

HALIFAX

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Item No. 11.4.3
Halifax Regional Council
July 22, 2014

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED B



Councillor Lorelei Nicoll, Chair
Community Planning and Economic Development Standing Committee

DATE: July 3, 2014

SUBJECT: Schedule 'A' Update – Services Agreement Greater Halifax Partnership

ORIGIN

Motion passed at the Community Planning and Economic Development Standing Committee meeting of June 12, 2014.

LEGISLATIVE AUTHORITY

Section 21 of the Halifax Charter regarding Standing, Special, and Advisory Committees.

CP&ED's Terms of Reference, Sec. 3.4.2 "Recommend to Regional Council HRM's appointments and vet service agreements of the agencies, boards and commissions under the mandate of the Standing Committee."

RECOMMENDATION

The Community Planning and Economic Development Standing Committee recommends Halifax Regional Council approve the amending agreement to the Services Agreement with the Greater Halifax Partnership that replaces the 2013/2014 Schedule A with the 2014/2015 Schedule A included as Attachment C of the April 17, 2014 staff report.

BACKGROUND/DISCUSSION

The staff report on this matter was submitted to the Standing Committee's June 12, 2014 meeting. The Committee expressed no concerns with the report and approved the staff recommendation as noted above.

FINANCIAL IMPLICATIONS

The attached staff report dated April 17, 2014 addresses financial implications.

COMMUNITY ENGAGEMENT

Community Planning and Economic Development Standing Committee is a Standing Committee of Regional Council, comprised of six Councillors. The Committee's meetings are open to the public.

ENVIRONMENTAL IMPLICATIONS

None.

ALTERNATIVES

The Committee did not provide alternatives. The attached staff report outlines alternatives.

ATTACHMENTS

Attachment 1: Staff report dated April 17, 2014.

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

Report Prepared by: Sheilagh Edmonds, Legislative Assistant

Community Planning and Economic Development

June 12, 2014

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

Original Signed

SUBMITTED BY: _____
Jennifer Church, Government Relations and External Affairs

DATE: 17 April 2014

SUBJECT: Schedule 'A' Update – Services Agreement Greater Halifax
Partnership

ORIGIN

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.

MOVED by Councillor Nicoll, seconded by Deputy Mayor Fisher that Halifax Regional Council:

1. Endorse the remaining responses to the Auditor General's report on economic development as articulated in Attachment 11 of the February 18, 2014 staff report;
2. Accept the Statement on Economic Development in Attachment 2 of the February 18, 2014 staff report, as the overarching economic development approach in HRM;
3. Endorse the current arms-length development model approach to agencies performing economic development and tourism functions in HRM;
4. Endorse the current configuration of economic development and tourism agencies in HRM, assigning Destination Marketing Organization (DMO) functions to Destination Halifax and Economic Development Organization (EDO) functions to Greater Halifax Partnership;
5. Direct closer collaboration between the Greater Halifax Partnership and Destination Halifax as described in the discussion section of the February 18, 2014 staff report;
6. Endorse the continued oversight and governance of the Greater Halifax Partnership, Destination Halifax, and the Business Improvement Districts by means of Service Agreements, supplemented where appropriate by Memoranda of Understanding; and

7. Endorse the continued development of outcome measures, tied to the 2011-2016 Economic Strategy, where appropriate, for agencies performing an economic development and tourism function on behalf of HRM.

MOTION PUT AND PASSED UNANIMOUSLY.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. (the Charter) confers legislative authority to enter into a contractual relationship with the Greater Halifax Partnership for the purposes of delivering services as specified in Schedule A to the agreement.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development committee recommend to Regional Council the approval of an amending agreement to the Services Agreement with the Greater Halifax Partnership that replaces the 2013/2014 Schedule A with the 2014/2015 Schedule A included as Attachment C.

BACKGROUND

Economic Development in the Halifax Regional Municipality

In the broadest terms economic development is successful when Halifax sees population growth, employment and income growth, and growth in the business tax base. More specifically, HRM's economic development direction is set out in the Council endorsed strategy AGREATER Halifax; the 2011-2016 Economic Strategy for Halifax as well as through HRM's business planning process.

At the direction of Regional Council, staff undertook a review of the governance structure of agencies within HRM performing an economic development function. This review was presented to Regional Council on March 4, 2013. Regional Council endorsed the current arm's length economic development governance model. It endorsed the current configuration of economic development and tourism agencies and assigned economic development functions to GHP. It also directed closer collaboration between GHP and Destination Halifax.

The Greater Halifax Partnership (GHP) is a private-public, economic growth organization with core funding provided by HRM and 117 private sector investors. Funding from business investors is in the form of cash and in kind services which include local media advertising, meeting space in local hotels, consulting services provided by local firms, etc.

GHP also generates revenue through various projects funded by government and nongovernment sources. The Municipality is the largest single funding partner, contributing \$1.57 million in 2013-2014. This HRM funding enabled the Partnership to leverage approximately \$900,000 in

private sector commitments, significant project revenue, and a high level of volunteer commitment to HRM's economic growth efforts.

The relationship between HRM and the GHP is formalized through a services agreement through which the Municipality articulates expectations, deliverables and measures to help ensure value for investment. The service agreement is tied closely to supporting the implementation of the 2011-2016 Economic Strategy and the municipality's corporate direction with respect to economic development.

Highlights of 13-14 activities

- The Smart Business - Business Retention and Expansion program connects local businesses to resources and services to encourage them to stay in Halifax and grow their businesses. GHP made 200 business visitations over 2013/2014 as part of this program resulting in 76+ jobs being created, 11 business retentions and 21 business expansions.
- Work on the Regional and Head Office Strategy was substantially complete in 2013/2014 with GHP and consultant Millier, Dickinson, Blais interviewing 34 head and regional office companies in Halifax. The final report can be read at: http://www.greaterhalifax.com/site-ghp2/media/greaterhalifax/8x10_GHP_Summary_WEB.pdf
- GHP worked with the Mayor on a "Celebrate Business" program, connecting the Mayor with various current and prospective businesses.
- Worked with the Business Improvement Districts to support business retention and attraction in their districts.
- Participation on the Service Nova Scotia Industry Advisory Group for the Restaurant and Accommodations bundle of the Access to Business project.
- Support to the Sheet Harbour Area Chamber of Commerce including working with HRM and ACOA to look at the development of a regional strategic plan for the Eastern Shore.
- GHP continues to have ongoing collaboration with Nova Scotia Business Incorporated (NSBI) and other partners to attract and retain business investment. In 2013/2014 this collaboration saw:
 - 38 prospect companies shortlist Halifax for their investment.
 - 6 Companies who have successfully opened an operation and hired at least 1 employee in Halifax.
- On-going management of the Halifax Gateway Council.
- Administration function for the Strategic Urban Partnership. On behalf of HRM, in 2013/2014 the Strategic Urban Partnership:
 - delivered a report on the Cogswell Interchange to HRM, outlining the level of participation and stakeholders represented, summary and themes from the feedback. This report was attached to the Cogswell Lands Plan report recently presented to Executive Standing Committee,
 - provided on-going advice and engagement on intergovernmental capital improvement campaign, including project identification and finalization of assessment criteria,

- support HRM's civic engagement activity related to the Urban Core through assistance with Downtown...I'm In.
- Helping immigrants, international students and young and emerging talent build a professional network, and connect with job opportunities, through the Connector Program:
 - 121 new business leader Connectors
 - 101 Immigrant participants
 - 283 young emerging talent participants (104 YETs, 103 International Students and 76 YET Speed Interview participants)
 - 185 participants finding jobs since April 1st (Significant increase this quarter as a result of surveying past participants)
- Completion and presentation of the 2nd Halifax Index at the 2nd annual State of the Economy conference.

Additional description of the GHP's activities in 2013-2014 and performance indicators are included as attachment A.

DISCUSSION

The body of the Services Agreement is unchanged. The body of the Services Agreement speaks to the longer term parameters of the relationship between HRM and GHP including:

- Broad direction with respect to services provided
- Ability to audit and record keeping
- Value and disbursement of the HRM grant
- HRM membership on the GHP board of directors
- The term of the agreement and termination provisions
- Insurance requirements

The Schedule to the Services Agreement (Schedule A – Attachment C) speaks to annual deliverables that support the above noted objectives of population growth, employment and income growth, and growth in the business tax base and are tied to the economic strategy goals, objectives and actions. The Schedule includes performance indicators.

Deliverables include:

- Attracting and growing business and quality jobs through initiatives such as:
 - Connecting local businesses to resources and services to encourage them to stay in Halifax and grow their businesses
 - Implementation of the head and regional office strategy to attract and retain high head and regional offices in Halifax
 - Leveraging opportunities within the Halifax Gateway
 - Participating in the Consider Canada Alliance to connect with international business contact and generate business attraction leads
- Investing in Talent:
 - Connecting immigrants, youth and international students to professional networks and job opportunities

- Working towards improved settlement supports for international students
- Working in the ANS community to facilitate and assist community organizations in the development of strategy or project plans
- Marketing and Promotions
 - Leading business brand messaging
 - Promoting the municipality as a location of choice to business
- Professional economic analysis, advisory services and project leadership
- Research and data compilation and analysis
- Administrative and reporting requirements
- Implementation of the 2011-2016 Economic Strategy

FINANCIAL IMPLICATIONS

The 2014/2015 HRM budget for the Partnership is \$1,602,800 from the Government Relations and External Affairs budget cost centre E121 plus HST as approved in the 2014/2015 HRM Budget. This is in accordance with the Services Agreement which includes a 2% annual increase, starting from \$1,570,000 in 2013/2014, subject to Council approval in the budget.

COMMUNITY ENGAGEMENT

No community engagement was required for this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications from this report.

ALTERNATIVES

1. CPED can choose not to recommend approval of the updates to the Schedule A of the Services Agreement. The current Services Agreement would remain in force.
2. CPED can choose to recommend approval of the updates to the Services Agreement with amendments.

ATTACHMENTS

Attachment A: 2013/14 Deliverables and Performance Indicators

Attachment B: 2013/2014 Smart Business Report

Attachment C: Proposed Updated Services Agreement Deliverables – Schedule A

Attachment D: Amending Agreement to the Services Agreement between Halifax Regional Municipality and Greater Halifax Partnership

**Schedule A Updates – Greater Halifax Partnership Services Agreement
Community Council Report**

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May 10, 2014

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

Report Prepared by : Maggie MacDonald, Senior Advisor, Economic Policy and Development, 490-1742

Original Signed

Report Approved by: Jennifer Church, Managing Director, Government Relations and External Affairs, 490-3677

Original Signed

Financial Approval by:

FOR Greg Keefe, ~~Director of Finance & IC/CEO~~, 490-3300

Greater Halifax Partnership
 2013-14 Deliverables & Performance Indicator
 Progress Report for Year Ending March 31, 2014 (Unaudited)

		2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)			
	Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results	
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.	Talent - Objective 1 Maximize Growth - Objectives 1 & 2	>100 Business Visitations # of Retentions # of Expansions # of Referrals # of Jobs	TARGETS EXCEEDED	<ul style="list-style-type: none"> • Business Visitations: 200 • Retentions: 11 • Expansions: 21 • Referrals: 449 • Jobs Created: 76+ (SmartBusiness Report for the period April 2013 to March 2014 is attached). 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.
	b. Implement the Head and Regional Office (HRO) Program to attract and retain HROs to/in Halifax.	Maximize Growth - Objectives 1 & 2	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	TARGETS ACHIEVED	At March 31st, work on the Regional and Head Office attraction and retention strategy is wrapping up. The competitive intelligence report – contracted to Millier, Dickinson, Blaise – is complete, including best practices, an economic impact assessment of local HROs, defining Halifax's value proposition and providing competitive intelligence on target companies. Visitation with local HRO representatives as a part of the collection of information for the competitive intelligence report is complete as well, though visitation will continue on an ongoing basis as part of GHP's SmartBusiness program. Marketing and engagement is on-going. A comprehensive communications and stakeholder relations strategy that promotes HRO benefits to the local community, elected officials and key stakeholders is underway, including the official release of the Head and Regional Office study, which was held mid-April.

Report released on April 14th. Go to:
 Final Report: <http://bit.ly/1kck8v>
 Infographic: <http://bit.ly/1721UKY>
 HRO: Halifax Business Leaders' Roundtable

Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results	2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)
<p>c. Develop and implement a "Celebrate Business Program" for the Mayor and Halifax Regional Council to demonstrate HRM is open for business.</p>	<p>Business Climate - Objective 1</p>	<p>Define and implement program elements including targets, tactics and timing</p>	<p>TARGETS ACHIEVED</p>	<p>The Partnership has defined and leads the implementation of the Mayor's Celebrate Business Program. The following are highlights of activities between April 1 and March 31:</p> <ul style="list-style-type: none"> - Met with IBM - Received a thorough tour of the airport and related businesses (IMP, ALT Hotel, Jazz Aviation, Gateway Facilities and HSIA) - Met 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). - Met with delegates from in-bound trade missions through the Halifax Gateway Council. - Toured CARGOLINK as a follow up to the Offshore Europe/Aberdeen visit (WECP) - Spoke at Partnership's President's Breakfast held in December - Met with senior company representatives from Citco - Received a tour of Ultra Electronics facility and had a working lunch with managers and employees. - Met with start-up companies at the Innovacorp incubator and toured the facilities. - The Mayor spoke at GHP's DefineHfx open house Brand session.
<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>Maximize Growth - Objectives 1 & 2</p>	<p>Support provided on attraction and retention strategies (i.e. Workshops and presentations on using GHP's GIS)</p>	<p>TARGET ACHIEVED</p>	<p>April 18 - Met with the Spring Garden Area Business Association</p> <ul style="list-style-type: none"> - Discussed SmartBusiness and possibility of doing lunch and learns for BIDs. - Referrals sent to Province LAE regarding possible sales training for merchants and access to the HR web portal <p>July 31 - Hosted Bridgewater delegation giving consideration to creating a BID with local BIDs to share best practices, benefits, etc. - Paul McKimm, Nancy Tissington and Bernie Smith.</p> <p>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.</p> <p>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. A suitable source to update commercial property listing information is being sought.</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>Business Climate - Objective 1</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>ONGOING</p>	<p>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 was held January 16, 2014.</p>

	Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results	2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)
	f. Increase business community's engagement and involvement in economic growth.	Business Climate - Objective 5	> 90% private sector investment renewal in GHP demonstrating private sector interest in and support of economic development outcomes	TARGET ACHIEVED	<p>90% of the private sector investors renewed their investment</p> <p>New Investors:</p> <ul style="list-style-type: none"> • Moore Executive Suites/Oceanstone Inn • Lois Lane PR • Journeyman Film • Jazz Aviation • Shell Canada • IBM Canada • Cisco Systems <p>The Partnership sits as a member of Sheet Harbour Civic Affairs Economic Development Committee.</p> <p>With feedback from the community, GHP worked with HRM and ACDA to look at the development of a regional strategic plan for the Eastern Shore. A community steering committee was created to select a facilitator for the project.</p> <p>On Saturday, March 29th a community engagement session was held in Oyster Pond. The draft of the findings from the session are available at: http://bit.ly/1mHQ6jM</p>
	g. Represent HRM staff on the Sheet Harbour and Area Chamber of Commerce and Civic Affairs Economic Development Committee.		Provide community economic development support to the Sheet Harbour Area Chamber of Commerce in support of their community plan.	TARGET ACHIEVED	<p>In collaboration with HRM's Office of African NS Affairs:</p> <ul style="list-style-type: none"> • A principles document now being reviewed at senior management level (HRM) • Joint GHP – CDU / ANSA-IO initiatives that can serve short term deliverables have been developed. Inventory of community groups and organizations have been identified for future information distribution and project development opportunities. • Joint community session planned for June 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. <p>Additionally, managing 8 active files with community groups.</p>
	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.	Talent - Objective 2	In collaboration with HRM's Office of African Nova Scotian Affairs integration provide community economic development support to the ANS community.	TARGET ACHIEVED	<p>The Partnership participates as an active supporter on Halifax based FDI projects as NSRI is usually the lead organization. Below is a summary of the FDI projects the Partnership supported during the 2013-14 fiscal year.</p> <ul style="list-style-type: none"> • 27 Requests for Information (RFI) - A request by a third party looking for information to support the decision to open an office in Halifax. • 33 Leads - Companies who have expressed a specific interest in Halifax beyond the scope of a RFI. The company have confirmed their desire and capacity to invest abroad or partner with a local company in Halifax. • 38 Prospects - Companies who have shortlisted Halifax for their investment. • 5 Closed - Companies who have successfully opened an operation and hired at least one employee in Halifax. (Total of 10 jobs created in the first round of hiring. More are expected as these initial employees complete the initial set up and hire additional staff.)
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.	Maximize Growth - Objectives 1 & 2	>30 business case presentations in response to requests for investment related information >10 qualified business development leads > Closes (2)	TARGETS EXCEEDED	

	Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results	2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)
	<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).</p>	<p>Maximize Growth - Objective 2</p>	<p>Acquire one major international tenant for the Halifax Logistics Park</p>	<p>TARGET NOT ACHIEVED</p>	<p>The Partnership continues to manage the Halifax Gateway Council through a management services agreement. 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. A 5 acre lot is under tentative purchase and sale agreement.</p>
	<p>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>	<p>Maximize Growth - Objective 2</p>	<p>Over 100 new business contacts Three to four prospective leads Establish working relationships with embassies, chambers of commerce and industry associations in Beijing, Hong Kong and Shenzhen.</p>	<p>TARGETS EXCEEDED</p>	<p>Between April and March, the Partnership participated in three CCCA Trade Missions: China (April), Europe (September), Asia (February) As a direct result of the missions we identified: >300 contacts >35 leads >26 prospect clients (working in collaboration with NSBI on follow up) On September 23rd and 24th the Partnership hosted the CCCA's AGM in Halifax. Paul Kent was appointed Chair of CCCA for 2014. We have established good working relationships with the embassies in Madrid, Amsterdam, Milan, and Tokyo.</p>
			<p>OTC/WCEP Working Meeting is May 5 - 9, 2013</p>	<p>TARGET ACHIEVED</p>	<p>The Mayor is an active participant in the World Energy Cities Partnership (WCEP). May 5-9 -- the Mayor and a representative from the Partnership attended the Working Meeting in Houston.</p>
	<p>d. Participation in World Energy Cities Partnership</p>	<p>Maximize Growth - Objective 2</p>	<p>AGM - Dongying, China (Date to be confirmed for late October/Early November)</p>	<p>TARGET ACHIEVED</p>	<p>WCEP AGM - replaced with Aberdeen MOU Signing September 4, 2013 Mayor Savage, on behalf of HRM, and the City of Aberdeen, Scotland signed a renewed agreement to pursue opportunities in the energy, education and tourism sectors. 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. 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. Follow up activity is now underway.</p>
<p>1.3 Labour Market Development</p>	<p>a. Strengthen the region's workforce by more effectively matching identified needs and opportunities of local business with available pools of skilled workers. 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>	<p>Talent - Objective 1</p>	<p>Increase business leader participants Connector Program: > 100 business leader "connectors" > 50 young emerging talent participants >200 young emerging talent > 75 participants find jobs</p>	<p>TARGETS EXCEEDED</p>	<p>121 new business leader Connectors 101 Immigrant participants (97 + 14 speed interview participants) 283 young and emerging talent participants (104 YETs (local talent), 103 International Students and 75 YET Speed Interview participants) 185 participants finding jobs since April 1st (Significant increase this quarter as a result of surveying past participants) Program Totals to March 31st: 1022 Participants (includes speed interviews) 641 business leaders are Connectors 447 participants have found jobs</p>

		2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)		Year-End Results	Performance Indicators	Aligns to Economic Strategy	Deliverables
				NOT REQUESTED	Updated newcomer's guide is created with advice from a private sector perspective	Talent - Objective 1	c. Provide advisory services to HRM staff in updating newcomer guides and the development of a Mandarin version of the newcomer guide.
				TARGET ACHIEVED	Demonstrated efforts to identify settlement support improvements and work with partners to improve supports.	Talent - Objective 1	d. Working with partners, work towards improved settlement support for international students in an effort to improve retention
1.5 Marketing and Promotions					> 20% increase in web and social media results >10% increase in investment attraction opportunity requests Business confidence campaign in market		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.
				TARGETS ACHIEVED	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.	Brand - Objective 2	
				TARGETS ACHIEVED	RFP issued Baseline research and analysis complete Scope of work defined Strategy and implementation endorsed by HRM Council	Brand - Objectives 1 & 2	b. Work with HRM's Corporate Communications Team on the development of a brand, brand strategy and implementation plan.

Awaiting request from HRM.

The Partnership sits as a member of the Province's Workforce of the Future Table which is a collaboration of public and private stakeholders focused on understanding the priorities of stakeholders and fostering linkages to ensure we have a workforce that will meet the economic opportunities we currently have, and expect to have, in the coming years

Between March 1 and April 30th, we have provided input into the:

April 27: Federal Immigration Roundtable-Changes to the Skilled Worker Program

September 4: Provincial Roundtable-Changes to the funding of the Labour Market Agreement

October 17-18: Co-sponsored the Spiritual Diversity Conference

October 21-22: Participated in the Conference Board of Canada's Leaders Roundtable on Immigration - Immigrant Entrepreneurship

February 27: Facilitated session for the Annual Canada Youth Business Foundation Roundtable on Action Youth Entrepreneurship Halifax

March 20: Presented at the Summit on Youth in the Nova Scotia Economy

The Partnership also sits as a member of LP (Local Immigrant Partnership) Advisory Council

Compared to Year-End 2012-13 results:

> 29% Increase in web and social media results:

31% Increase in engaged users for Twitter,

39% Increase in engaged users for Facebook,

12% Increase in LinkedIn Members

Investment Attraction Opportunity Requests (April to March)

- Responded to 27 Requests for Business Case Information

> 160 Business case & Sector profiles downloaded from WhyHalifax.com

Observation: In Spring 2013, the Business Confidence was down .9 on a 200 point scale (as reported in the 2013 Halifax Index). In Autumn 2013 Results confidence declined slightly (although within the margin of error – down 3.7 on a 200 point scale).

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 was co-lead on the project with HRM. Public engagement sessions, stakeholder sessions, and telephone interviews (residents and non-residents) were conducted from December 2013 to March 2014.

On April 15, 2014 - Regional Council approved the brand strategy for the Halifax region, giving staff the green light to start implementing the strategy and to encourage people to live and promote the brand promise to "Be Bold."

		2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)	
Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results
<p>2.1 Professional Economic Analysis, Advisory Services & Project Leadership</p> <p>a. Through analysis of BRE data, identify, analyse and make recommendations on 3-5 business issues that are determined to be common amongst companies.</p> <p>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.</p> <p>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</p> <p>d. Provide project leadership as requested.</p>	<p>Business Climate - Objective 1</p>	<p>>3 specific studies and reports provided to HRM</p> <p>Studies and reports provided to HRM where requests for advice and analysis are responded to and recommendations are provided.</p>	<p>TARGET ACHIEVED</p> <p>April 18th – Transit Specific Issues from BRE presented to Metro Transit</p> <p>November 19th - Presented City Matters at Regional Council along with a brief overview of the current economic environment.</p> <p>December 27th – Provided feedback to GREA on Tax Rate Review Report</p> <p>– Research HRM research on the following:</p> <ul style="list-style-type: none"> -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 - Review and analysis of the KPMG Comparative Cities Report - Provided input to Chris Bryant on Economic Development Governance model for presentation to Regional Council.
			<p>TARGET ACHIEVED</p> <p>A representative of GHP participates as a member of:</p> <p>The 5 year, \$50M Strategic Urban Reserve Committee: In collaboration with the Team, provided input into the development of criteria for project selection. On February 14, Halifax Regional Council endorsed and committed to a \$50 million program, contingent upon other levels of government funding with one third municipal contribution of \$17 million spread evenly over the five years, beginning with \$3.4 million in fiscal year 2014/15;</p> <p>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. After some discussion on February 25, 2014 Regional Council referred several matters to planning staff. A report back to Council was requested for May 20th.</p> <p>The Special Events Advisory Committee: 3 meetings in Q1 & Q2.</p> <p>Tattoo Festival Coordinating Committee: Attended meeting on Jan 30th</p> <p>Strategic Joint Transportation Committee: Terms of Reference to be reviewed to determine the Committee's original intent versus the current role of the Committee. This will confirm the Committee's role going forward.</p> <p>GHP sponsored and provided leadership support to HRM staff in support of the "Downtown-1'm" event held on February 8th. The Partnership's Connector Program also participated at the event.</p> <p>ONGOING - GHP, CISCO and IBM are working on the implementation plan around Smart City/communities. We are calling the project Halifax's Innovation Ecosystem. The ecosystem methodology will be launched on May 22nd at our annual State of the Economy Conference.</p>

2.2 Research & Data		2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)		
Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results	
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	TARGET ACHIEVED	See 2.1c
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.	Business Climate - Objective 1	General research, analysis and advice provided to HRM on request Quarterly updates – business case Quarterly economic reports	TARGET ACHIEVED	Reports Submitted: Q1, Q2, Q3 Halifax Economic Report – submitted (Q4 attached). Q1, Q2, Q3 Greater Halifax Partnership's SmartBusiness Report submitted (Q4 attached) Promotion Map showing the Mega Projects in Atlantic Canada – with known impacts on the Halifax Gateway APEC Research Findings on Major Projects in Atlantic Canada and their Impact on the Halifax Gateway (September 2013)
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.	Business Climate - Objective 3 Maximize Growth - Objective 1	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	TARGET ACHIEVED	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 Work is underway on planning the 2014 State of the Economy Conference and the 3rd Halifax Index, set for release in May 22, 2014.
d. Work with partners to capitalize on high value, high potential economic growth opportunities and respond to threats facing business.	Maximize Growth - Objective 1	High value, high potential economic growth opportunities identified Threats identified Strategy developed minimize threats Key deliverables and outcomes reported on	TARGET ACHIEVED	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 >35 presentations to various organizations and groups to increase awareness of the benefits of the shipbuilding project and major projects.
e. Working with partners, benchmark development fees and charges and timelines against other similar jurisdictions in Canada.	Business Climate - Objective 1	Deliver benchmarking report regarding fees/charges, timelines and processes by the end of October 2013	TARGET ACHIEVED	Near to final report delivered to HRM for internal review. Project included detailed analysis of development fees and timelines as well as customizable tools for more robust usage by HRM. February 27th - Met with HRM staff to discuss and provide a detailed walkthrough of project findings and analytical uses of the report.
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.	Maximize Growth - Objective 1	> 6 customized reports on BRE Workshop with HRM staff on BRE program	TARGET ACHIEVED	Target changed to 4 Quarterly Reports Q1, Q2, & Q3 Submitted Q4 for the period ending March 31st attached Due to scheduling challenges with M4 - workshop not scheduled.

	Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results	2013-14 YEAR END CUMULATIVE RESULTS (Unaudited)
3.1 Budget and Business Planning	<p>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.</p> <p>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.</p>		<p>Business plan and budget are produced.</p> <p>Measurements identified and tracked monthly, reported quarterly.</p> <p>Leverage \$2M from the private sector and federal/provincial government (includes project funding).</p>	<p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p>	<p>2014-15 Business Plan approved at March 28th GHP Board meeting.</p> <p>2014-15 Business Plan approved at March 28th GHP Board meeting.</p> <p>Completed</p>
3.2 Board Oversight	<p>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.</p> <p>b. Achieve and maintain international certification of our economic development efforts.</p>		<p>Break even bottom line</p> <p>Quarterly audit and risk committee and Board of Directors meetings, including review of quarterly financial reports and risk management framework</p> <p>Annual Board Survey</p> <p>Board and Committee Oversight</p> <p>AEDO certification maintained</p>	<p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p>	<p>2013-14 Budget Forecasting a \$29,568 surplus</p> <p>Risk Management Framework presented at: Audit Committee Meetings: (6) Board of Directors Meetings: (7) Annual General Meeting held June 24, 2013</p> <p>Maintained</p> <p>Q1, Q2, Q3 reports provided to CAO</p> <p>> 70 Meetings with CAO, Mayor, Councillors, Staff</p> <p>To be presented Q1 - 2014-15</p> <p>To be presented Q1 - 2014-15</p>
3.3 Reporting Requirements	<p>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 activities and their alignment with the Municipality's corporate direction.</p> <p>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 Strategy.</p>		<p>Three status reports to the CAO</p> <p>Meeting engagements as requested (SMT, M40, CAO, Mayor, Council)</p> <p>Year end, SLA report to CPED standing committee</p> <p>Year-end SLA report to Regional Council</p> <p>Annual year-end report is written and provided to Regional Council by June 30th</p>	<p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p> <p>TARGET ACHIEVED</p>	<p>2012-13 Year End Report included in June 25, 2013 Council Renewal of GHP's SLA (approved)</p> <p>2013-14 Year End Report to be presented in May, 2014</p>
4. Economic Strategy Implementation	<p>a. Serve as overall lead in supporting the Economic Strategy Implementation Steering Committee. Track, monitor and report on progress toward achieving the</p>		<p>Progress reports to CPED (3)</p>	<p>TARGET ACHIEVED</p>	<p>April 11, 2013 CPED: HRM's Response to PNS Proposal for Regional Enterprise Networks (Provided Input)</p> <p>June 13, 2013 CPED: Renewal of GHP's SLA</p> <p>June 25, 2013 Council: Renewal of GHP's SLA (approved)</p> <p>November 14, 2013 CPED: Q1 & Q2 SLA Economic Strategy and SLA Progress Report</p> <p>February 14, 2013 CPED: Q3 Economic Strategy and SLA Update</p>

		2013-14 YEAR-END CUMULATIVE RESULTS (Unaudited)	
Deliverables	Aligns to Economic Strategy	Performance Indicators	Year-End Results
<p>Strategy's goals and objectives, as required (3-5 Year Economic Strategy Actions attached).</p>		<p>Three status reports for the CAO</p>	<p>October 15, 2013: Q1, Q2 Progress Report to CAO January 24, 2013: Q3 Progress Report to CAO</p>
		<p>Maintain and update Economic Strategy web portal</p>	<p>Maintained</p>
<p>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.</p>		<p>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</p>	<p>October 29, 2013: Halifax Regional Council approved funding for SUP and agreed upon description of outcomes.</p>

SmartBusiness Report: April 2013 – March 2014



SmartBusiness Activity – Fiscal Year in Review

One of the functions of the SmartBusiness program is to gather and identify information about the companies that it assists. This data is not meant to be a public opinion poll; it is not a random sampling of companies meant to provide a clean picture. This is a conversation with industry. The data comes from the offices of business leaders, from frank discussions, and often times from outspoken honesty. It gets at 'private opinion,' the deeper held beliefs that businesses actually use to judge their community. Through these discussions, the SmartBusiness Team has undertaken the following activity this fiscal year:

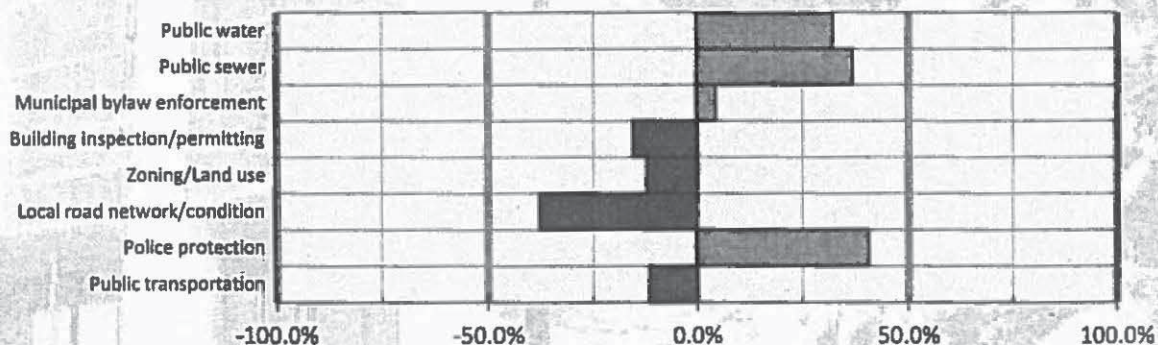
- Retention Visits: 200
- Retentions: 11
- Expansions: 21
- Referrals Generated: 449
- Business Consultations: 318
- Jobs Created & Retained: 76+

Municipal Services

SmartBusiness collects private opinions on municipal services and regulation. Businesses are asked to provide opinions and input on how these factors impact their business. A summary of the findings reveals:

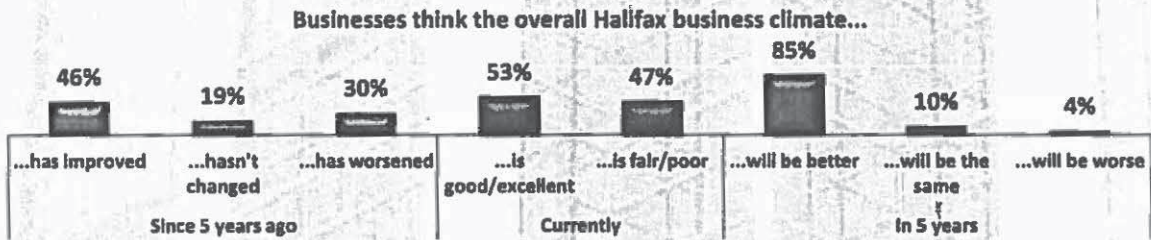
- Business opinions of municipal services have declined in recent months. Since the report in October, the index of each municipal service tracked by SmartBusiness has decreased. However, despite this downward motion, many of the services are still highly respected and net opinions remain positive for four of the eight indicators.
- In terms of overall opinion, police protection, public sewer, and public water continue to dominate as the most positive indicators. Their approval indices (41%, 37%, and 32% respectively) indicate a firm consensus that these services are performing satisfactorily. In each case, about 4/5^{ths} of companies considered the service Good or Excellent, with most describing them as good.
- The service that businesses were least satisfied with was the local road network, though a few others registered a moderate level of dissatisfaction. Unfortunately, opinions around these issues have been declining in recent months. Public transportation has been perhaps the most stable opinion.
- The commentary from businesses remains focused highly on public transportation, with one in every four commentators indicating remarks. The vast majority are based around access in the company's area.

Index of Performance



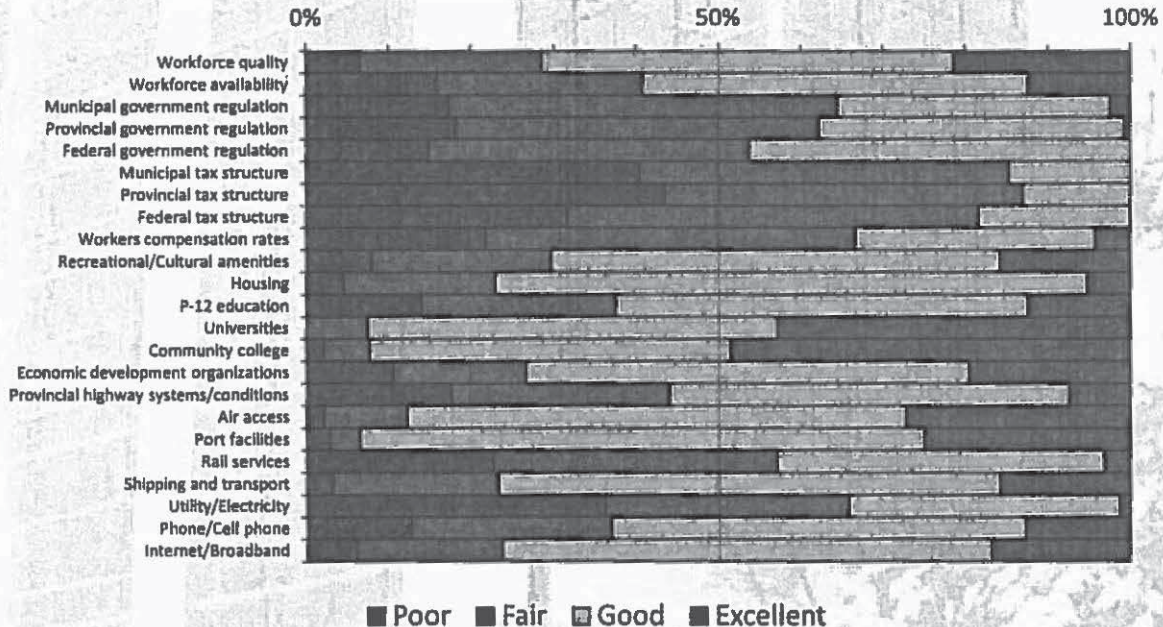


Business Climate



- Private sector opinions of the current business climate have declined since February and have generally followed a gradual downward trend over the past 6 months. However, opinion is still primarily positive, especially about the prospects for the future, which remain stable at their current levels.
- While the decline is a little unsettling, the positive outlook around future economic performance is a refreshing indicator. It shows a resilience of business confidence in face of adversity; they have hope.
- Since the last report, satisfaction indicators have moved around significantly, with most indicators changing by 5% or more. However, much of this movement is focused around government regulation and taxes, which is largely expected as the timing coincides with the tax season and fiscal year end.

Share of Respondents

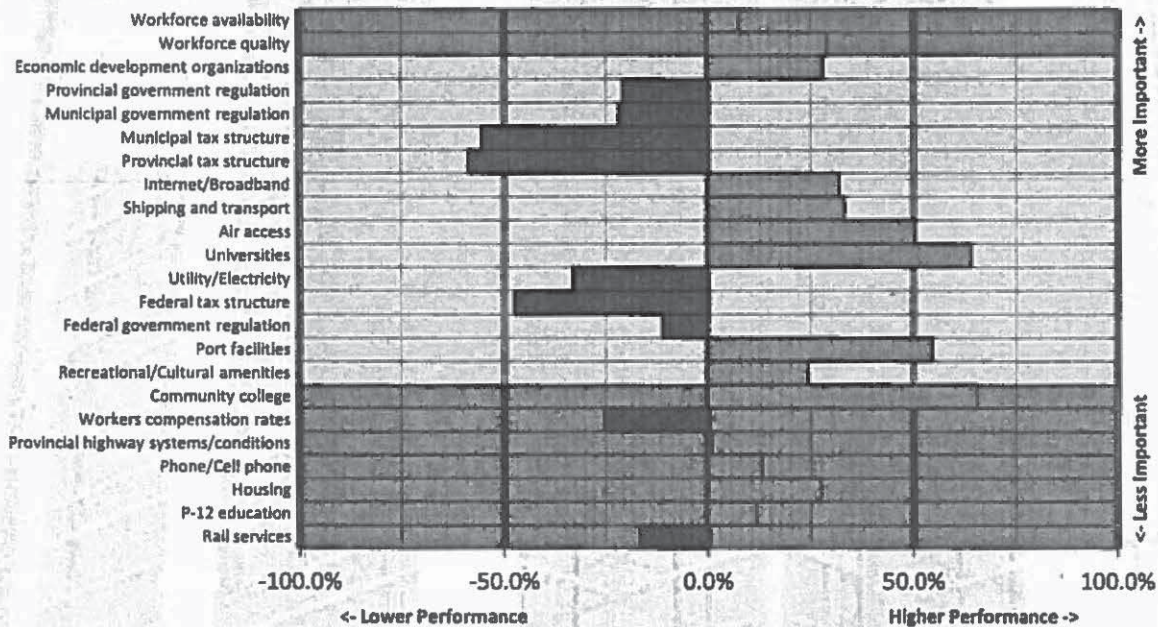


SmartBusiness data allows for a cross-section of opinions surrounding the business climate. This lets us contrast how highly businesses regard different elements in the business climate with how important they are to day-to-day operations. In the table below, elements are arranged from the highest-to-lowest shares of businesses which considered them a top-3-issue facing their business today.



Business Climate Cross-Section

Index of Performance and Importance



Share of businesses indicating the factor is one of the top-three most important to their business today:

Red: 25%+ Yellow: 15-25% Green: 5-15% Blue: 0-5%

- The top five most critical business climate factors continue to hold their position: Workforce availability (40%) and quality (35%), economic development organizations (24%), as well as provincial (19%) and municipal government (18%) are still considered most important for business.
- Though there have declines in workforce availability (-7.6%) and workforce quality (-1.6%), these declines are smaller than the recent positive spikes in the previous report (+11.8% and +10.8% respectively). Overall these indicators shown large net gains in satisfaction in recent months.
- Recent movements are driven by declines in approval of government regulation and taxes, coincident with tax season. Despite drops in their satisfaction, they remain an important factor for business.

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 the Partnership at info@greaterhalifax.com for further details.

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
<p>1.1 Attract and Grow Business and Quality Jobs</p> <p>... To grow the business tax base of Halifax</p> <p>... To grow the employment and income levels in Halifax</p>	<p>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.</p>	<p>Talent - Objective 1 Maximize Growth - Objectives 1 & 2</p>	<p>Conduct: >150 SMEs (<100 employees) retention visits (diagnostic surveys) >200 business follow-up consultations >40 face-to-face meetings with action team members Generate >150 business referrals Successfully close 75% of issues identified</p>	
	<p>b. Implement the Head and Regional Office (HRO) Program to attract and retain HROs to/in Halifax.</p>	<p>Maximize Growth - Objectives 1 & 2</p>	<p>Annual Report to highlight impact of visitations including # Jobs Created and maintained > 50 HRO businesses visited Support NSBI on the 10 leads generated from the 2014 HRO Economic Impact Study</p>	
	<p>c. Implement the "Celebrate Business Program" for the Mayor and Halifax Regional Council to demonstrate HRM is open for business.</p>	<p>Business Climate - Objective 1</p>	<p>Host Celebrate Business Event - Fall 2014 (Mayor is keynote) Coordinate 8 Mayor onsite visitations to companies</p>	
	<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>Maximize Growth - Objectives 1 & 2</p>	<p>Support provided on attraction and retention strategies Ongoing support for using GHP's GIS tool and WhyHalifax.ca</p>	<p>\$331,500</p>
	<p>e. Through work with Service Nova Scotia and Municipal Relations on the Access to Business (A2B) project, identify opportunities to streamline regulatory requirements or processes.</p>	<p>Business Climate - Objective 1</p>	<p>Participation on Service Nova Scotia Municipal Relations A2B Advisory Committee</p>	

CORE STRATEGIES & FUNCTIONS		Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
	f. Increase business community's engagement and involvement in economic growth.		Business Climate - Objective 5	> 90% private sector investment renewal in GHP demonstrating private sector interest in and support of economic development outcomes	
	g. Represent HRM staff on the Sheet Harbour and Area Chamber of Commerce and Civic Affairs Economic Development Committee.			Provide community economic development support to the Sheet Harbour Area Chamber of Commerce in support of their community plan. Provide on-line platform via GHP website to share results and invite feedback and additional input from the March 29, 2014 Community Economic Development Strategy planning session for Eastern HRM. Continue to collaborate with communities and all 3 levels of government to plan and implement next steps.	
	h. Position the Halifax Business Case to attract high value, high potential "new" business investments to generate active investment attraction leads.		Maximize Growth - Objectives 1 & 2	Provide business case information in response to requests for investment related information (>24) Generate >10 qualified business development leads Successfully close two leads (2)	\$90,000
	i. Leverage and maximize growth opportunities within the Halifax Gateway through the day to day management of the Year Four 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).		Maximize Growth - Objective 2	Acquire one major international tenant for the Halifax Logistics Park Obtain support for the Air Route Development Fund Implement 6 collaborative projects with Gateway partners	\$66,300

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
<p>1.2 INVEST IN TALENT ... to grow the population of Halifax</p>	<p>j. 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>	<p>Maximize Growth - Objective 2</p>	<p>Chair and provide secretariat support to December 31. Participate in 2 CCCA International Trade missions. Connect international ambassadors and Canadian Embassy staff to Halifax stakeholders and resources (>3) Attain over 100 new international business contacts Generate 3 prospective leads</p>	<p>\$75,000</p>
	<p>k. Participation in World Energy Cities Partnership</p>	<p>Maximize Growth - Objective 2</p>	<p>Participate in the OTC/WCEP Working Meeting in Houston (May 3-7) Attend the AGM in Stavanger, Norway, August 21-24</p>	<p>\$40,000</p>
	<p>l. Develop and manage the International Partnerships (formerly Sister Cities)</p>		<p>Host Aberdeen Deputy Provost and Delegation in Halifax (June 2014) (MOU with Aberdeen) Explore an International Partnership with Kiel, Germany Generate 3 prospective leads</p>	<p>\$10,000</p>
	<p>a. Strengthen the region's workforce by more effectively matching identified needs and opportunities of local business with available pools of skilled workers.</p>	<p>Talent - Objective 1</p>	<p>Participate as a member of the Province's Workforce of the Future Table Participate as a member of the Local Immigrant Partnership Advisory Committee Partner with LAE and industry for job fairs and Speed Interview sessions used when there is a major lay off by Halifax businesses. Co-host an international student welcome reception in support of HRM's MOU with post-secondary institutions.</p>	
<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>	<p>Talent - Objective 1</p>	<p>Engage: > 100 additional business leader "Connectors" > 100 additional newcomers >100 international students >100 additional young and emerging talent (including recent grads and laid-off workers)</p>		

CORE STRATEGIES & FUNCTIONS		Aligns to Economic Strategy		Performance Indicators		Costing	
Deliverables		Talent - Objective 1	Talent - Objective 1	Talent - Objective 2	Talent - Objective 2	Brand - Objective 2	Brand - Objectives 1 & 2
1.3 Marketing and Promotions	c. Provide advisory services to HRM staff in updating newcomer guides and the development of a Mandarin version of the newcomer guide.					Advisory services provided upon request.	\$51,000
	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.	
	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.	
	i. Work in the ANS Community to facilitate and assist community organizations in the development of the strategic plans and/or project plans.					Provide facilitation support on >10 projects in the ANS community.	
	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.					Increase the level of business familiarity with GHP (source: CRA Business Confidence Study) >20% increase in web and social media participants >10% increase in investment related requests >10% increase in Halifax business case downloads	\$331,500
	b. Work with HRM's Corporate Communications Team on the development of a brand, brand strategy and implementation plan.					Brand Creative Completed New Brand for HRM is launched GHP lead Business Brand Messaging for Halifax	\$15,000

CORE STRATEGIES & FUNCTIONS		Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
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.	Business Climate - Objective 1	>3 specific studies and reports provided to HRM	\$51,000	
	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.		Studies and reports provided to HRM where requests for advice and analysis are responded to and recommendations are provided.		
	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		Provide as required.		
	d. Provide project leadership as requested.		Provide as required.		
2.2 Research & Data	a. Provide general research, analysis and advice to the Municipality on projects and initiatives of an economic nature as requested.	Business Climate - Objective 1	Economic data and research provided to HRM as requested. Conduct an independent review of HRM's tax rate review, in accordance with Administrative Order number 39.		

CORE STRATEGIES & FUNCTIONS		Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
	<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>Prepare and/or present: General research, analysis and advice provided to HRM on request Quarterly updates for the Halifax business case and sector profiles Quarterly economic reports Results from the CRA Business Confidence Study (2 per year)</p>	\$122,400
	<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>Business Climate - Objective 3 Maximize Growth - Objective 1</p>	<p>Present the 2013-14 Halifax Index at the State of the Economy Conference - May 2014 Produce content for the 2014-15 Halifax Index to be presented at Annual State of the Economy Event in Spring 2015</p>		\$81,600
	<p>d. Work with partners to capitalize on high value, high potential economic growth opportunities and respond to threats facing business.</p>	<p>Maximize Growth - Objective 1</p>	<p>High value, high potential economic growth opportunities identified Threats identified Strategy developed minimize threats Key deliverables and outcomes reported on</p>		

CORE STRATEGIES & FUNCTIONS		Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
		e. Working with partners, benchmark development fees and charges and timelines against other similar jurisdictions in Canada.	Business Climate - Objective 1	Deliver benchmarking report regarding fees/charges, timelines and processes by the end of October 2013	\$56,100
		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.	Maximize Growth - Objective 1	> Quarterly BRE Report > Workshop with HRM staff on BRE program	
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.	
		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.		Measurements identified and tracked monthly, reported quarterly. Leverage \$2M from the private sector and federal/provincial government (includes project funding). Achieve 90% renewal of private sector investors Engage 6 new investors	
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.		Attain break-even bottom line Hold 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	\$178,500

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
<p>3.3 Reporting Requirements</p>	<p>b. Achieve and maintain international certification of our economic development efforts.</p> <p>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 activities and their alignment with the Municipality's corporate direction.</p> <p>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 Strategy.</p>		<p>AEDO certification maintained</p> <p>Meeting engagements as requested (SMT, M40, CAO, Mayor, Council)</p> <p>Year-end SLA report to CPED standing committee</p> <p>Year-end SLA report to Regional Council</p> <p>Annual year-end report is written and provided to Regional Council by June 30th</p>	
<p>4. Economic Strategy Implementation</p>	<p>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).</p> <p>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.</p>		<p>Provide three Economic Strategy and SLA Status Reports to CAO and CPED</p> <p>Provide year-end SLA and Economic Strategy Report to CAO, CPED and Council</p> <p>Maintain and update Economic Strategy web portal</p> <p>GHP and HRM will enter into a Memorandum of Agreement (based upon review and approval of HRM) with the SUP on the terms and conditions of HRM's investment in the Strategic Urban Partnership</p>	<p>\$61,200</p> <p>\$15,300</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Costing
	<p>c. GHP will act as the lead to explore, and take the initial steps to integrate the theory and experience of trusted advisors from CISCO, IBM and the ICanada movement on how best to transition Halifax to a naturally networked and connected smart city and optimize the alignment of economic development initiatives.</p>		<p>Launch of the "True Growth Network" in Halifax at the May 22nd SOEC event.</p>	<p>\$25,000</p>
<p>TOTAL:</p>				<p>\$1,601,400</p>

AMENDING AGREEMENT

BETWEEN:

HALIFAX REGIONAL MUNICIPALITY, a body corporate
(hereinafter referred to as "HRM")

OF THE FIRST PART

and -

**THE HALIFAX REGIONAL BUSINESS AND COMMUNITY
ECONOMIC DEVELOPMENT ASSOCIATION**, a body corporate
doing business as "Greater Halifax Partnership"

(hereinafter referred to as the "Partnership")

OF THE SECOND PART

WHEREAS HRM and the Partnership are parties to a Services Agreement dated 8 July 2013;

AND WHEREAS Section 2.01(g) of the Services Agreement contemplates HRM and the Partnership agreeing, by mutual consent, to amend key deliverables, as particularly described in Schedule A of the Services Agreement;

AND WHEREAS the parties wish to amend the Services Agreement on the terms and conditions set out in this Amending Agreement.

NOW THEREFORE in consideration of the mutual covenants and promises herein contained and other good and valuable consideration (the receipt and sufficiency of which is acknowledged by each of the parties) the parties agree as follows:

1. New Schedule A

Schedule A of the Services Agreement be and hereby is deleted in its entirety and is replaced with a new Schedule A attached hereto.

2. Confirmation of Agreement

Amending Agreement shall, on the date of its execution, be read and construed with the Services Agreement, as amended by the Amending Agreement, and be treated as part thereof, and for such purpose insofar as may be necessary to effectuate this Amending Agreement the Services Agreement is hereby amended; and the documents as so amended, together with all the covenants and provisos thereof, shall remain in full force and effect and the parties will observe and perform all of the covenants, conditions and provisos contained in the Services Agreement as hereby amended.

3. Successors and Assigns

This Amending Agreement shall enure to the benefit of and be binding upon each of the parties and their respective successors and permitted assigns.

4. Governing Law

This Amending Agreement and its application and interpretation shall be governed by and construed in accordance with the laws prevailing in the Province of Nova Scotia.

IN WITNESS WHEREOF the parties have executed this Amending Agreement to take effect on the _____ day of _____, 2014, the date on which the Mayor and the Municipal Clerk affixed their signatures hereto.

HALIFAX REGIONAL MUNICIPALITY

Witness

Per: _____
Mayor

Witness

Per: _____
Municipal Clerk

**THE HALIFAX REGIONAL BUSINESS AND
COMMUNITY ECONOMIC DEVELOPMENT
ASSOCIATION**

Witness

Per: _____
Chief Executive Officer

Witness

Per: _____
Chair of the Board
(I have authority to bind the Partnership)