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Item No. 9.1.1
Community Planning and Economic
Development Committee
April 16, 2015

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

Original Signed

SUBMITTED BY:

Maggie MacDonald, Acting Managing Director, Government Relations & External Affairs

DATE: 28 January 2015

SUBJECT: **Economic Strategy & Halifax Partnership Update**
Q3 2014-2015

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 24, 2014: MOVED by Councillor Mason, seconded by Councillor Watts that the Information Report dated June 6, 2014 Re: Economic Strategy Year End Update, and the Information Report dated June 3, 2014 Re: Now or Never: An Urgent Call to Action for Nova Scotians – The Report of the Commission on Building Our New Economy be forwarded to Council for information.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. permits the Municipality to undertake a variety of economic development activities.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development committee receive this report and forward to Regional Council for information.

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.

Halifax 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.

The Halifax Partnership (the Partnership) presented to the Community Planning and Economic Development committee (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. Halifax's economic development strategy seeks to marshal the municipality's 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 Halifax's economic development support work needed more focus. The municipality and the Partnership reviewed the strategy and significantly tightened up the strategy implementation activities. The updated, Council-endorsed Strategy can be read [here](#).

Economic Highlights – Q3 of 2014-2015

- 2014 was a year of mixed fortunes for the Halifax economy, with strong economic growth driven by natural gas exports but only limited gains in employment, constraining growth in consumer markets.
- 2015 is expected to be a strong year, with both economic and employment growth supported by the commencement of work on the Arctic Offshore Patrol Ships at the Halifax Shipyard.
- A look at industrial and occupational employment trends in Halifax over the past ten years show a continued shift in employment toward high-skilled service sector jobs.
- Employment in Halifax for 2014 was 228,000 which represents a small increase (0.3%) over 2013.
- Halifax's unemployment rate for 2014 was 6.1% down 0.5% from 2013.
- Labour force participation in Halifax stands at 69.1%, a decrease of 0.9% from 2013.
- (See attachment 1 for further Economic Highlights for Q3 of 2014-2015 and attachment 2 for five-year Employment, Population and Commercial Tax Base figures for Halifax, Nova Scotia and Canada)

DISCUSSION

Economic Strategy Implementation

Attachment 3 provides status updates on the 48 Actions planned for Years 3-5 to achieve the 5 goals of the Economic Strategy. In addition, Attachment 4 provides status updates regarding deliverables from the Service Level Agreement (SLA) entered into between the Greater Halifax Partnership and the Municipality.

- **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, during Q3 includes:

- The Halifax Transit Moving Forward Together Plan is in the final stages of development and will be released to the public for review in February 2015.
- Planning took place for an African Heritage Month Youth Event which will involve a maximum of 24 high school age students taking part in a job shadowing/ training exercise at various greenhouses in HRM; with the purpose of exposing youth to work environments for possible HRM summer employment with Horticulture.
- To date in 2014-2015 the Connector Program saw:
 - 94 additional Connectors
 - 71 additional Newcomers
 - 79 additional International Students
 - 79 additional Young and Emerging Talent(including recent grads and laid-off workers)
 - 93 Jobs found
- The Partnership's Smart Business program saw:
 - 97 SmartBusiness retention visits (diagnostic surveys) (including 79 SMEs)
 - 103 business follow-up consultations
 - 35 face-to-face meetings with action team members YTD
 - 298 business referrals (58% successfully closed)
 - Jobs created & Retained: 188

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.

COMMUNITY ENGAGEMENT

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

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications to this report.

ALTERNATIVES

1. The Community Planning and Economic Development committee may request changes to the type of information included in the Economic Strategy Update report.

ATTACHMENTS

Attachment 1: A Greater Halifax – Economic Strategy 2011-2016: Actions for 2013 to 2016 – Q3 2014/2015 Halifax Report

Attachment 2: Halifax Economic Report – January 2015

Attachment 3: Population, Employment and Commercial Tax Base Figures (Halifax, NS and Canada, 2009-2014)

Attachment 4: Service Level Agreement (SLA) between Greater Halifax Partnership and HRM: Deliverables for Q3 2014/2015

Attachment 5 a: SmartBusiness Report: January 2015

Attachment 5 b: SmartBusiness Report: Explanatory Note

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

Report Prepared by: Maggie MacDonald, Acting Managing Director, Government Relations & External Affairs, 490-1742



ACTIONS FOR 2013 to 2016

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.

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 future growth and prosperity of the whole region.

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.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
	Direct and oversee a pro-development policy environment within the Regional Centre.	<ol style="list-style-type: none"> Continue to review HRM's regulatory processes and development fees to make private land development inside the Regional Centre more attractive. Provide density bonuses and site plan approvals as appropriate for increasing density in the Regional Centre. Redesign the development approvals process, including consultation, to decrease limitations to urban development and to ensure efficient and effective feedback. 	<p>Consultation and amendments to improve processes regulated by the Subdivision By-law in progress; package for Council consideration is targeted for February 2015.</p> <p>An expedited process for small projects within the Downtown Halifax plan area is in process of being drafted as part of the plan's 5 year review. The 5 year review package for Council consideration is targeted for early spring 2015.</p> <p>Development and construction permit fees to be reviewed and adjusted based on Planning & Development organizational review and Regional Council direction.</p> <p>Implementation of enhanced fee payment options to enable acceptance of credit cards for development and construction fees is completed. Potential online payment capability to be investigated with the launch of ePost option by Finance.</p> <p>Bill 83 was proclaimed in 2013, expanding the Halifax Regional Municipality authority to use bonus zoning and site plan approvals. The means by which we will use these tools to achieve a compact, civic inspired Centre while reinforcing the best qualities of our unique neighbourhoods is being advanced through the Centre Plan project. The project entails the creation of a new Municipal Planning Strategy and Land Use Bylaw for the Halifax Peninsula and the areas of Dartmouth within the Circumferential Highway, extensive consultation with the public will take place in 2015 with new policy anticipated in 2016.</p> <p>Draft report on updated consultation processes under review with P&D management team with the item anticipated to be routed to CPED in Mar/Apr 2015.</p> <p>Development approval process improvements to be determined through Centre Plan exercise for the Regional Centre and P&D organizational review outcomes. All efforts will be taken to ensure uniformity in policy and practice throughout HRM.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
	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.	<p>Currently researching capability of technology to provide feedback on availability and improve the functionality of paid on-street parking as part of the Regional Parking Strategy Update.</p> <p>A number of street signs have been installed to provide better wayfinding to major off-street parking lots.</p>
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.		<p>On February 11, 2014, Halifax Regional Council voted to:</p> <ol style="list-style-type: none"> 1. Endorse public realm improvement project list for eligibility under the 5 Year, \$50 Million Capital Improvement Campaign, as described in the Project identification and evaluation section of the January 23, 2014 supplementary staff report; 2. Commit 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 20 14/15; 3. Authorize staff to enter into negotiations with the federal and provincial governments on partnership agreements and funding of the public realm improvements identified in the report; and 4. Endorse the creation of a strategic urban reserve to fund the on-going maintenance and renewal of the projects proposed in the 5-year public realm improvement campaign and similar future projects, as well as urban core beautification, pole free area, public art and other streetscape improvements; and direct staff to bring a reserve fund business case as outlined in the staff report no later than spring 2015. <p>On August 5th, Halifax Regional Council approved the list of projects outlined under each of Council's three priority areas, for potential federal infrastructure funding including the list of projects for the 5-Year \$50 Million downtown capital campaign approved by Council in February 2014. Council further directed staff to submit applications to the Building Canada Fund, and implement an advocacy strategy to begin negotiations to secure funds for some or all of the projects listed in this report. Staff are currently working to complete application for the Building Canada Funds.</p>	
3. Assess HRM's role in district heating and cooling.		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.		Council has approved the Cogswell Lands Plan which incorporates Economic Strategy objectives and instructed staff to begin detailed design which is expected to take 18 to 20 months. An Executive Recruitment Consultant has been hired to assist in placement of a Project Lead for the Cogswell Lands Project.	

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<p><u>REGIONAL CENTRE</u> Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.</p>		<p>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.</p>	<p>Staff continues to work with the Nova Centre project team ensure that final building design and street level uses will be congruent with Downtown Municipal Planning Strategy and Land Use Bylaw.</p> <p>Canada Lands Corporation (CLC) has acquire Shannon Park Lands (apx. 39 Hectares) from the Department of National Defense. Staff is working with CLC on the potential for purchase of 33 Hectares of the site for future development.</p> <p>Planning Staff has initiated a brownfield opportunity site assessment through the Regional Centre plan that will help identify and prioritize opportunities for development of vacant sites (both private and public).</p> <p>Staff has a continued relationship with Waterfront Development to monitor and plan for large provincial land holdings on Halifax Harbour.</p> <p>Building from the Regional Plan in relation to industrial uses on Halifax Harbour, staff is monitoring activity on priority sites that potentially could migrate from harbour industrial or be impacted by non-harbour industrial uses.</p> <p>The need and priorities for cultural spaces (includes arts, culture, and heritage) will be informed by the Culture & Heritage Priorities Plan and the Greenbelting and Public Open Spaces Priorities Plan, as endorsed in the 2014 Regional Plan, and the Community Facility Master Plan Review (CFMP2). 2015-2016 will see the development of an inventory of existing cultural resources, which will inform the engagement and development of policies/priorities for cultural investment in 2016-2017.</p>
	<p>Reinvent the current approach to mobility in the Regional Centre.</p>	<p>1. Implement the active transportation plan with a priority placed on Regional Centre bike lanes.</p> <p>2. Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.</p>	<p>The 2014-19 Active Transportation Priorities Plan was approved by Regional Council in September.</p> <p>Design work completed for a multi-use overpass of the CN main line between Pine Hill Drive and SMU. Design work complete for Hollis Street bike lane to be constructed in Spring 2015.</p> <p>Upgrades to Dartmouth Ferry Terminal include better bike access and parking and security.</p> <p>Worked with Dalhousie to install a separated bike lane on University Avenue.</p> <p>Strategy being developed for implementing bike lanes and local street bikeways in the Regional Centre.</p> <p>Greenway connection between Windsor Street and Quingate under construction.</p> <p>Alignment study underway for extension of Dartmouth Waterfront Trail to the Macdonald Bridge.</p> <p>Public engagement sessions underway for improving Macdonald Bridge bikeway connection on the Halifax end.</p> <p>Five year review of Regional Plan and Bedford/Mainland North corridor studies give further definition to road network plan.</p> <p>Development of Complete Streets plan underway.</p> <p>Public engagement on the Road Network Priorities Plan planned for early 2015.</p>

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		3. Ensure the 5 year strategic framework for transit supports growth in the Regional Centre.	The Halifax Transit Moving Forward Together Plan is in the final stages of development and will be released to the public for review in February 2015. It has been designed to provide increased sustainable mobility to and within the Regional Centre.
	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.	<p>New public art pieces have recently been unveiled at the Canada Games Centre and Dartmouth Bridge Transit Terminal.</p> <p>Regional Council has approved \$300,000 in grant funding for Professional Art Organizations. The new program is currently open for applications with the first grants expected to be approved by Regional Council early in 2015.</p> <p>The 2014 Regional Plan endorsed the development of a Greenbelting and Public Spaces Priorities Plan and a Culture and Heritage Priorities Plan which will map existing resources and develop priorities for future investment. These plans will create the necessary policies, programs and budgets to further the priorities developed in consultation with stakeholders and citizens and endorsed by the Halifax Council.</p>
		2. Make available regional centre municipal public spaces for public art, cultural and educational programs.	<p>HRM public spaces in the Regional Centre are regularly available for programming and public art.</p> <p>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.</p> <p>Equitable and increased access to municipal spaces for cultural activities will be addressed in upcoming region wide plans such as the Community Facility Master Plan, The Greenbelting and Public Spaces Priorities Plan and The Culture and Heritage Priorities Plan.</p>
		3. Create an inventory of cultural institutions, events and programs in the Regional Centre.	Mapping of cultural institutions and social heritage resources (includes events and traditional practices) will be part of the inventory phase of the Culture and Heritage Priorities Plan. 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. In addition, Regional Council recently requested a Cultural Spaces Inventory which will be aligned with work on the Cultural and Heritage Priorities 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.	On-going. Provincial government has redesigned and re-launched the Access to Business website.

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	Reduce regulatory, tax and policy issues that can inhibit development and investment.	<p>2. Benchmark development charges, fees and timelines against those in other comparable jurisdictions.</p> <p>3. Continue to research and benchmark HRM's tax competitiveness against other municipalities.</p>	<p>Development and construction permit fees to be reviewed and adjusted based on Planning & Development organizational review and and Regional Council direction.</p> <p>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."</p> <p>Work with the City of Calgary on residential benchmarking is on-going. The latest information on 2012 taxes is on the HALIFAX website at: http://www.halifax.ca/taxes/benchmark/Residential.php.</p> <p>In 2014-15, HRM Finance plans to update its North American benchmarks for commercial office and warehouse taxes (per square foot) and update the HALIFAX website at: (http://www.halifax.ca/taxes/benchmark/Commercial.php).</p> <p>HRM Planning is working with Statistics Canada to establish a new standard StatCan geography to reflect the Urban Settlement area, as defined by the Regional Plan. (This has already been done for the Regional Centre area.) The standard geography will improve the measurement of urban growth over time by facilitating the use of (and reducing errors in) StatCan data. Census Profile Data has been procured for these new geographies for the 1996, 2001, 2006, and 2011 Census.</p>
	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.	<p>1. Work with Service Nova Scotia and Municipal Relations to include some transactions with HRM through the Access to Business portal.</p> <p>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.</p>	<p>On-going. Provincial government has redesigned and relaunched Access to Business website.</p> <p>Results from the Partnership's SmartBusiness Program are shared quarterly with Halifax Government Relations and External Affairs Division and the Office of the CAO. Company common issues specific to Municipal services are identified and shared within the report. The Partnership also sits as a member of the SNSMR A2B Advisory Committee focused on improving municipal/provincial regulatory or service improvement.</p>

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<p>BUSINESS CLIMATE Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.</p>		<p>3. Review and analyse available data (including BRE data, general research) to understand which municipal service delivery issues are the most important to business.</p>	<p>SmartBusiness Report April 2014 to December 2014 attached.</p>
	<p>Develop a responsive, safe, integrated regional transportation system.</p>	<p>1. Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.</p>	<p>The Strategic Joint Regional Transportation Committee undertook stakeholder survey and best practices review and determined that no obvious benefit exists at this time to warrant a change in transportation governance.</p>
	<p>Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.</p>	<p>1. Consult with community and business stakeholders and develop a long term (20 year) strategic approach to infrastructure investment.</p>	<p>Capital planning cycle has been increased from 5 year cycle to a 10 year cycle. Asset management program will develop 20 year recapitalization/renewal plans. This base information will inform a longer term strategic approach.</p>
		<p>2. Continue to track "Quality of Place" measurements in the Halifax Index.</p>	<p>Included in the presentation of the 3rd Halifax Index at the State of the Economy Conference in May 2014. Details and copies can be found at http://bit.ly/1txxMxB</p>
	<p>Halifax is recognized internationally for its clean and healthy environment.</p>	<p>1. Undertake actions in support of HRM's priority to be a leader in environment and sustainability initiatives.</p>	<p>The Solar City Project will wind up in February 2015. On target for approximately 500 homes, a 500% increase to activity prior to program. Grant Thornton completing audit of project objectives.</p> <p>Community Energy Plan engagement complete, final drafting and quantification underway. Expected to present in March 2015.</p> <p>Solar Photovoltaic projects awarded and in progress at West Street Fire Station, Northbrook Training Centre, Alderney Gate and Chocolate Lake Washrooms. Solarwall project awarded and commenced at Dartmouth Sportsplex. Planned natural gas conversions awarded and in progress at North Woodside Community Centre, Ragged Lake, West St Fire Station and George Dixon Centre.</p>

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	<p>Increase the engagement and active support of the private sector in the economic growth of Halifax.</p>	<p>1. Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.</p> <p>2. Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.</p>	<p>The Partnerships markets and promotes Halifax 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. Q1 to Q3 results:</p> <ul style="list-style-type: none"> • 19% increase in total social media participants ; • 20% increase in twitter followers • 17% increase increase in facebook page likes; • 9% increase in LinkedIn group members • 64,591 total website users (26% increase over last year) • 172 total WhyHalifax brochure generator clicks • Hosted Building our Future events (“Let’s Talk Exports”) on May 7, 2014 with 120 attendees • Hosted our 2014 State of the Economy Conference on May 22, 2014 with 300 attendees • Planning our final Building our Future event for January 12, 2015 (“A Bold Halifax”) <p>Additionally, the Partnership has defined and leads the implementation of the Mayor's Celebrate Business Program. The following are highlights of activities in Q1 & Q3:</p> <p>April 14 - HRO Economic Impact Release; April 16 to 18 - Atlantic Mayor’s Congress in PEI (GHP Presented)</p> <p>April 28 - Web.com Breakfast</p> <p>May 22 - 3rd Annual State of the Economy Conference and Halifax Index</p> <p>June 17 - Partnership's Business Leaders’ Roundtable</p> <p>July 25 - Site Visit to IH Mathers</p> <p>August 6 - Site Visit to Atlantic CAT</p> <p>September 11 - GHP Board Orientation</p> <p>September 13 - Mayor's Welcome Reception for first year international students to Halifax (co-sponsored by GHP)</p> <p>November 13 - CNIB</p> <p>December 1 - NSCAD</p> <p>There were 118 investors in total at the end of last fiscal period. There are now 123 active investors. The five new investors are as follows:</p> <ul style="list-style-type: none"> • Lockheed Martin • BDO • I.H. Mathers • Hilton/Silverbitch • Right Some Good <p>60/60 investors renewed their investment in Q1&Q2</p>

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	<p>Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).</p>	<p>1. Advocate for Federal and Provincial labour market programming that aligns with the needs of the Halifax business community.</p>	<p>IN PROGRESS</p> <p>GHP is a member of: Province's Workforce of the Future Table (completed its work in December) LIP (Local Immigrant Partnership) Advisory Council LIP Economic Integration & Growth sub-committee Advisory Committee convened by Students NS for the planning of the Nova Scotia Youth Employer Awards.</p> <p>Q3 Activities Include:</p> <ul style="list-style-type: none"> • Sept 22- commitment as partner to Colleges and Institutes Canada (CICan) and the International Organization for Migration (IOM) for their submissions to Citizenship and Immigration Canada's Call for Proposals, Settlement Program for Pre-Arrival Services. • Sept 13-Mayors International Students Welcome event held at Pier 21 • Sept 23- Halifax Career Fair <p>Oct 6-Province of Nova Scotia Diversity Conference – Deputy Minister Networking Breakfast - The purpose of the event was to bring together leaders from across sectors to share best practices related to diversity with Deputy Ministers and senior leaders within the provincial public service</p> <p>Oct 15-Vital Signs presentation - Panel of young people discussing their response to this year's Vital Signs report –Children and Youth Vital Signs</p> <p>Oct 16-Discussion with Trampoline -Provided input into the YES Youth Employment Success) awards. Initiative led by Students NS</p> <p>Oct 19-LIP Advisory Committee meeting held at GHP - Provided update from each sub committee</p> <p>Oct 21-CIC Consultation with the Director General - Invitation from Citizenship and Immigration Canada to participate in a roundtable on a Business Skills Pilot</p> <p>Oct 30- At the request of Jason Kenney, the Minister of Employment and Social Development and Minister of Multiculturalism, a Panel on Employment Challenges of New Canadians held consultations to identify ways to better integrate recent immigrants into the workforce, and to discuss barriers that employers face, particularly when hiring, integrating and retaining newcomers. GHP was invited to participate.</p> <p>Nov 7- Youth Priority Team Meeting - Held to move forward the NS Student Employer Awards event</p> <p>Nov 7-Chamber Luncheon - Guest Speaker Minister Kenney, Minister of Employment and Social Development Kenney referred to the success of the Connector Program</p> <p>Nov 12-CIC Invitation for Employers to Fall Express Entry Engagement Event - Attended the information session for employers which provided an opportunity to learn more about the new system, including some practical, how-to information that can help take advantage of Express Entry</p> <p>Nov 14-GHP presentation to the oneNS Coalition at Acadia University - This provided an opportunity for those invited guests to discuss the role of the Connector Program and discuss the benefits for expanding it through-out NS.</p> <p>Dec 10-LIP - Economic Integration and Growth subcommittee meeting held at GHP - Discussed main focus moving forward for the next year.</p>
		<p>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.</p>	<p>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:</p> <ul style="list-style-type: none"> • 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. <p>The Partnership has presented the benefits of being a Connector to various community organizations, universities, government departments, etc. Connector Program results for Q1-Q3 are:</p> <p>94 additional Connectors 71 additional Newcomers 79 additional International Students 79 additional Young and Emerging Talent(including recent grads and laid-off workers) 93 Jobs found-Immigrants-36; International Students-32; YEP 25</p> <p>Program Totals to December 31, 2014: Participants - 1251 Connectors - 735 Jobs Found - 540</p>

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<p>TALENT Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.</p>		<p>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.</p>	<p>See above – included in the Partnership's contribution to the Province's Workforce Table of the Future.</p>
		<p>1. Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.</p>	<p>Work will continue in 14/15 to 15/16 on policy review and revisions.</p>
		<p>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.</p>	<p>Work continues with the community. Meeting held with Mikmaq Native Friendship Centre in April 2014 - their focus now is apprenticeship programs. HRM will follow up again this quarter.</p> <p>Jan 2015 - Contract was established last Spring with the Mi'kmaq Friendship Centre. Human Resources met with staff from the Centre and their hiring program funded by the federal government ended March 31, 2014 so at the time of the meeting they were seeking more program funding. Their specific focus remains on apprenticeship. Human Resources will follow up with them to check on their status.</p>
	<p>Build a welcoming and inclusive environment for underrepresented groups.</p>	<p>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.</p>	<p>The African Nova Scotian and Visible Minority Women Network employee group was created to enhance talent development, diversity of the workforce, and employee retention within Halifax Regional Municipality. Two leadership and networking workshops provided the women with learning opportunities for career development resources and an opportunity to engage with one another to share skills and employment successes.</p> <p>Planning has taken place for the third Career Path Development series of workshops for our newly formed Network of African Nova Scotian and Visible Minority women working within HRM. Our next meeting will feature a team of Human Resource consultants working with the Network on career development planning, mentorship/ job shadowing and tuition support.</p> <p>The African Nova Scotian Affairs Integration Office, in collaboration with Human Resources, created a career development booklet to assist group members along their personal career development goals.</p> <p>Planning has taken place for an African Heritage Month Youth Event which will involve a maximum of 24 high school age students taking part in a job shadowing/ training exercise at various greenhouses in HRM; with the purpose of exposing youth to work environments for possible HRM summer employment with Horticulture.</p> <p>Meetings continue with the affinity group, The Racially Visible Employee Caucus (RVEC) ANSAIO provides support as issues are addressed within the structure of HRM that directly relate to employment and employment advancement.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
		4. Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.	<p>The Mayor's Welcome Reception for First Year International Students was hosted at Pier 21. More than 200 students attended the event from Halifax's universities and community colleges.</p> <p>The Local Immigration Partnership (LIP) was officially launched in September to help facilitate immigrant settlement, integration and retention. LIP will create/identify opportunities for cross-sector collaboration among newcomer service providers.</p> <p>HRM is continuing its internship program in 2014/2015.</p> <p>Jan 2015 - The African Nova Scotian and visible minority Women Network is active and a career development event was recently held for this group. Bridging the Gap Internship Program is going strong with the 2nd cohort; the first cohort ended December 2014. HRM is about to set up the 3rd round of interns within the organization pending CAO's approval on the number of positions available this year.</p>
	HRM will become an "Employer of Choice" serving as a model for the business community.	5. Implement the HRM People Plan.	In progress. In 14/15 Human Resources will complete deliverables and make revisions to the Plan to extend the strategy out to 2016/17. Work on revised deliverables is in the planning stages and will begin in 15/16.
<p><u>Create a unique international city brand</u></p>	<p>Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.</p>	1. Develop a Brand Strategy and Implementation Plan.	<p>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 co-lead the project with HRM. Public engagement sessions, stakeholder sessions, and telephone interviews (residents and non-residents) were conducted from December 2013 to March 2014. Over 20,000 residents contributed to the engagement process.</p> <p>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."</p>
		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.	<p>The launch of the brand included the website www.Halifaxdefined.ca, this website is a showcase for the new brand and outlines how the new brand was chosen and what the new brand means to the community. The city is rolling out the brand in a systematic way. Buses are being re-painted & community signs are being replaced with the new brand. This goes along way to achieve community buy-in. In Q4 Greater Halifax Partnership and the Halifax Gateway will be changing their brands to align and support the new Halifax brand.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
for Halifax.	Move Halifax from Good to Great -- Live the brand!	<p>3. Implement the Brand Strategy that:</p> <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. 	<p>The Bold Promise is an important, and new, initiative which will positively contribute to imperative cultural change in our city and province. The Bold Promise is the evolution of the My Halifax Pledge and similar initiatives developed by other partners in the city. The Bold Halifax movement has over 14 organization that have signed on as Bold endorsers. The Bold promise is the evolution of the Halifax Pledge that the Halifax Partnership launched last year at our annual State of the Economy event. The Bold Promise currently has over 500 people who have signed the promise. Boldhalifax.ca is a website designed to showcase all the bold things happening in our city.</p>
	Support and validate the implementation of the economic strategy through an enhanced research capacity.	<p>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.</p>	<p>Conducted:</p> <ul style="list-style-type: none"> 97 SmartBusiness retention visits (diagnostic surveys) 79 have been with SMEs 103 business follow-up consultations 35 face-to-face meetings with action team members YTD Generated 298 business referrals (58% successfully closed) Jobs created & Retained: 188 SmartBusiness Report to December 2014 attached
		<p>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.</p>	<p>The Partnership presented the 3rd Halifax Index at the State of the Economy Conference in May 2014. Details and copies can be found at http://bit.ly/1txxMxB</p>
		<p>1. Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities.</p>	<p>No action required in Q3</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
<p>MAXIMIZE GROWTH OPPORTUNITIES 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>The Partnership sits as a member of the Province's Oceans Committee (morphed from the Major Project Table) focused on the collaboration and alignment of stakeholders on the benefits of building an innovative oceans sector in Nova Scotia.</p> <p>The Partnership has also delivered more than 20 presentations to various organizations and groups to increase awareness of the benefits of the shipbuilding project and major projects. Maximizing the mega projects in Atlantic Canada is one of the top three priorities of the Halifax Gateway Council. The Halifax Gateway Council prepared a map of the large scale projects underway or planned within the Atlantic Canadian Region with a current combined investment of approximately \$122B. These projects are from a variety of sectors: energy, mining, construction and transportation. More information can be found at http://www.halifaxgateway.com/en/home/megaprojectsmap.aspx</p>
		<p>3. Implement an attraction and retention strategy for Regional and Head Offices to/in Halifax.</p>	<p>Visitation with local HRO representatives is 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. On April 14th, GHP hosted an event to release head/regional office research & best practices for attracting and retaining HROs. Between Q1 & Q3: 20 HRO businesses visited. Marketing and engagement is on-going.</p> <p>For additional information on head office attraction and retention see the following:</p> <ul style="list-style-type: none"> • Final Report: http://bit.ly/1icKc8v • Infographic: http://bit.ly/1f21UKY • HRO Value Proposition: http://bit.ly/Pr7M4t
		<p>4. Work with the Halifax Gateway Council to coordinate activities to improve Gateway efficiency and use.</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>NSERDT has communicated that the Air Route Development Fund proposal is now with Provincial Cabinet for review. Expectation that funds will be committed in new budget for 2015/2016.</p> <p>Collaborative projects to date: Preparation underway for Halifax Gateway joint presence at Cargo Logistics Canada show (partners collaborating include: NSBI, HGC, ACOA, Oceanex, CN, HPA, HIAA and NSERDT) for promotion of the Halifax Logistics Park Hosted strategic meetings with Executives from: Iceland Air, Air Canada and WestJet -- new WestJet flight commitment to Glasgow Scotland Hosted a dinner for EU Ambassador to Canada, Marie-Anne Coninx Hosted Iceland Air Armour Transportation Celebration of Expansion event and Success Story during Halifax Port Days</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
		<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>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 the following business development funnel:</p> <p>We are currently managing the following business development funnel:</p> <ul style="list-style-type: none"> • 172 Halifax Business Case Brochures generated at WHYHalifax.ca • 9 Requests for Information (RFI) - A request by a third party looking for information to support the decision to open an office in Halifax. • 36 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. • 6 Prospects – Companies who have shortlisted Halifax for their investment. • 3 Closed - Companies who have successfully opened an operation and hired at least 1 employee in Halifax. (total of 188 jobs are expected to be created) <p>Aftercare services provided to previously closed projects Visit whyhalifax.ca, to view the Partnership's suite of investment attraction tools.</p> <p>Dongdu International Group (DDI), a Shanghai-based international real estate, high technology and lifestyle oriented company, signed a memorandum of understanding (MOU) with Nova Scotia Business Inc. (NSBI) and Greater Halifax Partnership (GHP) formalizing intentions to carry out a multi-phased plan of investment and development in Halifax and other areas of Nova Scotia.</p>
		<p>6. Work with the Province, GHP, Destination Halifax and others to maximize opportunities presented by the new convention centre.</p>	<p>On November 7th, the Partnership and Trade Centre Limited signed a Memorandum of Understanding to work collaboratively and partner on strategic opportunities that support the goals of both organizations and economic growth opportunities for our City.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 - Q3
		<p>7. Improve the connection and collaboration between research organizations and business.</p>	<p>Over the summer months, The Halifax Ecosystem has continued to evolve with the support and guidance of Cisco and IBM, and T2VC. This new, collaborative approach to economic development aims to increase engagement from all sectors of our community and get to action and solutions sooner on key economic and social issues. The Halifax Ecosystem is the way we can experiment together and take action on big ideas that will drive innovation and prosperity in Halifax and our region. In our role as curator of the Ecosystem, the Partnership held the first Halifax Ecosystem Café on September 10th where we launched four working groups focused on: changing attitudes, attracting and retaining talent, building an attractive and vibrant regional centre and promoting entrepreneurship – priorities that emerged from the Ivany Report and the State of the Economy Conference. This was the first of several Ecosystem Cafés planned for this year.</p> <p>In October Cisco hosted an all-day Ecosystem meeting in Toronto with 8 communities from across Canada. The intent was for each community to share successes and challenges so there would be ongoing collaboration. The event was a good opportunity for like-minded communities to meet each other and then continue to work together on the common goal of economic prosperity using the ecosystem model. Communities that attended were Halifax, Moncton, Saint John, Sault Saint Marie, Windsor, London, Toronto, and Kingston.</p> <p>In December the Attitude working group launched Boldhalifax.ca and the Bold Promise. Boldhalifax.ca is a website designed to showcase all the bold things happening in our city. The Bold Halifax movement has over 14 organization that have signed on as Bold endorsers. The Bold promise is the evolution of the Halifax Pledge that the Halifax Partnership launched last year at our annual State of the Economy event. The Bold Promise currently has over 500 people who have signed the promise.</p>

Halifax Economic Report – January 2015

Highlights

- 2014 was a year of mixed fortunes for the Halifax economy, with strong economic growth driven by natural gas exports but only limited gains in employment, constraining growth in consumer markets.
- 2015 is expected to be a strong year, with both economic and employment growth supported by the commencement of work on the Arctic Offshore Patrol Ships at the Halifax Shipyard.
- A look at industrial and occupational employment trends in Halifax over the past ten years show a continued shift in employment toward high-skilled service sector jobs.

Current Economic Indicators for Halifax	Period	YTD 2013	YTD 2014	% Change
Labour Markets				
Real GDP at basic prices (2007 \$ millions)	Annual	18,377	18,876(f)	2.7%
Population (Thousands)	Annual	408.7	410(f)	0.3%
Employment (Thousands)	Annual	227.3	228.0	0.3%
Unemployment rate (%)	Annual	6.6%	6.1%	-0.5%
Labour force (Thousands)	Annual	243.2	242.7	-0.2%
Participation rate (%)	Annual	70.0%	69.1%	-0.9%
Consumer Markets				
Average weekly wages (Current \$)	Jan-Nov	834	856	2.7%
Consumer price index (2002 = 100)	Jan-Nov	125.2	127.6	1.9%
Retail sales (Current \$ millions)	Jan-Oct	5,492	5,624	2.4%
Aircraft Passengers (Thousands)	Jan-Nov	3,316	3,395	2.4%
Cruise ship passengers (Thousands)	Jan-Sept	175.8	130.0	-26.0%
Containerized Cargo (Thousands TEUs)	Jan-Sept	331.7	307.6	-7.3%
Housing and Construction Markets				
Housing starts	Jan-Nov	2395	1614	-32.6%
Housing resales	Jan-Nov	4,776	4,442	-7.0%
Value of building permits (Current \$ millions)	Jan-Nov	620.2	621.5	0.2%
Non-residential construction (2007 \$ millions)	Annual	440.6	347.2	-21.2%
(f) - Forecasted Data				
Sources: Statistics Canada, Canada Mortgages and Housing Corporation, Conference Board of Canada, Halifax International Airport Authority, Port of Halifax				

2014 was a year of mixed fortunes for the Halifax economy. On the positive side, the first (nearly) full year of natural gas production at Deep Panuke and boosted natural gas prices supported strong economic growth. On the negative side, this did not translate into employment growth, which limited retail sales growth and contributed to a further decline in housing starts. However, a surge in employment in the last four months of the year provides promise for a stronger 2015. The Conference Board of Canada predicts steady growth in output and employment starting this year, supported by the first cutting of steel at the Halifax Shipyard and the ramping up of that project over several years.

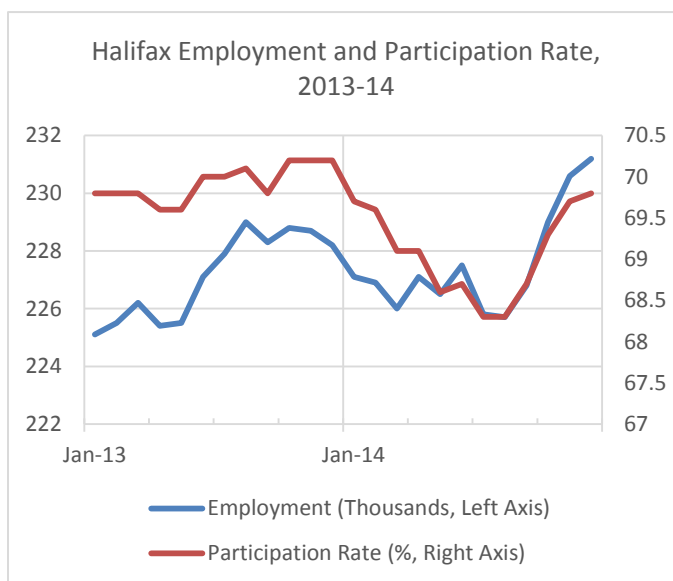
Halifax Economic Report – January 2015

Natural gas exports had a strong year, growing 11-fold year-to-date (ytd) to November compared to the same period the previous year. Overall production of gas was up 87% annually, despite a shutdown in production at Deep Panuke for all of October and part of November due to an excess of sea water mixed in with the extracted gas. Production resumed in December, though still below average levels through the first half of the year. The industry was also supported by higher natural gas prices in 2014, which were strengthened early in the year due to a colder than normal winter which put a strain on supplies across North America. Overall, the annual average price in 2014 was up 18% compared to 2013.

2014 was not an overall strong year for the Halifax labour market. Employment growth was stalled from January to August but promisingly saw a surge toward the end of the year, adding 5,500 jobs from August to December. The trend appeared to be driven more so by changes in labour force participation than labour demand, as the participation rate declined steadily through the first half of the year and then rose sharply in lock-step with employment in the last four months. On another positive note, while overall annual employment was only up 0.3%, there was a noteworthy shift to full-time work (+1.1%) over part-time (-3.3%).

Despite the slow overall employment growth, retail sales grew by 2.4% ytd to October, supported by growth in wages of 2.7%. Wage growth outpaced a moderate increase in consumer prices of 1.9% ytd to November.

Looking forward to 2015, a number of factors point to a strong year for the Halifax economy. Most significantly, the cutting of first steel at the Halifax Shipyard scheduled for September will be a much needed boost to the manufacturing sector, which has lagged since 2012 as work at the Shipyard on two previous contracts wound down. The Conference Board is forecasting growth in the manufacturing sector of 7.1% this year, followed by 8.8% in 2016.



Weaker oil prices will have a mixed but likely positive overall impact on the Halifax economy. On the negative side, local residents who commuted to Alberta for work and brought their earnings home will be hurt by the slowdown in the oil industry and a negative impact on the Alberta, Saskatchewan, and Newfoundland and Labrador provincial finances will mean a decline in equalization payments for Nova Scotia. On the other hand, lower transportation costs could be a boon for local consumers and businesses and a lower Canadian dollar will provide a competitive boost to local exporters.

Natural gas production should see some growth 2015 as well, assuming that production returns to regular levels and avoids any interruptions throughout the year. Forecasters are split on the direction natural gas prices will take this year, which adds some uncertainty to the direction that gas export values will take.

Halifax Economic Report – January 2015

A 10-year look at employment trends in Halifax

Employment in Halifax has seen broad-based growth over the past decade, adding 26,000 jobs, representing an increase of 13% in 2014 compared to 2004. While most industries saw growth over that time, the pace of growth varied considerably, creating noteworthy shifts in the industrial and occupational structure of the labour force. The data presents two general trends: first, while both goods and service sectors have grown, employment share has continued to shift slowly toward the service sector – the higher-wage service sectors in particular – as manufacturing employment declined; and second, employment is continuing to shift to higher-skilled occupations.

Growth in service sector employment has outpaced that of the goods sector by double over the past decade, bringing the service sector's share of Halifax employment to 87%. Higher-paying service sectors were generally among the fastest growers. The largest growth by far occurred in the healthcare and professional services industries, which together accounted for two-thirds of all net new jobs during that time. The healthcare industry is on its way to becoming Halifax's single largest employer, accounting for 15% of all jobs in 2014, second only to retail and wholesale trade with 16%. Educational services, another of the highest-paying service sectors, also saw growth well above the average.

Average annual employment growth by industry, Halifax, 2004-2014

	Jobs	Percent
Total employment	2,590	1.2%
Services sector	2,430	1.3%
Health care and social assistance	1,060	4.0%
Professional services	650	4.8%
Information, culture, and recreation	360	3.7%
Educational services	260	2.3%
Construction	180	1.5%
Goods sector	150	0.7%
Finance, insurance, and real estate	100	0.8%
Retail and wholesale trade	90	0.4%
Public administration	80	0.7%
Utilities	60	8.2%
Primary industries	20	4.8%
Transportation and warehousing	0	0.7%
Accommodation and food services	-10	0.1%
Other services	-60	0.4%
Business support services	-90	0.1%
Manufacturing	-100	-0.5%

Source: Labour Force Survey

Lower paying service industries generally saw a decline in their share of employment over the past decade. While retail and wholesale trade employment grew overall, its pace was only about a third of overall employment growth. Employment declined in accommodation and food services, business support services, and other services.

The goods sector in Halifax saw relatively slow growth over the past decade, impeded by declining manufacturing employment. However, growth in other good sectors was quite strong. Construction sector employment growth outpaced the average at 1.5% and employment in utilities and primary industries, though relatively small in absolute terms, grew by an impressive 8.2% and 4.8%, respectively.

Halifax Economic Report – January 2015

On the occupational side of employment, there was noteworthy growth in categories with high skill requirements. Reflecting growth in the healthcare sector, health occupations was the fastest growing occupational category over the past decade, growing by an average of 5.4% per year. Higher-skilled occupations in healthcare saw the fastest growth, with employment among health professionals and nurses growing by 7.6% per year, while growth among technical and assisting occupations in health was about half that rate.

Growth in the professional and scientific services sector can also be seen reflected in the occupational employment data, most obviously in the natural and applied sciences occupational category, which saw average annual growth of 3.9%. The business, finance and administrative occupational category provides a clear example of the shift to higher-skilled work within the business and finance sectors, with impressive growth among the professional occupations category but declining employment among clerical occupations.

Average annual employment growth by select occupational category, Halifax, 2004-2014

	Jobs	Percent
All occupations	2,590	1.2%
Management occupations	120	0.7%
Business, finance and administrative occupations	320	0.9%
Professional occupations in business and finance	250	4.1%
Financial, secretarial and administrative occupations	270	2.9%
Clerical occupations, including supervisors	-200	-0.5%
Natural and applied sciences and related occupations	610	3.9%
Health occupations	770	5.4%
Professional occupations in health, nurse supervisors and registered nurses	550	7.6%
Technical, assisting and related occupations in health	220	3.7%
Occupations in social science, education, government service and religion	440	2.3%
Occupations in art, culture, recreation and sport	290	5.0%
Sales and service occupations	60	0.2%
Trades, transport and equipment operators and related occupations	0	0.2%
Occupations unique to primary industry	40	4.5%
Occupations unique to processing, manufacturing and utilities	-70	-1.3%

Source: Labour Force Survey

Halifax Economic Report – January 2015

The Halifax Partnership

The Halifax Partnership is Halifax’s economic development organization. We help keep, grow and get business, talent and investment in Halifax. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

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

**Attachment 3: Historical Population, Employment and
Commercial Tax Base Figures (Halifax, NS and Canada | 2009-2014)**

Table 1							
Halifax							
		2009	2010	2011	2012	2013	2014
Population	Population (thousands)	393,692	398,259	402,433	406,903	408,702	–
	Annual Change		1.2%	1.0%	1.1%	0.4%	–
Employment							
	Employment (Thousands)	214.6	216.5	219.2	221.7	222.3	223.3
	Full Time Employment (Thousands)	177.4	176.9	178.7	179.7	180.6	183.0
	Unemployment Rate	6.5%	6.5%	6.1%	6.2%	6.5%	6.1%
	Participation Rate	71.0	70.7	70.4	70.3	69.9	69.2
	Youth Unemployment Rate	13.1%	12.5%	14.0%	13.0%	15.2%	13.2%
Commercial Tax Base	Commercial Tax Base		\$5.4 billion	\$5.8 billion	\$6.2 billion	\$6.6 billion	–

Table 2

Nova Scotia		2009	2010	2011	2012	2013	2014
Population	Population (Thousands)	938,194	942,073	944,469	944,835	942,930	942,668
Employment	Employment (Thousands)	449.5	451.3	453.0	457.6	452.6	447.6
	Full Time Employment (Thousands)	368.8	365.3	367.7	368.2	364.8	363.7
	Unemployment Rate	9.2%	9.6%	9.0%	9.1%	9.1%	9.0%
	Participation Rate	64.2%	64.3%	63.9%	64.4%	63.7%	62.8%
	Youth Unemployment Rate	17.6%	16.3%	16.7%	18.6%	18.3%	17.8%

Table 3

Canada		2009	2010	2011	2012	2013	2014
Population	Population (Thousands)	33,628,571	34,005,274	34,342,780	34,752,128	35,154,279	35,540,419
Employment	Employment (Thousands)	16,727.6	16,964.3	17,221.0	17,438.0	17,691.1	17,802.2
	Full Time Employment (Thousands)	13,502.6	13,647.2	13,900.9	14,133.2	14,314.2	14,369.9
	Unemployment Rate	8.3%	8.1%	7.5%	7.3%	7.1%	6.9%
	Participation Rate	67.1%	66.9%	66.7%	66.5%	66.5%	66.0%
	Youth Unemployment Rate	15.4%	14.9%	14.3%	14.4%	13.7%	13.5%

Sources:

Statistics Canada. *Table 282-0129 – Labour force survey estimates (LFS), by census metropolitan area based on 2011 census boundaries, sex and age group, annual (persons unless otherwise noted)*, CANSIM (database). (Accessed: 2014-02-03)

Statistics Canada. *Table 282-0002 – Labour force survey estimates (LFS), by sex and detailed age group, annual (persons x 1,000)*, CANSIM (database). (Accessed: 2014-02-03)

Statistics Canada. *Table 051-0001 – Estimates of population, by age group and sex for July 1, Canada, provinces and territories, annual (persons unless otherwise noted)*, CANSIM (database). (Accessed: 2014-10-29)

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
<p>1.1 Attract and Grow Business and Quality Jobs . . . To grow the business tax base of Halifax . . . 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 Annual Report to highlight impact of visitations including # Jobs Created and maintained</p>	<p>LAGGING: 97 SmartBusiness retention visits (diagnostic surveys) 79 have been with SMEs 103 business follow-up consultations 35 face-to-face meetings with action team members YTD Generated 298 business referrals (58% successfully closed) Jobs created & Retained: 188 Note: Graham Coade, our Account Executive, has left the Partnership on October 31st to pursue another job opportunity. We have hired Minder Singh as our new Account Executive -- start date January 12, 2015.</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>> 50 HRO businesses visited Support NSBI on the 10 leads generated from the 2014 HRO Economic Impact Study</p>	<p>LAGGING: April 14th - Hosted Event for Release of Head & Regional Offices Research & Best Practices for Attracting and Retaining HROs 20 HRO businesses visited. NSBI continues to follow up on the leads generated from the HRO 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>ON TRACK The Partnership has defined and leads the implementation of the Mayor's Celebrate Business Program. The following are highlights of activities Q1 to Q3: April 14 - HRO Economic Impact Release April 16 to 18 - Atlantic Mayor’s Congress in PEI (GHP Presented) April 28 - Web.com Breakfast May 22 - 3rd Annual State of the Economy Conference and Halifax Index June 17 - Partnership's Business Leaders’ Roundtable July 25 - Site Visit to IH Mathers August 6 - Site Visit to Atlantic CAT September 11 - GHP Board Orientation September 13 - Mayor's Welcome Reception for first year international students to Halifax (co-sponsored by GHP) November 13 - CNIB December 1 - NSCAD</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
	<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>ON TRACK >8 meetings held with BIDs outlining opportunities to connect and support on attraction and retention strategies. GHP to present at Q4 meeting of BIDs. Agenda items include: 1. Update on SmartBusiness, HRO activity and regulatory environment. 2. GIS Update 3. Ecosystem Update</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>	<p>ON TRACK Participation in SNSMR A2B Advisory Committee.</p>
	<p>f. Increase business community's engagement and involvement in economic growth.</p>	<p>Business Climate - Objective 5</p>	<p>> 90% private sector investment renewal in GHP demonstrating private sector interest in and support of economic development outcomes</p>	<p>ON TRACK There were 118 investors in total at the end of last fiscal period. There have been 12 new investors to December 31. Lockheed Martin BDO Cisco I.H. Mathers Lois Lane Communications Hilton/Silverbirch Journeyman Films Right Some Good Revolve Scotian Materials Word Right Career & HR Consulting Napkin Creative Non-renewals to date: Pete's Frootique, McInnes Cooper, Collins Barrow, and Shell Canada.</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
	<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. 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.</p>	<p>IN PROGRESS</p> <p>April 14th-Bonnie Sutherland of the NS Nature Trust met with the Chamber and invited guests to discuss the Nature Trust’s proposal of acquiring and managing some of the islands off the Eastern Shore. The area represents a remote and wild group of pristine coastal islands and headlands encompassing over 6700 acres of diverse coastal habitats.</p> <p>July 14th meeting with the Eastern HRM Region Communities Economic Development Network - Steering Committee included representation from Sheet Harbour.</p> <p>July 30th a meeting held in Sheet Harbour to brief elected representatives, as well as representative from the various local organizations with an economic development focus, about the Bay of Islands STEP application, and to seek their ongoing support for the project. There was a general discussion about how best to ensure that the outcome of the STEP process would receive future implementation support.</p> <p>Aug 1st meeting with Eastern HRM Region Communities Economic Development Network Steering Committee included representation from Sheet Harbour</p> <p>Nov 4- Chezzetcook Health and Wellness Centre - NSERDT and GHP met to discuss strategy for supporting this opportunity. Agreed the initiative must be led by the community. Both organizations will play a supporting role such in facilitating meetings and making connections to needed stakeholders and resources.</p> <p>Nov 17- Eastern HRM Region Communities Economic Development Network Steering Committee - Meeting held at Memory Lane. Status update and next steps discussed. Minutes posted on GHP website under Community Economic Development.</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
	<p>h. Position the Halifax Business Case to attract high value, high potential “new” business investments to generate active investment attraction leads.</p>	<p>Maximize Growth - Objectives 1 & 2</p>	<p>Provide business case information in response to requests for investment related information (>24) Generate >10 qualified business development leads Successfully close two leads (2)</p>	<p>IN PROGRESS 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 the following business development funnel: <ul style="list-style-type: none"> • 172 Halifax Business Case Brochures generated at WHYHalifax.ca • 9 Requests for Information (RFI) - A request by a third party looking for information to support the decision to open an office in Halifax. • 36 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. • 6 Prospects – Companies who have shortlisted Halifax for their investment. • 3 Closed - Companies who have successfully opened an operation and hired at least 1 employee in Halifax. (total of 188 jobs are expected to be created) <p>Aftercare services provided to previously closed projects Visit whyhalifax.ca, to view the Partnership's suite of investment attraction tools.</p> </p>
	<p>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).</p>	<p>Maximize Growth - Objective 2</p>	<p>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</p>	<p>IN PROGRESS 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. NSERDT has communicated that the Air Route Development Fund proposal is now with Provincial Cabinet for review. Expectation that funds will be committed in new budget for 2015/2016. Collaborative projects to date: Preparation underway for Halifax Gateway joint presence at Cargo Logistics Canada show (partners collaborating include: NSBI, HGC, ACOA, Oceanex, CN, HPA, HIAA and NSERDT) for promotion of the Halifax Logistics Park Hosted strategic meetings with Executives from: Iceland Air, Air Canada and WestJet -- new WestJet flight commitment to Glasgow Scotland Hosted a dinner for EU Ambassador to Canada, Marie-Anne Coninx Hosted Iceland Air Armour Transportation Celebration of Expansion event and Success Story during Halifax Port Days</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
	<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>IN PROGRESS Paul Kent, CCCA Chair for 2014 September 29 - Cohosted with NSBI a CETA Information Session with EU Ambassador to Canada, Marie-Anne Coninx November - GHP participated in CCCA's European Investment Mission Preparation underway for China Investment Mission which will take place in March, 2015. Generated > 100 New Business Contacts Prospective Leads: Working with NSBI on follow-up Prospective Leads: Pending</p>
	<p>k. Participation in World Energy Cities Partnership</p>	<p>Maximize Growth - Objective 2</p>	<p>Participate in the OTC/WECP Working Meeting in Houston (May 3-7) Attend the AGM in Stavanger, Norway, August 21-24</p>	<p>ON TRACK May 6 to 8 -- Attended WECP Houston with Mayor Savage August 21 to 24 -- Attended WECP AGM with Mayor Savage in Stavanger, Norway Working with Mayor Savage to communicate Halifax's interest in becoming WECP Presidential City 2015-2017 Early planning to communicate Halifax's interest in hosting WECP AGM in 2016 or 2017 Now leading the WECP Communications Committee. Early planning underway for Houston Working Meeting May 4-8, 2015 with Mayor Savage Early planning underway for Rio (October 24-29 2015) AGM</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
	<p>I. 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>May 27, 2014 – Dongdu International Group (DDI), a Shanghai-based international real estate, high technology and lifestyle oriented company, signed a memorandum of understanding (MOU) with Nova Scotia Business Inc. (NSBI) and Greater Halifax Partnership (GHP) formalizing intentions to carry out a multi-phased plan of investment and development in Halifax and other areas of Nova Scotia.</p> <p>June 22 - 25 - Successfully hosted Aberdeen Inbound Mission. Attendees included: Deputy Mayor/Economic Development/Universities/Private Sector. University and Business one-on-one meetings were set with local community partners/companies. Post visit we are working collaboratively to help them with potentially securing a future ICOE 2016. One of the visiting companies during the mission has returned to Halifax and secured membership with Maritimes Energy and is looking at the viability of a local presence.</p> <p>August 25-27 - Visited Kiel Germany to investigate viability of moving forward with International Partnership Relationship - outcome is to look first at a joint project with Kiel.</p> <p>November 4-8 - Management and delivery of the Mayor's visit to Norfolk Virginia as part of Halifax Norfolk Sister City Committee. Agenda included NATO visit, Mayor of Norfolk, Oceans national Partnership activities.</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
<p>1.2 INVEST IN TALENT ... to grow the population of Halifax</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>IN PROGRESS GHP is a member of: Province's Workforce of the Future Table (completed its work in December) LIP (Local Immigrant Partnership) Advisory Council LIP Economic Integration & Growth sub-committee Advisory Committee convened by Students NS for the planning of the Nova Scotia Youth Employer Awards. Q3 Activities Include: • Sept 22- commitment as partner to Colleges and Institutes Canada (CICan) and the International Organization for Migration (IOM) for their submissions to Citizenship and Immigration Canada's Call for Proposals, Settlement Program for Pre-Arrival Services. • Sept 13-Mayors International Students Welcome event held at Pier 21 • Sept 23- Halifax Career Fair Oct 6-Province of Nova Scotia Diversity Conference – Deputy Minister Networking Breakfast - The purpose of the event was to bring together leaders from across sectors to share best practices related to diversity with Deputy Ministers and senior leaders within the provincial public service Oct 15-Vital Signs presentation - Panel of young people discussing their response to this year's Vital Signs report –Children and Youth Vital Signs Oct 16-Discussion with Trampoline -Provided input into the YES Youth Employment Success) awards. Initiative led by Students NS Oct-19-LIP Advisory Committee meeting held at GHP - Provided update from each sub committee Oct 21-CIC Consultation with the Director General - Invitation from Citizenship and Immigration Canada to participate in a roundtable on a Business Skills Pilot Oct 30- At the request of Jason Kenney, the Minister of Employment and Social Development and Minister of Multiculturalism, a Panel on Employment Challenges of New Canadians held consultations to identify ways to better integrate recent</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
	<p>d. Working with partners, work towards improved settlement support for international students in an effort to improve retention</p>	<p>Talent - Objective 1</p>	<p>Demonstrated efforts to identify settlement support improvements and work with partners to improve supports.</p>	<p>immigrants into the workforce, and to discuss barriers that employers face, particularly when hiring, integrating and retaining newcomers. GHP was invited to participate. Nov 7- Youth Priority Team Meeting - Held to move forward the NS Student Employer Awards event Nov 7-Chamber Luncheon - Guest Speaker Minister Kenney, Minister of Employment and Social Development Kenney referred to the success of the Connector Program Nov 12-CIC Invitation for Employers to Fall Express Entry Engagement Event - Attended the information session for employers which provided an opportunity to learn more about the new system, including some practical, how-to information that can help take advantage of Express Entry Nov 14-GHP presentation to the oneNS Coalition at Acadia University - This provided an opportunity for those invited guests to discuss the role of the Connector Program and discuss the benefits for expanding it through-out NS. Dec 10-LIP - Economic Integration and Growth subcommittee meeting held at GHP - Discussed main focus moving forward for the next year. Dec 11-Trampoline-Students NS Employer Awards meeting - Employer Award Branding meeting</p>
	<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.</p>	<p>Talent - Objective 2</p>	<p>In collaboration with HRM's Office of African Nova Scotian Affairs Integration provide community economic development support to the ANS community.</p>	<p>IN PROGRESS Actively engaged on >10 projects in the ANS community. Highlights: Beechville Strategic Plan completed, ready for implementation by Beechville Strategic Planning Committee. HANSEN (Employment Committee) - completed first survey of the community and presented results -- larger survey sample requested. North Preston Ratepayers Strategic Planning process , ongoing. African Nova Scotian Economic Development Conference rescheduled for November 28th and 29th. One day training session for Worldview Awareness completed. In the process of developing Worldview awareness for the workplace, assisted in the coordination of the Black and Immigrant Women in (home-based) Business Networking sessions.</p>
	<p>i. Work in the ANS Community to facilitate and assist community organizations in the development of the strategic plans and/or project plans.</p>	<p>Talent - Objective 2</p>	<p>Provide facilitation support on >10 projects in the ANS community.</p>	<p>North Preston Ratepayers Strategic Planning process , ongoing. African Nova Scotian Economic Development Conference rescheduled for November 28th and 29th. One day training session for Worldview Awareness completed. In the process of developing Worldview awareness for the workplace, assisted in the coordination of the Black and Immigrant Women in (home-based) Business Networking sessions.</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
<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>Business Climate - Objective 1</p>	<p>>3 specific studies and reports provided to HRM</p>	<p>IN PROGRESS Results from the Partnership's SmartBusiness Program are shared quarterly with Halifax Government Relations and External Affairs Division and the Office of the CAO. Company common issues specific to Municipal services are identified and shared within the report. The Partnership also sits as a member of the SNSMR A2B Advisory Committee focused on improving municipal/provincial regulatory or service improvement.</p>
	<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>	<p>The Spring 2014 Business Confidence Survey was conducted and results were summarized in The Halifax Index 2014. Produced the April, July, October & January Economic Update. Sector Profiles updated quarterly . . . Go to whyhalifax.com</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>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>	<p>The Halifax Index 2014 was completed and presented at the State of the Economy Conference - May 2014</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 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	Not required.
	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 2014	Completed.
	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	Q1, Q2 & Q3 Quarterly report on BRE outcomes, activities, and findings completed. (Q3 Report attached).
	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.	2015-16 to be completed in Q4.
			Measurements identified and tracked monthly, reported quarterly.	Updated for the period ending December 31, 2014

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
<p>3.1 Budget and Business Planning</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>Leverage \$2M from the private sector and federal/provincial government (includes project funding). Achieve 90% renewal of private sector investors Engage 6 new investors</p>	<p><u>ON TRACK</u> There were 118 investors in total at the end of last fiscal period. There have been 12 new investors to December 31. Lockheed Martin BDO Cisco I.H. Mathers Lois Lane Communications Hilton/Silverbirch Journeyman Films Right Some Good Revolve Scotian Materials Word Right Career & HR Consulting Napkin Creative Non-renewals to date: Pete’s Frootique, McInnes Cooper, Collins Barrow, and Shell Canada. There are now 126 active investors.</p>
<p>3.2 Board Oversight</p>	<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>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</p>	<p><u>ON TRACK</u> Bottom-line for 2014-15 tracking on budget. AGM held in June 3 Board Meetings held 4 Audit and Risk Committee meetings held. Audited FS for the year-ended March 31, 2014 approved. 6 monthly internal finance meetings held.</p>
	<p>b. Achieve and maintain international certification of our economic development efforts.</p>		<p>AEDO certification maintained</p>	<p>AEDO re-certification requirements reviewed and submission in process</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</p>		<p>Meeting engagements as requested (SMT, M40, CAO, Mayor, Council) Year-end SLA report to CPED standing committee</p>	<p>Meeting with CAO >8 Meeting with Mayor >8 CPED - May 10th 2013-14 Year End Report to CPED - May 10, 2014</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
<p>3.3 Reporting Requirements</p>	<p>Team (SMN), as required, on the status of Partnership activities and their alignment with the Municipality's corporate direction.</p>		<p>Year-end SLA report to Regional Council</p>	<p>2013-14 Year End Report to CPED - July 22, 2014</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>Annual year-end report is written and provided to Regional Council by June 30th</p>	<p>2013-14 Year End Report to CPED - May 10, 2014 2013-14 Year End Report to Regional Council - July 22, 2014</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>Provide three Economic Strategy and SLA Status Reports to CAO and CPED Provide year-end SLA and Economic Strategy Report to CAO, CPED and Council</p>	<p>2014-15 Q1 & Q2 Update Report to CPED - November 3, 2014 2014-15 Q1 & Q2 Update Report to CPED - November 13, 2014</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>Maintain and update Economic Strategy web portal</p>	<p>Visit agreaterhalifax.com</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>Awaiting year-end report</p>

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	Q1 to Q3 Results April 1 to September 30, 2014
<p>4. Economic Strategy Implementation</p>	<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>At the May 22nd SOEC event the Halifax Ecosystem was launched. The Halifax Ecosystem has continued to evolve with the support and guidance of Cisco and IBM. This new, collaborative approach to economic development aims to increase engagement from all sectors of our community and get to action and solutions sooner on key economic and social issues. The Halifax Ecosystem is the way we can experiment together and take action on big ideas that will drive attitude change, innovation and prosperity in Halifax and our region. In October Cisco hosted an all-day Ecosystem meeting in Toronto with 8 communities from across Canada. The intent was for each community to share successes and challenges so there would be ongoing collaboration. The event was a good opportunity for like-minded communities to meet each other and then continue to work together on the common goal of economic prosperity using the ecosystem model. Communities that attended were Halifax, Moncton, Saint John, Sault Saint Marie, Windsor, London, Toronto, and Kingston. In December the Attitude working group launched Boldhalifax.ca and the Bold Promise. Boldhalifax.ca is a website designed to showcase all the bold things happening in our city. The Bold Halifax movement has over 14 organization that have signed on as Bold endorsers. The Bold promise is the evolution of the Halifax Pledge that the Halifax Partnership launched last year at our annual State of the Economy event. The Bold Promise currently has over 500 people who have signed the promise.</p>

SmartBusiness Report: January 2015

SmartBusiness Activity

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 show representative opinions** you would find from public polling. **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 (April to December):

- Retention Visits: 97 (79 SMEs; 20 HROs)
- Retentions: 1
- Expansions: 6
- Referrals Generated: 298
- Business Consultations: 103
- Jobs Created & Retained: 188

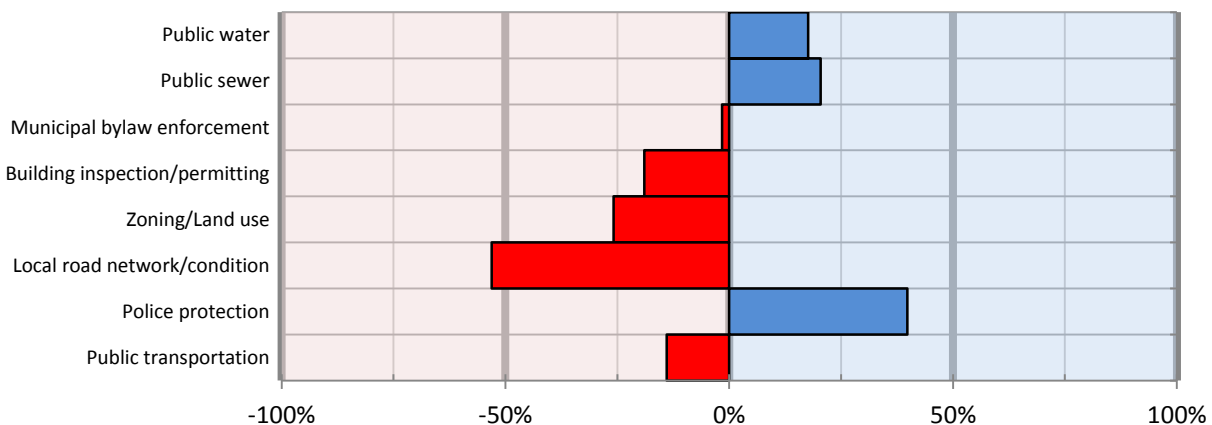
Important: In order to reduce the margin of error, data in the analysis and charts below includes the last 12 months of visitations; from January 1st, 2013 to December 31st, 2014. This increases the sample size from 97 to 191. Business trends identified in this report reflect findings from the larger sample size.

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 the public service stabilized after a slow decline in recent months. In the last quarter all 8 measures of satisfaction have risen or held steady. The largest increase was in Municipal Bylaw Enforcement, increasing 3.1%, while the smallest was Local Road Networks, which declined by 0.2%.
- In November 2013, the SmartBusiness diagnostic tool was updated to collect information on which public services businesses found most important to their operations. This data is analogous to the Performance-Importance cross section collected for the Business Climate. Results are preliminary, but suggest that the most important services to businesses are Public Transportation (68.9%), Local Road Networks (43.2%), Municipal Bylaw Enforcement (28.4%), and Police Protection (25.7%).

Index of Performance



SmartBusiness Report: January 2015

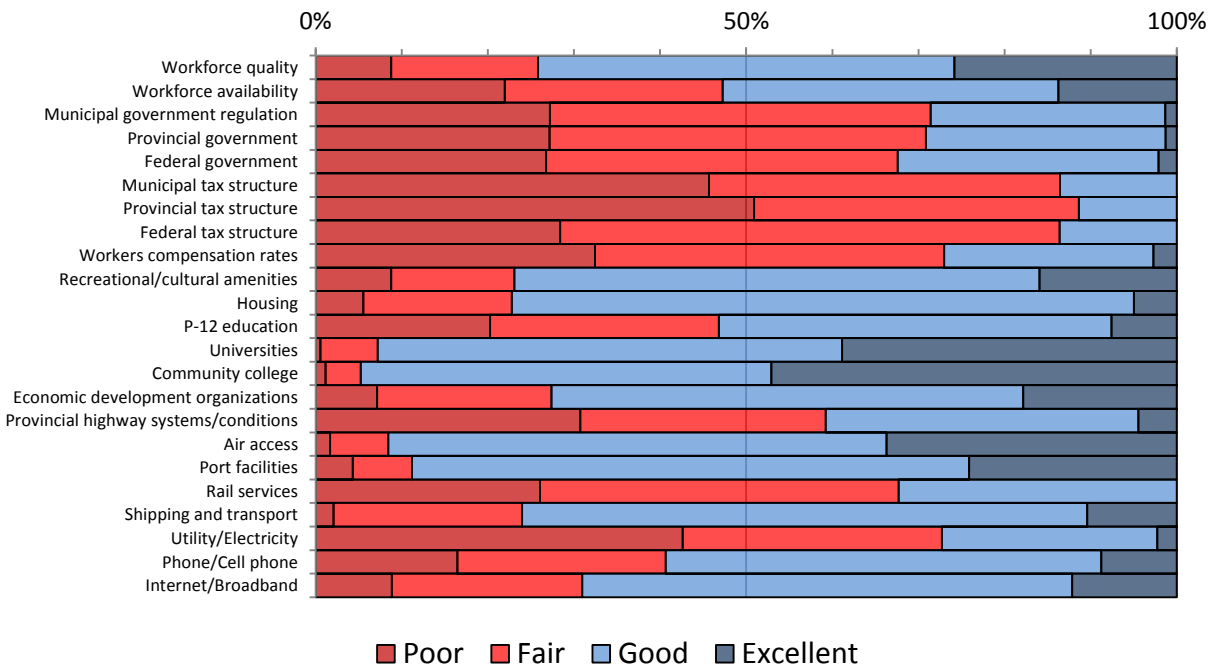
Business Climate

Businesses think the overall Halifax business climate...



- Private sector opinion of the current business climate is evenly split, but has seen some positive movement in the past three months. A very slim majority would rate the business climate positively.
- Fortunately the prevailing opinion (48.5%) is that over the last 5 years the economy has improved, and there is a strong consensus (84.9%) that the climate will continue to improve over the next 5 years.
- The consistent theme is that confidence is high, but there is a recognition that much work lies ahead.

Share of Respondents

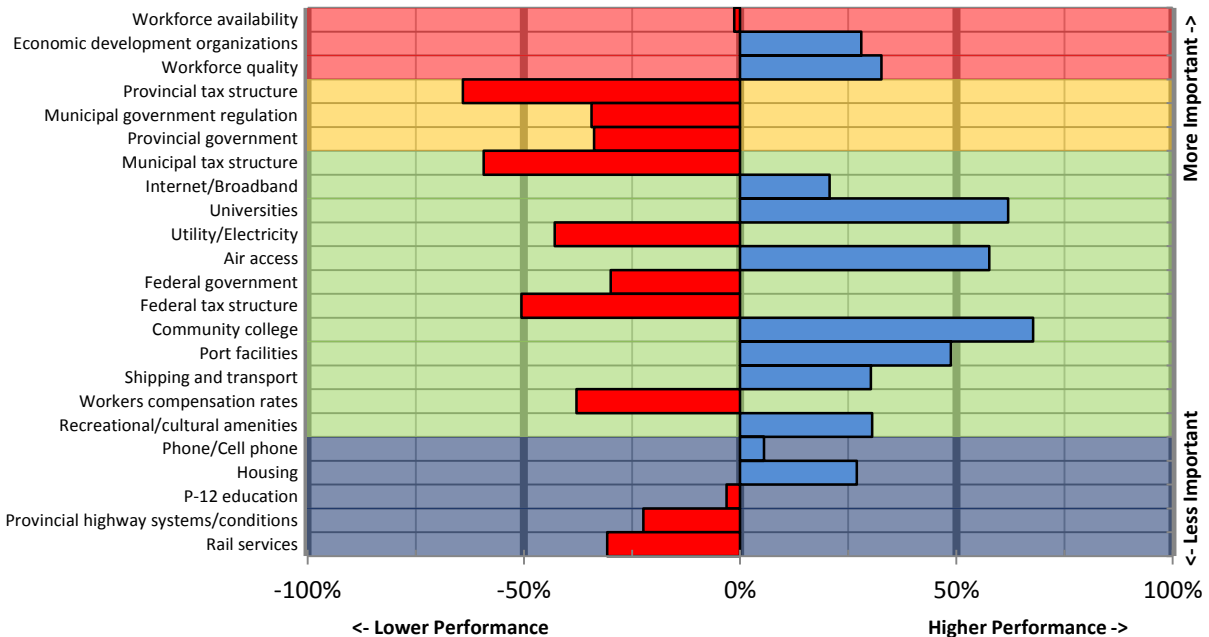


SmartBusiness data allows for a cross-section of opinions surrounding the business climate. This lets us contrast how highly businesses regard different elements in the business climate with how important they are to day-to-day operations. In the table below, business climate factors are arranged from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

SmartBusiness Report: January 2015

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%

- Workforce availability (42.9%), economic development organizations (36.7%), and workforce quality (33.9%) continue to dominate the attention of businesses in Halifax.
- Businesses ratings of Workforce Quality continue to climb (+30.6% to +32.7%) while opinions of Workforce Availability continue a gradual trend downward (+2.8% to -1.4%).
- Economic development organizations, with specific mentions of ERDT and NSBI, continue to earn both attention and modest praise. Overall business opinions are positive and improving (+24.0% to +28.0%), while a sizeable share of businesses (36.7%) consider them vitally important to the business climate.
- The greatest increase in approval this quarter was in Economic Development Organizations (increasing 4.0%) and the greatest decrease was in Workforce Availability (lowering 4.2%).

Halifax Partnership

The Halifax Partnership is Halifax's economic development organization. We help keep, grow and get business, talent and investment in Halifax. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

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

Understanding the SmartBusiness Report

The Halifax Partnership's SmartBusiness Program collects data in its face-to-face Diagnostic/Retention Visits that is analyzed every quarter. Each year, during its first meeting with a business, the Account Executives will converse with the client and probe deeply into their barriers and experiences. The SmartBusiness Report is a tool for compressing and understanding all of this data.

Survey Questions: Three questions on the business climate are asked verbatim to the client, asking them to provide their broad opinion of Halifax's business climate.

1. Please rate the local business climate.
2. Please compare the local business climate today versus 5 years ago.
3. Please forecast the condition of the local business climate 5 years from today.

The responses to these questions are straight forward and the information is put in a simple bar-graph on the 2nd page of the SmartBusiness Report. It provides a high level look at clients' opinion of Halifax as a place to do business and can serve as a rough indicator of private sector business confidence.

Ratings of Performance: In both the Municipal Services and Business Climate sections, businesses are asked to rate their experiences with services and factors which affect business in Halifax. The client rates each factor as Poor, Fair, Good, or Excellent and their answers are used to calculate a net performance index. The more positive opinions and the stronger those opinions, the more the index becomes positive; with Excellent having a more positive effect than a Good. Conversely, Poor and Fair make the index more negative; with Poor having a more negative effect than Fair.

All positive responses are added to the index, all negative responses are subtracted, and the sum is divided by the number of companies. This gives a result from +100% (entirely Excellent) to -100% (entirely Poor). The index shows consensus on the issue. If there is an even divide, with half the respondents rating Poor and the other half Excellent, the net result will be +0%. The index is displayed as a red or blue horizontal bar and is easy to interpret. The larger the blue bar, the more there is a positive consensus on the issue. The larger the red bar, the more there is a negative consensus on the issue.

Ratings of Importance: Businesses are also asked to identify what they believe the top 3 most important Business Climate factors are from the list of 23, and the top 3 most important Municipal Services from the list of 8. A factor's importance is expressed as a percentage of companies which chose that issue as one of their top 3, divided by the total number of businesses which chose at least 1 issue.

These ratings are ranked and displayed on the graph on page 3, from most important (at the top of the graph) to least important (at the bottom). The background of this graph is colour coded to display at-a-glance where there are large differences in importance levels. For example, there will be a large difference between the importance of any 'Red' issue and any 'Yellow issue'. Importance rankings in the Municipal Services section cannot be compared with the percentages from the Business Climate section; they have different denominators.