Item No. 12.1.1
Community Planning and Economic Development Committee
July 20, 2017

TO: Chair and Members of Community Planning and Economic Development

SUBMITTED BY: John Traves, QC, Director, Legal, Municipal Clerk & External Affairs

DATE: April 30, 2017

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

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

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1, permits the municipality to undertake a variety of economic development activities. In particular, sections 70 and 71 describe a number of authorities specific to Area Improvement and Promotion, and Business and Industrial Development.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development (CPED) Standing Committee receive this report and forward it to Regional Council for information.
BACKGROUND

Economic Development in Halifax

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

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

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

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

Current Economic Strategy

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

Each of these goals is supported by a number of five-year objectives, as depicted in Graphic 1 on the following page. These objectives are, in turn, supported by 84 actions that are being undertaken in the first two years of the strategy. Of these actions, 38 are being led by the Partnership, 37 are being led by HRM, and the remaining nine are being co-led by the two organizations. Most of the 84 actions are built into existing HRM and Partnership work plans and budgets.
Halifax is forecasted to be among the top quarter of Canada’s 28 largest cities in terms of economic performers in 2017 with real gross domestic product growth of 2.4%, according to the Conference Board of Canada’s Metropolitan Outlook – Winter 2017. The economy is expected to create an average of 2,500 jobs per year over this year and next. The industries driving this GDP growth in Halifax are transportation and warehousing, the FIRE (finance, insurance and real estate) industries, and wholesale and retail trade.

The Partnership’s SmartBusiness Annual Report – April 2017 (Attachment 1) has found that business confidence in the municipality continues to climb. Of the 262 SmartBusiness clients the Partnership met with in 2016-17, 61% consider the current economy Good or Excellent, which is up from 53.9% in April 2016. Opinions on Halifax’s economic future remain largely positive, with 81.1% of business owners expecting it to improve (steady from 81.5% last year). These results are consistent with results from wider surveying the Partnership has commissioned, which have shown gradual increases in business confidence since Spring 2014.

IMPLEMENTATION BY GOAL

Below are highlights of Partnership and HRM activities in 2016-17 to advance the economic strategy’s four goals.

1. **Promote and Maximize Growth**

The Economic Growth Plan intends to promote and maximize growth by improving regulatory and service efficiency, making it easier to start and grow a business, helping companies compete both locally and
abroad, supporting investment in innovation, and finding the best way to leverage Halifax’s competitive advantages and growth opportunities. The target is to grow the city’s GDP to $22.5 billion by 2021. Halifax’s GDP grew from $7.8 billion to $8.2 billion in 2016. Although an improvement, it is not on track to meet the GDP “stretch” targets for 2021 or 2031.

Partnership highlights in 2016-17 related to promoting and maximizing growth include:

- **Sell Halifax Program and Investor Sales Kit.** In June, the Halifax Partnership launched the “Sell Halifax Program” with Mayor Savage in the Toronto marketplace. The Sell Halifax Program includes presentations in key national and international markets and sales meetings with prospective investors, marketing and communications activities, and building Team Halifax champions. The program also includes a new Sell Halifax Toolkit that Halifax-based companies and organizations can use in their business development and talent/student attraction efforts. In addition to attracting new business, this initiative seeks to reduce office space vacancies in downtown Halifax.

  In December, the Partnership and Mayor Savage took part in the Boston Tree Lighting activities with Nova Scotia Business Inc. and the Province. This included B2B sessions with Boston technology companies which generated quality leads and opportunities. This visit enabled preliminary groundwork to be undertaken for the Mayor’s Boston visit in May 2017. New funding from Global Affairs Canada will allow the Partnership to develop and execute a digital marketing strategy and media relations plan in the Boston market.

- **Investment Attraction and Business Expansion.** The Partnership’s investment attraction efforts contributed to the establishment or expansion of five companies in Halifax, resulting in approximately 175 jobs to be created. The Partnership also connected two aerospace companies, two energy companies, and two transportation and logistics companies to major project opportunities in the region. Together, they have the potential to create 370 jobs and more than $3 billion in foreign direct investment.

- **Economic Research.** The Partnership released: the 2016 Halifax Index, a benchmark of Halifax’s progress in the areas of people, economy, quality of place, and sustainability; four snapshots of the Halifax economy; and, four SmartBusiness quarterly reports that present findings from interviews with business clients on the topic of business confidence, municipal services, labour and education, infrastructure, and taxation and regulation. The Partnership also initiated with HRM, the Halifax Chamber of Commerce, and the Business Improvement Districts a review of the new taxation powers the Province granted HRM via Bill 52.

- **Gateway Action Plan.** The Partnership-led Halifax Gateway Council developed a two-year action plan to increase the movement of goods and people through Halifax. It and HRM are contributing to the Halifax Port Authority’s development of a master plan to accommodate “ultra-class” containerized vehicles, increase larger cruise vessels, and complement growth in the downtown core.

- **World Energy Cities Partnership (WECP).** As President of the 21-member WECP, Mayor Savage will host the organization’s Annual General Meeting in Halifax from September 30 to October 4, 2017. The mayors and businesses of nineteen member cities are expected to attend. The AGM is being hosted in tandem with the annual CORE Energy Conference. The event will include business-to-business activities between member cities, the Halifax business community and CORE attendees.

HRM highlights under the “promote and maximize growth” goal in 2016-17 are:

- **Mayor’s Celebrate Business Program.** As part of the Mayor’s Celebrate Business Program, Mayor Savage and Halifax Partnership representatives visited nine companies: Neocon, Climate Technical Gear, Inland Technologies, Black Business Initiative, Clear Picture, Lixar, Sunsel, REDspace, and the African Community Investment Cooperative Ltd.
Red Tape Reduction and Customer Service. In October, Regional Council directed that HRM commit a staff resource to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness for a period of six months with the possibility of extension of up to three years. The resource will draft principles of regulation for potential adoption by Regional Council, identify and address needed municipal regulatory reforms in specific areas, and help with HRM’s adoption of a customer service model for business aligned with the Joint Office. Meanwhile, HRM completed a Corporate Customer Service Strategy for internal and external clients that includes a draft five-year action plan. The new Corporate and Customer Services Business Unit will oversee its implementation.

Centre Plan. The Centre Plan will bring greater clarity to development in the Regional Centre by replacing four community plans and four land use bylaws that were drafted mostly in the 1970s. A draft of the Centre Plan was released in October 2016. A revised draft based on further public input will be presented to CPED in early 2017.

Federal Infrastructure Funding. In August 2016, the Prime Minister and Premier announced that HRM will receive the $26,743,530 in federal funding for seven projects under the Clean Water & Wastewater Fund (CWWF), and $28,188,334 in federal funding for 15 projects under the Public Transit Infrastructure Fund (PTIF). These projects will be completed by March 31, 2018.

Rural Economic Development. To develop the 100 Wild Islands as an eco-tourism destination along the Eastern Shore, HRM approved a $300K grant to the Nova Scotia Nature Trust’s 100 Wild Islands Campaign and the provision of in-kind planning support to develop needed infrastructure. As well, the Halifax Partnership and Destination Eastern and Northumberland Shores coordinated community and business input into a tourism plan for the area with funding from the Atlantic Canada Opportunities Agency. The Partnership and HRM also assisted four communities in securing provincial funding to improve broadband internet access and speed in their areas.

2. Attract and Retain Talent

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

Partnership workforce development highlights in 2016-17 include:

Connector Program. Last fiscal year, 444 “connectees” were accepted into the Partnership’s networking program that helps local businesses and organizations connect with immigrants, international students and recent local and international graduates seeking employment in Halifax. At least 151 connectees found employment during this period. The Partnership has been working with stakeholders to develop new Aboriginal and African Nova Scotian streams of the Connector Program.

Game Changer Action Plan. The Partnership continues to raise the local business community’s awareness of the benefits of hiring young professionals with limited experience. The Connector Program has a youth stream, and youth retention was highlighted in the 2015 Halifax Index. In 2016-17, the Partnership worked directly with 13 companies to hire youth. Other activities included the Partnership’s inaugural Game Changers Awards to celebrate leaders engaged in youth retention, and the #HireMeHalifax event that involved a networking workshop for students and a speed interview session with Scotiabank, RBC, Desjardins, Blackstar Wealth Management, NTT Data, REDspace, and other companies.

Experiential Learning. Recognizing the importance of experiential learning, the Partnership secured funding from the Nova Scotia Department of Labour and Advanced Education to develop and launch an experiential learning component to the Connector Program.
In 2016-17, HRM’s African Nova Scotian Affairs Integration Office:

- hosted Community Circles on Employment at HRM in African Nova Scotian (ANS) communities in the spring of 2016;
- worked with the African Nova Scotian and Visible Minority Women’s Network to support the development of skills and talents of ANS and Visible Minority women employed within HRM; and,
- began developing with Human Resources a Mentorship and Leadership Development Program for ANS employees within Road Operations to facilitate their mobility and professional development within the organization.

Meanwhile, the Diversity and Inclusion Office led the Diverse Voices for Change project to increase the number of diverse women in leadership positions within HRM. It also provided enhanced diversity and inclusion training to HRM employees.

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

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

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

HRM action highlights under this “quality of life” goal are:

- **Integrated Mobility Plan.** Engagement on HRM’s 15-year plan to invest in transportation and demand management, transit and the active transportation and roadway network is underway. Public consultations on draft recommendations have been completed and a draft plan will be presented to the Transportation Standing Committee in July.

- **Streetscaping.** In April 2016, Regional Council approved the Argyle & Grafton Shared Streetscape Project to beautify the entertainment district. Construction will begin in summer 2017.

- **Parks and Recreation Strategic Plan.** The Parks and Recreation Strategic Plan will ensure needs-driven, fiscally sustainable, and inclusive parks and recreation assets and programming. The draft framework will be presented to the Community Planning and Economic Development Standing Committee in 2017.

- **Green Network Plan.** HRM is currently developing an open space and greenbelting priorities plan for HRM that will guide future open space protection and use. A framework based on research and public consultations was prepared in 2016-17 and approved by Regional Council in April 2017.

- **Housing and Homelessness.** The Housing and Homelessness Partnership’s Affordable Housing Five-Year Strategy, including 5-year affordable housing targets, was endorsed by Regional Council in December. Regional Council also endorsed a proposed approach to implement density bonusing in the Centre Plan to increase access to affordable housing.

Halifax’s population grew by 8,000 to 425,871 in 2016, surpassing the economic strategy’s annual population growth target.
4. **Align economic development**

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

To this end, in 2016-17, the Partnership focused on:

- **Rolling out the Economic Growth Plan to partners.** The Partnership presented the Economic Growth Plan at an investor briefing and in separate meetings with more than ten organizations, including the Atlantic Canada Opportunities Agency, Nova Scotia Business Inc., Fusion, and the Halifax Chamber of Commerce. In January, a lunch and learn was held with Councillors to discuss the economic strategy. Furthermore, the Partnership continues to engage the provincial and federal departments regarding long-term economic development funding for the organization.

- **Organizing and hosting the Halifax Economic Summit.** In November, the Partnership co-hosted the sold out Annual State of the City Forum with the Halifax Chamber of Commerce that included Mayor Savage’s State of the Municipality address. The event demonstrated the Partnership and the Chamber’s shared messaging and alignment on economic development issues in the municipality.

- **Contributing to province-wide economic development efforts.** The Partnership was part of a team of economic organizations, economists and academics supporting the development of the OneNS Measurement Framework which was launched by the Province in March at www.onens.ca. The Partnership continues to support the expansion of Business Retention and Expansion and Connector programs to Regional Enterprise Networks in Nova Scotia.

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

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

**NEXT STEPS**

HRM will continue to prepare quarterly reports on the Economic Growth Plan. HRM staff, working with the Partnership, will submit an updated two-year action plan and revised HRM-Partnership services agreement for Regional Council approval in 2017-18.

**FINANCIAL IMPLICATIONS**

The implementation of the Economic Growth Plan will 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.

**RISK CONSIDERATION**

This report is for information only.
COMMUNITY ENGAGEMENT

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

ENVIRONMENTAL IMPLICATIONS

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

ALTERNATIVES

**Alternative 1:** That the Community Planning and Economic Development (CPED) Standing Committee receive this as an information report (and not forward it to Regional Council for information).

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<th>Risk</th>
<th>Likelihood (1-5)</th>
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<th>Risk Level (L/M/H/VH)</th>
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<td>Reduced Partnership accountability to Regional Council</td>
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<td>1</td>
<td>Low</td>
<td>• Request that the Halifax Partnership provide a presentation to Regional Council regarding its current activities</td>
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ATTACHMENTS

ATTACHMENT 1: *SmartBusiness Annual Report – April 2017*

ATTACHMENT 2: *Economic Growth Plan Update by Action*

ATTACHMENT 3: *Economic Growth Plan – Key Indicators*
This data is not meant to show representative opinions you would find from public polling. This is a conversation with industry. Information comes from frank discussions with business leaders during SmartBusiness visits. It gets at ‘private opinion,’ the deeper held beliefs that businesses actually use to judge their community.

SmartBusiness has undertaken the following activity this fiscal year (April to March):

- Retention Visits: 264 (224 SMEs, 45 HROs)
- Retentions: 0
- Expansions: 15
- Referrals Generated: 565
- Business Consultations: 481

The proceeding data below represents findings from 262 interviews with clients between April 2016 and March 2017. SmartBusiness clients may not represent businesses in general, but represent a broad selection of industries and regions throughout Halifax.
Executive Summary

Business confidence steady, showing positive signs
Compared to this time last year, opinions of business confidence have improved significantly. 61.0% of SmartBusiness clients consider the current economy Good or Excellent (up from 53.0% in last April). Similarly 61.4% of business owners believe that the business climate has improved (up from 53.1% last year). Opinions on Halifax’s economic future remain largely positive, with 81.1% of business owners expecting it to improve (steady from 81.5% last year). These results are consistent with results from wider surveying the Partnership has commissioned, which have shown gradual increases in business confidence since Spring 2014.

Halifax loves ports, concerned about freight
Businesses in Halifax tend to have very positive opinions of local transportation infrastructure. Business owners have very positive things to say about moving goods through the port and airport. However, there are some similar concerns about the time and cost of truck freight headed out of Nova Scotia. Many companies have noted that it takes longer and is more expensive to truck goods out of Nova Scotia, than it is to bring goods into Nova Scotia. This is likely due to the relatively small size of the economy compared to its typical shipping destinations of Toronto and Montreal. This factor is a particular concern for smaller businesses.

Halifax rural broadband
This quarter’s Issue in Focus takes a deeper dive on the issue of rural Broadband Internet connectivity, which first appeared in the July 2016 edition. Communities around rural Halifax and the province are submitting their applications to the Connect to Innovate program, a federal incentive to support the expansion of telecommunications infrastructure in rural and remote areas of Canada. To support these communities, the Partnership has produced a detailed document on the issue, which is attached separately.

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

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

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

This year has seen an improvement in business opinion, with an average increase of 10 points across all municipal services. Opinions have most improved for building inspection/permitting (up 15 points), municipal bylaws (up 14 points), and the local road network (up 11 points). While ratings have not dropped in any category, businesses have expressed some concerns over zoning and land use (only up 3 points), especially as it relates to confusion over which set of land use plans apply to them. A few business owners, particularly younger entrepreneurs, also expressed concerns over how current plans promote urban sprawl. Among these entrepreneurs there is a perception that growth is more haphazard than managed.

Labour & Education

Business satisfaction with the workforce remains unchanged from April last year. Both workforce quality and availability showed signs of improvement in earlier months, but returned to a similar level in April 2016. Workforce issues are a concern both for companies looking to grow as well as new establishments. Notably, the post-secondary education system continues to dominate the rankings among business climate factors. Universities (at +64, up from +58) and the community college (at +71, up from +68) continue to climb in their ratings. Workforce quality and availability continue to be among the most important issues for business owners, with 29% and 30% of business owners considering them a top 3 issue for their operations, respectively.
Infrastructure

Businesses in Halifax tend to have very positive opinions of local transportation infrastructure. Business owners have very positive things to say about moving goods through the port and airport. Comparable results from other parts of the province differ significantly, where opinions on infrastructure are much more negative. In Halifax, opinions of port facilities are most improved (at +60, up from +52) while opinions of rail services are most decreased (at -20, down from -10). There are some similar concerns about the time and cost of truck freight heading out of Nova Scotia.

Taxation & Regulation

This year has been stellar for business opinion of government. Opinions of regulation and taxation have improved across the board, with an average rating increase of 9 points since last April. While the consensus opinion may still be negative, businesses have noted an improvement in both regulatory responsiveness and overall taxation. This is likely affected by changes coming from the Office of Regulatory Affairs and Service Effectiveness, which is making it easier for business to comply with regulation. Opinions on taxes are likely to be further improved by the Province’s budget announcement that it is raising the small business threshold on Corporate Income Taxes.

Miscellaneous

More and more business owners continue to cite the importance of Internet/Broadband connectivity to their business operations. 39% of business owners list it as a top 3 concern, up from 31% in April 2016 and 11% in April 2015. In rural areas there is a concern around Broadband Internet access, while in urban areas there is concern about the cost of packages. Given the critical importance of this issue and recent infrastructure funding announcements from provincial and federal partners, the Partnership is revisiting this topic for its Issue in Focus.
As part of our annual report, the Partnership is taking the time to revisit an Issue in Focus from July 2016 in expanded detail. Communities around rural Halifax and the province are submitting their applications to the Connect to Innovate program, a federal incentive to support the expansion of telecommunications infrastructure in rural and remote areas of Canada. To support these communities, the Partnership has produced a detailed document on the issue, which is attached separately.

The Canadian Radio-television and Telecommunications Commission (CRTC) has recently announced that Broadband Internet is a basic telecommunications service and that all Canadians, even in rural and remote areas, should have access to it. The report examines and attempts to answer the following questions:

- Given the announcement, what precisely did the CRTC declare?
- What is the current state of Broadband Internet access in Nova Scotia?
- What benefits does Broadband Internet access provide to a rural community?
- What is the current state of Broadband Internet access in rural areas of Halifax?
- How does Broadband Internet access affect rural business development?

This report should illuminate the major concerns around Rural Broadband Internet in Halifax and provide context for those interested in the issue. See the attached report for full details.
The Halifax Partnership is Halifax’s economic development organization. We help keep, grow and get business, talent and investment. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

If you have any questions or concerns about this document, its methodology, or how its indices are measured, please contact the Partnership at info@halifaxpartnership.com for further details.
### GOAL 1: PROMOTE AND MAXIMISE GROWTH (Grow Halifax’s GDP to $22.5 Billion by 2021)

#### YEAR 3-2 ACTIONS

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<tr>
<th>ACTION</th>
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<tr>
<td>1. Develop an approach to red tape reduction for HRM</td>
<td>HRM</td>
<td>New</td>
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<td>2. Develop and adopt the new Centre Plan that will replace planning strategies in the Regional Centre</td>
<td>HRM</td>
<td>New</td>
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<td>3. Benchmark and communicate approvals' standards and timelines to the public</td>
<td>HRM</td>
<td>New</td>
</tr>
<tr>
<td>4. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax’s economy</td>
<td>HRM</td>
<td>New</td>
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<tr>
<td>5. Develop HRM’s customer service strategy to improve service to businesses and residents</td>
<td>HRM</td>
<td>New</td>
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#### KEY STAKEHOLDERS

<table>
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<th>NEW OR EXISTING ACTION</th>
<th>MEASUREMENT</th>
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<td>Province of NS, Halifax Partnership, Business Community at Large</td>
<td>HRM, Business Community Liaison Group</td>
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<td>Halifax Partnership</td>
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<td>- Increase average annual income growth (1.2% growth in personal income per capita in 2015)</td>
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<td>- Increase the total number of jobs (224,100 employed in 2015)</td>
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<td>- Increase the share of full-time jobs (85% of jobs were full-time in 2015)</td>
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<td>- Increase the share of business that considers Halifax an above-average place to do business (10% of businesses in Spring 2015)</td>
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<td>- Reduce commercial vacancy rates in the downtown (4.3% vacancy in Q4 2015)</td>
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<td>- Increase the commercial property tax base ($2 billion in 2016)</td>
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#### GOALS & OBJECTIVES

**Goal 1:** Promote and maximise growth (Grow Halifax’s GDP to $22.5 Billion by 2021)

- Increase average annual income growth (1.2% growth in personal income per capita in 2015)
- Increase the total number of jobs (224,100 employed in 2015)
- Increase the share of full-time jobs (85% of jobs were full-time in 2015)
- Increase the share of business that considers Halifax an above-average place to do business (10% of businesses in Spring 2015)
- Reduce commercial vacancy rates in the downtown (4.3% vacancy in Q4 2015)
- Increase the commercial property tax base ($2 billion in 2016)
<table>
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<th>GOALS &amp; OBJECTIVES</th>
<th>YEAR 1-2 ACTIONS</th>
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<th>KEY STAKEHOLDERS</th>
<th>NEW OR EXISTING ACTION</th>
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<tr>
<td>6. Enhance the Halifax Partnership’s Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.</td>
<td>Halifax Partnership</td>
<td>Business Climate indicators are included in the 2016 Halifax Index, which was presented to the community on June 4.</td>
<td>Existing</td>
<td>Province of Nova Scotia</td>
<td>Business/Community</td>
<td>Halifax Partnership</td>
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<td>7. Enhance Halifax Partnership’s Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.</td>
<td>Halifax Partnership</td>
<td>HP sponsored Reverse Trade Show on November 8, 2016 (29 Exhibitors)</td>
<td>Existing</td>
<td>Province of NS</td>
<td>Post-Secondary Institutions</td>
<td>Halifax Partnership</td>
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<td>8. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.</td>
<td>Halifax Partnership</td>
<td>Discussions were held with HRM’s CO as a general overhaul of HRM’s web presence is under way. Complementary efforts by other groups such as the Halifax Chamber of Commerce, BioNovia, and NSBI, have been monitored. A more precise approach to improving business access to services and information while avoiding duplication of other’s efforts and remaining realistic about feasible scope will be defined and addressed in 2017-18.</td>
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<td>9. Provide the most up to date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax</td>
<td>Halifax Partnership</td>
<td>• Halifax Value Proposition updated and presented as part of Mayor’s SET Halifax Program launched in Toronto in June.</td>
<td>Existing</td>
<td>Province of NS</td>
<td>NSBI</td>
<td>Halifax Partnership</td>
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<td>10. Provide aftercare to new companies that have chosen Halifax as a new location for their business and make connections to the programs, resources and talent needed for their continued growth</td>
<td>Halifax Partnership</td>
<td>Between April and September 2016, three aftercare client visits were conducted.</td>
<td>Enhance</td>
<td>Province of NS</td>
<td>NSBI</td>
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8. Enhance the Halifax Partnership’s Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.

- HP sponsored Reverse Trade Show on November 8, 2016 (29 Exhibitors)

9. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.

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10. Provide the most up to date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.

- Halifax Value Proposition updated and presented as part of Mayor’s SET Halifax Program launched in Toronto in June.
### GOALS & OBJECTIVES

<table>
<thead>
<tr>
<th>YEAR 1-2 ACTIONS</th>
<th>LEAD</th>
<th>STATUS</th>
<th>KEY STAKEHOLDERS (To be modified as required)</th>
<th>NEW OR EXISTING ACTION</th>
<th>MEASUREMENT (Figures in parentheses indicate baseline values.)</th>
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<tbody>
<tr>
<td>1.8. Support close to a regional/provincial networks - provide advisory support investment in economic development, Business Retention and Expansion and Connector Program</td>
<td>Halifax Partnership</td>
<td>Ongoing support services and dialogue with existing RENs and Municipal Affairs on best practices for BRE and economic development have been provided. The Partnership is having ongoing discussions with Valley REN, Cape Breton Partnership(3BDEN) and Western REN on how to roll out Connector Program. On-line training sessions for RENs were held in August and December 2016.</td>
<td>Provenance of NS NSBI Gateway Partners Business Community</td>
<td>New</td>
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<td>1.2 Work nationally and internationally to attract investment and increase trade.</td>
<td>Halifax Partnership</td>
<td>sell Halifax for investment attraction positioning was completed and presented to the Halifax business community at the Sell Halifax event on Sept. 27. This included the release of the Sell Halifax Toolkit(<a href="http://www.sellhalifaxtoolkit.com">www.sellhalifaxtoolkit.com</a>) for local/business. HP is working with NSBI, trade organizations, the Consulate in Boston, and others to undertake an outbound mission to Boston in May 2017. All of the year’s activities have created a strong funnel of investment opportunities for Halifax, resulting in five (5) wins: companies establishing or expanding operations in Halifax. Approximately 175 jobs were created. They represented roughly $55-$60 million in annual economic impact.</td>
<td>Provenance of NS NSBI</td>
<td>New</td>
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<td>13. In collaboration with economic development partners, refine and amplify Halifax’s value proposition to position Halifax on the world stage.</td>
<td>Halifax Partnership</td>
<td>• The Halifax Economic Growth Plan 2016-21 was shared with NSBI, NS Department of Municipal Services, Global Affairs Canada, EDC, BDC, and ACOA. Ongoing discussions are being held with NSBI to align investment attraction activities with the disclosure of Halifax-based leads and participation in Halifax-led missions in markets such as China and Boston.</td>
<td>Provenance of NS NSBI</td>
<td>New</td>
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<td>14. Ensure alignment and collaboration on investment attraction and RD aftercare activities related to Halifax.</td>
<td>Halifax Partnership</td>
<td>• HP has shared the strategy plan and materials for business development efforts and Sell Halifax with NSBI, Halifax Chamber, Destination Halifax, NS Department of Municipal Affairs, Global Affairs Canada, EDC, BDC, and ACOA. • All partners have been kept informed and up to date on plans relating to Sell Halifax in key markets.</td>
<td>Provenance of NS NSBI</td>
<td>Existing</td>
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<td>15. Leverage existing local, national and international relationships, and cultivate new relationships, e.g. International Partnerships, WECP, CCAGA and others to increase the awareness of the Halifax value proposition.</td>
<td>Halifax Partnership</td>
<td>• World Energy Cities Partnership: Weekend of May 1, 2016 – The Mayor chaired his first meeting as President of the WECP at its annual meeting held in Houston. The meeting was attended by the annual Offshore Technology Conference. As well as the WECP meetings, the Partnership organized a business reception that included senior leaders with Exxon Mobil, Shell, BP, Statoil, Bear Head LNG, and senior government officials including Minister Michel Samson and the Consul General of Canada to Houston. • October 30-November 2 – The Mayor chaired the WECP AGM in Cape Town, South Africa. A key focus of this year’s AGM was on renewable energy. • Mayor Savage will host the organization’s Annual General Meeting in Halifax on September 30 – October 4, 2017. The mayors and businesses of nineteen member cities are expected to attend. The AGM is being hosted in tandem with the annual CORE Energy Conference. The event will also include business-to-business activities between member cities, the Halifax business community and CORE attendees. • Sponsors of the WECP AGM to date include: Halifax Partnership, HRM, EMERA, Irving, EfficiencyOne, CBRE, NSBIS, NS Department of Energy, and ACOA.</td>
<td>HRM Province of NS NSBI Industry Associations Business Community</td>
<td>Existing</td>
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<td>16. Expand the Mayor’s Celebrate Business Program to include targeted visits to major cities in Canada and the United States that showcase Halifax’s value proposition.</td>
<td>Co-Leads: HRM and Halifax Partnership</td>
<td>• June: Mayor’s Sell Halifax event was launched in Toronto. It generated 30 prospects and two leads. • September 27: Mayor Savage presented the Sell Halifax Program to a sold out audience of 300 business leaders and launched the Sell Halifax Toolkit. December: HP and Mayor Savage took part in the Boston “Lighting the Action” with NSBI and the Province. This included B2B sessions with Boston technology companies which generated quality leads and opportunities. The event established a pathway for the Province to undertake in the Boston market as a lead up to 2017/2018 Mayor’s Sell Halifax Boston visit planned for May 2017. • Plans are underway for an outbound mission to Boston between May 17-19 with Mayor Savage to promote Halifax’s business advantages and to meet with prospective investors in the IT, Ocean technology and Financial Services sectors. HP is executing a comprehensive b2b/direct investment program in the Boston market, including pre- and post brand awareness research, a digital marketing campaign, and Sell Halifax events and meetings with business. Boston will serve as a model for future Sell Halifax visits. The agenda includes media interviews, a luncheon with the business community, a reception (Boston and Fall River, Mass), as an IT Roundtable and several one-on-one meetings with pre-qualified prospect companies. • As part of the Mayor’s “local” Celebrate Business Program, HP and Mayor Savage visited new companies in 2016/17: Navence, Climate Technical Gear, Inland Technologies, Black Business Initiative, Clear Picture, Liver, Tuned, REDspace, and the African Community Investment Cooperative Ltd (ACIC).</td>
<td>Provenance of NS NSBI NSBI Business Community Industry Associations</td>
<td>New</td>
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## MEASUREMENTS

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<td>Ongoing discussions with Valley REN, Cape Breton Partnership (3BDEN) and Western REN on how to roll out Connector Program. On-line training sessions for RENs were held in August and December 2016.</td>
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YEAR 1-2 ACTIONS

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<tr>
<td>1. Raise the profile of the Municipality as a potential air route development hub to open direct commercial and passenger routes to other destinations</td>
<td>Co-Leads: HRM and Halifax Partnership</td>
<td>Currently under review.</td>
<td>Halifax International Airport Authority, Province of NS</td>
<td>New</td>
<td>(Figures in parentheses indicate baseline values.)</td>
</tr>
<tr>
<td>2. Produce the Initial Strategic Growth Plan for the Halifax Gateway</td>
<td>Halifax Partnership</td>
<td></td>
<td>Halifax Gateway</td>
<td>New</td>
<td></td>
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<tr>
<td>3. Increase awareness of the Halifax Gateway value proposition in key markets</td>
<td>Halifax Partnership</td>
<td></td>
<td>Halifax Gateway</td>
<td>New</td>
<td></td>
</tr>
<tr>
<td>4. Increase connectivity and build capacity of Atlantic Nova Scotia and urban Aboriginal organizations engaged in economic development</td>
<td>Co-Leads: HRM and Halifax Partnership</td>
<td>NISAGO has developed and shared in HRM’s strategies for identifying and responding to barriers in the delivery of municipal services to African-NS communities, as well as working to identify and propose next steps to overcome barriers to the full participation of the ANS community and all residents of African descent in the broader community and economy. ANS/GW’s work includes the Diverse Voices for Change project, Land Titles Clarification Project, the Tri-Community Project and ongoing Community Outreach. The Halifax Partnership signed an MOU with the Black Business Initiative in May 2016 which is underway to articulate value proposition and messaging. Halifax Gateway partners will participate in a China visit in June. [See detail for Gateway activities below].</td>
<td>Halifax Gateway Partners Business Community</td>
<td>New</td>
<td></td>
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<tr>
<td>5. Facilitate connections between small and large businesses around opportunities for increased innovation</td>
<td>Halifax Partnership</td>
<td>HP connected 27 companies to opportunities to pitch their company for investment purposes. The majority of these companies were identified through a visit by Howard Luckey, a San Francisco-based venture capital firm.</td>
<td>ACOA NSB ACOA</td>
<td>New</td>
<td></td>
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<tr>
<td>6. Promote the growing network of for-profit business and social enterprise incubation facilities that offer shared space and access to business expertise</td>
<td>Halifax Partnership</td>
<td>Deferred to 2017-18.</td>
<td>Province of NS Dept. of Business, ACOA, NSB</td>
<td>New</td>
<td></td>
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<tr>
<td>7. Through the SmartBusiness Program, connect businesses with post-secondary R&amp;D capabilities and other resources</td>
<td>Halifax Partnership</td>
<td>HP connected a total of seven companies to universities and other businesses to advance innovation.</td>
<td>Post Secondary Institutions Business Community</td>
<td>Existing</td>
<td></td>
</tr>
<tr>
<td>8. Develop a “SWOT team” approach for economic development planners to maximize existing and proposed major projects (e.g. offshore exploration, shipbuilding [including supply chain opportunities])</td>
<td>Halifax Partnership</td>
<td>Agreement and partnership has been established with ACOA, Department of Energy, Maritimes Energy and DERA around the hosting of the World Oil and Gas Summit in Halifax. A “SWOT” program has been initiated to maximize on opportunities.</td>
<td>Halifax Partnership</td>
<td>Enhance</td>
<td></td>
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</tbody>
</table>

STATUS

HP sent five referrals to Dal and one referral to SMU which resulted in one partnership being created.

HP connected a total of seven companies to universities and other businesses to advance innovation.

Existing

New

New
1.4 Collaborate around major projects to maximize their impact on the economy.

25. Secure federal funding to undertake key infrastructure projects.
HRM

• The federal government’s 2016 Budget announced the award of the federal government’s portion to the new Halifax Waterfront Infrastructure, with a phase 1 cost estimate of $350 million, with additional funding required to complete the project. Phase 1 of the project is expected to be underway by mid-2016.
• The Waterfront Redevelopment Area plan, which the Halifax Partnership and HRM have been engaged in for over a decade, will be finalized in 2016.

29. Complete the initial planning phases of the Cogswell Redevelopment Program.
Halifax Water, HRM

The Cogswell Redevelopment Program is a collection of projects and initiatives generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan guides the demolition of the 166,700 square metres of buildings and their replacement with at least 3,800 residential units and 1,460 commercial/office units, with total cost of over $3 billion. The success of the Cogswell Redevelopment Program will depend upon the successful completion of the following project components: (1) land use planning for the Cogswell precinct; (2) public realm improvements, particularly as they relate to traffic, open space design and pedestrian connectivity; (3) the land for development; and, construction of the street infrastructure including transit requirements.

28. Ensure that an adequate supply of industrial land is available to support economic development objectives.
Halifax Partnership, HRM

As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:

- tasked with implementing the manufacturing and industrial strategy that will guide the planning and development of industrial land throughout the region;
- working with the Halifax Waterfront Fund; the Central Region Innovation Task Force; and, existing and new businesses to identify opportunities for the creation of industrial land throughout the region;
- considering opportunities to rezone existing land for industrial use;
- identifying the costs associated with rezoning for industrial use;
- and, providing ongoing support to access funding opportunities for industrial land projects.

26. Complete the initial phases of the Halifax waterfront redevelopment, including the creation of a design plan for Council approval.
Halifax Partnership, HRM

The Halifax Waterfront Redevelopment Plan is a collection of projects and initiatives generated from the Halifax Waterfront Plan that was passed by Regional Council in 2014. The Plan guides the demolition of the 166,700 square metres of buildings and their replacement with at least 3,800 residential units and 1,460 commercial/office units, with total cost of over $3 billion. The success of the Halifax Waterfront Redevelopment Plan will depend upon the successful completion of the following project components: (1) land use planning for the Halifax Waterfront Plan; (2) public realm improvements, particularly as they relate to traffic, open space design and pedestrian connectivity; (3) the land for development; and, construction of the street infrastructure including transit requirements.

27. Work with industry stakeholders to raise awareness and increase major project opportunities in the Oceans Sector (e.g. COVE).
Halifax Partnership, HRM

• As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:

- tasked with implementing the manufacturing and industrial strategy that will guide the planning and development of industrial land throughout the region;
- working with the Halifax Waterfront Fund; the Central Region Innovation Task Force; and, existing and new businesses to identify opportunities for the creation of industrial land throughout the region;
- considering opportunities to rezone existing land for industrial use;
- identifying the costs associated with rezoning for industrial use;
- and, providing ongoing support to access funding opportunities for industrial land projects.

29. Implement a major project opportunity to attract new foreign direct investment.
Halifax Partnership

A major project map was updated with support of the Halifax Gateway. The map is being used in the new Sell Halifax toolkit and the Halifax Gateway website, and it was inserted into delegate bags at Port Days in September. The map was used by Halifax Gateway stakeholders during Cargo Logistics Canada in Vancouver in January.

31. Implement the density bonus study findings through downtown Halifax.
Halifax Partnership

The Halifax Gateway Partners and HRM determined that improvements in future policy and regulations that use the Incentive and Bonus Zoning Agreement tool improvements could be made to increase both the quantity and quality of public benefit received in exchange for development in excess of the “pre-bonus” standards. All new plans and updates to plans that are currently being developed (Downtown Dartmouth Plan Update, Downtown Halifax Plan Update, and the Centre Plan) will implement the findings of the Density Bonusing Study.
1.5 Promote clustering of people and business in urban and rural areas

15. Continue the Connector Program to connect local and international graduates, professionals and immigrants to the labour force.

Halifax Partnership

April 1 to March 31, 2017

- New participants: 104
- Engaged connectors: 79
- Jobs found: 75
- 150 employer engagement events to March 31.

Province of NS

Post-Secondary Institutions

ACOA

NSBI

Existing

1. Increase Halifax’s share of the labour force to 700,000 by 2021

2. Increase net interprovincial migration of youth ages 20-29 to Nova Scotia

3. Grow the international student body (5,800 in 2016-17) and the gross share that transition into permanent residency (46% in 2015)

4. Increase net international immigration to Halifax (2,085 annual avg. 2010-2015)

5. Attract at least the provincial average workforce participation rate (60.3% in 2011) for marginalized groups, especially Aboriginals and Francophones

GOAL 2: ATTRACT & RETAIN TALENT (Grow Halifax’s Labour Force to 271,000 by 2021)

16. Through the Game Changer Action Plan, expand local business community’s awareness of the benefits of hiring young professionals with no experience.

Halifax Partnership

April 1 to March 31, 2017

- Youth retention was highlighted in the 2016 Halifax Index.
- During the year, the Partnership assisted more than 150 companies in hiring youth.
- On June 21, Ron Hocken made opening remarks at the Fusion’s Pick A Good Job Week event. Thirty companies shared their stories.
- On November 17: Presented to South Harbours — best case practices for hiring youth, discussions and panel interviews.
- October 10: Game Changer Awards Gala with 300 people in attendance. Eight awards were presented — three for Best Youth Employer provided by TD; three for Best Co-op Employer presented by NSCC, one Super Connector Award and one Connector Organization award presented by the Partnership.
- November 27 & 29: TD Speed Interview Sessions. Connector sessions 60 candidates; 18 candidates were put forward for the next round of selection and then were hired.
- December 1: HP welcomed NATIONAL IR to the Connector Organization. Ten NATIONAL IR employees are now Connectors.
- February 22: TD Speed Interview Session - 36 candidates were put forward for the next round of selection.
- March 21: Presented��式塁花魁事件 - 200 people attended the event and two of the student finalists from the pitch contest were hired.
- April 1: Launched the Game Changers Guide to Hiring Youth - a resource to give the business community the information and connections needed to hire youth, offer experiential learning opportunities and become a Connector.

Province of NS (NEA)

Post-Secondary Institutions

Business Community

Not-for-Profit Sector

New

- Increase Halifax’s share of the labour force to 700,000 by 2021

- Increase net interprovincial migration of youth ages 20-29 to Nova Scotia

- Grow the international student body (5,800 in 2016-17) and the gross share that transition into permanent residency (46% in 2015)

- Increase net international immigration to Halifax (2,085 annual avg. 2010-2015)

- Attract at least the provincial average workforce participation rate (60.3% in 2011) for marginalized groups, especially Aboriginals and Francophones

2.1 Create opportunities for youth, including international students, to put down roots in Halifax.

31. Increase the business community’s awareness of, and access to, labour market information and resources.

Halifax Partnership

Discussions were held with HRMOS on GO as a general overview of HRM’s web presence is under way. Complementary efforts by other groups such as ISANS, LAE, the Halifax Chamber of Commerce, have been monitored. A more precise approach to improving business community awareness of, and access to labour market information and resources while avoiding duplication of others’ efforts and removing redundancies about feasible scope will be defined and addressed in 2017-18.

Province of NS (NEA)

Post-Secondary Institutions

Business Community

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<td>1.2.3 Promote private sector involvement in co-op and experiential learning.</td>
<td>• In collaboration with provincial partners, Black Business Initiative, Mi'kmaw Friendship Centre and educators, provide work placement programs, services and outcomes related to workforce placements for urban aboriginals, African Nova Scotians and other groups at risk of exclusion.</td>
<td>Halifax Partnership</td>
<td>Meetings were held with related agencies and entities to create a framework for new work experience opportunities for community youth.</td>
<td>HRM-Priory of NS Black Business Initiative Mi'kmaw Friendship Centre</td>
<td>Existing</td>
<td>-</td>
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<td>19. Assemble existing, and develop new, marketing collateral and events as part of a Welcome Like No Other Program targeting international students and immigrants.</td>
<td>Co-Leads: HRM and Halifax Partnership</td>
<td>In March, HP released its Game Changers Guide to Hiring Youth, a comprehensive resource guide for employers aimed at helping them hire and retain young talent; On September 16th, the Mayor hosted this year’s Mayor’s Welcome Reception for Immigrants and International Students at the Central Library.</td>
<td>a booklet of one-page testimonials by newcomers about their experience of origin will be produced by 2017.</td>
<td>Province of NS (Office of Immigration)</td>
<td>New</td>
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<td>20. Communicate private sector labour market needs to the post-secondary/public sectors to improve programs and the supply of labour.</td>
<td>Halifax Partnership</td>
<td>HP will publish a Labour Market Whitepaper in early 2017-18 focused on the labour market needs of the private sector.</td>
<td>-</td>
<td>Province of NS (NSLAE)</td>
<td>New</td>
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<td>21. Create opportunities for international students and immigrants.</td>
<td>Halifax Partnership</td>
<td>The Halifax value proposition was presented to the Halifax Higher Education Partners (HHEP) executive team in November and in October. It was also presented at the HHEP Marketing and Communications Directors meeting. As part of the Sell Halifax campaign, the Halifax value proposition was presented to more than 20 organizations working to attract students and employers.</td>
<td>-</td>
<td>Province of NS (NSLAE)</td>
<td>New</td>
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<td>22. Attract immigrants and expatriates to Halifax.</td>
<td>• Expand the Halifax Connector Program and Game Changer Action Plan to include employers from the post-secondary institutions.</td>
<td>Halifax Partnership</td>
<td>HP launched its Experiential Learning Initiative (ELI) with support from the Department of Labour and Advanced Education. This initiative is part of the Partnership’s Game Changers Action Plan. It aims to increase Halifax businesses’ participation in experiential learning programs offered by universities and colleges across Nova Scotia.</td>
<td>Province of NS (NSLAE)</td>
<td>New</td>
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<td>23. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.</td>
<td>Halifax Partnership</td>
<td>Discussions are taking place with key organizations working to promote trades and apprenticeship-related career opportunities for youth.</td>
<td>-</td>
<td>Province of NS (Office of Education)</td>
<td>New</td>
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<td>24. Support the rollout of the Connector Program across the province.</td>
<td>Halifax Partnership</td>
<td>The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) to roll out the Connector Program across the province. On March 7th, the Government announced $100,000 each to the Western Regional Enterprise Network (REN) and the Cape Breton Partnership to start the Program in their regions.</td>
<td>-</td>
<td>Province of NS (Municipal Affairs)</td>
<td>New</td>
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<td>25. Increase Halifax’s overall migration of youth ages 20-29 to the province.</td>
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<td>26. Enhance values related to diversity and inclusion.</td>
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<tr>
<td>27. Continue the Bridging the Gap Internship Program to connect new graduates to municipal public service, and share program resources with other employers in Halifax.</td>
<td>Halifax Partnership</td>
<td>Interviews were held with related agencies and entities to create a framework for a focused approach to labour development and workforce attachment for both communities. HP is meeting with the Confederacy of Mainland Mi'kmaq in May 2017 to discuss the project in detail.</td>
<td>-</td>
<td>HRM-Priory of NS Black Business Initiative Mi'kmaw Friendship Centre</td>
<td>Existing</td>
<td></td>
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<tr>
<td>28. Share Halifax’s value proposition with universities, employers and public sector businesses wanting to attract students and employees to Halifax.</td>
<td>Halifax Partnership</td>
<td>The Halifox value proposition was presented to the Halifox Higher Education Partners (HHEP) executive team in November and in October. It was also presented at the HHEP Marketing and Communications Directors meeting. As part of the Sell Halifax campaign, the Halifax value proposition was presented to more than 20 organizations working to attract students and employees.</td>
<td>-</td>
<td>Province of NS (NSLAE)</td>
<td>New</td>
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<tr>
<td>29. Work with provincial stakeholders to identify ways to leverage Halifax’s immigrant communities to attract talent and investment to Halifax.</td>
<td>Halifax Partnership</td>
<td>HP has identified the SKIN community for a pilot to attract talent and investment in early 2017-18.</td>
<td>-</td>
<td>Post-Secondary Institutions</td>
<td>New</td>
<td></td>
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<tr>
<td>30. Complete an inventory and increase awareness of the initiatives/programs that assist immigrants’ integration into Canada’s labour market.</td>
<td>Halifax Partnership</td>
<td>HP has reviewed HRM materials (that are being updated) and have had several meetings with ISANS. This item will receive greater emphasis in 2017-18.</td>
<td>-</td>
<td>HRM-Black Business Initiative Mi’kmaw Friendship Centre</td>
<td>New</td>
<td></td>
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<tr>
<td>31. Increase the rate of immigration to Halifax.</td>
<td>Halifax Partnership</td>
<td>The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) to roll out the Connector Program across the province. On March 7th, the Government announced $100,000 each to the Western Regional Enterprise Network (REN) and the Cape Breton Partnership to start the Program in their regions.</td>
<td>-</td>
<td>Province of NS (Municipal Affairs)</td>
<td>New</td>
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<tr>
<td>32. Increase the rate of immigration to the Province of NS (Municipal Affairs).</td>
<td>Halifax Partnership</td>
<td>The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) to roll out the Connector Program across the province. On March 7th, the Government announced $100,000 each to the Western Regional Enterprise Network (REN) and the Cape Breton Partnership to start the Program in their regions.</td>
<td>-</td>
<td>Province of NS (Municipal Affairs)</td>
<td>New</td>
<td></td>
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<tr>
<td>33. Promote a more welcoming community to newcomers and residents alike.</td>
<td>GREA staff are updating the 2013 Welcoming Newcomers Action Plan to be more a more welcoming community to newcomers and residents alike. As part of the Action Plan: - a booklet of one-page testimonials by newcomers about their countries of origin will be produced in 2017; and, - a Welcoming Newcomers Guide that provides municipal and community information to newcomers has been updated with input from the Local Immigration Partnership Advisory Committee and Mi’kmaq and francophone communities; - a booklet of one-page testimonials by newcomers about their countries of origin will be produced in 2017; and, a guide to outlining international student pathways to immigration is being developed.</td>
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<td>-</td>
<td>Province of NS (Municipal Affairs)</td>
<td>New</td>
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<tr>
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<td>Halifax Partnership</td>
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<td>-</td>
<td>Province of NS (Municipal Affairs)</td>
<td>New</td>
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</table>
2.4 Increase workforce attachment and combat systemic barriers.

48. Review experience requirements of HRM positions to ensure that workplace experience in the municipal public service is used to its fullest.

HRM

HRM's internship program offers 1.2-1.8 month work experience to new graduates. Many HRM positions posted require two years' experience or "a combination of education and experience". There are instances where interns have 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 in year to youth in year. This is done on an ongoing basis.

49. Review/improve HRM policies from a diversity and inclusion perspective.

HRM

The Office of Diversity and Inclusion and human resources are developing an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. A draft will be presented to Regional Council in 2017. Business units in partnership with human resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities.

50. Explore opportunities to connect volunteers, African Nova Scotian, urban aboriginal, youth, and persons with disabilities to employment opportunities at HRM.

HRM

The Africentric Nova Scotian Affairs Integration Office (ANASAK) leads work with the Africentric Nova Scotian and Visible Minority Women's Network to support the development of skills and talents of African Nova Scotian and Visible Minority women employed within HRM. Efforts for the next focus are on members building an HRM Competency Portfolio based on the HRM Competency Dictionary to assist these women with skill recognition and demonstration to assist with employment mobility prospects within HRM. As a result of recommendations from the Employment Systems Review, ANASAK has continued to work with HR to create a Membership and Leadership Development Program for African Nova Scotian employees within Road Operations to facilitate their mobility and professional development.

GOAL 3: Make Halifax a better place to live & work (Grow Halifax's Population to 470,000 by 2021)

51. Develop and implement an open space and greening priorities plan for Halifax.

HRM

Regional Council has identified a need for a strategic vision and planning and implementation framework for protecting and managing open space. To achieve this goal, the development of the Halifax Green Network Plan – An Open Space and Greenbelting Priorities Plan for the Region – is now underway. Using principles of greenbelting and landscape ecology, an interconnected network of open space will be identified including areas important for wildlife and biodiversity, lands for sustainable forestry, agriculture, and resource extraction, coastal and cultural landscapes, public parks, community greenspaces, and urban squares and streets important to the Regional open space network. The outcome of this work will be a strategic vision and decision-making framework for future open space protection and use. The Plan will not contain new zoning or regulation but rather it will provide the necessary land evaluation, public policy direction, and implementation tools and processes to shape future community planning priorities. Any future land use planning must be considered and approved by Regional Council following household public consultation.

The first major deliverable of the Halifax Green Network Plan, "The State of the Landscape Report: Issues and Opportunities," was released in October 2015. It provides an overview of the key open space dollars, issues, and opportunities that will influence the Plan's development. Phase I, initiated in early 2016, includes the development of core open space planning concepts, objectives, and implementation directions which will be presented to the Community Planning and Economic Development Standing Committee in March 2017 and Regional Council in April. Pending Council's approval of this framework, the final Phase of work – development of a full consolidated draft HGNP – will be initiated and completed by mid-2017.

52. Develop a Parks and Recreation strategy plan that ensures needs driven, facility accessible and inclusive parks and recreation assets and programming.

HRM

The Parks and Recreation Framework is complete. A recommendation report presenting staff's proposed framework is targeted for presentation to the Community Planning and Economic Development Standing Committee in April 2017.

53. Develop and implement the Culture and Heritage Priorities Plan.

HRM

The Culture and Heritage Framework was released in Fall 2016. Regional Council will develop the new priorities for cultural investment and decision making relating to culture and heritage. The model will be divided into 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 programs, policies and procedures. Phase 1 is underway and HRM, in partnership with the Province of Nova Scotia, has contracted experts in cultural development and asset mapping to carry out the cultural inventory. The Plan is anticipated to take two years to complete, spanning from 2016-2018, with implementation in 2019.

54. Ensure HRM's Culture and Heritage investments reflect Halifax's diversity.

HRM

The Culture and Events Division has refined their programming framework to encourage diverse perspectives to engage in programs and processes and to ensure that those perspectives are valued in a meaningful way. The new framework includes four major categories that are targeted to represent the diversity of the Halifax workforce: Francophone, Indigenous, LGBTQ, and African Nova Scotian. Each category includes a signature program (or programs) that are aligned with the overall diversity and inclusion agenda of the organization.


HRM

HRM's Community Energy Plan (CEP), first adopted in 2007, is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies, and creating a deeper understanding of energy usage within the municipality. The CEP is being revised, in part, to reduce HRM's absolute corporate emissions by 30% below 2008 by 2020 (as stipulated in the Corporate Greenhouse Gas Emissions Reduction Action). As outlined in a staff report that went to the Environment and Sustainability Committee in September 2016, the development of a new CEP will take two years. An Energy Leadership team is being established to oversee the project.

56. Implement a new 3-year solar city community program with an expanded focus on air, photovoltaic, and hot water.

HRM

The program officially launched on June 15, 2016. Regional Council set a target for 1,700 installations over three years with a total budget allocation just over $14 million in March 2015. Solar City awarded a contract through the solar program to the wireline company with the lowest price (75¢/kW). The program is expected to be cost neutral. To date, over 600 properties have registered and are eligible for financing. The program now operates under a five step process that allows property owners to select the system that works best for their property and allows the flexibility of the program to adapt to changes in the market and to changes in the processes. To date, 20 contracts have been executed between HRM and property owners which total more than $300,000 in support. 75% of the total contracts are for solar photovoltaic (PV) systems and the remaining systems are for solar domestic hot water heating.

GOALS & OBJECTIVES

YEAR 1-2 ACTIONS

LEAD

STATUS

GOALS & MEASURABLE INDICATORS

KEY STAKEHOLDERS (If required)

NEW OR EXISTING ACTION

MEASUREMENT

(In figures in parentheses indicate baseline values.)
3.2 Increase Halifax’s environmental sustainability and resiliency.

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<tr>
<th>GOALS &amp; OBJECTIVES</th>
<th>YEAR 1-2 ACTIONS</th>
<th>LEAD</th>
<th>STATUS</th>
<th>KEY STAKEHOLDERS (To be modified as required)</th>
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| 57. Complete floodplain studies, overland flooding/stormwater research and policy development. | HRM | Floodplain Studies: Staff is working with contractors to produce new floodplain maps for the Sackville River and the Little Sackville River by March 2017. These maps will form the basis for a review of and potential revision to the existing floodway and floodway fringe land use planning controls along these rivers.
Overland Flooding: The National Disaster Mitigation Program (NDMP) is aimed to increase awareness and resilience of flood prone communities; as part of this program, HRM will conduct risk assessments of the region’s 25 most severe flood prone communities. A Request for Proposals has been posted seeking a consultant to conduct these detailed risk assessments and mitigation plans. Stormwater Research/Policy Development: As of July 2016, the new LS Grading and Drainage By-Law (AS07) has been adopted. This new by-law defines standards for how new development is to be graded or shaped with special consideration given to overland stormwater flow patterns. This standard sets minimum lot grades and drainage criteria for new development in both urban and rural environments.
- HRM is working closely with HRWC as they apply to the NSRHRF for a revised stormwater rate design structure that will incentivize stormwater Best Management Practices (BMPs) to control stormwater runoff and peak flow values. Once the HRM stormwater rate design is finalized, HRM will begin creating the stormwater by-law that will bridge the gap between HRM’s stormwater specifications and HRM Regional Plan Policies. | Dalhousie University, Halifax Water Commission, Environmental Consultants. | | |

3.3 Make Halifax more family- and children-friendly.

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<tr>
<th>GOALS &amp; OBJECTIVES</th>
<th>YEAR 1-2 ACTIONS</th>
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<th>MEASUREMENT (Figures in parentheses indicate baseline)</th>
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<tr>
<td>58. Increase awareness of the programs and services available to families and children.</td>
<td>HRM</td>
<td>An Outreach Communication Plan for Parks and Recreation is being created in order to increase awareness of the programs and services available to families and children in HRM. The Plan will be coordinated with Corporate Communications and supported with new recreation and web technology in order to move the plan forward in 2017.</td>
<td>Community at Large</td>
<td></td>
<td></td>
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<tr>
<td>59. Increase low-income groups’ and individuals’ access to recreation programs.</td>
<td>HRM</td>
<td>Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. Structured play opportunities are provided throughout HRM, such as open gym times, the Etna Indoor Pool season, equipment lending in the Rec Centres, Mobile Rec Van, Try A Ride Mobile Recreation, Free indoor public skating, lake ice thickness testing, free access programs to various Fitness Centres, Free Swim lessons at beaches, free padding at St Mary’s Boat Club, free activities at events (such as Recreation Day, Dingle Beach Party, Chocolate Lake Beach Party, honey bee demos, Youth Leadership Camp, art fairs etc.). A Newcomer’s Program was developed whereby one year free access to all recreation programs and facilities was provided for over 150 families in 2016/17. Recreation staff will continue to investigate options to engage the community in unstructured free/low-cost opportunities in recreation and leisure.</td>
<td>Province of NS, United Way Community at large</td>
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| 60. Participate on the Housing and Homelessness Partnership and Affordable Housing Working Group to determine appropriate mechanisms to support and encourage a range of affordable housing in HRM. | HRM | • HRM’s Affordable Housing Five-Year Strategy, including 5-year affordable housing targets, were presented to CCRD in September and endorsed by Regional Council in December. Staff will return with a more detailed plan to support the implementation of the target.
- In December Regional Council also endorsed a proposed approach to density bonusing across the Municipality, and a new authority for inclusionary zoning. HRM received a positive response from the Province on these requests.
- The second Halifax Affordable Housing Conference took place on November 18 & 19 at the Halifax Central Library with over 160 registered participants. It included a 6 hour open event with Honorable Minister Jean-Yves Duclos on the National Housing Strategy Consultations.
- New federal provincial funding in August of 2016 for Nova Scotia entered into a new Canada Nova Scotia 2016 Social Infrastructure Fund Agreement which will create nearly $27M million investment in affordable housing over two years, doubling previous investment under the Investment in Affordable Housing Agreement 2014-2019. First funding commitment in Halifax was announced in October, but no additional details available from Housing NS at this time.
- Centre Plan: Draft policy objectives released in October of 2016 include a number of specific policies related to housing include encouraging family-oriented and affordable housing units, special care facilities, secondary units and garden-suites, smaller lot sizes, density bonusing and certain exemptions of development application fees.
- Members of the HHP were invited to participate in stakeholder consultation on potential changes to HRM’s rental housing licencing framework.
- Staff are preparing a report on current land proposed and use regulations pertaining to seniors housing across HRM to facilitate access to a broader continuum of housing options for the aging population.
- HRM is supporting Canadian Housing and Renewal Association’s national Congress on Housing and Homelessness in Halifax in May of 2017. | United Way Affordable Housing Association of NS, Housing NS, Canada Mortgage and Housing Corp., NS Health Authority, HRM Health Centre Investment Property Owner’s Association of NS | | |

3.4 Make Halifax a more affordable place to live.

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<tr>
<th>GOALS &amp; OBJECTIVES</th>
<th>YEAR 1-2 ACTIONS</th>
<th>LEAD</th>
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<th>NEW OR EXISTING ACTION</th>
<th>MEASUREMENT (Figures in parentheses indicate baseline)</th>
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<tbody>
<tr>
<td>61. Develop a long-term streetscape program for the Regional Centre.</td>
<td>HRM</td>
<td>The complete streets framework is being developed through the Integrated Mobility Plan project to update the Municipal Development Guidelines (Red Book) with respect to various streetscape elements; is underway (refer to info report: <a href="http://www.halifax.ca/council/agenes/docs/documents/3202122002.pdf">http://www.halifax.ca/council/agenes/docs/documents/3202122002.pdf</a> ). The Angie Major Streetscape project will be completed in 2017.</td>
<td></td>
<td>Business Improvement Districts (BIDs)</td>
<td>Business Associations</td>
<td></td>
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<tr>
<td>62. Improve parking access by implementing innovative technologies and informing the public about parking availability in the urban core.</td>
<td>HRM</td>
<td>The Regional Parking Strategy (2009) and the Parking Strategy Roadmap (2014) provide strategic direction and a short-term implementation plan to improve parking as a service. A plan has been developed to replace all technology associated with parking from on-street parking meters, to enforcement and parking ticket management over a two year period. Funding was approved by Regional Council in November 2016 to begin work on stakeholder engagement and scoping of parking technology needs. HRM intends to work with the universities, Halifax Port Authority, the hospitals and Halifax Waterfront Development Corp. to develop a common parking technology platform to simplify the user experience. Work has begun on an analysis of parking demand and inventory of parking supply within our Regional Centre business districts.</td>
<td>Halifax Partnership BID, Waterfront Development Corp, Downtown Parking Structure Owners &amp; Operators</td>
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</table>
3.5 Improve mobility so that people can live and work more effectively.

35. Implement new transit technology, and work with Council approval to implement the Moving Forward Together Plan for Halifax Transit.

36. Prepare a long-term integrated Mobility Plan for Council approval.

37. Showcase Halifax to more effectively.

3.6 Foster cultural proficiency and social inclusion.

38. Research and share successful practices with business on how to be culturally competent/proficient.

39. In accordance with HRM statement on Aboriginal reconciliation, develop a plan to engage urban Aboriginal peoples.

40. Develop and implement a plan to make HRM facilities accessible.

41. Work within economic development and tourism partners, present trade and investment opportunities, as well as urban tourism offerings, to conference delegates.

42. Proactively communicate the full range of Halifax’s Parks and Recreation assets and services offerings.

43. Arts utilize HRM’s role and approach to tourism, festivals and special events.

4.4 Align economic development

41. Implement new transit technology, and work with Council approval to implement the Moving Forward Together Plan for Halifax Transit.

42. Prepare a long-term integrated Mobility Plan for Council approval.

43. Develop a road and pedestrian safety strategy.

44. Economic development and tourism partners, present trade and investment opportunities, as well as urban tourism offerings to conference delegates.

45. Proactively communicate the full range of Halifax’s Parks and Recreation assets and services offerings.

46. Arts utilize HRM’s role and approach to tourism, festivals and special events.

GOALS & OBJECTIVES

YEAR 1-2 ACTIONS

LEAD

STATUS

KEY STAKEHOLDERS

NEW OR EXISTING ACTION

MEASUREMENT

(Figures in parentheses indicate baseline values.)
4.1 Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.

76. Develop a mechanism to strengthen BDS. (Co-Lead collaboration on economic development matters.)
- Halifax Partnership
- HRM

HRM-BDO meetings continue to be held every few months to address HRM service delivery and other issues. The Halifax Partnership also met with the BDS in the summer of 2016 to discuss the BDS role in the Economic Growth Plan. The Partnership is now meeting on a regular basis with the BDS to discuss economic development matters.

77. Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners.
- Halifax Partnership
- HRM

- shared its Annual Business Plan and Sell Halifax Plan with municipal, provincial, and federal partners to ensure collaboration and support;
- shared its business development sales funnel activity with BDS;
- hosted discussions with municipal and provincial stakeholders; and,
- collaborated on Sell Halifax planning and related opportunities.

A formal alignment plan will be developed in 2017-18.

4.2 Improve coordination of economic development activities

78. In accordance with the Choose Now Recommendation 1.5, work with the Province to identify business growth opportunities for densely populated disadvantaged communities.
- Halifax Partnership
- Co-Lead: HRM and Halifax Partnership

- In 2017-18, HP will work with BDS to address the needs of disadvantaged communities in HRM;
- HP will work with the African Community Cooperative of Canada. The Partnership will present the Connector Program and SmartBusiness to ANS communities to encourage engagement.
- HP is identifying short-term deliverables to support a collective impact initiative in North End Halifax.

79. Explore the feasibility of establishing a table of senior government leaders to address, on an ongoing basis, economic development issues of common interest.
- Co-Lead: HRM and Halifax Partnership

This activity will be undertaken in 2017-18.

80. Host the public-facing Annual State of the Economy Forum to launch the annual Halifax Index and engage stakeholders around Halifax’s economic challenges and opportunities.
- Halifax Partnership

The Halifax Index was presented to the Halifax business community on June 16th. The index has been distributed to 40+ stakeholders through direct mail and 60+ through meetings and events. It was also distributed through the Partnership’s social media channels.

81. Implement a mechanism for sharing Halifax’s economic progress with the Province towards the fair or fairer life the Choose Now recommended goals and actions.
- Halifax Partnership

- HP worked with a group of local, economic-focused representatives, individuals, and academics who came together to take on the third phase of the One Nova Scotia work called for by the Commission and the Coalition – measurement. The group includes representatives from economic organizations, as well as economists and experts from, for example, Dalhousie and Saint Mary’s University, the Atlantic Province’s Economic Council, the Atlantic Institute for Market Studies, private businesses, and the Province of Nova Scotia. First convener, Don Bureaux, launched the Measurement Dashboard in March 2017. It tracks and reports objectively on collective progress toward the 15 Goals. The Dashboard can be found at www.nova.ca.
### GOALS & OBJECTIVES

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<tr>
<td>4.2 Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the strategy implementation.</td>
<td>Co-Lead: HRM and Halifax Partnership</td>
<td>The plan has been developed. Related activities included: April 4 - Economic Growth Plan presented to Regional Council for Approval; May 10 - Investor Briefing (Launch of Economic Growth Plan); June 13 - Economic Growth Plan presented to ACOA Senior Team; and, June 14 - 2036 Halifax Index and the Economic Growth plan was presented to the community. In June, via Direct Mail, the ACOA Report, Halifax Index, and the Economic Growth Plan was distributed to over 400 leaders in the community. The Economic Growth Plan is referenced in the Sell Halifax Toolkit (<a href="http://www.sellhalifax">www.sellhalifax</a> toolkit.com). The Economic Growth Plan and Halifax Index distributed via social media channels on an ongoing basis. Through the community outreach plan, the Economic Growth Plan was presented to 25 organizations in 2016-17.</td>
<td>Province of N.S. ACOA Halifax Chamber of Commerce Business Community Post-Secondary Institutions ANS Organizations Urban Aboriginal Organizations Industry Associations Non-profits</td>
<td>New</td>
<td>-</td>
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<tr>
<td>4.3 Monitor the Economic Strategy’s progress and adapt actions as required.</td>
<td>Halifax Partnership and HRM</td>
<td>At the Partnership’s November 30th Board of Directors meeting, the Board discussed how Partnership can contribute to the Economic Growth Plan’s ambitious long-term vision to grow our population to 550,000 and our GDP to $30 billion by 2031 by developing an informed, directive point of view on one or two potentially transformative developments in Halifax. At the meeting, the Board agreed the organization should focus on the following two transformative opportunities: 1. Work to develop a Halifax “innovation corridor” encompassing the city’s significant innovation and entrepreneurial assets. 2. Plan for a funding breakthrough that would see the Partnership significantly increase its positive impact (Sell Halifax) and relevance through a significant operating budget increase within the next five years.</td>
<td>Halifax Partnership</td>
<td>New</td>
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<tr>
<td>4.4 Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to HPED and Regional Council.</td>
<td>Co-Lead: HRM and Halifax Partnership</td>
<td>2016-16 HP Board (Meetings 18) April 5 - Economic Growth Plan Presented to Regional Council for Approval</td>
<td>Halifax Partnership</td>
<td>New</td>
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### Other Additional Deliverables Identified in HRM Service Level Agreement

- N/A, Implement a marketing and communications plan for 2016-17

- N/A, Explore the potential development of a long-term capital/financial plan for HRM (led by HRM)

- N/A, Retain and grow private sector investment

- N/A, Leverage the Municipality’s investment in the Partnership to attract other funding.
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<tr>
<td>Grow Halifax's GDP to $22.5 Billion</td>
<td>18,300 million</td>
<td>18,579 million</td>
<td>Progressing</td>
<td>(19,030 million)</td>
<td>February, 2018</td>
<td></td>
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<tr>
<td>Increase average annual income growth</td>
<td>+1.2%</td>
<td>+1.5%</td>
<td>Unchanged</td>
<td>(+2.4%)</td>
<td>February, 2018</td>
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<tr>
<td>Increase the total number of jobs</td>
<td>224,100</td>
<td>226,000</td>
<td>Improving</td>
<td></td>
<td>February, 2018</td>
<td></td>
<td></td>
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<tr>
<td>Increase the share of full-time work</td>
<td>83%</td>
<td>82%</td>
<td>Worsening</td>
<td></td>
<td>February, 2018</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Increase the share of businesses that consider Halifax an above-average place to do business</td>
<td>15%</td>
<td>23%</td>
<td>Improving</td>
<td></td>
<td>April/May, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce commercial vacancy rates in the downtown</td>
<td>14.3%</td>
<td>(14.7% in Q4)</td>
<td>Worsening</td>
<td></td>
<td>April</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Halifax's Labour Force to 271,000</td>
<td>239,100</td>
<td>240,700</td>
<td>Progressing</td>
<td></td>
<td>February, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Halifax's overall population growth</td>
<td>+1.0%</td>
<td>+2.0%</td>
<td>Improving</td>
<td></td>
<td>February, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grow the international student body...</td>
<td>5,832</td>
<td>6,045</td>
<td>Improving</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>...and the gross share that transition into permanent residency</td>
<td>3.4%</td>
<td>5.8%</td>
<td>Improving</td>
<td></td>
<td>March, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase net international immigration to Halifax</td>
<td>+2,085</td>
<td>+6,150</td>
<td>Improving</td>
<td></td>
<td>February, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grow Halifax's Population to 470,000</td>
<td>417,847</td>
<td>425,871</td>
<td>On Track</td>
<td></td>
<td>February, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community</td>
<td>73.8%</td>
<td>76.4%</td>
<td>Improving</td>
<td></td>
<td>March, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase the supply of non-market housing as a proportion of total HRM households</td>
<td>4%</td>
<td></td>
<td></td>
<td>Project Basis</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey...</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>&quot;Good place to raise a family&quot;</td>
<td>7.7</td>
<td>7.8</td>
<td>Unchanged</td>
<td></td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Outdoor recreational facilities&quot;</td>
<td>7.3</td>
<td>6.8</td>
<td>Worsening</td>
<td></td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>&quot;Indoor recreational facilities&quot;</td>
<td>7.2</td>
<td>6.8</td>
<td>Worsening</td>
<td></td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>&quot;Housing affordability&quot;</td>
<td>6.1</td>
<td>5.7</td>
<td>Worsening</td>
<td></td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>&quot;Arts and cultural events&quot;</td>
<td>7.4</td>
<td>6.8</td>
<td>Worsening</td>
<td></td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>&quot;City is easy to get around&quot;</td>
<td>6.6</td>
<td>5.9</td>
<td>Worsening</td>
<td></td>
<td>TBD</td>
<td></td>
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<tr>
<td>&quot;% who feel mostly safe&quot;</td>
<td>61%</td>
<td>80%</td>
<td>Improving</td>
<td></td>
<td>TBD</td>
<td></td>
<td></td>
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<tr>
<td>Increase library programming attendance...</td>
<td>159,132</td>
<td>209,772</td>
<td>Improving</td>
<td></td>
<td>Late May</td>
<td></td>
<td></td>
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<tr>
<td>...and in-person visits</td>
<td>2,881,087</td>
<td>3,595,902</td>
<td>Improving</td>
<td></td>
<td>Late May</td>
<td></td>
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</tbody>
</table>