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Item No. 5.3.1
Community Planning & Economic
Development Standing Committee
October 13, 2011

TO: Community Planning & Economic Development Standing Committee

Church

SUBMITTED BY: _____

Jennifer Church, Managing Director Government Relations & External
Affairs

DATE: October 6, 2011

SUBJECT: Year One Implementation of 2011-2016 Economic Strategy
Implementation Update to September 30, 2011

INFORMATION REPORT

ORIGIN

Halifax Regional Council unanimously endorsed **AGREATERHalifax**, Halifax's Economic Strategy for 2011-2016 on March 22, 2011. The Strategy sets forth an economic vision for the city and outlines actions and responsibilities under five main goal areas: Maximizing Growth Opportunities, Talent, Business Climate, International Brand, and Regional Centre.

BACKGROUND

This report, prepared by HRM's Economic Strategy implementation lead, the Greater Halifax Partnership (the Partnership), is intended to provide the HRM Community Planning & Economic Development Standing Committee (Standing Committee) an overview of progress to date on the implementation of the Economic Strategy endorsed by Regional Council. Regular reports will be provided throughout the year.

DISCUSSION

Since the last update on June 9th, the Greater Halifax Partnership team and staff of Halifax Regional Municipality have approached the Economic Strategy Implementation with diligence and considerable effort.

Implementation Action Teams for each of the five goal areas have formed and are refining or implementing actions under each goal area. The Partnership is the key conduit for all action teams as they work to define and develop the scope of their mandate. This will ensure alignment and cross pollination across each of the five goal areas.

Progress Against Goals

Highlights of progress for each Economic Strategy goal area are outlined below. A line by line progress update against each of the actions specific to the goal areas, is outlined in the attached progress implementation report.

Maximizing Growth Opportunities - Capitalize on our best opportunities for economic growth

Lead: Paul Kent, President and CEO, Greater Halifax Partnership

How is implementation progressing?

There are two objectives outlined for this Goal. The Greater Halifax Partnership has responsibility for both. These include supporting and validating the implementation of the Economic Strategy through an enhanced research capacity; the development of an independent Research Consortium, Halifax Index and to provide economic data and research to meet the information needs of business and potential investors.

The other objective related to this Goal calls for the identification and response to high-value, high-potential, economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.

The emphasis of work to date has been on supporting the “Ships Start Here” initiative. It is a demonstration of economic development, collaboration, engagement and alignment at its best and it is a model for coordination moving forward. This work began with only a few partners - including, but not limited to, the Premier and senior representatives of Irving, the Premier’s office, the Partnership, NSERDT, NSBI, Chamber of Commerce, HRM, NS Gateway Secretariat and NS Labour and Advanced Education. There are now over 75 partners engaged on this file.

The purpose was to identify issues and opportunities related to the bid and to coordinate activity aimed at generating awareness, activating ambassadors, and identifying key decision-makers and influencers. This builds on an initial, early step - the Partnership’s successful launch of the Economic Impact Analysis of the bid on May 27 and has continued by raising awareness,

engaging key influencers and senior leadership across the province, and building collaboration among stakeholders. The results include a communications strategy to create a groundswell of support.

The strategy has been very effective, with results including over 100,000 emails sent from partner databases, over 10,000 declarations of support on CanadianShipsStartHere.ca, over 900 tweets, over 700,000 post views from over 2,000 interactions on Facebook, as well as lawn signs appearing across HRM and into neighbouring counties.

The other area of focus for this goal is the development of the Halifax Index. The Index will measure the economic progress of the region as well as the progress and impact of the Economic Strategy. It will provide a yearly overview of our challenges, make suggestions for action and inform of any necessary modifications to the Economic Strategy's Action Plans. It will provide the important independent analytical basis for leadership and decision making. The cycle of review and action will be repeated during each year of the Strategy. The Halifax Index will have two elements, including the index itself, and a conference or workshop in April 2012 to share and develop further action.

The Index document will evolve over five years, continuing to build and grow a factual and contextual portrait of Halifax and, by Year 5, demonstrate that Halifax is a truly competitive international city, in support of International Brand objectives.

A project charter, work plan, timeline and funding proposal have been drafted for approval by the Open for Business Action Team. Development will be guided by a Research Consortium, with immediate plans to bring together the consortium by the end of October. The Index is on track for completion for the April launch and the measures are being aligned with the HRM Corporate Plan measures.

Business Climate - Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths

Lead: Steve Murphy, Senior Vice President, Atlantic Services Division, BMO Bank of Montreal.

How is implementation progressing?

There are six objectives outlined for this goal area. The Greater Halifax Partnership is responsible for the following:

- Reducing regulatory, tax and policy issues that inhibit development and investment;
- Creating a service-oriented culture within HRM business units that support the business community's need for competitiveness, growth and responsiveness; and,
- Increasing engagement and active support of the private sector in the economic growth of Halifax.

The Halifax Regional Municipality has responsibility for the following:

- Developing a responsive, safe and integrated regional transportation system;
- Improving quality of place, including the need for civic engagement, public investment and increased social capital;
- Being recognized internationally for its clean and healthy environment.

A key driver of business climate is the competitiveness of tax and regulation. This determines the attractiveness of our city and our province for business creation, investment, expansion, retention and attraction. As such, a primary focus of the work for this goal is the Tax and Regulatory Review.

As a first step towards this review, best practice research was performed by the Partnership's research team to determine the most appropriate plan of action and assess what other work has been previously performed. This research resulted in a project plan for 2011-12 which includes:

- The Halifax Chamber of Commerce's Roundtable on Competitiveness, which is focusing on making recommendations on tax reform. This process is an appropriate first step to avoid duplication of work. The Chamber will make recommendations on reform (date yet to be determined). Representatives from the Partnership and HRM attended the first roundtable session to ensure it satisfies our year one commitments and will monitor the process.
- A review of existing research done by HRM and NS Department of Finance to inform next steps beyond the Chamber review. This will involve meetings with HRM and the Province of Nova Scotia in Q4 2011 and Q1 2012 to disseminate findings to date, capture existing resources, and review recommendations made in previous tax reform exercises.
- Developing a scope of work, project plan and identify potential partners for a second phase independent tax review piece to be carried out in Year 2. This piece of work is currently unfunded and would be a logical follow up to the Chamber's review, as it will provide expert analysis to support/refine the recommendations made by the Chamber.

With respect to the objectives assigned to HRM, staff is working closely with the Environment & Sustainability Standing Committee to determine direction and overall governance. The Clean and Healthy Environment Outcome Area Team are tracking toward fulfillment of objectives in line with the Corporate Plan. In addition, four of the five Functional Plans that make up the Transportation Strategy described in the Regional Plan, have been completed and approved by Regional Council.

Talent - Create a welcoming community where the world's talent finds great opportunities, engaged employers and resources for career advancement

Lead: Malcolm Fraser, President, ISL Internet Solutions

How is implementation progressing?

There are three objectives outlined for this goal. The Greater Halifax Partnership will undertake the objective to maximize opportunities for increased alignment, awareness, and engagement of the business community in the implementation of the provincial jobsHere workforce strategy.

HRM has responsibility for the other two objectives: building a welcoming and inclusive environment for underrepresented groups in the workforce and seeing HRM become an "Employer of Choice" serving as a model for the business community.

HRM's Human Resources is in the process of finalizing the People Plan and it should be complete by the end of 2011/12. In addition, Halifax Regional Municipality, in cooperation with the Fédération Acadienne de la Nouvelle- Écosse, introduced the first ever French-language Newcomer's Guide. The French edition now joins the Arabic and English language versions.

Ongoing work in the Partnership's Business Retention and Expansion (BRE) and Labour Market Development Programs ensure increased awareness, alignment and engagement of our business community in the implementation of the jobsHere Strategy.

The Partnership's Connector Program continues to put newcomers and international students in touch with local employers so they build a solid network, join our workforce and settle successfully in our community. The Program now has over 300 business leader connectors representing more than 250 organizations, with over 100 immigrants/newcomers hired.

Account Executives in Partnership's BRE Program provide business with information, resources and referrals to assist their recruitment and retention needs. This year there been over 45 visitations with employers and four referrals to the Provinces Productivity Investment Program (PIP).

As well, work is underway to develop the components of a web-based labour market toolkit for business aimed at increasing awareness about the various government and community programs which help companies attract and retain talent in Halifax.

The Partnership has met with the Talent Action Team Leader and work is now underway with partner organizations to determine who will assist the Action Team to guide the process of implementing the Talent goal. At its next meeting in late October, the Action Team will review and approve the draft Implementation Framework developed by the Partnership team.

International Brand - Create a unique, international city brand for Halifax

Lead: Peter Spurway, Vice President, Corporate Communications, Concession Development & Airport Experience, Halifax International Airport

How is implementation progressing?

There are two objectives outlined for this goal. The Greater Halifax Partnership is responsible for both -- to create a unique international city brand that reflects best qualities and what we aspire to be and to “Live the Brand” through the implementation of the Brand Strategy.

The Partnership has developed a detailed Implementation Framework for a strategy to inspire the development of Halifax as a “Global City.” In Year 1 the plan calls for the establishment of the Brand Action Team; baseline research and analysis; inventory core attributes as differentiators; refine the Brand Strategy; develop success criteria; and identification of tools and tangible elements that support brand implementation; a program to educate key publics; and definition of metrics. In Years 2 - 5 the Strategy includes implementation, oversight and measurement.

The International Brand Action Team has met twice. They have determined to add a few more people including two more “brand experts” from the private sector who will assist the Action Team to guide the process by building and implementing the new brand strategy. At its next meeting the Action Team will review the draft Implementation Framework developed by the Partnership team

The work of developing an International Brand is a significant undertaking and Year 1 actions are primarily focused on planning, research and strategy development. The work is progressing as planned; however, resourcing will need to be addressed in Q4.

Regional Centre - Build a vibrant and attractive regional centre that attracts \$1.5 billion in private investment and 8,000 more residents by 2016

Lead: Andy Fillmore, Urban Design Project Manager, Halifax Regional Municipality

How is implementation progressing?

There are four objectives outlined for this goal. Responsibility is divided between the Strategic Urban Partnership and the Halifax Regional Municipality. The four objectives are: direct and oversee a pre-development policy environment within the Regional Centre; further the liveability and attractiveness of our urban core; reinvent the current approach to mobility in the Regional Centre and celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.

HRM's responsibilities include rebalancing population distribution to be more sustainable so as to increase density in the urban core; adopt incentives to encourage development of privately-owned and underutilized land; and raise awareness of the availability and location of public parking; and to reinvent the current approach to mobility, including a new transportation model and active transportation plans.

To date, efforts have been focussed on the creation of the Strategic Urban Partnership. A full update will be provided to the Committee at its November meeting as a part of the "Capital Ideas" project update. In summary, over the spring and summer a diverse group of leaders, with diverse perspectives, from across the region came together to form the Strategic Urban Partnership (SUP). They successfully reached some key outcomes:

- A first draft of the SUP constitution;
- An organizing concept that can integrate the different perspectives and activities of all the participants and actors in the SUP;
- Identified and worked together on key initiatives that will further accelerate the transformation of the HRM urban core; and
- Explored the type of leadership that is needed and the barriers we must collectively overcome to fulfill the vision through collaborative action.

The group is now working to define a plan of action for moving forward.

ALIGNMENT TO HRM'S 2011-12 CORPORATE PLAN

The service level agreement between HRM and the Greater Halifax Partnership, as lead agency for the economic strategy on behalf of HRM, includes a means to measure the Partnership's performance in order to ensure that outputs produced meet the Municipality's expectations, and support strategic outcomes set out in HRM's 2011-12 Corporate Plan. Key deliverables and performance measures are set out in an appendix to the agreement. These align to key indicators included in the Corporate Plan which are to be reported on as part of the Halifax Index, which is a deliverable under the Economic Strategy. The Index replaces the Economic Scorecard previously used to track progress of the previous strategy. The indicators include:

- HRM's rating on Economic Scorecard (now Halifax Index)
- Non-residential building permits within the Regional Centre
- Percentage of development permits approved that meet processing standards
- Fiscal health indicators
- Commercial tax revenue as a percentage of total tax revenues
- Percent of surveyed businesses believing they receive good value for taxes paid
- Public investment in Capital District
- HRM Commercial tax burden as a percent of the Canadian average
- Percentage increase in new immigrants employed/retained in the community

BUDGET IMPLICATIONS

Implementation of the strategy will be supported with current 2011-2012 Operating budget. Any support for its implementation in the future would be subject to Council approval of future operating budgets. This would include any funding associated with the service agreement that HRM has with the Greater Halifax Partnership.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

There was no community engagement associated with the preparation of this report. However, the implementation of the strategy objectives includes regular communication and discussion with many members of the HRM community.

ATTACHMENTS

Attachment A: Progress on Implementation to September 30, 2011

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

Report Prepared by: Ruth Cunningham, Vice President, Program Planning and Operations
Greater Halifax Partnership, 490-6000



Report Approved by: Paul Kent, President and CEO, Greater Halifax Partnership, 490-6000

MAXIMIZE GROWTH OPPORTUNITIES		
GOAL	Capitalize on our best opportunities for economic growth.	
LEADERSHIP	Establish a Leadership Team to develop a higher level of coordination	
OBJECTIVES & YEAR 1 & 2 ACTIONS	<p>1.</p> <p>GHP</p> <p>1.</p> <p>GHP</p> <p>2.</p> <p>2.</p> <p>GHP</p> <p>1.</p> <p>GHP</p> <p>2.</p>	<p>Support and validate the implementation of the economic strategy through an enhanced research capacity.</p> <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>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>Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.</p> <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>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</p>
	<p>Team Lead: Paul Kent, President and CEO, Greater Halifax Partnership</p> <ul style="list-style-type: none"> Halifax Index & Research Consortium - A project charter, work plan, timeline and funding proposal have been drafted. On target for launch in April 2012. Development will be guided by a Research Consortium, with immediate plans to bring together the Consortium by the end of October. The Index will have two elements, the index itself and a conference to share and develop further action. Original implementation plans included a partnership with the Halifax Chamber of Commerce to produce a launch event. The Chamber, in a recent Board decision, has determined it will not participate in this way. 	
	<ul style="list-style-type: none"> The Partnership's Business Retention and Expansion Program and Research Division continues to be the primary source of competitive intelligence and the identification of company common issues impacting economic growth in Halifax. Developed a comprehensive CI profile for 6 key growth sectors: aerospace and defence, financial services, transportation and logistics, oceans, digital industries and life sciences. This profile has been used to develop strong value proposition documents for presentations to several foreign delegations from Europe. The Aerospace and Defence profile was used to build a value proposition presentation for ADIANS to support the expansion of CAE Professional Services in Nova Scotia. The Partnership has responded to 55 incoming requests for information from April 1 – August 31 from prospective businesses and site selectors. Mayors from across Atlantic Canada convened in Halifax April 6 - 8, 2011 for a meeting of the Atlantic Mayors' Congress. The three day agenda began with an Economic Development Symposium led by the Greater Halifax Partnership that focused heavily on oceans initiatives, the Atlantic Gateway, the Lower Churchill Falls development and the Atlantic economic outlook. Other areas that were covered included municipal demographic trends and climate adaptation planning, regional tourism and development, and municipal fiscal environments. The Partnership and HRM were early lead partners on raising awareness of the opportunity. The Partnership lead the economic impact analysis of the project. Analysis showed that building Canada's next generation of naval vessels at Halifax Shipyard would be far more 	

MAXIMIZE GROWTH OPPORTUNITIES

	<p>Shipyard's response to Canada's National Shipbuilding Procurement bid.)</p>	<p>transformative for our regional economy than we could have predicted -- Peak of 11,500 jobs; Over \$400 million in personal disposable income; Over \$350 million in federal, provincial and local tax revenue</p> <ul style="list-style-type: none"> ▪ Full reports and info graphic can be downloaded from the Partnership's website http://bit.ly/shipbuildingimpact ▪ Through the collaboration of partners: <ul style="list-style-type: none"> ▪ Over 100,000 emails sent from partner databases ▪ Over 100 locations with Ships Start Here material ▪ Over 15 million impressions serviced across NS ▪ Over 140 insertions across the Maritimes ▪ Best performing campaign "ever" seen on LinkedIn Canada ▪ Over 10,000 declarations of support on CanadianShipsStartHere.ca ▪ 100s of lawn sign photos submitted from across NS ▪ Over 700,000 post views from over 2000 interactions on Facebook ▪ 146,668 page views on ShipsStartHere.ca since May 2nd
<p>GHP</p> <p>3.</p>	<p>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>	<ul style="list-style-type: none"> ▪ The Partnership's BRE Team and NSERDT's BAT Team coordinate and align efforts on Halifax visitations and competitive intelligence. ▪ Business and Retention results to August 31, 2011, include: <ul style="list-style-type: none"> ▪ SmartBusiness visits 45 ▪ Referrals 26 ▪ Closed referrals 82% ▪ Project driven 16% ▪ Jobs created 3 ▪ Referral to PNS PIP 4 (2 approved; 2 pending)
<p>GHP</p> <p>4.</p>	<p>Improve the connection and collaboration between research organizations and business.</p>	<ul style="list-style-type: none"> ▪ Q4 Activity
<p>GHP</p> <p>5.</p>	<p>Develop and implement a Halifax Regional and Head Office Retention Strategy.</p>	<ul style="list-style-type: none"> ▪ Head Office Retention Strategy developed -- implementation through Business Retention and Expansion Program. Target 163 Head Office Companies; 67 Regional Head Offices -- 23 visitations to date.
<p>GHP</p> <p>6.</p>	<p>Maximize opportunities with the Halifax Gateway Council and support the Year Two Implementation Plan for the Five-Year Strategy.</p>	<ul style="list-style-type: none"> ▪ The Partnership manages the Halifax Gateway Council through a management services agreement. ▪ Collaborator on the development Air Gateway Strategy -- partners include: ACOA, HGC, NSBI, HSLA, NS Gateway, Tourism NS Destination Halifax ▪ Convener - Working with partners to create the Land Development Strategy for the growth of the Halifax Logistics Park (Burnside) which will form the basis of an Expression of Interest to the real estate community/development community (local/international) that have experience in developing logistics parks. ▪ One large 40 acre lots is still on hold for large multi-national company -- leaving approximately 50 acres still available in Phase 1 for purchase.

MAXIMIZE GROWTH OPPORTUNITIES	
	<ul style="list-style-type: none"> ▪ Currently working with a local consultant who is representing a US based company interested in consolidating its three locations into one. Burnside as a potential location is being put forward. ▪ Convenor - hosted 13 members Estonian Delegation to Halifax September 18-20 -- Objective is to develop relationship between two regions for increasing cargo flow. Gateway Council and other members with visit Estonia in October. ▪ 3 active potential attraction opportunities for Halifax ▪ Q4 Activity ▪ The Partnership, as a member of the Nova Scotia Association of Regional Development Authorities, participated in a session hosted by NSERDT on September 27th to review the draft Social Enterprise Strategy for NS. As an outcome of the session it was agreed RDAs are willing to support activities related to: awareness creation about social enterprises; capacity building with groups that would like to create/ use the social enterprise tool for the first time and navigation through various services. ▪ The Partnership will further explore the need for an economic impact analysis for either HRM or NS in partnership with NSARDA and NSERDT. ▪ Ongoing collaboration with NSERDT and NSBI
GHP	<p>Increase business engagement in the development of a Harbour Master Plan.</p>
GHP	<p>Increase awareness and understanding of the economic impact and role social enterprises play in the economic prosperity of Halifax.</p>
GHP	<p>Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.</p>

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 & YEAR 1 & 2 ACTIONS	<p>1. Reduce regulatory, tax and policy issues that can inhibit development and investment.</p> <p>GHP 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.</p> <p>GHP 2. Open for Business Team advocates for recommendations for improvement.</p> <p>2. Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.</p> <p>GHP 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.</p> <p>GHP 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).</p> <p>GHP 3. Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.</p> <p>3. Develop a responsive, safe, integrated regional transportation system.</p> <p>HRM 1. Investigate models, complete a best practices review and define the business case for a Regional</p>
	<p>Team Lead: Steve Murphy, Senior Vice President, Atlantic Services Division, BMO Bank of Montreal</p> <ul style="list-style-type: none"> ▪ Broad tax reform proposal under development. Scope of work includes review of municipal and provincial taxes, with particular focus on competitiveness gaps and redundancies; perform best practice research and a competitiveness benchmark against other Canadian cities; provide recommendations for tax reform. There are two models being studied for benefits: <ul style="list-style-type: none"> ○ The Halifax Chamber of Commerce Review, which is currently underway, ○ A private sector led taskforce of experts to study and recommend tax reforms and their timing. It will be loosely based on a successful model used by the Saskatchewan Chamber of Commerce, through the Canada West Foundation's "A Tax Framework for Saskatchewan's Continuing Prosperity." ▪ Review of municipal and provincial regulations – Year 2 Action ▪ Year 2 <ul style="list-style-type: none"> ▪ The Partnership is working closely with HRM to define scope of work and confirmation of available data sources for benchmarking. Agreement on approach to be approved by CAO in Q4 of 2011-12. ▪ As part of Business Retention and Expansion Program, HRM sits as a member of the Action Team to respond to referrals of issues or challenges with HRM Service Delivery. ▪ Year 2, pending recommendations from review. ▪ Year 2, pending recommendations from review. • Stakeholder interviews are being conducted to identify and understand the need for a Regional Transportation Authority

BUSINESS CLIMATE

	Transportation Authority.				There are five Functional Plans from the Regional Plan that make up the Transportation Strategy. They are listed below along with their status. <ol style="list-style-type: none"> Five year transit strategy – approved by Regional Council Road & Road Network Strategy – Deferred until the review of the Regional Plan Active Transportation Strategy - approved by Regional Council Transportation Demand Management Strategy - approved by Regional Council Regional Parking Strategy - approved by Regional Council
HRM	2.	Develop a five-year transportation strategy.			
4.		Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.			
GHP	1.	Develop “quality of place” measurements to be included in the Halifax Index.			<ul style="list-style-type: none"> To be included in the scope of work of Halifax Index. [included in Maximize Growth Opportunities Goal area]
HRM	2.	Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.			<ul style="list-style-type: none"> The capital planning horizon will be increased from 5 to 20 years when the 2012/13 Capital Budget is developed. This will form the framework/basis of a strategic plan for coming years.
HRM	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.			<ul style="list-style-type: none"> Team is developed and work is progressing. Well Planned and Engaged Community Outcome Area detailed update will be provided by end of November.
HRM	4.	Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.			<ul style="list-style-type: none"> HRM hosted Heritage Quest: A Social Heritage Experience from April 16-18th. The celebration marked World Heritage Day on April 18 and officially launched the development of HRM’s first Social Heritage Strategy. In June, 2011 HRM invited residents to participate in workshops designed to engage citizens in the development of HRM’s first Social Heritage Strategy. The Strategy is intended to shape HRM policy and programs regarding heritage assets, social history, natural history, and cultural heritage throughout our region. The Social Heritage Strategy is now underway. A recent survey offers insight into what that will look like. Pride and inter-relations between these communities are part of that. The results should be released in the late Fall with a draft strategy. The operational plan will come later in 2012.
5.		Halifax is recognized internationally for its clean and healthy environment.			
HRM	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.			<ul style="list-style-type: none"> On track - working closely with Environment and Sustainability Standing Committee for ongoing direction and governance. Successful 11 / 12 objectives include: <ul style="list-style-type: none"> Starting the process of having the first HRM Blue Flag Beach Regional Council adopted a 2020 GHG reduction target of 30% below 2008 by 2020 Continuing to complete a large number of corporate renewable and energy

BUSINESS CLIMATE

			<p>efficiency projects</p> <ul style="list-style-type: none"> ▪ Replace 100% of Traffic Lights with LED 												
6.	<p>Increase the engagement and active support of the private sector in the economic growth of Halifax.</p>		<ul style="list-style-type: none"> ▪ Business Confidence Survey - completed – Sample size 350. Will be used as a benchmark measuring business confidence for the life the of the economic strategy. ▪ Confidence Campaign targeted at business community in market Q4. ▪ Awareness and engagement delivered through the Partnership’s Marketing and Communication Strategy, results include: <ul style="list-style-type: none"> ○ www.greaterhalifax.com (and microsities) – In absolute unique visitors, the number went from almost 16,900 from April-August 2010 to more than 20,900 from April-August 2011– a 24% increase. ○ Social Media: In the past year, participation numbers increase (August 2010-11): ○ Twitter followers: 104% increase - In August 2010 1,406; August 2011 2,873 ○ LinkedIn Group Followers: 140% increase; ○ YouTube Content Views: 236% increase ○ Blog Posts: 700% increase; Blog Subscribers 36% increase ○ Facebook Fans and Members: 77% increase ○ SmartCityNews: 51% increase; ○ SlideShare account: 10,643 views, 110 downloads to date ○ SmartCity Business Show: 2000+ views 												
GHP	<p>1.</p> <p>Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.</p>		<p>Representation and participation in economic growth:</p> <ul style="list-style-type: none"> ▪ Over 130 private sector investors contribute to a \$1.1M investment in economic development through the Greater Halifax Partnership ▪ >75 investor meetings in Q1 & Q2; End of Q2 - 97% investor renewal rate. ▪ Action Teams & Mayor’s Advisory Cttee includes representation from private sector <p>Private sector investment in economic growth in Halifax:</p> <table border="1"> <tr> <td>Residential Building Permits:</td> <td>Non-Residential (and non-government)</td> </tr> <tr> <td>April: \$48,495,000</td> <td>April: \$12,790,000</td> </tr> <tr> <td>May: \$34,351,000</td> <td>May: \$9,685,000</td> </tr> <tr> <td>June: \$55,514,000</td> <td>June: \$23,906,000</td> </tr> <tr> <td>July: \$64,028,000</td> <td>July: \$18,994,000</td> </tr> <tr> <td>Total: \$202,388,000</td> <td>Total: \$65,375,000</td> </tr> </table> <p>Year over Year Building Permits, April-July are up 20.5% over the same period last year</p>	Residential Building Permits:	Non-Residential (and non-government)	April: \$48,495,000	April: \$12,790,000	May: \$34,351,000	May: \$9,685,000	June: \$55,514,000	June: \$23,906,000	July: \$64,028,000	July: \$18,994,000	Total: \$202,388,000	Total: \$65,375,000
Residential Building Permits:	Non-Residential (and non-government)														
April: \$48,495,000	April: \$12,790,000														
May: \$34,351,000	May: \$9,685,000														
June: \$55,514,000	June: \$23,906,000														
July: \$64,028,000	July: \$18,994,000														
Total: \$202,388,000	Total: \$65,375,000														
GHP	<p>2.</p> <p>Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.</p>														

TALENT	
GOAL	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 & YEAR 1 & 2 ACTIONS	<p>1. Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).</p> <p>2. 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.</p> <p>3. 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.</p> <p>4. Increase community organizations' awareness of provincial resources to support professional development and business management for not-for-profit voluntary sector.</p> <p>5. 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</p>
	<p>Team Lead: Malcolm Fraser, President, ISL Internet Solutions</p> <p>Ongoing through dialogue with Nova Scotia Office of Immigration and Nova Scotia Labour and Advanced Education.</p> <ul style="list-style-type: none"> Partnership's website content plan includes enhancements to "Grow Your Business Section" to include roadmap and toolkit on labour market information and resources. Content is aligned to provincial JobsHere Strategy. Awareness campaign to be launched in Q4 is targeted at business owners on changing behaviours and attitudes for hiring young and emerging professionals. The call to action will be to visit the roadmap and toolkit. Through the Partnership's Business Retention and Expansion Program, businesses are provided information, resources and referrals to assist recruitment and retention needs. ImmigrationWorksInHalifax.ca provides information and resources for hiring newcomers. Partnership's Employer Support Program hosts information sessions and one on one visits with employers on to learn how they can hire skilled workers. <p>Q4 Action</p> <p>Connector Program – Immigrants and International al Students</p> <ul style="list-style-type: none"> Connector recruitment visits with employers: 75 Requests for information from Immigrants and International Students: 92 Number of Connection meetings: >110 Number of jobs found Q1&2 – approximately 25 Connector Program Model replicated in 7 Canadian communities Meeting with Nova Scotia Office of Immigration to discuss sharing the Connector

TALENT

		(PIP).	<ul style="list-style-type: none"> ▪ Program Model with other jurisdictions in the Province ▪ Connector Recognition Event scheduled for October 13th ▪ Connector Learning Exchange scheduled for October 20th and 21st ▪ Program Results to date: <ul style="list-style-type: none"> ▪ Over 335 Business Leader Connectors with over 200 immigrants connected ▪ Approximately 100 participants have found jobs (72 immigrants and 18 international students) ▪ Partnered with HRM -- International Community BBQ -- over 200 attended ▪ Co-hosted Welcome to Halifax Event for International Students with Mayor Kelly -- over 100 attended ▪ 27 employers educated on the immigration process. ▪ 8 visits with stakeholders regarding the Regional Employer's Roadmap. ▪ 3 focus group with employers for the Regional Employer's Roadmap -- 16 employers participated ▪ Working with the TASC's consultant regarding the Internationally-trained workers panel session on November 15th, 2011 ▪ Hosted Immigration information session on September 20, 2011 ▪ Participating in the organizing of the International Careers Fair to be held in 2012 ▪ Young and Emerging Professionals (YEP) Campaign ▪ Surveyed employers on attitudes, behaviours and hiring practices for young and emerging professionals ▪ Partnering with Fusion to launch an awareness campaign on changing attitudes and behaviours of employers on hiring YEPs -- launch Q4 ▪ Connection to Province PIP <ul style="list-style-type: none"> ▪ Through Business Retention and Expansion Program -- referred 4 clients -- 2 approved for funding; 2 pending ▪ 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.
GHP	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.	
2.		Build a welcoming and inclusive environment for underrepresented groups.	
HRM	1.	Review HRM's policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	<ul style="list-style-type: none"> ▪ On July 16, 2011 residents and newcomers were invited to the 6th Annual Welcome Barbeque. This yearly multicultural gathering is open to all and is meant to welcome newcomers to the Halifax Regional Municipality. ▪ On July 29, 2011 Seaview Park was officially renamed "Africville". Renaming the park fulfills one of the promises made as part of the agreement Halifax Regional Municipality (HRM) reached with the Africville Genealogy Society in February 2010. ▪ September 23, 2011 Halifax Regional Municipality, in cooperation with the Fédération Acadienne de la Nouvelle-Écosse (FANE), introduced the first ever

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			<ul style="list-style-type: none"> French-language Newcomer's Guide. The French edition now joins the Arabic and English language versions. HRM budgets \$200,000 per year to improve accessibility in existing buildings. There is an Accessibility Advisory Committee Standing Committee of Council that meets monthly and makes recommendations for the expenditure of the funding. All new buildings are designed in keeping with the principles of Universal Design In the summer of 2011, Real Property Planning of Infrastructure and Asset Management made additions to the number of trails that have been partially made universally accessible. In July 2011 Infrastructure and Asset Management adopted the use of the CSA (Canadian Standards Association) Standard on universal access to be included as the requirement to be included in all tenders. Metro Transit Services (MTS) completed a report on system access for persons with disabilities and initiated new ALF (Accessible Low Floor) bus routes Halifax Regional Municipality Communications placed an icon (the international symbol for accessibility) on the main page of www.halifax.ca to direct persons to HRM services specifically relevant to this diverse group. HR offers a number of educational programs and annual events related to Diversity and Inclusion HR staff and managers from various Business Units have been working closely with ISIS on assisting new comers with mentorship opportunities, mock interviews in preparation for their job interviews etc.
HRM	2.	Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.	<ul style="list-style-type: none"> HR is currently exploring a partnership with the Mi'kmaq Friendship Centre in Halifax which is developing an Aboriginal Employment Initiative to assist their clients in career development, job placement, and employment within HRM
HRM	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 created Ujamaa Council.	<ul style="list-style-type: none"> The Partnership supports the level of service to the ANS community through its community office in Preston shared with BBI and NSCC. Activities include collaborating with BBI on awareness initiatives; collaborating with NSCC on the delivery of adult education programs; participating in community groups; and supporting the development of community group proposals. African Nova Scotia Community Liaison function will include initiatives regarding improving the quality and level of service to the African Nova Scotian community
HRM	4.	Explore new opportunities to underrepresented groups, like youth, to link to employment opportunities.	<ul style="list-style-type: none"> Progress update to be provided at next quarterly report.
3.		HRM will become an "Employer of Choice" serving as a model for the business community.	
HRM	1.	Research and benchmark Top 100 Employers and create an HRM people plan	<ul style="list-style-type: none"> HRM People Plan near completion and will be finalized by end of 11/12

INTERNATIONAL BRAND	
GOAL	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 & YEAR 1 & 2 ACTIONS	<p>1. Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.</p> <p>1. Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive.</p> <p>2. Develop a Brand Strategy and Implementation Plan.</p> <p>3. Ensure necessary buy-in and adoption from the business community and key organizations that will have a role in the brand strategy implementation.</p> <p>2. Move Halifax from Good to Great – Live the brand!</p> <p>1. Implement the Brand Strategy that:</p> <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, - Builds business confidence locally.
	<p>Team Lead: Peter Spurway, Vice President, Corporate Communications, Concession Development & Airport Experience, Halifax International Airport</p> <p>Q3 – Q4 Activity for 2011/12</p> <p>Q4 Activity for 2011/12</p> <p>2012/13</p> <p>2012/13 – onward</p>

REGIONAL CENTRE	
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 & YEAR 1 & 2 ACTIONS	<p>1. Direct and oversee a pre-development policy environment within the Regional Centre.</p> <p>SUP 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.</p> <p>HRM 2. Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.</p> <p>HRM 3. Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.</p> <p>HRM 4. Raise awareness of the availability and location of public parking in the Regional Centre.</p> <p>SUP 5. Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.</p> <p>SUP 6. Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification.</p> <p>SUP 7. Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre.</p> <p>2. Further the liveability and attractiveness of our urban core.</p> <p>SUP 1. Adopt a comprehensive 5-year \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core.</p>
Team Lead:	Andy Fillmore, Urban Design Project Manager, Halifax Regional Municipality
	<p>RP+5 is intended to deliver a suite of Charter amendments to promote investment, density, and housing affordability in the Regional Centre. These amendments were captured in the Capital Ideas paper and now form part of the RP+5 scope for which Council approval is being sought in October. Additionally, an SUP working group has been meeting regularly to define what specific action on commercial taxation is required to achieve this objective.</p> <p>The 2006 Regional Plan called for 25% of future residential growth to occur within the Regional Centre. After the first 5 years of Plan implementation only 16% of residential growth has happened in the RC. The RP+5 review will help to redirect more growth to the RC.</p> <p>A great number of tools with which to reach this objective were outlined in the Capital Ideas paper in 2010. RP+5 and the HRMbyDesign Centre Plan will be instruments that deliver these new tools in support of the objective. HRM Charter amendments may be necessary.</p> <p>HRM staff are considering an approach to partner with Regional Centre BIDs on an inventory and subsequent marketing campaign. Necessary improvements to parking stock need to be identified, eg. Signage, lighting, security, maintenance, pay & display, etc.</p> <p>RP+5 will introduce this.</p> <p>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.</p> <p>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. This will require HRM Charter amendments to permit the use of Density Bonusing in the Regional Centre (currently not permitted other than in downtown Halifax).</p> <p>The SUP will be sufficiently formed by early 2012 to be in a position to advocate for this program. However it will only be advocacy that the SUP delivers. Funding would be a matter for three levels of government to consider.</p>

REGIONAL CENTRE		
SUP	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 that this reserve be established.
SUP	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.
3.	Reinvent the current approach to mobility in the Regional Centre.	
HRM	1. Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.	Planning & Infrastructure BU 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. Changes to downtown street flow undertaken in Fall 2011 will allow for marked bike lanes to be installed on Hollis and Lower Water Streets in Spring 2012. Planning and design work for a cross-peninsula AT corridor began in 2011 with public consultation beginning in 2012. The AT bridge over Highway 111 at Burnside Drive was opened in the Spring. Twenty new bike racks were installed along Quinpool Road and 130 new racks have been purchased for installation in Downtown Halifax and Dartmouth before the end of 2011.
HRM	2. Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.	
4.	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.	
SUP	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 such investment. The details of delivery will be worked out subsequently
SUP	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	3. Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.	Planning & Infrastructure BU 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	4. Create an inventory of cultural institutions, events and programs in the Regional Centre.	Year 2.
SUP	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 Forces".	Opportunity Sites Task Force (OSTF) up and running. OSTF successfully took the Clyde Street parking lots to market. The remaining "Infrimary Site" in that area will go to tender in year 2 or 3. HRM is working with the Province to create a joint provincial-municipal OSTF. A draft project charter is being reviewed.
SUP	6. Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Bilbao Effect".	Year 2. Work on the Central Library and new Convention Centre contributes to achieving this objective.