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Information Item No. 1
Community Planning and Economic
Development Committee
May 21, 2020

TO: Chair and Members of Community Planning and Economic Development

SUBMITTED BY: *-Original Signed-*

Jacques Dubé, Chief Administrative Officer

DATE: February 25, 2020

SUBJECT: Halifax Economic Growth Plan 2016-21 Update (April-December 2019)

INFORMATION REPORT

ORIGIN

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

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

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

LEGISLATIVE AUTHORITY

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

BACKGROUND

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; provides financial and in-kind support to community organizations and special events; and is fostering public and private sector innovation at the Innovation Outpost at VOLTA.

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

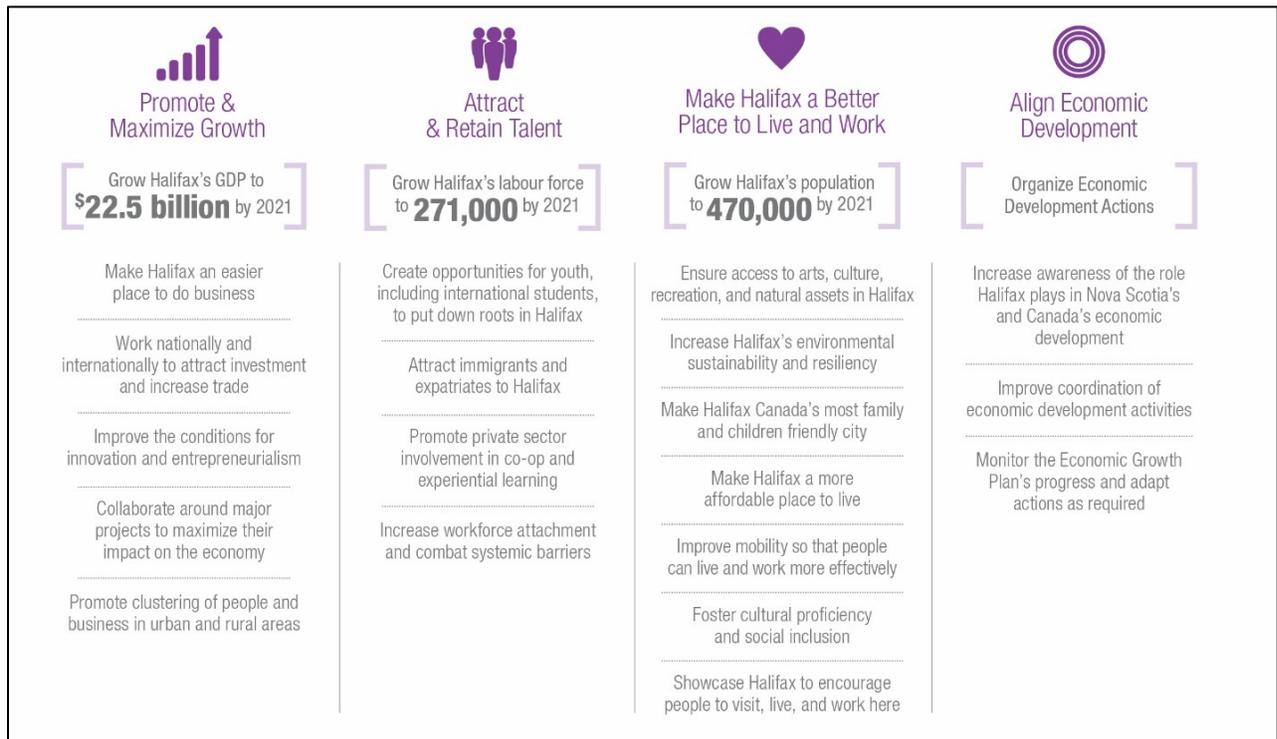
Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2019-20, the municipality's operational grant to the Partnership was \$1.8 million, 29% of the Partnership's annual budget.

Current Economic Strategy

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

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

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



DISCUSSION

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

OVERVIEW OF THE ECONOMY

According to the Conference Board of Canada's most recent *Metropolitan Outlook* (Autumn 2019), HRM's GDP growth in 2019 was 2.6%, up from 1.8% the year before. It is estimated that the annual GDP growth remains above the 2% level through 2022, before dipping slightly to 1.8% in 2023. While HRM's GDP growth will likely exceed the overall rate for Canada in each year, the projected growth does not put us on pace to meet the 2021 and 2031 stretch goals set out in the Growth Plan. Looking below the headline number for HRM, all of the Conference Board's industrial sectors show positive growth through 2023.

Annual employment growth is pegged by the Conference Board at 2,400 in 2019. It falls to 1,900 in 2020 and then stays in the 800-900 range from 2021 through 2023. The unemployment rate is projected to float in the 5.5% to 5.6% range out to 2023.

Household income growth will outstrip inflation each year, meaning increased purchasing power for HRM consumers.

The Partnership conducts an annual business confidence survey and derives a business confidence index score from the results. New record highs for the index were set in each of 2016, 2017, and 2018, with 2019 maintaining the high level set in 2018. The 2020 survey will be conducted in March of this year.

IMPLEMENTATION BY GOAL

Below are highlights of Partnership and HRM activities up to December 2019 to advance the economic strategy's four goals.

1. *Promote and Maximize Growth*

The Economic Growth Plan intends to promote and maximize growth by improving regulatory and service efficiency, making it easier to start and grow a business, helping companies compete both locally and abroad, supporting investment in innovation, and finding the best way to leverage HRM's competitive advantages and growth opportunities. The target is to grow our GDP to \$22.5 billion by 2021.

Highlights from April to December 2019 related to promoting and maximizing growth include:

- **Road to Economic Prosperity for African Nova Scotians Action Plan (ANS Action Plan).** The Partnership and HRM continue to develop the ANS Action Plan. A presentation to Regional Council in November focused on sharing the strategic priorities of the Plan and the actions to be completed in years one and two. Next steps for implementation of the Plan include multiple consultations within the ANS community over the coming months and a public launch of the Plan this spring.
- **Halifax Innovation District and Outpost.** The launch event for the Halifax Innovation District and Outpost took place at Volta on November 7 with more than 100 members of the business community in attendance. The Outpost has identified opportunities for collaboration with HRM that are now being finalized for implementation. The Partnership and HRM staff began developing a business case for the outpost's long-term continuation.
- **Centre Plan.** On November 1, 2019, Centre Plan Package A (Secondary Municipal Planning Strategy and Land Use By-law for the Regional Centre) came into effect through provincial approval. Thousands of residents engaged with staff through the review and commenting process. The approval marks completion of the first phase of completion of the planning and by-law simplification program. The document directs growth where it makes sense to the municipality and enables private industry growth opportunities throughout the Regional Centre. With the completion of Package A, Package B work began. Package B focuses on established residential, institutional, industrial, park and other land uses not addressed in Package A. The Centre Plan is part of HRM's broader land use by-law consolidation and simplification initiative.
- **Cogswell Lands Redevelopment.** The Cogswell Redevelopment Program is a city-building program generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan will convert 22 acres of road infrastructure into a mixed-use neighbourhood, extending the entrance of the downtown northwards and reuniting communities presently separated by the existing interchange lands. The urban street grid will be reinstated and create development blocks capable of supporting residential and commercial environment for 2500 people. High quality dedicated cycling lanes, multi-use trails, new parks and open spaces, a reimagined transit hub, and a significant central urban square will transform this vehicle-centric area into a livable, pedestrian friendly area for people to live, work and play.

The demolition and reconstruction of the Cogswell lands is estimated to take three years. Development of the lands and real estate marketing will occur over an additional four to five years which will change the cityscape of the downtown region. On February 26, 2019, Regional Council approved the 90% Construction design giving the clearance to complete tender drawings and specifications and proceed to procure Constructor Services. The tender package and drawings have been completed and have undergone extensive review by HRM internal staff and external utilities. Work continues to finalize the necessary land negotiations and detailed design to enable the tender process to proceed.

- **Business Development.** The Partnership's Business Development team focused on filling the funnel for 2019-20 with companies that will be primary targets for locating and doing business in HRM. Year-to-date (YTD), results include 115 qualified leads, 10 closes, 642 jobs, and more than \$64 million in economic impact. In September, the team participated in Elevate Canada Toronto in partnership with Nova Scotia Business Inc. (NSBI). At the conference, the team met face-to-face with start-ups and established companies and shared the Halifax value proposition. In November, the team attended the Oceans Seattle 2019 conference. The conference was an opportunity to develop relationships with several economic development agencies from Atlantic Canada. Three leads were added to the funnel and they are active in the pipeline. As follow up, a top prospective lead in the funnel was hosted in Halifax on October 9.

In November, the Partnership led a group comprised of NSBI, the Nova Scotia Department of Energy & Mines, and private sector companies to Wind Europe in Copenhagen for initial outreach around the utilization of the Port of Sheet Harbour as a location for the trans-shipment of offshore wind components destined for the North Eastern United States.

- **Business Retention and Expansion.** The SmartBusiness Program team has met face-to-face with 124 (YTD) companies poised to export, currently exporting, or with targeted R&D, innovation and commercialization opportunities. Thirteen visits were held in rural HRM. In all, 290 referrals were generated. The team piloted a workshop in St. Margaret's Bay where businesses were invited to learn about available resources for R&D, innovation, commercialization, exporting, and connecting to talent. Three more workshops are being planned for Q4 in other rural HRM communities.
- **eBay's Retail Revival Program.** The Halifax Partnership, NSBI and ACOA continue to support the roll-out of eBay's Retail Revival Program. Ebay had selected HRM as the first place in the country to launch the program to help small and medium-sized businesses learn tools to help them sell their products online. The cohort of businesses have been receiving a variety of training from eBay, Canada Post, NSBI, and Export Development Canada. The program will end in Q4 with a closing reception planned for February 27.
- **Economic Research.** In addition to the regular flow of research requests and other routine work, the Economic Research team completed the [Fall 2019 Quarterly Economic Snapshot](#) and community profiles for the Inner Rural, West Rural, and Fall River areas of HRM. For the remainder of Q4, major activities will be focused on the development of the 2020 Halifax Index, commencement of work on the Economic Growth Plan for 2021-26, and expanding the [Economic Dashboard](#).

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

2. Attract and Retain Talent

The economic strategy intends to grow HRM'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:

- **Halifax Connector Program.** Work continues with the Partnership's Connector Program that matches new residents and post-secondary graduates in HRM with established business people and community leaders. The Partnership has met with 320 new participants (newcomers, international students, recent grads and laid-off workers) and signed on 93 new connectors (business and community leaders). One hundred and sixty connectees found jobs in their career field between April 1 and December 30, 2019.

With project funding from the Nova Scotia Department of Labour and Advanced Education, the Partnership is bringing the Connector Program online with a Connector+ web and mobile platform. It will be re-launched in mid-March.

- **Experiential Learning.** The third year of the Experiential Learning Initiative Pilot Program continues with 45 (YTD) new businesses recruited to participate, 68 students assisted, and 61 experiential learning opportunities. In November, the Experiential Learning Initiative partnered with the Nova Scotia Department of Education to host the Business Youth Symposium for more than 100 local high school students and 25 business leaders. The event facilitated career exploration from key growth industries in HRM for the next generation of youth entering the workforce. On March 26, the Partnership will host its next Hire Me Halifax Pitch Competition which showcases students pitching their skills directly to attending businesses and enables those businesses to pitch current openings right back. The program will end on March 31, 2020. Halifax Partnership remains actively engaged in the Entrepreneurship and Experiential Learning Working Group, established through a memorandum of understanding between the Province of Nova Scotia and Nova Scotia universities.
- **Atlantic Immigration Partnership.** The Partnership is connecting businesses of all sizes with international graduates and foreign skilled workers to fill vacancies through the Atlantic Immigration Pilot (AIP). Between April and December 2019, the Partnership met with 195 businesses to promote the program and referred 101 companies to the Nova Scotia Office of Immigration to become AIP designated employers. The team attended the Destination Canada event hosted by Immigration, Refugees and Citizenship Canada in Paris and Belgium. While there, the Partnership and the Nova Scotia Office of Immigration promoted Nova Scotia employers and Halifax as a destination to live and work.

Following labour force growth of only 1,600 and 300 in 2016 and 2017, respectively, growth jumped to a record 8,000 in 2018 and 6,400 in 2019. Annual increases of just under 8,000 in 2020 and 2021 would be required to hit the stretch goal for 2021 of 271,000.

3. Make Halifax a better place to live and work

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

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

- **Climate strategy.** HalifACT 2050 is a comprehensive, holistic, long-term and ambitious climate action plan that will address the immense challenge of reducing greenhouse gas emissions to net zero by 2050. To meet the Intergovernmental Panel on Climate Change recommendation of limiting global warming to 1.5°C, Halifax needs to reduce its emissions 75% by 2030 and 100% by 2050 from its 2016 baseline.

HalifACT 2050 will include a multitude of actions for the municipality and stakeholders, many of which are large in scale and aggressive in timeline. The plan focuses on cutting greenhouse gases as well as preparing and adapting to the impacts of climate change. The efforts are cross-cutting and require collaboration across the organization and with external partners and our residents.

HalifACT 2050 was initiated in the summer of 2018. A full plan, complete with tangible actions, is targeted for Regional Council consideration in Spring 2020. If approved by Council, implementation of the plan will begin immediately and continue over the next 30 years.

- **Affordable housing.** HRM continues to develop a range of affordable housing options through the Housing and Homelessness Partnership (HHP) and other initiatives. HHP's Affordable Housing Five-Year Strategic Plan, including affordable housing targets, was endorsed by Regional Council in

December 2016. At that time, Regional Council also endorsed a proposed approach to density bonusing in the Centre Plan with a focus on affordable housing and made a motion to request an expanded authority for density bonusing across the Municipality, and a new authority for inclusionary zoning. HRM staff have been working with the Province while they consider these amendments. In 2018, the Province extended the ability to use the density bonusing tool across the HRM. HRM is still in discussion with the Province regarding adding inclusionary zoning to its powers under PART VIII Planning and Development of the HRM Charter.

Meanwhile:

- Regional Council approved Package A of the Centre Plan, which created a new density bonusing program that will generate revenue to support affordable housing initiatives;
 - Regional Council approved new policy requiring the development of 18 affordable units within a future development project along the Bedford Highway;
 - New, simplified regulations, enabling the development of secondary suites and backyard suites across all of HRM has been delivered to Regional Council as of January 2020, and is moving through the approvals process;
 - New, simplified land use regulations pertaining to seniors housing (shared housing) are being finalized and are expected to come forward to Regional Council in 2020;
 - Regional Council requested staff study the impacts of Short-Term Rentals and this report which is expected to come forward to Regional Council in 2020; and,
 - HRM and its HHP partners continue to identify new projects and initiatives to help accelerate the social well-being of our citizens and the provision of affordable units.
- **Streetscaping.** Staff have prepared a framework for a long-term streetscaping program for the Regional Centre that will be brought to Regional Council in early 2020. A Request for Proposals for the detailed design of the signature streetscaping project for Spring Garden Road (between Queen Street and South Park Street) will be awarded in February 2020.

The population estimate published by Statistics Canada in February 2020 puts Halifax's 2019 population at 440,348. If the strong growth of the last four years were to continue until 2031, Halifax's population would surpass the growth plan goal of 550,000 in 2031.

4. Align economic development

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

- **Coordinated investment attraction.** The Partnership continues to work closely with Nova Scotia Department of Business, NSBI, Invest in Canada and Global Affairs Canada to identify and pursue investment attraction and export development leads and opportunities for HRM. The Partnership's collaboration with NSBI has been recognized by Invest in Canada as an exemplary model they would like to see elsewhere in Canada. Currently the Investment Attraction team is working on several files, alongside NSBI, to strengthen Halifax's value proposition and to help differentiate the municipality from other jurisdictions across Canada and elsewhere.

State of the Municipality Event. In November, the Partnership and the Halifax Chamber of Commerce partnered to host the annual State of the Municipality event with Mayor Savage. It was an important

opportunity to boost awareness of HRM's and the Partnership's role in driving growth in the city. The event sold out once again this year with more than 500 business community members in attendance.

Whereas HRM investment in the Partnership accounted for 47% of the Partnership's budget in 2017-18, in 2019-20 it stood at 29% -- a reflection of the increased investment from other orders of government (primarily the Province) and the private sector.

Attachment 1 is a comprehensive update on each of the 73 economic strategy actions, as well as additional activities identified in the Partnership's updated services agreement with HRM that was approved by Regional Council in May 2018. Items from services agreement that are not economic strategy actions are marked as "NA."

Attachment 2 is a status report on the Halifax Growth Plan's key indicators.

DEVELOPMENT OF THE 2021-26 ECONOMIC STRATEGY

The Economic Growth Plan will expire in 2021. A staff report will be brought to Community Planning and Economic Development Standing Committee in 2020 that outlines how, with Council approval, it will be developed.

FINANCIAL IMPLICATIONS

The implementation of the Economic Growth Plan is being undertaken within current budgets. Actions that lead to proposed activities requiring unanticipated budget allocations will be brought forward to Regional Council for approval.

COMMUNITY ENGAGEMENT

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

ATTACHMENTS

ATTACHMENT 1: *Economic Growth Plan Update by Action*

ATTACHMENT 2: *Economic Growth Plan – Key Indicators*

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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GOAL 1 - PROMOTE & MAXIMIZE GROWTH		
Actions Years 3 to 5	Municipal Lead	Status
1. Implement the Joint Project on Regulatory Modernization with the Province of Nova Scotia to reduce red tape.	HRM	In collaboration with the Joint Project Business Advisory Panel, an 18-month Action Plan was developed and work got underway in July 2019 to deliver on multiple actions to reduce red tape and modernize municipal and provincial regulation in priority areas. The two orders are government are sharing information and pooling resources around the common objective of reducing regulatory burden for business and government by developing smarter regulation and improving customer service. Phase II of the project began in the winter of 2019. Its priorities include: making it easier for companies to service their infrastructure, like signs, in the public right-of-way with faster permitting; streamlining HRM's planning and development permit and licensing processing times through process improvement and modernized digital technology; making it easier for small businesses and entrepreneurs to comply with multiple inspection processes through a new joint HRM/Province Inspector Navigator initiative; developing a joint inspection plan to improve inspection service for business; and aligning, where possible, short-term accommodation and Traffic Safety Act regulations. HRM is also working on steps to begin measuring regulatory burden reduction against key performance indicators and will report on results at the end of Phase II early in 2011.
2. Adopt and implement the Centre Plan to guide community development and support economic growth in the heart of the region.	HRM	On November 1, 2019, Centre Plan Package A (Secondary Municipal Planning Strategy and Land Use By-law for the Regional Centre) came into effect through provincial approval. Thousands of residents engaged with staff through the review and commenting process. The approval marks completion of the first phase of completion of the planning and by-law simplification program. The document focused on directing growth where it makes sense to the municipality and enables private industry growth opportunities throughout the Regional Centre, thereby allowing the industry to respond to pressures related to growth. With the completion of Package A, Package B work, which focuses on lands not included in Package A (Established Residential, Institutional, Industrial, Park and other uses) also began.
3. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	In the Spring 2019 sitting of the Legislature, the Province introduced Bill 92, which gives the Municipality greater flexibility in its powers to expend. It replaces section 79 of the HRM Charter, which listed the specific areas in which HRM could spend money. Section 79 has being repealed and replaced with general authority to spend money for municipal purposes, on anything that is in HRM's capital or operational budget. Bill 92 does not specifically give HRM full natural person powers, but uses the same approach for municipal spending. These changes will reduce administrative red tape and the need to identify legislative authority for all spending.

<p>4. Implement HRM's Customer Service Strategy, with a focus on continuous improvement, to enhance service to business and residents.</p>	<p>HRM</p>	<p>In support of the Corporate Customer Service Strategy implementation, Lean Six Sigma methodologies are being used to guide HRM's performance excellence improvement program. Corporate improvement projects were identified by HRM's leadership and initiated in January 2018. Since then, the following projects have been completed: 1) corporate forms; 2) employee onboarding, transfer, and offboarding; 3) legal prioritization; 4) acquisition of goods and services; 5) training LMS, have been completed. In addition, the "Affordable Access Program" was rolled out in May 2019, providing a single entry point for customers needing financial assistance with transit passes, recreation programs, and/or property tax.</p> <p>A training program has been rolled out to the organization to introduce performance excellence and train staff on Lean Six Sigma tools with 749 people being trained to date. Thirteen process improvement projects, including one to improve operating and capital requisitions faster and another to review and streamline the processes for Secondary Planning Strategy Amendment Applications, have been completed as part of Green Belt certification. Another 13 candidates are working on improvement projects as part of the certification process. In addition, a review of Customer Service processes related to permits and licensing has been completed to ahead of the new solution to be implemented later in 2020 and ensure staff are supported and customers receive the best possible service.</p> <p>Customer service training is in development to support staff who are customer facing and ensure they have consistent tools and resources to meet customer expectations.</p>
<p>5. Continue to implement HRM Planning</p>		<p>Planning and Development continued to renew the department through the execution of the 2015-2019 Planning & Development Strategic Framework. During 2019 the focus was on Year 4 Recommendations of the Framework.</p> <p>Priority actions include:</p> <p>(a) Implementation of the Permitting, Licensing and Compliance Solution (PL&C) -- The implementation of a new system for the overall management of Planning & Development functions is a key initiative of the strategic plan enabling modernization of the business unit, and reinvention of business processes. The selected system, POSSE LMS (Public One-Stop Service Enterprise Land Management System), will enable improvements to the overall service delivery experience for staff, citizens and the development community through the application of industry best practice, and modernization of our tools, technology and processes. The Permitting, Licensing and Compliance project is a multi-year initiative, implementing POSSE modules in a three release approach; R1 - Permitting & Inspection, R2 - Case/Compliance & Licensing and R3 – Planning & Subdivision.</p>

<p>and Development’s organizational renewal program that includes the communication of approvals’ standards and timelines to the public, replacement of the permitting and licensing system, the rationalization of fee-based services, and simplification of land-use bylaws.</p>	<p>HRM</p>	<p>Work on Release 1 is well underway and implementation is expected in 2020 and will include the Permitting & Inspection modules, the Customer Portal, Staff Portal, ePlans, Mobile App for inspections and Enhanced Report Capability, as well as the overall architecture of the system. Work has also begun on Release 2 and Release 3 work is targeted to begin once Release 1 is implemented. All are expected to be completed by 2022. The new capabilities will support Business Unit objectives through standardized workflows, improved ability to make evidenced-based decisions, increased visibility and accountability, and service delivery efficiencies with improved technology. Benefits experienced by other municipalities who have implemented this technology include reduced processing time to submit development applications and complete plan reviews, increased inspection time in the field with mobile capabilities, reduction in paper and improved records management, as well as increased ability to manage fee collection. Planning & Development continues to work closely on the POSSE implementation with Halifax Water, Transportation and Public Works, Halifax Regional Fire and Emergency, Finance, Corporate & Customer Services, and ICT, and will continue to engage with external stakeholders to ensure alignment and readiness when the system is deployed.</p> <p>(b) Implementation of Fee Review -- In 2015, Council directed staff to develop an approach to collect infrastructure charges that considers all services that qualify under the Municipal Charter. At the same time, as part of Planning and Development Renewal, staff completed a two-phase review of development and planning application fees, and initiated a study of the impact and effectiveness of density bonusing. P&D received a full-scope sensitivity analysis of P&D fees and charges and their impact, including provision of a high-confidence opinion on the expected impacts resulting from the proposed fees and costs as they may vary between locations and development types in HRM. The first set of recommended fee changes and restructure was approved by Regional Council in October 2019. Associated technology updates and web updates continue with completion goal of January 31, 2020.</p>
		<p>(c) Consolidation and Simplification of Land Use By-laws – Prior to the start of the Land Use and By-law Simplification Project there were 21 Secondary Planning Strategies and 22 Land Use By-laws, which directed development in HRM. Many of the by-laws 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 by-law and the piecemeal approach to amendments, there is a lack of consistency in the application of general definitions, land use designations, building and site requirements and approval processes. The Plan and Land Use By-law Simplification Project is expected to address these issues and result in reduced staff resourcing requirements, faster application processing times, fewer planning applications requiring Council approval, and increased clarity amongst stakeholders. In 2017, the By-law simplification team was transferred from the Business Services Section to Regional Planning and a lead Principal Planner was assigned to this project. The first phase of by-law simplification began with the Centre Plan project. Centre Plan Package A was approved by Council in September 2019, and came into effect in November of 2019. Centre Plan Package B is expected to be released for public consultation in February of 2020, and presented for Council approval in the fall of 2020. Once approved by Council it will repeal and replace four of the current Plans and Land Use By-laws (including Centre Plan Package A) and place Regional Centre under one Plan and Land Use By-law. Future phases of the project will cover suburban and rural lands.</p> <p>(d) Current Planning has developed and implemented a new process to ensure feedback on planning applications is provided to applicants by internal stakeholders in a more timely, clear, and professional manner. A twice monthly meeting is held in which all HRM stakeholders involved in the planning applications process are present. External stakeholders inclusive of NS Power and Halifax Water are also in attendance to ensure comprehensive and consistent feedback for applicants. This process has been in place since March, 2019 and has been a success in attaining its intended goals thus far.</p> <p>Further, Current Planning has also developed a new process to ensure the timely review of low complexity / high volume permit applications. This process change has been made with the intention of streamlining the process of more “routine” work while simultaneously freeing up resources for additional focus on more complex, “larger” projects. The process includes the development of five multidisciplinary teams with appropriate support tasked to provide daily 100% un interrupted focus on reviewing high volume work. This process has been implemented since September 2019 and has assisted in reducing processing times for high volume permit applications.</p>

6. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	Business Climate indicators are included in the 2019 which can be found at http://www.halifaxpartnership.com/en/home/economic-data-reports/halifax-index/default.aspx .
7. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.	Halifax Partnership	<p>Between April and December 2019, Halifax Partnership met with 124 companies (49 with the potential to export; 75 with the potential to increase their R&D and commercialization capacity). Thirteen of these visits were in rural Halifax (10 %). These visits generated 280 referrals (46 for exporting resources; 51 for commercialization and R&D resources of which 20 were to post-secondary institutions. The Halifax Partnership is working 1/2 day a week from the Idea Hub (with logo branding) to provide easier connections and access to the companies seeking our help for scale up opportunities provided through SmartBusiness.</p> <p>A SmartBusiness workshop was piloted in Upper Tantallon. Two to three workshops in rural areas of Halifax will be held before March 31, 2020.</p>
8. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	<p>The Partnership's Chief Economist and Research Team measure and track key economic indicators that detail trends affecting Halifax's business climate and economic growth. Between April and December, 2019, the Team presented/produced:</p> <ul style="list-style-type: none"> - Halifax Index 2019 to the community on June 17, 2019; - Quarterly Economic Reports - Spring, Summer, and Fall 2019; - SmartBusiness Reports - Spring and Summer, 2019; hiatus thereafter due to redesign; - Community profiles for Spryfield (complete) and Inner Rural, Western Rural, Fall River, Dartmouth, and Mainland Halifax (will be completed imminently); and, - Research and analytical services to internal and external clients.
9. Provide aftercare to new companies that have chosen Halifax as a new location for their business.	Halifax Partnership	Aftercare has been provided to more than 10 companies that have expanded and or located in Halifax. Examples of aftercare support include: assisting companies in making connections to programs and services to support their labour market needs; raising awareness of their organization to increase profile in the community; and, making connections to HRM to address public transportation/transit challenges for employees, etc.
10. In partnership with the Province, develop an approach to resolving ownership, taxation and planning issues on residential and community-owned properties without clear title.	HRM / Halifax Partnership	<p>In September 2017, the provincial government committed resources to resolving the land title issues in East Preston, North Preston, Cherry Brook and two other Black communities outside of HRM, Sunnyville and Lincolnville. HRM is represented on the stakeholder committee as the province is moving towards fulfilling the terms of its public announcement which includes: covering legal fees and other costs incurred for clarifying land ownership; hiring two community liaison officers to help residents with the process; and, hiring a land surveyor and two survey technicians to carry out surveys.</p> <p>To date, NS Legal Aid has completed the hiring of legal experts for the process and have begun accepting applications from residents. The department of Natural Resources has completed the hiring of a surveyor and two survey technicians. Work has begun in earnest on files requiring survey work. CCH has also completed the hiring of a program manager and two community navigators. ANS information session involving all stakeholders was held earlier this year. HRM (Finance, Legal and ANSAIO) is waiting for further movement on the process to determine its roles and responsibilities as things progress. HRM stakeholders (Finance, Legal and ANSAIO) has been meeting with the Land Title Clarification Initiative Team. Current conversation has been around municipal Taxation process and its implication on successful applicants to the LTC. A community information session is currently being planned, and HRM is being invited to support the presentation.</p>

<p>11. Assess potential commercial taxation improvements identified by the business community.</p>	<p>HRM</p>	<p>In June 2019, Halifax Regional Council direct the Chief Administrative Officer to:</p> <ol style="list-style-type: none"> 1. Develop and return to Regional Council for its consideration a by-law to phase-in commercial tax bills that: <ol style="list-style-type: none"> a. uses a three-year rolling assessment average, b. is targeted towards properties with assessment growth more than 5 percent above the HRM average, c. is implemented starting in fiscal year 2021-22, and d. has a renewal requirement for it to extend beyond 2023-24; 2. Work with the business community on implementation of a three-year rolling average; 3. Return to Regional Council with a program review before the end of 2023-24; and 4. Prepare a supplementary staff report exploring a tiered commercial tax regime based on assessed values using the five zones described in Attachment D (high density, industrial, big box, small medium enterprise, rural) of the staff report dated May 1, 2019. <p>A proposed by-law is being prepared for Council's consideration that would enable averaging to be implemented in fiscal year 2021-22. Should it be approved, averaging could be implemented in the Centre Plan area. An assessment rolling average outside of the Centre Plan would require a Regional Plan amendment. This could be done as a stand-alone amendment or as part of the broader Regional Plan Review.</p> <p>In terms of item #4, Finance is doing modelling work on this and will bring the staff report in early spring.</p>
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<p>12. Develop and implement an ANS Action Plan to advance ANS economic development and community priorities.</p>	<p>HRM / Halifax Partnership</p>	<p>In June 2018, the Halifax Partnership and ANSAIO organized a community information gathering event entitled, Road to Economic Prosperity: A Gathering of African Nova Scotian Communities and Neighbourhoods. The two-day event featured representatives from African Nova Scotian community based organizations, and individuals from ANS communities across HRM.</p> <p>The event provided participants an opportunity to share and discuss:</p> <ul style="list-style-type: none"> • information on the current state of the communities; • best practices and ways to support each other; • what is happening at all levels of government; • how to enhance growth and economic prosperity of all communities; and, • how to begin to develop the Roadmap to Economic Prosperity with a strategy and vision to ensure growth and prosperity for all African Nova Scotian communities and communities of African descent across our region. <p>Questions explored during the event included:</p> <ul style="list-style-type: none"> • How do African Nova Scotians build capacity; • How does the community increase collaboration and resources; and, • How does the community utilize positive experiences to create trust and build better working relationships? <p>Community members and organizations presented during the event. There were also community engagement sessions surrounding a keynote address on “Economic Development: One Cornerstone of Liberation”.</p>
		<p>A draft of the ANS Economic Action plan has been completed. An Advisory Committee, consisting of Halifax Partnership, HRM, BBI, ANSA and community members will be reviewing the plan’s proposed actions. An information report about the plan has been brought to CPED in late Summer of 2019. This was followed by a joint presentation by HP and ANSAIO in November 2019.</p> <p>Series of community engagement sessions are being planned for March of 2020, to be followed by a recommendation report to Council, seeking endorsement, by April 2020.</p> <p>Business units are currently being consulted for feedback and vetting of the actions in the plan.</p>

<p>13. Expand the Sell Halifax Program increase to investment.</p>	<p>Halifax Partnership</p>	<p>With support from the Nova Scotia Department of Business, Halifax Partnership is implementing a pro-active selling strategy positioning Halifax as a location for innovative, ambitious companies -- advanced on a firm-by-firm basis by a coordinated, cohesive sales team drawn from key partners (e.g. NSBI, COVE, Universities, business, etc.). The strategy is supported by a detailed tactical plan and measurement framework. As of December 31, 2019 the funnel results were the following:</p> <ul style="list-style-type: none"> • 115 qualified leads in the funnel • 43 individual and or collaborative Sell Halifax business pitches to companies visiting Halifax • 10 closes (wins) towards year-end goal of 16 • 5 of the closes are in the innovation district • 42 targeted and or collaborative business presentations • 642 jobs; economic impact of \$64M • 1 close is considered a Top 10 company "WattPad" • Aftercare provided to 10 companies. <p>The Partnership's strong collaboration with NSBI has been recognized by Invest in Canada as an exemplary model they would like to see elsewhere in Canada.</p>
<p>14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.</p>	<p>Halifax Partnership</p>	<p>With support from the Nova Scotia Department of Business, the Halifax Partnership continues to work closely with NSBI, Invest in Canada and Global Affairs Canada to identify and pursue investment attraction and export development leads and opportunities for Halifax. The Partnership's strong collaboration with NSBI has been recognized by Invest in Canada as an exemplary model they would like to see elsewhere in Canada.</p> <p>In September 2019 the Halifax Partnership hosted the Consider Canada Cities Alliance board meeting. The visit to Halifax by members also included senior officials with Global Affairs Canada and Invest in Canada who hosted a reception for all members, in partnership with Halifax Partnership and NSBI.</p> <p>In May of 2019, in partnership with NSBI and Global Affairs Canada, Halifax Partnership co-hosted 10 person Oceans media tour of Halifax.</p> <p>Halifax Partnership has been working closely with Discover Halifax and Business Events Canada to showcase the Halifax economic development value proposition to their respective outreach events. The event undertaken in May of 2019 was focused on the Life Sciences sector. There will be a second outreach event in St. John's, Newfoundland in September 2020. Work is also underway with Events East to ensure/align messaging for Halifax as a location for large scale conferences can be presented to key businesses and organizations.</p> <p>We will once again host the Global Affairs Investment/Trade officer Fam Tour in February and will be partnered with NSBI.</p>

<p>15. Leverage regional, national and international partnerships to increase trade and investment.</p>	<p>Halifax Partnership</p>	<p>Halifax Partnership has undertaken the following activities with respect to leveraging regional, national and international partnerships:</p> <p>Working with two separate groups on their bid to bring a delegation of German naval and Defence companies to Halifax during the Fall of 2020. One of the groups was successful and will be coming to Halifax for pre-mission preparation in June 2020 (during the H20 Conference)</p> <p>Active participant in the Province of Nova Scotia's Roundtable on China Trade Engagement.</p> <p>Met with the following Ambassadors: May 2019: Ambassador Lu Shaye of The People Republic of China May 2019: Ambassador Juan José Gómez Camacho of Mexico November 2019: Canadian TCS team in Boston – Milos Todorovic December 2019: Ambassador Dr. Bálint Ódor of Hungary</p> <p>As part of the ongoing Halifax's ongoing management of its role within the World Energy Cities Partnership (WECP), Halifax Partnership, with Mayor Mike Savage, participated in two events between April and December 2019 -- the May WECP Working Meeting in Houston, Texas and the September AGM in Aberdeen, Scotland. The Presidency of WECP transitioned to Aberdeen in January 2020 after Halifax successfully completed two back-to-back terms. Under the Halifax Presidency, WECP successfully created a partnership with CERA week to be the voice of cities as it relates to the innovation of energy, a legacy Mayor Savage's and Halifax's leadership.</p>
<p>16. Strengthen and raise awareness of the Halifax Gateway.</p>	<p>Halifax Partnership</p>	<p>The Halifax Partnership continues to ensure the Halifax Gateway messaging and brand is part of the value proposition for Sell Halifax TLC+I. The gateway message has been included in all presentations to date made to prospective companies (43 in total).</p> <p>The Halifax Partnership was a silver sponsor once again at the annual Halifax Port Days event in September 2019, which included a booth presence.</p> <p>In November, the Halifax Partnership led a group comprised of NSBI, the Nova Scotia Department of Energy & Mines, and private sector companies to Wind Europe in Copenhagen for initial outreach around the utilization of the Port of Sheet Harbour as a location for the trans-shipment of offshore wind components destined for the North Eastern United States.</p> <p>Plans are underway to once again sponsor and attend Cargo Logistics Canada in partnership with the Port of Halifax and other partners in Vancouver. The organization always hosts a sell out social event for key attendees.</p>

17. Implement the three-year master plan to establish, strengthen, and market Halifax's Innovation District.	Halifax Partnership	<p>The launch event for the Halifax Innovation District and Halifax Civic Outpost took place at Volta on November 7 with more than 100 members of the business community in attendance. The physical layout of the lab was designed with 23 students from NSCAD university. Engaging NSCAD in co-creating the space also resulted in an additional \$10K investment from NSCAD into the Partnership and a commitment for continued engagement with the Outpost. The Outpost has identified a number of opportunities for collaboration with HRM that are now being finalized for implementation. HRM interns began work at the Outpost the week of January 20.</p> <p>Halifax Partnership has submitted the draft business case to HRM for the continuation of HRM's funding of the Outpost from April 1, 2020 to March 31, 2022 for the consideration of Regional Council in February.</p>
18. Promote the public-private Ocean Supercluster initiative to grow the knowledge-based ocean economy.	Halifax Partnership	<p>Halifax Partnership actively promotes Halifax's ocean sector and innovation strengths (locally, nationally and internationally) to grow the knowledge-based ocean economy. Key activities in between April and December include:</p> <ul style="list-style-type: none"> • May 2019: Supported the promotion of the Ocean Supercluster Collaboration Event • Ongoing support and profile raising of Halifax's strengths in ocean technology through the Halifax Partnership's channels (newsletters, social media, and other content marketing etc.) • Member of the Oceans Week 2019 organizing committee responsible for promoting Oceans Week activities in Nova Scotia
19. Increase the commercialization of post-secondary research.	Halifax Partnership	<p>This action is also covered under Action #7.</p> <p>The Halifax Partnership continues to work closely with the Universities and the Nova Scotia Community College to better understand capabilities and capacity residing in each institution so that the business connections and opportunities may be more easily identified. A "Business Support" website to help business connect to the innovation/start-up resources they was launched in June 2019.</p> <p>Between April and December, the SmartBusiness program connected 20 businesses to post-secondary institutions to assist with commercialization and R&D.</p>
20. Undertake special projects to address immediate economic opportunities.	HRM / Halifax Partnership	<p>In November 2019, Halifax Partnership and Halifax Regional Municipality, with support from the Province of Nova Scotia, opened the Halifax Innovation Outpost at Volta, Canada's east coast innovation hub. The Outpost will provide a platform to address social and civic challenges, improve municipal data transparency, and enable start-ups and scaleups to beta test and evolve ideas and products with public, private, post-secondary and community partners.</p>

<p>21. Secure federal funding to undertake key infrastructure projects.</p>	<p>HRM</p>	<p>The federal government's 2016 budget announced the details of the federal government's overall plan to invest more than \$120 billion in infrastructure over 10 years. HRM received \$34.2 million for six water and wastewater projects, and \$30.6 million for 17 transit projects under Phase 1 of the program. Phase 1 Projects will be completed by March 31, 2020.</p> <p>The phase 2 bilateral agreement between the Federal and Nova Scotia governments was signed in April 2018. It establishes funding amounts and cash flow targets over the next 10 years. Funds will support public transit, green infrastructure, and communities culture and recreation projects. The Province asked municipalities to submit infrastructure priorities so they can provide a draft capital plan to the federal government, which will be updated annually. Council approved a list of projects to submit to the Province which were approved by the federal government in July 2018.</p> <p>In December 2018, Municipal Affairs issued a call for applications for the Environmental Quality stream of the Investing in Canada Program (ICIP). This fund provides support to water and wastewater projects. Each municipality is limited to two applications during this initial call. HRM submitted the Herring Cove Servicing Phase 2B project and Halifax Water submitted the Peninsula Transmission Main Upgrade project. The Herring Cove project was approved in July 2019.</p> <p>Discussions are ongoing with HRM staff and the Provincial government on potential projects to submit for the Climate Change and Disaster Mitigation funding streams.</p> <p>The status of the Transit funding stream is unclear. No call for applications is planned and there is the possibility that the funding will be transferred to the Green Infrastructure streams in 2021. HRM is sharing options with the Provincial government that would allow the Municipality to access some of the Transit funding.</p>
<p>22. Complete the final design and partial reconstruction of the Cogswell Lands Redevelopment.</p>	<p>HRM</p>	<p>The Cogswell Redevelopment Program is a city-building program generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan will convert 22 acres of road infrastructure into a mixed -use neighbourhood, extending the entrance of the downtown northwards and reuniting communities presently separated by the existing interchange lands. The urban street grid will be reinstated and create development blocks capable of supporting residential and commercial environment for 2500 people. High quality dedicated cycling lanes, multi-use trails, new parks and open spaces, a reimagined transit hub, and a significant central urban square will transform this vehicle-centric area into a livable, pedestrian friendly area for people to live, work and play.</p> <p>The demolition and reconstruction of the Cogswell lands is estimated to take three years. Development of the lands and real estate marketing will occur over an additional four to five years which will change the cityscape of the downtown region. On February 26, 2019, Regional Council approved the 90% Construction design giving the clearance to complete tender drawings and specifications and proceed to procure Constructor Services. The tender package and drawings have been completed and have undergone extensive review by HRM internal staff and external utilities. Work continues to finalize the necessary land negotiations to enable the tender process to proceed.</p>

<p>23. Ensure that an adequate supply of industrial lands is available to support economic development objectives.</p>	<p>HRM</p>	<p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM will:</p> <ul style="list-style-type: none"> -Prepare an Industrial Employment Lands Strategy. The RFP was awarded to Watson and Associates to prepare the study to inform business and program planning as well as to inform future Regional Plan review. The study is well advanced with Stakeholder Consultation now completed and is expected to be in final draft by the consultant in early 2020. -Expand its industrial land base to ensure a minimum 3-year supply of available industrial lot inventory. In support, Corporate Real Estate (CRE) will undertake capital planning, detailed design and tending of construction to support the build out of Phase 13 Burnside and other short-term development opportunities; -Adjust capital plans to finance the acquisition and preparation of land for industrial development. This is an ongoing task; -Amend zoning in the Burnside expansion area to better define target industrial and commercial uses. Consideration for adoption of the new zone and LUB is expected to go to Regional Council for first reading in 4th Quarter of 2019-20; -Plan for future expansion of the municipally owned lands at Burnside North, Ragged Lake and Aerotech Park as follows: <ul style="list-style-type: none"> i) Burnside North <ul style="list-style-type: none"> Phase 13 Burnside - The revised Concept Plan for Phase 13 Burnside is awaiting final approval. The RFP for the Detailed Design of Phase 13 was awarded in Q4 2018/19 and advancing with the Consultation to a target completion and tender for Construction of phase 13-1 in Summer 2020. Proposed Phase 14 Burnside - HRM acquired 428 acres in 2015 and is seeking required initiation of the MPS amendments to service and zone the land for industrial use as directed by Regional Council with the approval of the land purchase in 2015. ii) Ragged Lake- The findings of the Ragged Lake Feasibility Study were reported to, and approved by, CPED/Council in 2018. In its approval, Regional Council has further directed staff to develop terms of reference to guide the background studies needed to inform a future secondary planning process for the proposed Ragged Lake Industrial Park. The first of the background studies began in 2020 with a target recommendation report back to CPED/Council in 2020/2021.
		<ul style="list-style-type: none"> iii) Aerotech – The development and market potential of the lands at Aerotech are currently limited by the narrow range of permitted land-uses under the existing LUB. The re-zoning of Aerotech is awaiting Planning and Development advancing work on the MPS amendments which will follow the Burnside LUB framework currently being finalized. This will provide Aerotech with a broader range of land uses in keeping with market demand and HRM’s industrial park mandate. Consulting studies for short-term Aerotech development will continue into 2020 aligning with the timing for the re-zoning of Aerotech. Upon the successful re-zoning of Aerotech, HRM will anticipate placing lot inventory on the market in fiscal 2021-22.
<p>24. Ensure rural HRM is considered in NSCC’s development of a Rural Innovation District.</p>	<p>Halifax Partnership</p>	<p>The Partnership is collaborating with NSCC on opportunities to engage Halifax rural communities in NSCC’s program to help rural entrepreneurs with rural business activities.</p>

<p>25. Grow rural economic development by focusing on broadband/cellular infrastructure, tourism, resource extraction, agriculture, and business retention and expansion activities.</p>	<p>HRM / Halifax Partnership</p>	<p>HRM and the Partnership continue to gauge how to leverage funding from other orders of government to support rural broadband development in the municipality. This includes the \$193M Nova Scotia Internet Funding Trust (NSIFT) being administered by Develop Nova Scotia (DNS). In December, DNS invited Internet Service Providers and others interested in building, owning, and operating broadband systems to submit proposals through a Request for Qualifications. DNS has not yet determined the mechanism by which it could solicit municipal financial contributions for projects. This will be determined in consultation with pre-qualified applicants and key stakeholders (potential funders), including HRM. An information report on rural broadband was submitted to Regional Council in August. Another rural broadband update went to CPED in April 2019.</p> <p>HRM continues to support rural tourism through its operational support to Destination Eastern and Northumberland Shores and Discover Halifax. HRM staff are also participating on the stakeholder advisory committee that is providing input into the potential creation of Marine Protected Area by the federal Department of Fisheries and Oceans in the 100 Wild Islands area.</p> <p>In 2016, a team of planners dedicated to the rural communities of HRM was developed as part of a business unit realignment. While the primary focus of the team is processing planning applications in rural communities, the team has also completed several small scale policy projects which address key planning policies or regulations identified as being problematic or inconsistent with the needs of the our rural communities. The rural planning team will continue to be a presence within the rural communities of HRM focusing on improving their economic, environmental and cultural resiliency. Additionally, the rural planning team has recently completed policy work on the following topics:</p> <ul style="list-style-type: none"> • Regional Council initiation of an internal land use design exercise for the proposed Middle Sackville Master Plan project located on three parcel quadrants immediately north and south of Highway 101 at the interchange on Margeson Drive; and, • A white paper outlining recent rural growth and development patterns since the adoption of the first Regional Plan, as well as recommendations for amendments as the next Regional Plan update is being scoped by policy staff.
<p>N/A. Work with the Sheet Harbour Chamber of Commerce and Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs to identify and address economic development issues on an ongoing basis.</p>	<p>Halifax Partnership</p>	<p>The Partnership's SmartBusiness team is working with the St. Margaret's Bay Chamber of Commerce, the Sheet Harbour Chamber of Commerce, MLA Hugh MacKay's Business Development Advisory Group, and the Port of Sheet Harbour Economic Development Advisory Group to identify and contact rural businesses in their respective areas with the intent to help the businesses connect to export development, commercialization/R&D, and labour related resources. The Partnership is assisting the Sheet Harbour Chamber with the refresh of their value proposition.</p>
<p>GOAL 2 - ATTRACT & RETAIN TALENT</p>		
<p>Actions Years 3 to 5</p>	<p>Municipal Lead</p>	<p>Status</p>

<p>26. Develop a mobile technology application to connect local and international graduates to the networks and resources needed to build a career in Halifax.</p>	<p>Halifax Partnership</p>	<p>With project funding from the Nova Scotia Department of Labour and Advanced Education, the Partnership has worked with an external consultant to design and develop the Connector+ web and mobile platform, a digital expansion of the organization's highly successful face-to-face Connector Program. Following the launch of the Connector+ MVP in March 2019, there were technical issues with the app that affected the user experience and required repair and further development. Development of the Connector+ app has been progressing positively, and Halifax Partnership is on track to relaunch the MVP with Nova Scotia Connector communities in mid-March.</p>
<p>27. Continue the networking Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.</p>	<p>Halifax Partnership</p>	<p>Between April 1 and December 31, the Halifax Connector Program team has met with 320 new Connectees (197 immigrants, 71 international graduates, 52 domestic graduates) and signed on 93 new Connectors (business leaders from the private and public sector).</p> <p>160 Connector Program Connectees found jobs in Halifax (89 immigrants, 39 international graduates; 32 domestic graduates).</p>
<p>28. Continue the Welcome Like No Other Program to help settle international students and immigrants in Halifax.</p>	<p>HRM / Halifax Partnership</p>	<p>HRM updated its Immigration Strategy to make the municipality more welcoming to newcomers and residents alike. It is anticipated that this Strategy will be discussed by Regional Council during the first quarter of the current fiscal year.</p> <p>As part of the plan:</p> <ul style="list-style-type: none"> • preparations for the sixth annual Mayor's Reception for international students is underway, and will be taking place on Saturday, September 7. In addition to the current partners representing all higher education institutions in Halifax, HRM has entered in an agreement with the hosts of the Colour Festival to connect the two events. Due to Hurricane Dorian, the event had to be cancelled this year. Preparations for next year's event will start soon. • the Welcoming Newcomers Guide that provides municipal and community information to newcomers is being kept up to date, with advice of the Halifax Immigration Partnership and Acadian and francophone communities. The guide is available electronically at (https://www.halifax.ca/about-halifax/newcomers). <p>Future actions under the plan include a project to showcase the stories of settled immigrants and newcomers as well as from Mi'kmaq and other indigenous peoples, and indigenous and non-indigenous African Nova Scotians. Two community engagement sessions have been held, gathering representatives from organizations from all these communities. The last community engagement session is expected to be held on early June, after which a project will be designed and presented to the Managing Director of Diversity and Inclusion. Sessions with immigrants were held in preparation of HRM's immigration strategy. A session with service providers will take place on late February. The strategy is expected to go to Council by the end of March.</p>
<p>29. Develop and implement a multi-year plan to attract expatriates back to Halifax.</p>	<p>Halifax Partnership</p>	<p>Deferred to 2020-2021. Priority focus given to successful launch of the Connector+ App and launch of ANS Connector Stream.</p>

<p>30. Support businesses meet their labour shortage needs by connecting them with international talent through the Atlantic Immigration Pilot.</p>	<p>Halifax Partnership</p>	<p>The Partnership received a one-year extension for funding from ACOA and Nova Scotia Office of Immigration (NSOI) to connect local businesses facing labour marketing challenges to international graduates and skilled foreign workers to the Atlantic Immigration Pilot (AIP). The goal of the project was to refer more than 73 companies to NSOI to become designated employers in order to create over 500 job offers.</p> <p>Between April 1 and December 31, the Partnership has completed the following:</p> <ul style="list-style-type: none"> • 195 meetings with businesses to promote the program; • 101 referrals to partner organizations; and, • 33 of 101 referrals were to NSOI to become "designated". <p>Total Project Results (Since August 2017):</p> <ul style="list-style-type: none"> • 640 meetings with businesses to promote the program; • 276 referrals to NSOI for companies to become "designated" employers; and, • 104 companies approved for designation; forecasting >1470 potential new jobs for Halifax.
<p>31. Leverage Halifax's immigrant communities to attract talent and investment to Halifax.</p>	<p>Halifax Partnership</p>	<p>The Partnership continues to support the welcoming of Sikh families to settle in Nova Scotia and has maintained its relationship with the Atlantic Jewish Council in their effort to attract talent and investment to Halifax.</p>
<p>32. Work with the business community to identify and promote experiential learning opportunities for post-secondary students.</p>	<p>Halifax Partnership</p>	<p>The third year of the Experiential Learning Initiative Pilot Program continues with 45 new businesses recruited to participate, 68 students assisted, and 61 experiential learning opportunities. In November, the Experiential Learning Initiative partnered with the Nova Scotia Department of Education to host the Business Youth Symposium for more than 100 local high school students and 25 business leaders. The event facilitated career exploration from key growth industries in Halifax for the next generation of youth entering the workforce. On March 26 the Partnership will host its next Hire Me Halifax Pitch Competition which showcases students pitching their skills directly to attending businesses and enables those businesses to pitch current openings right back. Note, the Experiential Learning Initiative will not receive provincial funding for next year and will end on March 31, 2020. Halifax Partnership remains actively engaged in the Entrepreneurship and Experiential Learning Working Group.</p>
<p>33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax</p>	<p>Halifax Partnership</p>	<p>A project proposal to establish an African Nova Scotian Stream for the Halifax Connector Program has been developed and will be submitted to Nova Scotia Labour and Advanced Education in mid-February. Dialogue is ongoing with stakeholders from the First Nation community.</p>

<p>Connector Program.</p> <p>34. Identify and share existing programs, services and outcomes related to the workforce attachment of Mi'kmaq/Indigenous Peoples, African Nova Scotians and other groups at risk of exclusion.</p>	<p>Halifax Partnership</p>	<p>In collaboration with Nova Scotia Labour and Advanced Education, Halifax Partnership has been working with NSCC, MSVU and Dalhousie University to create an engagement strategy focused on increasing the African Nova Scotian Community's awareness of the different programs and assistance available to students at risk of exclusion.</p>
<p>35. Continue the Bridging the Gap internship program to connect new graduates to municipal public service and share program resources with other employers in Halifax.</p>	<p>HRM</p>	<p>The Bridging the Gap Internship Program has been providing new graduates with career related experience in their chosen field since 2013. The municipality hired 14 interns in the Spring of 2019, its seventh intake. Each business unit has had the opportunity to participate and benefit from this program. Interns from the previous cohorts were successful in securing employment within and outside of the organization. For 2019, based upon feedback from program participants and business units, the program criteria was revised to improve the quality of the participant's experience by increasing the developmental focus of the work. These changes are being done to better align the program with HRM's Talent Management objectives. In line with our focus on continuous improvement, further revisions to the program will be implemented for cohort in 2020. The application period for BUs will take place in March and the positions will be approved and posted in April 2020.</p>
<p>36. Review experience requirements of HRM positions to increase youth talent in the municipal public service.</p>	<p>HRM</p>	<p>HRM's Bridging the Gap internship program offers 12-18 months 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. HR also engages in a variety of activities that both formally and informally engage the youth population within HRM. This includes diversity and inclusion related initiatives in combination with job fairs and career exploration/job shadowing events. We maintain communication and partnerships with local Universities, colleges and student career centres. We also conduct engagement activity with local junior high and high schools.</p>

<p>37. Review/improve HRM HR policies from a diversity and inclusion perspective.</p>	<p>HRM</p>	<p>The Office of Diversity and Inclusion and Human resources have developed an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.</p> <ul style="list-style-type: none"> • Employment Equity Policy has been updated, approved, and implemented. Equity groups have been added to HRM's employment page BrassRing for job seekers to self-identify. • D&I/HR are creating a community outreach plan to ensure fair information interchange between HRM and marginalized communities. • With consultation with D&I business units will organize more job fairs, hiring campaign, information sessions on application, screening, and interviewing processes to be held at diverse community locations. • HR launched the Hiring Manager Certification program. • D&I is piloting the Towards Bias-Free Practices module in April 2019. Hiring managers will be encouraged to sign up for this module. The first session was held in April with 26 participants. • D&I/HR are creating a program to ensure the implementation of the Employment Equity Policy. • HR has developed a Fair Hiring Policy that is in the final review and approval stage • D&I/HR are currently (February 26 – March 20) gathering workforce data through the Diversity Census – “ Make yourself count” that will inform the Employment Equity Program
<p>38. Connect newcomers, African Nova Scotian, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.</p>		<p>Diverse Voices for Change The African Nova Scotian Affairs Integration Office (ANSAIO) leads Diverse Voices for Change (DV4C), a project funded by the Federation of Canadian Municipalities to increase the number of diverse women in leadership positions within HRM including advisory committees, local agencies, boards and commissions. HRM has brought together a Local Working Group of community partners to analyse barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The group, in partnership with NS Status of Women, developed a training curriculum for potential female municipal election candidates which was piloted in May 2018. The Campaign School witnessed an increased interest from Indigenous and racialized women. Approximately 200 women showed interest in the school, 170 women registered and 115 attended the school. Approximately 40% of attendees were Indigenous and racialized women. Moreover, Indigenous and racialized women participated at all levels of the school not only as workshop attendees but as facilitators, panelists, and mentors. The Diverse Voices for Change project is now completed. HRM will continue to support the DV4C advisory committee as it looks at ways to continue to support diverse women in leadership positions in HRM. Council approved the creation of a Women’s Advocacy Committee in November 2019.</p> <p>Employment Systems Review As part of the efforts to ensure that HRM’s workforce is truly reflective of the community it serves, through the guidance of the CAO, TPW (Road Operations), with the support of Human Resources/D&I and ANSAIO, has designated an M1 supervisory competition to African Nova Scotian applicants. HR in collaboration with the African Nova Scotian Affairs Integration Office will be implementing a designated cohort of The Foundations for Aspiring Leaders program to target employees of African Nova Scotian/African Descent.</p>

HRM	<p>Foundations for Aspiring Leaders Program ANSAIO supported the HR Organizational Effectiveness and Learning (OEL) team to develop an African Nova Scotian Cohort for the Foundations for Aspiring Leadership Program. The designated cohort will provide African Nova Scotian (ANS) employees and employees of African descent who are not presently in a leadership position with the fundamental skills and knowledge every effective supervisor or manager needs. The objective of this leadership program is to increase the capacity of individuals to perform effectively in leadership roles. There are 25 staff of African descent participating in this program. As part of the support for the program, ANSAIO also developed a module, “Leadership from An Africentric Perspective”, specifically for the ANS Cohort. The ANS Cohort has completed a learning circle focusing on Interview Skills as part of the requirements for the program. All of the 23 participants in the cohort successfully completed the program and graduated in November 2019.</p> <p>Racially Visible Employee Caucus (RVEC) and African Nova Scotian and Visible Minority Women’s Network As part of its support to the group, ANSAIO, in partnership with the YMCA Nova Scotia Works and HR Client Services, delivered a resume/cover letter and interview workshop in June for members of these groups. Eighteen staff participated in this session. ANSAIO will continue to work with HR and other business units to provide professional development opportunities to RVEC and the African Nova Scotian and Visible Minority Women’s Network. One of the participants at the Resume and Cover Letter workshop has successfully moved from a seasonal position to a full-time, permanent position and another is participating in the Foundations for Aspiring Leaders Program.</p> <p>Employment Equity Policy The Employment Equity Policy has been completed. The Office of Diversity and Inclusion, Human Resources, and the business units will begin developing an employment equity program for HRM. HR has started internal stakeholder consultations in with the Diversity Advisors.</p>
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GOAL 3 - MAKE HALIFAX A BETTER PLACE TO LIVE & WORK

Actions Years 3 to 5	Municipal Lead	Status
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39. Increase people's access to the outdoors by leveraging the municipality's natural assets.	HRM	HRM has more than 900 parks which provide opportunities for healthy living. One of the municipality's major initiatives is to acquire lands for the prospective development of the Blue Mountain-Birch Cove Lakes Regional Wilderness Park. In 2019, the municipality acquired over 128 hectares (ha) (316 acres) of lands to supplement an acquisition of 79 ha (197 acres) in 2018. In 2019, the municipality also completed the acquisition of the 153 ha (379 acre) Shaw Wilderness Park, which includes a formal public trail access to Williams Lake that leads to a backcountry wilderness area that is comprised of a wide variety of landscapes and views. HRM also continues to increase free programming which provides opportunities for residents to enjoy the natural assets across the municipality including free swimming lessons at municipal beaches, free boating lessons at St Mary's Boat Club, snowshoe/nordic pole loan program, skating (winter) and cycling, roller blading/skating, scootering (summer/fall) at the Emera Oval, snowshoe/nordic pole loan program and multiple walking and hiking opportunities on trails and parkland. The Adventure Earth Centre provides opportunities for people of all ages to connect with the natural world, to pursue a healthy and active lifestyle outdoors, to develop personal and leadership skills, to give back to the community, and to connect with other like-minded people. With locations in Sir Sandford Fleming Park and Shubie Park, the Adventure Earth Centre has been offering outdoor recreation and earth education programs for over thirty-five years.
40. Adopt and implement the Halifax Green Network Plan to protect and manage open spaces across the municipality.	HRM	The 2014 Regional Plan directed the creation of the HGNP to "protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define communities, to benefit the Municipality's economy and the physical health of its people, and to reflect and support the overall purposes of this Plan". The final HGNP was adopted by Council in August 2018 and will be implemented through the multiyear budgeting and business planning process.
41. Develop and implement a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	HRM	A draft Parks and Recreation Framework is complete. A recommendation report presenting staff's proposed framework is targeted for Community Planning and Economic Development Standing Committee in 2020, following Regional Council's consideration of a second report on recreational fees. The Recreation Framework will be a guiding document for Parks and Recreation decisions. The Framework identifies vision, values and strategic pillars, as well as a Decision-Making Model and a Lifelong Participation Model. The Long Term Aquatic Strategy was approved by Regional Council in 2019, which is the guiding document for all future aquatic initiatives, which include, indoor and outdoor pools, splash pads and beaches. Staff are currently preparing a Playing Field Strategy to support the long term vision and management of playing fields across HRM.
42. Complete the Culture and Heritage Priorities Plan.	HRM	The Culture and Heritage Priorities Plan originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1, cultural inventory, was completed in spring 2018, in partnership with the Province of Nova Scotia. Phase 2 of the project kicked off in October 2018. An update presentation including the plan Vision, Goals and Objectives was delivered to the Community Planning and Economic Development Committee in December 2019. Further engagement with stakeholders on this material will occur in January/February 2020. A draft plan is currently undergoing internal review, and assessment of revised potential actions is underway. A draft plan is expected in Spring/Summer 2020.

<p>43. Ensure HRM's culture investments reflect Halifax's diversity.</p>	<p>HRM</p>	<p>Staff continue to be engaged in the development of the Culture and Heritage Priorities Plan (CHPP), with an anticipated draft delivery date in spring 2020;</p> <p>Staff are developing updates to the Municipality's Public Art Policy, aligning the means by which the Municipality commissions public art with new and emergent corporate practices; policy will reflect the CHPP's prioritization of reflecting undertold stories and underrepresented communities. The Municipality continues to support the work of Dr. Afua Cooper as its 7th Poet Laureate, and has facilitated her participation in such events as National Poetry Month with a reading at Halifax City Hall, The Writer's Union of Canada's 2019 conference roundtable in May, and the 102nd Anniversary of the Halifax Explosion in December. Staff have facilitated the installation of two new works of permanent public art in Cole Harbour Place (October 2019) and Argyle Street (December 2019). Staff have also facilitated a process resulting in the identification of an artist to provide public art as part of the forthcoming Spring Garden Road Streetscape Redesign (scheduled for construction in 2021).</p> <p>The thirteenth Halifax Explosion commemorative marker was installed in Africville Park, featuring a quotation from a George Elliott Clarke's "Red".</p> <p>Phase 1 of the Regional Museum Strategy is underway, with an anticipated draft delivery in spring 2010.</p> <p>The Peace Pavilion on the Dartmouth waterfront was refreshed, with a cleaning, interior painting of the display area and installation of new interpretive exhibit panels.</p> <p>'The Sailor', the bronze statue in Sackville Landing, originally installed by the Chiefs and Petty Officers' Association, was officially accepted by Council through a deed of gift agreement with that organization.</p>
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<p>44. Develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM.</p>	<p>HRM</p>	<p>HalifACT 2050 – Acting on Climate Together is being finalized this winter, targeting Council in the spring for adoption. It is an ambitious climate strategy targeting net zero carbon by the year 2050. The overarching goal aligns with international science in its findings that globally we must limit warming to within 1.5 degrees from pre-industrial time. Success requires transformative change, quickly and at scale by HRM government as well as all key stakeholders.</p> <p>Solar City has financed \$12 million in solar energy systems to date, resulting in 3.2 Megawatts of renewable energy.</p> <p>Halifax is a participating city in a project funded by the Green Municipal Fund’s Transition 2050 program to guide the development of an equitable clean energy initiative. This 2-year initiative includes vulnerability and energy poverty mapping, the identification of and consultation with a vulnerable area or community, and the development of a proposed project or program that will improve energy affordability for that group, with the assistance of organizations who specialize in equity in clean energy programming. Currently staff are exploring potential partnerships to support solar energy systems in non-profit social housing. Staff are tendering an RFP to develop an electric vehicle strategy for the municipality, and are working with the province and other stakeholders on building energy performance standards.</p> <p>HRM's Onsite Energy Manager is nearing the end of his second year through a program by Efficiency Nova Scotia. To date, 115 building energy efficiency and recommissioning projects to reduce energy use and costs were completed, totalling more than \$1.8 million before eligible rebates. This work results in an estimated annual savings of \$1.25 million in operational and maintenance costs. Contract to be renewed for another 2 years with additional funds secured to perform double the amount of energy efficiency work in 20/21.</p> <p>The Low Carbon Cities Canada (LC3) funding request of 183 million dollars was included in the Government of Canada’s 2019 Federal Budget. LC3 is a partnership between Halifax and six other local centres and the Federal Government via the Federation of Canadian Municipalities. LC3 is an initiative that will enable and accelerate urban carbon-reduction solutions, helping Canada meet 2030 and 2050 climate change targets. HRM, Efficiency Nova Scotia and the Province of Nova Scotia are working together to launch the centre in the spring.</p>
<p>45. Reduce the near- and long-term risks of coastal and overland flooding through research and policy development.</p>	<p>HRM</p>	<p>LIDAR remote sensing acquisition is now complete for the entire municipality. This data is being processed into a Digital Elevation Model that will be used to update municipal flood scenario maps and land use vulnerability assessments.</p> <p>New floodplain maps for the Sackville River and the Little Sackville River were produced and released publicly in August 2018. The process to amend the Municipal Planning Strategies and Land Use By-laws for Bedford, Sackville, Sackville Drive, Beaver Bank, Hammonds Plains and Upper Sackville to update floodplain protection policies, regulations and mapping is underway. Consultations with key stakeholders are ongoing.</p> <p>The National Disaster Mitigation Plan (NDMP) is complete. Follow up studies on the Sackville River, Shubinacadie Lakes, and Cole Harbour sites are now underway. Staff is now working on developing a joint implementation plan with Halifax Water. The Karlson’s Wharf project will be carried out in conjunction with the Cogswell Redevelopment project.</p> <p>With respect to stormwater research and policy development, HRM is jointly working with HW to develop stormwater guidelines, which will be incorporated into the new Grade Alteration by-law, as well as the updated Municipal Design Guidelines. This will bridge the gap between HW’s stormwater specifications and HRM's regional planning policies.</p>

<p>46. Increase awareness of the programs and services available to families and children.</p>	<p>HRM</p>	<p>Parks and Recreation has developed an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The Parks and Recreation Facebook and Twitter pages continue to be an excellent way to communicate with the residents. The Launch of the new Recreation Software - Legend in 2018 has provided an opportunity to increase the awareness of the Recreation Programs and Services throughout HRM, both HRM-owned and operated facilities as well as Multi District facilities (MDFs). The launch of Legend software in the MDFs began in 2019 and will conclude in late 2020. The launch of the Legend Software will continue to support “One Recreation” model to be implemented across the municipality’s recreation facilities (HRM Owned and Operated and MDFs) . Having a “one Recreation” network throughout all facilities will drive HRM towards improved customer service, improved facility access and utilization, standard processes and enhanced information to improve programming decisions.</p>
<p>47. Increase low-income groups' and individuals' access to recreation programs.</p>	<p>HRM</p>	<p>Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include: community outreach; inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and, engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.</p> <p>Recreation encourages life-long participating in active living for all residents. Examples of lifelong participation include the “Maritime Five” which encourages walking/running/wheeling, skating, swimming, biking, and paddling. Low cost/no cost opportunities provided throughout HRM include, but are not limited to: free programs/events Such as: open gym times, free skates and swims, trails, recreation day events, Clam Harbour sand castle contest, Natal day, Canada Day, free canoe rentals, 6 splash pads, equipment loans, Recreation Van, free swim lessons at beaches, Inclusion programs, Emera Oval (year round), Glow Run at Fleming Park, Recreation Day events (3 events), Switch Open Streets events, Dingle Beach Party, Northern Lights Lantern Festival, New Years Eve, Winterfest at Fleming Park and Shubie Park, Community Gardens/ovens/greenhouses, Place making, Youth Leadership program/camp, art hives, Multi Service Youth Centre (the Den) in Sackville, Youth Advocate Program, Youth Live Program, youth programs at the Power House, and low cost programs. The Emera Oval has on average 200,000 participants annually and hosts the annual New Year’s Eve skate and Character skate on Heritage day. Recreation staff will continue to investigate options to engage the community in free/low cost opportunities in recreation and leisure.</p> <p>The HRM Affordable Access Program was launched in April 2019 and allows qualified residents to apply for municipal subsidized programs. This new intake process will allow residents to apply once and have that application considered for multiple programs, including Recreation, Transit and Property Taxation exemption. The Recreation Access program provides either partial (50%) or full (100%) funding for Recreation programs for children, youth, and adults in financial need.</p>

<p>48. Determine how best to support and encourage a range of affordable housing options in HRM through the Housing and Homelessness Partnership and other initiatives.</p>	<p>HRM</p>	<ul style="list-style-type: none"> • Housing and Homelessness Partnership’s Affordable Housing Five-Year Strategic Plan, including affordable housing targets, were endorsed by Regional Council in December 2016. • In December 2016, Regional Council also endorsed a proposed approach to density bonusing in the Centre Plan with a focus on affordable housing and made a motion to request an expanded authority for density bonusing across the Municipality, and a new authority for inclusionary zoning. HRM staff have been working with the Province while they consider these amendments. In 2018, the Province extended the ability to use the density bonusing tool across the HRM. HRM is still in discussion with the Province regarding adding inclusionary zoning to its powers under PART VIII Planning and Development of the HRM Charter. • Centre Plan: Policy objectives include a number of specific policies related to housing include encouraging family-oriented and affordable housing units, special care facilities, secondary units and garden backyard suites, smaller lot sizes, density bonusing and certain exemptions of development application fees. • Staff are reviewing land use regulations pertaining to single room occupancy (seniors housing) type housing across HRM and will prepare a report to Council proposing amendments to all Community Plans and By-laws. It is expected that a report on Shared Housing will go to Council in 2020. <p>Staff are reviewing land use regulations pertaining to secondary suites and backyard suites for the across HRM. A public participation process is required, after which staff will prepare a report to Council proposing amendments to all Community Plans and By-laws. A survey soliciting public feedback on this topic is available from September until November 23 2018. A report was delivered to Regional Council on January 28 2020.</p> <ul style="list-style-type: none"> • In October 2017, the HHP agreed to focus on homelessness and housing poverty solutions in the area known as “Between the Bridges” that encompasses Dartmouth North. The Partnership will focus on developing pilot projects specifically designed to the neighbourhood. HRM along with other stakeholders have been engaged by the group Between the Bridges to participate in a social innovation lab around housing in Dartmouth North. This process remains underway. • In July 2018, Regional Council endorsed an Affordable Housing Work Plan that addresses density bonusing, residential rental registration/licensing, planning policy and regulatory barriers, municipal funding incentives, surplus municipal lands, and vulnerable communities. All items in the workplan are currently underway and targeted to come forward over 2019/2020 and 2020/2021.
<p>49. Promote and pilot community food security initiatives with the Halifax Food Policy Alliance and other partners.</p>	<p>HRM</p>	<p>On July 31, 2018, Regional Council approved continued support for the Mobile Food Market through 2018/19 to 2020/21, with direction to report on continuing support in 2021. In addition, staff are have been working with the Halifax Food Policy Alliance and other partners to prepare this report that makes recommendations to clarify and strengthen HRM’s role in supporting food security. Specific recommendations include:</p> <ul style="list-style-type: none"> • affirming HRM’s membership in the Halifax Food Policy Alliance (HFPA), • endorsing a draft Food Charter as the foundation for the development of a food action plan, • contributing funds and in-kind supports for the development of Halifax Food Action Plan in partnership with HFPA, and • incorporating food security into the development of a community wellbeing index. a report, in response to a motion of CPED, considering the role of HRM in the promotion of food security. <p>The staff report came forward in December 2019.</p>
<p>50. Develop a long-term streetscaping program for the Regional Centre.</p>	<p>HRM</p>	<p>Staff is working on a framework for a long term streetscaping program for the Regional Centre targeting the January 28, 2020 Regional Council meeting. Staff will prepare an administrative order based on this framework and return to Council for its approval. An RFP for the detailed design of the signature streetscaping project for Spring Garden Road (between Queen Street and South Park Street) is being worked on and will be awarded in early February 2020.</p>

51. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	Parking enforcement moved to Parking Services which has resulted in increased efficiencies, collaboration and improved service. Regional Council awarded the parking technology project to CALE Canada and staff has been working on the configuration of paystations and implementation plan. The technology is anticipated on street in the Spring. Regional Council passed further changes to bylaws P1200 and P500 in November including incremental rate increases and longer session duration which will result in better turn over and availability. Staff released the new accessible parking inventory via open data. All 153 spaces have been inventoried and categorized based on accessibility features including curb cuts, grade, lighting and proximity to destination.
52. Implement the Moving Forward Together Plan to improve Halifax Transit service.	HRM	<p>The Moving Forward Together Plan, approved by Regional Council in April 2016, is a multi-year plan to restructure the entire transit network. It is based on four principles:</p> <ol style="list-style-type: none"> 1. Increase the proportion of resources allocated towards high ridership services; 2. Build a simplified transfer based system; 3. Invest in service quality and reliability; and, 4. Give transit increased priority in the transportation network. <p>Implementation of the plan is now approximately 50% complete, and additional implementation will occur in the coming year. Improvements in transit service have resulted in significant ridership gains, with a 4.8% increase in 18/19, and even higher growth expected in 19/20.</p>
53. Implement the Integrated Mobility Plan's recommendations to make Halifax more connected, sustainable, affordable, and healthier.	HRM	<p>The multi-disciplinary team from Planning & Development, Transportation and Public Works, and Halifax Transit have been busy implementing the 137 actions of the Council approved IMP. Of the 137 action items in the IMP, 31 have been completed, 81 are in flight, and 25 have not been started. The quarterly newsletters are issued that outline the progress made on the IMP. They can be found here: www.halifax.ca/integratedmobility).</p> <p>Projects/Successes in the Fall 2019 included some of the following:</p> <ul style="list-style-type: none"> •Forest Hills Parkway – Complete Streets Project – Phase 1 construction complete •On November 25, 2019, Halifax Transit implemented the fourth and largest round of service changes, to date, under the MFTP •Work to update the Municipal Service Guideline (Red book) is underway (A1) •Launched open data of accessible parking spaces (A137) •Initiated the Higher Order Transit Strategy (A97/99/101/102) •Surveyed over 3000 people regarding how they travel through the region and what might encourage them to choose sustainable modes of transportation more frequently. (A8)
54. Develop and implement a road safety plan.	HRM	TPW presented the Halifax Strategic Road Safety Plan to Regional Council on July 17, 2018. The strategic framework, vision and goals aimed at reducing injury and fatal collisions by 20% over five years, was endorsed by Council and solidifies TPW's and HRM's commitment to road safety. Steps have begun to acquire the necessary resources and develop action plans to move forward. An update went to the the Transportation Standing Committee in June 2019.

55. Share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	The Partnership has referred 93 companies to ISANS and YMCA for cultural diversity and inclusion training between April and December 2019.
56. In accordance with Halifax Regional Council's 2015 Statement of Reconciliation, develop a plan to engage the urban Indigenous community in Halifax.	HRM	<p>The Office of Diversity and Inclusion hired Halifax Regional Municipality (HRM)'s Advisor Indigenous Community Engagement to work closely with urban Indigenous community members and organizations to improve the delivery of services to Indigenous peoples in Halifax and advance the Truth and Reconciliation Commission's six recommendations for municipal governments. A staff information report on HRM's activities related to Indigenous affairs was presented to Regional Council in December 2018. The Indigenous Advisor(s) are working on the development of the Engagement Strategy & Urban Indigenous Framework which will be in alignment with the recommendations from the Cornwallis Taskforce.</p> <p>On July 17, 2018 Halifax Regional Municipality approved the amendment and membership for the newly formed Special Advisory Committee on the Commemoration of Edward Cornwallis and Commemoration of Indigenous History. In August 2018, The Committee Co-Chairs requested a change in the governance structure of the committee. This motion was approved by Regional Council in October 2018, following similar motion passed by the committee, then approved by the Assembly of Nova Scotia Chiefs. In December 2018, an administrative approach to the new governance structure was ratified between the Halifax Regional Municipality and Kwilmu'kw Maw-klusuaqn Negotiations Office (Mi'kmaq Rights Initiative) on behalf of the Assembly of Nova Scotia Mi'kmaq Chiefs and the Mi'kmaw of Nova Scotia. On January 21st, 2019 a motion was tabled and approved at the first meeting of the newly constituted committee, for this Special Advisory Committee to be renamed the "Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History." Regular meetings on of the Task force are held the third Monday of every month, as scheduling allows. The committee is in the final stages of developing a report that will be presented to regional council.</p>
		<p>Halifax will host the North American Indigenous Games (NAIG) July 12-18, 2020. The Games are expected to feature 5,000 athletes who will compete in 15 sports. HRM has hired a Project Manager and Community Indigenous Relations Advisor who has been seconded to this role for the North American Indigenous Games to support NAIG in partnership with the Indigenous community.</p> <p>HRM's Acting Indigenous Advisor is working with Human Resources to recruit more Indigenous candidates to apply for HRM employment opportunities. Work is also being done to support the creation of an engagement strategy to attract, retain and hire from the urban indigenous community by building relationships and have more visibility in the community. This process has secured an indigenous candidate in a work placement in HR.</p> <p>To support the development of an engagement strategy, the Acting Indigenous Advisor has been supporting business units on initiatives including the Culture and Heritage plan, the Cogswell Interchange project, Grahams Grove Park Project, Needham Park Project and Sheet Harbour Recreation Project. The advisor is also actively involved with the Urban Coalition in partnership with the Friendship Centre and 35 member organizations in HRM.</p>

57. Implement the Public Safety Strategy.	HRM	The Public Safety Strategy's mission is to implement, collaborative, holistic approaches that advance public safety for all. The strategy, which was endorsed by Regional Council in October 2017 includes four strategic priorities, 16 priority objectives and 76 actions. To advance the strategy's implementation the Public Safety Office acquired a full time Community Developer position, a Bridging the Gap Intern, and a full time term position through a multi-year grant from the Department of Justice. The Office grew the number of Community Mobilization Teams to two; led the municipality through the process of joining the UN Women Safe Cities and Safe Public Spaces for Women and Girls Global Flagship Programme, and hosted a two day training workshops for residents in vulnerable communities. The Public Safety Advisor continues to work with external stakeholders to advance the Community Safety and Wellbeing Index prototype, and support research into barriers for housing for formerly incarcerated men. The Public Safety Advisor also provided strategic advice to Regional Council on the Supervised Consumption Site in Halifax's North End, resulting in a recommendation from Council to engage stakeholders in the co-development of a municipal drug strategy.
58. Make Halifax more welcoming to immigrants through the Local Immigration Partnership.	HRM	As part of the National Metropolis Conference that was held in Halifax in March 2019, the Halifax Immigration Partnership coordinated with the Mayor's Office a reception at City Hall for conference delegates to commemorate the International Day for the Elimination of Racial Discrimination. The event was held on March 22nd to a sold out audience of 110 attendees. The Mayor hosted the evening, which brought poets and spoken word artists from different backgrounds to address the issue of racism and possible alternatives towards its elimination. A Mi'kmaq poet, Raymond Sewell, an African Nova Scotian poet, former poet laureate El Jones, and an immigrant poet, current poet laureate Afua Cooper, read to an engaged audience that included the chairs of next year's conference in Winnipeg. Both chairs agreed on the value of involving poet laureates in this conference, and committed to do so next year.
59. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.	HRM	In November 2017, Council directed staff to develop a public participation process with respect to the development process in Beechville. ANSAIO is working with Planning and Development and the Halifax Partnership to ensure the African Nova Scotian community in Beechville is properly engaged through the development approval process. The ensuing process will look at creating a full set of planning policies and land use regulations for land in Beechville and in Bayer's Lake Business Park. As recommended in the related staff report, a Beechville African Nova Scotian Liaison Group consisting of community-endorsed volunteers will be formed. It will function as an advisory group helping to build stronger relationship between HRM planning staff and the Beechville community. The 5-phase approved public participation process is currently in its second phase. Planning staff continues to work collaboratively with the Beechville Community Liaison Group to move the process forward. ANSAIO will collaborate with Procurement, the Halifax Partnership and Cogswell Redevelopment Team to explore the feasibility of some form of economic benefits from Cogswell Redevelopment Project to the local African Nova Scotian community.
60. Develop and implement plans to make HRM facilities accessible.	HRM	Council has approved an Universal Access Administrative Order to address constraints and opportunities associated with existing and new facilities. It includes provisions to ensure universal access to municipal washroom facilities.

61. Leverage the Halifax Gateway to promote Halifax to potential investors and leisure and business travellers.	Halifax Partnership	The Halifax Gateway messaging has been updated and represented in the Sell Halifax (TLC+I) value proposition and pitch.
62. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	Parks and Recreation has developed an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook and Twitter followers continuing to grow. Communication plans and marketing plans have been created and will be implemented for the following: Halifax Commons Master Plan, St Andrews Recreation Centre, Dartmouth North Community Centre, Legend Software, Sackville Sports Stadium, Youth Programs, Events etc. The Launch of the new Recreation Software - Legend continues to be an opportunity to increase the awareness of the Recreation Programs and Services throughout HRM. This includes both HRM-owned and operated facilities as well as Multi-District facilities (MDFs). The launch of the Legend Software will support "One Recreation" model across the municipality's recreation facilities (HRM Owned and Operated and MDFs) . Having "One Recreation" network throughout all facilities drives HRM towards improved customer service, improved facility access and utilization, standard processes and enhanced information to improve programming decisions.
63. Refine HRM's approach to event attraction and hosting.	HRM	<p>To leverage existing and potential tourism related municipal activities and assets, and given the importance of Halifax's visitor economy to the province and region, a financial contribution of \$50,000 and staff participation in the development of the Tourism Master Plan was approved by Council. Similar to the Economic Strategy, responsibility for aspects of the plan will be shared among major stakeholders, particularly Discover Halifax and HRM. Plan development is ongoing - winter 2019, and is expected to be completed in Spring 2020. Staff have continued to evaluate Halifax's role in the various phases of major event attraction and work with stakeholders with the goal to determine the most suitable model for Halifax. Work completed includes evaluating the merits of a lead agency vs. shared leadership approach and an assessment of the business case for financial and human resource requirements to support potential solutions for major event development and staging. Staff conducted an environmental analysis of current and future bidding/hosting trends, reviewed consistent performance measurements for future major events; and applied a SWOT analysis of the lead agency operating model. As well, staff conducted a jurisdiction scan of operating models and drafted proposed vision and mandate for major events hosting, and core principles.</p> <p>In June 2019, a "Current State" analysis of the event bidding and hosting life cycle was conducted by Canadian Sport Tourism Alliance which proposed recommended actions specific to event structure and resources. Staff continue to work with local stakeholders, in particular, the Department of Communities, Culture and Heritage - Events Nova Scotia, to strategically plan a diverse long-term calendar of events for Halifax with prioritization of event themes/sectors/priorities and develop a bid assessment process and other key deliverables to improve on Halifax's event tourism service delivery. A staff report on the event leadership delivery is anticipated for Summer 2020 to align with Discover Halifax's Tourism Plan. Halifax continues to be a preferred destination for large scale sporting events. HRM has funded approximately \$2.2 Million in event grants to large scale and emerging events through the Marketing Levy Special Events Grant program and culture and community events the Regional Special Events Program.</p> <p>The Municipality continues to support the 2020 North American Indigenous Games (NAIG) with \$1.5 million in financial support (combination of cash and value-in-kind) which was approved in July 2019 as well as internal staff support in the way of secondments and lead volunteer positions. The value-in-kind support will be provided through HRM facilities, Transit Services, ICT Infrastructure and Police Services.</p>

GOAL 4 - ALIGN ECONOMIC DEVELOPMENT		
Actions Years 3 to 5	Municipal Lead	Status
64. Lead the National Connector Program to assist other Canadian communities launch their own business-to-talent networking initiatives.	Halifax Partnership	In 2017, Immigration, Refugees and Citizenship Canada (IRCC) extended the Partnership's contract to 2020 to lead the National Connector Program with a goal to establish Connector Programs in ten additional communities in Canada. At December 31, 2019 there were 39 Connector Programs operational across the country -- all started with the support from the National Connector Program. Eight international Connector Programs are also in operation.
65. Share best practices in economic development with other partners and agencies in Nova Scotia, including roll-out of the Connector Program and Innovation initiatives.	Halifax Partnership	The Partnership actively collaborated with Nova Scotia innovation partners (Cape Breton University, Dalhousie University, Develop Nova Scotia, ONSIDE, NSCC, Cape Breton Partnership) to execute the Province's innovation strategy and share best practices and insights related to innovation district development and the collective impact framework. The Partnership developed an online innovation and business development resource hub to support startup and scaleup growth; undertook research on Halifax's innovation capacity and assets; and developed marketing collateral to promote Halifax's innovation assets and strengths to existing and prospective Nova Scotia companies. (See Action 17 for further details on collaboration with innovation partners).
66. Participate in pan-Atlantic partnerships to further Halifax's economic development priorities.	Halifax Partnership	In 2019-19 Halifax Partnership participated in the 4th Atlantic Canada Economic Council (ACEC) meeting held in Saint John's during the Atlantic Mayor's Congress, with full attendance from all cities involved. ACEC is intended to bring Atlantic Canada's major cities together toward the common goal of growing the region, as well as to share lessons learned and best practices. The meeting was to share best practices on tracking and reporting on economic data and trends, gain a greater understanding of the opportunities and benefits of the Ocean Supercluster, and to provide feedback to Immigration, Refugees and Citizenship Canada about the Atlantic Immigration Pilot.
67. Strengthen BID-HRM collaboration on economic development matters.	HRM	In October 2019, Regional Council approved a contribution of \$20,000 to the Downtown Dartmouth Business Commission and North End Business Association for the Navigator Street Outreach Program to support the operation of the Navigator Street Outreach Program project from November 30th of 2019 until March 31st of 2020.
68. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders	Halifax Partnership	The Halifax Index was presented to the community on June 17 at an event attended by >160 investors and community members. Physical and electronic copies of the Index distributed to >1000 Partnership contacts and results have been shared via the Partnership's social channels (26K+ followers). There were 11 media mentions/articles (TV, radio, print, online) resulting from the launch and the Partnership continues to promote the key insights from the Index to business audiences and key stakeholders throughout the Municipality.

around Halifax's economic challenges and opportunities.		On November 14, the Partnership and the Halifax Chamber of Commerce partnered to host the annual State of the Municipality event with Mayor Savage; an important opportunity to boost awareness of the progress on the Economic Growth Plan. The event sold out once again this year with more than 500 members of the business community in attendance.
69. Contribute to efforts to track and publicly report progress in achieving the Now or Never and We Choose Now goals.	Halifax Partnership	The Partnership sits as part of a team of economic organizations, economists and academics responsible for tracking results for the OneNS Dashboard that tracks the Ivany Commission's 19 "stretch" or visionary goals to encourage Nova Scotians to aim for profound change. The Dashboard signifies each goal and how we are progressing, not progressing and/or on track or not on track. The Dashboard can be found at https://onens.ca/ . Updates to goals 3, 8, and 19 - the three goals 'assigned' to HP - have been generated as new data points have become available.
70. Ensure stakeholders are informed on the progress and results of the strategy implementation.	Halifax Partnership	<ul style="list-style-type: none"> • The Partnership consistently promotes Halifax's Economic Growth Plan during speaking engagements, via its communications channels and in media interviews/articles. • The Economic Growth Plan document, quarterly reports, and annual progress reports are available for download on the Partnership's new website: https://halifaxpartnership.com/research-strategy/economic-growth-plan • The Halifax Index includes an annual Growth Plan progress report and can be downloaded at: https://halifaxpartnership.com/research-strategy/halifax-index. Physical and electronic copies distributed to 1000+ Partnership contacts and shared via the Partnership's social channels (26K+ followers) • Key findings and 5 feature stories published in the Chronicle Herald on June 17 (Halifax Index 4-page insert) and on the Partnership's hub on the Herald's website: https://www.thechronicleherald.ca/more/connect-collaborate-prosper/ • 11 Halifax Index media mentions/articles (5 Chronicle Herald; 1 Global News; 1 The Star Halifax; 1 Halifax Today (News 95.7); 1 Entrestor; 2 News 95.7 radio interviews (The Rick Howe Show and The Todd Veinotte Show))
71. Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council.	HRM / Halifax Partnership	<p>April 8, 2019: CPED: Information Update on Economic Growth Plan Activities October to December 2018</p> <p>July 30, 2019: Presentation to Halifax Regional Council - Halifax Partnership and Economic Growth Plan Activity Update</p> <p>January 28, 2020: Presentation to Halifax Regional Council -- Halifax Partnership and Economic Growth Plan Activity Update</p>
72. Leverage the media and Halifax Partnership's private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	<p>Through its various Marketing and Communications Channels and media partners, the Partnership highlights Halifax's business culture, climate and success stories. From April to December, there were 44,441 visitors to the Partnership's website, 28,009 social media followers. There have been 44 positive earned media stories (print, online, radio, TV) in local, national and international markets YTD; a 16% increase over the same period last year. In addition, 18 sponsored stories targeting a business audience were placed.</p> <p>The Economic Growth Plan document, quarterly reports, and annual progress reports are available for download on the Partnership's new website: https://halifaxpartnership.com/research-strategy/economic-growth-plan.a)</p>

73. Develop and publish The Halifax Index – a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.	Halifax Partnership	On June 18, the Partnership released its Halifax Index 2018, this is HRM's 7th annual report on economic and community progress. The Halifax Index tracks Halifax's vital signs across four major themes: people, education, economy, and quality of place benchmarked against five other cities – St. John's, Quebec City, Kitchener-Cambridge-Waterloo, Regina and Victoria. It includes an analysis on Rural Halifax and one special analysis focused on residential affordability, plus a deeper dive this year into education and an expanded quality of life section. To download the complete Halifax Index 2018, visit HalifaxIndex.com .
BUSINESS PLANNING		
Actions Years 3 to 5	Municipal Lead	Status
N/A. Retain and grow private sector investment.	Halifax Partnership	>85% private sector investors engaged in 2019-20
N/A. Leverage the Municipality's investment in the Partnership to attract increasing funding from the private sector, other levels of government, and elsewhere.	Halifax Partnership	HRM's investment at 29% of total budget is leveraged by an additional 71% received from the private sector and other levels of government. To date, the Partnership is tracking on budget.

Halifax Growth Plan, Key Indicators							
All indicators are measured for Halifax Census Metropolitan Area unless indicated otherwise							
Goal	Measurement	Baseline	2016	2017	2018	2019	Status 2017 vs. 2018
Promote & Maximize Growth	Grow Halifax's GDP to \$22.5 Billion	18,300 million	18,574 million	18,890 million	19,190 million		Progressing
	Increase average annual income growth	+1.2%	+1.5%	+1.7%	+1.6%		Unchanged
	Increase the total number of jobs	224,100	226,000	224,600	234,200	240,700	Improving
	Increase the share of full-time work	83%	82%	81%	82%	81%	Improving
	Increase the share of businesses that consider Halifax an above-average place to do business	15%	23%	27%	26%		Unchanged
	Reduce commercial vacancy rates in the downtown	14.3%	15.1%	19.6%	19.1%	{20.3%}	Improving
	Increase the commercial property tax base	\$7.8 billion	\$8.2 billion	\$8.3 billion	\$8.3 billion		Unchanged
Attract & Retain Talent	Grow Halifax's Labour Force to 271,000	239,100	240,700	241,000	249,000	255,400	Progressing
	Increase Halifax's overall labour force growth	+0.5%	+0.7%	+0.1%	+3.3%	+2.6%	Improving
	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-222	252	238	{220}	Improving
	Grow the international student body...	5,832	6,045	6,498	6,742	6,917	Improving
	...and the gross share that transition into permanent residency	3.4%	6.9%	9.4%	12.6%		Improving
	Increase net international immigration to Halifax	+2,018	+5,476	+4,548	+5,413	+6,509	Improving
	Attain at least the average workforce participation rate... ...for marginalized groups, especially the African Nova Scotian Community	69.1% 63.9%	67.0% 63.2%	~ ~	~ ~	~ ~	Unchanged ¹
Make Halifax a Better Place to Live & Work	Grow Halifax's Population to 470,000	408,017	414,015	421,939	430,601	440,348	Progressing
	Increase Halifax's overall population growth	+0.2%	+1.5%	+1.9%	+2.1%	+2.3%	Improving
	Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community	76.4%	73.4%	~	71.7%	74.2%	Worsening ²
	Increase the supply of non-market housing as a proportion of total HRM households	4%	~	~	~	~	Uncertain ³
	Raise the mean score on various quality of life indicators as measured by the City Matters survey...	7.7	7.2	7.1	7.4		Improving
	..."Good place to raise a family"	7.7	7.8	7.4	7.6		Improving
	..."Outdoor recreational facilities"	7.3	6.8	6.9	6.9		Unchanged
	..."Indoor recreational facilities"	7.2	6.8	6.8	6.9		Unchanged
	..."Housing affordability"	6.1	5.7	5.5	5.5		Unchanged
	..."Arts and cultural events"	7.4	6.8	7.0	6.9		Unchanged
	..."City is easy to get around"	6.6	5.9	6.0	5.6		Worsening
	..."% who feel mostly safe"	61%	80%	80%	87%		Improving
	Increase library programming attendance...	209,772	213,576	224,072	254,813		Improving
	...and in-person visits	3,595,902	3,613,986	3,618,317	3,617,008		Unchanged
Forward-Estimate		A metric is deemed "Unchanged" if it is either unmeasured in the current year, or else the change in the metric was so small that there was not a statistically significant difference between the current year and comparison year.					
Revised Data (Preliminary Data)							

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

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

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