Item No. 4
Community Planning and Economic Development Committee
November 15, 2018

TO: Chair and Members of Community Planning and Economic Development

Original Signed

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

Original Signed
Jacques Dubé, Chief Administrative Officer

DATE: August 31, 2018


INFORMATION REPORT

ORIGIN

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

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

1. Approve Attachment 1 of the staff report dated March 30, 2018 as the action plan for years three-to-five (2018-21) of the five-year Halifax Economic Growth Plan (2016-21); and

2. Amend the Services Agreement with the Halifax Partnership to replace the existing Schedule “A” attached thereto with Attachment 1 and Attachment 2 of the staff report dated March 30, 2018.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. permits the municipality to undertake a variety of economic development activities. In particular, sections 70 and 71 describe a number of authorities specific to Area Improvement and Promotion, and Business and Industrial Development.
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 Halifax Convention Centre, and Ticket Atlantic; and, the Halifax Partnership (the Partnership), which provides professional economic development expertise and services to HRM, and oversees much of the implementation of the city’s economic strategy. As a public-private economic development organization, the Partnership leverages funding from private investors and other levels of government as well.

Partnership deliverables to the municipality are outlined in a service level agreement that is reviewed and amended annually. In 2018-19, the municipality’s operational grant to the Partnership is $1,993,418 (including HST), accounting for 27% of the Partnership’s total annual budget.

Current Economic Strategy

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

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

This report provides an overview of the local economy and details the implementation of the Economic Growth Plan from April to June 2018.

OVERVIEW OF THE ECONOMY

According to the Conference Board of Canada’s Metropolitan Outlook – Spring 2018, Halifax’s GDP is forecast to grow 1.9% in 2018, with growth cooling slightly over the 2019-22 timeframe, averaging 1.7% per year. Job growth of 3,000 positions is predicted for 2018, followed by 2,000 in both 2019 and 2020. Growth in GDP is forecast to be led by the transportation & warehousing and professional, scientific & technical services sectors; the wholesale & retail trade, transportation & warehousing, FIRE (finance, insurance & real estate), and public administration sectors will lead over the 2019-22 period. Both for 2018 and the longer 2019-22 period, positive growth is forecast for all the industrial sectors defined by the Conference Board.

The Partnership’s SmartBusiness Report – Summer 2018 (Attachment 1) 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 71% of SmartBusiness clients and 90% expect the economy to improve over the next five years. Compared to results from one year ago, the percentage of SmartBusiness clients who would recommend Halifax as a place to do business has jumped from 73% to 93%. These results are consistent with results from wider surveying the Partnership has commissioned, which has shown steady increases in business confidence since Spring 2014.

IMPLEMENTATION BY GOAL

Below are highlights of Partnership and HRM activities up to June 2018 to advance the economic strategy’s four goals.
1. **Promote and Maximize Growth**

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

Highlights in the first quarter of 2018-19 related to promoting and maximizing growth include:

- **Halifax Innovation District.** Last year, the Halifax Partnership received multi-year funding from the Province to establish, strengthen, and market the Halifax Innovation District. With provincial funding, the Partnership hired a VP of Innovation, a sales engineer to connect businesses with university research, and is developing a tactical plan for the next two years.

- **Regulatory Reform and Customer Service.** The Joint Project on Regulatory Modernization between HRM and the Province that started in 2016 has resulted in HRM’s adoption of a Charter of Governing Principles for Regulation, the adoption and future implementation of regulatory impact assessment tools, and more streamlined regulation of sidewalk cafes and signage. HRM and the Province are discussing extending the project beyond 2018.

- **International Partnerships.** The Mayor and the Partnership visited China in June and signed an international partnership agreement with the City of Zhuhai in Guangdong Province. Zhuhai Normal University has a working relationship with Saint Mary’s University, as does the Port of Halifax with the nearby Port of Shenzhen. During the visit, the Mayor and the Partnership met with representatives from eight other international cities including the Polish city of Gdynia, a city HRM has been advancing as a potential friendship city partner.

- **Sell Halifax.** On June 6-7, as part of the Sell Halifax Program, Mayor Savage and the Halifax Partnership led a business development program in the Toronto market to deliver the Halifax value proposition of Talent, Location, Cost, and Innovation. The event itinerary included the Mayor’s keynote luncheon at the Economic Club of Canada to a sold-out crowd of 170, the Mayor’s speaking role at the Dalhousie 200 alumni reception, and strategic one-on-one business meetings, generating two highly qualified leads. Mayor Savage also completed media interviews with Breakfast Television, BNN Bloomberg, and News 680. The Partnership undertook a digital marketing campaign in the marketplace to encourage event attendance and promote key messaging.

- **Commercial Taxation.** HRM staff held a second workshop with the business community in June to identify potential tax improvements for small properties/businesses. A third workshop with the same stakeholders is scheduled for October before a planned staff report to Regional Council in 2018.

- **Smart Cities Challenge.** In April, the HRM and the Partnership submitted Halifax’s initial proposal to the Smart Cities Challenge. Finalists were announced in June at the Federation of Canadian Municipalities Conference in Halifax. Halifax was not selected as a finalist. HRM and community partners are improving access to affordable, healthy food for every resident in Halifax by other means, including the Mobile Food Market. Halifax’s Smart Cities website (www.smartcitiesshfx.ca) has been updated to reflect the announcement. HRM is tracking future Smart City Challenge funding developments.

- **African Nova Scotian (ANS) Economic Development.** HRM’s Office of African Nova Scotia Affairs and the Partnership hosted “The Road to Economic Prosperity: A Gathering of African Nova Scotian Communities and Neighbourhoods” June 7-8 to share information on the current state of the communities and begin developing an action plan to advance ANS economic development and community priorities. A follow-up event will be held to present an ANS framework for economic development.
Halifax Economic Growth Plan 2016-21 Update
CPED Report - 5 - November 15, 2018

- Cogswell Lands Redevelopment. On June 5, 2018, Regional Council approved the 60% design concept plan and directed additional public consultation to assist with completing the design. Public input into the public spaces and new building design rules will be sought in August and September. It is anticipated the completed design plan will return to Regional Council for final review by end of 2018. A Request for Proposal for Constructor Services will follow shortly thereafter in Q1 2019.

- Centre Plan. In June 2017, Regional Council unanimously approved the direction of the Centre Plan which will bring greater clarity to development of the Regional Centre by replacing four community plans and four land-use bylaws that were drafted mostly in the 1970s. The planning documents will be brought forward in two packages known as “A” and “B”, with package A generally focusing on commercial centres and corridors and package B the more established community residential and institutional areas. The draft Secondary Municipal Planning Strategy and Land Use By-Law for package A were released in February 2018 for public review. The final drafts of these documents should be completed in the fall.

- Halifax Index and Economic Research. On June 18th, the Partnership presented the Halifax Index 2018 and the Action Plan for Years 3-5 of the Economic Growth Plan to more than 200 people at the Halifax Convention Centre. This year’s Index features expanded coverage of Rural Halifax, deeper and broader coverage of social and quality of life indicators, and a special analysis on residential affordability. Community profiles based on new data available from the 2016 Census have been completed for the Eastern Rural and Dartmouth Centre areas, and additional profiles for other sub-HRM areas are planned.

Halifax’s GDP grew from $18.4 billion in 2016 to $18.5 billion in 2017. This is not on track to meet the GDP “stretch target” for 2021 or 2031.

2. Attract and Retain Talent

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

Recent Partnership and HRM workforce development highlights are:

- Connector Program. 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. From April 1 to June 15, the Partnership signed on 127 new connectees and 73 business leaders were accepted into the program.

In June, the Partnership also issued a Request for Proposals (RFP) seeking an expert technical partner to design and build a web-based mobile application to enhance its Connector Program. Funded by the Nova Scotia Department of Labour and Advanced Education, the app will be piloted in Nova Scotia starting in November 2018, fully launched across Atlantic Canada in spring 2019, and continuously enhanced until March 2022.

- Atlantic Immigration Pilot. In June 2017, the Partnership was approved for funding to connect local businesses of all sizes with international graduates and skilled foreign workers to fill job vacancies through the Atlantic Immigration Pilot (AIP). To date, the Partnership has met face-to-face and completed diagnostic surveys with more than 200 businesses to promote the program. The Partnership has referred at least 97 companies to become designated employers, of which 44 of have been approved, forecasting the creation of more than 500 new jobs for Halifax over the next three years.

- HRM Employment Equity. An Employment Equity Policy has been drafted and, once finalized, will guide the development of an employment equity program for HRM.
Halifax’s labour force grew by 1,600 to 240,700 from 2016 to 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:

- **Parks and Recreation Strategic Plan and Outreach.** The Parks and Recreation Framework that will guide all Parks and Recreation decision-making is complete and will be presented to the Community Planning and Economic Development Standing Committee in 2018. The business unit has also created a communications outreach plan to increase awareness of the programs available to families and children in HRM. It will be implemented in 2018.

- **Integrated Mobility Plan.** The implementation of the Integrated Mobility Plan approved by Regional Council in December 2017 is underway. Current IMP-related activities include: the integration of IMP projects and actions into the 2018-19 budget; functional design of strategic corridors (e.g. Bedford Highway, Dutch Village Road, Herring Cove Road, and Main Street in Dartmouth); a bus rapid transit feasibility study; and, a bicycle network that includes Bayers Road and South Park Street. At least 87 of the IMP’s 137 actions are being advanced.

Halifax’s population grew by 8,000 to 425,871 from 2016 to 2017, in line with the economic strategy’s population growth targets for 2021 and 2031.

4. **Align economic development**

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

Highlights related to this objective are:

- **Contributing to province-wide economic development efforts.** The Partnership continues to assist in tracking and reporting on the Nova Scotia Commission on Building Our New Economy (“Ivany Commission”) goals as outlined in its “Now or Never” Final Report. It and a team of economic development organizations, economists and academics have developed and are reporting on the OneNS Framework accessible at: [https://onens.ca/](https://onens.ca/).

- **Outreach to other Nova Scotian communities.** In April, the Halifax Partnership delivered Business Retention and Expansion training to the Truro/Colchester Regional Enterprise Network and Cumberland Business Connector.

Whereas HRM investment in the Partnership accounted for 47% of the Partnership’s budget in 2017-18, in 2018-19 it stands at 27% -- a reflection of the increased investment from other orders of government and the private sector.

Attachment 2 is a comprehensive update on each of the 73 economic strategy actions, as well as additional activities identified in the Partnership’s updated services agreement with HRM that was approved by Regional Council in October 2016. Items from services agreement that are not economic strategy actions are marked as “NA.”
Attachment 3 is a status report on the Halifax Growth Plan’s key indicators.

NEXT STEPS

HRM will continue to prepare quarterly reports on the Economic Growth Plan.

FINANCIAL IMPLICATIONS

There are no financial implications.

COMMUNITY ENGAGEMENT

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

ATTACHMENTS

ATTACHMENT 1: SmartBusiness Report – Summer 2018
ATTACHMENT 2: Economic Growth Plan Update by Action
ATTACHMENT 3: Economic Growth Plan – Key Indicators

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


Report Approved by: Maggie MacDonald, Managing Director, Government Relations and External Affairs, 902-490-1742
These data are not meant to show representative opinions you would find from public polling. This is a conversation with industry. Information comes from frank discussions with business leaders during SmartBusiness visits. It gets at ‘private opinion,’ the deeper held beliefs that businesses actually use to judge their community.

SmartBusiness has undertaken the following activity so far this fiscal year (April 2018 to June 2018):

- Retention Visits: 35 (25 SME)
- Retentions: 1
- Expansions: 6
- Referrals Generated: 108
- Business Consultations: 61

The data below represent findings from 495 interviews with clients between July 2016 and June 2018. SmartBusiness clients may not represent the local business community in a statistical sense, but they do represent a broad selection of industries and regions throughout.
Indicators of business confidence are beginning to climb. **93% of businesses would recommend Halifax as a place to do business.**

<table>
<thead>
<tr>
<th>BUSINESS CLIMATE</th>
<th>CURRENT</th>
<th>LAST QUARTER</th>
<th>LAST YEAR</th>
<th>METRIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Business Climate</td>
<td>71%</td>
<td>57%</td>
<td>56%</td>
<td>The share that believe Halifax’s business climate is “Good” or “Excellent”.</td>
</tr>
<tr>
<td>Future Business Climate</td>
<td>90%</td>
<td>86%</td>
<td>80%</td>
<td>The share that believe Halifax’s business climate &quot;Will be better&quot; 5 years from now.</td>
</tr>
<tr>
<td>Workforce Availability</td>
<td>48%</td>
<td>39%</td>
<td>45%</td>
<td>The share that believe Workforce Availability in Halifax is “Good” or “Excellent”.</td>
</tr>
<tr>
<td>Would Recommend Halifax</td>
<td><strong>93%</strong></td>
<td>85%</td>
<td>73%</td>
<td>The share that would recommend Halifax as a place to do business.</td>
</tr>
</tbody>
</table>
### Employment

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Last Quarter</th>
<th>Last Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Recently</td>
<td>50%</td>
<td>47%</td>
<td>47%</td>
<td>The share that have increased employment levels in the past year.</td>
</tr>
<tr>
<td>Hiring Planned</td>
<td>69%</td>
<td>66%</td>
<td>54%</td>
<td>The share that expect employment level to increase in the next year.</td>
</tr>
<tr>
<td>Low Employee Turnover</td>
<td>50%</td>
<td>74%</td>
<td>82%</td>
<td>The share that report an annual employee turnover of 5% or less.</td>
</tr>
<tr>
<td>Seeking Training</td>
<td>53%</td>
<td>50%</td>
<td>N/A</td>
<td>The share that desire/are seeking training for employees.</td>
</tr>
</tbody>
</table>

**50%**

**Halifax employers are reporting higher turnover rates than typical (50%), with some citing challenges with retirement.**

### Occupations

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Last Quarter</th>
<th>Last Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Challenge</td>
<td>64%</td>
<td>71%</td>
<td>36%</td>
<td>The share that are having trouble hiring at least one specific occupation.</td>
</tr>
<tr>
<td>Retention Challenge</td>
<td>33%</td>
<td>18%</td>
<td>10%</td>
<td>The share that are having trouble retaining at least one specific occupation.</td>
</tr>
<tr>
<td>Retirement Challenge</td>
<td><strong>23%</strong></td>
<td>14%</td>
<td>7%</td>
<td>The share that are having trouble with retirements in at least one specific occupation.</td>
</tr>
<tr>
<td>Immigrant Employment</td>
<td>65%</td>
<td>52%</td>
<td>35%</td>
<td>The share that currently have at least one immigrant employee.</td>
</tr>
</tbody>
</table>

**23%**

**An increasing share of companies are citing issues with retirements. 23% could list an occupation affected by recent retirements.**
What is the biggest issue facing your company today?
(Top 5 occurring of 19 possible responses, not including "Other")

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Availability/Quality</td>
<td>32%</td>
</tr>
<tr>
<td>Access to Capital</td>
<td>12%</td>
</tr>
<tr>
<td>Sales Leads</td>
<td>11%</td>
</tr>
<tr>
<td>Managing Growth</td>
<td>6%</td>
</tr>
<tr>
<td>Local Business Climate</td>
<td>2%</td>
</tr>
</tbody>
</table>

What is your annual employee turnover rate at this facility?

- Has 0% Turnover; (23%)
- Has 1-5% Turnover; (27%)
- Has 6-10% Turnover; (8%)
- Has >25% Turnover; (13%)
- Has 11-25% Turnover; (29%)
### Sales

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Last Quarter</th>
<th>Last Year</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing Sales</td>
<td>69%</td>
<td>67%</td>
<td>63%</td>
<td>The share that had sales increase last year.</td>
</tr>
<tr>
<td>Entering New Markets</td>
<td>44%</td>
<td>45%</td>
<td>35%</td>
<td>The share that are expanding or planning to expand to new markets outside Nova Scotia.</td>
</tr>
<tr>
<td>Using Social Media</td>
<td>48%</td>
<td>46%</td>
<td>N/A</td>
<td>The share that use social media to promote their products or services.</td>
</tr>
<tr>
<td>Sufficient Connectivity</td>
<td>96%</td>
<td>92%</td>
<td>N/A</td>
<td>The share that have sufficient internet access to conduct business.</td>
</tr>
</tbody>
</table>

Overall sales activities appear to be improving gradually. The share of businesses reporting higher sales (69%) and new market activity plans (44%) are both increasing consistently.

### Innovation

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Last Quarter</th>
<th>Last Year</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recently Innovated</td>
<td>40%</td>
<td>33%</td>
<td>N/A</td>
<td>The share that have made innovations (new equipment, goods, etc.) in the last two years.</td>
</tr>
<tr>
<td>Planning to Innovate</td>
<td>51%</td>
<td>45%</td>
<td>43%</td>
<td>The share that plan to introduce new innovations (new equipment, goods, processes, etc.).</td>
</tr>
<tr>
<td>Aware of Post-Secondary</td>
<td>40%</td>
<td>47%</td>
<td>N/A</td>
<td>The share that are aware of post-secondary support for businesses (e.g. partnerships, experiential learning opportunities, incubators).</td>
</tr>
<tr>
<td>Sought Funding Support</td>
<td>37%</td>
<td>38%</td>
<td>32%</td>
<td>The share that have accessed government funding or tax credits for innovation.</td>
</tr>
</tbody>
</table>

Roughly half (51%) of businesses surveyed had plans to introduce new equipment, goods, services, or processes.
### Facilities

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Last Quarter</th>
<th>Last Year</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approaching Capacity: Facility</td>
<td>36%</td>
<td>29%</td>
<td>16%</td>
<td>The share that use “over 90%” of their facility’s current space.</td>
</tr>
<tr>
<td>Approaching Capacity: Equipment</td>
<td>21%</td>
<td>16%</td>
<td>11%</td>
<td>The share that use “over 90%” of their current equipment capacity.</td>
</tr>
<tr>
<td>Expansion Plans</td>
<td>70%</td>
<td>57%</td>
<td>37%</td>
<td>The share that are planning to expand within Nova Scotia in the next 18 months.</td>
</tr>
<tr>
<td>Risk of Relocation</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>The share that are planning to relocate local operations to a destination other than Nova Scotia.</td>
</tr>
</tbody>
</table>

**More Halifax businesses are planning to expand locally, with more than half (70%) reporting their operations are expanding within the province.**
The Halifax Partnership is Halifax’s economic development organization. We help keep, grow and attract business, talent and investment. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

If you have any questions or concerns about this document, its methodology, or how its indices are measured, please contact the Partnership at info@halifaxpartnership.com for further details.
GOAL 1 - PROMOTE & MAXIMIZE GROWTH

Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Municipal Level</th>
<th>Status</th>
<th>Key Takeways (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve the Draft Project on Secondary Municipal Plan with the Province of Nova Scotia to reduce red tape.</td>
<td>HRM</td>
<td>In February 2018, the Draft Project Plan was released to the Province of Nova Scotia to reduce red tape. The Project Plan focused on improving business processes and removing unnecessary regulations. The plan was modified over the summer and finalized in late 2018. The final version of the plan was submitted to the Province of Nova Scotia for approval.</td>
<td>Increasing the share of business that considers Halifax an above-average place to do business.</td>
</tr>
<tr>
<td>2. Adapt and implement the Centre Plan to connect community development and support economic growth in the area of retail.</td>
<td>HRM</td>
<td>In February 2018, the Centre Plan was released to the Province of Nova Scotia to support economic growth in the area of retail. The plan was modified over the summer and finalized in late 2018. The final version of the plan was submitted to the Province of Nova Scotia for approval.</td>
<td>Increasing the share of business that considers Halifax an above-average place to do business.</td>
</tr>
<tr>
<td>3. Continue to implement HRM Planning and Development's regionalized approach that includes the community of interest, the downtown, the waterfront, and the central business district.</td>
<td>HRM</td>
<td>In February 2018, the Community of Interest approach was implemented to connect the community of interest, the downtown, the waterfront, and the central business district. The approach was modified over the summer and finalized in late 2018. The final version of the approach was submitted to the Province of Nova Scotia for approval.</td>
<td>Reduced operational and administrative costs.</td>
</tr>
<tr>
<td>4. Reduce the number of regulative and administrative costs to facilitate business operations.</td>
<td>HRM</td>
<td>In February 2018, the Regulative and Administrative Costs Reduction was implemented to facilitate business operations. The reduction was modified over the summer and finalized in late 2018. The final version of the reduction was submitted to the Province of Nova Scotia for approval.</td>
<td>Reduced operational and administrative costs.</td>
</tr>
<tr>
<td>5. Reduce commercial vacancy rates in the downtown.</td>
<td>HRM</td>
<td>In February 2018, the Commercial Vacancy Rates Reduction was implemented to reduce commercial vacancy rates in the downtown. The reduction was modified over the summer and finalized in late 2018. The final version of the reduction was submitted to the Province of Nova Scotia for approval.</td>
<td>Reduced operational and administrative costs.</td>
</tr>
</tbody>
</table>

Measurements

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Figures in parentheses to be modified as required</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>(Commercial vacancy rates down 10% by 2020)</td>
</tr>
<tr>
<td>-</td>
<td>(Reduction in red tape by 25%)</td>
</tr>
<tr>
<td>-</td>
<td>(Increase in number of businesses by 5%)</td>
</tr>
</tbody>
</table>

Actions

- On October 4th, 2017, HRM hired a Project Manager to focus on reducing red tape and streamlining processes. The Manager was tasked with working with the Nova Scotia Office of Regulatory Affairs to reduce regulatory burden on business. The Manager was also tasked with working with the Halifax Partnership and the Halifax Chamber of Commerce to identify and reduce unnecessary regulations.
- In February 2018, the Draft Project Plan was released to the Province of Nova Scotia to reduce red tape. The Project Plan focused on improving business processes and removing unnecessary regulations. The plan was modified over the summer and finalized in late 2018. The final version of the plan was submitted to the Province of Nova Scotia for approval.
- In February 2018, the Centre Plan was released to the Province of Nova Scotia to support economic growth in the area of retail. The plan was modified over the summer and finalized in late 2018. The final version of the plan was submitted to the Province of Nova Scotia for approval.
- In February 2018, the Community of Interest approach was implemented to connect the community of interest, the downtown, the waterfront, and the central business district. The approach was modified over the summer and finalized in late 2018. The final version of the approach was submitted to the Province of Nova Scotia for approval.
- In February 2018, the Regulative and Administrative Costs Reduction was implemented to facilitate business operations. The reduction was modified over the summer and finalized in late 2018. The final version of the reduction was submitted to the Province of Nova Scotia for approval.
- In February 2018, the Commercial Vacancy Rates Reduction was implemented to reduce commercial vacancy rates in the downtown. The reduction was modified over the summer and finalized in late 2018. The final version of the reduction was submitted to the Province of Nova Scotia for approval.
1.1 Make Halifax an easier place to do business to increase trade and investment.

15. Leverage regional, national and international partnerships attraction and FDI aftercare activities related to Halifax.

14. Ensure alignment and collaboration on investment

13. Expand the Sell Halifax Program increase to investment.

12. Develop and implement an ANS Action Plan to advance ANS

11. Assess potential commercial taxation improvements identified community-owned properties without clear title.

9. Provide aftercare to new companies that have chosen Halifax as a

Halifax Partnership / Business Community / Business Improvement Districts /

Discover Halifax / Gateway Partners / Events East / Post-Secondary Institutions /

Province of NS / Community at Large

Province of NS / NSBI / ACOA

Province of NS / Province of NS / NSBI

Province of NS / Black Business Initiative / (SBIs) Organizations / Business

Province of NS / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business

Province of NS / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business

Province of NS / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business

HRM / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business

HRM / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business

HRM / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)

Increase the total number of jobs

Increase average annual income growth

(224,100 were employed in 2015)
Halifax Partnership

HRM (83% of jobs were full-time in 2015)

Rural Business Associations / NSCC

In April, the HRM and the Partnership submitted Halifax's initial proposal to the Smart Cities Challenge. Finalists were... Municipalities Conference in Halifax. Halifax was not selected as a finalist. HRM and community partners are improving

1.3 Improve the conditions for the economy.

1.4 Promote clustering of people and business in urban and rural areas.

24. Ensure rural HRM is considered in NSCC's development of projects.

20. Undertake special projects to address immediate research.

19. Increase the commercialization of post-secondary research.

18. Promote the public-private Ocean Supercluster initiative through newsletters, the Sell Halifax Toronto initiative, the Partnership's ongoing social media efforts, etc.

17. Implement the three-year master plan to establish, strengthen, and market Halifax's Innovation District.


- The Ragged Lake Feasibility Study was completed and its findings reported to Council in 2018. Regional Council has approved the revised Zoning bylaw for Ragged Lake which allows for the building of a commercial and industrial complex. The Ragged Lake Enterprise Centre is expected to be completed by 2020.

- 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,

- is 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);

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 anticipated the completed design plan will return to Regional Council for final review by end of 2018. A Request for Proposal for Constructor Services will follow shortly thereafter in Q1 2019.

The Cogswell Redevelopment Program is a city-building program generated from the Cogswell Lands Plan passed by Regional Council in 2006. The Cogswell Lands Plan is being implemented in phases, with the goal of transforming the Cogswell lands into a mixed-use, mixed-income district and ecosystem; developing a value proposition and identity; community engagement and placemaking initiatives to support growth. A communications plan will be developed in collaboration with the three delivery partners and the Cogswell Local Partnership. The Plan will be subject to an independent review by the end of 2018.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.

The Cogswell Redevelopment Program is expected to return to Regional Council for a decision on the future use of the Cogswell lands in 2019.
### GOAL 2 - ATTRACT & RETAIN TALENT

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders</th>
<th>Municipal Lead</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a mobile technology application to connect local and international graduates to the networks and measures needed to build a career in Halifax.</td>
<td>Sheet Harbour Chamber of Commerce / Musquodoboit Harbour &amp; Area Chamber of Commerce &amp; Sheet Harbour Economic Development Association</td>
<td>Sheet Harbour Partnership</td>
<td>Countrywide launches and 400 graduates actively using the app</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the number of Prince Edward Island graduates that graduate from local universities and find employment within the region.</td>
<td>Prince Edward Island Chamber of Commerce</td>
<td>Prince Edward Island Partnership</td>
<td>Number of graduates from PEI universities who graduate and find employment in PEI</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the number of other countries represented in the Workplace Connect Program.</td>
<td>Workplace Connect Program</td>
<td>Workplace Connect Program</td>
<td>Number of countries represented</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the number of international students retained in Nova Scotia.</td>
<td>Nova Scotia Student Services</td>
<td>Nova Scotia Student Services</td>
<td>Number of international students retained in Nova Scotia</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the usage of the Nova Scotia Workplace Connect Program among international students.</td>
<td>Nova Scotia Workplace Connect Program</td>
<td>Nova Scotia Workplace Connect Program</td>
<td>Number of international students who use the Workplace Connect Program</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase Nova Scotia’s attractiveness to international students.</td>
<td>Nova Scotia Immigration Services</td>
<td>Nova Scotia Immigration Services</td>
<td>Number of international students who consider Nova Scotia</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the number of international students who choose to stay in Nova Scotia after graduation.</td>
<td>Nova Scotia Immigration Services</td>
<td>Nova Scotia Immigration Services</td>
<td>Number of international students who stay in Nova Scotia after graduation</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the number of international students who work in Nova Scotia after graduation.</td>
<td>Nova Scotia Immigration Services</td>
<td>Nova Scotia Immigration Services</td>
<td>Number of international students who work in Nova Scotia after graduation</td>
<td>Figures in parentheses include baseline values</td>
</tr>
<tr>
<td>Increase the number of international students who start their own business in Nova Scotia after graduation.</td>
<td>Nova Scotia Immigration Services</td>
<td>Nova Scotia Immigration Services</td>
<td>Number of international students who start their own business in Nova Scotia after graduation</td>
<td>Figures in parentheses include baseline values</td>
</tr>
</tbody>
</table>

#### Internal Notes

**Sheet Harbour Partnership**

- The Partnership met with the St. Margaret’s Bay Chamber of Commerce and will be presenting to its membership in the fall. It will also be re-engaging SHOCC and MHACOCCA in the fall.

- Plan to be developed in Q4.

**Halifax Partnership**

- Measurement

  **Years 3 to 5**

  Province of NS / NSBI

  **Key Stakeholders**

  (to be modified as required)

  **Actions**

  (figures in parenthesis include baseline values)

  **2.2 Attract immigrants and expatriates to Halifax.**

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

  **N/A**

  **1.4 Promote clustering of people and business in urban and rural areas.**

  **20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)**

  **25-29 to Nova Scotia (-400 annual avg. 2010-2015)**

  **64.7% in 2011.**

  **Increase Halifax’s overall population growth**

  **20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)**

  **25-29 to Nova Scotia (-400 annual avg. 2010-2015)**

  **64.7% in 2011.**

  **Increase Nova Scotia’s attractiveness to international students.**

  **Increase the usage of the Nova Scotia Workplace Connect Program among international students.**

  **Increase the number of international students who choose to stay in Nova Scotia after graduation.**

  **Increase the number of international students who work in Nova Scotia after graduation.**

  **Increase the number of international students who start their own business in Nova Scotia after graduation.**

  **Increase Nova Scotia’s attractiveness to international students.**

  **Increase the usage of the Nova Scotia Workplace Connect Program among international students.**

  **Increase the number of international students who choose to stay in Nova Scotia after graduation.**

  **Increase the number of international students who work in Nova Scotia after graduation.**

  **Increase the number of international students who start their own business in Nova Scotia after graduation.**

  **Increase Nova Scotia’s attractiveness to international students.**

  **Increase the usage of the Nova Scotia Workplace Connect Program among international students.**

  **Increase the number of international students who choose to stay in Nova Scotia after graduation.**

  **Increase the number of international students who work in Nova Scotia after graduation.**

  **Increase the number of international students who start their own business in Nova Scotia after graduation.**

  **Increase Nova Scotia’s attractiveness to international students.**

  **Increase the usage of the Nova Scotia Workplace Connect Program among international students.**

  **Increase the number of international students who choose to stay in Nova Scotia after graduation.**

  **Increase the number of international students who work in Nova Scotia after graduation.**

  **Increase the number of international students who start their own business in Nova Scotia after graduation.**

  **Increase Nova Scotia’s attractiveness to international students.**

  **Increase the usage of the Nova Scotia Workplace Connect Program among international students.**

  **Increase the number of international students who choose to stay in Nova Scotia after graduation.**

  **Increase the number of international students who work in Nova Scotia after graduation.**

  **Increase the number of international students who start their own business in Nova Scotia after graduation.**

  **Increase Nova Scotia’s attractiveness to international students.**

  **Increase the usage of the Nova Scotia Workplace Connect Program among international students.**

  **Increase the number of international students who choose to stay in Nova Scotia after graduation.**

  **Increase the number of international students who work in Nova Scotia after graduation.**

  **Increase the number of international students who start their own business in Nova Scotia after graduation.**
2.3 Promote private sector involvement in co-op and experiential learning.

2.4 Increase workforce attachment and combat systemic barriers.

3.1 Work with the business community to identify and promote experiential learning opportunities for post-secondary students.

3.2 Establish ANS and Mi’kmaq/Indigenous Peoples’ streams under the Halifax Connector Program.

3.3 Establish and share existing programs, successes and outcomes related to the workforce attachment of ANS and Indigenous Peoples, African Nova Scotian, and other groups at-risk in our region.

3.4 Continue to build the internship program to connect graduates to municipal public service and job market opportunities with other employers in Halifax.

3.5 Explore experience requirements of WMF participants to increase youth literacy to the municipal public service.

3.6 Enhance workforce attachment by more than doubling the number of internships available in WMF to ensure all participants have the opportunity to gain hands-on experience in their field of interest.

3.7 Align WMF/HR policies, processes and procedures to a diversity and inclusion perspective.
Acting on the Throne Speech, Halifax was reminded of its ongoing commitment to foster a sustainable and inclusive city, and to prioritize investment in culture and heritage to reflect the identity and values of the community. In support of this mandate, 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 objectives:

1. To develop and implement the Diverse Voices for Change initiative to ensure additional inclusion for the Halifax community, including the Mi'kmaq and Indigenous Peoples, who will be fully included in the cultural assets development process.

2. To develop and implement the Halifax Green Network Plan to “protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define community, to benefit the municipality’s economy and the physical health of its people, and to reflect and support the overall purposes of this municipality”.

The Halifax Green Network Plan (HGNP) was adopted by Council in August 2018 and will be implemented through the multi-year budgeting and business planning process.

The 2014 Regional Plan directed the creation of the HGNP to “protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define community, to benefit the municipality’s economy and the physical health of its people, and to reflect and support the overall purposes of this municipality”.

The HGNP was developed through the process of public consultation, engagement, and stakeholder involvement, and it is a comprehensive plan that outlines the key actions and strategies required to achieve the goals of the HGNP. It includes a series of initiatives, such as the development of a greenspace network, the protection of natural areas, and the enhancement of the city’s parks and green spaces.

In October 2018, the Municipality hosted a conference called “Beyond the Obvious: The Power of Art and Culture in HIV Prevention.” This conference brought together artists, cultural leaders, and public health professionals to discuss how art and culture can be used to prevent HIV transmission and promote health equity. The conference included workshops, panel discussions, and presentations by keynote speakers, such as Dr. Afua Cooper, the Municipality’s first Poet Laureate, and artistic interventions including a performance by the Nova Scotia Deaf Theatre ensemble. The conference also featured a screening of the film “The Halifax Explosion: The Deaf Experience,” which was produced by the Halifax Deaf Club and directed by the Nova Scotia Deaf Theatre ensemble.

The Culture and Heritage Priorities Plan will follow the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage.
48. Determine how best to support and encourage a range of recreation programs.

47. Increase low-income groups’ and individuals’ access to available to families and children.

46. Improve mobility so that people can live and work more effectively.

45. Reduce the near- and long-term risks of coastal and overland flooding through research and policy development.

44. Promote and pilot community food security initiatives.

43. The parking technology RFP has closed and staff are now reviewing proposals. The project is still on target for phased implementation commencing April 1, 2019 with the solution on street implementation to begin late in Q2.

42. In October 2017 the HHP agreed to focus on homelessness and housing poverty solutions in the area known as “Between the Bridges” that encompasses Dartmouth North. The Partnership will focus on developing pilot projects specifically designed to the

41. The Province of NS / United Way / Community at Large

40. Parks and Recreation has developed an outreach communication plan to increase awareness of the programs and services available to families and children.

39. evening events, and programs 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, culture, ethnicity, gender, sexual orientation and status has an opportunity to participate. Halifax Sport & Culture have already have opportunities to help reduce cost barriers to access to programs, events, facilities and natural assets that enable a singular choice for a family and participates in recreation activities.

38. P&D has installed a temporary pilot project on Spring Garden Road and initiated public and business owner engagement for a major Streetscaping project on Spring Garden Road. A public meeting is scheduled for September 17, 2018. An RFP to hire a consultant firm is anticipated.

37. The district has been used highly successfully in London and other cities.

36. The Affordable Housing Five-Year Strategic Plan, including affordable housing targets, were endorsed by Regional Council in December 2016.

35. 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

34. The launch of the Halifax Flood Risk Management Strategy (HFRMS) is now under way. The strategy will use an integrated approach to reduce flood risk through research and development of flood risk management strategies, including stormwater management, green infrastructure and other flood risk reduction strategies.

33. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, culture, ethnicity, gender, sexual orientation and status has an opportunity to participate. Halifax Sport & Culture have already have opportunities to help reduce cost barriers to access to programs, events, facilities and natural assets that enable a singular choice for a family and participates in recreation activities.

32. The district has been used highly successfully in London and other cities.

31. The Affordable Housing Five-Year Strategic Plan, including affordable housing targets, were endorsed by Regional Council in December 2016.

30. 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

29. The district has been used highly successfully in London and other cities.

28. The district has been used highly successfully in London and other cities.

27. The district has been used highly successfully in London and other cities.

26. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

25. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

24. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

23. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

22. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

21. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

20. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

19. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

18. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.

17. Parks and Recreation has a robust outreach and engagement plan to increase awareness of the programs and services available to families and children.
Increase the supply of non-market housing as a priority. A Halifax Partnership/HRM/TPW presented to Regional Council on July 17, 2018. The strategic framework, which sets a goal of increasing the number of non-market units by 10,000 by 2030, was endorsed by Council and solidifies TPW’s and HRM’s commitment to road safety. Steps have been taken as part of the Halifax Strategic Road Safety Plan to reduce the number of injuries and fatalities by 20% over five years, as recommended by the Halifax Regional Municipality (HRM)’s Road Safety Plan.

Halifax Partnership/HRM/Universal Access Team

Share successful practices with business on how to be commitment-supported (P)halifax Partnership 8/30/2018

Halifax Partnership/HRM/Indigenous Community Engagement

In accordance with HRM’s 2017 declaration of Principles, develop plans to engage the Halifax Partnership/HRM/Indigenous Community

In accordance with Halifax Regional Council’s 2017 declaration of Principles, develop plans to engage the Halifax Partnership/HRM/Indigenous Community

In accordance with Halifax Regional Council’s 2017 declaration of Principles, develop plans to engage the Halifax Partnership/HRM/Indigenous Community

In accordance with Halifax Regional Council’s 2017 declaration of Principles, develop plans to engage the Halifax Partnership/HRM/Indigenous Community

In accordance with Halifax Regional Council’s 2017 declaration of Principles, develop plans to engage the Halifax Partnership/HRM/Indigenous Community

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement

Halifax Partnership/HRM/Indigenous Community Engagement
GOAL 4 - ALIGN ECONOMIC DEVELOPMENT

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Key Results</th>
<th>Measurement</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Lead the National Economic Strategy to achieve the Now or Never goals with the support of the Halifax Partnership.</td>
<td>In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.</td>
<td>Government of Canada (IRCC)</td>
<td>No value proposed or aligned across organizations.</td>
</tr>
<tr>
<td>7. Participate in pan-Atlantic initiatives to further Halifax's economic development initiatives.</td>
<td>介</td>
<td>Atlantic Canada/Economic Coalition</td>
<td>No value proposed or aligned across organizations.</td>
</tr>
<tr>
<td>8. Strengthen the Partnerships with Atlantic Canada to support collaborative development of policies and programs that create economic opportunities in the region.</td>
<td>介</td>
<td>Halifax Community</td>
<td>No value proposed or aligned across organizations.</td>
</tr>
<tr>
<td>9. Host and maintain the Halifax Partnership to lead economic development initiatives.</td>
<td>介</td>
<td>Community at Large</td>
<td>No value proposed or aligned across organizations.</td>
</tr>
<tr>
<td>10. Encourage collaboration among businesses and agencies in the Halifax region to increase opportunities for economic development.</td>
<td>介</td>
<td>Atlantic Canada/Economic Coalition</td>
<td>No value proposed or aligned across organizations.</td>
</tr>
</tbody>
</table>

Key Stakeholders (to be modified as required)

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Halifax Partnership</td>
<td>BIDs</td>
</tr>
<tr>
<td>Community at Large</td>
<td></td>
</tr>
<tr>
<td>Province of Nova Scotia</td>
<td></td>
</tr>
</tbody>
</table>

Notes:

- All value propositions are aligned across organizations.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
- In 2017, Immigration, Refugees and Citizenship Canada (IRCC) estimated the Halifax Partnership’s output cost to be $50,000 in provincial funding being secured through the Building Vibrant Communities Grants (BVC) Grants Program. In August, DDBC and NEBA were informed that their provincial application was successful.
### 72. Leverage the media and Halifax Partnership’s private sector investor network to promote examples of Halifax’s business culture and success stories.

Through its various Marketing and Communications Channels and media partners, the Partnership highlights Halifax business culture and success stories.

Between July 1 and September 30, the following results were achieved:

- Website visitors: 15,299 (+7.6% increase from Q1 2018)
- Media followers: 23,081 (+3.3% increase from Q1 2018)
- During Q2, the Partnership also sent eight newsletters to local, national, and international contacts and had 10 media mentions/articles.

### 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.

On June 18, the Partnership released its Halifax Index 2018, this is HRM’s 7th annual report on economic and community trends.

The Halifax Index tracks Halifax’s vital signs across four major themes: people, education, economy, and quality of place benchmarked against five other cities – St. John’s, Quebec City, Kitchener-Cambridge-Waterloo, Regina and Victoria. It captures the essence of Halifax and its surrounding communities.

To download the complete Halifax Index 2018, visit HalifaxIndex.com.

### BUSINESS PLANNING

<table>
<thead>
<tr>
<th>Objective</th>
<th>Years 3 to 5</th>
<th>Actions</th>
<th>Municipal Lead</th>
<th>Status</th>
<th>Key Stakeholders (to be modified as required)</th>
<th>Measurement (figures in parenthesis include baseline values)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3</td>
<td>Monitor the Economic Strategy’s progress and adapt actions as required.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>Measurement</td>
<td>Baseline</td>
<td>2016</td>
<td>2017</td>
<td>Status vs. Baseline</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>-------------</td>
<td>----------</td>
<td>--------</td>
<td>--------</td>
<td>--------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Promote &amp; Maximize Growth</strong></td>
<td>Grow Halifax’s GDP to $22.5 Billion</td>
<td>18,300 million</td>
<td>18,574 million</td>
<td>18,890 million</td>
<td>Progressing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase average annual income growth</td>
<td>+1.2%</td>
<td>+1.5%</td>
<td>+1.7%</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the total number of jobs</td>
<td>224,100</td>
<td>226,000</td>
<td>224,600</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the share of full-time work</td>
<td>83%</td>
<td>82%</td>
<td>81%</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the share of businesses that consider Halifax an above-average place to do business</td>
<td>15%</td>
<td>23%</td>
<td>27%</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduce commercial vacancy rates in the downtown</td>
<td>14.3%</td>
<td>15.1%</td>
<td>19.6%</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the commercial property tax base</td>
<td>$7.8 billion</td>
<td>$8.2 billion</td>
<td>$8.3 billion</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td><strong>Attract &amp; Retain Talent</strong></td>
<td>Grow Halifax’s Labour Force to 271,000</td>
<td>239,100</td>
<td>240,700</td>
<td>241,000</td>
<td>Progressing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase Halifax’s overall labour force growth</td>
<td>+0.5%</td>
<td>+0.7%</td>
<td>+0.1%</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase net interprovincial migration of youth ages 20-24 to Nova Scotia</td>
<td>-1,300</td>
<td>-222</td>
<td>(-231)</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grow the international student body, ...</td>
<td>5,832</td>
<td>6,045</td>
<td>6,498</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>...and the gross share that transition into permanent residency</td>
<td>3.4%</td>
<td>6.9%</td>
<td>9.4%</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase net international immigration to Halifax</td>
<td>+2,085</td>
<td>+5,805</td>
<td>+4,544</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attain at least the average workforce participation rate, ...</td>
<td>69.1%</td>
<td>67.0%</td>
<td>~</td>
<td>Unchanged</td>
<td></td>
</tr>
<tr>
<td></td>
<td>...for marginalized groups, especially the African Nova Scotian Community</td>
<td>63.9%</td>
<td>63.2%</td>
<td>~</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Make Halifax a Better Place to Live &amp; Work</strong></td>
<td>Grow Halifax’s Population to 470,000</td>
<td>417,847</td>
<td>424,950</td>
<td>431,701</td>
<td>On Track</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase Halifax’s overall population growth</td>
<td>+1.0%</td>
<td>+1.9%</td>
<td>+1.6%</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the share of Nova Scotians who have a strong or somewhat strong sense of belonging to their community</td>
<td>76.4%</td>
<td>73.4%</td>
<td>~</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the supply of non-market housing as a proportion of total HRM households</td>
<td>4%</td>
<td>~</td>
<td>~</td>
<td>Uncertain</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Raise the mean score on various quality of life indicators as measured by the City Matters survey, ...</td>
<td>7.7</td>
<td>7.2</td>
<td>7.1</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;Good place to raise a family&quot;</td>
<td>7.7</td>
<td>7.8</td>
<td>7.4</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;Outdoor recreational facilities&quot;</td>
<td>7.3</td>
<td>6.8</td>
<td>6.9</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;Indoor recreational facilities&quot;</td>
<td>7.3</td>
<td>6.8</td>
<td>6.8</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;Housing affordability&quot;</td>
<td>6.1</td>
<td>5.7</td>
<td>5.5</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;Arts and cultural events&quot;</td>
<td>7.4</td>
<td>6.8</td>
<td>7.0</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;City is easy to get around&quot;</td>
<td>6.6</td>
<td>5.9</td>
<td>6.0</td>
<td>Worsening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&quot;% who feel mostly safe&quot;</td>
<td>61%</td>
<td>80%</td>
<td>80%</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase library programming attendance, ...</td>
<td>209,772</td>
<td>213,576</td>
<td>224,072</td>
<td>Improving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and in-person visits</td>
<td>3,595,902</td>
<td>3,613,986</td>
<td>3,618,317</td>
<td>Improving</td>
<td></td>
</tr>
</tbody>
</table>