TO: Chair and Members of Community Planning and Economic Development

SUBMITTED BY: ________________________________

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

Jacques Dubé, Chief Administrative Officer

DATE: November 1, 2018

SUBJECT: Halifax Economic Growth Plan 2016-21 Update (July-September 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. Sections 70 and 71 describe many authorities specific to Area
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 nearly $2 million, over 27% of the Partnership’s annual budget.

Current Economic Strategy

On April 5, 2016, Regional Council approved the document, Halifax Economic Growth Plan 2016-21 (Economic Growth Plan), as the new five-year economic strategy for Halifax. Building upon 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 the Partnership, and the remaining six co-led by the two organizations. Most of these actions are built into existing HRM and Partnership work plans and budgets.
DISCUSSION

This report provides an overview of the local economy and details the implementation of the Economic Growth Plan from July to September 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. Both for 2018 and the longer 2019-22 period, growth is forecast for all the industrial sectors defined by the Conference Board.

The Partnership’s SmartBusiness Report – Summer 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 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 September 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 second quarter of 2018-19 related to promoting and maximizing growth include:

- **Development Approvals Workplan.** The Auditor General’s Report on Development Approvals released in July 2018 found that HRM’s planning and major subdivision application processes could be made more efficient through the development of a policy manual to guide application review processes, among other things. The report contains ten recommendations, nine of which are specific to administration, operational oversight and procedural efficiencies. HRM accepts all the recommendations and has developed a workplan to implement each recommendation in advance of the 18-month timeline identified by the Auditor General (AG). In addition to the items identified by the AG, Planning and Development’s management team is improving responsiveness and timeliness through a retooled planning application front-end review process and more flexible internal assignments to improve capacity.

- **Investment Attraction.** The Business Development team continues to work with Nova Scotia Business Inc. and partner organizations developing strategies and targeting a “Top 10” list of companies that were picked because of their high-growth potential. The Partnership and its partners have secured one of these companies to invest in Halifax. A public announcement will be made in mid-November.

  In August, the Partnership hosted the newly created Invest in Canada organization. This organization is responsible for increasing Canada’s share of Foreign Direct Investment. The two-day visit provided an opportunity to share an overview of Halifax’s strategic sectors, value proposition, and research capabilities. The meeting also provided an opportunity to show alignment between municipal and provincial economic development organizations and joint efforts at securing foreign direct investment.

  The Partnership is working with the Municipality of East Hants to develop a Memorandum of Understanding to work more on investment attraction and foreign direct investment activities and to connect existing businesses to the resources they need.

- **Commercialization of Research / Business Retention and Expansion.** The Partnership continues to work with the universities and the Nova Scotia Community College to identify and communicate the institutions’ research capabilities. An initial inventory of post-secondary strengths (programming, research, lab availability, etc.) has been assembled and vetted by each institution’s Industry Liaison Office, and a website to connect businesses with innovation/start-up supports is being developed. Between August 7 and September 30, the Partnership met with 20 companies requesting connections to innovate. This generated 63 referrals to partner organizations.

- **Economic Research.** Community profiles have been completed for the Eastern Rural, Dartmouth Centre, and Sackville areas and one for the Halifax Peninsula is nearing completion. Additional profiles for other sub-HRM areas will be produced in the coming weeks.

- **Rural broadband.** HRM and the Partnership continue to gauge how to leverage federal and provincial funding to support rural broadband development in the municipality. In a July information report to Council, staff outlined: recent federal and provincial rural broadband decisions, strategies, and programs; issues HRM should consider when supporting rural broadband development; and, Develop Nova Scotia’s work to engage stakeholders on the roll-out of its Nova Scotia Internet Funding Trust (NSIFT). More details about how DNS will procure rural broadband solutions are expected in November 2018.
• **Federal infrastructure funding.** 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 complete by March 31, 2018, but the federal government has extended the deadline for completion to March 31, 2020.

The phase 2 bilateral agreement between the federal and Nova Scotia governments was signed in April 2018. It establishes funding amounts and cash flow targets over the next 10 years. Funds will support public transit, green infrastructure, and communities culture and recreation projects. In the summer, Council approved a list of projects to submit to the Province for its three-to-five-year funding framework. This framework is being submitted to the federal government for approval in Fall 2018.

• **Cogswell Lands Redevelopment.** Public engagement in the design of the Cogswell Lands’ public spaces (i.e. parks, plazas, trails, greenways, walking & cycling connections, transit hub, street features & gateways, and art and commemoration) and urban design rules for new buildings was initiated in August. It is anticipated the completed design plan will return to Regional Council for final review in 2018. A Request for Proposal for Constructor Services will follow in 2019.

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 September 30, the Partnership signed on 304 new connectees and 116 business leaders. This summer, the Partnership hosted a delegation from the Halifax’s sister, Hakodate, which is interested in launching a Connector Program.

• **Experiential learning.** The Partnership has received funding from the Nova Scotia Department of Labour and Advanced Education to establish and manage an Experiential Learning Pilot Program designed to connect businesses and organizations with post-secondary students studying in Nova Scotia who are looking for work experience. The project is in its second year. Since April 2018, 42 students have been assisted through the program.

• **Welcoming Newcomers Action Plan and Mayor’s Reception.** Over the summer, HRM updated its Welcoming Newcomers Action Plan to make the municipality more welcoming to newcomers and residents alike. As part of the plan, the fifth annual Mayor’s Reception for international students was held in September with more than 400 international students and 14 exhibitors in attendance.

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:

- **Aboriginal Reconciliation.** In July, Regional Council amended and approved the membership of the newly formed Special Advisory Committee on the Commemoration of Edward Cornwallis and Commemoration of Indigenous History. The committee also held its first orientation session.

- **Halifax Green Network Plan (HGNP).** In August, Regional Council adopted the HGNP to protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define communities, and to benefit the Municipality’s economy and the physical health of its people. It will be implemented through the multi-year budgeting and business planning process.

- **Affordable Housing.** In July, Regional Council endorsed an Affordable Housing Work Plan that addresses density bonusing, residential rental registration/licensing, planning policy and regulatory barriers, municipal funding incentives, surplus municipal lands, and vulnerable communities.

- **Food security.** In July, Regional Council also approved support for the Mobile Food Market to 2020/21. In response to a motion from the Community Planning and Economic Development Standing Committee, staff are working with the Halifax Food Policy Alliance and other partners to evaluate additional options the municipality can take to address community food insecurity. A staff report on the issue is expected in winter 2018/19.

- **Road Safety.** Regional Council endorsed the Halifax Strategic Road Safety Plan in July. The strategic framework, vision and goals are aimed at reducing injury and fatal collisions by 20% over five years. Progress reports to Regional Council will be provided as the plan is implemented.

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.

On September 25, the Partnership held its Annual General Meeting. The Partnership celebrated achievements in innovation, immigration and entrepreneurship and discussed what’s to come. Speakers included Partnership Chair Matt Hebb, Partnership President and CEO John Rogers, and guest speaker, Volta CEO Jesse Rodgers. More than 180 people attended the event.

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

**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: *Economic Growth Plan Update by Action*
ATTACHMENT 2: *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

Original Signed
GOAL 1 - PROMOTE & MAXIMIZE GROWTH

1. Establish and implement the Joint Project on Regulatory Modernisation and the Business Retention Strategy to reduce red tape.

2. Adopt and implement the Halifax Charter to guide community consultation and support economic growth in the long-term.

3. As part of the Halifax Charter Review, identify potential powers and responsibilities that would enable the City of Halifax to better support business. Halifax Partnership

4. Implement HRM's Customer Service Strategy, with a focus on improving processes, to enhance service to businesses and residents.

5. Continue to implement the HRM Planning and Development's Strategic Plan to advance rationalization of fee-based services, and simplify land-use bylaws.

6. Establish the Halifax Partnership's Business Retention Program to encourage and retain businesses in the community.

1. Implement the Joint Project on Regulatory Modernisation and the Promotion of Business Service to reduce red tape.

2. Adopt and implement the Halifax Charter to guide community consultation and support economic growth in the long-term.

3. As part of the Halifax Charter Review, identify potential powers and responsibilities that would enable the City of Halifax to better support business. Halifax Partnership

4. Implement HRM's Customer Service Strategy, with a focus on improving processes, to enhance service to businesses and residents.

5. Continue to implement the HRM Planning and Development’s Strategic Plan to advance rationalization of fee-based services, and simplify land-use bylaws.

6. Establish the Halifax Partnership’s Business Retention Program to encourage and retain businesses in the community.

**Actions**

- Increase the total number of jobs (2015, 2025 enrolment targets in place)
- Increase the share of full-time work (WCB data as per latest survey)
- Increased average annual growth (2015, 2025 enrolment targets in place)
- Reduced unemployment rate in the downtown
- Increased the total number of jobs
- Increased the commercial property tax base
- Increased the share of full-time work
- Reduced red tape in the areas of rules and regulations, processes, and customer service
- Developed a performance measurement data dictionary to improve internal decision-making and external stakeholder communications, and increasing the number of project inputs to the planning and policy process.

**Objectives**

- Implement HRM’s Customer Service Strategy, with a focus on improving processes, to enhance service to businesses and residents.
- Continue to implement the Joint Project on Regulatory Modernisation and the Promotion of Business Service to reduce red tape.
- Adopt and implement the Halifax Charter to guide community consultation and support economic growth in the long-term.
- As part of the Halifax Charter Review, identify potential powers and responsibilities that would enable the City of Halifax to better support business.
- Implement HRM’s Customer Service Strategy, with a focus on improving processes, to enhance service to businesses and residents.

**Measurement**

- Expanded average annual growth (2015, 2025 enrolment targets in place)
- Increased the total number of jobs (2015, 2025 enrolment targets in place)
- Increased the share of full-time work (WCB data as per latest survey)
- Reduced unemployment rate in the downtown
- Increased the total number of jobs
- Increased the commercial property tax base
- Increased the share of full-time work
- Reduced red tape in the areas of rules and regulations, processes, and customer service
The Partnership is working with the Municipality of East Hants to develop a Memorandum of Understanding focused on investment attraction and foreign direct investment activities and connecting existing businesses to resources needed for growth. The Partnership is working with RBC to develop and implement promotional opportunities to raise the profile of their shared services centre in Bedford.

In June 2018, the Halifax Partnership and ANSIO organized a community information gathering event entitled, Road to Prosperity: The Plan to Understand, Build Capacity, and Mobilize African Nova Scotian Communities and Neighbourhoods. The two-day event featured representatives from African Nova Scotian organizations, and individuals from the Black Business Initiative, Black Business Communiy, and ACOA, and was attended by community leaders, African Nova Scotian organizations, and individuals from the Black Business Initiative and ANSIO.

In the interim, HRM (Finance, Legal and ANSAIO) is waiting for further movement on the process to determine its roles and responsibilities as things progress.

To date, NS Legal Aid has completed the hiring of legal experts for the process and have begun accepting applications from residents. The Department of Natural Resources has completed the hiring of a surveyor and two survey technicians. Work has begun in earnest on files for the three sites. A review of the Regional (NS) Act is needed further to the province to determine its roles and responsibilities as things progress.

MM / Halifax Partnership

The Portland, Me. meeting also provided an opportunity to show alignment between Halifax Partnership and Invest in Canada’s efforts at securing FDI. Invest in Canada was impressed with the Halifax Partnership’s approach to developing a pro-active selling strategy positioning Halifax as a good location for receiving the TLC(I) messaging, and have business connections already established that can be further leveraged for business opportunities.

The Partnership is working with the Municipality of East Hants to develop a Memorandum of Understanding focused on investment attraction and foreign direct investment activities and connecting existing businesses to resources needed for growth.

The Partnership is working with the Municipality of East Hants to develop a Memorandum of Understanding focused on investment attraction and foreign direct investment activities and connecting existing businesses to resources needed for growth. The Partnership is working with RBC to develop and implement promotional opportunities to raise the profile of their shared services centre in Bedford.

In June 2018, the Halifax Partnership and ANSIO organized a community information gathering event entitled, Road to Prosperity: The Plan to Understand, Build Capacity, and Mobilize African Nova Scotian Communities and Neighbourhoods. The two-day event featured representatives from African Nova Scotian organizations, and individuals from the Black Business Initiative, Black Business Community, and ACOA, and was attended by community leaders, African Nova Scotian organizations, and individuals from the Black Business Initiative and ANSIO.

In the interim, HRM (Finance, Legal and ANSAIO) is waiting for further movement on the process to determine its roles and responsibilities as things progress.

To date, NS Legal Aid has completed the hiring of legal experts for the process and have begun accepting applications from residents. The Department of Natural Resources has completed the hiring of a surveyor and two survey technicians. Work has begun in earnest on files for the three sites. A review of the Regional (NS) Act is needed further to the province to determine its roles and responsibilities as things progress.

MM / Halifax Partnership

The Portland, Me. meeting also provided an opportunity to show alignment between Halifax Partnership and Invest in Canada’s efforts at securing FDI. Invest in Canada was impressed with the Halifax Partnership’s approach to developing a pro-active selling strategy positioning Halifax as a good location for receiving the TLC(I) messaging, and have business connections already established that can be further leveraged for business opportunities.

The Partnership is working with the Municipality of East Hants to develop a Memorandum of Understanding focused on investment attraction and foreign direct investment activities and connecting existing businesses to resources needed for growth.
1. The Halifax Partnership continues to manage the Halifax Gateway, to profile and enhance the local community and national audiences. In June, under the collaborative umbrella of Halifax Gateway, the Halifax Partnership led a pair presence at the the Federation of Canadian Municipalities (FCM) conference in Halifax, to highlight the opening ceremony and unveiled the in the FCMA 2018).

2. The Partnership continues to advance the Halifax Gateway District. To this end, partnerships in the region are investigating the role of the Halifax Gateway District, assessing the impacts related parties have seen over the past five years for frequent group discussions around market and innovation. (November) The Partnership has established the Innovation District and strategy that supports small- and large-scale projects. We have focused on creating an environment that is attractive to both local business and entrepreneurs. The 3M fund provides support for the creation of tech clusters and commercializing new businesses and businesses. The Partnership led the way in creating a user-friendly and engageable platform that is the core of the innovation ecosystem.

3. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

4. The Halifax Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

5. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

6. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

7. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

8. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

9. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

10. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

11. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

12. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

13. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

14. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

15. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

16. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

17. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

18. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

19. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

20. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

21. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

22. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

23. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.

24. The Partnership has also engaged in discussions with key stakeholders in the Atlantic region and will focus on creating a sense of belonging and providing a platform for entrepreneurs. A key focus is how the Halifax Gateway District can be leveraged to create a more cohesive and connected community.
### Goal 2 - Attract & Retain Talent

<table>
<thead>
<tr>
<th>Objective</th>
<th>5-Year Action Plan Years 1 to 5</th>
<th>Measurable Goal</th>
<th>Key Stakeholders</th>
<th>Measurement and Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a mobile technology application to connect local and international graduates, young professionals and immigrants to the Halifax labour force.</td>
<td>- Project funding support from the Nova Scotia Department of Labour and Advanced Education, the Partnership awarded a request for proposals to Halifax-based Scale Venture Partners to design and build a web-based mobile application to enhance its Connector Program. Currently, there are two Connector programs across Nova Scotia that collaborate, with approximately 600 connections a year. By creating a searchable mobile database that can be used simultaneously with the Connector Program, the Partnership forecasts an increased number of participants and benefits of the program, topping up into the 15,000 post-secondary graduates and 32,000+ graduates across Atlantic Canada, ultimately increasing retention and attachment to the labour force.</td>
<td>116 new Connectors (business leaders from the private and public sector)</td>
<td>HRM / Halifax Partnership</td>
<td>Community and Business Stakeholders Agreement (NSBI)</td>
</tr>
<tr>
<td>2. Continue the networking Connector Program to develop local and international graduates, young professionals and immigrants to the Halifax labour force.</td>
<td>- With referral of 650 graduates (275 international graduates, 47 domestic graduates) - Signed on 116 new Connectors (business leaders from the private and public sector) - Met with 304 new Connectees (177 immigrants, 44 international graduates, 83 domestic graduates)</td>
<td>58 Connector Program Connectees found jobs in Halifax</td>
<td>HRM / Halifax Partnership</td>
<td>Community and Business Stakeholders Agreement (NSBI)</td>
</tr>
<tr>
<td>3. Continue the mobile workforce development program that connects historically recruited non-English-speaking employees with WIB's 100+ Commercial Account and Marketing Management roles.</td>
<td>- Continue the partnership with WIB, established in prior years, to refer candidates to the Talent Pathways Program. This is a new program to build a contingent workforce of highly-skilled newcomers interested in a career at WIB. Candidate referrals are ongoing.</td>
<td>100 potential candidates referred to WIB</td>
<td>HRM / Halifax Partnership</td>
<td>Community and Business Stakeholders Agreement (NSBI)</td>
</tr>
<tr>
<td>4. Work with the Sheet Harbour Chamber of Commerce &amp; Civic Affairs to identify and address economic development issues on a ongoing basis.</td>
<td>- As part of the Nova Scotia Department of Labour and Advanced Education, the Partnership awarded a request for proposals to Halifax-based Scale Venture Partners to design and build a web-based mobile application to enhance its Connector Program. Currently, there are two Connector programs across Nova Scotia that collaborate, with approximately 600 connections a year. By creating a searchable mobile database that can be used simultaneously with the Connector Program, the Partnership forecasts an increased number of participants and benefits of the program, topping up into the 15,000 post-secondary graduates and 32,000+ graduates across Atlantic Canada, ultimately increasing retention and attachment to the labour force.</td>
<td>116 new Connectors (business leaders from the private and public sector)</td>
<td>HRM / Halifax Partnership</td>
<td>Community and Business Stakeholders Agreement (NSBI)</td>
</tr>
</tbody>
</table>
2.3 Promote private sector involvement and combat systemic barriers.

2.2 Attract immigrants and expatriates to Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. In June 2018, the Nova Scotia Labour and Advanced Education renewed small funding project support to allow the Partnership to provide more experiential learning (EL) opportunities for students to benefit from experiences related to their field of study. These opportunities were to be planned in partnership with local employers and community organizations to ensure the requirement for 40- to 60-hour work experience, but have since evolved into the experience being re-engaged to create more opportunities for students, resulting in 12 students, of which 8 accepted experiential learning opportunities.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Between April 1 to September 30, 2018, the Partnership met with and successfully committed 18 businesses to participate in the Experiential Learning Initiative, with previously committed businesses continuously being re-engaged to create more opportunities for students, resulting in 12 students, of which 8 accepted experiential learning opportunities.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. The Office of Diversity and Inclusion and Human Resources have updated the HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. Business Units in partnership with Human Resources continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities. Community at Large

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. The Partnership is having ongoing discussions with the Halifax representative of the Punjab Pradesh Congress Committee to support the welcoming of Sikh families to settle in Nova Scotia. Work is underway to identify opportunities for increased attraction and retention with existing immigrant communities in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. The Partnership is having ongoing discussions with the Halifax representative of the Punjab Pradesh Congress Committee to support the welcoming of Sikh families to settle in Nova Scotia. Between April 1 to September 30, 2018, the Partnership met with and successfully committed 18 businesses to participate in the Experiential Learning Initiative, with previously committed businesses continuously being re-engaged to create more opportunities for students, resulting in 12 students, of which 8 accepted experiential learning opportunities.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.

3.4. Leverage Halifax’s immigrant communities to attract and retain talent in Halifax.

3.3. Establish ANS and Mi’kmaq/Indigenous Peoples streams under the Halifax Connector Program. Meetings were held with related agencies and members to create a framework for a focused approach to labour development and workforce attachment for both communities. This will be undertaken this year.
GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE & WORK

3 Year (2017-2019) Objectives

1. Ensure access to arts, culture, recreation, and natural assets in Halifax.

2. Complete the Culture and Heritage Priorities Plan.

3. As part of its support to the group, ANSAIO, in partnership with the YMCA Nova Scotia Works and HR Client Services, offered a micro training session and interview workshop in June for members of these groups. Eligible staff participated in the sessions.

4. In April 2018, the Municipality officially welcomed its seventh Poet Laureate, Dr. Afua Cooper to a 2-year term. Dr. Cooper is the seventh consecutive woman to occupy the position, and the second woman of African descent. A published author and

5. The Parks and Recreation Framework is complete. A recommendations report was received and staff is implementing strategies to accelerate and ensure the successful implementation of the Framework.

6. As part of the Municipality's cultural strategy, a comprehensive inventory of cultural assets was completed in spring 2018, in partnership with the Province of Nova Scotia. Phase 2 of the project is kicking off in 2019.

7. In April 2018, the Municipality officially welcomed its seventh Poet Laureate, Dr. Afua Cooper to a 2-year term. Dr. Cooper is the seventh consecutive woman to occupy the position, and the second woman of African descent. A published author and

8. In 2018, the Municipality will host a national gathering of Indigenous artists and curators as part of the 2018 Aboriginal Curatorial Collective Conference. In partnership with the ACC, the Nocturne Art at Night Society invited submissions by Indigenous artists and curators to create new works that explore and celebrate the theme of reconciliation.

9. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

10. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

11. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

12. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

13. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

14. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

15. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

16. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

17. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

18. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

19. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

20. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

21. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

22. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

23. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

24. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

25. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

26. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

27. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

28. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

29. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

30. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

31. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

32. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

33. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

34. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

35. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

36. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.

37. In October, 2018, Halifax officially opened the Downie Wenjack Legacy Space in City Hall, the first municipality in Canada to host such a space. The Legacy Space supports the Truth and Reconciliation Commission's ' Calls to Action' and provides a site for reflection and education on the impact of residential schools.
Reduce the number of long term problems caused by coastal and surface flooding through research and policy development.

Increase awareness of the programs and services available to families and children.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

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

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.

Increase Halifax’s environmental sustainability and resiliency.

Promote and pilot community food security initiatives of affordable housing options in HRM through the Housing Development.

Increase Halifax’s environmental sustainability and resiliency.

Continue to implement a broad range of strategic initiatives to make Halifax more family- and children-friendly.
**3.5 Improve mobility so that people can live an accessible. HRM Council has approved an Universal Access Administrative Order to address constraints and opportunities ... It includes provisions to ensure universal access to municipal washroom facilities. Accessibility Advisory Committee**

**60. Develop and implement plans to make HRM facilities accessible.** The Public Safety Strategy’s mission is to implement, collaborative, holistic approaches that advance public safety for the people of all ages and abilities, using all modes including walking, cycling, transit, and motor transport. The Public Safety Office has advanced the strategy by piloting a collaboration, community-wide approach to responding to violent or traumatic incidents; providing expert advice to inform municipal decision-making; and strengthening internal and external networks with key stakeholders to enhance community safety and well-being. In the fall of 2018, the Office will present its first annual report on to Regional Council, which will highlight progress made on each of the strategy’s actions and a renewed focus for implementation planning.

**3.7 Engage the Public Safety Strategy.**

**3.8 Foster Halifax's new welcoming to immigrants through the social-technical Partnership.**

**3.9 Consider and, where possible, incorporate community benefits as part of the development approval process in WRMA examination.**

**3.10 Develop and implement plans to make HRM facilities accessible.** The Halifax Transit enacting has been updated and implemented in the Halifax Transit (T-CO) value proposition and pitch.
3.7 Showcase Halifax to encourage people to visit, live, and work in Halifax.

4.1 Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.

69. Contribute to efforts to track and publicly report the Halifax Index.

68. Present Connector Program to Halo Conference.

67. Strengthen BID-HRM collaboration on economic development activities.

66. Participate in pan-Atlantic economic development initiatives.

65. Share best practices in economic development with local government, other communities.

63. Refine HRM’s approach to event attraction and hosting.

62. Proactively communicate the full range of HRM’s Parks and Recreation assets and service offerings.

GOAL 4 - ALIGN ECONOMIC DEVELOPMENT

<table>
<thead>
<tr>
<th>Objective</th>
<th>Details</th>
<th>Principal Lead</th>
<th>Key Stakeholders (to be modified as required)</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Seize the National Connector Program to assist other connective communities launch their own business location networking initiatives.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
<tr>
<td>12. Present the National Connector Program to the Welcoming Economies Global Network webinar to 170 global participants.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
<tr>
<td>13. Complete onsite training for the Cape Breton Partnership; Eastern Strait REN and Valley REN.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
<tr>
<td>14. Enter into ongoing discussions with two potential new communities in Alberta.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
<tr>
<td>15. Economic growth plan indicators and activities are aligned with the Halifax Index.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
<tr>
<td>16. When surveyed, economic development partners see alignment and collaboration as functional and meaningful.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
<tr>
<td>17. Economic growth plan indicators and activities are measured regularly through quarterly reports and the Halifax Index.</td>
<td>Halifax Partnership</td>
<td>HRM-BID, Immigration, Trade and Investment Canada (ITC)</td>
<td>HRM Partnership, BID - Business Improvement Districts, Community at Large</td>
<td>Increase awareness of the role Halifax plays in Nova Scotia’s and Canada’s economic development.</td>
</tr>
</tbody>
</table>

* Figures in parenthesis (e.g. bars) relate to baseline values
72. Leverage the media and Halifax Partnership’s private sector investor network to promote examples of Halifax’s business culture and success stories.

Halifax Partnership

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) and Social Media followers: 23,081 (+3.3% increase from Q1 2018). The Partnership published six articles/success stories on its Industry News blog, three investor spotlights, and two articles on the Partnership’s Chronicle Herald hub “Connect. ... Prosper.” During Q2, the Partnership also sent eight newsletters to local, national and international contacts and had 10 media mentions/articles.

Halifax Partnership’s Private Sector Investors / Business Community / Media

73. Develop and publish The Halifax Index -- a single information source of annual data on the state of Halifax’s economy, people, quality of place and sustainability.

Halifax Partnership

On June 18, the Partnership released its Halifax Index 2018, this is HRM’s 7th annual report on economic and community prosperity. The 2018 Halifax Index tracks Halifax’s vital signs across four major themes: people, education, economy, and quality of place. The Index is benchmarked against five other cities: St. John’s, Quebec City, Kitchener-Cambridge-Waterloo, Regina and Victoria. It includes an analysis of rural Halifax and an expanded quality of life section. To download the complete Halifax Index 2018, visit HalifaxIndex.com.

HRM / Province of NS / Post-Secondary Institutions / Business Community / Not-for-Profit Sector

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A. Retain and grow private sector investment.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>N/A. Leverage the Municipality’s investment in the Partnership for attracting increasing funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A. Monitor the Economic Strategy’s progress and adapt.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>N/A. Ensure stakeholders are informed on the progress and results of the strategy implementation.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

### BUSINESS PLANNING

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% Net and grow private sector investments</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>5% Leverage the Municipality’s investments in the Partnership for attracting funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% Net and grow private sector investments</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>5% Leverage the Municipality’s investments in the Partnership for attracting funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% Net and grow private sector investments</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>5% Leverage the Municipality’s investments in the Partnership for attracting funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% Net and grow private sector investments</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>5% Leverage the Municipality’s investments in the Partnership for attracting funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% Net and grow private sector investments</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>5% Leverage the Municipality’s investments in the Partnership for attracting funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Stakeholders (to be modified as required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% Net and grow private sector investments</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
<tr>
<td>5% Leverage the Municipality’s investments in the Partnership for attracting funding from the private sector, other levels of government, and elsewhere.</td>
<td>Halifax Partnership / Municipal Lead</td>
</tr>
</tbody>
</table>
### Halifax Growth Plan, Key Indicators

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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measurement</th>
<th>Baseline</th>
<th>2016</th>
<th>2017</th>
<th>Status vs. Baseline</th>
</tr>
</thead>
<tbody>
<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>
</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>
</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>
</tr>
<tr>
<td></td>
<td>Increase the share of full-time work</td>
<td>88%</td>
<td>82%</td>
<td>81%</td>
<td>Worsening</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>
</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>
</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>
</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>
</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>
</tr>
<tr>
<td></td>
<td>Increase net interprovincial migration of youth ages 20-23 to Nova Scotia</td>
<td>-1,300</td>
<td>-222</td>
<td>(-231)</td>
<td>Improving</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>
</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>
</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>
</tr>
<tr>
<td></td>
<td>Attain at least the average workforce participation rate</td>
<td>65.1%</td>
<td>67.0%</td>
<td>-</td>
<td>Unchanged</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>Unchanged</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>
</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>
</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>
</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>
</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>
</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>
</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>
</tr>
<tr>
<td></td>
<td>&quot;Indoor recreational facilities&quot;</td>
<td>7.2</td>
<td>6.8</td>
<td>6.8</td>
<td>Worsening</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>
</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>
</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>
</tr>
<tr>
<td></td>
<td>&quot;% who feel mostly safe&quot;</td>
<td>61%</td>
<td>80%</td>
<td>80%</td>
<td>Improving</td>
</tr>
<tr>
<td></td>
<td>Increase library program attendance...</td>
<td>209,772</td>
<td>213,576</td>
<td>224,072</td>
<td>Improving</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>
</tr>
</tbody>
</table>