


Item No. 1
Halifax Regional Council
March 4, 2014

TO: Mayor Savage and Members of Halifax Regional Council

Original signed by 

SUBMITTED BY:

Richard Butts, Chief Administrative Officer

DATE: February 11, 2014.

SUBJECT:

Progress Reports:
- Economic Strategy Implementation
- GHP Service Agreement – Q3 – 2013-2014
- Halifax Economic Report – January 2014

INFORMATION REPORT

ORIGIN

March 22, 2011: MOVED by Councillor Nicoll, seconded by Councillor Streach that Halifax Regional Council endorse the 2011-2016 Economic Strategy for Halifax Regional Municipality. Motion put and passed.

June 25, 2013: MOVED by Councillor Nicoll, seconded by Councillor McCluskey that Halifax Regional Council approve the Service Level Agreement with the Greater Halifax Partnership for a term of five years, with the ability for HRM to terminate the agreement with six months' written notice, and forward to Regional Council for approval. Motion put and passed,

LEGISLATIVE AUTHORITY

HRM Charter 71(1) - **Business and industrial development**

71 (1) The Municipality may

- (a) solicit and encourage the establishment and development of new, and the establishment, development and expansion of existing institutions, industries and businesses in and around the Municipality;
- (b) publicize the advantages of the Municipality or any part of the Municipality and the surrounding areas as a location for the establishment and expansion of institutions, industries and businesses;
- (c) pay grants to a body corporate for the purpose of promoting the Municipality or any part of the Municipality and the surrounding areas as a location for institutions, industries and businesses;
- (d) prepare and disseminate information about the Municipality or any part of the Municipality and the surrounding areas for the assistance of institutions, industries and businesses intending to locate or expand in the Municipality or the surrounding area.

BACKGROUND

Economic Development

Economic development is a policy intervention which aims to increase the economic and social well-being of people. Actions to promote economic growth include development or enhancement of human capital, infrastructure, trade, competitiveness, environmental sustainability, social inclusion, health, safety, literacy and other initiatives.

HRM can support economic development by facilitating a climate for growth, direct support of initiatives to promote growth, or through collaboration with other organizations promoting economic growth.

GHP presented to CPED in February 2013 three fundamental economic growth objectives: (1) to grow the population; (2) to grow the number of good jobs; and (3) to grow the commercial tax base. HRM's economic development strategy seeks to marshal HRM resources and external resources to achieve those three objectives.

Economic Strategy

In March 2011, Regional Council endorsed a new Economic Strategy for 2011-2016. In February 2013, the Municipal Auditor General's report *Economic Development through Partnerships – A Performance Evaluation* suggested that HRM's economic development support work needed more focus. HRM and GHP reviewed the strategy and significantly tightened up the strategy implementation activities. Changes were reflected in the new service agreement with GHP, specifically in Schedule A of the Service Agreement.

Service Level Agreement

In June 2013, Regional Council approved a five year Service Level Agreement with GHP. HRM can terminate it with six months written notice. HRM budgeted \$1,570,000 to support GHP for 2013-2014.

The Service Level Agreement includes deliverables designed to achieve the specific objectives of the 2011-2016 Economic Growth Strategy and the general objectives of growth in population, employment and income, and the business tax base.

DISCUSSION

Economic Strategy Implementation

Attachment A provides Status Updates on the 48 Actions planned for Years 3-5 to achieve the 5 Goals of the Economic Strategy.

- Regional Centre – Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016
- Business Climate – Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths
- Talent – Create a welcoming community where the world’s talent can find great opportunities, engaged employers and resources for advancement
- International Brand – Create a unique international city brand for Halifax.
- Maximize Growth Opportunities – Capitalize on our best opportunities for economic growth.

In the period under review work has continued on the various activities in the strategy. Noteworthy work includes:

- Regional Centre – There has been progress on the development of the \$50m intergovernmental capital improvement fund and in the work of the Special Arts and Culture Committee. In early February, the province proclaimed Bill 83 allowing Density Bonusing and Site Plan Approval
- Business Climate – The Mayor has spoken regularly on business issues to a variety of audiences. He has also met with senior company executives interested in doing business in HRM or expanding activities here.
- Talent – In December, African Nova Scotian Affairs Integration Office held a successful community session. The Connector program continues strongly with almost 600 connectors.
- International Brand – GHP is working closely with HRM on the development of a new HRM brand. Public engagement sessions, stakeholders sessions and telephone interviews are underway. Recommendations about brand will come to Council in the spring of 2014.
- Maximize Growth Opportunities – The brand for the new Halifax Convention Centre and the 16 events booked into the new facility were announced in January.

GHP Service Agreement

Attachment B includes deliverables, performance indicators and progress to date in the work areas highlighted in Schedule A of the GHP Service Level Agreement. Noteworthy work includes:

- Business Retention & Expansion and Community Economic Development – visits to 34 Head and Regional Offices (HRO) have taken place. The HRO attraction and retention strategy should be complete shortly.
- Business Investment Attraction – GHP continues to pursue leads in this area although there are no new “closes” to announce.
- Labour Market Development – The Connector Program continues to grow. In Q3 it added 60 new business leader connectors, 76 immigrant participants and 196 young emerging talent participants.
- Marketing and Promotions – HRM and GHP are co-leading the branding project. Public engagement sessions, stakeholder sessions, and telephone interviews (residents and non-residents) began in December 2013 and will continue through March 2014.
- Professional Economic Analysis, Advisory Services and Project Leadership – GHP has provided HRM research on the following: business opinions of P-12 Education, preliminary

results of business opinions on Beautification and Streetscapes, the economic value of Yantai, China as a possible Sister City and household income, population and commercial vacancy data. GHP also participates in a number of projects on behalf of HRM.

- Research & Data – Work is underway on developing the 2014 State of the Economy Conference and the 3rd Halifax Index set for release in May 2014. GHP will complete the benchmarking report on development fees/charges, timelines and processes in Q4.
- Budget and Business Planning – Completed.
- Board Oversight – On track.
- Reporting Requirements – Being met.
- Economic Strategy Implementation – On track.

In general, work on the deliverables of both the Economic Strategy and the GHP Service Level Agreement is going according to plan.

Halifax Economic Report

Attachment C, the Halifax Economic Report – January 2014, provides a snapshot of 2013 for the Halifax economy. Population in HRM is up. Full time employment and fulltime employment for youth both grew. 2014 looks promising with Deep Panuke in full production and continuing major project activity.

FINANCIAL IMPLICATIONS

This report updates activities undertaken by HRM staff and GHP to implement the Economic Strategy and by GHP to fulfill the requirements of its Service Level Agreement. There are no financial implications arising from this report. GHP's spending is in line with its budget.

COMMUNITY ENGAGEMENT

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

ATTACHMENTS

Attachment A – *AGreaterHalifax* – Economic Strategy 2011-2016: Actions for 2013 to 2016

Attachment B – Schedule A: Greater Halifax Partnership 2013-14 Deliverables & Performance Indicator – Progress for Q3 – for the Period Ending December 31, 2013.


Attachment C – Halifax Economic Report – January 2014.

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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Original Signed

Report Approved by: _____
Jennifer Church – Managing Director – GREA – 490-3677

<div>  <div>ACTIONS FOR 2013 to 2016</div> </div>				
<p>Vision As the economic engine for the region, Halifax is a truly international city where people learn, work, easily start and grow a business, capitalize on ideas and live within a diverse, vibrant, sustainable community. Our vision represents a call to action. It defines our economic future. It defines the future of our city, an international city, a green city, a blue city, a proud and well-known city, a place where business thrives and a place where people want to live. This is our vision. This is Halifax.</p> <p>Our success measures: Grow the business tax base of Halifax -- retention and expansion of existing business and attraction of new business is essential for fiscal growth in HRM. Grow employment and income levels in Halifax -- if we create good jobs at a livable wage, people will move and stay here. Grow the population of Halifax -- growth in population and households is critical to the futre growth and prosperity of the whole region.</p> <p>Measuring Outcomes: The Partnership will use the % growth of the previous years from its benchmark cities to determine its targets for the upcoming year. Further, to limit the role of outliers (high growth or low growth) years, the Partnership will use the median (middle) value from its 5 benchmark cities to determine the target for the upcoming year. These results will be tracked in the Halifax Index, the Partnership’s annual economic and community measurement tool, each year and the results will be presented at its annual State of the Economy Conference.</p>				
GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	ROLES and RESPONSIBILITIES GHP (20); HRM (28)	YEAR 3 - STATUS UPDATES - Q1 & Q2 & Q3
REGIONAL CENTRE Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.	Direct and oversee a pro-development policy environment within the Regional Centre.	1. Continue to review HRM’s regulatory processes and development fees to make private land development inside the Regional Centre more attractive.	Proposed: Lead - HRM Project Participation: P&I, Others: SUP (engagement/advice), GHP	In process
		2. Provide density bonuses and site plan approvals as appropriate for increasing density in the Regional Centre.	Proposed: Lead - HRM: P&I/GREA Others: SUP (advocacy)	Province proclaimed Bill 83 in January 2014.
		3. Redesign the development approvals process, including consultation, to decrease limitations to urban development and to ensure efficient and effective feedback.	Proposed: Lead - HRM: P&I/CRS Others: SUP, GHP	In process
	Further the livability and attractiveness of our urban core.	1. Raise awareness of the availability of parking in the regional centre in alignment with the HRM Parking Strategy.	Prposed: Lead - HRM Project Participation: P&I, TPW, GREA Others: BIDs, business groups	<ul style="list-style-type: none"> Currently researching capability of technology to provide feedback on availability and improve the functionality of paid on-street parking. A number of street signs have been installed to provide better wayfinding to major off-street parking lots.
		2. Develop a 5 year intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core and establish an ongoing dedicated strategic urban reserve fund for Urban Core beautification & infrastructure improvements.	Lead - HRM Implementation lead: P&I Project management: GREA Project Participation: P&I, TPW, Finance Others: SUP (engagement, advice, coordination)	<ul style="list-style-type: none"> A plan and potential projects were brought forward to the Community Planning and Economic Development (CPED) committee in December 2013. CPED instructed staff to revise the plan and project list to include University Avenue and Gottingen St projects and to provide more detail on the reserve. A revised plan will be brought forward to the committee in Q4.
		3. Assess HRM’s role in district heating and cooling.	Lead - HRM: Finance/P&I	<ul style="list-style-type: none"> The district heating and cooling proponent withdrew the proposal and the file is no longer active.
		4. Incorporate into the Cogswell redevelopment plan the economic strategy regional centre objectives.	Proposed: Lead - HRM: P & I Others: SUP (engagement)	<ul style="list-style-type: none"> Cogswell Interchange Plans have been drafted for review and direction of Halifax Regional Council. The work is anticipated to be before Regional Council in March of 2014. The Economic Strategy Regional Centre Objectives, have along with the Downtown Halifax Municipal Planning Strategy and public input from the Cogswell Shakeup been the guiding elements in creating the proposed plan for Council’s consideration. The Economic Strategy actions which relate to the Cogswell Lands Plan include: <ul style="list-style-type: none"> ~ Raise awareness of the availability of parking in the Regional Centre in alignment with the Parking Strategy. ~ Implement the Active Transportation Plan with a priority on Regional Centre bike lanes. ~ Make available Regional Centre municipal public spaces with public art, cultural, and educational programs. ~ Work with federal and provincial government to explore development opportunities for vacant public and private lands in the Regional Centre for cultural institutions, public spaces and private mixed uses.
		5. Work with federal and provincial government to explore development opportunities for vacant public and private lands in the regional centre for cultural institutions, public spaces and private mixed uses.	Proposed: Lead - HRM: P&I Project Participation: GREA Others: PNS, SUP	No progress to report.
	Reinvent the current approach to mobility in the Regional Centre.	1. Implement the active transportation plan with a priority placed on Regional Centre bike lanes.	Lead - HRM: P&I	<ul style="list-style-type: none"> Engineering design underway for four overpass connections to the Regional Centre. Windsor Street bike lane opened in October and Hollis Street will open in Spring 2014. Bike fix-it stations being installed at ferry terminals and two other locations in February 2014.
		2. Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents’ safe enjoyment of the Urban Core.	Lead - HRM: TPW/P&I	<ul style="list-style-type: none"> Five year review of Regional Plan and Bedford/Mainland North corridor studies give further definition to road network plan. Development of Complete Streets plan initiated. Working with Transport Canada on a truck mapping exercise.
		3. Ensure the 5 year strategic framework for transit supports growth in the Regional Centre.	Lead - HRM: Metro Transit	<ul style="list-style-type: none"> Proposal to expand the scope of work for the Metro Transit Five Year Service Plan approved by Council in January of 2014. The newly titled "Moving Forward Together Plan" will now include a system-wide review of the entire Metro Transit network. It is anticipated that a draft plan for consultation will be available in the fall of 2014.
	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.	1. Enable public investment for cultural institutions and public gathering spaces, informed by municipal cultural investment study being undertaken and HRM's Regional Plan review.	Proposed: Lead - HRM: CRS/P&I	<ul style="list-style-type: none"> HRM has recently awarded public art tenders for the Canada Games Centre and Dartmouth Bridge Transit Terminal. The Special Arts and Culture Committee has assessed and provided recommendations related to HRM investment in professional arts which will be presented to Council in early 2014 along with the results of the national assessment of public investment in arts and culture that HRM is participating in. The Culture and Heritage Priorities Plan component of the Regional Plan will provide further direction related to the overall investment in culture by HRM.
		2. Make available regional centre municipal public spaces for public art, cultural and educational programs.	Proposed: Lead - HRM: CRS	<ul style="list-style-type: none"> HRM public spaces in the Regional Centre are regularly available for programming and public art. Public art and monuments are located along both the Halifax and Dartmouth waterfronts and at various other locations within the Regional Centre such as Grand Parade and Granville Mall. Those locations are also frequently used for cultural and civic event programming such as Nocturne, Canada Day, Moosehead celebration, Natal Day, etc
		3. Create an inventory of cultural institutions, events and programs in the Regional Centre.	Proposed: Lead - HRM: CRS	<ul style="list-style-type: none"> The creation of the overall inventory of cultural institutions, events and programs is part of the Culture and Heritage Priorities Plan of the Regional Plan.
		1. Identify opportunities to streamline regulatory requirements or processes through work with Service Nova Scotia and Municipal Relations on the Access to Business project.	Proposed: Lead - HRM: Project lead: GREA Project Participation: CRS, TPW, Fire Services, Halifax Water	<ul style="list-style-type: none"> A cross departmental HRM teamcontinue to work with SNSMR to identify possible areas of alignment and to define program requirements.
		2. Benchmark development charges, fees and timelines against those in other comparable jurisdictions.	Proposed: Lead - HRM: GREA, GHP, CRS	<ul style="list-style-type: none"> The Audit and Finance Committee has referred development charges to Committee of the Whole for a policy discussion regarding alternatives to a region wide Transit development charge. Stakheolder consultations has been deferred pending Committee of the Whole/Council discussion of the matter. A cross jurisdictional study on development fees timelines is being undertaken by GHP and will be completed in Q4.

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BUSINESS CLIMATE Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.	Reduce regulatory, tax and policy issues that can inhibit development and investment.	3. Continue to research and benchmark HRM’s tax competitiveness against other municipalities.	Lead - HRM: Finance	On a motion of the Audit & Finance Standing Committee, HRM Finance is reviewing: <ul style="list-style-type: none"> • programs/initiatives other municipalities have to assist small businesses with the tax burden; • whether the Province would be willing to share the required data to identify small businesses in HRM; and • how the assessment averaging proposal could be focused on small business. On a motion from Regional Council, HRM finance is, with Property Valuations Services Corporation, analyzing and reviewing "why condominium buildings generally have a higher assessment compared to apartment buildings equal in size, quality and virtually similar in all other factors. To consider methods used in other Canadian municipalities to address this issue, including providing a reduced tax rate and/or other incentives to increase density.” Reports on both these items are anticipated in Q4. Work with the City of Calgary on residential benchmarking is on-going. The latest information on 2012 taxes is on the HRM website at: http://www.halifax.ca/revenue/tax/benchmark/Residential.html . HRM finance is working with StatCan to establish a new standard geography with StatCan to reflect the urban settlement boundary (as per the Regional Plan). This will help us to benchmark our urban growth over time, by facilitating (and reducing errors in) the use of StatCan data.
	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.	1. Work with Service Nova Scotia and Municipal Relations to include some transactions with HRM through the Access to Business portal.	Proposed: Lead - HRM: Project lead: GREA Project Participation: CRS, TPW, Fire Services, Halifax Water	<ul style="list-style-type: none"> • A cross departmental HRM teamcontinue to work with SNSMR to identify possible areas of alignment and to define program requirements.
		2. Leverage GHP's Business Retention and Expansion Program to collect input from businesses from various sources and formalize a feedback mechanism to HRM in order to inform business planning and decision making as recommended in the Auditor General's report on Economic Development through Partnerships.	Lead - GHP	The Partnership has worked with GREA to formalize the feedback mechsanim and reporting schedule. The Patnership sits as member of HRM/SNSMR Advisory Panel focused on streamlining regulations in the Restaurant and Accommodation Industry Sector.
		3. Review and analyse available data (including BRE data, general research) to understand which municipal service delivery issues are the most important to business.	Lead - GHP	Included in BRE Report -November 30th
	Develop a responsive, safe, integrated regional transportation system.	1. Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.	Lead - HRM: P&I	Review of best practices and regional opportunities completed. The Strategic Joint Regional Transportation Committee evaluating opportunities.
	Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.	1. Consult with community and business stakeholders and develop a long term (20 year) strategic approach to infrastructure investment.	Lead - HRM: P&I	In process.
		2. Continue to track "Quality of Place" measurements in the Halifax Index.	Lead - GHP	Included in the presentation of the 2nd Halifax Index at the State of the Economy Conference in May 2013. Details and copies can be found at http://www.greaterhalifax.com/en/agh_home/halifax-index/default.aspx Preliminary work has begun on the third Index, set for release in May 2014.
	Halifax is recognized internationally for its clean and healthy environment.	1. Undertake actions in support of HRM's priority to be a leader in environment and sustainability initiatives.	Lead - HRM: P&I	<ul style="list-style-type: none"> • First Major Stormwater Infrastructure Project Approved: Cow Bay • Completed HRM's first Solar Photovoltaic Panel project: Commons Pavilion • Over 200 Contracts signed for Solar City
	Increase the engagement and active support of the private sector in the economic growth of Halifax.	1. Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	Lead - GHP	The Partnership was in-market with the confidence campaign in the May/June timeframe. Planning is currently underway to revisit the creative for the confidence campaign for relaunch in early 2014. Additionally, over the past number of months the Partnership has been working with the Mayor's Office on A Celebrate Business Success initiative. In the short-term, we have been working to ensure alignment to existing Greater Halifax Partnership initiatives -- There have been numerous opportunities for the Mayor to both attend and/or speak at Partnership events. The Mayor has taken advantage of two such speaking opportunities, one at the State of the Economy Conference and the Partnership's Annual General Meeting. There have been a number of opportunities that have presented where the Mayor was able to meet with senior company representatives who are either interested in doing business here or are already doing business in Halifax. These cannot be disclosed due to the confidential nature of these meetings and relationships.
		2. Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.	Lead - GHP	Annual Targets: 132 private sector investors engaged in their support of economic development
	Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province’s workforce strategy (JobsHERE).	1. Advocate for Federal and Provincial labour market programming that aligns with the needs of the Halifax business community.	Lead - GHP	The Partnership sits as a member of the Province's Workforce of the Future Table that is a collaboration of public and private stakeholders focused on understanding the priorities of stakeholders and that linkages are in place to ensure we have a workforce that will meet the economic opportunities we currently have and expect to have in the coming years. In Q3, the Partnership has provided input into the: <ul style="list-style-type: none"> - LIP (Local Immigrant Partnership) Advisory Council (Dec. 3rd) - Co-sponsored the Spiritual Diversity Conference (Oct 17-18th)
		2. Help businesses achieve best practices in employee recruitment and retention by: - connecting the business community to labour market information and human resource management support, and - increasing business community's participation in labour market initiatives to attract and retain young professionals and international skilled workers.	Lead - GHP	Through its Business Retention and Expansion Program, the Partnership provides information to clients regarding best practices in employee recruitment and retention. One example of support is connecting clients to the Workforce Development resources available on the business.novascotia.ca website. Examples include: NS HR Toolkit - provides valuable human resource information, downloadable tools and templates, and links to programs and resources to support managers with their human resource needs. SkillsonlineNS - This tool promotes a practice of learning in the workplace, providing quick and easy access to thousands of online courses suitable to staff at every level of the organizations. Welcoming Workplaces - supports businesses be more inclusive and welcoming. The workbook includes a business diversity self-assessment, practical advice and strategies and ready-to-use forms and templates to help employers make diversity a part of their strategic business goals. The Partnership has presented the benefits of being a Connector to various community organizations, universities, government departments, etc. Total number of business community leaders who are now Connectors is almost 600. In Q3, the Partnership added: 60 new business leader Connectors 76 Immigrant participants 196 young emerging talent participants 120 participants finding jobs since April 1st November 28th -- The Provincial Department of Labour and Advanced Education in partnership with GHP and Digital Nova Scotia hosted the “Get Connect Career Fair” that drew over 250 job-seekers to meet with 40 employers offering almost 700 positions

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<u>TALENT</u> Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.		3. Increase the engagement of the business community to provide information and input on current and future labour market needs to partners to ensure programs respond to current business needs.	Lead - GHP	See #1 above -- included in the Partnership's contribution to the Province's Workforce Table of the Future.
	Build a welcoming and inclusive environment for underrepresented groups.	1. Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	Lead: HRM - Human Resources	Nothing reported.
		2. To identify workforce matters of common interest with the First Nations community in HRM to maximize employment outcomes. The work will begin through establishing a partnership with the Mi'kmaq Friendship Centre and focus on opportunities to increase employment representation for Aboriginal people.	Lead: HRM - Human Resources	Nothing reported.
		3. Create a function within HRM that will work to improve the quality and level of service to residents and communities of African descent as it relates to employment.	Lead: HRM - GREA	<ul style="list-style-type: none"> • A community session – Mingling Our Voices: Success and Opportunities within HRM was held in December 2013. The session showcased the various HRM Business Units and acknowledged milestones of HRM employees of African descent. • An ANSAIO Business Plan was prepared for presentation to the CAO in January 2014. • Final draft structural options have been developed and will be circulated to the CAO by mid-January 2014. • The MOU between GHP-Community Development Unit (CDU) and ANSA – IO which was finalized was renamed to clarify its operation mandate. It is now called Statement of Principles and Outcomes. • Joint GHP – CDU / ANSA-IO initiatives that can serve short term deliverables are being developed. • Planning is underway to host 3 youth engagement sessions during African Heritage Month. The sessions are providing youth opportunities to learn about seasonal employment within HRM and to hone their resume writing and interview skills Q3 Update for GHP -- In collaboration with HRM's Office of African NS Affairs: <ul style="list-style-type: none"> • Joint GHP – CDU / ANSA-IO initiatives that can serve short term deliverables are being developed. Inventory of community groups and organizations being developed for future information distribution and project development opportunities. • Joint community session planned for March 2014, to share program information, and clarify roles of HRM and GHP in the community. • Planning joint symposium on prioirty community issues-session on land and land use, present water study in the Prestons. • Preston Satellite Office, North Preston Rec Centre, Program information launch- March 2014- Session will highlight services within GHP, other services relevant to community need. Additionally, managing 8 active files with community groups.
		4. Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.	Lead: HRM - Human Resources	Office of African Nova Scotian Affairs Integration Office doing workshops with African Nova Scotian youth. HRM continuing its internship program.
	HRM will become an “Employer of Choice” serving as a model for the business community.	5. Implement the HRMPeople Plan.	Lead: HRM - Human Resources	In process.
<u>INTERNATIONAL BRAND</u> Create a unique international city brand for Halifax.	Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.	1. Develop a Brand Strategy and Implementation Plan.	Lead - GHP/HRM HRM Lead: Corporate Communications	On November 26, 2013 Halifax Regional Council unanimously passed the motion to award the HRM Rebranding Project to the successful proponent Revolve Branding Inc. HRM and GHP are co-leading the branding project. Public engagement sessions, stakeholder sessions, and telephone interviews (residents and non-residents) are being conducted from December 2013 to March 2014. Engagement findings will be compiled and analysed and from there a brand recommendation will be developed. This recommendation will be brought to Regional Council in the spring of 2014. Pending Council approval, a phased implementation will begin, guided by detailed brand standards, templates and policies to protect the brand’s integrity and value.
		2. Ensure necessary buy-in and adoption from citizens, the business community and key organizations that will have a role in the brand strategy implementation.	Lead - GHP/HRM HRM Lead: Corporate Communications	2014 - ongoing
	Move Halifax from Good to Great -- Live the brand!	3. Implement the Brand Strategy that: <ul style="list-style-type: none"> - Provides clear and consistent messages to a local, national and international marketplace; - Supports trade, investment and labour market development; - Increases the number of businesses actively seeking customers in international markets; - Builds business and citizen confidence locally; and, - Inspires a culture that guarantees Halifax’s delivery of an exceptional experience. 	Lead - GHP/HRM HRM Lead: Corporate Communications	2014 - ongoing
	Support and validate the implementation of the economic strategy through an enhanced research capacity.	1. Implement the Partnership's BRE Program focused on connecting Halifax businesses to the resources and services they need to be more competitive, at home, across the country and internationally.	Lead - GHP	The Partnership's Business Retention and Expansion (BRE) team continue to work one-on-one with businesses to help them overcome challenges. Since April the BRE team met face-to-face with 109 businesses and completed an in-depth analysis designed to measure, evaluate and develop strategies to meet their business needs. Results to September 30th, 2013 include: ON TRACK <ul style="list-style-type: none"> • Business Visitations: 109 • Retentions: 8 • Expansions: 17 • Referrals: 203 • Jobs Created: 63 Round one of GHP’s Business Leaders’ Roundtable Program recently wrapped up with a total of 15 business leaders in two groups meeting regularly to support one another in expanding export sales and commercializing innovative products or processes. NSERDT has approved Year 2 funding to support the continuation of groups 1 and 2 and plans are underway to create a third group.
		2. Present the Halifax Index at the Annual State of the Economy Conference. The Index tracks yearly progress on economic, environmental and social objectives and recommends ideas for improvement.	Lead - GHP	The Partnership presented the 2nd Halifax Index at the State of the Economy Conference in May 2013. Details and copies can be found at http://www.greaterhalifax.com/en/agh_home/halifax-index/default.aspx Preliminary work has begun on the third Index, set for release in May 2014.
		1. Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities.	Lead - GHP	No action required in Q3

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	ROLES and RESPONSIBILITIES GHP (20); HRM (28)	YEAR 3 - STATUS UPDATES - Q1 & Q2 & Q3
<p><u>MAXIMIZE GROWTH OPPORTUNITIES</u> Capitalize on our best opportunities for economic growth.</p>	<p>Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.</p>	<p>2. Continue to mobilize and engage community support for Halifax Shipyard’s Shipbuilding Project and major projects.</p>	<p>Lead - GHP/HRM</p>	<p>The Partnership sits as a member of the Province's Major Project Table focused on the collaboration and alignment of stakeholders on the benefits of the Shipbuilding project and major projects. The Partnership has also delivered presentations to the following groups to increase awareness of the benefits of the shipbuilding project and major projects:</p> <p>In Q3 the Partnership presented to the following groups to increase awareness of the benefits of the shipbuilding project and major projects: October 3 - Gateway Event - Mississauga - Economic Update October 7 - IEDC Annual Conference -- Transforming Your City into a Global Magnet - presented Halifax Connector Program October 10 - IPAC Nova Scotia/Nova Scotia Health Research Foundation Event -- Panel Participant October 22 - Toronto Region Immigrant Employment Council - presented Halifax Connector Program October 29 - Exit Realty Metro - Economic Update November 5 - Atlantic Lottery - Panel Participant November 6 - Agathe Cote - Deputy Governor of Bank of Canada November 8 - City Matters - Panel discussion November 19 - HRM City Council (Re: City Matters) November 21 - TD 2013 Branch Manager Leadership Conference November 26 - Parliamentary Standing Committee on International Trade November 26 - "Have Your Say" about the Economy and Job Creation (Richard O'Brien) November 26 - RE/MAX Real Estate Agents - economic outlook for HRM November 27 - Building Our Future - Breakfast Event December 2 - Halifax Regional Police - Strategic Planning Session December 11 - GHP's President's Breakfast - Economic Update NS Business Journal Articles: October: Every community can use a few super connectors November: Fresh ideas for growing cities and communities December: Urban centre growth: The only way to stop rural decline</p>
		<p>3. Implement an attraction and retention strategy for Regional and Head Offices to/in Halifax.</p>	<p>Lead - GHP</p>	<p>The Partnership, in partnership with Nova Scotia Economic Development and Tourism and Invest Canada Community Initiatives (ICCI), is leading the Regional and Head Office attraction and retention strategy. Q3 elements include: 1. Competitive Intelligence – Through RFP process engaged Millier, Dickinson Blais. Work is underway on a comprehensive analysis of Head and Regional Offices in Halifax, including best practices, an economic impact assessment of local HROs, defining Halifax’s value proposition and providing competitive intelligence on target companies. (COMPLETION: END OF JANUARY 2014) 2. Visitation and Action – As part of the collection of information for the competitive intelligence component, visitation with local HRO representatives has begun. 34 local HRO’s have been visited, with discussions including benefits and challenges to locating in Halifax and their local economic impacts. Follow-up discussions on short-term actions to deal with identified challenges are being held. Target HRO representatives from out-of-Province are being identified as part of the competitive intelligence report. 3. Marketing and Engagement - A comprehensive communications and stakeholder relations strategy that promotes HRO benefits to the local community, elected officials and key stakeholders. It will also profile Halifax’s best attributes to external audiences. This will be based on the results of an economic impact project, which is currently underway. This economic impact project will identify several layers of impact of HROs in Nova Scotia. (Q4)</p>
		<p>4. Work with the Halifax Gateway Council to coordinate activities to improve Gateway efficiency and use.</p>	<p>Lead - GHP</p>	<p>The Partnership continues to manage the Halifax Gateway Council through a management services agreement.</p> <p>The business development funnel for the Logistics Park is managed by the Halifax Logistics Committee, with representation from NSBI, HRM, the Partnership, Halifax Port Authority, Halifax Stanfield International Airport, CN, NSERDT and ACOA. There are currently 13 qualified leads in funnel. No closes; however, one 5 acre lot is under tentative purchase and sale agreement.</p> <p>October 3rd at the Mississauga Convention Centre Halifax Gateway Council and partners hosted a briefing Session on Atlantic Canada’s \$100 Billion in Mega Projects to inform the Canadian transportation, logistics and supply chain community on the many “mega projects” that are currently underway in Atlantic Canada. Elizabeth Beale, President & CEO, APEC, provided results from a research report that focused on the supply chain ramifications that these major projects will have for companies wanting in on the action. A panel session featuring transportation sector representatives from several of the major projects and an update from Fred Morley on the Halifax economy was also provided. Go to http://www.halifaxgateway.com/en/home/megaprojectsmap.aspx to view the mega project map.</p> <p>November 4 – 8th -- multi city European Gateway mission The Halifax Gateway Council and partners participated in a multi-city mission specifically focused on raising the profile of the \$115 billion in major project activity and how these projects relate to gateway assets in Halifax, the transportation infrastructure, and CETA. Cities included Brussels, Antwerp, Amsterdam, and Dusseldorf –Neuss -- each event averaging 40 participants.</p> <p>November 25, 2013 -- presented to the Parliamentary Standing Committee on International Trade. Presentation emphasized the need for the Federal Government to continue to support organizations like the Halifax Gateway in sharing the collective messaging on CETA in Europe and an overview of the role of the Halifax Gateway and its priorities.</p>
		<p>5. Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.</p>	<p>Lead - GHP</p>	<p>The Partnership continues to have ongoing collaboration with Nova Scotia Business Incorporated (NSBI) and other partners to attract and retain business investment. The Partnership has supported several site visits and helped NSBI connect potential new businesses to business, academic and research partners, and various resources. To ensure a seamless customer experience with one main contact point, NSBI remains the lead organization for Direct Foreign Investment projects. We are currently managing a business development funnel with 18 qualified leads.</p> <p>Visit whyhalifax.ca, to view the Partnership's suite of investment attraction tools.</p>
		<p>6. Work with the Province, GHP, Destination Halifax and others to maximize opportunities presented by the new convention centre.</p>	<p>Lead - GHP</p>	<p>The Partnership is collaborating with Trade Centre Limited to identify opportunities to present to local business community and industry sectors on the benefits offered by the new convention centre.</p>

Schedule A Greater Halifax Partnership 2013-14 Deliverables & Performance Indicator Progress for Q3 - for the Period Ending December 31, 2013			
	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
1.1 Business Retention and Expansion & Community Economic Development	a. Connect local “existing” business to the resources and services (labour market info, business financing, etc.) they need to be more competitive at home, across the country and internationally.	>100 Business Visitations # of Retentions # of Expansions # of Referrals # of Jobs	<u>ON TRACK</u> • Business Visitations: 109 • Retentions: 8 • Expansions: 17 • Referrals: 203 • Jobs Created: 63 (SmartBusiness Report for the period ending November 30th attached).
	b. Implement the Head and Regional Office (HRO) Program to attract and retain HROs to/in Halifax.	Analysis and recommendations on attraction and retention of head & regional offices New value proposition defined for head & regional offices Potential head & regional offices identified for attraction	<u>ON TRACK</u> Work on the Regional and Head Office attraction and retention strategy is on-going, including:. 1. Competitive Intelligence – Through RFP process engaged Millier, Dickinson Blais. Work is underway on a comprehensive analysis of Head and Regional Offices in Halifax, including best practices, an economic impact assessment of local HROs, defining Halifax’s value proposition and providing competitive intelligence on target companies. (COMPLETION: END OF JANUARY 2014) 2. Visitation and Action – As part of the collection of information for the competitive intelligence component, visitation with local HRO representatives has begun. 34 local HROs have been visited, with discussions including benefits and challenges to locating in Halifax and their local economic impacts. Follow-up discussions on short-term actions to deal with identified challenges are being held. Target HRO representatives from out-of-Province are being identified as part of the competitive intelligence report. 3. Marketing and Engagement - A comprehensive communications and stakeholder relations strategy that promotes HRO benefits to the local community, elected officials and key stakeholders. It will also profile Halifax’s best attributes to external audiences. This will be based on the results of an economic impact project, which is currently underway. This economic impact project will identify several layers of impact of HROs in Nova Scotia. (Q4)
	c. Develop and implement a “Celebrate Business Program” for the Mayor and Halifax Regional Council to demonstrate HRM is open for business.	Define and implement program elements including targets, tactics and timing	<u>ON TRACK</u> The Partnership continues to work with the Mayor's Office on a Celebrate Business Success initiative and to provide opportunities for the Mayor to attend and/or speak at Partnership events. In Q3, the Mayor and GHP toured CARGOLINK as a follow up to the Offshore Europe/Aberdeen visit (WECP) and spoke at the Partnership's President's Breakfast held in December. GHP has a new Director of Marketing and Communications who will work with the Mayor's office to formalize the program. A list of businesses to visit has been created. Next step is to book meeting times.

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	<p>d. Make connections with local business organizations such as Business Improvement Districts and Business Associations to support the development of strategies and action plans to attract and retain businesses in their district. Implementation of action plans are the responsibility of the business group.</p>	<p>Support provided on attraction and retention strategies (i.e. Workshops and presentations on using GHP's GIS)</p>	<p><u>ON TRACK</u> Met with the following BIDs -- discussed SmartBusiness and ways GHP can support activities and initiatives in their respective BIDs. Asked to be connected to key companies and offered to present to their membership. Oct 15 North End BID Oct 31 Sackville BID Oct 31 Downtown Halifax BID Nov 1 Downtown Dartmouth BID Nov 4 Spring Garden Road BID Dec 12 Greater Burnside Business Association Dec 20 Hammonds Plains Business Association</p> <p>The GIS tool underwent upgrades for the majority of Q3. The Partnership will facilitate a workshop for BIDs in Q4.</p>
	<p>e. Through work with Service Nova Scotia and Municipal Relations (SNSMR) on the Access to Business (A2B) project, identify opportunities to streamline regulatory requirements or processes.</p>	<p>Participation on SNSMR A2B advisory committee Recommend prioritized action plan to address municipal/provincial regulatory or service improvement opportunities relating to the Restaurant/ accommodations sector</p>	<p><u>ON TRACK</u> GHP sits as a member of the newly created SNSMR Industry Advisory Group that will provide their Restaurant and Accommodations Project team with advice and insight into the challenges and potential improvements required to focus on bundling services to make it easier to start and operate this type of business – without having to understand which government or department is responsible for each program or service. The first meeting scheduled for December 2nd has been rescheduled to January 16, 2014.</p>
	<p>f. Increase business community's engagement and involvement in economic growth.</p>	<p>> 90% private sector investment renewal in GHP demonstrating private sector interest in and support of economic development outcomes</p>	<p><u>ON TRACK</u> (Annual Targets: 132 investors; Cash Investment Target of \$575,000) As of December 31st, 71 of 81 investors (88%) have renewed their investment and cash investment is \$290,000 (89% of plan YTD). To date there are 3 new Investors (Jazz Aviation, Shell Canada, IBM Canada).</p>
	<p>g. Represent HRM staff on the Sheet Harbour and Area Chamber of Commerce and Civic Affairs Economic Development Committee.</p>	<p>Provide community economic development support to the Sheet Harbour Area Chamber of Commerce in support of their community plan.</p>	<p><u>ON TRACK</u> The Partnership sits as a member of Sheet Harbour Civic Affairs Economic Development Committee. Meeting held November 22nd. Follow up meeting with the Mayor, GHP and Destination Halifax tentatively scheduled for January 24th.</p>

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	h. Assist the Municipality in improving the quality and level of service to residents and communities of African descent as it relates to community economic development.	In collaboration with HRM's Office of African Nova Scotian Affairs Integration provide community economic development support to the ANS community.	<p><u>ON TRACK</u></p> <p>In collaboration with HRM's Office of African NS Affairs:</p> <ul style="list-style-type: none"> • A draft MOU between GHP-Community Development Unit (CDU) and ANSA – IO finalized- now being reviewed at senior management level (HRM) • Joint GHP – CDU / ANSA-IO initiatives that can serve short term deliverables are being developed. Inventory of community groups and organizations being developed for future information distribution and project development opportunities. • Joint community session planned for March 2014, to share program information, and clarify roles of HRM and GHP in the community. • Planning joint symposium on priority community issues-session on land and land use, present water study in the Prestons. • Preston Satellite Office, North Preston Rec Centre, Program information launch- March 2014- Session will highlight services within GHP, other services relevant to community need. <p>Additionally, managing 8 active files with community groups.</p>
1.2 Business Investment Attraction	a. Position the Halifax Business Case to attract high value, high potential “new” business investments to generate active investment attraction leads.	<p>>30 business case presentations in response to requests for investment related information</p> <p>>10 qualified business development leads</p> <p>> Closes (2)</p>	<p><u>ON TRACK</u></p> <p>- 14 Business Case Presentations in response to requests</p> <p>- 18 qualified leads.</p> <p>- 0 Closes</p>
	b. Leverage and maximize growth opportunities within the Halifax Gateway through the day to day management of the Year Three Plan for their five-year strategy. Activities include marketing and awareness, identification of business development opportunities impacting air, port and logistics, including the Halifax Logistics Park (Burnside).	Acquire one major international tenant for the Halifax Logistics Park	<p><u>ON TRACK</u></p> <p>The Partnership continues to manages the Halifax Gateway Council through a management services agreement.</p> <p>The business development funnel for the Logistics Park is managed by the Halifax Logistics Committee, with representation from NSBI, HRM, the Partnership, Halifax Port Authority, Halifax Stanfield International Airport, CN, NSERDT and ACOA.</p> <p>There are currently 13 qualified leads in funnel. No closes; however, one- 5 acre Lot under tentative purchase and sale agreement.</p>

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	c. Participation in the Consider Canada Cities Alliance which provide the opportunity to align our HRM's interests with 10 of Canada's largest cities	<p>Over 100 new business contacts</p> <p>Three to four prospective leads</p> <p>Establish working relationships with embassies, chambers of commerce and industry associations in Beijing, Hong Kong and Shenzhen.</p>	<p>ON TRACK</p> <p>November 2013 – The Partnership participated in a European Investment and Trade mission in partnership with NSBI. As a direct result of the mission we were able to identify:</p> <p>>100 contacts</p> <p>- 7 leads are being follow-up on by NSBI and Greater Halifax Partnership.</p> <p>- 11 prospect clients have been identified. We continue to actively develop the relationship</p> <p>Paul Kent was appointed Chair of CCCA for 2014. The next general CCCA meeting is scheduled for February 3-4 in Ottawa.</p> <p>A European investment and trade mission is being planned for the end of February 2014. The Partnership will be sending 2 participants.</p> <p>NSBI is unable to participate in this mission due to budget constraints; however, they have committed to being engaged for prep and follow-up.</p>
	d. Participation in World Energy Cities Partnership	OTC/WECP Working Meeting is May 5 – 9, 2013	<p><u>ON TRACK</u></p> <p>The Mayor is now an active participant in the World Energy Cities Partnership (WECP).</p> <p>May 5-9 -- the Mayor and a representative from the Partnership attended the Working Meeting in Houston.</p>
		AGM - Dongying, China (Date to be confirmed for late October/Early November)	<p><u>ON TRACK</u></p> <p>WECP AGM - replaced with Aberdeen MOU Signing September 4, 2013</p> <p>Mayor Savage, on behalf of HRM, and the city of Aberdeen, Scotland signed a renewed agreement today to pursue opportunities in the energy, education and tourism sectors.</p> <p>As a follow up to the Houston Working meeting, Mayor Savage and the Partnership traveled to Offshore Europe in Aberdeen where the Mayor signed the new MOU.</p> <p>The trip to Aberdeen coincided with a business delegation from Nova Scotia to the energy capital. While in Aberdeen, the Partnership and the Mayor met with a variety of companies, universities, and other City Officials.</p> <p>Follow up activity is now underway.</p>
1.3 Labour Market Development	a. Strengthen the region's workforce by more effectively matching identified needs and opportunities of local business with available pools of skilled workers.	<p>Increase business leader participants</p> <p>Connector Program:</p> <p>> 100 business leader "connectors"</p>	<p><u>ON TRACK</u></p> <p>60 new business leader Connectors</p> <p>76 Immigrant participants (62 + 14 speed interviews participants)</p> <p>196 young emerging talent participants (62 YETs, 66 International Students and 68 YET Speed Interview participants)</p> <p>120 participants finding jobs since April 1st (Significant increase this quarter as a result of surveying past participants)</p>
	b. Through the ongoing implementation of the Halifax Connector Program increase the business community's involvement in labour market initiatives to attract and retain young professionals and international skilled workers.	<p>> 50 immigrant participants</p> <p>>200 young emerging talent participants</p> <p>> 75 participants find jobs</p>	

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	c. Provide advisory services to HRM staff in updating newcomer guides and the development of a Mandarin version of the newcomer guide.	Updated newcomer's guide is created with advice from a private sector perspective	<u>Awaiting request from HRM.</u>
	d. Working with partners, work towards improved settlement support for international students in an effort to improve retention	Demonstrated efforts to identify settlement support improvements and work with partners to improve supports.	<u>ON TRACK</u> The Partnership sits as a member of the Province's Workforce of the Future Table that is a collaboration of public and private stakeholders focused on understanding the priorities of stakeholders and that linkages are in place to ensure we have a workforce that will meet the economic opportunities we currently have and expect to have in the coming years. In Q3, the Partnership has provided input into the: - LIP (Local Immigrant Partnership) Advisory Council (Dec. 3rd) - Co-sponsored the Spiritual Diversity Conference (Oct 17-18th)
1.5 Marketing and Promotions	a. Market and promote the Municipality as a location of choice for business by raising local confidence and both the national and international profile of the Halifax region. This is accomplished through online, print, radio, media, and events promoting HRM as an attractive community to live, work and conduct business.	> 20% increase in web and social media results >10% increase in investment attraction opportunity requests Business confidence campaign in market GHP's business confidence Index measures past performance, current economic optimism and future optimism of a representative sample of HRM's business community. Continued improvement in the year over year results of the Business Confidence Index, signifying better results and more confidence in Halifax's economy going forward.	<u>ON TRACK</u> > 21% increase in web and social media results 19% for Twitter, 47% for Facebook, 13% for LinkedIn (compared to 2012-13 results) Q3 Investment Attraction Opportunity Requests: - Responded to 6 Requests for Business Case Information - Provided 244 Business Cases Packages to contacts through CCCA Trade Mission to Europe - 75 Business Case & Sector Profiles Downloaded from whyHalifax.com (Q1 & Q2) Autumn 2013 Business Confidence Index Results: Confidence declined slightly in the Autumn 2013 survey, although within the margin of error (down 3.7 on a 200 point scale). Confidence Campaign: The Partnership is planning to relaunch the confidence campaign in Q4.
			<u>ON TRACK</u>

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	b. Work with HRM's Corporate Communications Team on the development of a brand, brand strategy and implementation plan.	RFP Issued Baseline research and analysis complete Scope of work defined Strategy and implementation endorsed by HRM Council	On November 26, 2013 Halifax Regional Council unanimously passed the motion to award the HRM Rebranding Project to the successful proponent Revolve Branding Inc. GHP has partnered with HRM to launch the branding project. Public engagement sessions, stakeholder sessions, and telephone interviews (residents and non-residents) are being conducted from December 2013 to March 2014. Engagement findings will be compiled and analysed and from there a brand recommendation will be developed. This recommendation will be brought to Regional Council in the spring of 2014. Pending Council approval, a phased implementation will begin, guided by detailed brand standards, templates and policies to protect the brand's integrity and value.
2.1 Professional Economic Analysis, Advisory Services & Project Leadership	a. Through analysis of BRE data, identify, analyse and make recommendations on 3-5 business issues that are determined to be common amongst companies.	>3 specific studies and reports provided to HRM	<u>ON TRACK</u> Not required in Q3
	b. Briefings or reports on matters of significance to the municipal economy in response to studies, report and initiatives undertaken by economics-based organizations as requested.		<u>ON TRACK</u> November 19th - Fred Morley presented City Matters at Regional Council along with a brief overview of the current economic environment. December 27th -- Provided feedback to GREA on Taxi Rate Review Report Provided HRM research on the following: - Research request on business opinions of P-12 Education - The preliminary results of business opinions on Beautification and Streetscapes - Investigated the economic value of Yantai, China as a possible Sister City for Halifax. - Household income, population and commercial vacancy data

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	c. Provide high level analysis of requests for the Municipality to fund economic development projects, as they arise from time to time, to facilitate informed decision-making on the merits and economic return of public investment	Studies and reports provided to HRM where requests for advice and analysis are responded to and recommendations are provided.	<u>ON TRACK</u> Participate as a member of the 5 year, \$50M Strategic Urban Reserve Committee -- in collaboration with the Team, provided input into the development of criteria for project selection. F. Morley sits as a member of the Community Design Advisory Committee. Our role is to ensure public consultation is gathered effectively and to provide commentary and advice on proposed changes to the plan. Participate as a member of the Special Events Advisory Committee: 3 meetings in Q1 & Q2. P. Kent sits as a member of the Tattoo Festival Coordinating Committee - attended meeting on November 15th Participate as a member of the Strategic Joint Transportation Committee: 2 meetings in Q1 & Q2. Given the current structure of the meetings, the Partnership did not participate in Q3. A meeting is being scheduled with Paul LeFleche and Joyce Carter in January to discuss the Partnership's role going forward. October 23rd attended, with the Mayor and HRM officials, a meeting with Municipality of East Hants to discuss "Our Growing Communities". October 24th attended "A conversation with the Mayor" to engage in dialogue on "Building a Healthy, Livable Community".
	d. Provide project leadership as requested .		<u>ON TRACK</u> GHP is working with GREA staff to support the program development for the "Downtown - I'm In" event on Saturday, February 8th. Providing leadership (in collaboration with G. Keefe) on the IBM-CISCO Smart City/Communities for HRM Initiative. November 19th the Mayor hosted a roundtable on Housing - "Fixing Canada's Housing Crunch". P. Kent presented at the event to highlight the important issues affecting housing affordability and availability in Halifax and how the lack of affordable housing in our community impacts economic development. This is part of the development of a long-term housing plan.
2.2 Research & Data	a. Provide general research, analysis and advice to the Municipality on projects and initiatives of an economic nature as requested.	Economic data and research provided to businesses and potential investors	<u>ON TRACK</u> See 2.1c

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	<p>b. Maintain a database of current economic information related to employment, population, gross domestic product, business trends, comparative tax, development costs and similar economic profiles that support marketing the Municipality for investment attraction and business development that is accessible. Facts from these databases will be disseminated through the Partnership's website, social media and presentations.</p>	<p>General research, analysis and advice provided to HRM on request Quarterly updates – business case Quarterly economic reports</p>	<p><u>ON TRACK</u> On October 18th the following reports were sent to GREA for circulation to HRM SMT and Mayor and Council: 1. Greater Halifax Partnership's SmartBusiness Report for the Period April 1 to September 30th 2. Halifax Economic Report – September 30th 3. Promotion Map showing the Mega Projects in Atlantic Canada – with known impacts on the Halifax Gateway 4. APEC Research Findings on Major Projects in Atlantic Canada and their Impact on the Halifax Gateway (September 2013)</p>
	<p>c. Develop the third annual Halifax Index and program for the annual State of the Economy Event (May 2014) in collaboration with various external partners to track progress on economic, environmental and social objectives and recommended areas for improvement.</p>	<p>2012-13 Halifax Index and Statement of the Economy Conference - May 22, 2013 2013 – 2014 Halifax Index content produced to be presented at Annual State of the Economy Event in Spring 2014</p>	<p><u>ON TRACK</u> Work is underway on planning the 2014 State of the Economy Conference and the 3rd Halifax Index, set for release in May 2014.</p>

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	d. Work with partners to capitalize on high value, high potential economic growth opportunities and respond to threats facing business.	High value, high potential economic growth opportunities identified Threats identified Strategy developed minimize threats Key deliverables and outcomes reported on	<u>ON TRACK</u> The Partnership sits as a member of the Province's Major Project Table focused on the collaboration and alignment of stakeholders on the benefits of the Shipbuilding project and major projects. In Q3 the Partnership presented to the following groups to increase awareness of the benefits of the shipbuilding project and major projects: October 3 - Gateway Event - Mississauga - Economic Update October 7 - IEDC Annual Conference -- Transforming Your City into a Global Magnet - presented Halifax Connector Program October 10 - IPAC Nova Scotia/Nova Scotia Health Research Foundation Event -- Panel Participant October 22 - Toronto Region Immigrant Employment Council - presented Halifax Connector Program October 29 - Exit Realty Metro - Economic Update November 5 - Atlantic Lottery - Panel Participant November 6 - Agathe Cote - Deputy Governor of Bank of Canada November 8 - City Matters - Panel discussion November 19 - HRM City Council (Re: City Matters) November 21 - TD 2013 Branch Manager Leadership Conference November 26 - Parliamentary Standing Committee on International Trade November 26 - "Have Your Say" about the Economy and Job Creation (Richard O'Brien) November 26 - RE/MAX Real Estate Agents - economic outlook for HRM November 27 - Building Our Future - Breakfast Event December 2 - Halifax Regional Police - Strategic Planning Session December 11 - GHP's President's Breakfast - Economic Update NS Business Journal Articles: October: Every community can use a few super connectors November: Fresh ideas for growing cities and communities December: Urban centre growth: The only way to stop rural decline
	e. Working with partners, benchmark development fees and charges and timelines against other similar jurisdictions in Canada.	Deliver benchmarking report regarding fees/charges, timelines and processes by the end of October 2013	<u>ON TRACK</u> Project scope is defined. The project is now under way and will be completed in Q4
	f. Leverage the BRE program to collect input from businesses from various sources and formalize a feedback mechanism to HRM in order to inform business planning and decision making, including through workshops as recommended in the Auditor General's report on Economic Development through partnerships.	> 6 customized reports on BRE Workshop with HRM staff on BRE program	<u>ON TRACK</u> SmartBusiness Report #3 for the period ending November 30th attached (now prepared bimonthly) Workshop Q4 Deliverable

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
3.1 Budget and Business Planning	a. Produce an annual business plan and budget. Include in it measures to be achieved by the Partnership in conducting its operations in a manner that aligns to the Municipality's corporate direction and the terms of this agreement.	Business plan and budget are produced.	<u>COMPLETED</u>
		Measurements identified and tracked monthly, reported quarterly.	<u>ON TRACK</u>
	b. Leverage HRM's operating grant by partnering with other levels of government and the private sector, in an effort to enhance services provided to the Municipality.	Leverage \$2M from the private sector and federal/provincial government (includes project funding).	<u>COMPLETED</u>
3.2 Board Oversight	a. Ensure effective board oversight, including risk and financial management and implementation through regular evaluation of activities and financial results. This is achieved through a regular performance evaluation framework and financial and risk management reporting review.	Break even bottom line Quarterly audit and risk committee and Board of Directors meetings, including review of quarterly financial reports and risk management framework Annual Board Survey Board and Committee Oversight	<u>ON TRACK</u> 2013-14 Budget Forecasting \$29,568 Risk Management Framework presented at: Audit Committee Meetings: May 3, May 23, Sept. 12 and Nov. 14 Board of Directors Meetings: May 28, October 1, and Nov. 25 Annual General Meeting held June 24
	b. Achieve and maintain international certification of our economic development efforts.	AEDO certification maintained	<u>ON TRACK</u>
3.3 Reporting Requirements	a. Attend meetings and/or provide reports to Regional Council, the Community Planning and Economic Development Committee and HRM's Senior Management Team (SMT), as required, on the status of Partnership	Three status reports to the CAO	<u>ON TRACK</u>
		Meeting engagements as requested (SMT, M40, CAO, Mayor, Council)	<u>ON TRACK</u> > 60 Meetings with CAO, Mayor, Councillors, Staff
		Year end, SLA report to CPED standing committee	<u>To be presented Q1 - 2014-15</u>

	Deliverables	Performance Indicators	2013-14 Q3 (period ending December 31, 2013)
	required, on the status of Partnership activities and their alignment with the Municipality's corporate direction.	Year-end SLA report to Regional Council	<u>To be presented Q1 - 2014-15</u>
	b. Working with municipal staff, prepare and present an annual year-end report for Regional Council, including measurable outcomes resulting from the HRM's and Partnership's efforts to implement the Economic	Annual year-end report is written and provided to Regional Council by June 30th	<u>ON TRACK</u>
4. Economic Strategy Implementation	a. Serve as overall lead in supporting the Economic Strategy Implementation Steering Committee. Track, monitor and report on progress toward achieving the Strategy's goals and objectives, as required. (3-5 Year Economic Strategy Actions attached).	Progress reports to CPED (3)	<u>ON TRACK</u> Q1&Q2 Progress Report provided to CPED on November 14, 2013
		Three status reports for the CAO	<u>ON TRACK</u> October 15th --Q1&Q2 Progress Report provided to CAO
		Maintain and update Economic Strategy web portal	<u>ON TRACK</u>
	b. GHP will act as the legal entity through which the SUP is administered and will ensure resources are aligned to the values, principles, Regional Centre goals and objectives of the 2011-2016 Strategy.	GHP and HRM will enter into a Memorandum of Agreement with the SUP on the terms and conditions of HRM's investment in the Strategic Urban Partnership	<u>IN PROGRESS</u>

Halifax Economic Report – January 2014



Highlights

- 2013 was a year of moderate but improved growth for the Halifax economy, supported by significant apartment construction and major project activity but slowed by disrupted natural gas exports and softness in the labour and housing markets.
- Almost exclusively full-time employment gains reversed the post-recession trend toward part-time employment growth but relatively faster growth in the labour force resulted in a creeping unemployment rate.
- Youth employment declined in 2013 and full-time employment among youth made impressive gains.

Current Economic Indicators for Halifax	Period	YTD 2012	YTD 2013	% Change
Labour Markets				
Real GDP at basic prices (2007 \$ millions)	Annual	17,748	18,057(f)	1.7%
Population (Thousands)	Annual	413.5	417(f)	1.0%
Employment (Thousands)	Annual	225.1	227.3	1.0%
Unemployment rate (%)	Annual	6.1%	6.6%	0.5%
Labour force (Thousands)	Annual	239.7	243.2	1.5%
Participation rate (%)	Annual	69.8%	70.0%	0.2%
Consumer Markets				
Average weekly wages (Current \$)	Jan-Nov	815	834	2.2%
Consumer price index (2002 = 100)	Jan-Dec	123.8	125.2	1.1%
Retail sales (Current \$ millions)	Jan-Nov	5,917	6,043	2.1%
Aircraft Passengers (Thousands)	Jan-Dec	3,606	3,586	-0.5%
Cruise ship passengers (Thousands)	Jan-Dec	252.8	252.1	-0.3%
Containerized Cargo (Thousands TEUs)	Jan-Dec	416.6	442.2	6.1%
Housing and Construction Markets				
Housing starts	Jan-Dec	2,754	2,439	-11.4%
Housing sales	Jan-Nov	5,830	4,760	-18.4%
Value of building permits (Current \$ millions)	Jan-Nov	877.5	632.7	-27.9%
Non-residential construction (2007 \$ millions)	Jan-Dec	408.0	448.8	10.0%
(f) - Forecasted Data				
Sources: Statistics Canada, Canada Mortgages and Housing Corporation, Conference Board of Canada, Halifax International Airport Authority, Port of Halifax				

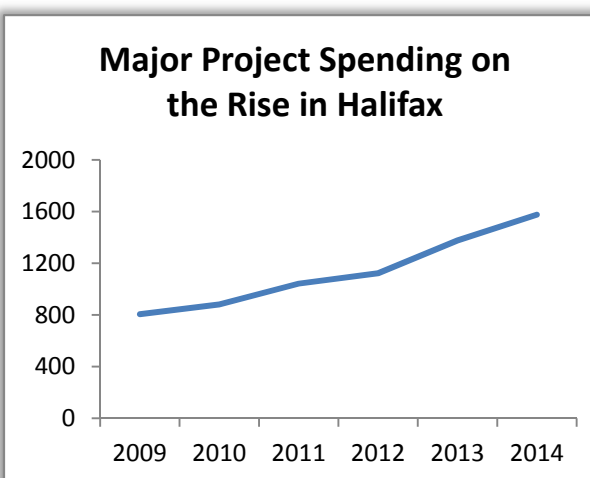
2013 was a year of moderate but improved growth for the Halifax economy. Growth was supported through the year by activity in the construction sector, with high levels of apartment starts and major project activity. Dwindling natural gas production at Sable Island and delays in the start of production at Deep Panuke provided a drag on exports for much of the year. However, the beginning of production at Deep Panuke in late August saw natural gas exports pick up in the Fall.



Looking forward to 2014, overall economic growth in Gross Domestic Product is expected to improve to 2.6% adjusted for inflation, according to the Conference Board of Canada. Growth will be helped along by a full year of production at Deep Panuke and continued strength in major project activity.

Non-residential construction growth was very strong through 2013, growing 10% over the previous year, with support from a high level of major project activity. The Atlantic Provinces Economic Council's (APEC) Major Projects Inventory identified a record value of major project spending in Halifax in 2013 approaching \$1.4 billion. This total includes the Halifax Shipbuilding Modernization Program. To date, tenders for \$175 million of the \$300 million project have been awarded, 52% of which has been awarded to Nova Scotia companies. Major project activity is expected to continue to support the Halifax construction sector through 2014.

Residential construction activity slowed in 2013, with housing starts down 11.4% compared to the previous year. However, in the context of a soft housing construction market across the country, this doesn't look so bad; housing starts at the national level were down 12.5% over the same period. In the apartment segment, starts remained strong throughout the year by historical standards but cooled somewhat later in the year after a particularly strong first quarter. Starts in single-detached housing remained depressed throughout 2013, down 37% over the previous year. Weakness in standalone housing construction mirrors weakness in the housing resale market, with sales through to November down 18% over 2012.



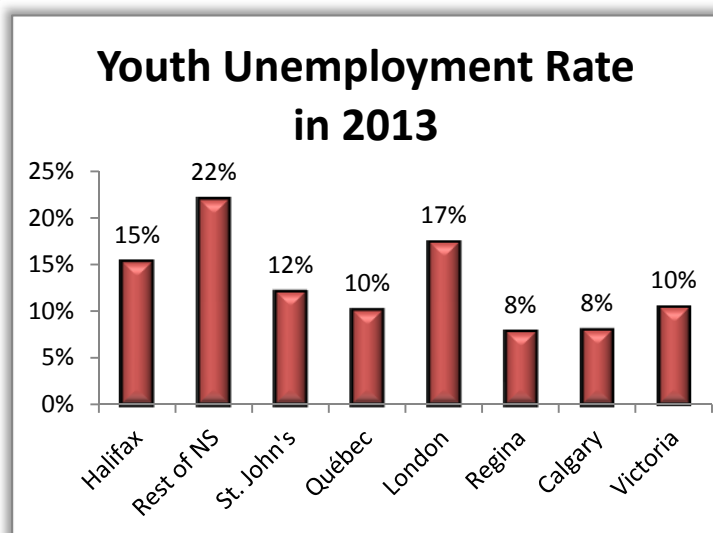
2013 was a mixed year for the Halifax labour market. Moderate employment growth of 1.0% was outpaced by growth in the labour force. As a result, the unemployment rate crept up 0.5 points to 6.6%, though this remains well below the national average. Almost all employment growth – 91% - reflected growth in full-time employment. This marks an important improvement for the Halifax labour market, which has experienced sluggish growth in full-time jobs since the recession. Overall employment gains were lead by large gains in professional, scientific and technical industries; as well as business, building and other support services; and trade. Growth in average wages of 2.2% outpaced consumer prices, supporting retail sales growth of 1.9%, just below the national average.

2013 was a good year for the Port of Halifax, with the volume of containerized cargo growing by 6.1% over the previous year, while the number of cruise passengers held steady. 2014 is shaping up to be a good year for the port as well, as Vale will begin shipping refined minerals from Voisey's Bay through the port. Aircraft passenger traffic declined slightly in 2013, by 0.5%, as a result of capacity constraints in the Canadian market and a transfer of capacity to western routes.

Youth Labour Market Update

While youth unemployment rates in Halifax grew amid falling overall youth employment in 2013, significant growth in full-time employment and the youth labour force point to a more positive year for the region's youth labour market than an initial glance might suggest. Growth in the youth labour force despite a significant decline in part-time employment underscores the importance of full-time work opportunities for retaining youth in the region. Even in a tough labour market, youth will hang in there if opportunities exist for good jobs. However, even with growth it is clear that Halifax is not producing enough good jobs for young people.

At an aggregate level, youth labour market participants – here defined as workers and job-seekers age 15 to 24 – faced a tougher job market than older workers last year. While annual employment among workers age 25 and over grew by 1.4%, youth employment contracted by 1.2% in 2013. While the

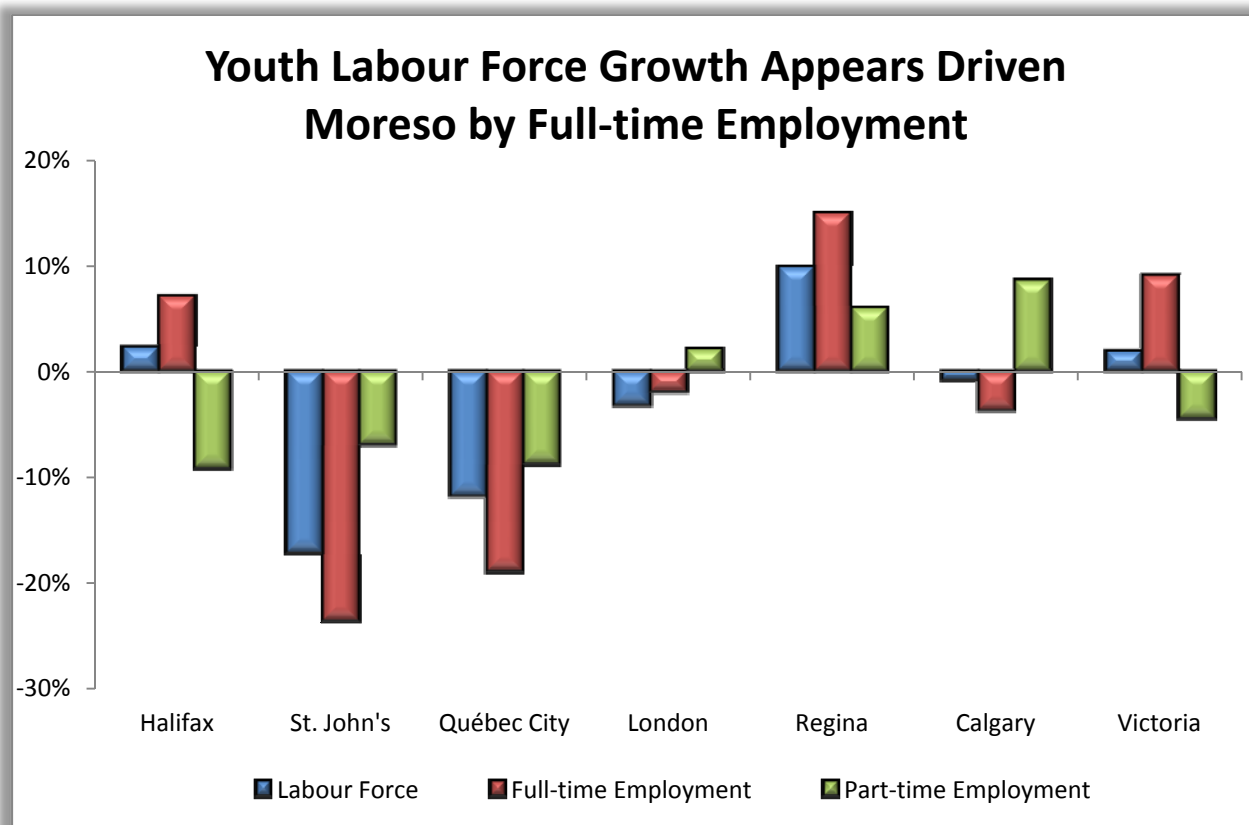


unemployment rate among the 25+ crowd held steady at 4.8%, the youth unemployment rate climbed 2.7 points to just over 15% - the largest jump among comparator cities.

On the bright side, full-time employment among youth grew by an impressive 7.1%, while a decline of 9.2% in youth part-time employment was responsible for the overall decline in youth employment. This was not just the fastest growth in youth full-time employment in Halifax since the recession but the first time it hasn't

contracted over that period. Growth in full-time employment was accompanied by an increase in the youth labour force of 2.3% - Halifax's strongest growth in this metric since the recession and second only to Regina among comparator cities. The participation rate among Halifax youth remained virtually unchanged in 2013, suggesting the growth in labour force was not due to an increase in the proportion of youth looking for work but rather due to an increase in the number of youth in the region.

Growth in the youth labour force despite a decline in overall youth employment suggests that full-time employment growth was more important to youth retention in 2013 than part-time employment growth. A look at youth labour force, full-time and part-time employment growth rates among comparator cities in 2013 further illustrates the connection between full-time employment and youth labour force retention. Youth labour force and full-time employment moved in the same direction in all of the comparator cities, while part-time employment growth doesn't appear to be at all correlated with labour force growth.



This analysis underscores the importance of the availability of stable and meaningful career opportunities in a community that wishes to retain its youth. While part-time work helps to pay the bills, full-time (and stable) employment provides the experience youth require to jump-start a career and the wherewithal needed to pay down mounting student debt and fund major purchases like a first home or vehicle. If we're serious about retaining and growing the youth population in the Halifax region, then we need to make a meaningful effort to support the consistent growth in full-time career opportunities for youth in the region.

The Greater Halifax Partnership

The Greater Halifax Partnership (the Partnership) is the lead economic development organization for Halifax, Nova Scotia. We plan, pursue, and champion the ideas and actions that help Halifax and our region succeed. As a public-private partnership, we bring all three levels of government together with more than 130 private-sector investors – large and small companies alike – to stimulate and drive economic development and growth in our city.

If you have any questions or concerns about this document, its methodology, or how its indices are measured, please contact info@greaterhalifax.com for further details.