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**Info Item 2**  
**Community Planning and Economic**  
**Development Standing Committee**  
**March 8, 2018**  
**March 26, 2018**

**TO:** Chair and Members of Community Planning and Economic Development  
Standing Committee

Original Signed

**SUBMITTED BY:**

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

Original Signed

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Jacques Dubé, Chief Administrative Officer

**DATE:** January 30, 2018

**SUBJECT:** Halifax Economic Growth Plan Q3 (October-December 2017) Update

### **INFORMATION REPORT**

#### **ORIGIN**

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

#### **LEGISLATIVE AUTHORITY**

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

## **BACKGROUND**

### **Economic Development in Halifax**

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

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

HRM also provides operational support to three key organizations to further its economic development objectives: Discover Halifax, which promotes Halifax as a destination for business and leisure travelers; Events East Group, which operates the Scotiabank Centre, the World Trade and Convention Centre and markets the 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 42% 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 importance of Halifax offsetting demographic and economic trends in the rest of Nova Scotia, the economic strategy is a growth agenda. It envisions a Halifax with a population of 550,000 people and a \$30 billion economy by 2031. To achieve this end state, the Economic Growth Plan has four overarching five-year goals: promote and maximize growth; attract and retain talent; make Halifax a better place to live and work; and, align economic development.

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

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



## DISCUSSION

This report provides an overview of Halifax's economy and an update on the implementation of the Economic Growth Plan from October to December 2017.

## OVERVIEW OF THE ECONOMY

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

The Partnership's forthcoming *SmartBusiness Report – January 2018* notes that business confidence in the municipality continues a pattern of steady improvement. The current state of the local economy was considered Good or Excellent by 56% of SmartBusiness clients, and 86% expect the economy to improve over the next five years. These results are consistent with results from wider surveying the Partnership has commissioned, which have shown steady increases in business confidence since Spring 2014. Additional results will be available as part of the 2018 Halifax Index, to be released this coming June.

## IMPLEMENTATION BY GOAL

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

## 1. *Promote and Maximize Growth*

The Economic Growth Plan intends to promote and maximize growth by improving regulatory and service efficiency, making it easier to start and grow a business, helping companies compete both locally and abroad, supporting investment in innovation, and finding the best way to leverage Halifax's competitive advantages and growth opportunities. The target is to grow the city's GDP to \$22.5 billion by 2021. Halifax's GDP grew from \$18.3 billion in 2015 to \$18.5 billion in 2016. Although an improvement, it is not on track to meet the GDP "stretch" targets for 2021 or 2031.

Partnership and HRM highlights since October 2017 related to promoting and maximizing growth include:

- **Investment Attraction and Expansion.** In addition to the Amazon bid, the Partnership continues to create a funnel of investment opportunities for Halifax. Since April 2017, it has helped secure 11 "wins" – that is, companies establishing or expanding operations in Halifax. As a result, approximately 1,332 jobs with an economic impact of \$133.2 million will be created. As part of the development of a proactive sales strategy, the Partnership is working with Nova Scotia Business Inc. to develop a joint top ten list of target companies, and it has hired a consultant to assist with additional lead generation research.
- **Commercialization of Post-Secondary Research.** The Partnership hired a Sales Engineer of Innovation in December to connect businesses with local post-secondary research. Recently, it also negotiated a letter of intent from a multi-national company to support Dalhousie University's application for a Canada Research Chair that would foster research excellence.
- **Halifax Innovation District.** The Partnership is leading the creation and marketing of an innovation district in Halifax in collaboration with Dalhousie University and other post-secondary partners, the private sector, Nova Scotia's team in the Massachusetts Institute of Technology's Regional Entrepreneurship Acceleration Program, and three levels of government. This initiative is part of the Province of Nova Scotia's \$8.5 million investment in entrepreneurship and innovation in the province.

In November 2017, the Partnership and the Mayor visited Toronto and Kitchener-Waterloo, to meet with key clients and learn more about innovation districts. The Partnership also recently hired a Vice President, Halifax Innovation District, to develop the Innovation District Master Plan.

- **African Nova Scotian (ANS) Economic Development.** In September 2017, the provincial government committed resources to resolving the land title issues in East Preston, North Preston, Cherry Brook and two other Black communities outside of HRM, Sunnyville and Lincolnville. HRM is represented on the stakeholder committee as the province is moving towards fulfilling the terms of its public announcement which includes: covering legal fees and other costs incurred for clarifying land ownership; hiring two community liaison officers to help residents with the process; and, hiring a land surveyor and two survey technicians to carry out surveys. ANSAIO continues to work with HRM business units to clarify the municipality's roles and responsibilities throughout the process.

In November 2017, Council directed staff to develop a public participation process with respect to the development process in Beechville. ANSAIO is working with Planning and Development to ensure the African Nova Scotian community in Beechville is properly engaged through the development approval process. The ensuing process will look at creating a full set of planning policies and land use regulations for land in Beechville and in Bayer's Lake Business Park. As recommended in the related staff report, a Beechville African Nova Scotian Liaison Group consisting of community-endorsed volunteers will be formed. It will function as an advisory group helping to build stronger relationship between HRM planning staff and the Beechville community.

- **Regulatory Reform.** In October 2017, HRM hired a Project Lead of Regulatory Modernization to work on the municipality's joint regulatory reform project with the Province of Nova Scotia. This work is captured in a Memorandum of Understanding signed between HRM's CAO and Nova Scotia's Chief Regulatory Officer in October 2016. To articulate the municipality's support for the reduction of

regulatory burden and provide policy direction for the modification of existing, and development of new, regulations, Regional Council adopted Administrative Order 2017-002-ADM, the Charter of Governing Principles for Regulation in December 2017.

- **Smart Cities Challenge.** In November 2017, Infrastructure Canada released the application details of its Smart Cities Challenge, a merit-based competition among communities across Canada to develop and implement plans that leverage technology to meet their challenges. The pan-Canadian competition is open to communities of all sizes, including municipalities, regional governments and Indigenous communities (First Nations, Métis and Inuit). HRM is eligible to apply for one of two prizes: \$50 million which is open to communities, regardless of population; or, one of two \$10 million prizes open to all communities with populations under 500,000. On January 30<sup>th</sup>, Regional Council directed the CAO to develop an application focused on poverty reduction in partnership with the Halifax Partnership, the United Way, and the Mayor's Office. The application is due to Infrastructure Canada on April 24, 2018.
- **Centre Plan.** On June 13 2017, Regional Council unanimously approved the direction of the Centre Plan. Now, staff are using the Centre Plan document to craft a new Secondary Municipal Planning Strategy and Land Use By-law for adoption. Consultation on these planning documents will take place in the coming months to support the adoption process through the Community Design Advisory Committee, the Community Planning & Economic Development Standing Committee, and Regional Council. The project's status can be tracked at [www.centreplan.ca](http://www.centreplan.ca).

## 2. *Attract and Retain Talent*

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

Recent Partnership and HRM workforce development highlights are:

- **Connector Program.** Work continues with the Partnership's Connector Program that matches new residents and post-secondary graduates in Halifax with established business people and community leaders. On November 30<sup>th</sup>, the Connector team partnered with Fusion Halifax to host the "I'm Staying...What's Next" networking event that was attended by 125 young professionals and established business leaders, and featured ten Connector/Connectee meetings. The team also: facilitated a workshop for graduate students in the Internetworking Program at Dalhousie on November 10<sup>th</sup>; presented to the Canadian Public Relations Society on November 14<sup>th</sup>; and, co-hosted a Gerald Walsh workshop for 20 Connectees on December 7<sup>th</sup>.

Between April 1<sup>st</sup> and December 31<sup>st</sup>, 380 new connectees and 99 business leaders were accepted into the Connector Program. One hundred and fifty connectees found jobs.

- **Game Changers Youth Retention Action Plan.** The Game Changers Award Gala that highlights organizations that are leaders in youth retention took place on October 30<sup>th</sup> and was attended by 300 people. The Partnership's third-year Game Changers promotional campaign is now in market, and an update of the Game Changers Guide to Hiring Youth is currently underway. Relaunch of the digital copy of the guide will take place at the #HireMeHalifax event in March 2018.
- **Experiential Learning Initiative.** The Partnership's Experiential Learning initiative connects local businesses and organizations with post-secondary students studying in Nova Scotia who are looking for work experience. The one-year pilot of the initiative, supported by the Nova Scotia Department of Labour and Advanced Education, has been extended to March 31, 2018. Sixty-eight of the businesses the Partnership has contacted regarding the initiative have expressed interest in hiring students through the initiative. To date, 63 students have been assisted through program.
- **Atlantic Immigration Pilot.** In June 2017, the Partnership was approved for funding from ACOA and Nova Scotia Office of Immigration (NSOI) to connect local businesses of all sizes with international

graduates and skilled foreign workers to fill job vacancies through the Atlantic Immigration Pilot (AIP). The goal of the project was to refer more than 50 companies to NSOI to become designated employers in order to create over 450 job offers to foreign workers and international students. As of December 31, 2017, the Partnership has held 103 face-to-face meetings with businesses to promote the program. In that time, 34 businesses have been referred to NSOI for designation to use the program, of which 9 have been approved. As of December 31<sup>st</sup>, NSOI has received 369 designation applications from across the province, resulting in 198 endorsements.

- **Indigenous and Racialized Women's Leadership in HRM.** The African Nova Scotian Affairs Integration Office (ANSAIO) leads Diverse Voices for Change (DV4C), a project funded by the Federation of Canadian Municipalities to increase the number of diverse women in leadership positions within HRM. HRM has brought together a Local Working Group of community partners to analyze barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The group is developing a training curriculum for potential female municipal election candidates that will be piloted in spring 2018.

Halifax's labour force grew by 300 to 241,000 in 2017, 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.** On December 5th, 2017, Halifax Regional Council unanimously adopted the Integrated Mobility Plan (IMP). The 15-year strategic plan will strive to achieve the mobility targets stipulated in the Halifax Regional Plan (adopted in 2014) and to identify the two-way inter-relationship between growth patterns and investment in mobility. The IMP will support growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles. The IMP implementation plan is being developed by Planning and Development, Transportation and Public Works, and Halifax Transit. Several IMP initiatives are underway, including the: integration of related projects and actions into the 2018 capital budget; functional design of several the strategic corridors; public engagement and reporting on transit priority measures; bus rapid transit study, development of multi-modal level of service guidelines; and, the design and implementation of the minimum bicycle grid.
- **Aboriginal Reconciliation.** The Office of Diversity and Inclusion hired HRM's first Advisor of Indigenous Community Engagement in November 2017 to work closely with urban Indigenous community members and organizations to improve the delivery of services to Indigenous peoples in Halifax and advance the Truth and Reconciliation Commission's six recommendations for municipal governments.

In December 2017, Council approved funding for the establishment of The Downie Wenjack Legacy Room in City Hall, and a staff information report on HRM's activities related to Indigenous affairs was presented to Regional Council in January 2018. HRM's work in this area is ongoing and being undertaken with engagement from, and in partnership with, the Indigenous community.

- **Moving Forward Together Plan.** The Moving Forward Together Plan was approved by Regional Council in April 2016. Implementation will take place over several years, and will include restructuring the entire transit network. The first significant large-scale route modifications under the plan took place in November 2017. The next major implementation phase will occur in August 2018.

- **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 2018.

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

#### **4. *Align economic development***

The economic strategy intends to ensure that HRM and the province's economic development organizations, policies, and programs are in alignment and working towards shared economic goals for Halifax and Nova Scotia. Economic development alignment highlights since October 2017 are:

- **State of the City Forum.** The Partnership and the Halifax Chamber of Commerce organized and co-hosted the Annual State of the City Forum on October 30<sup>th</sup>. It included a keynote address by the Mayor. Halifax Partnership President & CEO Ron Hanlon provided an update on Halifax's Economic Growth Plan and Halifax Chamber of Commerce President & CEO Patrick Sullivan presented the Chamber's Annual Municipal Note. More than 400 people attended the sold-out event.
- **Support to the Regional Enterprise Networks.** The Partnership continues to work with the NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENs) to roll out the Connector Program across the province. The Partnership is helping the Western Regional Enterprise Network (WREN) and the Cape Breton Partnership establish their own programs in the near-term.
- **New Economic Strategy Action Plan.** At Regional Council's direction, Partnership and HRM staff are developing an action plan for years three-to-five (2018-21) of the economic strategy. It will be presented to Regional Council for approval in spring 2018.

Attachment 1 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."

#### **FINANCIAL IMPLICATIONS**

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

#### **COMMUNITY ENGAGEMENT**

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

**ATTACHMENTS**

ATTACHMENT 1:        *Economic Growth Plan Update by Action*

ATTACHMENT 2:        *Economic Growth Plan – Key Indicators*

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

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

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| HALIFAX ECONOMIC GROWTH PLAN 2016-21: Update on Actions for Years 1-2<br>Year 2: Progress Update for the Period April 1 to September 30, 2017 |   |      |   |                        |   |
|---|---|------|---|------------------------|---|
| GOALS & OBJECTIVES  | YEAR 1-2 ACTIONS  | LEAD | STATUS UPDATE<br>April 1 to June 30 2017  | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.)   |
| <b>GOAL 1: PROMOTE AND MAXIMIZE GROWTH (Grow Halifax's GDP to \$22.5 Billion by 2021)</b>   |   |      |   |                        |   |
|   | 1. Develop an approach to red tape reduction for HRM.   | HRM  | <p>On October 4th, 2017 HRM hired a Project Lead Regulatory Modernization to work with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness to reduce regulatory burden for business. An MOU outlining the objectives of this joint HRM-NS project was signed by HRM's CAO and Nova Scotia's Chief Regulatory Officer in October 2016 and will be completed September 2018. The project is supported by a Joint Advisory Panel which includes senior representatives from HRM, the Province, and business organizations including the Canadian Federation of Independent Businesses, Halifax Partnership, Halifax Chamber of Commerce, Urban Development Institute, Restaurants Canada, and Spring Garden Road Business Association.</p> <p>Using input from businesses the Advisory Panel has worked with the HRM Project Lead to develop a list of priority initiatives for regulatory improvement and a workplan to advance them by the end of the project, and development of a new Charter of Governing Principles for Regulation, Administrative Order which was approved by Regional Council on December 12th 2017. Adoption of a "cost-to-business" tool for calculating the cost of regulatory proposals for business will be completed by Q4 2017/18 and rolled out for implementation in Q1 2018/19. An HRM trial customer service strategy for business was set up in the fall of 2017 using elements of the Provincial Business Navigator Service to provide HRM's business clients with more timely information on regulatory requirements.</p> | New                    | <ul style="list-style-type: none"> <li>● Increase average annual income growth (1.2% growth in personal income per capita in 2015)</li> <li>● Increase the total number of jobs (224,100 employed in 2015)</li> <li>● Increase the share of full-time work (83% of jobs were full-time in 2015)</li> <li>● Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in Spring 2015)</li> <li>● Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015)</li> <li>● Increase the commercial property tax base (\$8.2 billion in 2016)</li> </ul> |
|   | 2. Develop and adopt the new Centre Plan that will replace planning strategies in the Regional Centre.                        | HRM  | <p>On June 13 2017, Regional Council unanimously approved the direction of the Centre Plan. Now, staff are using the Centre Plan document to craft a new Secondary Municipal Planning Strategy and Land Use By-law for adoption. Consultation on these planning documents will take place in the coming months to support the adoption process through the Community Design Advisory Committee, the Community Planning &amp; Economic Development Standing Committee, and Regional Council. The project's status can be tracked at <a href="http://www.centreplan.ca">www.centreplan.ca</a>.</p>  | New                    |   |
|   | 3. Benchmark and communicate approvals' standards and timeliness to the public.   | HRM  | <p>As the work to obtain a new Permits &amp; Licensing technology solution is realized in 2018/19, Planning &amp; Development will be confirming application turnaround standards through process mapping. This exercise will inform standards and timeliness and communication will occur through various distribution channels as Planning &amp; Development's Renewal efforts are implemented.</p>   | New                    |   |
|   | 4. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy. | HRM  | <p>Legal Services is leading the initiative to advance changes to the HRM Charter. This includes providing oversight and strategic leadership, advocating for revisions, and communicating impacts to the citizens of Halifax. In November 2016, Council directed staff to undertake public consultations regarding HRM's request to the Province to have natural persons powers. This was completed in spring 2017 and a report to Council summarized the feedback in August 2017. Council approved a recommendation to maintain existing restrictions on debt, borrowing and debentures; less than market value sales; and direct incentives to business or industry with an exception that would permit the municipality to support organizations pursuing charitable purposes whether not for profit or for profit. This position is with the Province for consideration. A policy rationale for minor amendments is complete and has been provided to the Province. Regular meetings with Municipal Affairs to monitor progress continue. In addition, GREA provided support to Municipal Government Act Review working groups on Economic Development and Governance. In 2016-17, the Partnership provided an economic development perspective on the Charter Review.</p>   | New                    |   |
|   | 5. Develop HRM's customer service strategy to improve service to businesses and residents.                                    | HRM  | <p>HRM's Corporate Customer Service Strategy is complete. The implementation plan is beginning to unfold with both the Internal Communications and Change Management Plans drafted. In addition, a guidebook and associated training materials are in draft form and will support employees in building a customer-centric organization. The first phase of Organizational Performance Excellence (PE) and Continuous Improvement Training for senior managers has been completed. A prioritized list of improvement projects has been approved by the PE Executive Steering Committee for implementation. Phase 2 of PE training, currently out for a Request for Proposal, and is scheduled to begin in February.</p>   | New                    |   |

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| <p><b>1.1 Make Halifax an easier place to do business.</b></p> | <p>6. Implement HRM's Planning &amp; Development's organizational renewal program to improve and streamline legislation, processes, supporting tools and technologies.</p>    | <p>HRM</p>                 | <p>Planning and Development continues to renew the department through the implementation of the 2015-2019 Planning &amp; Development Strategic Framework. During 2016/2017, focus has been on the Year 1 and 2 Recommendations of the Framework. Priority actions include:</p> <p>(a) Replacement of the Permitting and Licensing System -- The replacement of the existing permitting &amp; licensing system is a central feature of the strategic plan enabling modernization of the department, and reinvention of business processes. At present, P&amp;D uses a technology system known as Hansen to support many of its business processes; that technology solution is now well past end of life. In April 2016, the P&amp;D Renewal reaffirmed the replacement of Hansen as a priority objective of the renewal. It has been identified as one of the most critical ways the department can change service delivery. To revitalize customer service and service delivery, the project team will consider online application submission and permit generation, electronic documentation and circulation, use of field technology, and improved customer experience through online services (payment, status updates and customer dashboards). ICT and P&amp;D developed a joint project charter. The RFP for the PLC solution has closed and the contract has been signed with the successful proponent. Planning for Phase 2 is currently underway, including finalized project charter and governance model.</p> <p>(b) Implementation of Fee Service Review -- In August 2016, Council approved guiding principles for reviewing fees. Currently, there is no Fee Policy to guide the establishment of fees and to ensure that the existing fees are aligned with corporate goals, objectives and strategic plans. Upon creation of the P&amp;D Strategic Plan in the spring of 2015, P&amp;D has been undertaking a phased approach to move toward leading practices in all areas of operations. A two-phase fee review was initiated in response to the P&amp;D Strategic objective to rationalize the fee Structure; phase 2 of is nearing completion. The focus of this review has been, to date, on planning fees and development fees, particularly permitting-specific fees. Legislative and regulatory requirements have been reviewed in terms of the current processes, including a review of existing policies and practices, workflow through fee-related processes, budgeting and fee calculation. Additionally, an external analysis was undertaken to determine best practices, review trends and conditions, and compare fees, processes and policies in HRM against those in other municipalities. As mentioned previously, this work will be advanced concurrently with review of infrastructure charges, and the broader scope of the fees review will involve a consideration of rationalizing fees associated with compliance activities, including licensing and parking. It is important that the work detailed here be dovetailed with the more general fees rationalization work, and that the provincial oversight and associated regulatory dependencies be taken into consideration. Staff are targeting a fall meeting of Council to present recommendations.</p> <p>(c) Consolidation and Simplification of Land Use Bylaws -- There are 22 Secondary Planning Strategies and Land Use Bylaws which direct development in HRM. Many of the bylaws are in their original forms and pre-date amalgamation, although they have been amended over time. Due to the diverse origins of each land use bylaw and the piecemeal approach to amendments, there is a lack of consistency in the application of general definitions, land use designations, building and site requirements and approval processes. The Land Use Bylaw Simplification Project is expected to address these issues and result in reduced staff resourcing requirements, faster application processing times, fewer planning applications requiring Council approval, and increased clarity amongst stakeholders. This fiscal year, the By-law simplification team was transferred from the Business Services to Regional Planning and a lead Principal Planner was assigned to this project. A project report is in the final stages and expected to be tabled at CPED in April.</p> <p>(d) Organizational Design Implementation -- HRM has created a new P&amp;D organizational structure that includes new groups -- Infrastructure Planning Division, Business Services Program Area, and Social &amp; Economic Research. The departmental structure was finalized in early 2016 as a first step which will allow P&amp;D to dedicate resources to priority projects, increase organizational capacity, and find efficiencies in workflow processes. P&amp;D continues to work with HR to fill positions as they become vacant.</p> | <p>Existing</p>        |   |
|  | <p>7. Benchmark business climate indicators and communicate them to business.</p>   | <p>Halifax Partnership</p> | <p>Business Climate indicators are included in the 2016 <i>Halifax Index</i> which was presented to the community on June 14, 2017.</p> <p><b>April 1, 2017 to December 31, 2017:</b></p> <ul style="list-style-type: none"> <li>Retention Visits: 141</li> <li>95% client satisfaction (covers SmartBusiness visits from April 1, 2017, through December 31, 2017)</li> <li>68% of responding clients described their SmartBusiness visit as "Extremely Useful"</li> <li>26% described it as "Somewhat Useful"; this is based on a small number of completed surveys (N = 19).</li> <li>217 follow-up consultations</li> <li>70 face-to-face meetings with Action Team members</li> <li>Referrals Generated: 358</li> <li>1 company common issue: difficulties in finding skilled labour - hence new Atlantic Immigration Pilot focus for BRE visits</li> </ul>  | <p>Existing</p>        |   |
|  | <p>8. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.</p>         | <p>Halifax Partnership</p> |   | <p>Existing</p>        |   |
|  | <p>9. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.</p> | <p>Halifax Partnership</p> | <p>The Province is in the planning stages of building a Digital Service Delivery Channel to provide online services and resource information for Nova Scotian businesses. The Digital Service Delivery Channel will be rolled out in the next 2-3 years. The Partnership's role will be to provide a link to the provincial site and promote it to the Halifax Business community.</p>  | <p>New</p>             |   |
|  | <p>10. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.</p>                                       | <p>Halifax Partnership</p> | <p>2017 Halifax Index presented to the community on June 14, 2017.</p> <ul style="list-style-type: none"> <li>The Winter 2018 Quarterly Economic Snapshot will be released in February. This will be the first edition of the report in a new more graphic and less text-heavy format.</li> <li>The January SmartBusiness Quarterly Report for Halifax will be issued by the end of January 2018. This is the first SmartBusiness report since revisions were made to the Partnership's survey instrument.</li> <li>Research and analytical services to internal and external clients are provided upon request.</li> <li>www.halifaxpartnership.com contains the most up-to-date economic information on Halifax's value proposition and industry sector profiles.</li> <li>The Research Team continues to be involved with other organizations and efforts including the Poverty Solutions Advisory Committee, the One Nova Scotia measurement group, HRM's review of its new commercial taxation powers, and a BID-led group focused on transit issues.</li> </ul>   | <p>Existing</p>        |   |

| GOALS & OBJECTIVES  | YEAR 1-2 ACTIONS   | LEAD                | STATUS UPDATE<br>April 1 to June 30 2017  | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.) |
|---|--|---------------------|---|------------------------|---|
|   | 11. Provide aftercare to new companies that have chosen Halifax as a new location for their business and make connections to the programs, resources and talent needed for their continued growth. | Halifax Partnership | <p><b>April 1, 2017 to December 31, 2017 aftercare provided to:</b></p> <ol style="list-style-type: none"> <li>1. Mobility - supported their grand opening with government relations and communications support. As well, connected them to talent through the Connector Program.</li> <li>2. Network Test Labs - supported their launch event, welcomed them to the community with Mayor Savage and connected them to the business community.</li> <li>3. Origin and Cause - supported them with a welcome event with Mayor Savage and connections to the business community.</li> <li>4. Staples - met with key head office executive and the HR team in Sackville with Deputy Mayor Steve Craig. Supported their need to tap into new university grads and labour.</li> <li>5. Spider Works - Sponsored the Halifax Chamber of Commerce's "Distinguished Speakers Series" event with Ken Tencer of Spider Works at the keynote speaker.</li> <li>6. RBC and Scotiabank - Held one-on-one meetings with RBC and Scotiabank with the Mayor in Toronto.</li> <li>7. Pepper Group - (new investor in the Halifax Partnership) the BD team and the Connector Team have been providing the new Pepper Group office in Halifax with support as it relates to the Atlantic Immigration Pilot, Experiential Learning and Connector Program. BD has supported Pepper with Sell Halifax information that they can use to promote their new Halifax location within the corporation and with their key clients who may be unfamiliar with this location.</li> <li>8. Federal Fleet Services - HP has supported the aftercare of Federal Fleet Services in Halifax (New investor in the Halifax Partnership) with their welcome event and have met with the lead for Halifax to help develop a plan for their engagement and support.</li> </ol>  | Enhance                |   |
|   | 12. Communicate to the local business community opportunities arising from new international trade agreements.   | Halifax Partnership | <p>The Federal Government's toolkit on the Canadian-European Comprehensive Economic and Trade Agreement (see: <a href="http://bit.ly/2fKqNqHV">http://bit.ly/2fKqNqHV</a>) continues to be promoted through the various Halifax Partnership social media channels and is also shared with business through the Smart business Program.</p> <p>A lunch and learn with the Port of Halifax was held in August 2017 to better understand impacts of CETA on the economy and what is means for business.</p> <p>Information on CETA was shared as part of the Halifax Partnership/HRM hosted World Energy Cities Partnership.</p>   |                        |   |
| N/A. Support Nova Scotia's Regional Enterprise Networks - provide advisory support best practice in economic development, Business Retention and Expansion and Connector support. |  | Halifax Partnership | <ul style="list-style-type: none"> <li>• Ongoing support services and dialogue with existing RENS and Municipal Affairs on best practices for BRE and economic development have been provided.</li> <li>• HP worked with Municipal Affairs and NS RENS to update the BRE diagnostic tool – new survey in market December 2017.</li> <li>• HP prepares the Quarterly Reports for BRE visitations for NS RENS for Municipal Affairs.</li> <li>• The Partnership provides ongoing support to the Cape Breton Partnership (CBREN) and Western REN on how to roll out Connector Program.</li> <li>• HP supported the Western REN and Cape Breton Partnership in the development of proposals for AIP funding.</li> <li>• HP is collaborating with Municipal Affairs and REN representatives to update the BRE diagnostic tool and other related instruments.</li> <li>• A meeting was held with the East Hants &amp; Districts Chamber of Commerce on June 26, 2017, to discuss opportunities for collaboration.</li> <li>• Presented at the NSREN Conference in Baddeck, NS, on September 7 and 8.</li> <li>• Presented to the Annapolis Valley Chamber of Commerce - September 28.</li> <li>• Held a full day training session with the RENS on August 28 and working to organize a second full day training session on November 17.</li> </ul>  | New                    |   |
| 1.2 Work nationally and internationally to attract investment and increase trade.   | 13. In collaboration with economic development partners, refine and amplify Halifax's value proposition to position Halifax on the world stage.  | Halifax Partnership | <p>April 1, 2017 to December 31, 2017:</p> <p>This year's activities continue to create a strong funnel of investment opportunities for Halifax, resulting in:</p> <ul style="list-style-type: none"> <li>• 11 wins (companies establishing or expanding operations in Halifax). Approximately</li> <li>• 1332 jobs expected to be created.</li> </ul> <p>Current funnel has:</p> <ul style="list-style-type: none"> <li>• 987 Contacts</li> <li>• 31 prospects</li> <li>• 9 active leads.</li> </ul> <p>From May 17-19, 2017, Mayor Savage and the Halifax Partnership lead a Sell Halifax mission in Massachusetts targeting the IT and oceans technology sectors. More than 150 people attended the events. Follow up is now taking place with companies and organizations who are interested in business, innovation partnerships and opportunities in Halifax.</p> <p>During the visit, Mayor Savage appeared on NECN's weeknight business show and was interviewed on WBZ Radio about strengthening ties between Halifax and Boston. The Partnership ran a digital advertising campaign targeting the Boston, Fall River and New Bedford areas focused on promoting Halifax's business advantages and the IT, oceans technology and financial services sectors. The campaign generated more than 1 million impressions and the three Sell Halifax videos have been viewed over 120,000 times to date.</p> <ul style="list-style-type: none"> <li>• The Halifax Partnership worked closely with partners and sponsors in organizing the WECF AGM to showcase Halifax on the international stage including Maritimes Energy Association, Emera, Irving, Efficiency One, CBRE, Cox &amp; Palmer, Clearwater, Nova Scotia Department of Energy, ACOA and the Halifax Regional Municipality.</li> <li>• In collaboration with partners (HRM, NSBI, Universities, Discover Halifax) the organization led the development of the proposal pitch to Amazon in response to their North American RFP for the new Amazon HQ2 location. The printed pitch was confidential but the electronic pitch was shared broadly.</li> <li>• In collaboration with NSBI, the organization led the development of a "Top list" of key company targets for Investment Attraction building on the great collateral and value proposition created for Amazon HQ2.</li> <li>• In November 2017, the Partnership and the Mayor visited Toronto and Kitchener-Waterloo, to meet with key clients and learn more about innovation districts.</li> </ul> | New                    |   |

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|   | 14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.  | Halifax Partnership                         | <ul style="list-style-type: none"> <li>The Halifax Partnership, in collaboration with the Port of Halifax, Halifax International Airport Authority, Saint Mary's University and HRM put together a partner (Mayor led) mission to China in June. This collaborative visit helped to create partnerships in Zhuhai and Qingdao China. The mission also supported key partners in being able to communicate priorities to the Canadian Ambassador to China. These relationships also have been created through active consultation with the Province of Nova Scotia and support the Nova Scotia China Engagement Strategy.</li> <li>In planning and implementation of the Boston Sell Halifax Event (May) the Halifax Partnership worked collaboratively with NSBI, Canadian Consulate Boston, COVE, private sector and the Mayor's office to ensure the event was successful. (See #13 above for further information)</li> <li>The Halifax Partnership is working collaboratively with partners including EDC, BDC, NSBI, ACOA and the provincial government while working with an international investment firm that is interested in investable projects with more than six (6) local companies.</li> <li>The Halifax Partnership is working collaboratively with Industry Lision Offices located within all the Post Secondary institutions to build the value proposition of the research capabilities and capacity. Co-pitches to companies for commercialization opportunities are moving ahead collaboratively.</li> <li>The Halifax Partnership in delivering the WCEP AGM in Halifax worked collaboratively and closely with the Maritimes Energy Association and the Department of Energy.</li> </ul>  | Existing               |   |
| 15. Leverage existing local, national and international relationships, and cultivate new relationships, (e.g. International Partnerships, WCEP, CCCA) to increase the awareness of the Halifax value proposition. |   | Halifax Partnership                         | <ul style="list-style-type: none"> <li>Halifax hosted the WCEP Annual General Meeting in Halifax from September 30 - October 4. More than 60 delegates registered from 13 member cities, including city officials, economic development and business. Cities who have indicated they are participating are Aberdeen, Cape Town, Houston, Halifax, St. John's, Stavanger, Kuala Lumpur, Daqing, Esbjerg, Dammam, as well as Barranquilla and Yenangoa, who are observing the meeting while going through the membership process. Sponsors of the WCEP AGM are Emera, Irving, Efficiency One, CBRE, Cox &amp; Palmer, Cleanwater, Nova Scotia Department of Energy, ACOA and the Halifax Regional Municipality. The AGM coincided with two other events WCEP delegates are invited to attend. The Core Energy Conference is a two-day program of presentations and panel discussions on the energy industry in the Maritimes.</li> <li>WCEP also showcased the Røpost Art Exhibit taking place at the Discovery Centre. Røpost is an art collaboration between artists in two WCEP member cities: Esbjerg, Denmark and Halifax, Nova Scotia. The art show featured collaborative art pieces and individual pieces. The Røpost collaboration started last year, and is an example of the cultural exchange and collaborations that result from WCEP membership.</li> </ul> <p><b>International Partnerships:</b></p> <ul style="list-style-type: none"> <li>MOU/International Partnership Agreement between Halifax and Aberdeen signed in Halifax during the WCEP AGM in October.</li> </ul> <p><b>Zhuhai:</b></p> <ul style="list-style-type: none"> <li>A partnership agreement between Zhuhai, China and Halifax was signed during the Mayor's visit to China in June 2017.</li> </ul> <p><b>Qingdao:</b></p> <ul style="list-style-type: none"> <li>A delegation from Qingdao (as follow-up to our visit to Qingdao in June, 2017) will be visiting Halifax in the future. It is anticipated this visit will be the first step in formalizing the relationship.</li> </ul> <p>The Halifax Partnership was a key participant in the visit to Halifax by Canada's Ambassador to China in late November.</p> <p><b>Norfolk:</b></p> <ul style="list-style-type: none"> <li>HP is working with the Norfolk Committee to re-engage and invigorate the Norfolk relationship.</li> </ul> | Existing               |   |
| 16. Expand the Mayor's Celebrate Business Program to include targeted visits to major centres in Canada and the United States that showcase Halifax's value proposition.  |   | Co-Leads:<br>HRM and<br>Halifax Partnership | <p>In May, Halifax Partnership led a Boston outbound mission with Mayor Savage to promote Halifax's business advantages and to meet with prospective investors in the IT, Oceans Technology and Financial Services sectors. The Partnership executed a comprehensive foreign direct investment program in the Boston market, including pre-and post brand awareness research, a digital marketing campaign, and Sell Halifax events and meetings with business.</p> <p>Boston will serve as a model for future Sell Halifax visits. The agenda included media interviews, a luncheon with the business community, a reception (Boston and Fall River, Mass), an IT Roundtable and several one-on-one meetings with pre-qualified prospect companies. For further detail on results of this Boston Sell Halifax/Mayor's Celebrate business see item number 13 above.</p> <p>In September, Halifax Partnership led a an outbound mission to Toronto with Mayor Savage to promote Halifax's value proposition. The event included presenting at the IEDC conference and one-on-one meetings with key clients in the financial services sector. The Mayor was also interviewed by Bloomberg for a feature article.</p> <p>In November, the Partnership returned to Toronto with the Mayor for key meetings with clients and also visited the Kitchener-Waterloo area to tour Communitech and learn more about innovation districts.</p> <p>Local Mayor's Celebrate Business visits to date include: Sell Halifax at the International Tattoo, DHX Media, T4G, Dominion Diving, Halterm, Master Merchant Systems, LifeRaft Navigator and Maritime Paper Products..</p>   | New                    |   |
|   | 17. Assess the role the Municipality could play in a potential air route development fund to open direct commercial and passenger routes to other destinations. | Co-Leads:<br>HRM and<br>Halifax Partnership | No status update.   | New                    |   |

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|   | 18. Produce a 5-Year Strategic Growth Plan for the Halifax Gateway. | Halifax Partnership | <p><b>April 1 to December 31, 2017 Halifax Gateway Partners and Halifax Partnership:</b></p> <ul style="list-style-type: none"> <li>Participated in a Mayor Savage led/Halifax Partnership managed Gateway China Mission in June.</li> <li>Supported the work of the Port of Halifax during the Master Planning process.</li> <li>Supported the growth challenges that CN owned Autoport has been experiencing through traffic analysis in partnership with the municipality.</li> <li>Collaborated with partners, including APEC, to publish the 2017 Major Projects Map. The map was distributed to all Port Days 2017 delegates, and published on the Gateway website.</li> <li>Sponsored Port Days 2017 and managed a booth on site. Funding has also been secured to sponsor Cargo Logistics Canada in Vancouver in 2018 and FCM 2018 which will be held in Halifax.</li> <li>Supported key customer Oceanex in the creation of a report/and with government relations in support of their economic impact on the regional economy.</li> <li>Hosted a roundtable welcome meeting with Steven Marshall from Glasgow Airport to support the air route.</li> <li>Began preparing to attend Cargo Logistics Canada 2018 in Vancouver, including sponsoring the popular annual Halifax reception.</li> <li>Funding has also been secured to sponsor FCM 2018 which will be held in Halifax.</li> </ul> |                        |   |
| N/A. Provide orientation services for inbound business missions.  |   | Halifax Partnership | <p>The Partnership's Business Development team worked closely with an Asian investment consortium to support their inbound mission to Halifax. Focus was to meet with potential investable projects in Halifax. The Partnership project managed their agenda and created a four day agenda of private sector meetings - active follow up is underway. Continued to support this group as they planned their return to Halifax in early 2018.</p> <p>In December, the Partnership hosted Julie Forrest, the new Trade Commissioner for Global Affairs Canada. The Partnership organized an itinerary to showcase Halifax's value proposition and facilitate meetings with partners and local businesses. The team is preparing to host more delegations in 2018 including key investment attraction clients, and 15 new trade officers with Global Affairs Canada.</p>  |                        |   |
| N/A. Raise awareness of the Halifax Gateway value proposition in key markets  |   | Halifax Partnership | <p>The Halifax Gateway was a gold sponsor of Port Days 2017 and a community partner of Altitude East 2017. Funding has also been secured to sponsor Cargo Logistics Canada in Vancouver in 2018 and FCM 2018 which will be held in Halifax.</p> <p>The Halifax Gateway published the 2017 Mega Project map (fold out) in advance of September events: Halifax Port Days, Altitudes East. The mega maps are a collaboration of: Atlantic Provinces Economic Council, the Port of Halifax, the Halifax Stanfield International Airport, CN and the Halifax Partnership.</p> <p>The Halifax Partnership is a key partner within the stakeholder working group on the development of the Port of Halifax Master Plan.</p> <p>In partnership with Oceanex, Halifax Partnership retained consultant Chris Lowe to articulate the economic impacts of the company on the local economy and to share the relevant materials with key government/private sector influencers.</p>  | New                    |   |
| 19. Increase awareness of R&D capabilities and interests within Halifax universities and opportunities for business to connect. |   | Halifax Partnership | <p>The Halifax Partnership continues to work closely with the Universities and the Nova Scotia Community College to better understand capabilities and capacity residing in each institution so that the business connections and opportunities may be more easily identified.</p> <p>Successfully negotiated a letter of intent from a multi-national company to support funding towards a potential Canada Research Chair (CRC) at Dalhousie University, which the university has applied for. CRC invests approximately \$265 million per year to attract and retain some of the world's most accomplished and promising minds. Chairholders aim to achieve research excellence in engineering and the natural sciences, health sciences, humanities, and social sciences.</p> <p>The Halifax Partnership continues to work closely with the Universities and the Nova Scotia Community College to better understand capabilities and capacity residing in each institution so that the business connections and opportunities may be more easily identified.</p> <p>In December, the Halifax Partnership hired a Sales Engineer, Innovation to sell the research underway within the Halifax post-secondary environment to companies looking for commercialization opportunities.</p>  | New                    |   |

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| <p><b>1.3 Improve the conditions for innovation and entrepreneurialism.</b></p>   | <p>20. Increase connectivity with and build capacity of African Nova Scotia and urban aboriginal organizations engaged in economic development.</p>   | <p>Co-Leads:<br/>HRM and<br/>Halifax Partnership</p> | <p>The African Nova Scotian Affairs Integration Office (ANSAIO) has developed and shared within HRM strategies for identifying and responding to barriers in the delivery of municipal services to African NS communities, as well as working to identify and propose next steps to overcome barriers to the full participation of the ANS community and all residents of African descent in the broader community and economy.</p> <p><b>Land Title Clarification Project:</b><br/>In September 2017, the provincial government committed resources to resolving the land title issues in East Preston, North Preston, Cherry Brook and (Sunnyville and Lincolnville) two other Black communities outside of HRM. HRM continues to sit on the stakeholder committee as the province is moving towards fulfilling the terms of the provincial announcement which includes: covering legal fees and other costs incurred for clarifying land ownership; hiring two community liaison officers to help residents with the process; hiring a land surveyor and two survey technicians to carry out surveys. ANSAIO will continue to work with vested HRM business units such as Finance and Planning and development to clarify the roles and responsibilities of the municipality through this process.</p> <p><b>ANS Community Engagement in Development Approval Process in Beechville</b><br/>ANSAIO has been working with Planning and Development to develop and implement a public participation process. The process will enable P &amp; D to gather feedback from residents and community groups about possible amendments to a secondary municipal planning strategies for lands located in Beechville near Lovett Lake. The collaboration will ensure the African Nova Scotian community in Beechville is properly engaged through the development approval process. The ensuing process will look at creating a full set of planning policies and land use regulations for land in Beechville and in Bayer's Lake Business Park. In November 2017, at staff's recommendation, Council directed staff to develop a public participation process with respect to the development process in Beechville. Recommended in the related staff report is the formation of a Beechville African Nova Scotian Liaison Group. This group, consisting of 5 to 7 community endorsed volunteers, will function as an advisory group helping to build stronger relationship between HRM Planning Staff and the Beechville community.</p> <p><b>Feasibility of Extending Municipal Water Service in East Preston</b><br/>ANSAIO, in collaboration with P &amp; D and Halifax Water is working with the East Preston Rate Payers Association to explore the feasibility of extending municipal water service into the East Preston community. A community information session took place in November, 2017 with PD, HW and ANSAIO staff presenting. There were over 40 community members in attendance. ANSAIO will continue to work with the East Preston Rate Payers and the community at large to explore options based on the feedback from the information session.</p> <p>The Halifax Partnership is also working with key stakeholders to develop a Connector Stream for the ANS and Aboriginal communities.</p> | <p>New</p>             |   |
| <p>21. Facilitate connections between small and large businesses around opportunities for increased innovation.</p>   |   | <p>Halifax Partnership</p>                           | <p>The Halifax Partnership has identified three large private sector companies that have identified a specific interest in the potential of investing dollars into the research capabilities at Dalhousie University with the ultimate aim of commercialization. Discussions are ongoing with these companies.</p> <p>The Halifax Partnership has led the discussions with an international research company who have had a specific interest in locating a facility to take advantage of the specialized capabilities existing within the healthcare sector.</p> <p>The Halifax Partnership has connected several local companies with a large international investment firm. Conversations are ongoing.</p> <p>Discussions with a multi-national company have evolved to a negotiation stage for a partnership (sub-contract) with Dalhousie University.</p>  | <p>New</p>             |   |
| <p>22. Promote the growing network of for-profit business and social enterprise incubation facilities that offer shared space and access to business expertise.</p> |   | <p>Halifax Partnership</p>                           | <p>No activity.</p>   | <p>New</p>             |   |
| <p>23. Through the SmartBusiness Program connect businesses with post-secondary R&amp;D capabilities and other resources.</p>                                       |   | <p>Halifax Partnership</p>                           | <p>The Partnership is currently working with three international companies and Dalhousie's Industry Liaison Office in making the connection to R&amp;D resources. The Partnership also supported Dalhousie University in their application for the CRC Chair to connect with multinational companies. The Partnership has established connections for three (3) local companies/organizations to further discussions related to investment/research opportunities.</p>  | <p>Existing</p>        |   |
|   | <p>24. Develop a "SWOT team" approach for economic development players to maximize existing and proposed major projects (e.g. offshore exploration, shipbuilding [including supply chain opportunities]).</p> | <p>Halifax Partnership</p>                           | <p>Alignment and partnership has been established with ACOA, Department of Energy, Maritimes Energy and OERA around the hosting of the WCEP AGM in Halifax. A B2B program has been initiated to maximize on opportunities.</p> <p>The Halifax Partnership has worked collaboratively with partners including EDC, BDC, NSBI, ACOA and the provincial government while working with an international investment firm that is interested in investable projects with more than 6 local companies.</p> <p>Through the Partnership's established relationships within the WCEP, it brokered meetings for the Department of Energy and ACOA with the city of Barranquilla, Columbia during the WCEP.</p> <p>During the WCEP, the Partnership facilitated the presentation of Irving, Emera, and Efficiency One's value propositions on various large scale projects to the 19 member city organization.</p>  | <p>Enhance</p>         |   |

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| <p><b>1.4 Collaborate around major projects to maximize their impact on the economy.</b></p> | <p>25. Secure federal funding to undertake key infrastructure projects.</p>  | HRM                 | <p>The federal government's 2016 budget announced the details of the federal government's overall plan to invest more than \$120 billion in infrastructure over 10 years. HRM received \$34.2 million for six water and wastewater projects, and \$30.6 million for 17 transit projects under Phase 1 of the program. Phase 1 Projects were originally due to be completed by March 31, 2018, but the federal government has extended the deadline for completion to March 31, 2020.</p> <p>Initial details on phase 2 of the federal infrastructure funds were announced in July 2017. The federal and provincial governments have begun negotiating the bilateral agreement that will govern how funding will flow over the next 10 years, and it is expected to be finalized by spring 2018. HRM has begun a capital planning process to identify potential projects.</p> <p>HRM is meeting with Nova Scotia Departments of Municipal Affairs, Energy, and Transportation &amp; Infrastructure Renewal to share its long-term capital plans and put forward potential projects for funding consideration.</p>  | New                    |   |
|  | <p>26. Capitalize on major project opportunities to attract new foreign direct investment.</p>   | Halifax Partnership | <p>In collaboration with APEC, the Halifax Partnership published the 2017 Mega Projects (now valued at \$132B) Map for Atlantic Canada - this is a valuable sales tool for partners such as Airport, Port, CN.</p> <p>In collaboration with APEC, the Partnership continues to work to create a map and a profile to articulate the "major development project" activity taking place in HRM - this can be used as a sales tool.</p>  | Existing               |   |
|  | <p>27. Work with industry stakeholders to raise awareness and maximize major project opportunities in the Oceans Sector (e.g. COVE).</p>           | Halifax Partnership | <p>Halifax Partnership:<br/>           -Manages <a href="http://www.canadaoceanicity.com">www.canadaoceanicity.com</a> in support of Ocean related activities and events;<br/>           -Sits as a member of the Strategic Steering Committee of COVE, Oceans Week Collaborative Committee and the Cove Marketing Committee;<br/>           -Participated in Oceans Week 2017 events (Gala dinner, industry conference)<br/>           -Partnered with UMass Dartmouth's School for Marine Science &amp; Technology, Cox &amp; Palmer, NSBI, and COVE/IORE to host Ocean Technology Roundtable and Reception in Fall River and New Bedford (May 18-19th)<br/>           -Attended the DEFSEC conference to strengthen relationships with the aerospace and defense industry.</p>   | New                    |   |
| <p><b>1.5 Promote clustering of people and business in urban and rural areas</b></p>         | <p>28. Complete the initial planning phases of the Cogswell lands redevelopment, including the creation of a design plan for Council approval.</p> | HRM                 | <p>The Cogswell Redevelopment Program is a collection of projects and initiatives generated from the Cogswell Lands Plan passed by Regional Council in 2014. The Plan guides the dismantling of the interchange roadways and bridges and their replacement with at-grade road systems. Six acres of new roads, four acres of designated park area and six acres of developable land will be created. The success of the Cogswell Redevelopment Program will depend upon the successful completion of the following project components: land use planning for the Cogswell precinct; public realm improvements, particularly as they relate to traffic, open space design and pedestrian connectivity; sale of the land for development; and, construction of the street infrastructure including transit requirements. The demolition and reconstruction of the Cogswell lands is estimated to take three years, and it could begin as early as Q4 2018. The development of the lands, including land-use bylaw planning and real estate marketing, will occur over an additional four to five years. Design is well underway with the Prime Design Consultant having completed the 30% design concept plan along with associated infrastructure drawings with input from numerous internal HRM stakeholders. Various required land acquisitions are currently underway with Halifax Water, DND and Crombie. Halifax Water has completed a feasibility study for District Energy and a go-forward case has been presented to Regional Council which has directed staff to draft an amendment to the HRM Charter that allows the municipality to provide district energy services. This has been submitted ahead of the 2018 spring legislative sitting.</p> | New                    |   |
|  | <p>29. Ensure that an adequate supply of industrial lands is available to support economic development objectives.</p>                             | HRM                 | <p>As part of its long-term plan to ensure that an adequate supply of industrial land is available to support economic development objectives, HRM is:</p> <ul style="list-style-type: none"> <li>- adjusting capital plans to finance the acquisition and preparation of land for industrial development (this is an ongoing task; HRM acquired 428 acres adjacent to Burnside in 2015);</li> <li>- amended zoning in the Burnside expansion area to better define target industrial and commercial uses (a public hearing on this issue is anticipated for 2018); and,</li> <li>- planning for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park. The Ragged Lake Feasibility Study is complete and its findings will be reported to Council in 2017/18.</li> </ul> <p>-Consulting studies for short-term Aerotech development were completed in 2017, and will continue into 2018 with preparation of a lot grading tender for currently serviced lots. Long-term expansion studies for the balance of Aerotech lands will also continue into 2018. HRM will place lot inventory on the market in 2018/19. Aerotech Park will need to be re-zoned to permit broader land uses in line with standard industrial parks like Burnside.</p>   | New                    |   |
|  | <p>30. Assess options to divert the movement of goods through downtown Halifax.</p>  | HRM                 | <p>A Goods Movement Opportunities Study was completed in November 2016 and examines ways HRM can improve the movement of goods through Halifax's transportation system and what role the Municipality should play in the management of freight movement within the region. The movement of goods through the downtown will be assessed and the entire study will inform HRM's over-arching Integrated Mobility Plan. Any strategic moves related to goods movement depend on the outcomes of the Port Master Plan work currently being undertaken by the Halifax Port Authority. HRM and the Port Authority have begun working together to develop a system of monitoring the flow of goods through the Region, and in particular the Halifax Peninsula.</p>  | New                    |   |

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|   | 31. Implement the density bonus study findings to increase density in the Regional Centre.   | HRM                                  | Comprehensive Updates to the Downtown Halifax and Downtown Dartmouth Planning Documents have been drafted and are under going internal business unit and Legal Services review. These updates incorporate the findings of the Density Bonusing study and are on track for review by HAC and DRC in Spring of 2018, after public and stakeholder consultations have been completed. The findings are also being used in the development of detailed Secondary Municipal Planning Strategy and Land Use By-law for adoption throughout the Regional Centre via the Centre Plan.   | New                    |  |
|   | 32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.  | Co-Lead: HRM and Halifax Partnership | The 2016 Halifax Index included "Special Analysis: A rural Halifax Profile", and the 2017 Halifax Index included a rural component as well. The Partnership will provide new rural business count data and other more detailed demographic and socio-economic data for communities in rural HRM as it is made available. HP's decision to join the Canadian Council on Social Development's Community Data Program is driven, in part, by a desire to provide more and better rural HRM data.   | New                    |  |
|   | 33. Assess the feasibility of a rural action committee to foster rural economic development.   | HRM                                  | HRM staff are actively pursuing opportunities in rural tourism (i.e. 100 Wild Islands), agriculture and aquaculture, and expansion of access to high speed broadband services. In July Halifax Partnership representatives attended a meeting of the Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs to present the 2017 Halifax Index, provide an update on economic development activities being undertaken by the Partnership throughout HRM, and engage in discussion with members on their issues and concerns. The Partnership agreed to provide summaries focused on rural HRM as new census data are released throughout the fall of 2017.  | New                    |  |
|   | 34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the <b>We Choose Now Report</b> .   | Halifax Partnership                  | "We Choose Now", the ONE Nova Scotia Coalition's 10-year Collaborative Action Plan to revitalize the province, recommends that "the Government of Nova Scotia and ACOA, in partnership with the new Regional Enterprise Networks (RENS), should develop a rural innovation and entrepreneurship strategy, perhaps similar to the EU's Rural Innovation and Business Systems program". HRM is following up with provincial officials to see how the work of the municipality, the Partnership and Discover Halifax can advance some of the ideas in "We Choose Now." Provincial work on rural economic development includes an aquaculture strategy, the development of the RENs, enhanced rural broadband access, support to Perennia, and Innovacorp involvement in the Forestry Innovation Centre in Liverpool. Some of this activity is relevant to opportunities in the rural parts of HRM. |                        |  |
|   | N.A. Support the implementation of the Musquodoboit-Sherbrooke STEP Strategic Plan to build tourism capacity on the Eastern Shore.       | Halifax Partnership                  | HP remained active on this file into June 2016. Future assistance will be provided as possible, but funding uncertainty has diminished our capacity to devote resources to this initiative.   |                        |  |
|   | N.A. Work with the Sheet Harbour Chamber of Commerce to identify and address economic development issues on an ongoing basis.            | Halifax Partnership                  | <ul style="list-style-type: none"> <li>April-June 2017, SmartBusiness targeted approximately one person one to two days per week to rural HRM. This included standard BRE visits in the area, plus other participation in other development activities such as the Wild Islands Tourism Advancement Partnership (WITAP) initiative and rural broadband issues.</li> <li>Special focus topic in the April 2017 SmartBusiness Report was rural broadband.</li> <li>Included a separate Rural HRM section in the 2017 Halifax Index (and will do so again in 2018).</li> <li>On June 21, presented the Halifax Growth Plan/Halifax Index to the Musquodoboit Harbour &amp; Area Chamber of Commerce &amp; Civic Affairs on June 21.</li> <li>Compiling 2016 Census data for rural HRM and producing a 'community profile' of the area.</li> </ul>  |                        |  |
|   | N.A. Provide the research needed to increase broadband connectivity in rural HRM.  | Halifax Partnership                  | <p>HP has engaged with rural HRM partners with regard to both provincial and federal funding opportunities for rural broadband and have had numerous discussions with HRM staff and Councillors. HP prepared a background research report at the request of a rural HRM Chamber and is making the case regarding rural broadband directly to its relevant investors.</p> <p>On behalf of the community, the Halifax Partnership was the project proponent with the Province of Nova Scotia and Bell Alliant to successfully secure funding to extend fibre facilities in the Goffs-Devon, Old Guysborough Road area. The project outcomes include: 1. Connecting key infrastructure - fire hall, golf course, and several small businesses. 2. Increasing up to 85 households with access to broadband.</p>   | New                    |  |
| <b>GOAL 2: ATTRACT &amp; RETAIN TALENT (Grow Halifax's Labour Force to 271,000 by 2021)</b> |  |                                      |   |                        |  |
|   | 35. Continue the Connector Program to connect local and international graduates, young professionals and immigrants to the labour force. | Halifax Partnership                  | <p><b>April 1 to December 30, 2017:</b><br/> Connectees (new participants newcomers, laid off workers, local and international graduates): 380 (immigrants 190, international grads 111, YETs 79)<br/> Connectors (business leaders): 99<br/> Re-engaged Connectors: 56<br/> Jobs Found - 150 (immigrant 70, international grads 44, YETs 36)<br/> Employer engagement events: 13<br/> • Local Connector Annual Report 2016-17 completed and distributed to key stakeholders.</p>   | Existing               | <ul style="list-style-type: none"> <li>Increase Halifax's overall population growth (1.0% growth in 2015)</li> <li>Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)</li> <li>Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent.</li> </ul> |

| GOALS & OBJECTIVES   | YEAR 1-2 ACTIONS  | LEAD   | STATUS UPDATE<br>April 1 to June 30 2017   | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.)   |
|--|---|--|--|------------------------|---|
|  | <p>36. Through the Game Changer Action Plan, raise local business community's awareness on the benefits of hiring young professionals without experience.</p>   | Halifax Partnership  | <p><b>April 1 to December 30, 2017:</b><br/>           April 1st, 2017 to Dec 31st, 2017:<br/>           Goal: Reduce Nova Scotia's net outmigration of youth (ages 20-29) to other provinces from its long term average of 1300 per year, to 0 per year.<br/>           2014-15: 1300 youth lost<br/>           2015-16: 800 youth lost<br/>           2016-17: 300 youth lost<br/>           2017-18: 0 youth lost<br/>           Progress: Nova Scotia's net outmigration of youth (ages 20-29) has shown considerable reduction in recent years, showing progress towards our goal.<br/>           2014-15: 1499 youth lost<br/>           2015-16: 222 youth lost<br/>           2016-17: 231 youth lost*<br/>           *This is technically a preliminary number and may be subject to change next year. Source: Statistics Canada, Population Estimates, CANSIM 051-0012</p> <p>As of November, 2017, the Halifax Partnership is now in year 3 of a 3 year Game Changers Youth Retention Action Plan. The 3rd year promotional campaign is currently in market with a billboard campaign. The Game Changers Guide to Hiring Youth was distributed to over 500 stakeholders and business leaders. Youth retention was highlighted in the 2017 Halifax Index and launch event. Presenting sponsor TD has hosted four speed interviewing events. The Game Changers Award Gala took place on October 30th, 2017 at the Westin Hotel. The event recognizes and highlights organizations who are leaders in youth retention. 300 people attended the gala. 10/10 Game Changers success stories have been completed. An update of the Game Changers Guide to Hiring Youth is currently underway. Relaunch of the digital copy of the Guide will take place at #HireMeHalifax event in March 2018.</p>                               | New                    | <p>residency (4% in 2015)</p> <ul style="list-style-type: none"> <li>● Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)</li> <li>● Attain at least the provincial average workforce participation rate (69.1% in 2011) for marginalized groups, especially the African Nova Scotian community (64.7% in 2011).</li> </ul> |
| <p>2.1 Create opportunities for youth, including international students, to put down roots in Halifax.</p> | <p>37. Increase the business community's awareness of, and access to, labour market information and resources.</p>  | Halifax Partnership  | <p>With funding support from NSOI and ACOA, the Partnership is working to support the roll out and promotion of the Atlantic Immigration Pilot (AIP) aimed at attracting an additional 800 immigrants to Nova Scotia. With a team of two Account Executives, the Partnership has identified a target list of 450+ companies facing labour market shortages. This number represents the "pre-qualified employers" based on a market analysis completed by HP. The Partnership's Business Retention and Expansion Program's (Smart Business) diagnostic tool has been modified to gain a deeper analysis on labour market challenges. These changes have been shared and implemented across all active Regional Enterprise Networks (RENs). This allows other AIP participant communities to gather and report on comparable data for AIP and labour market challenges.</p> <p>To date, the team has held 102 face-to-face meetings (89 using the Partnership's original diagnostic tool, and 13 current meetings using the updated/AIP focused tool) The Partnership is currently on track to meet and/or exceed the funding agreements' expected results. Initial findings from the new diagnostic tool suggest that awareness of the Atlantic Immigration Program is exceptionally low within the Halifax business community -- 0% of clients were "very familiar" with AIP during their initial meeting, and only 15% were "somewhat familiar". This indicates there is significant room to increase the reach of the program to additional businesses. Additional labour market information gathered through the program suggested that employers were having difficulties finding specific skills and occupations. 67% of clients in Halifax could name at least one specific occupation they were having challenges hiring.</p> | Enhance                |   |
|  | <p>38. Assemble existing, and develop new, marketing collateral and events as part of a Welcome Like No Other Program targeting international students and immigrants.</p>                                    | <p>Co-Leads:<br/>           HRM and<br/>           Halifax Partnership</p> | <p>GREA staff have drafted an updated Welcoming Newcomers Action Plan (first developed in 2013) to be more a more welcoming community to newcomers and residents alike. The new plan will provide business units with clear goals and objectives to support HRM's work with newcomers. Actions to date include:</p> <ul style="list-style-type: none"> <li>- in April 2017, HRM hosted its second Open House focused on the needs of refugees to provide information on HRM services (i.e., Police, Fire, Transit, etc.); and,</li> <li>- an updated Welcoming Newcomers Guide that provides municipal and community information to newcomers has been updated with input from the Local Immigration Partnership Advisory Committee and Acadian and francophone communities.</li> </ul> <p>Future actions include:</p> <ul style="list-style-type: none"> <li>- development of a booklet of one-page testimonials by newcomers about their countries of origin and a guide to outlining international student pathways to immigration; and,</li> <li>- the fourth Mayor's Reception for newcomers in September 2017.</li> </ul>  | Enhance                |   |
|  | <p>39. Communicate private sector labour market needs to the post-secondary/public sectors to improve programs and the supply of labour.</p>  | Halifax Partnership  | <p>Will be included in Phase II of the Sell Halifax Program in 2018-19.</p>  |                        |   |
|  | <p>N/A. With funding from Planning for Canada, implement the Pre-Arrival Connector Program to provide direct access to pre-screened internationally trained professionals with permanent resident status.</p> | Halifax Partnership  | <p>For 2017-18 the Partnership has moved from being a Focal Point Partner with Planning for Canada, to a complimentary partner which does not include funding or reporting due to a reduction in the number of referrals. The Pre-Arrival Connector Program is still operational and will be managed under the National Connector Program.</p>   | Enhance                |   |
|  | <p>40. Compile an inventory and increase awareness of the initiatives/programs that assist immigrants' integration into Canada's labour market.</p>   | Halifax Partnership  | <p>Halifax Labour Immigration Partnership's Economic Integration and Growth Sub-committee is currently working on this initiative. HRM plans to host this information on Halifax.ca. Estimated time for completion is one year.</p>  | New                    |   |

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| 2.2 Attract immigrants and expatriates to Halifax.                         | 41. Share Halifax value propositions with universities, employers and public sector partners working to attract students and employees to Halifax.<br>42. Work with provincial stakeholders to identify ways to leverage Halifax's migrant communities to attract talent and investment to Halifax.   | Halifax Partnership<br><br>Halifax Partnership       | Discussions are taking place with universities, employers and public sector partners working to attract students and employees to Halifax.<br><br>A strategy planning meeting was held with representatives of the Sikh community. Discussion are now underway with the Social Inclusion sub-committee with the Local Immigration Pilot. Plans to present the AIP and Connector Program to the community are currently underway. Discussions underway to have Bhangra dancers at HP Event in April to celebrate Vesakhi (founding of Sikh community)  | New<br><br>New                                 |   |
| 2.3 Promote private sector involvement in co-op and experiential learning. | 43. Expand the Halifax Connector Program and Game Changer Action Plan to include experiential learning.<br>44. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.<br>45. Support the rollout of the <i>Connector Program</i> across the province.  | Halifax Partnership<br><br>Halifax Partnership       | To date the Partnership has reached out to 101 businesses, meetings held with 63. Fifty-seven student participants have been referred. Thirty-seven businesses have committed to EL positions in the next 3-6 months. Thirty-five businesses are currently in the pipeline. 98% of businesses met with, see value in EL and would be open to using in the future. 16 experiential learning placements have been created so far, with more being finalized for the upcoming spring and summer term.<br><br>Discussions are taking place with key organizations working to promote trade and apprenticeship-related career opportunities for youth. Experiential Learning has promoted skilled trades and apprenticeship related opportunities to both public and private sector.   | New<br><br>New                                 |   |
| 2.4 Increase workforce attachment and combat systemic barriers.            | 46. In collaboration with provincial partners, BBI, the Mi'kmaw Friendship Centre and education providers, assess existing programs, services and outcomes related to the workforce attachment of urban aboriginals, African Nova Scotians and other groups at risk of exclusion.<br>47. Continue the Bridging the Gap internship program to connect new graduates to municipal public service, and share program resources with other employers in Halifax.<br>48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.<br>49. Review/improve HRM HR policies from a diversity and inclusion perspective. | Halifax Partnership<br><br>HRM<br><br>HRM<br><br>HRM | The Partnership, through its National Connector Program, is working with NS Department of Municipal Affairs to assist Regional Enterprise Networks (RENS) to roll out the Connector Program across the province. On March 7th, the Government announced \$100,000 each to the Western Regional Enterprise Network (REN) and the Cape Breton Partnership to start the Program in their regions. HP provided training to the Cape Breton Partnership and WREN in June. Two other RENs are exploring the launch of Connector Program as well. Training has been provided to both the Cape Breton Partnership and Western REN and we are providing on-going support. Two new programs are to be announced in Q4.<br><br>Meetings were held with related agencies and entities to create a framework for a focused approach to labour development and workforce attachment for both communities. Will be undertaken in 2018.<br><br>The Bridging the Gap Internship Program has been providing new graduates with career related experience in their chosen field since 2013. The municipality hired 15 interns in the Spring of 2017, its fifth intake. Each business unit has had the opportunity to participate and benefit from this program. Interns from the previous cohorts were successful in securing employment within and outside of the organization. For 2018, based upon feedback from program participants and business units, the program is being refreshed to improve the quality of the participant's experience by increasing the developmental focus of the work. These changes are being done to better align the program with HRM's Talent Management objectives.<br><br>HRM's internship program offers 12-18 month work experience to new graduates. Many HRM positions posted require two years' experience or "a combination of education and experience". There are occasions where interns have screened in and been successful in obtaining a permanent position. Any time a business unit posts a job, HR reviews the education and experience requirements to ensure that the qualifications truly reflect the minimum standards which will increase the ability for more youth to screen in. This is done on an ongoing basis. In 2018, HR will be introducing a Talent Management Framework which will guide the redesign, development and integration of HR programs to ensure HRM has the Talent it needs to deliver services now and into the future. A primary focus of the Framework will be on improving the intake of new talent.<br><br>The Office of Diversity and Inclusion and Human Resources have developed an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. A draft will be presented to Regional Council in 2017. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities. | Existing<br><br>Existing<br><br>New<br><br>New |   |

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|   | <p>50. Explore opportunities to connect newcomers, African Nova Scotian, urban aboriginal, youth and persons with disabilities to employment opportunities at HRM.</p>   | HRM  | <p><b>Diverse Voices for Change:</b><br/>The African Nova Scotian Affairs Integration Office (ANSAIO) leads Diverse Voices for Change (DV4C), a project aimed to increase the number of diverse women in leadership positions within HRM. As one of five municipalities funded by the Federation of Canadian Municipalities to carry out this project, the project brings together a Local Working Group of community partners to analyze barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The diverse groups being targeted by the Local Working Group include women who identify as First Nations, African Nova Scotian, Racially Visible, and recent immigrants. In October, 2017, Diverse Voices for Change participated in the 40th anniversary of the Status of Women. The event was attended by 10 indigenous and racialized women and provided an opportunity for networking and leadership skills enhancement. In November 2017, Diverse Voices for Change hosted Senator Wanda Thomas Bernard and the Association of Black Social Workers in a presentation on Black Women in Leadership. In November 2017, sub-committee was formed to work on critiquing and creating a culturally grounded curriculum for the Women's Campaign School. The committee consists of HRM, NS Status of Women, Equal voices, and a group of African Nova Scotian, immigrant, and indigenous women. The group has met three times and plans to meet weekly during the first quarter of 2018. The developed curriculum will be piloted in May 2018, evaluated and adopted for the upcoming municipal election.</p> <p><b>African Nova Scotia Visible Minority Women's Network</b><br/>The African Nova Scotian Affairs Integration Office (ANSAIO) leads work with the African Nova Scotian and Visible Minority Women's Network to support the development of skills and talents of African Nova Scotian and Visible Minority women employed within HRM. Through the support of ANSAIO, the affinity group provides members, across all employment levels, the opportunity to enhance their leadership skills; contributes to the commitment of HRM to develop the talents of its employees; continues to provide the platform for women to network in a shared learning environment; and, celebrates the strengths inherent in women who identify as African Nova Scotian and Visible Minority. The Network and Diverse Voices for Change are planning an event to celebrate International Women's Day on March 8, 2018.</p> <p><b>Employment Systems Review</b><br/>Efforts for the next year are focused on members building an HRM Competency Portfolio based on the HRM Competency Dictionary to assist these women with skill recognition and demonstration to assist with employment mobility prospects within HRM. As a result of recommendations from the Employment Systems Review, ANSAIO has continued to work with HR to create a Mentorship and Leadership Development Program for African Nova Scotian employees within Road Operations and Construction, as well as Parks, Recreation, &amp; Communities to facilitate their mobility and professional development within the organization. ANSAIO has also provided a draft of a UJIMAA Project (A mentorship program) in response to ESR recommendation #51. The proposal outlines a path from mentorship to leadership. The proposal is currently under review by the ESR Committee.</p> | New                    |  |
| <p><b>GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE &amp; WORK (Grow Halifax's Population to 470,000 by 2021)</b></p> <p><b>3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax</b></p> | <p>51. Develop and implement an open space and greenbelting priorities plan for Halifax.</p> <p>52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.</p> | HRM  | <p>Regional Council has identified the need for a strategic vision and planning and implementation framework for protecting and managing open space. To achieve this goal, the development of the Halifax Green Network Plan – an Open Space and Greenbelting Priorities Plan for the Region – is now in the third and final phase of development. Using principles of greenbelting and landscape ecology, an interconnected network of open space has been identified including areas important for wilderness and biodiversity, lands for sustainable natural resource management, coastal and cultural landscapes, public parks and greenspaces, and lands that can help shape sustainable growth management and healthy communities. The outcome of this work will be a strategic vision and decision-making framework for future open space protection and use. The Plan will not contain new zoning or regulation, but rather it will provide the science-based open space evaluation, policy direction, and implementation actions tools and priorities to shape future Regional Plan and community plan updates and municipal open space program management and investment. Phase 1 of the Plan's development, focussed on the "State of the Landscape Report: Issues and Opportunities", Phase 2 produced the policy framework "HGPN Primer Report", and Phase 3, currently underway, will produce the implementation framework and final Plan which will be presented to the Community Planning and Economic Development Standing Committee and Regional Council in Spring 2018 once key stakeholder consultations are complete.</p> <p>The Parks and Recreation Framework is complete. A recommendation report presenting staff's proposed framework is targeted for Community Planning and Economic Development Standing Committee in 2018. The Recreation Framework will be the guiding document for all decisions made regarding Parks and Recreation. The Framework identifies the vision, values and strategic pillars for Parks and Recreation as well as the Decision Making Model and the Lifelong Participation Model.</p>   |                        | <ul style="list-style-type: none"> <li>● Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)</li> <li>● Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)</li> <li>● Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014). These include: <ul style="list-style-type: none"> <li>○ "Good place to raise a family" (7.7)</li> <li>○ "Outdoor recreational facilities" (7.3)</li> <li>○ "Indoor recreational facilities" (7.2)</li> <li>○ "Housing affordability" (6.1)</li> <li>○ "Arts and cultural events" (7.4)</li> <li>○ "City is easy to get around" (6.6)</li> <li>○ "% who feel very safe or mostly safe"</li> </ul> </li> <li>● Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)</li> <li>● Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)</li> </ul> |

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| <p><b>Cultural Assets in Halifax</b></p>   | <p>53. Develop and implement the Culture and Heritage Priorities Plan.</p>   | <p>HRM</p> | <p>The Culture and Heritage Priorities Plan originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1 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.</p>   |                        |   |
| <p>54. Ensure HRM's culture investments reflect Halifax's diversity.</p>                                   | <p>HRM</p>   | <p>HRM</p> | <p>The Culture and Events division has refined their programming framework to encourage diverse perspectives to engage with programs and processes and to ensure that those perspectives are valued in all aspects of program administration. The peer jury review structure stipulates that assessment of potential jurors will include detailed consideration of the cultural and gender diversity of interested jurors with the aim of ensuring that equity of cultural perspective is built into the review and recommendation process. The Halifax Explosion 100th Anniversary Advisory Committee has specifically included diversity of cultural perspective to their guiding principles, which have in turn informed the development and administration of the Halifax Explosion Anniversary Grant Program. In April 2016, the Municipality officially welcomed its current poet laureate, Rebecca Thomas, Halifax's sixth woman to hold the position, and its first indigenous laureate. In October 2017 the Culture and Events division hosted the Creative City Summit. Staff have developed a theme and associated content intended to engage underrepresented voices in advancing a dialogue around the development of truly multicultural contemporary cities and which engage topics such as the Truth and Reconciliation Commission recommendations, youth justice and arts, and equity-driven cultural programming models. In December 2017, Council approved funding for the establishment of The Downie Wenjack Legacy Room in City Hall. Funding this project highlights Halifax's commitment to doing the work of Reconciliation as an organization.</p> |                        |   |
| <p>55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).</p> | <p>HRM</p>   | <p>HRM</p> | <p>HRM's Community Energy Plan (CEP), adopted in 2007, is a ten-year plan to implement energy efficiency, renewable and alternative energy technologies toward a more sustainable and resilient region. HRM also has a Corporate Greenhouse Gas Emissions Reduction priorities plan, and a target to reduce corporate emissions to 30% below 2008 levels by 2020. HRM is a member of the Global Covenant of Mayors for Climate and Energy, the World Energy Cities Partnership, and Partners for Climate Protection. These two priorities plans will be renewed as one single plan, the Community Energy and Climate Action Plan (CECAP) to align corporate and community initiatives on climate change mitigation and adaptation while meeting the requirements of the Global Covenant of Mayors for Climate and Energy. The creation of this plan is estimated to take 18 months, April 2018-March 2020. The main goal of this plan is to reduce emissions that contribute to climate change and to prepare for the anticipated impacts of climate change to reduce economic, social and environmental risk.</p>   |                        |   |
| <p><b>3.2 Increase Halifax's environmental sustainability and resiliency.</b></p>                          | <p>56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.</p> | <p>HRM</p> | <p>The three-year Solar City program is now in its second year of operation. An annual progress report will be presented to the Environment and Sustainability Standing Committee in December 2017. The goal of the program is to undertake 1350 installations over three years with a total budget allocation just over \$13million to finance installations for program participants. In order to mitigate the upfront costs of installation for the property owner and avoid tax funding for the Municipality, a ten-year loan is offered at 4.75%. Enhancements have been made to incentivise the program, including stronger technical support from HRM to Solar City contractors and a more streamlined application and approval process. To date the program has resulted in almost 1000 registrations, 88 applications for financing, 60 of which have been approved. This has resulted in 43 contracts for installations. Approximately \$750,000 in committed financing has been executed. Seventy-five per cent of the total contracts are for solar photovoltaic (PV) systems and the remaining systems are for solar domestic hot water heating. This upward trend in PV installations is expected to continue through the life of the program.</p>   |                        |   |

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|  |   |      | <p><b>Floodplain Studies:</b> New floodplain maps for the Sackville River and the Little Sackville River were produced and will be released in February 2018. These maps will form the basis for a review of and potential revision to the existing floodway and floodway fringe land use planning controls along these rivers.</p> <p><b>Overland Flooding:</b> The National Disaster Mitigation Program (NDMP) is aimed to increase awareness and resilience of flood prone communities; as part of this program, HRM has conducted risk assessments of the region's 30 most severe flood prone communities. The study was awarded in March of 2017. Using independent analysis and input from workshops with HRWC and HRM operations staff, the consultant has ranked the 30 sites in terms of flooding likelihood/severity, and has developed detailed mitigation plans for the top ten sites.</p> <p><b>Stormwater Research/Policy Development:</b><br/>         –As of July 2016, the new Lot Grading and Drainage By-Law (L400) has been adopted. This new by-law defines standards for how new development is to be graded or shaped with special consideration given to overland stormwater flow patterns. This standard sets minimum lot grades and drainage criteria for new development in both urban and rural environments.<br/>         –In April 2017 the NSUARB ruled on the revised stormwater rate design structure for HRWC that incentivizes stormwater Best Management Practices (BMPs) to control stormwater runoff and peak flow values. The NSUARB also directed HRWC and HRM to work together on Joint Standards regarding stormwater.<br/>         – Now that the HRWC stormwater rate design is finalized, HRM will work with HRWC to develop Joint Standards, and will then begin creating the stormwater by-law that will bridge the gap between HRM's stormwater specifications and HRM Regional Plan Policies.<br/>         –HRM, with HRWC, created an Integrated Stormwater Policy that was endorsed by the Environment and Sustainability Standing Committee, and approved by Regional Council and the HRWC Board of Commissioners in January 2018.</p>   |                        |   |
| 57. Complete floodplain studies, overland flooding/stormwater research and policy development. |   | HRM  |  |                        |   |
| 58. Increase awareness of the programs and services available to families and children.        |   | HRM  | <p>Parks and Recreation is developing an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The first phase of the plan – external is complete with the Director for Review. The second phase – internal and the third phase – stakeholder communication plan to be completed in 2018. The implementation of the plan is ongoing with final implementation to be complete before the end of 2018. The Parks and Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 4700 followers and Twitter having 2100 followers.</p> <p>The Launch of the new Recreation Software - Legend in 2018 will provide an opportunity to increase the awareness of the Recreation Programs and Services throughout HRM. This includes both HRM-owned and operated facilities as well as Multi-District facilities (MDFs). The launch of the Legend Software will enable "One Recreation" to be implemented across the municipality's recreation facilities (HRM Owned and Operated and MDFs) . Having one Recreation network throughout all facilities will drive HRM towards improved customer service, improved facility access and utilization, standard processes and enhanced information to improve programming decisions.</p>   |                        |   |
| 3.3 Make Halifax more family- and children-friendly.   | 59. Increase low-income groups' and individuals' access to recreation programs. | HRM  | <p>Community access and inclusion refers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include: community outreach; inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and, engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.</p> <p>Recreation encourages life-long participating in active living for all residents. Examples of lifelong participation include the "Maritime Five", which encourages walking/running/wheeling, skating, swimming, biking, and paddling. Low cost/no cost opportunities provided throughout HRM include, but are not limited to: more than 100 free programs and 8,230 low cost programs offered to over 64,000 participants this past year. The Emerald Oval has on average 200,000 participants annually. There were 3,989 participants in the Free Mobile Recreation Van, 3,947 participants in free indoor skating, 9,998 participants in free public swims, 3,560 participants in free open gym times, 4,348 participants for free canoe and paddling, 1,297 participants in Try-A-Ride Mobile Recreation program, 2,300 participants in free swim lessons at beaches with beaches seeing over 100,000 visitors in 2017. Free activities were provided at the following events: Recreation Day, Switch Open Street activities, Dingle Beach Party, Winter by the Sea, Winterfest at Fleming Park and Shubie Park, Chocolate Lake Beach Party, honey bee demos, Community Gardens, Community Oven, Youth Leadership Camp, Glow in the Park-3K fun walk/run, art hives and more. Recreation staff will continue to investigate options to engage the community in free/low cost opportunities in recreation and leisure.</p> <p>To encourage healthy, active living in Sackville, the Sackville Sports Stadium partnered with the Sackville Public Library to provide Sackville Public Library users with access to free use of the Sackville Sports Stadium. The Membership Loan program was initiated to reduce barriers and increase access to Sackville Sports Stadium programs and services by providing a free trial for interested residents. The pilot program was implemented from Jan. 1 to Mar. 31, 2017, and enabled residents with a library card to try a variety of programs and services at the Sackville Sports Stadium by signing out a free, two-week pass. The passes were valid for unlimited individual or family access to the Sackville Sports Stadium fitness centre, group exercise classes, public swims and skates for a two-week consecutive period. Over the course of the three-month pilot program, 89 passes were signed out by library users, with an additional 167 requests on the wait list at the end of the pilot time frame. The Sackville Public Library also reported an increase in new and renewed library cards during the same timeframe. Upon evaluating the results of the pilot program, the municipality decided to extend the program to increase access to healthy, active living options for residents. Recreation is in consultation with the library to provide this opportunity in other areas within HRM.</p> |                        |   |

| GOALS & OBJECTIVES  | YEAR 1-2 ACTIONS   | LEAD                       | STATUS UPDATE<br>April 1 to June 30 2017  | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.) |
|---|--|----------------------------|---|------------------------|---|
| <p><b>3.4 Make Halifax a more affordable place to live.</b></p>                       | <p>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.</p> | <p>HRM</p>                 | <ul style="list-style-type: none"> <li>HPP's Affordable Housing Five-Year Strategy, including 5-year affordable housing targets, were endorsed by Regional Council in December 2016. Staff will return with a more detailed plan to support the implementation of the targets.</li> <li>In December 2016 Regional Council also endorsed a proposed approach to density bonusing in the Centre Plan with a focus on affordable housing and made a motion to request an expanded authority for density bonusing across the Municipality, and a new authority for inclusionary zoning. HRM staff have been working with the Province while they consider these amendments.</li> <li>Centre Plan: Policy objectives include a number of specific policies related to housing include encouraging family-oriented and affordable housing units, special care facilities, secondary units and garden suites, smaller lot sizes, density bonusing and certain exemptions of development application fees.</li> <li>Staff are reviewing land use regulations pertaining to shared housing across HRM and will prepare a reports to Council proposing amendments to our Community Plans and By-laws.</li> <li>In October 2017 the HPP agreed to focus on homelessness and housing poverty solutions in the area known as "between the Bridges" that encompasses Dartmouth North. The Partnership will focus on developing pilot projects specifically designed to the neighbourhood. These projects will be assessed by the Partnership and if deemed successful will be tailored to other neighbourhoods throughout HRM.</li> </ul> |                        |   |
|   | <p>61. Develop a long-term streetscaping program for the Regional Centre.</p>  | <p>HRM</p>                 | <p>On April 26, 2016, Council approved business cases and funding for two major streetscaping projects - the Argyle and Grafton Shared Streetscape and the Spring Garden Road Streetscape. The Argyle and Grafton project was successfully completed in 2017. A public art component remains to be installed. To advance the Spring Garden Road project, a pilot project and public engagement will be carried out in 2018. After a functional design review is undertaken, a consultant will be engaged to undertake detailed design of the section generally between Queen Street and South Park Street.</p>  |                        |   |
| <p><b>3.5 Improve mobility so that people can live and work more effectively.</b></p> | <p>62. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.</p>  | <p>HRM</p>                 | <p>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. An internal/external team is currently working on a detailed needs assessment and preparing a Request for Proposals to be issued by July, 2018. A consultant was hired in June to work with parking stakeholders to improve functional consistency and communication/wayfinding for downtown parking. Public and further stakeholder engagement will be undertaken in Spring 2018. A Regional Centre parking supply inventory has been completed, and analysis of parking demand is underway.</p>   |                        |   |
|   | <p>63. Implement new transit technology, and seek Council approval to implement the Moving Forward Together Plan for Halifax Transit.</p>  | <p>HRM</p>                 | <p>Through the implementation of improved transit technology including an updated fare management system and a new fixed route planning, scheduling and operations solution, as well as improvements to the technology utilized by the Access-A-Bus service, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system. The fare management and fixed route planning, scheduling, and operations projects began mid-2017. Both projects are in the planning stage. Halifax Transit is working with the vendor of both solutions to create detailed implementation plan to move quickly to the new solutions while ensuring current operations are not affected during the transition.</p> <p>The Moving Forward Together Plan was approved by Regional Council in April 2016. Implementation will take place over several years, and will include restructuring the entire transit network. The first significant large scale route modifications under the plan took place in November 2017. The next major implementation phase will take place in August 2018.</p>  |                        |   |
|   | <p>64. Prepare a long-term Integrated Mobility Plan for Council approval.</p>  | <p>HRM</p>                 | <p>On December 5th, 2017, Halifax Regional Council unanimously adopted the Integrated Mobility Plan (IMP). The 15-year strategic plan will strive to achieve the mobility targets stipulated in the Halifax Regional Plan (adopted in 2014) and to identify the two-way inter-relationship between growth patterns and investment in mobility. The IMP will support growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles. The implementation plan is currently being developed for the Integrated Mobility Program in conjunction with TPW and Halifax Transit. Many initiatives are currently underway such as integrating IMP projects and actions with the 2018 capital budget, functional design of several the strategic corridors, public engagement and reporting on several transit priority measures, the bus rapid transit study, development of multi-modal level of service guidelines, and the design and implementation of the minimum bicycle grid as examples.</p>   |                        |   |
|   | <p>65. Develop a road and pedestrian safety strategy.</p>  | <p>HRM</p>                 | <p>TPW continues to provide input into engineering, education and enforcement initiatives, aimed at pedestrian safety, through capital programs and collaboration with Corporate Communications and HRP. As part of a sustained commitment to improving pedestrian, and overall roadway safety, TPW has engaged a consultant to prepare a Strategic Road Safety Plan. An interim report was presented to the Transportation Standing Committee in December 2017. The final report is scheduled to be completed in spring 2018.</p>  |                        |   |
|   | <p>66. Research and share successful practices with business on how to be culturally competent/proficient.</p>   | <p>Halifax Partnership</p> | <p>This will be undertaken in 2018.</p>   | <p>New</p>             |   |

| GOALS & OBJECTIVES  | YEAR 1-2 ACTIONS   | LEAD                           | STATUS UPDATE<br>April 1 to June 30 2017  | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.) |
|---|--|--------------------------------|---|------------------------|---|
| 3.6 Foster cultural proficiency and social inclusion.                   | 67. In accordance with HRM's statement on aboriginal reconciliation, develop a plan to engage urban aboriginal peoples.  | HRM                            | The municipality will work closely with the urban Indigenous community members and organizations to identify areas for partnership, gaps and areas of growth with respect to providing services to Indigenous peoples in Halifax. The municipality is also looking at the six Calls to Action from the Truth and Reconciliation Commission that specifically speak to municipal actions which support Reconciliation. This work is ongoing and being done with engagement from, and in partnership with, the Indigenous community. A staff information report went to Regional Council in January, 2018 with regular, annual reports to follow up. The Office of Diversity and Inclusion hired HRM's first Advisor of Indigenous Community Engagement in November 2017.   | New                    |   |
| 3.7 Showcase Halifax to encourage people to visit, live, and work here. | 68. Develop and implement a plan to make HRM facilities accessible.<br><br>69. With economic development and tourism partners, present trade and investment opportunities, as well as tourism offerings to conference delegates.<br><br>70. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings. | HRM<br><br>Halifax Partnership | In 2011, HRM adopted the Canada Standards Association's Standard B651 Accessible design for the built environment. The standard stipulates technical requirements on how to make buildings and the exterior built environment accessible and safely usable by persons with physical, sensory, or cognitive disabilities. HRM is currently developing an accessibility work plan to complete the remaining 10% of upgrades identified by the accessibility audits performed on 34 of HRM's recreation facilities and budgeted for in the 2015/16 budget. The work plan will be finalized by 2018.<br><br>Staff are also developing a Universal Access Administrative Order to address constraints and opportunities associated with existing and new facilities. It will include provisions to ensure universal access to municipal washroom facilities.<br><br>Accessibility audits are being conducted at several Halifax Regional Library locations with identified improvements being captured in future capital budgets.<br><br>Through a Halifax Gateway committee, HP continues to work with Events East, DH, Tourism, and Halifax Stanfield to present trade and investment opportunities, as well as tourism offerings to conference delegates. Sell Halifax conversations are ongoing with a national sports franchises. The Partnership hosted a roundtable conversation with key partners when Steven Marshall from Glasgow Airport was in Halifax. The Halifax Partnership has collaborated with key partners to highlight through its marketing efforts the new Halifax Convention Center. The Halifax Partnership through the development of the pitch proposal to Amazon maximized the opportunity to profile the work of Discover Halifax in the offering and the connections made to other markets and locations around the world via the Halifax Stanfield Airport and the Port of Halifax. |                        |   |
|   | 71. Articulate HRM's role and approach to tourism, festivals and special events.   | HRM                            | Parks and Recreation is developing an outreach communication plan to increase awareness of the programs and services available to families and children in HRM. The first phase of the plan – external is complete with the Director for Review. The second phase – internal and the third phase – stakeholder communication plan to completed in 2018. The implementation of the plan is ongoing with final implementation before the end of 2018. The Recreation Facebook and Twitter pages were launched in the spring of 2017 with Facebook currently having 4700 followers and Twitter having 2100 followers.<br><br>Communication plans and marketing plans have been created and will be implemented for the following: Halifax Commons Master Plan, Musquodoboit Harbour Recreation Centre and Library, St. Andrews Recreation Centre, Sackville Sports Stadium, Youth Programs, Events etc.<br><br>The Launch of the new Recreation Software - Legend in 2018 will provide an excellent opportunity to increase the awareness of the Recreation Programs and Services throughout HRM. This includes both HRM owned and operated facilities as well as Multi District facilities (MDFs). The launch of the Legend Software will enable "One Recreation" to be implemented across the municipality's recreation facilities (HRM Owned and Operated and MDFs) . Having one Recreation network throughout all facilities drives HRM towards improved customer service, improved facility access and utilization, standard processes and enhanced information to improve programming decisions.   |                        |   |
|   | 72. Leverage the media and Halifax Partnership private sector investor network to promote examples of Halifax's business culture and success stories.  | HRM                            | A staff report articulating HRM's approach to tourism, festivals and special events was presented to CPED on February 23, 2017. It found that while roles in Halifax's tourism sector appear clear, they are less so in the area of major events. As such, in September and October 2016, and in February 2017, HRM invited major events stakeholders to review the current approach to major event attraction and hosting in Halifax, and it was determined there was consensus to move forward as a group to create increased partnerships, role clarity, and stream-lined decision making processes. Meetings continue and a proposed service model for HRM's approach to hosting major events will be brought to CPED in 2017/18 for consideration.   |                        |   |
|   | 73. Develop and publish the Halifax Index -- a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.  | Halifax Partnership            | In Q1, the Partnership produced three custom content articles for the Chronicle Herald and one article for the Chamber Business Voice. In June, the Partnership launched the 2017 Halifax Index which was distributed to more than 700 leaders in Nova Scotia. The Partnership also produced a 6 page index insert for the Chronicle Herald which was distributed to over 50,000 people.  | Existing               |   |
|   |  | Halifax Partnership            | On June 14th, the Partnership launched the sixth annual Halifax Index at the Halifax Central Library. More than 150 people attended the event, and to date 700 copies of the Index have been distributed to investor, business, government and community stakeholders. The CRA Business Confidence Surveys were completed in 2016 and 2017. The City Matters Survey was completed in March 2017.  | Existing               |   |
| GOAL 4: ALIGN ECONOMIC DEVELOPMENT                                      |  |                                |   |                        |   |

| GOALS & OBJECTIVES   | YEAR 1-2 ACTIONS  | LEAD  | STATUS UPDATE<br>April 1 to June 30 2017   | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.)   |
|--|---|---|--|------------------------|---|
| <p><b>4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.</b></p> | <p>74. Ensure that Halifax's importance to the provincial economy is a key message in communications.</p>   | <p>Halifax Partnership</p>                          | <p>In June, the 2017 Halifax Index was launched at an event with 200 people in attendance. The Index was also mailed out to over 700 leaders from across Nova Scotia. In Q1 &amp; Q2 Five road show presentations on the Growth Plan and Index were delivered. In Q1/2/3 Ron Hanlon also presented the Growth Plan to Business audiences in Annapolis Valley, Sydney, and Pictou.</p>  | <p>New</p>             | <p>Value propositions are aligned across organizations</p> <p>When surveyed, economic development partners see alignment and collaboration as functional and useful (e.g., partners understand each other's objectives, communicate regularly, collaborate in meaningful way)</p> |
| <p><b>4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.</b></p> | <p>75. Share best practices in economic development with other partners and agencies in Nova Scotia.</p>  | <p>Halifax Partnership</p>                          | <ul style="list-style-type: none"> <li>HP continues to work with Department of Municipal Services to support the Province's Regional Enterprise Networks.</li> <li>HP, through its National Connector Program, is assisting Regional Enterprise Networks with the launch of their Connector Programs (2 launched in 2016-17).</li> <li>HP led the creation and first meetings of the Atlantic Canada Cities Coalition. Coalition members are the economic development organizations from the seven largest Atlantic Canadian cities: Fredericton, Cape Breton Regional Municipality, Moncton, St. Johns, Saint John, Charlottetown and Halifax. Inspired by the Consider Canada Cities Alliance, the purpose is sharing of best practices, collaboration on regional economic development priorities and identifying ways Atlantic Canadian cities can support the federal Atlantic Growth Strategy.</li> <li>HP continues to work with the Office of Regulatory Affairs and Service Effectiveness.</li> <li>HP sits as part of a team of economic organizations, economists and academics supporting the development of the OneNS Measurement Framework.</li> <li>In 2016-17 connected eight new communities to the National Connector Program "Connector Communities": Okanagan, Toronto, Mississauga, Scarborough, Brampton, North York, Cape Breton, and the Western REN. This brings a total of 22 Connector Programs across Canada. HP's target is to connect 10 new communities over the next three years and add 4000 new participants to the Canadian Program.</li> </ul> | <p>Existing</p>        | <p>Economic strategy indicators and activities are measured regularly through quarterly reports and the Halifax Index</p>   |
|  | <p>76. Develop a mechanism to strengthen BID-HRM collaboration on economic development matters.</p>   | <p>HRM</p>  | <p>HRM-BID meetings continue to be held every few months to address HRM service delivery and other issues. The Partnership is now meeting bi-annually with the BIDS to discuss economic development matters.</p>   |                        |   |
| <p><b>4.2 Improve coordination of economic development activities</b></p>  | <p>77. Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners.</p>   | <p>Halifax Partnership</p>                          | <p>The Partnership:</p> <ul style="list-style-type: none"> <li>shared its Annual Business Plan and Sell Halifax Plan with municipal, provincial, and federal partners to ensure collaboration and support;</li> <li>shared its business development sales funnel activity with NSBI;</li> <li>hosted discussions with municipal and provincial stakeholders; and,</li> <li>collaborated on Sell Halifax planning and related opportunities.</li> </ul> <p>A formal alignment plan will be developed in 2017-18.</p>  |                        |   |
|  | <p>78. With the Province, explore the feasibility of establishing a table of senior government leaders to address, on an ongoing basis, economic development issues of common interest.</p> | <p>Co-Lead:<br/>HRM and<br/>Halifax Partnership</p> | <p>This activity will be revisited in 2018.</p>  |                        |   |
|  | <p>79. In accordance with <b>We Choose Now Recommendation 1.5, work with the Province to identify business growth opportunities for densely populated disadvantaged communities.</b></p>    | <p>Halifax Partnership</p>                          | <ul style="list-style-type: none"> <li>In 2017-18, HP will work with PNS to address the needs of disadvantaged communities in HRM.</li> <li>HP met with the African Community Cooperative of Canada. The Partnership will present the Connector Program and SmartBusiness to ANS communities to encourage engagement.</li> <li>HP is identifying short-term deliverables to support a collective impact initiative in North End Halifax.</li> </ul>  | <p>New</p>             |   |
|  | <p>80. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders around Halifax's economic challenges and opportunities.</p>   | <p>Halifax Partnership</p>                          | <p>The 2017 Halifax Index was presented to the community on June 14, 2017 &gt; 150 people attended. The Index was also mailed out to over 700 leaders from across Nova Scotia. In Q1 &amp; Q2 Five road show presentations on the Growth Plan and Index were delivered. In Q1/2 Ron Hanlon also presented the Growth Plan to Business audiences in Annapolis Valley and Sydney. The Partnership and Halifax Chamber of Commerce co-hosted the Annual State of the City Forum on October 30, 2017. Mayor Savage presented the annual State of the Municipality, Ron Hanlon, CEO, Halifax Partnership provided an update on Halifax's Economic Growth Plan and Patrick Sullivan, CEO, Halifax Chamber of Commerce, presented the Chamber's Annual Municipal Note. The events was sold-out with more than 400 attendees.</p>  | <p>Enhance</p>         |   |

| GOALS & OBJECTIVES   | YEAR 1-2 ACTIONS   | LEAD                                 | STATUS UPDATE<br>April 1 to June 30 2017  | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.) |
|--|--|--------------------------------------|---|------------------------|---|
|  | 81. Implement a mechanism for sharing Halifax's economic progress with the Province towards the <i>Now or Never</i> and <i>We Choose Now</i> recommended goals and actions.                                    | Halifax Partnership                  | HP continues to work with a group of local, economic-focused representatives, individuals, and academics who came together to take on the third phase of the One Nova Scotia work called for by the Commission and the Coalition – measurement. The group includes representatives from economic organizations, as well as economists and experts from, Dalhousie and Saint Mary's University, the Atlantic Province's Economic Council, the Atlantic Institute for Market Studies, private businesses, and the Province of Nova Scotia. First convener, Don Bureau, launched the Measurement Dashboard in March 2017. It tracks and reports objectively on collective progress towards the 19 Goals. The Dashboard can be found at onens.ca.   |                        |   |
|  | 82. Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the strategy implementation.  | Co-Lead: HRM and Halifax Partnership | In June, the Partnership's Annual Report, Halifax Index, and the Economic Growth Plan were distributed to more than 700 leaders in the community. In June, the Partnership created and distributed a six-page Index insert in the Chronicle Herald to over 50,000 Herald readers. The Economic Growth Plan and Halifax Index is distributed via social media channels on an ongoing basis. In Q1/Q2 five Growth Plan roadshow presentations were presented to business and community organizations. In Q1/2/3 Ron Hanlon also presented the Growth Plan to Business audiences in Annapolis Valley, Sydney and Pictou.   |                        |   |
| 4.3 Monitor the Economic Strategy's progress and adapt actions as required.    | 83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.  | Halifax Partnership and HRM          | At the Partnership's November 30th Board of Directors' meeting, the Board discussed how Partnership can contribute to the Economic Growth Plan's ambitious long-term vision to grow our population to 550,000 and our GDP to \$30 billion by 2031 by developing an informed, directive point of view on one or two potentially transformative developments in Halifax. At the meeting, the Board agreed the organization should focus on the following two transformative opportunities:<br>1. Work to develop a Halifax "innovation corridor" encompassing the city's significant innovation and entrepreneurial assets.<br>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.<br>At the Partnership's AGM on June 21, Ron Hanlon outlined a plan over the next three years to expand the Partnership's Sell Halifax program, working with Mayor Mike Savage to attract new business investment and strengthen international partnerships. The AGM also heard that the Partnership will be taking a much more active role in fostering Halifax's innovation ecosystem in collaboration with private, public, post-secondary and government partners.  | New                    |   |
|  | 84. Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council. | Co-Lead: HRM and Halifax Partnership | A Halifax Partnership and Economic Growth Plan update was provided to CPED on July 20, October 26, and November 16. The staff report outlining the development of Halifax's Amazon HQ2 Bid was made available to the public on October 20, 2017.  |                        |   |
| N/A. Implement a marketing and communications plan for 2016-17.                |  | Halifax Partnership                  | In Q1, Q2 and Q3:<br>There were 52,851 visits to the website from (April 1 – December 31, 2017). This is up 11% over last year.<br>The Partnership now has 21,186 social media followers (a 10% increase over last year):<br><ul style="list-style-type: none"> <li>Facebook – 2,149 (14% YOY increase)</li> <li>Twitter – 16,362 (7% YOY increase)</li> <li>LinkedIn – 2,674 (23% YOY increase)</li> </ul> InvestinHalifax.com has had 10,260 visits. There was a large spike back in May when we ran the Boston campaign and visitors then flattened out after that. Other actions on InvestinHalifax included:<br><ul style="list-style-type: none"> <li>445 sector profile downloads (Sell Halifax) from April 1 – December 31, 2017</li> <li>322 clicks to the Contact Us button (to view Jason's contact information)</li> <li>26 clicks to the Partnership website</li> <li>16 ocean sector profile clicks</li> <li>9 IT sector profile clicks</li> <li>7 financial services sector profile clicks</li> </ul> In Q1 - Q3 the Partnership hosted the following events:<br><ul style="list-style-type: none"> <li>May 9th - Investor Briefing – International Student event with Saint Mary's University</li> <li>June 14th - Halifax Index Launch event (Investor Briefing)</li> <li>June 21st – AGM</li> <li>Oct 1st - 4th, 2017 – WECP AGM</li> <li>Oct 16th - AIP Launch event</li> <li>Oct 30th - Game Changer Awards Gala</li> <li>Nov 1st - State of the City event</li> </ul> > From April 1st to December 31st the Partnership had 64 earned local, national and international media mentions<br>6/6 Business Voice articles completed<br>9/10 General Newsletters completed<br>7/10 Investor Newsletters completed |                        |   |
| <b>Other Additional Deliverables Identified in HRM Service Level Agreement</b> |  |                                      |   |                        |   |
|  | N/A. Explore the potential development of a long-term capital/financial plan for HRM. (Led by HRM)   | Halifax Partnership                  | Advice was provided to HRM in July 2016.  |                        |   |

| GOALS & OBJECTIVES | YEAR 1-2 ACTIONS   | LEAD                | STATUS UPDATE<br>April 1 to June 30 2017  | NEW OR EXISTING ACTION | MEASUREMENT<br>(Figures in parentheses indicate baseline values.) |
|--------------------|--|---------------------|---|------------------------|---|
|                    | N/A. Retain and grow private sector investment.  | Halifax Partnership | 95% renewal rate target on track  |                        |   |
|                    | N/A. Leverage the Municipality's investment in the Partnership to attract other funding. | Halifax Partnership | 2017-18 results are forecast at >4.5M as a result of the Innovation District Project activity |                        |   |

## Halifax Growth Plan, Key Indicators

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

| Goal                                       | Measurement  | Baseline              | 2016                  | 2017                    | Status             | Next Update           |
|--|--|-----------------------|-----------------------|-------------------------|--------------------|-----------------------|
| Promote & Maximize Growth                  | <b>Grow Halifax's GDP to \$22.5 Billion</b>  | <b>18,300 million</b> | <b>18,507 million</b> | <b>(18,766 million)</b> | <b>Progressing</b> | <b>February, 2018</b> |
|  | Increase average annual income growth  | +1.2%                 | +1.5%                 | (+1.4%)                 | (Preliminary)      | February, 2018        |
|  | Increase the total number of jobs  | 224,100               | 226,000               | 224,600                 | Worsening          | Updated               |
|  | Increase the share of full-time work   | 83%                   | 82%                   | 81%                     | Worsening          | Updated               |
|  | Increase the share of businesses that consider Halifax an above-average place to do business   | 15%                   | 23%                   |                         | Improving          | April/May, 2018       |
| Attract & Retain Talent                    | Reduce commercial vacancy rates in the downtown  | 14.3%                 | 15.1%                 | (17.6% Q4 2017)         | (Preliminary)      | April/May, 2018       |
|  | Increase the commercial property tax base  | \$7.8 billion         | \$8.2 billion         |                         | Improving          | Late May, 2018        |
|  | <b>Grow Halifax's Labour Force to 271,000</b>  | <b>239,100</b>        | <b>240,700</b>        | <b>241,000</b>          | <b>Progressing</b> | <b>Updated</b>        |
|  | Increase Halifax's overall labour force growth   | +0.5%                 | +0.7%                 | +0.1%                   | Worsening          | Updated               |
|  | Increase net interprovincial migration of youth ages 20-29 to Nova Scotia  | -1,300                | -222                  | (-231)                  | Unchanged          | October, 2018         |
|  | Grow the international student body...   | 5,832                 | 6,045                 | 6,498                   | Improving          | Updated               |
|  | ...and the gross share that transition into permanent residency  | 3.4%                  | 6.9%                  | (6.3%, Jan-Aug)         | (Preliminary)      | March, 2018           |
|  | Increase net international immigration to Halifax  | +2,085                | +6,150                |                         | Improving          | March, 2018           |
|  | Attain at least the average workforce participation rate...<br>...for marginalized groups, especially the African Nova Scotian Community | 69.1%                 | 67.0%                 | ~                       | Unchanged          | Updated               |
|  |  | 63.9%                 | 63.2%                 | ~                       |                    | Updated               |
| Make Halifax a Better Place to Live & Work | <b>Grow Halifax's Population to 470,000</b>  | <b>417,847</b>        | <b>425,871</b>        |                         | <b>On Track</b>    | <b>March, 2018</b>    |
|  | Increase Halifax's overall population growth   | +1.0%                 | +2.0%                 |                         | Improving          | March, 2018           |
|  | Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community                           | 73.8%                 | 76.4%                 | 73.4%                   | Improving          | March, 2018           |
|  | Increase the supply of non-market housing as a proportion of total HRM households  | 4%                    |                       |                         |                    | Project Basis         |
|  | Raise the mean score on various quality of life indicators as measured by the City Matters survey...                                     | ~                     | ~                     | ~                       | ~                  | ~                     |
|  | ..."Good place to raise a family"  | 7.7                   | 7.8                   |                         | Unchanged          | April/May, 2018       |
|  | ..."Outdoor recreational facilities"   | 7.3                   | 6.8                   |                         | Worsening          | April/May, 2018       |
|  | ..."Indoor recreational facilities"  | 7.2                   | 6.8                   |                         | Worsening          | April/May, 2018       |
|  | ..."Housing affordability"   | 6.1                   | 5.7                   |                         | Worsening          | April/May, 2018       |
|  | ..."Arts and cultural events"  | 7.4                   | 6.8                   |                         | Worsening          | April/May, 2018       |
|  | ..."City is easy to get around"  | 6.6                   | 5.9                   |                         | Worsening          | April/May, 2018       |
|  | ..."% who feel mostly safe"  | 61%                   | 80%                   |                         | Improving          | April/May, 2018       |
|  | Increase library programming attendance...   | 159,132               | 209,772               | (213,576)               | Improving          | May, 2018             |
|  | ...and in-person visits  | 2,881,087             | 3,595,902             | (3,613,986)             | Improving          | May, 2018             |

**Forward-Estimate**

Revised Data

(Preliminary Data)