

MAXIMIZE GROWTH OPPORTUNITIES			YEAR TWO - QUARTER ONE
GOAL	Capitalize on our best opportunities for economic growth.		
LEADERSHIP	Establish a Leadership Team to develop a higher level of coordination		
OBJECTIVES	MG-1	Support and validate the implementation of the economic strategy through an enhanced research capacity.	
	GHP	MG-1.1	<p>Create a Halifax Index and an annual state of the region event to track yearly progress on economic, environmental and social objectives and recommend ideas for improvement.</p> <p>The Halifax Index launched on May 23/24 at the 1st Annual State of the Economy Conference. The Halifax Index garnered favourable media attention with accolades from the community. Currently receiving feedback from key stakeholders in order to further develop and refine for next year. Met with senior Leaders at HRM to assess their priorities for future direction of the Index. Early plans are being formed for the 2nd State of the Economy Conference. For a recap of the first Conference and download the first Halifax Index go to http://bit.ly/MATYy4. Promoted Index through many channels:</p> <ul style="list-style-type: none"> > 260 conference attendees; > 3,000 web-site views; > 2,200 unique website visitors; > 140 social media posts;
	GHP	MG-1.2	<p>Develop a research consortium with representation from the public and private sectors and post-secondary institutions to provide economic data and research to meet the information needs of business and potential investors in Halifax.</p> <p>The Research Consortium consists of experts from all three levels of government, non-profit, universities and private sector and was established for the creation of the first Index. Work and involvement is ongoing. Plans are underway to expand the Consortium to include more experts to expand knowledge base and reach of the group, based on feedback from the first annual Halifax Index.</p>
	MG-2	Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.	
	GHP	MG-2.1	<p>Build a coordinated reconnaissance and commercial intelligence capability to identify and respond to threats and opportunities in high value sectors like Finance and Insurance, Aerospace and Defence, Digital Industries, Oceans, and Transportation.</p> <p>→The Partnership's Business Retention and Expansion Program (BRE) and its Research Team are the leading source of reconnaissance and competitive economic intelligence in Halifax and continue to operationalize this information.</p> <p>→The BRE team meets face-to-face with employers to hear first-hand about the challenges, needs, and opportunities that impact on competitiveness and gathers intelligence that is both company specific and systemic. The 2012-13 Annual BRE Report Results can be found at (see: http://bit.ly/OeBpQv).</p> <p>→ Business identified the following as the top 4 business issues and detailed results are being shared:</p> <ul style="list-style-type: none"> o Access to capital o Workforce availability / quality o Friendlier business climate o Opportunities for exporting <p>The detailed results are being shared with stakeholder organizations of influence, e.g., ACOA, HRM, NSERDT, CEED, Business Development Bank, Industry Associations, etc.</p> <p>→The Halifax Index identified the following opportunities and challenges for Halifax moving forward:</p> <ul style="list-style-type: none"> o We need to grow our population o We need to improve its tax and regulatory environment o We need to create a culture of partnership o We need to Grow a Healthy Regional Centre

	GHP	MG-2.2	Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities. (Note: Identified priority for Year One of the Strategy is to mobilize and engage community support for Halifax's Shipyard's response to Canada's National Shipbuilding Procurement bid.)	<p>The Partnership continues to share and present competitive intelligence with stakeholder organizations, e.g., HRM, NSERDT, CEED, Business Development Bank, Industry Associations, etc.</p> <p>In Q1 Fred Morley made 14 presentations, including: Halifax Index findings at the launch event on May 24; Senior Executives from Scotiabank gathered in Halifax for meetings; CEED Staff; Atlantic Mayor's Congress, RDAs on Irving Supply Chair opportunities; 40 senior managers from ACOA on Smart Business program, results and their track record around referrals as a SmartBusiness Partner; Export Achievement Award (presentation of an Export Award); YMCA public meeting - HRM Council; HRM Economic Development Committee Presentation; BDC Annual Reception - A look into Economic Drivers for Halifax and the world; BDC two presentations on state of the economy; Halifax Club Lunch & Learn, State of the Economy; as well as presentations to private businesses and</p>
	GHP	MG-2.3	Enhanced focus on Halifax's Business Retention and Expansion Program to ensure competitive intelligence on current opportunities and emerging needs of business are shared with economic development partners. Identify and connect trade-ready and hyper-growth companies to support services.	<p>The Partnership's Business Retention and Expansion Program and Research Team continue to be the primary source of competitive Intelligence and the identification of company-common issues impacting economic growth in Halifax.</p> <p>Q1 Results for the Partnership's Business Retention and Expansion Program:</p> <ul style="list-style-type: none"> o Businesses visited: 52 o Consultations (over and above original visit): 31 o Business referrals responded to: 107 o Referrals closed: 56% o Referrals to NS PIP Program: 11 o Referrals to Trade Support Services: 4 <p>o Identification of four business issues determined to be common amongst companies, with further action taken on three issues. Issues include: grow our population, improve tax and regularity environment, Create a culture of partnership, and grow a healthy regional centre.</p> <p><u>Meetings with BID or Community Business Associations. Sheet Harbour. Spryfield: 1 Action Plan on GIS: 3 strategies or</u></p>
	GHP	MG-2.4	Improve the connection and collaboration between research organizations and business.	<p>The focus of ILI is business development, understanding private sector needs and matching those with research capabilities, and GHP plays a role in assisting ILI in further education and engagement within the private sector through Investor Briefings and SmartBusiness referrals.</p>
	GHP	MG-2.5	Develop and implement a Halifax Regional and Head Office Retention Strategy.	<p>The Partnership continues to implement its Head Office Retention Strategy, delivered through its Business Retention and Expansion Program. Target: 163 Head offices and 67 regional head offices, with 5 visits completed in Q1; Total to date: 35.</p>

	GHP	MG-2.6	Maximize opportunities with the Halifax Gateway Council and support the Year Two Implementation Plan for the Five-Year Strategy.	<p>Marketing, Awareness & Research:</p> <ul style="list-style-type: none"> • 350 people participated in Supply Chain Canada Event; • Provided tour and briefing on Halifax Gateway Council for Calgary Economic Development; • Created new Halifax Logistics Park marketing map/brochure; • Completed Transportation Sector Profile; • Provided presentation on Halifax Gateway to the Ambassador of the Philippines and the Senator from St. Pierre Miquelon; • Delivered research on best practice incentives for benchmark Municipalities within Canada; • Developed database of Corporate Real Estate companies, Site Selectors, DFAIT offices (200); • Managed Business Development contact sheet for the mining industry in Labrador for Halifax Gateway partners, and; • Issued two press releases (Board announcement & Supply Chain Canada Reception) <p>Strategic Initiatives:</p> <ul style="list-style-type: none"> • Secured funding for Halifax Logistic Parks Development Plan; • Secured provincial funding for marketing initiatives to support Invest Canada-Communities Initiative (ICCI) project funding (Foreign Affairs & International Trade Canada program) • Secured funding for to support research on improving the business model of the Halifax Logistics Park. • Secured funding to support and leverage proposal for Transport Canada on in-market missions – In-bound missions from China, North America and Europe. • Secured partner funding for European Air Access marketing initiatives. <p>Governance and Oversight:</p> <ul style="list-style-type: none"> • 1 Board Meeting and 1 Annual General Meeting; • 2 Executive Committee Meetings; • Issued RFP for Improving the Business Model of the Halifax Logistics Park;
	GHP	MG-2.7	Increase business engagement in the development of a Harbour Master Plan.	This Plan will be carried forward as part of the Regional Plan 5-year review process.
	GHP	MG-2.8	Increase awareness and understanding of the economic impact and role social enterprises play in the economic prosperity of Halifax.	Q3 - The Partnership will further explore the need for an economic impact analysis of social enterprise in partnership with NSARDA and NSERDT.
	GHP	MG-2.9	Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.	The Partnership continues to have ongoing collaboration with NSERDT and NSBI to attract and retain business investment. In Q1 the Halifax Business Case was jointly presented to two clients interested in Halifax as a location for their business.
BUSINESS CLIMATE				
GOAL	Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.			
LEADERSHIP	Establish the Open for Business Team to monitor the economic performance and business climate elements and provide yearly recommendations for improvement.			
OBJECTIVES	OB-1	Reduce regulatory, tax and policy issues that can inhibit development and investment.		
	GHP	OB-1.1	Engage a business-led, volunteer taskforce to undertake a competitiveness review of municipal and provincial regulations and taxes against benchmark cities with recommendations for reform. Ensure linkage to the Province's Better regulations Initiative.	
	GHP	OB-1.2	Open for Business Team advocates for recommendations for improvement.	
			As part of Phase 1, GHP, in collaboration with HRM Finance, is writing a white paper on the current state of taxation in Halifax, including benchmarks against other cities and perceptions of tax understood through SmartBusiness and Business Confidence surveying. First draft due for completion in September 2012. Laura Charlton, Vice President Nova Scotia District, BMO Bank of Montreal, has agreed to take over the Open for Business Action Team with Steve Murphy's departure. First meeting to brief her and to discuss priorities to be scheduled in Q2. Ongoing. (Year 2 Activity)	

	OB-2	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.		
GHP	OB-2.1	Consult with business and complete a competitiveness review of municipal service delivery within HRM against benchmark cities. Use the results to streamline the approval process for major projects.		The Partnership and HRM staff have met to discuss priority areas for the coming year. Discussions will be convened with business/government as to how HRM can eliminate unnecessary steps required to open a new business in the Municipality by undertaking the following actions: review and benchmarking; mapping of processes; identification of unnecessary steps; recommendations for removal. Target: Complete by March, 2013.
GHP	OB-2.2	Reposition client facing staff as business navigators within HRM to be a guide/advocate for key projects from application to completion (development/start-up/expansion).		Pending outcome of 2.1
GHP	OB-2.3	Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.		Pending outcome of 2.1
	OB-3	Develop a responsive, safe, integrated regional transportation system.		
HRM	OB-3.1	Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.		HRM continues to investigate the Regional Transportation Authority model.
HRM	OB-3.2	Develop a five-year transportation strategy.		No update for Q1
	OB-4	Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.		
GHP	OB-4.1	Develop "quality of place" measurements to be included in the Halifax Index.		Completed. Development of a section in the Halifax Index focusing on Quality of Place, with plans to enhance/refine for second Index, next year.
HRM	OB-4.2	Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.		The capital planning horizon increased from 5 to 20 years in the 2012/13 capital budget. This forms the framework/basis of a strategic plan for coming years.
HRM	OB-4.3	Boost social capital in Halifax by implementing the actions set out in the Well Planned and Engaged Community outcome area of HRM's Corporate Plan.		Work continues to progress on Outcome Area Planning. Well Planned and Engaged Community Outcome Area detailed deliverables for 12/13 have been identified and have informed the Organization's 2012/13 budget and Business Plans approved by Council
HRM	OB-4.4	Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.		The Diversity Strategy is part of the Regional Plan Review process, expected to be complete in March 2013: the Regional Plan will then include policies for social heritage
	OB-5	Halifax is recognized internationally for its clean and healthy environment.		
HRM	OB-5.1	Implement the actions set out in the Clean and Healthy Environment outcome area of HRM's Corporate Plan. Ensure connection with the Province of Nova Scotia Department of Environment.		Urban Forest Master Plan is scheduled for presentation to Environment and Sustainability Standing Committee on August 2nd. Public consultation has been completed and comments summarized at www.halifax.ca Request for Proposal for Solid Waste Strategy Review has been posted. Project Charter developed for the LED Streetlighting Project. Staff participating in the UARB September NSPI General Rate Application hearing with respect to the stranded asset issue. Project Development is on track.
	OB-6	Increase the engagement and active support of the private sector in the economic growth of Halifax.		

	GHP	OB-6.1	Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	<p>In Q1 the Greater Halifax Partnership launched two awareness campaigns:</p> <p>→ Now is the Time is designed to promote business confidence. (See: http://bit.ly/IQ2VSZ) With recent announcements, there has not been a time in recent history when either the business community or the residents of Halifax have had such real, tangible reasons to both feel and act with confidence. The campaigns are currently running in print, radio, web and out-of-home. Key messages include:</p> <ul style="list-style-type: none"> - Halifax has never been better positioned for long-term growth and prosperity; - We have what it takes - talent, opportunities, perseverance, innovation; - Whatever you want to do, now is the time. <p>→ Hire Young Halifax is designed to ask employers to re-think their misconceptions about hiring young and emerging talent. (See http://bit.ly/LtUB9k) This campaign, in partnership with FUSION Halifax targets hiring managers in Halifax who need to understand that there are plenty of young, skilled talent ready and willing to take on opportunities in the job market.</p> <p>→ Both campaigns are being are also being promoted using social media. See below for marketing and communication results to date.</p> <p>→ Other Quarter 1 marketing and awareness initiatives designed to increase business engagement include:</p> <p>www.greaterhalifax.com (and microsite) with 22,532 page views, 234 downloads this quarter and 45% growth year over year; Social media vehicle results for Q1 include: Face Book Fans: 4% growth through quarter; Twitter Followers: 8% growth through quarter;</p>
	GHP	OB-6.2	Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.	<p>The focus of ILI is business development, understanding private sector needs and matching those with research capabilities, and GHP plays a role in assisting ILI in further education and engagement within the private sector through BRE Program awareness and referrals</p>

TALENT		YEAR TWO - QUARTER ONE	
GOALS	Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.		
LEADERSHIP	Establish a Talent Team to ensure the development and implementation of Halifax-specific initiatives to attract and retain talent. Ensure alignment to labour workforce strategies of provincial and federal governments.		
OBJECTIVES	T-1	Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of	April - June 2012
	GHP	T-1.1 Identify changes needed in Provincial and Federal regulations and programs to better support young professionals, internationally skilled workers and entrepreneurs in pursuing opportunities in Halifax.	The Partnership continues to have an ongoing dialogue with Nova Scotia Office of Immigration on the need for an enhancement to existing efforts on the attraction of immigrants (including the retention of international students) to Halifax. One meeting was held with NSOI to continue information exchange and share program results. The Halifax Index was presented on May 23/24 which identified opportunities and challenges associated with these issues.
	GHP	T-1.2 Increase the business community's awareness of, and access to, labour market information and resources to assist their efforts in achieving best practices in employee recruitment and retention.	<ul style="list-style-type: none"> • Business Retention and Expansion Program visits and educate businesses and provide information, resources and referrals to assist recruitment and retention needs. • HireYoung Halifax Campaign provides a toolkit for employees on hiring young and emerging professionals (see http://bit.ly/LtUB9k) • ImmigrationWorksInHalifax.ca website provides information and resources for hiring newcomers - 904 website visits in Q1 2012. • Employer Support Program hosts information sessions and one-on-one visits with employers (8 in Quarter 1) to learn how they can hire skilled workers.
	GHP	T-1.3 Increase community organizations' awareness of provincial resources to support professional development and business management for not-for-profit/voluntary sector.	Q4 Activity.
	GHP	T-1.4 Increase the business community's involvement in labour market initiatives to attract and retain young professionals and international skilled workers and increase productivity. Programs include initiatives like the Halifax Connector Program, post secondary cooperative and internship programs, community mentoring programs and the Province's new Productivity Investment Program (PIP).	<p>The Partnership delivered the following programs and services to support the business community's involvement in labour market initiatives:</p> <p>Community Identified Program - Total Inquiries in Q1 are 50, with 35 letters of identification issued, representing 82 newcomers.</p> <p>Connector Program included addition of 43 new business connectors (403 in total); 54 participants, including 18 immigrants, 17 International Students and 9 Young and Emerging Talent (285 in total); and in Q1 nine (9) participants found jobs, bringing the employed total to 125.</p> <p>In Quarter 1 there were 31 Connector meetings, 28 Partner meetings, 33 Connectee meetings, and attendance at 28 community events marketing the Connector Program.</p> <p>Employer Support Program - A total of 8 employers were educated on the immigration process and one education session for employers.</p> <p>HRM Community BBQ - Seventh annual BBQ held on July 7 in partnership with HRM; 500 people in attendance, including newcomers and local residents. Television interview with Margie Casallas, Coordinator, Immigration Employer Support aired twice.</p> <p>Advertising campaign, launched in the first quarter, designed to have employers re-think their misconceptions about hiring young-and-emerging talent. This campaign, in partnership with FUSION Halifax, targets hiring managers in Halifax who need to understand that there are plenty of young, skilled talent ready and willing to take on opportunities in the job market. It is currently running in print, web and out-of-home.</p> <p>Other activities:</p> <ul style="list-style-type: none"> • Connector Tracking System 2.0 working to improve the current online tracking system and investigating the possible multi-tenancy of the system so that it can be adapted in other jurisdictions. • Community Integration Network - Dialogue interested in integration by using reciprocal educational and community development methods. Forum included African Nova Scotian, First Nation, French, international students, local business and residents, focused on how to develop promising practices building inclusive, supportive, and positive relationships between newcomers and long-time residents.

	GHP	T-1.5	Work with partners to increase the engagement of the business community to provide information and input on current and future labour market needs to ensure programming alignment.	With competitive Intelligence collected through the Partnership's Business Retention and Expansion Program and community surveys - ongoing information sharing with partners on business community's labour market needs.
	T-2	Build a welcoming and inclusive environment for underrepresented groups.		
	HRM	T-2.1	Review HRM's policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	Tatjana
	HRM	T-2.2	Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.	Tatjana
	HRM	T-2.3	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. Align HRM's African Nova Scotian function and activities to the efforts of the newly	The Partnership supports the African Nova Scotian community through its Preston Office. Activities include collaborating on awareness initiatives, the delivery of adult education programs and participating in community economic development meeting, and provide community economic development support.
	HRM	T-2.4	Explore new opportunities to underrepresented groups, like youth, to link to employment opportunities.	Tatjana
	T-3	HRM will become an "Employer of Choice" serving as a model for the business community.		
	HRM	T-3.1	Research and benchmark Top 100 Employers and create an HRM people plan.	HRM People Plan complete
INTERNATIONAL BRAND				YEAR TWO -QUARTER ONE
GOALS	Create a unique international city brand for Halifax.			
LEADERSHIP	Establish a Brand Advisory Team to lead an aligned brand development process, advise on implementation, review progress on a regular basis, and manage necessary adjustments.			
OBJECTIVES	IB-1	Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.		April - June 2012
	GHP	1B-1.1	Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive.	ACTIVITY COMPLETED IN YEAR ONE.
	GHP	IB-1.2	Develop a Brand Strategy and Implementation Plan.	Baseline research & analysis complete. Branding team will re-convene in the fall to define scope of work and next steps/key inputs related to strategy development
	GHP	1B-1.3	Ensure necessary buy-in and adoption from the business community and key organizations that will have a role in the brand strategy implementation.	Q4 Activity.
	IB-2	Move Halifax from Good to Great -- Live the brand!		
	GHP	1B-2.1	Implement the Brand Strategy that: <ul style="list-style-type: none"> - Provides clear and consistent messages to an international marketplace - Supports trade, investment and labour market development; - Increases the number of businesses actively seeking customers in international markets; - Inspires a culture that guarantees Halifax's delivery of an exceptional experience; and, 	Year 3 Activity if funding and adoption approved.

REGIONAL CENTRE			YEAR TWO -QUARTER ONE
GOAL	Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.		
LEADERSHIP	Launch the Strategic Urban Partnership (SUP) to spur public and private investment in the Regional Centre by identifying strategic capital projects and key policy innovations.		
OBJECTIVES	RC-1	Direct and oversee a pro-development policy environment within the Regional Centre.	
	SUP	RC-1.1	Review HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive. BACKGROUND: Regional Council initiated RP+5 and the HRMbyDesign Centre Plan to deliver a suite of Regional Plan amendments, and a new Regional Centre MPS and LUB that will promote investment, density, and housing affordability in the Regional Centre captured in the Capital Ideas white paper. Alignment with a Strategic Urban Partnership downtown tax review, where a diverse group of SUP partners, and several HRM staff, have devised a Terms of Reference and issued an RFP for a study to address the question "Do commercial taxes within the Regional Centre discourage business and development and, if so, what changes could be made to encourage business and development?" The study will be carried forward as part of the Regional Plan 5-Year review project.
	HRM	RC-1.2	Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core. RP+5 will help to redirect population growth to the Regional Centre
	HRM	RC-1.3	Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre. Report complete by October, 2012.
	HRM	RC-1.4	Raise awareness of the availability and location of public parking in the Regional Centre. No update for Q1
	SUP	RC-1.5	Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core. RP+5 will introduce this.
	SUP	RC-1.6	Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification. RP+5 and HRMbyDesign Centre Plan will deliver this, based on in-depth industry, stakeholder and public consultation. Such an approach needs to be based on clear and predictable as-of-right development standards, and design oversight. This will require HRM Charter amendments to allow HRM design control powers.
	SUP	RC-1.7	Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre. RP+5 will deliver high level enabling policy for this, which will direct that detailed policy and regulation be delivered through the HRMbyDesign Centre Plan. SUP will take an education and advocacy role. This will require HRM Charter amendments to permit the use of Density Bonusing in the Regional Centre (only permitted in downtown core currently).
	RC-2	Further the liveability and attractiveness of our urban core.	
	SUP	RC-2.1	Adopt a comprehensive 5-year \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core. The SUP will take an education and advocacy role, with funding a matter for three levels of government to consider. A team of volunteers has gathered to undertake early steps in this initiative.
	SUP	RC-2.2	Establish an ongoing dedicated "Strategic Urban Reserve" fund for Urban Core beautification, "pole-free" area, public art and infrastructure improvements. RP+5 will propose high level policy directing this reserve be established, with implementation tied to activity as noted in RC-2.1.

	SUP	RC-2.3	Progress the plan to implement a downtown Halifax district heating/cooling network.	HRM continues to play a leadership role in the development of District Energy Opportunities in the municipality working with external stakeholders on project development.
	RC-3	Reinvent the current approach to mobility in the Regional Centre.		
	HRM	RC-3.1	Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.	Meeting with Transport Canada and other stakeholders is being planned for this fall
	HRM	RC-3.2	Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.	Public consultation held in the spring on a north-south peninsula AT corridor. Feedback is being used to better refine a solution for further community engagement in September.
	RC-4	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.		
	SUP	RC-4.1	Increase public investment and funding for cultural institutions, programs, and public gathering spaces.	RP+5 and Centre Plan will introduce high level policy directing investment with details of delivery to be worked out subsequently.
	SUP	RC-4.2	Activate Regional Centre public spaces with public art, culture, educational, and democratic activity through formal and informal programming.	RP+5 and Centre Plan will advance the "1% for Art" concept, in which both public and private development projects will have to provide public art. These projects will also introduce cultural programming as a necessary part of effective community planning.
	SUP	RC-4.3	Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.	HRM Planning & Infrastructure to coordinate and collaborate with Metro Transit on a Regional Centre transit and transportation model that ensures land use planning and transportation planning are aligned and mutually supportive. RP+5 and Centre Plan will reinforce alternate modes of transport.
	SUP	RC-4.4	Create an inventory of cultural institutions, events and programs in the Regional Centre.	Q3 activity.
	SUP	RC-4.5	Create a plan to develop vacant public and private lands in the Regional Centre for cultural institutions, public spaces and private mixed uses as part of the "Opportunity Sites Task Force".	<ul style="list-style-type: none"> • Opportunity Sites Task Force (OSTF) successfully took the Clyde Street parking lots to market. The remaining "Infirmary Site" in that area will go to tender in Year 2 or Year 3. • HRM is working with the Province to create a joint provincial-municipal OSTF. • A draft project charter is being reviewed.
	SUP	RC-4.6	Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Bilbao Effect".	<p>BACKGROUND: Bilbao Effect is named after Bilbao, Spain where, after the construction of the Guggenheim Museum, virtually overnight, the small city became one of the most popular destinations in Europe and rapidly changed from a sort of one-hit wonder to a genuinely vibrant city with restaurants, nightlife, theatre, and art, and immense civic pride.</p> <p>Work on the Central Library and new Convention Centre contributes to achieving this objective.</p>

- Updated website with 2011 year stats
- Created Atlantic Canada Investment Map on HGC Website
- Created 2011 Gateway Highlights Document
- Released 600 2011 Gateway Highlights Document
- Modified Gateway Highlights Document for international Market – 200 copies released
- Wrote and Released Press Release(s) issued include: HGC Holds Major Reception during Su
- Held 1 Board Meeting and 1 Annual General Meeting
- Held 2 Executive Committee Meetings
- Issued RFP for Halifax Logistics Park
- Secured funding for HLP Development Plan
- Secured partner funding for ICCI
- Secured funding for RFP for Halifax Logistics Park
- Provided tour and briefing on Halifax Gateway Council for Calgary Economic Development
- Created new Halifax Logistics Park marketing map/brochure
- Held Air Gateway Committee Meeting
- Held Cruise Turnaround Committee Meeting
- Held 4 Halifax Logistics Park Committee meetings
- Completed Transportation Sector Profile
- Secured Funding to support and leverage proposal for Transport Canada on in-market mis:
- Wrote and delivered In-Market Mission proposal to Transport Canada
- Board of Directors Announcement Ad in Chronicle Herald Newspaper
- Provided presentation on Halifax Gateway to the Ambassador of the Philippines and the Sr
- Delivered research on best practice incentives for Municipalities within Canada
- Developed database of Corporate Real Estate companies, Site Selectors, DFAIT offices (200
- Managed Mining research Project for HIAA/NSBI within the HGC
- Completed Successful 2011 successful audit of the Halifax Gateway Council

Supply Chain Canada Event & Announcement of AGM

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Senator from St. Pierre Miquelon

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