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Item No.

**Community Planning and Economic
Development Committee
October 15, 2015**

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

SUBMITTED BY: Original Signed

Maggie MacDonald, Managing Director, Government
Relations & External Affairs

DATE: October 15, 2015

SUBJECT: **Economic Strategy & Halifax Partnership Update
Q1 and Q2 2015-2016**

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.

Current 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 current, Council-endorsed Strategy can be read [here](#).

Halifax Partnership's New President and CEO

In August of 2015, Ron Hanlon assumed the role of President and Chief Executive Officer of the Halifax Partnership. Ron has more than 20 years of experience in executive and senior management roles in the private sector – most recently as President and CEO of Price Mechanical in Minnesota and previously at Daikin-McQuay International. Ron has extensive business development, sales and marketing experience, and he holds a Professional Engineer designation.

Economic Strategy Renewal

The municipality's current Economic Strategy for 2011-2016, is entering its final year and the strategy's renewal presents an opportunity to adjust the course of economic development in Halifax. As part of its Service Level Agreement with the municipality, the Halifax Partnership is leading the strategy renewal project. The strategy renewal will entail a comprehensive update based on a review of existing strategic plans and background reports. The renewed strategy is to be developed for final approval by Regional Council by the end of the 2015/2016 fiscal year.

Work in the coming months will involve actively engaging with the Economic Strategy Advisory Committee, a sub-committee of the Halifax Partnership's Board of Directors, municipal staff and key stakeholders.

DISCUSSION

Economic Indicator Highlights – Fiscal 2015-2016

- 2015 has been good to the Halifax economy so far, with steady labour market performance and low fuel prices supporting consumer spending.
- The housing market is picking up this year after a very soft 2014, supported by a renewed surge in apartment construction. However, demographic shifts are driving a continued slowing in the market for single-detached housing.
- The year is expected to finish strong, supported by the start of work at the Halifax Shipyard.

(See Attachment 1 for further economic highlights for Q1 and Q2 of 2015-2016 and Attachment 2 for five-year Employment, Population and Commercial Tax Base figures for Halifax, Nova Scotia and Canada.)

Business Climate Highlights – Fiscal 2015-2016

Business climate data was gathered by the Halifax Partnership's SmartBusiness program staff from 210 interviews with companies (conducted in Q1 and Q2). For additional detail, please see the SmartBusiness Report (Attachment 3). Please note that this data does not represent public polling opinions; instead, it is representative of conversations with industry about business climate factors.

- **Overall Business Climate** – There has been a decrease in the share of local firms that expect the business climate to improve, though they still represent a strong majority. This share has decreased from 85.6% in April, to 79.6% by October. Those who have positive opinions on the current business climate (52.6%) are evenly matched by those with negative opinions (47.4%).
- **Municipal Services** – Business opinions on 5 of 8 Municipal Service categories have increased by double digits, while Police Protection and Public Transportation remain stable. On average, opinions on the performance of Municipal Services have risen by 10.1%, though businesses are vocal on some issues such as Public Transit. While there are still outstanding and important issues surrounding Public Transportation, this shows a lot of positive momentum from the municipality in the eyes of business.
- **Labour and Education** – Most notably, there has been a huge increase in business opinions of Workers' Compensation, which has gone from -39.4% to -12.6%. While the cause of this is unclear, many more businesses are content with Workers' Compensation. Businesses have decreased their rating of Halifax's Workforce Quality, dropping from +30.6% to +22.0%. However, this may reflect an oversampling of rural businesses where higher quality labour is less available. Within this sample, the importance of both Workforce Quality (23.2%) and Workforce Availability (25.8%) are lower, though still high.
- **Taxation and Regulation** – There has been an exceptionally large increase in business opinion of both regulation and taxes at all three levels of government over the past year. Opinions of regulation have become more positive increasing by an average of 11.7%, while opinions of taxes have increased by an average of 14.9%. Given that taxes and regulation are largely unpopular, opinions remain fairly negative overall; however the increase in opinion has been dramatic.
- **Infrastructure** – Business opinions of Infrastructure have broadly improved, with an average increase of 7.6%. Opinions of utilities and electricity have improved markedly as the category recovers from its all-time low last October. Overall opinions of transportation services, from Air access, to port facilities, to shipping, continue to be a selling point for Halifax. Shipping and Transport has also seen a rise in importance, with 10.5% of businesses considering it a top 3 issue.

- **Miscellaneous** – The cost and availability of internet is top of mind for many business leaders. A quarter (26.3%) of businesses consider internet/broadband to be a top 3 issue for their company, up from 10.7% this time last year. Rural businesses tend to focus more on the issue of access, while urban businesses focus more on the cost and lack of competition within the industry. Opinions of Halifax's performance on this issue have fallen to +12.3%, from +21.6% last year.

Economic Strategy Implementation

Attachment 4 provides status updates on the 48 Actions planned for Years 3-5 to achieve the five goals of the Economic Strategy. The five goals are:

- **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; and,
- **Maximize Growth Opportunities** – Capitalize on our best opportunities for economic growth.

To these ends, during Q1 and Q2 the municipal business units:

- Hired a Project Director to establish a project office to oversee the Cogswell redevelopment project (start date September 2015).
- Issued an RFP seeking consulting design support and business case development for streetscape/public realm improvement projects on Argyle Street and Spring Garden Road.
- Commissioned, received and shared with the public a density bonusing study that provides guidance on the municipality's use of bonus zoning and site plan approvals to achieve compact, civic-inspired communities.
- Allocated a total of \$300K in operational and project funding to 35 professional arts organizations.
- Opened a new bike lane on Hollis Street (September of 2015) and a new bike lane connector from Windsor Street to Quingate Place (August 2015).
- Hired 18 interns through the Internship/Bridging the Gap Program (for 2015/2016).
- Engaged Turner Consultant to conduct an Employment System Review (ESR) to provide an in-depth assessment of municipal employment policies, practices and systems, including their implementation. The review is intended to gauge the effectiveness of the municipality's Employment Equity Program and Employment Equity Policy.
- Conducted public consultations on the proposed amendments to the Downtown Halifax Plan. A staff report, recommending an expedited review process for small projects, is targeted for Council's consideration in December 2015.
- Opened Highfield Park Drive Greenway (August, 2015).
- Implemented enhanced fee payment options to enable acceptance of credit cards for development and construction fees (online payment capability will be investigated with the launch of ePost).
- Promoted the African Nova Scotian and Visible Minority Women's Network employee group to enhance talent development, diversity of the workforce, and employee retention within the municipality.
- Completed a comparison of Halifax's development charges and fee structures with other jurisdictions, and conducted a process mapping and process duration analysis of development applications to create efficiencies and inform potential fee-for-service models.
- Developed the African Nova Scotia Affairs Integration Office's Youth Leadership Forum, "Youth: Leading the Change", to provide high school African Nova Scotian youth with information on

employment opportunities within the municipality, and employability skills which will facilitate positive leadership in their communities.¹

Furthermore, Attachment 5 provides status updates regarding deliverables outlined in the Service Level Agreement (SLA) between the Halifax Partnership and the municipality. Some of these activities are highlighted below.

Halifax Partnership Smart Business Program

The Business Retention and Expansion team continues to work one-on-one with businesses to help them overcome challenges. Since April 1st, the Team has met face to face with 149 businesses and completed an in-depth analysis designed to measure, evaluate and develop strategies to meet their business needs.

The Partnership's Smart Business Program results for Q1 and Q2 (2015/2016) are:

- 149 SmartBusiness retention visits (diagnostic surveys) –
105 small-to-medium enterprises / 32 + head and regional offices (HROs)²;
- 252 business follow-up consultations;
- 1 retention | 8 expansions;
- 40 face-to-face meetings with action team members (year-to-date);
- 344 business referrals (66% successfully closed); and,
- 70 + jobs created and retained.

The SmartBusiness Report for October 2014 to September 2015 is attached (as Attachment 3).

Connector Programs

The Partnership continues to play a key role in connecting local businesses and organizations with immigrants, international students and recent local and international graduates. Its Connector programs are:

- **Halifax Partnership Connector Program:** The Partnership has presented upon the benefits of being a Connector at over 100 career, program and networking events so far this fiscal year. Halifax Connector Program results for Q1 and Q2 of 2015-2016 are:
 - 205 new participants (64 immigrants; 85 international students; 56 recent local graduates);³
 - 49 new Connectors;
 - 96 jobs found (27 immigrants; 39 international students; 30 recent local graduates)⁴; and,
 - 28 speed interviews (3 immigrants; 23 international students; 2 recent local graduates).

Since its creation, the Halifax Connector Program has included 1,450 participants and 812 Connectors to create 652 job placements.⁵

¹ ANSAIO Youth Leadership Forum is scheduled for October of 2015.

² The HRO numbers include C-level meetings not recorded as Retention Visits in the Halifax Partnership's SmartBusiness Report (see Attachment 3).

³ Halifax Connector Program participant figures include speed interview participants.

⁴ Jobs found figure includes one speed-interview-related job found.

⁵ The Halifax Connector Program has been active since 2009.

- **National Connector Program:** The Partnership is also leading a National Connector Program (NCP) for Canada. There are currently 20 Connector communities across Canada, two in the US (St. Louis and Detroit) and one in Sweden.
- **Pre-Arrival Connector Program Pilot:** In September of 2015, the Partnership launched the Pre-Arrival Connector Program Pilot in partnership with the Colleges and Institutes of Canada. The Partnership has received funding as a Focal Point Partner (FPP) for the Colleges and Institutes of Canada's Canadian Immigrant Integration Program (CIIP). A National Pre-Arrival Connector Program Advisor (8 month term) has been hired to process economic-class immigrant referrals from the Canadian Offices Abroad and refer them to the National Connector Program's communities of interest. The Coordinator will qualify approximately 115 clients. There is potential of extending this program through to March 2019 as an FPP of CIIP's funding proposal to Citizenship and Immigration Canada.

Business Attraction

The Partnership continues to collaborate 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. The Partnership is currently managing the following business development funnel:

- 574 whyHalifax PDF downloads.
- 5 Requests for Information (RFI) – A request by a third party looking for information to support the decision to open an office in Halifax.
- 18 Leads – Companies who have expressed a specific interest in Halifax beyond the scope of a RFI. The company has confirmed their desire and capacity to invest abroad or partner with a local company in Halifax.
- 4 Prospects – Companies who have shortlisted Halifax for their investment.
- 6 Closed – Companies who have successfully opened an operation and hired at least 1 employee in Halifax (a total of 885 jobs and \$100K B2B contracts were created).

International Partnerships

The Partnership has lead responsibility for managing Economic Relationships under the municipality's International Partnership Policy. Relationships currently being managed include:

- **Norfolk, Virginia:** Halifax and the City of Norfolk, Virginia are working to identify shared economic and business opportunities. Both have been International Sister Cities since 2006. Led by the Halifax Partnership, the Halifax relationship with Norfolk is fostered through collaboration with economic development, the Navy and industry stakeholders.

A delegation from Norfolk visited Halifax from September 6-9 during the Canadian Defence Security and Aerospace Exhibition Atlantic (DEFSEC Atlantic). Delegation members included representatives from Virginia Economic Development, the American Chamber of Commerce in Canada, the US Consul General, and business. On September 10th, the Partnership, Virginia Economic Development Partnership, the American Chamber of Commerce in Canada, and the Partnership's sponsor, Stewart McKelvey, hosted a networking reception at Canadian Forces Base Stadacona with Halifax and Virginia companies in the defense and security sector. Mayor Savage attended the reception and spoke to the importance of the municipality's relationship with Norfolk and of opportunities for business and economic development.

On September 18th, senior leaders from the Halifax Partnership and the Virginia Economic Development Partnership attended a reception aboard HMCS Halifax which was berthed at the naval station in Norfolk. The reception was hosted by the municipality's sister city committee.

The Partnership has discussed the potential of hosting a Norfolk delegation in Halifax in June 2016 to coincide with Oceans Week, June 6 – 9th, with June 8th being the evening of the Oceans Gala Dinner. Oceans week 2016 will have a focus on marine renewables and marine defence. Discussions are underway with Gordon Gale from the Ocean Technology Council of Nova Scotia and other partners.

- **World Energy Cities Partnership (WECP):** The WECP's Annual General Meeting is October 25-28, 2015 in Rio, Brazil. Mayor Savage and Nancy Phillips will attend. Mayor Savage has been nominated by the Mayor of Perth, Australia to become the next WECP President. The new president will be announced at this meeting for a two-year term. The home city to the WECP President usually designates its lead economic development representative to Chair the meetings of the City officers (the other economic development individuals from the WECP cities). Nancy Phillips is the current chair of the WECP's Communications Committee.
- **Aberdeen, Scotland:** Building on the successful June 2015 mission to Halifax by Aberdeen companies, Halifax is planning a business mission to Aberdeen in April 2016. The Halifax Partnership and Mayor Savage will lead the mission.

Halifax and Aberdeen, Scotland have a long-standing relationship (30 years) focused on developing mutually beneficial economic and cultural ties and partnerships. Halifax's international partnership with Aberdeen has opened up opportunities for business development and collaboration in various areas including the ocean, energy, and services sectors, as well as cultural and educational exchanges.

FINANCIAL IMPLICATIONS

This report updates activities undertaken by municipal staff and Halifax Partnership to implement the Economic Strategy and by Halifax Partnership 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:** Halifax Economic Report – August 2015
- Attachment 2:** Population, Employment and Commercial Tax Base Figures (Halifax, NS and Canada, 2009-2014)
- Attachment 3:** SmartBusiness Report – Q1 and Q2 2015/2016 Report
- Attachment 4:** AGreaterHalifax – Economic Strategy 2011-2016: Actions for 2013 to 2016 – Q1 and Q2 2015/2016 Report
- Attachment 5:** Service Level Agreement (SLA) between Halifax Partnership and HRM: Deliverables for 2015/2016

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: Scott Sheffield, Community Developer – Government Relations & External Affairs, 902-490-3941

Report Approved by: Maggie MacDonald, Managing Director – Government Relations & External Affairs, 902-490-1742

Attachment 1



Halifax Economic Report

AUGUST 2015

*Ryan MacLeod
Economist*

Economic Highlights

- 2015 has been good to the Halifax economy so far, with steady labour market performance and low fuel prices supporting consumer spending.
- The housing market is picking up this year after a very soft 2014, supported by a renewed surge in apartment construction. However, demographic shifts are driving a continued slowing in the market for single-detached housing.
- The year is expected to finish strong, supported by the start of work at the Halifax Shipyard.

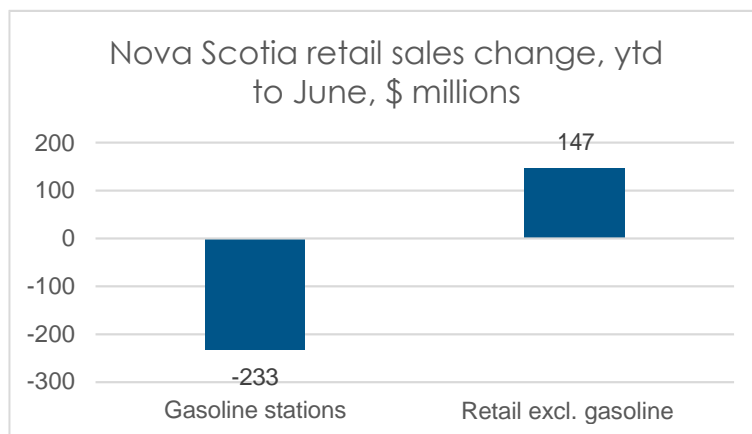
Current Economic Indicators for Halifax	Period	YTD 2014	YTD 2015	% Change
Real GDP at basic prices (2007 \$ millions)	Annual	18,947	19,517(f)	3.0%
Population (Thousands)	Annual	414.4	419(f)	1.1%
Employment (Thousands)	Jan-Jul	221.7	223.9	1.0%
Unemployment rate (%)	Jan-Jul	6.1%	6.5%	0.4
Labour force (Thousands)	Jan-Jul	236.0	239.4	1.4%
Participation rate (%)	Jan-Jul	68.9%	69.0%	0.1
Consumer Markets				
Average weekly earnings (Current \$)	Jan-Jul	846	871	3.0%
Consumer price index (2002 = 100)	Jan-Jul	127.4	128.0	0.6
Retail sales (Current \$ millions)	Jan-Jun	3,348	3,304	-1.3%
Aircraft Passengers (Thousands)	Jan-Jul	2,100	2,087	-0.6%
Cruise ship passengers (Thousands)	Jan-Jun	24.6	23.8	-3.3%
Containerized Cargo (Thousands TEUs)	Jan-Jun	206.1	196.9	-4.5%
Housing and Construction Markets				
Housing starts	Jan-Jul	865	1,780	105.8%
Housing resales	Jan-Jul	2,967	2,656	-10.5%
Value of building permits (Current \$ millions)	Jan-Jun	332.8	426.8	28.2%
Non-residential construction (2007 \$ millions)	Jan-Jun	185.1	182.3	-1.5%
(f) - Forecasted Data				
Sources: Statistics Canada, Canada Mortgage and Housing Corporation, Conference Board of Canada, Halifax International Airport Authority, Port of Halifax				

The Halifax economy has had a strong showing through the first half of 2015, despite the slowdown in natural gas export values caused by a lower price and now-seasonal production. Steady employment and earnings growth, workers returning from a sluggish economy in Alberta and Saskatchewan, and low gas prices have supported spending in all other retail categories (excluding gasoline sales). Housing construction remains slow by historical standards but considerably improved compared to last year, driven by a renewed surge in apartment construction. However, demographic shifts continue to see a decline in single-detached housing construction and resale markets. Halifax is expected to finish strong through the remainder of 2015, as work begins in earnest at the Halifax Shipyard and continues on other major projects, including the Big Lift on the MacDonald Bridge.

LABOUR FORCE

The labour market in the city is looking stronger in the first seven months of 2015 compared to the same period last year. Employment growth of 1.0% year-to-date (ytd) to July is a welcome sight after more moderate growth of 0.4% in 2014. Growth was concentrated among full-time jobs, up 3,900, while part-time work declined by 1,900 jobs, continuing a shift seen last year toward full-time work. By industry, employment growth was strongest in accommodation and food services (+2,300), professional services (+2,200) and public administration (+1,300) – despite a dip following the release of the provincial budget. Employment growth was supported in part by a proportionally larger uptick in labour force numbers of 1.4%. This surge in labour force numbers also contributed to a slight rise in the unemployment rate to 6.5%, now just below the Canadian average of 6.7%.

CONSUMER BEHAVIOUR



Consumers have benefited from the low price of oil and that savings has translated into increased spending in other areas. Reduced costs in energy and gasoline prices relative to last year have contained growth in consumer prices to 0.6% ytd to July. This was well-outpaced by growth in average weekly earnings of 3.0% over the same period. Excluding sales at gas stations (which took a considerable hit due to lower prices), retail sales were up 2.7% in the first half of 2015 over the same period last year.

CONSTRUCTION

The overall housing market in Halifax has strengthened in 2015, driven by a renewed surge in apartment construction, though the market for single-detached housing continues to slide. Year-to-date starts up to July have already surpassed starts for all of 2014, which was the slowest year for new housing construction since the 2009 recession. Year-to-date apartment starts have more than tripled compared to last year, to 1,480 units. Aside from a slow year in 2014, construction on multiple-unit developments like apartments and condos has been surging since 2011, driven by demographic shifts as aging baby-boomers look to sell their houses and downsize into more central locations. The flip side to this trend has been a slowing of the market for single-detached housing, with starts in that category down 28% ytd and resales down 10.5% ytd.

On the non-residential side, though investment in non-residential building construction dipped slightly, major project activity (which also includes engineering construction) is at record levels. Non-residential building investment fell by 1.5% ytd to June, reflecting the wrapping up of large industrial projects like upgrades to the Halifax Shipyard and government projects like the Halifax Central Library.

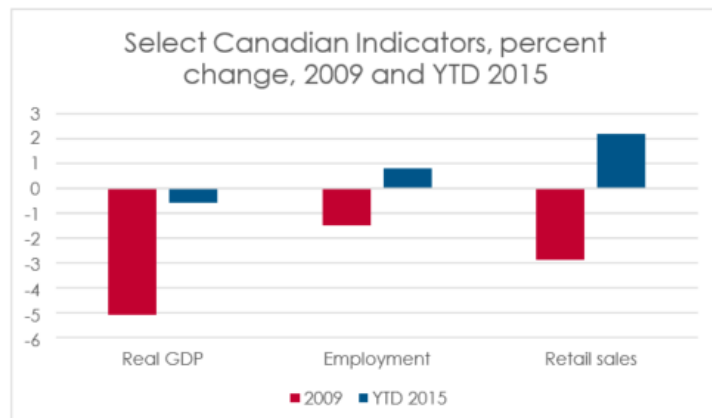
According to the Atlantic Province Economic Council's (APEC) latest Major Projects Inventory, which tracks projects valued at \$25 million or more, investment in major projects in Halifax is up 14% in 2015 to a record \$1.6 billion. This reflects the beginning of work at the Halifax Shipyard on the Arctic Offshore Patrol Ships, the ramping up of offshore exploration by Shell and BP, and other projects like the MacDonald Bridge re-decking. APEC expects provincial spending in 2016 to increase by as much as a further 20%, with much of that activity centered in Halifax.

SPECIAL ANALYSIS

Is Canada in a Recession, and What Does That Mean for Halifax?

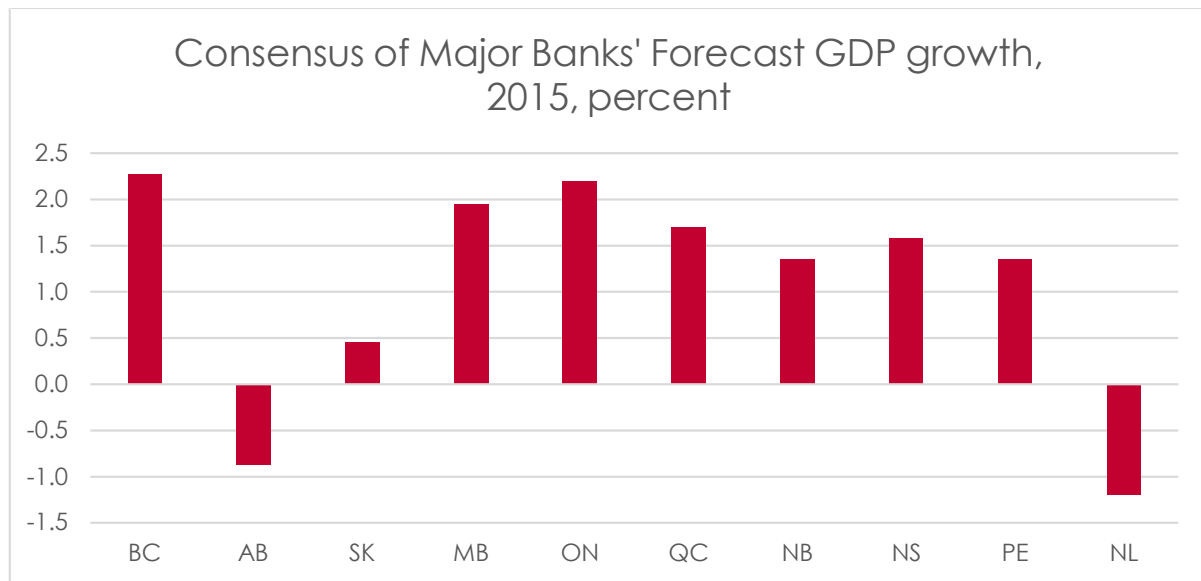
You've probably heard lots of discussion in the news lately about whether or not the country is in the midst of a recession. Given that this is an election year, the powers that be have been quick to deny that this is the case. And in its latest Monetary Policy Report, the Bank of Canada was careful not to use the "R" word, although they did take the decisive step of cutting the policy interest rate by 25 basis points to stimulate growth. Other commentators, including the Prime Minister's electoral opponents have been more insistent that the downturn in the oil industry caused by a dramatic drop in oil prices over the past year has created a genuine recession for the Canadian economy. How can there be so much confusion? Shouldn't it be obvious if we are in a recession?

Commentators who are crying "recession" are pointing to data on national GDP growth. An often used rule of thumb is to identify any period of two consecutive quarters of negative growth in economic activity (measured by GDP) as a recession. If this is the litmus test then it would appear Canada likely is in recession. Real GDP in Q1 contracted by 0.6% and most forecasters expect there was a similar contraction in Q2 (that data is not yet available), though most also expect a rebound in the second half of the year that will boost annual growth for 2015 into positive territory.



However, this definition of a recession is limited in its simplicity. A textbook explanation of what happens during a recession will cite trends in a number of other indicators besides GDP. A recession will typically also include a downturn in business investment, an increase in bankruptcies (both personal and business), and declines in employment, income, and retail sales. This time around, that is not the case. While capital investment in the oil industry certainly has taken a major hit, other indicators have been fairly positive. Seasonally adjusted national employment continued growing steadily throughout the downturn, up 0.8% ytd to July. Weekly earnings are up 2.5% over the same period and retail sales are up 2.2% ytd to June. All of this is pretty good evidence that the downturn has been fairly contained to the oil industry.

National level data also hides significant regional differences. While it is almost certainly the case that the Alberta economy (and possibly Saskatchewan and Newfoundland and Labrador) is in a recession, 2015 has been much rosier for the other provinces, whose consumers have benefited from cheaper fuel prices and whose exporters have benefited from a lower Canadian dollar.



So where does this leave Halifax? Whether or not the history books refer to this as “the 2015 recession”, Halifax has done well this year, due at least in-part to the same oil price decline that has hurt the oil industry. Halifax businesses have benefited, as consumers have put some of their gas money savings toward other purchases. Used car dealers and furniture sellers are on track for their biggest year for sales growth since 2008. The slowdown in Alberta should also boost Halifax’s population and labour force growth this year, as reduced pull from the oil sands will improve the city’s net inter-provincial migration. Adding this to the beginning of work at the Halifax Shipyard, strength in other major project activity, and the pick-up in housing starts, smart bets are on a pretty good year for the Halifax economy in 2015 – national recession or not.

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@halifaxpartnership.com for further details.

Attachment 2

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	406,757	409,974	414,398
	Annual Change		1.2%	1.0%	1.1%	0.8%	1.1%
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)

Attachment 3

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. SmartBusiness has undertaken the following activity this year (April to September):

- Retention Visits: 149 (106 SMEs, 32 HROs)
- Retentions: 1
- Expansions: 8
- Referrals Generated: 344
- Business Consultations: 252
- Jobs Created & Retained: 70+

The data below represents findings from 210 interviews with clients between October 2014 and September 2015. SmartBusiness clients may not represent businesses in general, but represent a broad selection of industries and regions throughout Halifax. The current distribution oversamples rural businesses.

Executive Summary

- Many (though fewer) businesses are optimistic** – There has been a decrease in the share of local firms that expect the business climate to improve, though they still represent a strong majority. This share has decreased from 85.6% in April, to 79.6% by October. Those who have positive opinions on the current business climate (52.6%) are evenly matched by those with negative opinions (47.4%).
- Opinions of government taxes and regulation have greatly improved** – There has been an exceptionally large increase in business opinion of both regulation and taxes at all three levels of government over the past year. Opinions of regulation have increased by an average of 11.7%, while opinions of taxes have increased by an average of 14.9%. Given that taxes and regulation are largely unpopular, opinions remain fairly negative overall; however the increase in opinion has been dramatic.
- Internet access and cost are an issue, especially for rural businesses** – The cost and availability of internet is top of mind for many business leaders. A quarter (26.3%) of businesses consider internet/broadband to be a top-3 issue for their company, up from 10.7% this time last year. Rural businesses tend to focus more on the issue of access, while urban businesses focus more on the cost and lack of competition within the industry. Opinions of Halifax's performance on this issue have fallen to +12.3%, from +21.6% last year.
- Municipal Services see widespread improvement** – Business opinions on 5 of 8 Municipal Service categories have increased by double digits, while Police Protection and Public Transportation remain stable. On average, opinions on the performance of Municipal Services have risen by 10.1%, though businesses are vocal on some issues such as Public Transit. See this edition's *Issue in Focus* for details.

Ratings and Scores

SmartBusiness collects information on 23 business climate factors and 8 municipal services. A dashboard has been compiled for each of these topics, providing at-a-glance data of private sector opinion on the business climate in Halifax.

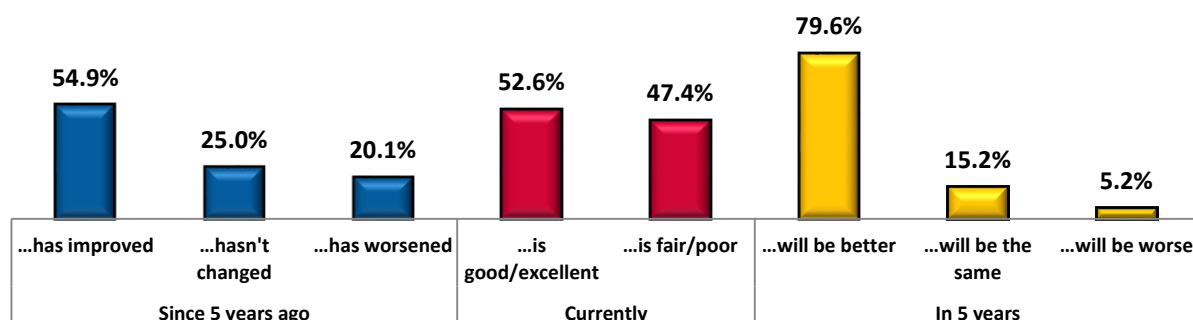
Ratings of performance reflect an underlying score from -100 to +100, indicating how businesses rate particular issues (positively or negatively) and the strength of those opinions. Arrows indicate how much ratings rose/fell since last year. Companies are also asked to list the top-3 most important issues and top-3 most important services. Attention should be paid to boxes **highlighted in red**; more than 25% of companies consider these issues to be very important to their business.

Example Dash

Name of Business Factor
Rating (Change)

Overall Business Climate

Businesses think the overall Halifax business climate...


Dashboards

Municipal Services					
Public Water rises 21.1% – Police Protection falls 2.6%					
Public Water	Municipal Bylaw Enforce.	Building Inspect & Permitting	Road Network/Condition	Police Protection	Public Transportation
Excellent ↑↑↑	Good ↑↑↑	Fair ↑↑	Poor ↑↑↑	Excellent ↓	Fair ↔

Several Municipal Services have been ranked highly in terms of their importance. Two in particular, Road Network/Condition (54.0%) and Public Transportation (51.1%), stand out as particularly important to business. Performance ratings of almost all Municipal Services have improved; most by double digits. While there are still outstanding and important issues surrounding Public Transportation, this shows a lot of positive momentum from the Municipality in the eyes of business.

Labour & Education					
Workers Compensation rises 26.8% – Workforce Quality falls 8.7%					
Workforce Quality	Workforce Availability	P-12 Education	Universities	Community College	Workers Compensation
Good ↓↓	Fair ↓↓	Good ↔	Excellent ↓	Excellent ↓↓	Poor ↑↑↑

Most notably, there has been a huge increase in business opinions of Workers Compensation, which has gone from -39.4% to -12.6%. While the cause of this is unclear, many more businesses are content with Workers Compensation. Businesses have decreased their rating of Halifax's Workforce Quality, dropping from +30.6% to +22.0%. However, this may reflect an oversampling of rural businesses where higher quality labour is less available. Within this sample, the importance of both Workforce Quality (23.2%) and Workforce Availability (25.8%) are lower, though still high.

Infrastructure					
Utility/Electricity rises 18.5% – Air Access falls 16.3%					
Air Access	Port Facilities	Rail Services	Shipping and Transport	Provincial Highways	Utility/Electricity
Excellent ↓↓↓	Excellent ↑↑	Poor ↑↑↑	Excellent ↑↑	Fair ↑↑↑	Fair ↑↑↑

Business opinions of Infrastructure have broadly improved, with an average increase of 7.6%. Opinions of utilities and electricity have improved markedly as the category recovers from its all-time low last October. Overall opinions of transportation services, from Air Access, to Port Facilities, to Shipping, continue to be a selling point for Halifax. Shipping and Transport has also seen a rise in importance, with 10.5% of businesses considering it a top-3 issue.

Taxation & Regulation					
Federal Gov. Regulation rises 16.6% – No government indicators fall					
Municipal Gov. Regulation	Provincial Gov. Regulation	Federal Gov. Regulation	Municipal Tax Structure	Provincial Tax Structure	Federal Tax Structure
Fair ↑↑	Fair ↑↑	Fair ↑↑↑	Poor ↑↑↑	Poor ↑↑↑	Poor ↑↑↑

For the first time in the history of SmartBusiness, there has been increase in business opinions of both regulation and taxation at all three levels of government. Opinions of taxation, while still mostly negative, have increased significantly at the Municipal, Provincial, and Federal (by 12.8%, 15.7%, and 16.2% respectively). It should be noted that these increases in rating are unusually high. Provincial Taxes in particular are seen as much more relevant and important now (26.8%) than this time last year (20.8%). Opinions of taxation, while negative, are at their highest rating on record, with opinions of regulation being higher than usual.

Miscellaneous				
Phone/Cell Phone rises 2.8% – Internet/Broadband falls 9.4%				
Economic Development Orgs.	Housing	Recreational/Cultural Amenities	Phone/ Cell Phone	Internet/Broadband
Good ↔	Good ↓↓	Good ↔	Good ↑	Good ↓↓

Among these topics, Economic Development remains the most important to business, however the largest changes have been seen in ratings of the Internet. More and more businesses point to Internet/Broadband as a top-3 concern for their business (26.3% up from 10.7% last October) and this has been accompanied by a decrease in ratings of performance (from +21.6% down to +12.3%). As the Partnership meets with more and more rural businesses, complaints about price and access have become a theme.

Issue in Focus – Public Transportation

Businesses in Halifax need workers and workers need access to their businesses; this is why public transit is so critical for local businesses. Employers have rated Public Transportation among the most important Municipal Services since SmartBusiness began tracking data on it. Currently, over half (51.1%) of businesses consider Public Transportation to be a top-3 Municipal Service, second only to local roads. However, business opinions of the service's performance have typically been negative (see the Opinions of Public Transportation graph below).

Employment centres, especially those that focus on hiring young, rely on the transit system. Unlike many restaurant and retail businesses which are tied to concentrations of people, most industrial and many technology firms are tied to concentrations of businesses. This is why areas such as Burnside Business Park have been able to thrive.

As these areas have experienced high economic growth, they will be constrained by the limitations of the current transit system. The EON Square/Innovation Drive area is a particular concern, as RBC has made a major announcement to [expand here](#), IBM continues to [fill existing capacity](#), and Armour Group builds [new capacity](#). The private sector is staking a claim in Halifax's ability to grow, one that will put increasing demands on public transit. Ensuring consistent access and facilitating a better transit experience will help the increasing number of workers who frequent this area and build a better business case for further expansion.

As has been mentioned in previous reports, there are consistent concerns coming from Burnside Business Park. These businesses comment on the need for increased access through public transit. Looking at a long run comparison of opinions from those in Burnside compared the rest of Halifax, the issue is coming to a point. The Conference Board is forecasting a 6.7% growth in Halifax's manufacturing output in 2015 and 10.0% growth in 2016. This will mean new opportunities for workers in industrial centres, but increasing pressure on Public Transportation to facilitate growth in these areas.

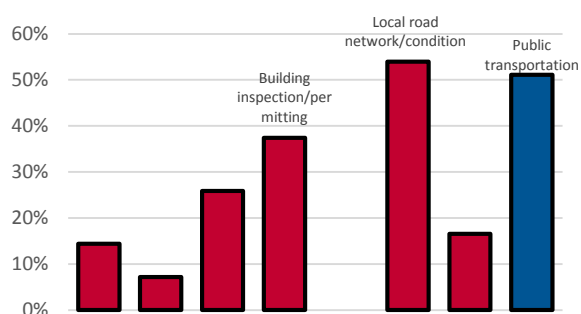
An evolving transit system needs to address the areas that drive its demands. On the employment side, this means better service to areas with growing employment needs such as Business and Technology Parks. While the current transit system is responsive to demands from businesses near population centres, industrial and business centres require pro-active attention in order to facilitate economic growth.

Halifax Partnership

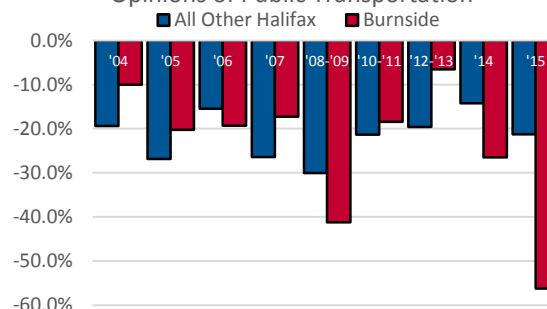
The Halifax Partnership is Halifax's economic development organization. We help keep, grow and get business, talent and investment. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

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

Importance Ratings of Municipal Services



Opinions of Public Transportation



Attachment 4

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 4 - STATUS UPDATES - Q1 and Q2
	Direct and oversee a pro development policy environment within the Regional Centre.	1. Continue to review HRM's regulatory processes and development fees to make private land development inside the Regional Centre more attractive.	<ul style="list-style-type: none"> • Consultation and amendments to improve processes regulated by the Subdivision By-law in progress; the staff report package for consideration will be on the October 15, 2015 meeting of CPED for their discussion and referral to Regional Council. • Through the 5 year review of the Downtown Halifax Plan, staff is recommending an expedited review process for small projects. Public consultation on the proposed amendments occurred on September 23, 2015. The full staff report package is targeted for Council's consideration in December 2015. • Development and construction permit fees to be reviewed and adjusted based on Planning & Development's organizational review and Regional Council direction. • 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.
		2. Provide density bonuses and site plan approvals as appropriate for increasing density in the Regional Centre.	<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>In addition to application of these tools in new areas, the 5-year review of the Downtown Halifax plan provides an opportunity to refine the application of the tools in the Downtown Plan Area where they have been used for the past 5 years. The recently completed Density Bonusing study provided guidance for changes that have been shared with the public in Q2. Amendments will be taken to committees and council in Q3 and will inform broader use throughout the Regional Centre.</p>
		3. Redesign the development approvals process, including consultation, to decrease limitations to urban development and to ensure efficient and effective feedback.	<p>Draft report on updated public consultation processes is completed and will be scheduled for Council's consideration through P&D's organizational review.</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> <p>A review of planning application processes has been completed. And initial list of set if actions has been identified and programming and business process changes are underway. A public engagement report has been prepared and is undergoing senior review. A review of development approval processes is underway and it being conducted in alignment with the fee review. Is anticipated this review will be completed in Q4.</p>
		1. Raise awareness of the availability of parking in the regional centre in alignment with the HRM Parking Strategy.	Parking Roadmap completed and year one implementation is underway. Working with Regional Centre Business Improvement Districts and Waterfront Development to improve access to parking information through development of a common branding strategy.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
REGIONAL CENTRE Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.	Further the livability and attractiveness of our urban core.	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 July 21, 2015 Halifax Regional Council:</p> <ul style="list-style-type: none"> Directed staff to develop a new list of Building Canada Fund (BCF) projects for Council's consideration to submit once final decisions are made on the existing submissions. It is expected that approved funds for the existing project list will cover the current fiscal year up until 2017-18; Rescinded the February 11, 2014 Council motion to "Commit to a \$50 Million program, contingent upon other levels of government funding with one-third municipal contribution of \$17 million spread evenly over 5 years, beginning in fiscal year 2014-15"; Directed staff to develop business cases with funding from account no. CD000002 – Downtown Streetscapes – Capital Improvement Campaign for the Argyle Street and Spring Garden Road streetscaping projects, including detailed project scope, timelines, cost estimates, and funding strategy. Staff will return to Council for approval to proceed; and Directed staff to prepare and return to Council with a long-term Streetscapes Capital Improvement Plan, including a list of remaining urban core public realm improvement projects with an estimated project scope, timeline, and cost estimate for each project, and funding strategies including potential partnering opportunities for each project. <p>Following from this direction from Regional Council staff has released an RFP seeking consulting design support for the Argyle Street project. The first phases of this project will allow for completion of a Business Case for both Argyle Street and Spring Garden Road projects to be taken to council in January 2016.</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.	<p>The technical analysis and land plan was presented to Regional Council (in April) and approval was given to move forward with the redevelopment of the Cogswell Interchange. KBRS was the successful proponent for the Executive Search for a Project Director. The schedule calls for a short list of candidates by fiscal year end.</p> <p>The Redevelopment (demolition and reconstruction) of the Cogswell Lands is estimated to be a 4 year project. It is anticipated this employment contract will be for a period of 5 years. The development of the lands, including land use by – law (LUB) planning and real estate marketing will occur over an additional 4 to 5 years.</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>Halifax Regional Council approved moving forward with the redevelopment of the Cogswell Lands. This decision was based on the technical assessment that had been carried out. The technical assessment looked at the feasibility of removing the Cogswell Interchange and redeveloping the lands from both a technical and economic lens. One of the components of the technical assessment was the use of district energy for the site.</p> <p>The Project Management Office, under the direction of the Project Director, will be responsible for the coordination of all aspects of the Cogswell Lands Redevelopment. In addition to the engineering and procurement aspects of the project, there will be significant communication requirements with various external stakeholders, decision makers, the Steering Committee, Working Committee and staff. Critical aspects of the project management service include: risk assessments, holding the contractor to the construction schedule, scheduling of various components that are on the critical path for the Project's success; ensuring land negotiations for land assembly/land agreements with various land holders are concluded, urban planning requirements are initiated on time, and coordination with other construction projects that are underway in the downtown area such as the Angus L MacDonald bridge re-decking project, and on abutting properties (Casino and Delta Barrington Hotel as examples). It is not anticipated that the successful project manager will be an expert in all of these areas, rather they need to be able to coordinate all of these aspects of the project with the appropriate professionals. In addition to experience in managing brownfield redevelopments the project description specifically asks for experience in district energy.</p> <p>The Halifax Regional Municipality has hired a Project Director (start date September 14, 2015) whose role is to establish a Project Office to oversee the Cogswell Redevelopment Project covering such tasks as: risk assessment, procurement advice, moving the project from concept to design and through to construction, responsible for quality assurance on the job, workplace safety, decision making and providing guidance to the contractor(s) and the best method to release the lands to the development market.</p> <p>Office space for the project team has been identified. Secondment opportunities and administrative support for the PO are the next items to be delivered. Conversations with stakeholders continue. One of the first tasks of the Project Director will be to introduce himself to all stakeholders in the area and establish relationships.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
	Reinvent the current approach to mobility in the Regional Centre.	1. Implement the active transportation plan with a priority placed on Regional Centre bike lanes.	<p>The 2014-19 Active Transportation Priorities Plan was approved by Regional Council in September, 2014.</p> <ul style="list-style-type: none"> Hollis Street bike lane opened in September, 2015. Highfield Park Drive Greenway opened in August, 2015. Windsor Street to Quingate bike connection opened in August, 2015. Design work completed on a multi-use overpass of the CN main line between Pine Hill Drive and SMU. Working with Dalhousie to install a separated bike lane on University Avenue. Design work proceeding on new sections of the Dartmouth Waterfront Greenway and the Canal Greenway. Council approved proceeding with design of improved bicycle connections to the Macdonald Bridge bikeway.
		2. Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.	Four public engagement sessions on the Road Network Priorities Plan are scheduled for November of 2015.
		3. Ensure the 5 year strategic framework for transit supports growth in the Regional Centre.	The Draft Halifax Transit Moving Forward Together Plan was released to the public on February 17, 2015 and comments on the draft from both the public and stakeholders were collected until April 24th. It is anticipated that a proposed final draft of the Moving Forward Together Plan will be before Regional Council in Fall 2015. The proposed future transit network 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 Central Library, Canada Games Centre and Dartmouth Bridge Transit Terminal.</p> <p>Regional Council approved the \$300,000 in grant funding for Professional Art Organizations during the 2014/15 fiscal year and increased the total amount to \$360,000 for the 2015/16 fiscal year. That funding was allocated by Regional Council to 20 professional arts organizations for operating assistance and 15 organization for project assistance in June 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.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
BUSINESS CLIMATE Promote a business	Reduce regulatory, tax and policy issues that can inhibit development and investment.	1. Identify opportunities to streamline regulatory requirements or processes through work with Service Nova Scotia and Municipal Relations on the Access to Business project.	Provincial government has redesigned and re-launched the Access to Business website.
		2. Benchmark development charges, fees and timelines against those in other comparable jurisdictions.	Development-related application fees to be reviewed and adjusted based on Planning & Development's organizational review and and Regional Council direction. The fee structure review is underway. Initial comparison of fee structures in other jurisdictions has been completed. Initial process mapping and durations has been prepared and internal discussions are being held to understand how fees align with current processes, as well as to explore potential fee for service models, and identify process efficiencies. It is anticipated the review will be finalized in Q4.
		3. Continue to research and benchmark HRM's tax competitiveness against other municipalities.	Work with the City of Calgary on residential benchmarking is on-going. Comparisons of 2012 single-family home taxes is on the HALIFAX website at: http://www.halifax.ca/taxes/benchmark/Residential.php . 2014 data should be available from Calgary in October 2015. In early 2015, HRM Finance put out an RFP to conduct a commercial taxation benchmarking research project (20 cities across Canada and the eastern seaboard of the United States). The research was completed by the Altus Group in September 2015 and should be updated to the HALIFAX website in October 2015.
	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.	1. Work with Service Nova Scotia and Municipal Relations to include some transactions with HRM through the Access to Business portal.	Provincial government has redesigned and relaunched Access to Business website.
		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.	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.
		3. Review and analyse available data (including BRE data, general research) to understand which municipal service delivery issues are the most important to business.	The 2015-16 SmartBusiness Q1&Q2 Report is attached.
	Develop a responsive, safe, integrated regional transportation system.	1. Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.	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.
	Focus on quality of place including the need for civic engagement,	1. Consult with community and business stakeholders and develop a long term (20 year) strategic approach to infrastructure investment.	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.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
Climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.	public investment and initiatives to increase social capital.	2. Continue to track "Quality of Place" measurements in the Halifax Index.	Quality of Life Measures are Included in the Halifax Index. The Partnership presented the 4th Halifax Index in June 2015. Details and copies can be found at http://www.halifaxindex.com
	Halifax is recognized internationally for its clean and healthy environment.	1. Undertake actions in support of HRM's priority to be a leader in environment and sustainability initiatives.	<p>The Solar City pilot project is complete and the final report was submitted to the Federation of Canadian Municipalities September 29, 2015 for disbursement of the loan and grant to HRM. In March 2015, Regional Council approved a three year program, Solar City 2.0, looking at solar air and photovoltaic in addition to solar hot water. Design of this new municipal program is underway.</p> <p>Solar photovoltaic projects are complete at the West Street Fire Station, Northbrook Training Centre, Alderney Gate, and the Chocolate Lake Washrooms. A solar wall was installed at the Dartmouth Sportsplex for space heating.</p> <p>The Community Energy Plan update is underway. Public engagement is complete, and the plan is being revised to target implementation in Spring 2016.</p> <p>The municipality disclosed corporate and community emissions and climate change actions to the Carbon Disclosure Project in 2015. Mayor Savage signed on to the Compact of Mayors in September 2015, showing support and commitment to reducing greenhouse gas emissions in the lead up to Paris COP 21 climate negotiations in December 2015.</p> <p>Watershed studies have been completed in Sandy Lake, Preston, Tantallon, Musquodoboit, Lake Echo and Porters Lake. A floodplain study of the Sackville and Little Sackville rivers is underway. The pilot program to harvest weeds from Lakes MicMac and Banook is complete, and a multi-year program is being designed. Thirty-eight rivers and lakes continue to be monitored to assess watershed health in HRM, along with water quality monitoring studies specific to Development Agreements and lifeguarded beaches.</p> <p>Work continues to incorporate environmental risk management into municipal operations. Climate adaptation and resiliency projects are underway to increase community resiliency in HRM, including economic studies, a policy exchange program with the European Union (Halifax is partnered with Tallinn, Estonia), and collaboration with HRM's Emergency Management Organization.</p>
	Increase the engagement and active support of the private sector in the economic growth of Halifax.	1. Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	<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. Results compared to year-end 2014-15 are:</p> <ul style="list-style-type: none"> • 15% increase in total social media followers • 13% increase in Twitter followers • 21% increase increase in facebook page likes • 25% increase in LinkedIn group members • 25,545 total website users (Slight decrease due to new website, but users are exploring other areas of the website more than before (ie. Economic Data is one of the top 5 most viewed pages • Hosted Let's Talk Exports Event – April 30 • Hosted Connector Program Celebration event – May 14th • Hosted Aberdeen Reception in partnership with the Halifax Gateway Council – June 15th • Co-hosted EngageNS Stepping Up event – June 16th • Hosted 2014-2015 AGM and launch of 2015 Halifax Index (150+ attendees) – June 25th • Attended World Energy Cities Partnership Board of Directors' Annual Working Meeting, Houston Texas (Aligned with Offshore Technology Conference) – May 4 • Hosted Aberdeen in-bound delegation networking reception – June 15 • Released the 2015 Halifax Index (150+ in attendance) – June 25 • Met with an international company interested in locating in Halifax – September 8 • Co-hosted Mayor's Welcoming Reception for International Students – September 12 • Hosted networking reception with companies in the defense and security sector from the State of Virginia (hosted by Halifax Partnership, Virginia Economic Development Partnership, the American Chamber of Commerce in Canada, and private sector sponsor, Stewart McKelvey) – September 10 <p>(Read success story, "Virginia Defense Companies Secure Business from 2015 Canadian Defense, Security and Aerospace Exhibition", here http://www.yesvirginia.org/AboutUs/NewsItem/1425)</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
		2. Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.	There are currently 128 investors in the Halifax Partnership. In Q1 and Q2, the Partnership welcomed 8 new investors: British Petroleum, HRO Core Inc., Boardworks, and Clothesline Media, Knightsbridge, Group ATN, Red Balloon and the Canadian Lebanese Chamber of Commerce.
	Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).	1. Advocate for Federal and Provincial labour market programming that aligns with the needs of the Halifax business community.	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. > Participated in and/or presented to >30 sessions focused on increasing opportunities for youth and/or newcomer attraction and retention and settlement improvements. > September 13 - Mayor's Welcome Reception for first year international students to Halifax (co-sponsored by GHP)
		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.	Through its Business Retention and Expansion Program, the Partnership provides information to clients regarding best practices in employee recruitment and retention. One example of support is connecting clients to the Workforce Development resources available on the business.novascotia.ca website. Examples include: • NS HR Toolkit - provides valuable human resource information, downloadable tools and templates, and links to programs and resources to support managers with their human resource needs. • SkillsonlineNS - This tool promotes a practice of learning in the workplace, providing quick and easy access to thousands of online courses suitable to staff at every level of the organizations. • Welcoming Workplaces - supports businesses be more inclusive and welcoming. The workbook includes a business diversity self-assessment, practical advice and strategies and ready-to-use forms and templates to help employers make diversity a part of their strategic business goals. The Partnership has presented the benefits of being a Connector to various community organizations, universities, government departments, etc. Q1&Q2 results include: Participants TOTAL = 205 Immigrants = 60 Int'l grads = 62 Local grads = 54 Speed Interviews = 28 New connectors = 49 Jobs Found TOTAL = 96 Immigrants = 27 Int'l grads = 38 Local grads = 30 Speed interviews = 1
		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.	The Halifax Partnership assisted the OneNS Coalition by providing background research, commentary, and analysis on Youth Retention in the province. HP worked closely with an internal group to draft a discussion document for broader community involvement.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
<p><u>TALENT</u> Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.</p>	<p>Build a welcoming and inclusive environment for underrepresented groups.</p>	<p>1. Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.</p>	<ul style="list-style-type: none"> • The African Nova Scotian Affairs Integration Office (ANSAIO) collaborated with Human Resources and Racially Visible Employees Caucus (RVEC) to select Turner Consultant to conduct an Employment System Review (ESR) . The ESR (currently underway) will provide an in-depth assessment of employment practices and policies to determine the effectiveness of the municipality's Employment Equity Program and Employment Equity Policy. Staff interviews and file review have been completed. Final report is estimated to be complete in Q3. • ANSAIO is working with FICT designates to support the Land Titles Clarification Initiative of the province and to advise on strategies through specific programs to ameliorate the issue of outstanding land taxes affecting targeted African Nova Scotian residents in the Preston areas. ANSAIO continues to liaise with external partners including the province's African Nova Scotian Affairs Office (ANSA) and the Nova Scotia Barrister's Society on this project. • ANSAIO provided support for the Solar City 2 project through the Manager of Energy and Environment by engaging the Black Business Initiative and ADEPA to explore measures for African Nova Scotian business owners to compete more equitably in the RFP process and gain contracts to be involved in this project. • ANSAIO is working with HRM Recreation Planning Specialist to coordinate a focus group of African Nova Scotian community organization representatives in October 2015 to provide feedback on their communities' recreation facility needs in connection to the Community Facility Master Plan.
		<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 Mi'kmaq 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>April 2015 - HR presented to ISANS (Immigrant Services Association of NS) this quarter on HRM's recruitment practices in order to facilitate their application process with the municipality. HR is also represented on the Disability Starts Here symposium planning committee that addresses employability for individuals with disabilities - HRM is a partner with this organization.</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>	<ul style="list-style-type: none"> • ANSAIO continues to lead the development of the African Nova Scotian and Visible Minority Women's Network employee group to enhance talent development, diversity of the workforce, and employee retention within HRM. Two successful meetings were held: 1) May 25- "Celebrating our Skills, Sharing Stories of Resilience" and 2) September 25 - "Being Well and Doing Well" both focused on skill and leadership enhancement. • ANSAIO collaborated with the HRM ANS & Visible Minority Women's Network to encourage their attendance at the African Canadian Women in Public Service "Women of Influence" day in June. Keynote speaker Kimberly Bryant- founder of Black Girls Code of the United States - spoke on the importance of turning challenges into opportunities and dreams into reality. • ANSAIO continues to provide support to the Racially Employee Caucus(RVEC) through presence at their meetings and offering assistance in addressing employment and career advancement issues within the HRM structure. ANSAIO supported the September RVEC focus group planning and facilitation for the Employment Systems Review. • ANSAIO is also working with RVEC members to plan employment enhancement skills workshops on topics including goal-setting, résumé and cover letter writing, and interview skills development to begin in the fall 2015. • ANSAIO is planning a series of Community Circles focused on employment with HRM starting in October 2015 to provide information to African Nova Scotian and residents of African descent.
		<p>4. Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.</p>	<p>The Internship/Bridging the Gap program is in its third year and has been launched for 2015/2016 resulting in the hire of 18 interns. Net steps this business cycle include a program evaluation and preparation of a business case for the next budget year (2016/2017)</p>
	<p>HRM will become an "Employer of Choice" serving as a model for the business community.</p>	<p>5. Implement the HRMPeople Plan.</p>	<p>A refresh of the People Plan was completed for 2015-2016. The development of the next multi-year plan for the organization is underway and will incorporate the strategic priorities identified through consultations conducted with business units.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
<u>Create a unique international city brand for Halifax.</u>	Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.	1. Develop a Brand Strategy and Implementation Plan.	<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.	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 and community signs are being replaced with the new brand. This goes a long way to achieve community buy-in. The Greater Halifax Partnership changed its name to Halifax Partnership and is now aligned to the new Halifax brand.
	Move Halifax from Good to Great -- Live the brand!	3. Implement the Brand Strategy that: <ul style="list-style-type: none"> - Provides clear and consistent messages to a local, national and international marketplace; - Supports trade, investment and labour market development; - Increases the number of businesses actively seeking customers in international markets; - Builds business and citizen confidence locally; and, - Inspires a culture that guarantees Halifax's delivery of an exceptional experience. 	<p>In December of 2014, the Partnership rebranded to align to the new Halifax brand. The Partnership is continuing to actively promote the Halifax brand locally, nationally and internationally through activities such as:</p> <ul style="list-style-type: none"> • Membership with the Consider Canada City Alliance • Halifax's International Partnerships with Aberdeen, Scotland and Norfolk, Virginia • World Energy Cities Partnership • Updated investment attraction marketing collateral • Sharing news and updates from the municipality • Mayor's Celebrate Business Program
	Support and validate the implementation of the economic strategy through an enhanced research capacity.	1. Implement the Partnership's BRE Program focused on connecting Halifax businesses to the resources and services they need to be more competitive, at home, across the country and internationally.	<p>Q1 & Q2 Business Retention and Expansion (BRE) Results:</p> <ul style="list-style-type: none"> • 149 SmartBusiness retention visits (diagnostic surveys) • 252 business follow-up consultations • > 40 face-to-face meetings with action team members YTD • Generated 344 business referrals (66% successfully closed) • Jobs created & Retained: 70+
		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.	The Partnership presented the 4th Halifax Index in June 2015. Details and copies can be found at http://www.halifaxindex.com

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
<u>MAXIMIZE GROWTH OPPORTUNITIES</u> Capitalize on our best opportunities for economic growth.	Identify and respond to	1. Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities.	<p>The Partnership has partnered with NSBI, NSCC, Waterfront Development Corp., Dalhousie University, Halifax Gateway Council, Journeymen and OTCNS to work collaboratively to promote the Oceans Sector. Visit oceaninnovators.com for a showcase of all of our ocean sector marketing assets.</p> <p>The Halifax Partnership hosted several events to mobilize community stakeholders including:</p> <ul style="list-style-type: none"> • April 27 – EU Luncheon with EU Trade Delegate to discuss the impact of CETA for businesses in Atlantic Canada • April 30th – Let's Talk Exports Event • June 15th – Aberdeen Reception • June 16th – EngageNS Stepping Up • June 25th – AGM/Halifax Index Launch <p>In addition to these events, the Partnership hosted the following events to create awareness among the business community of business development opportunities:</p> <ul style="list-style-type: none"> • September 10 – Networking reception with aerospace and defense companies from Virginia (Read success story, "Virginia Defense Companies Secure Business from 2015 Canadian Defense, Security and Aerospace Exhibition", here http://www.yesvirginia.org/AboutUs/NewsItem/1425) • September 24 – presented to the 2015 Caribbean-Canada Emerging Leaders Dialogue on Nova Scotia's ocean sector
		2. Continue to mobilize and engage community support for Halifax Shipyard's Shipbuilding Project and major projects.	<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 partnered with NSBI, NSCC, Waterfront Development Corp., Dalhousie University, Halifax Gateway Council, Journeymen and OTCNS to work collaboratively to promote the Oceans Sector. Visit oceaninnovators.com to learn more about their work to date.</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.</p> <p>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 \$128B. 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>
		3. Implement an attraction and retention strategy for Regional and Head Offices to/in Halifax.	<p>Marketing and engagement is on-going.</p> <p>For additional information on the Partnership's Head Office Attraction and Retention Initiative and HRO Success Stories go to: http://bit.ly/1EkTvM6</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 4 - STATUS UPDATES - Q1 and Q2
	<p>high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.</p>	<p>4. Work with the Halifax Gateway Council to coordinate activities to improve Gateway efficiency and use.</p>	<p>The Halifax Partnership provides day-to-day management of the Halifax Gateway through a contract for services "Management Services Agreement."</p> <p>In Q1 and Q2, the Halifax Gateway Council has led the following joint business outreach:</p> <p>European Union: Brussels, Amsterdam, Antwerp, Rotterdam and Hamburg. In each market, the Gateway and its partners (Halifax Port Authority, Halifax International Airport, CN and NSBI) provided presentations on doing business in Halifax/Nova Scotia and introduced the Halifax Gateway as Europe's closest North American gateway for the flow of people and cargo.</p> <p>London: The Halifax Gateway Council hosted a Premier led reception at Canada House in London where the business case was presented in a formal reception setting for approximately 100 high level CEO's.</p> <p>Chicago: The Halifax Gateway Council hosted a reception in Chicago with key partners (HIAA, Port of Halifax and CN) for approximately 80 senior executives of the transportation community. Attendees included: shipping lines, 3PL's, manufacturers.</p> <p>Success includes:</p> <ul style="list-style-type: none"> • Westjet Encore, Return and extended season announcement of Europe Airpost • Return and extended season of Condor Airlines • New CMA/CGM, Emskip shortsea activity between Halifax and New England
		<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.</p> <p>We are currently managing the following business development funnel:</p> <ul style="list-style-type: none"> • 574 whyHalifax .pdf downloads • 5 Requests for Information (RFI) - A request by a third party looking for information to support the decision to open an office in Halifax. • 18 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. • 4 Prospects – Companies who have shortlisted Halifax for their investment. • 6 Closed - Companies who have successfully opened an operation and hired at least 1 employee in Halifax. (total of 885 jobs and \$100K B2B contract)) • 5 Inbound missions (Texas, Aberdeen, Virginia, Spain, China) • 5 Outbound missions (Chicago, Houston (OTC/WECP), Europe, UK, Norfolk) • Preparing for CCCA and Gateway Council Investment and Trade missions to Europe for November 2015 • WECP AGM in Rio in October 2015 - Mayor Savage to participate. <p>Aftercare services provided to previously closed projects by SmartBusiness Visit whyhalifax.ca, to view the Partnership's suite of investment attraction tools.</p>
		<p>6. Work with the Province, GHP, Destination Halifax and others to maximize opportunities presented by the new convention centre.</p>	<p>On November 7, 2014, 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 4 - STATUS UPDATES - Q1 and Q2
		7. Improve the connection and collaboration between research organizations and business.	<ul style="list-style-type: none"> • An energy sector profile was developed for addition to the invest in Halifax section of the Partnership's website. • April – released April 2015 quarterly economic snapshot • April 2015 – Conducted Business Confidence Survey with results released in the Halifax Index. • May 2015 – Provided research support to the Institute for Ocean Research Enterprise (IORE) on Halifax's and Atlantic Canada's Oceans Sector as part of a long-term national project they are undertaking. • May 2015 – The Partnership released the report, "The Economic Benefits of Immigration: The Impact of Halifax's Lebanese Community" with the results presented at the Halifax Lebanese Chamber of Commerce's AGM. (report found here: http://goo.gl/xs4kkw) • June 2015 – The 4th annual Halifax Index was released and presented. Details and copies can be found at www.halifaxindex.com • June 2015 – Collaborated with EngageNS on the Nova Scotia Attitudes Survey, with the results presented at the Stepping Up conference • July/August 2015 – Assisted the OneNS Coalition by providing background research, commentary, and analysis on Youth Retention in the province. Worked closely with an internal group to draft a discussion document for broader community involvement. • August 2015 – Released August quarterly economic snapshot • August 2015 – Established the Working Group for the Review and Renewal of Halifax's 5-Year Economic Strategy, including the development of an RFP and undertaking a consultant selection process.

Attachment 5

HRM and Halifax Partnership SLA - 2015-16 SCHEDULE A

Q1 & Q2 RESULTS TO SEPTEMBER 30, 2015

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Q1 & Q2 RESULTS	Priority Deliverables for HRM
1. Connect Halifax business to the public and private sector resources and talent they need to grow and prosper.	1.1 Through targeted, in-depth consultation and intelligence gathering, develop strategies to address the company specific and company common needs of business.	#1 - Increase the number of jobs created and retained.	>500 jobs created and retained	ON TRACK: <ul style="list-style-type: none"> 149 consultations 70 jobs created and retained (Q1&Q2 SmartBusiness results attached) 	<ul style="list-style-type: none"> Business Retention and Expansion Program (SmartBusiness) >200 company diagnostic face-to-face surveys
	1.2 Connect business to emerging talent and skilled professionals who are ready to work and will give business a competitive advantage.	#2 – Positively impact systemic issues uncovered through BRE visitations.	> 150 Connector participants find jobs > 2 systemic issues uncovered	ON TRACK: <ul style="list-style-type: none"> 96 Connector participants found Jobs ON TRACK: <ul style="list-style-type: none"> Construction and Development Industry identified challenges with regulatory environment. Working to develop Industry Insight Report (Q4) 	<ul style="list-style-type: none"> Increase support to businesses outside the regional centre, over current levels, with resource from HRM's Bridging the Gap program Halifax Connector Program Participation on the Local Immigration Partnership
	1.3 Work in the ANS Community to facilitate and assist community organizations in the development of strategic and/or project plans.	#3 – Create an overarching economic strategy for the 6 ANS communities in Halifax	ANS Community Economic Development Strategy developed	ON TRACK: <ul style="list-style-type: none"> Q3 & Q4 Activity 	<ul style="list-style-type: none"> Support of the Mayor's reception for international students >200 companies visited and quarterly results provided Mayor's Celebrate Business Program Facilitation and Support to ANS Community Projects

HRM and Halifax Partnership SLA - 2015-16 SCHEDULE A

Q1 & Q2 RESULTS TO SEPTEMBER 30, 2015

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Q1 & Q2 RESULTS	Priority Deliverables for HRM
#2 Market Halifax to attract high-value, high-potential business investment	2.1 Leverage existing local, national and international relationships and cultivate new relationships to increase the awareness of the Halifax value proposition.	#4 – Increase the number of jobs created and retained.	>500 jobs created and retained	ON TRACK: <ul style="list-style-type: none"> 885 jobs created and retained 	<ul style="list-style-type: none"> Support Business Inbound Missions and Ambassador/Diplomatic Missions Member of Consider Canada Cities Alliance (1 of 11 Canadian Cities) Participate in World Energy Cities Partnership Develop and manage the Internal Partnerships for Halifax (Aberdeen, Norfolk) Capitalize on opportunities for development of industry sectors (e.g. Oceans) Promote and maintain up to date Halifax Business Case for Investment (whyHalifax.com)
	2.2 Implement a marketing and communications program to generate investment leads.	#5 – Generate qualified leads and closes.	Generate >10 qualified leads > 2 closes	ON TRACK: <ul style="list-style-type: none"> Funnel: YTD- 18 Leads were Qualified (TOTAL: 40) 6 Closes (includes 885 jobs + \$100k B2B contract) 	
	2.3 Coordinate/ensure effective and timely responses to information requests.	#6 – Improve the success of potential business investment into the Halifax market through connecting and facilitating company-specific visits to Halifax.	Connect and facilitate 12 company specific visits to Halifax	ON TRACK: <ul style="list-style-type: none"> 5 Inbound Missions (Texas, Aberdeen, Virginia, Spain, China) 5 Outbound Missions: Chicago, Houston (OTC/WECP), Europe, UK, Norfolk Preparing for CCCA and Gateway Council Investment and Trade mission to Europe November, 2015 Preparing for WECP AGM in Rio - Mayor Savage to participate. 	
	2.4 Develop a FDI Strategy with a focus on key markets and an emphasis on China.	#7 – Develop an FDI Strategy.	Strategy developed	ON TRACK: The FDI Strategy development is included in review and renewal of the Economic Strategy	

HRM and Halifax Partnership SLA - 2015-16 SCHEDULE A

Q1 & Q2 RESULTS TO SEPTEMBER 30, 2015

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Q1 & Q2 RESULTS	Priority Deliverables for HRM
#3 - Strengthen private sector engagement to lead the economic growth of Halifax	3.1 Engage private sector investors in leading the economic strategy and achieving One Nova Scotia Report goals	#8 – Client service metric – Do you feel the Partnership is leading the economic goals of Halifax?	Benchmark created	ON TRACK: Benchmark created <ul style="list-style-type: none"> Board Members: 40% agree, 10% strongly agree Investors: 65% agree, 18% strongly agree (Source: May 2015 Board Survey and March 2015 Investor Survey) 	<ul style="list-style-type: none"> Renewed economic strategy reflects private sector growth focus and private sector input Develop a private sector engagement strategy in response to One Nova Scotia Report - Now or Never Support the Sheet Harbour Area Chamber of Commerce community economic planning
	3.2 Mobilize private sector and community stakeholders to collectively identify and respond to threats and opportunities	#9 Increase awareness and perceived value of the Halifax Partnership	Increase the share of businesses that are “completely” or “moderately” favourable with the Partnership by 4.0% (gross)	ON TRACK: <ul style="list-style-type: none"> Benchmark - 57% of businesses are completely or mostly favourable with the Partnership (Source April 2015 Business Confidence Survey) Two quarterly economic snapshots released (April and August) 	
	3.3 Provide investor first awareness and insight on economic growth opportunities.	#10 Increase investor satisfaction with the Halifax Partnership	Increase the share of investors are “extremely satisfied” with the value they receive from the Partnership by 6% (gross)	ON TRACK: <ul style="list-style-type: none"> Benchmark - 27.3% Investors extremely satisfied (Our goal becomes 33.3%) (Source: March 2015 Investor Survey) 	
		#11 Increase the value of private sector investment in the Halifax Partnership	>95 renewal >= \$50K increase in private sector cash investment	ON TRACK	

HRM and Halifax Partnership SLA - 2015-16 SCHEDULE A

Q1 & Q2 RESULTS TO SEPTEMBER 30, 2015

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Q1 & Q2 RESULTS	Priority Deliverables for HRM
# 4 -- Provide market and competitive economic intelligence, analysis and thought leadership on the Halifax economy.		<p># 12 - Increase awareness and perceived value of the Halifax Partnership with key stakeholders (local private sector and all 3 levels of government)</p>	<p>> increase in positive response to Halifax Partnership surveys, including investor survey CRA Survey and other client-centered surveys developed through the Client Services Delivery Model (see strategy #5)</p>	<p>ON TRACK:</p> <ul style="list-style-type: none"> Survey results to be presented in Q4 Presented 2015 Halifax Index 	
	<p>4.1 Produce the Halifax Index and economic reports and communicate broadly.</p> <p>4.2 Position the Partnership as the lead economic development organization and the go to source for economic development research.</p> <p>4.3 Undertake, and communicate broadly economic, sectorial and competitiveness research.</p> <p>4.4 Provide thought leadership, analysis and work to improve government policy affecting business issues.</p>	<p>#13 -Provide direct input on major policy that will positively impact high wage, high growth sectors</p>	<p>Provided direct input on 2 major policy initiatives that positively impact high wage, high growth sectors</p>	<p>ON TRACK:</p> <ul style="list-style-type: none"> Review and renewal of Economic Strategy underway Worked with the OneNS Coalition to provide background research, commentary, and analysis to develop Youth Retention recommendations for the Province. Developed economic impact report for Canadian-Lebanese Chamber of Commerce. Completed the Business Confidence Survey, April 2015, with results released in the Halifax Index. Collaborated with EngageNS on the Nova Scotia Attitudes Survey, with the results presented at the Stepping Up conference in June 2015. 10 media articles/mentions providing economic expertise and thought leadership on Halifax economy 	<ul style="list-style-type: none"> With HRM, lead renewal of Halifax's economic strategy Present the 2015 Halifax Index CRA Annual Confidence Survey Continued support of Bold Halifax movement Provide economic analysis to HRM as required to facilitate informed decision making, including, e.g. independent review of HRM's taxi rate per Administrative Order 39

HRM and Halifax Partnership SLA - 2015-16 SCHEDULE A

Q1 & Q2 RESULTS TO SEPTEMBER 30, 2015

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Q1 & Q2 RESULTS	Priority Deliverables for HRM
#5 -- Pursue an organizational culture of client focus, innovation and excellence	5.1 Ensure effective board oversight, including risk and financial management and implementation.	# 14 - Improve financial stability	>\$40k invested in the reserve	<u>ON TRACK:</u>	<ul style="list-style-type: none"> • Mayor, CAO and two Councillors sit as members of the Board of Directors • Regular reporting to the Community Planning and Economic Development Committee and Regional Council, CAO and Government Relations and External Affairs
	5.2 Ensure innovation, effectiveness and efficiencies in operations through regular evaluation of activities and financial performance.	# 15 - Maintain or improve Board effectiveness (communication, engagement, innovation and risk management)	Implement strategies to address improvements required as identified in annual Board surveys	<u>ON TRACK:</u> Survey results to be presented to Corporate Governance Committee (Q3)	
	5.3 Demonstrate innovation in organization's programs and services.		Hold a special Audit and Risk Committee meeting to review the risk management program, with an invite to any Board member. Implement recommended changes.	<u>ON TRACK:</u> Enterprise Risk Framework and New Policy presented to Audit Committee on September 9 th	
	5.4 Develop a client/investor feedback mechanism to measure impact and effectiveness in client service.	#16 - Improve organizational effectiveness, including innovation through IT and HR practices	Implement strategies to address improvements identified through a semi-annual employee survey	<u>ON TRACK:</u> Semi Annual Survey completed July 2015	
		# 17 - Improve and focus on client service delivery with a "business first" focus	Develop a Client Services Delivery Model and implement strategies, including CRM system, to address client needs as identified in survey feedback	<u>ON TRACK:</u> CRM System to be implemented in Q3	