 (8% YOY increase) • LinkedIn – 2,377 (17% YOY increase) <p>InvestInHalifax.com has had 10,062 visits. There was a large spike back in May when we ran the Boston campaign and visitors then flattened out after that. Other actions on InvestInHalifax included:</p> <ul style="list-style-type: none"> • 296 sector profile downloads (Sell Halifax) from April 1 – September 30, 2017 • 316 clicks to the Contact Us button (to view Jason’s contact information) • 25 clicks to the Partnership website • 13 ocean sector profile clicks • 5 IT sector profile clicks • 4 financial services sector profile clicks <p>In Q1 and Q2 the Partnership hosted the following three events:</p> <ul style="list-style-type: none"> - May 9th - Investor Briefing -- International Student event with Saint Mary's University - June 14th - Halifax Index Launch event (Investor Briefing) - June 21st - AGM <p>> From April to September we had 26 earned local, national and international media mentions 4/6 Business Voice articles completed 5/10 General Newsletters completed 5/10 Investor Newsletters completed</p>	
Other Additional Deliverables Identified in HRM Service Level Agreement				
	N/A. Explore the potential development of a long-term capital/financial plan for HRM. (Led by HRM)	Halifax Partnership	Advice was provided to HRM in July 2016.	
	N/A. Retain and grow private sector investment.	Halifax Partnership	95% renewal rate target on track	
	N/A. Leverage the Municipality's investment in the Partnership to attract other funding.	Halifax Partnership	2017-18 results are forecast at >4.5M as a result of the Innovation District Project activity	

Halifax Growth Plan, Key Indicators								
All indicators are measured for Halifax Census Metropolitan Area unless indicated otherwise								
Goal	Measurement	Baseline	2016	Status	2017	2018	2019	2020
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,507 million	Progressing	(18,766 million)	February, 2018		
	Increase average annual income growth	+1.2%	+1.5%	Improving	(+1.4%)	February, 2018		
	Increase the total number of jobs	224,100	226,000	Improving	(224,900 Jan-July)	February, 2018		
	Increase the share of full-time work	83%	82%	Worsening		February, 2018		
	Increase the share of businesses that consider Halifax an above-average place to do business	15%	23%	Improving		April/May, 2018		
	Reduce commercial vacancy rates in the downtown	14.3%	15.1%	Worsening	(15.4% Q3, 2017)	April/May, 2018		
	Increase the commercial property tax base	\$7.8 billion	\$8.2 billion	Improving		Late May, 2018		
Attract & Retain Talent	Grow Halifax's Labour Force to 271,000	239,100	240,700	Progressing	(241,000 Jan-Sep)	February, 2018		
	Increase Halifax's overall population growth	+1.0%	+2.0%	Improving		February, 2018		
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-222	Improving	(-231)	October, 2018		
	Grow the international student body...	5,832	6,045	Improving				
	...and the gross share that transition into permanent residency	3.4%	6.9%	Improving		March, 2018		
	Increase net international immigration to Halifax	+2,085	+6,150	Improving		February, 2018		
	Attain at least the average workforce participation rate...	69.1%				November 29, 2017		
	...for marginalized groups, especially the African Nova Scotian Community	64.7%				November 29, 2017		
Make Halifax a Better Place to Live & Work	Grow Halifax's Population to 470,000	417,847	425,871	On Track		February, 2018		
	Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community	73.8%	76.4%	Improving		March, 2018		
	Increase the supply of non-market housing as a proportion of total HRM households	4%			Project Basis			
	Raise the mean score on various quality of life indicators as measured by the City Matters survey...	~	~	~	~	~	~	~
	... "Good place to raise a family"	7.7	7.8	Unchanged		TBD		
	... "Outdoor recreational facilities"	7.3	6.8	Worsening		TBD		
	... "Indoor recreational facilities"	7.2	6.8	Worsening		TBD		
	... "Housing affordability"	6.1	5.7	Worsening		TBD		
	... "Arts and cultural events"	7.4	6.8	Worsening		TBD		
	... "City is easy to get around"	6.6	5.9	Worsening		TBD		
	... "% who feel mostly safe"	61%	80%	Improving		TBD		
	Increase library programming attendance...	159,132	209,772	Improving	(213,576)	May, 2018		
	...and in-person visits	2,881,087	3,595,902	Improving	(3,613,986)	May, 2018		
	Forward-Estimate							
Updated Preliminary								
(Preliminary)								