

HALIFAX

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Item No.
**Community Planning and Economic
Development Committee**
November 13, 2014

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

SUBMITTED BY: Original Signed by

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

DATE: 29 October 2014

SUBJECT: Economic Strategy & Greater Halifax Partnership Update |
Q1 & Q2 of 2014-2015

ORIGIN

March 22, 2011: MOVED by Councillor Nicoll, seconded by Councillor Streach that Halifax Regional Council endorse the 2011-2016 Economic Strategy for Halifax Regional Municipality. Motion put and passed.

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

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

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

BACKGROUND

Economic Development

Economic development is a policy intervention which aims to increase the economic and social well-being of people. Actions to promote economic growth include development or enhancement of human capital, infrastructure, trade, competitiveness, environmental sustainability, social inclusion, health, safety, literacy and other initiatives.

Halifax can support economic development by facilitating a climate for growth, direct support of initiatives to promote growth, or through collaboration with other organizations promoting economic growth.

The Greater Halifax Partnership (GHP) presented to the Community Planning and Economic Development committee (CPED) in February 2013 three fundamental economic growth objectives: (1) to grow the population; (2) to grow the number of good jobs; and (3) to grow the commercial tax base. Halifax's economic development strategy seeks to marshal the municipality's resources and external resources to achieve those three objectives.

Economic Strategy

In March 2011, Regional Council endorsed a new Economic Strategy for 2011-2016. In February 2013, the Municipal Auditor General's report Economic Development through Partnerships – A Performance Evaluation suggested that Halifax's economic development support work needed more focus. The municipality and GHP reviewed the strategy and significantly tightened up the strategy implementation activities. The updated Strategy can be read [here](#).

Economic Highlights – Q1 & Q2 of 2014

- The Halifax Index was released at the annual State of the Economy event on May 22, 2014, and provides a thorough picture of the Halifax economy and economic progress over the past year.
- Natural gas exports continue to drive growth this year, with production up 155% year-to-date up to September.
- Growth in production has not translated into job growth however, with stalled employment constraining growth in retail and housing markets.
- Shifting housing demand from single to multiple units is representative of a large, national trend, though the trend has been more pronounced in Halifax.

(See Attachment 1 for further Economic Highlights for Q1 and Q2 of 2014.)

- Employment in Halifax currently stands at 226.2 thousand, of which 184.4 thousand are employed in full time positions.
- Halifax's unemployment rate is currently 6.2%.
- Labour force participation in Halifax stands at 68.9%.
- Youth unemployment in Halifax stands at 13.8%, down from 15.2% in 2013.

(See Attachment 2 for Employment, Population and Commercial Tax Base figures for Halifax, Nova Scotia and Canada – 2009-2014)

DISCUSSION

Economic Strategy Implementation

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

- **Regional Centre** – Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016
- **Business Climate** – Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths
- **Talent** – Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for advancement
- **International Brand** – Create a unique international city brand for Halifax.
- **Maximize Growth Opportunities** – Capitalize on our best opportunities for economic growth.

In the period under review work has continued on the various activities in the strategy. Noteworthy work, during Q1 and Q2, includes:

Regional Centre

- Development and construction permit fee payment options have been expanded to allow payment by credit card.
- Street signs have been installed to provide better way-finding to major off-street parking lots.
- Design work has been completed for a multi-use overpass of the CN main line between Pine Hill Drive and SMU and for a Hollis Street bike lane.
- Dartmouth Ferry Terminal has been upgraded to improve bike access, parking and security.
- The Greenway connection between Windsor Street and Quingate is under construction.
- Public art pieces were unveiled at the Canada Games Centre and at the Dartmouth Bridge Transit Terminal.
- A \$300,000 grant funding program for Professional Art Organizations opened for applications (first grants to be approved early in 2015).

Business Climate

- GHP's SmartBusiness Action Team conducted 85 retention visits, attended 30 business follow-up consultations and made 259 referrals to partner organizations.
- Collaboration was undertaken with Statistics Canada to better measure urban growth using StatCan data sets.
- Three solar photovoltaic projects, one solarwall project and four natural gas conversions were awarded and commenced at locations throughout the municipality.
- GHP's marketing activities (online, print, radio, media, and events) resulted in a 12.5% increase in Social Media participants, 14% increase in Twitter followers, 7.7% increase in Facebook likes and 6.3% increase in LinkedIn members (43,167 total website users).
- The Halifax Index (see <http://bit.ly/1txxMxB>) was released at Halifax's third annual State of the Economy Conference (2014). Over 300 participants from the private sector, public sector and academia attended the conference.
- Breakfasts, roundtables and congresses were hosted in connection with the Mayor's Celebrate Business Program.
- GHP's total number of active investors grew from 118 to 123. The new investors are: Lockheed Martin, BDO, I.H. Mathers, Hilton/Silverbirch, and Right Some Good.

- The Provincial government has redesigned and re-launched the Access to Business website.

Talent

- An African Nova Scotian and Visible Minority Women Network employee group was created to enhance talent development, diversity of the workforce, and employee retention.
- The African Nova Scotian Affairs Integration Office and Human Resources collaboratively designed a career development booklet.
- A Mayor's Welcome Reception for First Year International Students was hosted at Pier 21. More than 200 students attended the event from Halifax's universities and community colleges.
- The Local Immigration Partnership (LIP) was officially launched to help facilitate immigrant settlement, integration and retention. LIP will create/identify opportunities for cross-sector collaboration among newcomer service providers.
- GHP's Connector Program staff recruited 52 Connectors, 44 Newcomers, 51 International Students and 50 Young and Emerging Talent (resulting in 62 participants finding jobs).

International Brand

- 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"
- GHP's Bold Promise website and collateral were under development during Q1 and Q2 and will be launched in Q3 (The Bold Promise is an evolution of the My Halifax Pledge that encourages people to be Bold in their thinking and actions).

Maximize Growth Opportunities

- In collaboration with Nova Scotia Business Incorporated (NSBI) and other partners, GHP managed a business development funnel that included 28 investment leads, 6 requests for information, and 4 short-list prospects. Of the 4 short-list prospect companies, 1 company choose to locate in Halifax and brought on 10 staff (in its initial round of hiring).
- Dongdu International Group (DDI), a Shanghai-based international real estate, high technology and lifestyle oriented company, signed a memorandum of understanding (MOU) with Nova Scotia Business Inc. (NSBI) and Greater Halifax Partnership (GHP) formalizing intentions to carry out a multi-phased plan of investment and development in Halifax and other areas of Nova Scotia.
- The Halifax Gateway Council mapped large scale projects underway or planned within the Atlantic Canadian Region with a current combined investment of approximately \$122B. These projects are from a variety of sectors: energy, mining, construction and transportation. More information can be found at <http://www.halifaxgateway.com/en/home/megaprojectsmap.aspx>

The Mayor and staff have met with provincial officials to express Halifax's readiness to assist in achieving the goals in the Commission's report. Among the 19 "Goals for Transformation" and 11 "Game Changers" included in the report, there are none that are the sole responsibility of Halifax. However, for almost all of them, Halifax can play a supportive role. The more attractive Halifax is as a place to live, work and do business, the easier it will be for the province to attract and retain more people.

Moving ahead on the 5 goals in Halifax's economic development strategy will make Halifax a more attractive place for people and the businesses that employ them. New attitudes being promoted by GHP, close collaboration with the province on streamlining regulations, ongoing support for the work of the post-secondary institutions in Halifax and welcoming newcomers from elsewhere in Canada and overseas will combine to support achievement of the goals in the report. When the OneNova Scotia Coalition releases its report, there may be more specific roles for Halifax and other municipalities.

FINANCIAL IMPLICATIONS

This report updates activities undertaken by HRM staff and GHP to implement the Economic Strategy and by GHP to fulfill the requirements of its Service Level Agreement. There are no financial implications arising from this report.

COMMUNITY ENGAGEMENT

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

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications to this report.

ALTERNATIVES

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

ATTACHMENTS

Attachment 1: Halifax Report: April 2014 – October 2014

Attachment 2: Historical Population, Employment and Commercial Tax Base Figures (Halifax, NS and Canada | 2009-2014)

Attachment 3: A Greater Halifax – Economic Strategy 2011-2016: Actions for 2013 to 2016 – 2014/2015 | Update – Q1 & Q2

Attachment 4: SmartBusiness Report: April 2014 – October 2014

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.

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ATTACHMENT 1

Halifax Economic Report – October 2014



Highlights

- Natural gas exports continue to drive growth this year, with production up 155% year-to-date up to September.
- Growth in production has not translated into job growth however, with stalled employment constraining growth in retail and housing markets.
- Shifting housing demand from single to multiple units is representative of a large, national trend, though the trend has been more pronounced in Halifax.

Current Economic Indicators for Halifax	Period	YTD 2013	YTD 2014	% Change
Labour Markets				
Real GDP at basic prices (2007 \$ millions)	Annual	18,377	18,876(f)	2.7%
Population (Thousands)	Annual	408.7	410(f)	0.3%
Employment (Thousands)	Jan-Sept	226.7	226.6	0.0%
Unemployment rate (%)	Jan-Sept	6.4%	6.1%	-0.3%
Labour force (Thousands)	Jan-Sept	242.1	241.3	-0.3%
Participation rate (%)	Jan-Sept	69.8%	68.9%	-0.9%
Consumer Markets				
Average weekly wages (Current \$)	Jan-Aug	830	849	2.3%
Consumer price index (2002 = 100)	Jan-Sept	125.2	127.5	1.9%
Retail sales (Current \$ millions)	Jan-Aug	4,374	4,489	2.6%
Aircraft Passengers (Thousands)	Jan-Sept	2,763	2,823	2.2%
Cruise ship passengers (Thousands)	Jan-Sept	175.8	130.0	-26.0%
Containerized Cargo (Thousands TEUs)	Jan-Sept	331.7	307.6	-7.3%
Housing and Construction Markets				
Housing starts	Jan-Sept	2,080	1,361	-34.6%
Housing resales	Jan-Aug	3,719	3,363	-9.6%
Value of building permits (Current \$ millions)	Jan-Aug	511.0	425.1	-16.8%
Non-residential construction (2007 \$ millions)	Jan-Sept	336.2	272.2	-19.0%

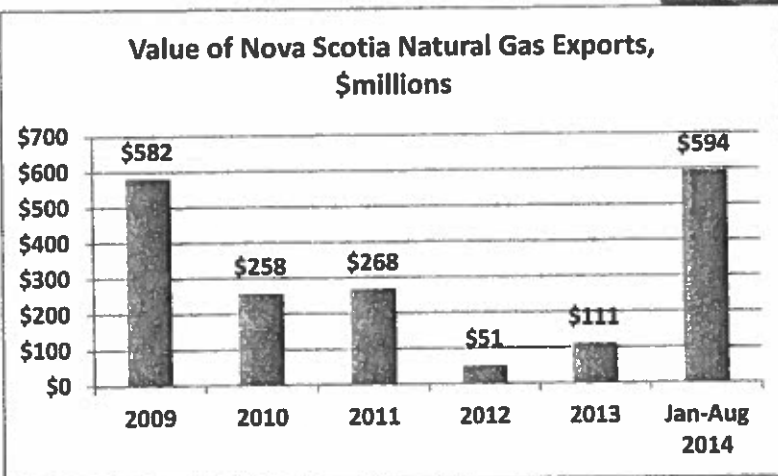
(f) - Forecasted Data

Sources: Statistics Canada, Canada Mortgages and Housing Corporation, Conference Board of Canada, Halifax International Airport Authority, Port of Halifax

2014 is continuing to unfold with mixed results for the Halifax economy. Natural gas exports, renewed by production at Deep Panuke and higher natural gas prices, are driving strong growth in GDP of 2.7% forecast for the year, up from 1.5% last year. However, this has not translated into employment growth, which is constraining growth in consumer demand. In addition, weakness continues in both residential and non-residential building construction, despite continued strength in major project activity. Economic activity is expected to pick up further in 2015, with the beginning of shipbuilding work driving both GDP and employment growth.

Halifax Economic Report – October 2014

First, the good news: natural gas exports continue to be a strong performer this year, with production up 155% year-to-date (ytd) up to September, driven primarily by production at Deep Panuke but also in part by stronger production numbers at Sable Island compared to last year. Natural gas prices were also up over the same period, by 25%. From January to August, the value of the province's natural gas exports was over



\$594 million, compared to \$13.5 million during the same period last year. However, a planned shut-down in production at Deep Panuke at the end of September has been extended into November to deal with an excess of sea water in mixed with the extracted gas. Progress is continuing on offshore energy exploration projects, with Shell planning to begin exploratory drilling next year after completing seismic testing faster than expected. The Canada-Nova Scotia Offshore Petroleum Board's call for bids on four large deepwater parcels closes at the end of October.

And now, the bad news: impressive growth in natural gas exports have not translated into new jobs in 2014. Year-to-date employment growth has remained stalled up to September, with 0.0% growth over the same period in 2013. Halifax's unemployment rate has inched downward to 6.1%, well below the national rate of 7.0%, but this was due to declining labour force participation, which could represent frustrated unemployed workers giving up their search. The industries posting the strongest job growth in 2014 were information, culture, and recreation (+2,300 jobs) and health care and social assistance (+1,500), which were offset by large losses in public administration (-1,700) and professional services (-1,500).

Weakness in labour markets has constrained growth in consumer demand. Growth in average weekly wages of 2.3% ytd to August has pushed growth in retail sales of 2.6% over the same period, modest in comparison to national growth of 4.7%.

Construction activity has also been limited in 2014, despite significant major project development. Non-residential building construction was down 19% ytd to September, driven by reduced investment in the commercial sector. On a positive note, industrial building construction almost doubled over the same period, driven by investment in projects like the build-up at the Halifax Shipyard, though this represents only a small component of total construction. The housing market is also lagging, with resales down 9.6% ytd to August and housing starts down 35% over the same period, despite a considerable boost in apartment starts in the third quarter.

Halifax Economic Report – October 2014



The Halifax Housing Market in a National Context

	YTD Sept 2014		2011-2013 avg.	
	Halifax	Canada	Halifax	Canada
Single detached starts	-30.8%	-1.8%	11.6%	5.9%
Single-detached avg price	0.2%	10.8%	4.4%	7.5%
Multiple unit starts	40.3%	6.4%	12.6%	5.6%
MLS resales	-9.6%*	7.9%**	-4.3%	0.7%
MLS avg. Price	1.2%*	3.7%**	2.8%	4.2%

*August YTD; **June YTD

The Halifax housing market has undergone some significant changes since the 2009 recession. After making an impressive resurgence in the two years that followed, total housing starts began to slow again in 2012 and 2013. This year, housing starts are on track to come in even lower than the 1,700 units in 2009 (the ten year average from 2004 to 2013 is about 2,450 units annually). The volatile overall trend masks a fundamental shift in the demand for housing. In fact, starts of single-detached units have been on the decline since before the recession and this year, fewer than 500 units are expected (compared to an annual average of 1050). The post-recession housing resurgence has been driven instead by multiple unit starts, which were booming well above their average from 2011 to 2013. This year however, multiple unit starts have also dipped, likely to come in around 1,100 units, compared to 1,750-2,050 per year over the three prior years.

How does this jive with national headlines concerning a booming housing market and pressure on the Bank of Canada to raise interest rates? For starters, it's important to note that the national housing market, taken in aggregate, is not booming as much as three key cities (Toronto, Calgary, and Vancouver). In fact, national housing starts have also been declining over the past two years, though not so fast as in Halifax. And as in Halifax, the national trend has been accompanied by a shift from single to multiple unit starts (see chart below). This shift to multiple unit construction is thought to be demand driven. Aging baby boomers are now looking to downsize their homes, both for physical accessibility and to access equity. The younger generation, burdened with student debt and weaker employment prospects, appear more likely to rent and remain within urban cores than in generations passed. In addition, growing numbers of immigrants and temporary foreign workers has benefited rental markets, as new arrivals are more likely to rent than buy.

Halifax's experience appears to differ from the national trends in two ways: first, the shift from single to multiple starts has been much more pronounced in Halifax, and second, Halifax's apartment boom seems to have stalled this year while national multiple starts have chugged on. Why the difference?

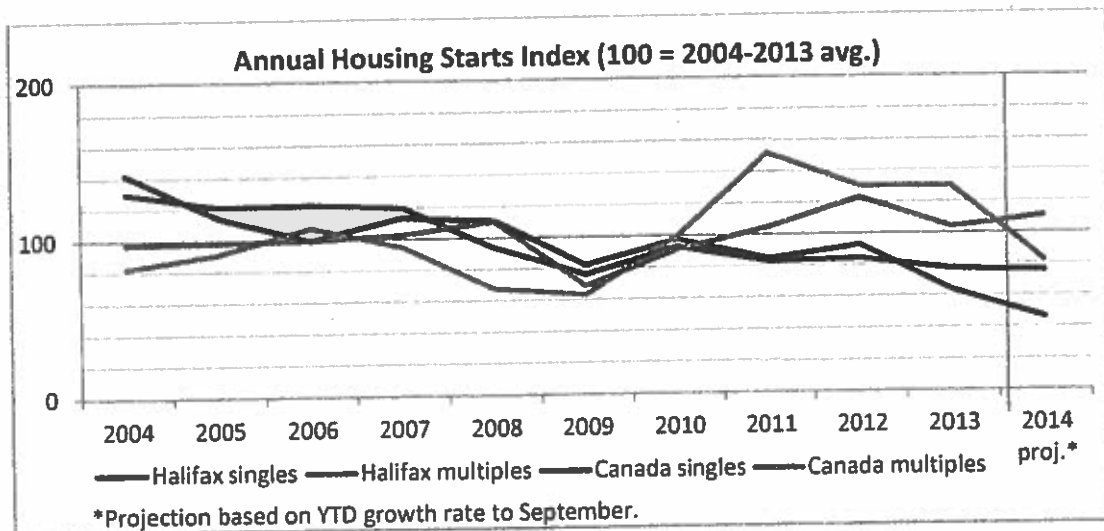
Halifax Economic Report – October 2014



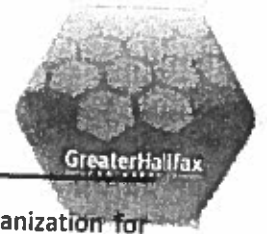
To the first point, Halifax has had slower post-recession growth in employment than the national economy. From 2009 to 2013, employment has grown by 3.7% in Halifax, compared to 5.3% nationally. More significantly, full-time employment growth has been much slower in Halifax, where full-time jobs accounted for fewer than half of job gains during that period, compared to almost 90% nationally. Full-time employment, which provides the necessary financial security to secure a mortgage, is considered a driver of home buying (and single-detached housing starts), while growth in part-time employment is more likely to drive rentals. Additionally, census data shows that home ownership rates begin dropping at an earlier age in Halifax than at the national level, suggesting that age-related downsizing may have impacted housing demand in Halifax sooner than in the country at large.

On the second point, the Halifax apartment boom may have been a victim of its own success. From 2011-2013, multiple unit starts in Halifax were posting numbers between 30 and 52% above average annual starts, much more pronounced than the surge in starts at the national level, which were between 4 and 23% of their annual average. Such rapid growth in supply may have burned through demand for rentals, as rental vacancy rates climbed over that period while national rates remained relatively steady. Economic fundamentals in Halifax have also been less supportive of the housing market this year than they have been in other parts of the country. A recent BMO report cited three things that Toronto, Calgary, and Vancouver have in common that are driving housing growth in those cities: rapid population growth, particularly in the prime home-buying cohort of 30-39 year olds, and solid employment growth. Population growth of 0.4% (0.6% among 30-39 year olds) in Halifax last year pales in comparison to combined growth of 1.9% (2.5% among 30-39 year olds) in those cities and this year employment in Halifax is stalled.

What should be expected looking forward? Expectations for renewed growth in employment next year should see a strengthening of housing markets compared to this year's particularly weak performance. Nevertheless, expectations are for starts to remain below their historic level for the time being. What starts there are should continue to tend toward multiple unit starts in the future as the baby boomers continue to age and retire.



Halifax Economic Report – October 2014



The Greater Halifax Partnership

The Greater Halifax Partnership (the Partnership) is the lead economic development organization for Halifax, Nova Scotia. We plan, pursue, and champion the ideas and actions that help Halifax and our region succeed. As a public-private partnership, we bring all three levels of government together with more than 130 private-sector investors – large and small companies alike – to stimulate and drive economic development and growth in our city.

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

**Attachment 2: Historical Population, Employment and
Commercial Tax Base Figures (Halifax, NS and Canada | 2009-2014)**

Table 1		2009	2010	2011	2012	2013	2014 (YTD)
Halifax							
Population	Population (thousands)	383,692	398,259	402,433	406,903	408,702	—
	Annual Change		1.2%	1.0%	1.1%	0.4%	—
Employment							
	Employment (Thousands)	218.8	221.2	223.4	225.2	227	226.2
	Full Time Employment (Thousands)	180.3	180.2	182.2	182.5	184.1	184.8
	Unemployment Rate	6.3%	6.3%	6.2%	6.0%	6.5%	6.2%
	Participation Rate	71.2%	70.7%	70.3%	69.8%	69.9%	68.9%
	Youth Unemployment Rate	12.7%	11.9%	14.4%	12.4%	15.2%	13.8%
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)	451.3	452.9	452.0	456.1	454.1	
	Full Time Employment (Thousands)	369.9	366.0	366.9	366.6	365.8	
	Unemployment Rate	9.1%	9.2%	9.0%	8.9%	9.1%	
	Participation Rate	64.2%	64.2%	63.8%	64.2%	63.9%	
	Youth Unemployment Rate	17.2%	15.9%	16.7%	18.2%	18.4%	

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)	16,829.1	17,017.9	17,290.7	17,482.9	17,719.8	
	Full Time Employment (Thousands)	13,596.1	13,720.4	13,975.8	14,188.4	14,377.9	
	Unemployment Rate	8.1%	8.1%	7.5%	7.3%	7.0%	
	Participation Rate	67.2%	67.0%	66.8%	66.7%	66.6%	
	Youth Unemployment Rate	15.2%	14.8%	14.2%	14.3%	13.6%	

Sources:

Statistics Canada. *Table 282-0054 – Labour force survey estimates (LFS), by provinces and economic regions based on 2006 Census boundaries, 3-month moving average, unadjusted for seasonality, monthly (persons unless otherwise noted), CANSIM (database).* (Accessed: 2014-10-29)

Statistics Canada. *Table 282-0001 – Labour force survey estimates (LFS), by sex and detailed age group, unadjusted for seasonality, annual (persons unless otherwise noted), CANSIM (database).* (Accessed: 2014-10-29)

Statistics Canada. *Table 282-0109 - Labour force survey estimates (LFS), by census metropolitan area based on 2006 census boundaries, sex and age group, 3-month moving average, unadjusted for seasonality, monthly (persons unless otherwise noted), CANSIM (database).* (Accessed: 2014-10-29)

Statistics Canada. *Table 051-0056 – Estimates of population by census metropolitan area, sex and age group for July 1, based on the Standard Geographical Classification (SGC) 2011, annual (persons), CANSIM (database).* (Accessed: 2014-10-29)

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)

AGREATERHalifax

Economic Strategy 2011-2016

ACTIONS FOR 2013 to 2016

Vision

As the economic engine for the region, Halifax is a truly international city where people learn, work, easily start and grow a business, capitalize on ideas and live within a diverse, vibrant, sustainable community. Our vision represents a call to action. It defines our economic future. It defines the future of our city, an international city, a green city, a blue city, a proud and well-known city, a place where business thrives and a place where people want to live. This is our vision. This is Halifax.

Our success measures:

Grow the business tax base of Halifax – retention and expansion of existing business and attraction of new business is essential for fiscal growth in HRM.

Grow employment and income levels in Halifax – if we create good jobs at a livable wage, people will move and stay here.

Grow the population of Halifax – growth in population and households is critical to the future growth and prosperity of the whole region.

Measuring Outcomes:

The Partnership will use the % growth of the previous years from its benchmark cities to determine its targets for the upcoming year. Further, to limit the role of outliers (high growth or low growth) years, the Partnership will use the median (middle) value from its 5 benchmark cities to determine the target for the upcoming year. These results will be tracked in the Halifax Index, the Partnership's annual economic and community measurement tool, each year and the results will be presented at its annual State of the Economy Conference.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & 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.	<p>Consultation and amendments to improve processes regulated by the Subdivision By-law in progress; package for Council consideration is targeted for winter 14/15.</p> <p>An expedited process for small projects within the HRM by Design area downtown in process of being drafted as part of the plan's 5 year review.</p> <p>Development and construction permit fees to be reviewed and adjusted based on Planning & Development organizational review and Regional Council direction.</p> <p>Implementation of enhanced fee payment options to enable acceptance of credit cards for development and construction fees is completed. Potential online payment capability to be investigated with the launch of ePost option by Finance.</p>	
	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>	
	3. Redesign the development approvals process, including consultation, to decrease limitations to urban development and to ensure efficient and effective feedback.	<p>Consultation with development industry and elected officials on various public engagement formats and outcomes to occur in fall 14/15 with draft recommendations to follow.</p> <p>Development approval process improvements to be determined through Centre Plan exercise.</p>	
	1. Raise awareness of the availability of parking in the regional centre in alignment with the HRM Parking Strategy.	<p>Currently researching capability of technology to provide feedback on availability and improve the functionality of paid on-street parking as part of the Regional Parking Strategy Update.</p> <p>A number of street signs have been installed to provide better wayfinding to major off-street parking lots.</p>	

ATTACHMENT 3

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
REGIONAL CENTRE	Further the livability and attractiveness of our urban core.	<p>2. Develop a 5 year intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core and establish an ongoing dedicated strategic urban reserve fund for Urban Core beautification & infrastructure improvements.</p>	<p>On February 11, 2014, Halifax Regional Council voted to:</p> <ol style="list-style-type: none"> 1. Endorse public realm improvement project list for eligibility under the 5 Year, \$50 Million Capital Improvement Campaign, as described in the Project Identification and evaluation section of the January 23, 2014 supplementary staff report; 2. Commit to a \$50 million program, contingent upon other levels of government funding with one third municipal contribution of \$17 million spread evenly over the five years, beginning with \$3.4 million in fiscal year 20 14/15; 3. Authorize staff to enter into negotiations with the federal and provincial governments on partnership agreements and funding of the public realm improvements identified in the report; and 4. Endorse the creation of a strategic urban reserve to fund the on-going maintenance and renewal of the projects proposed in the 5-year public realm improvement campaign and similar future projects, as well as urban core beautification, pole free area, public art and other streetscape improvements; and direct staff to bring a reserve fund business case as outlined in the staff report no later than spring 2015. <p>On August 5th, Halifax Regional Council approved the list of projects outlined under each of Council's three priority areas, for potential federal infrastructure funding including the list of projects for the 5-Year \$50 Million downtown capital campaign approved by Council in February 2014. Council further directed staff to submit applications to the Building Canada Fund, and implement an advocacy strategy to begin negotiations to secure funds for some or all of the projects listed in this report. Staff are currently working to complete application for the Building Canada Funds.</p>
		<p>3. Assess HRM's role in district heating and cooling.</p>	<p>The district heating and cooling proponent withdrew the proposal and the file is no longer active.</p>
		<p>4. Incorporate into the Cogswell redevelopment plan the economic strategy regional centre objectives.</p>	<p>Council has approved the Cogswell Lands Plan which incorporates Economic Strategy objectives and instructed staff to begin detailed design which is expected to take 18 to 20 months.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
<p>Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.</p>		<p>5. Work with federal and provincial government to explore development opportunities for vacant public and private lands in the regional centre for cultural institutions, public spaces and private mixed uses.</p>	<p>Staff continues to work with the Nova Centre project team ensure that final building design and street level uses will be congruent with Downtown Municipal Planning Strategy and Land Use Bylaw.</p> <p>Canada Lands Corporation (CLC) has acquire Shannon Park Lands (apx. 39 Hectares) from the Department of National Defense. Staff is working with CLC on the potential for purchase of 33 Hectares of the site for future development.</p> <p>Planning Staff has initiated a brownfield opportunity site assessment through the Regional Centre plan that will help identify and prioritize opportunities for development of vacant sites (both private and public).</p> <p>Staff has a continued relationship with Waterfront Development to monitor and plan for large provincial land holdings on Halifax Harbour.</p> <p>Building from the Regional Plan in relation to industrial uses on Halifax Harbour, staff is monitoring activity on priority sites that potentially could migrate from harbour industrial or be impacted by non-harbour industrial uses.</p> <p>The need and priorities for cultural spaces (includes arts, culture, and heritage) will be informed by the Culture & Heritage Priorities Plan and the Greenbelting and Public Open Spaces Priorities Plan, as endorsed in the 2014 Regional Plan, and the Community Facility Master Plan Review (CFMP2). 2014-2015 will see the development of an inventory of existing cultural resources, which will inform the engagement and development of priorities for cultural investment in 2015.</p>
	<p>Reinvent the current approach to mobility in the Regional Centre.</p>	<p>1. Implement the active transportation plan with a priority placed on Regional Centre bike lanes.</p>	<p>The 2014-19 Active Transportation Priorities Plan was approved by Regional Council in September.</p> <p>Design work completed for a multi-use overpass of the CN main line between Pine Hill Drive and SMU. Design work complete for Hollis Street bike lane to be constructed in Spring 2015.</p> <p>Upgrades to Dartmouth Ferry Terminal include better bike access and parking and security.</p> <p>Worked with Dalhousie to install a separated bike lane on University Avenue.</p> <p>Strategy being developed for implementing bike lanes and local street bikeways in the Regional Centre.</p> <p>Greenway connection between Windsor Street and Quingate under construction.</p> <p>Alignment study underway for extension of Dartmouth Waterfront Trail to the Macdonald Bridge.</p> <p>Public engagement sessions underway for improving Macdonald Bridge bikeway connection on the Halifax end.</p>
		<p>2. Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.</p>	<p>Five year review of Regional Plan and Bedford/Mainland North corridor studies give further definition to road network plan.</p> <p>Development of Complete Streets plan underway.</p> <p>Public engagement on the Road Network Priorities Plan planned for early 2015.</p>
		<p>3. Ensure the 5 year strategic framework for transit supports growth in the Regional Centre.</p>	<p>Proposal to expand the scope of work for the Halifax Transit Five Year Service Plan approved by Council in January of 2014.</p> <p>System wide review of transit network is currently underway, and it is anticipated that a draft plan will be available for consultation in January 2015.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.	1. Enable public investment for cultural institutions and public gathering spaces, informed by municipal cultural investment study being undertaken and HRM's Regional Plan review.	<p>New public art pieces have recently been unveiled at the Canada Games Centre and Dartmouth Bridge Transit Terminal.</p> <p>Regional Council has approved \$300,000 in grant funding for Professional Art Organizations. The new program is currently open for applications with the first grants expected to be approved by Regional Council early in 2015.</p> <p>The 2014 Regional Plan endorsed the development of a Greenbelting and Public Spaces Priorities Plan and a Culture and Heritage Priorities Plan which will map existing resources and develop priorities for future investment. These plans will create the necessary policies, programs and budgets to further the priorities developed in consultation with stakeholders and citizens and endorsed by the Halifax Council.</p>
		2. Make available regional centre municipal public spaces for public art, cultural and educational programs.	<p>HRM public spaces in the Regional Centre are regularly available for programming and public art.</p> <p>Public art and monuments are located along both the Halifax and Dartmouth waterfronts and at various other locations within the Regional Centre such as Grand Parade and Granville Mall. Those locations are also frequently used for cultural and civic event programming such as Nocturne, Canada Day, Moosehead celebration, Natal Day, etc.</p> <p>Equitable and increased access to municipal spaces for cultural activities will be addressed in upcoming region wide plans such as the Community Facility Master Plan, The Greenbelting and Public Spaces Priorities Plan and The Culture and Heritage Priorities Plan.</p>
		3. Create an inventory of cultural institutions, events and programs in the Regional Centre.	<p>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.</p>
	Reduce regulatory, tax	1. Identify opportunities to streamline regulatory requirements or processes through work with Service Nova Scotia and Municipal Relations on the Access to Business project.	<p>On-going. Provincial government has redesigned and re-launched the Access to Business website.</p>
		2. Benchmark development charges, fees and timelines against those in other comparable jurisdictions.	<p>Development and construction permit fees to be reviewed and adjusted based on Planning & Development organizational review and and Regional Council direction.</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
and policy issues that can inhibit development and investment.		3. Continue to research and benchmark HRM's tax competitiveness against other municipalities.	<p>On a motion from Regional Council, HRM Finance is, with Property Valuations Services Corporation, analyzing and reviewing "why condominium buildings generally have a higher assessment compared to apartment buildings equal in size, quality and virtually similar in all other factors. To consider methods used in other Canadian municipalities to address this issue, including providing a reduced tax rate and/or other incentives to increase density."</p> <p>Work with the City of Calgary on residential benchmarking is on-going. The latest information on 2012 taxes is on the HALIFAX website at: http://www.halifax.ca/taxes/benchmark/Residential.php.</p> <p>In 2014-15, HRM Finance plans to update its North American benchmarks for commercial office and warehouse taxes (per square foot) and update the HALIFAX website at: (http://www.halifax.ca/taxes/benchmark/Commercial.php).</p> <p>HRM Planning is working with Statistics Canada to establish a new standard StatCan geography to reflect the Urban Settlement area, as defined by the Regional Plan. (This has already been done for the Regional Centre area.) The standard geography will improve the measurement of urban growth over time by facilitating the use of (and reducing errors in) StatCan data.</p>
	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.	On-going. 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. The Partnership also sits as a member of the SNSMR A2B Advisory Committee focused on improving municipal/provincial regulatory or service improvement.	
3. Review and analyse available data (including BRE data, general research) to understand which municipal service delivery issues are the most important to business.		SmartBusiness Report April 2014 to September 2014 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...	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.	

BUSINESS CLIMATE
 Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
	<p>for civic engagement, public investment and initiatives to increase social capital.</p>	<p>2. Continue to track "Quality of Place" measurements in the Halifax Index.</p>	<p>Included in the presentation of the 3rd Halifax Index at the State of the Economy Conference in May 2014. Details and copies can be found at http://bit.ly/1bxMxB</p>
	<p>Halifax is recognized internationally for its clean and healthy environment.</p>	<p>1. Undertake actions in support of HRM's priority to be a leader in environment and sustainability initiatives.</p>	<p>The Solar City Project is progressing, on target for approximately 500 homes, a 500% increase to activity prior to program. Project will finish February 2015.</p> <p>Primary Community Engagement complete for Community Energy Plan. Action Plan in development with draft copy in internal circulation for peer review.</p> <p>Solar Photovoltaic projects awarded and in progress at West Street Fire Station, Northbrook Training Centre, Alderney Gate. Solarwall project awarded and commenced at Dartmouth Sportsplex. Planned natural gas conversions awarded and in progress at North Woodside Community Centre, Ragged Lake, West St Fire Station and George Dixon Centre.</p>
	<p>Increase the engagement and active support of the private sector in the economic growth of Halifax.</p>	<p>1. Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.</p>	<p>The Partnerships markets and promotes Halifax as a location of choice for business by raising local confidence and both the national and international profile of the Halifax region. This is accomplished through online, print, radio, media, and events promoting HRM as an attractive community to live, work and conduct business. Q1 & Q2 results include:</p> <ul style="list-style-type: none"> • 12.5% increase in Social Media participants • 14% increase in Twitter followers • 7.7% increase in Facebook likes • 6.3% increase in LinkedIn members • 43,167 total website users • 104 brochure generator clicks on WhyHalifax • Hosted our first Building our Future events ("Let's Talk Exports") on May 7, 2014 with 120 attendees • Hosted our 2014 State of the Economy Conference on May 22, 2014 with 300 attendees • Planning our final Building our Future event for January 12, 2015 ("A Bold Halifax") <p>Additionally, the Partnership has defined and leads the implementation of the Mayor's Celebrate Business Program. The following are highlights of activities in Q1 & Q2:</p> <p>April 14 - HRO Economic Impact Release</p> <p>April 16 to 18 - Atlantic Mayor's Congress in PEI (GHP Presented)</p> <p>April 28 - Web.com Breakfast</p> <p>May 22 - 3rd Annual State of the Economy Conference and Halifax Index</p> <p>June 17 - Partnership's Business Leaders' Roundtable</p> <p>July 25 - Site Visit to IH Mathers</p> <p>August 6 - Site Visit to Atlantic CAT</p> <p>September 11 - GHP Board Orientation</p> <p>September 13 - Mayor's Welcome Reception for first year international students to Halifax (co-sponsored by GHP)</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
		<p>2. Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.</p>	<p>There were 118 investors in total at the end of last fiscal period. There are now 123 active investors. The five new investors are as follows:</p> <ul style="list-style-type: none"> • Lockheed Martin • BDO • I.H. Mathers • Hilton/Silverbirch • Right Some Good <p>60/60 investors renewed their investment in Q1&Q2</p>
	<p>Maximize opportunities</p>	<p>1. Advocate for Federal and Provincial labour market programming that aligns with the needs of the Halifax business community.</p>	<p>The Partnership sits as a member of the Province's Workforce of the Future Table that is a collaboration of public and private stakeholders focused on understanding the priorities of stakeholders and that linkages are in place to ensure we have a workforce that will meet the economic opportunities we currently have and expect to have in the coming years.</p> <p>In Q1&Q2, the Partnership has contributed to the following:</p> <ul style="list-style-type: none"> • Ongoing engagement with the Youth Priority Team. • Sit as a member of the Advisory Committee convened by Students NS for the planning of the Nova Scotia Youth Employer Awards. • April 16-17-The Strategic Nexus of Immigration and Education Policies – Connector Program panel presentation -presented prospective from Connectees and Connectors of the value of this program • May 2-Immigration and Opportunities in Atlantic Canada –The Atlantic Immigration Research Fund Annual Symposium • May 5-CEC-Federal Skilled Worker information session • June 3-guest at the 2014 Cities of Migration conference in Berlin-Connector Program presented as a Best Practise model for Immigrant retention • Sept 22- commitment as partner to Colleges and Institutes Canada (CICan) and the International Organization for Migration (IOM) for their submissions to Citizenship and Immigration Canada's Call for Proposals, Settlement Program for Pre-Arrival Services. Our intent is to offer Pre-Arrival Connector Program on a National level from our Halifax office. This will support the Express Entry Federal Immigration program • Sept 13-Mayors International Students Welcome event held at Pier 21 • Sept 23- Halifax Career Fair <p>The Partnership also sits as a member of LIP (Local Immigrant Partnership) Advisory Council</p> <ul style="list-style-type: none"> • Lead on the LIP Economic Integration & Growth sub-committee

GOALS (5)

OBJECTIVES (17)

YEAR 3-5 ACTIONS (48)

YEAR 3 - STATUS UPDATES - Q1 & Q2

TALENT
 Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.

<p>for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).</p>	<p>2. Help businesses achieve best practices in employee recruitment and retention by: - connecting the business community to labour market information and human resource management support, and - increasing business community's participation in labour market initiatives to attract and retain young professionals and international skilled workers.</p>	<p>Through its Business Retention and Expansion Program, the Partnership provides information to clients regarding best practices in employee recruitment and retention. One example of support is connecting clients to the Workforce Development resources available on the business.novascotia.ca website. Examples include:</p> <ul style="list-style-type: none"> • NS HR Toolkit - provides valuable human resource information, downloadable tools and templates, and links to programs and resources to support managers with their human resource needs. • SkillsOnlineNS - This tool promotes a practice of learning in the workplace, providing quick and easy access to thousands of online courses suitable to staff at every level of the organizations. • Welcoming Workplaces - supports businesses be more inclusive and welcoming. The workbook includes a business diversity self-assessment, practical advice and strategies and ready-to-use forms and templates to help employers make diversity a part of their strategic business goals. <p>The Partnership has presented the benefits of being a Connector to various community organizations, universities, government departments, etc. Connector Program results for Q1&Q2 are:</p> <ul style="list-style-type: none"> • 52 additional Connectors • 44 additional Newcomers • 51 additional International Students • 50 additional Young and Emerging Talen(including recent grads and laid-off workers) • 62 Jobs found <p>Program Totals to September 30, 2014 are:</p> <ul style="list-style-type: none"> • 1167 Participants; • 693 Connectors; • 509 Jobs Found.
	<p>3. Increase the engagement of the business community to provide information and input on current and future labour market needs to partners to ensure programs respond to current business needs.</p>	<p>See above – included in the Partnership's contribution to the Province's Workforce Table of the Future.</p>
	<p>1. Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.</p>	<p>Work will continue in 14/15 to 15/16 on policy review and revisions.</p>
<p>Build a welcoming and</p>	<p>2. To identify workforce matters of common interest with the First Nations community in HRM to maximize employment outcomes. The work will begin through establishing a partnership with the Mi'kmaq Friendship Centre and focus on opportunities to increase employment representation for Aboriginal people.</p>	<p>Work continues with the community. Meeting held with Mikmaq Native Friendship Centre in April 2014 - their focus now is apprenticeship programs. HRM will follow up again this quarter</p>

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	YEAR 3 - STATUS UPDATES - Q1 & Q2
	<p>inclusive environment for underrepresented groups.</p>	<p>3. Create a function within HRM that will work to improve the quality and level of service to residents and communities of African descent as it relates to employment.</p>	<p>The African Nova Scotian and Visible Minority Women Network employee group was created to enhance talent development, diversity of the workforce, and employee retention within Halifax Regional Municipality. Two leadership and networking workshops provided the women with learning opportunities for career development resources and an opportunity to engage with one another to share skills and employment successes.</p> <p>Nova Scotian Affairs Integration Office, in collaboration with Human Resources, created a career development booklet to assist group members along their personal career development goals.</p>
		<p>4. Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.</p>	<p>The Mayor's Welcome Reception for First Year International Students was hosted at Pier 21. More than 200 students attended the event from Halifax's universities and community colleges.</p> <p>The Local Immigration Partnership (LIP) was officially launched in September to help facilitate immigrant settlement, integration and retention. LIP will create/identify opportunities for cross-sector collaboration among newcomer service providers.</p> <p>HRM is continuing its internship program in 2014/2015.</p>
	<p>HRM will become an "Employer of Choice" serving as a model for the business community.</p>	<p>5. Implement the HRM People Plan.</p>	<p>In progress. In 14/15 Human Resources will complete deliverables and make revisions to the Plan to extend it out to 2016/17. Work on revised deliverables will begin in 15/16.</p>
<p><u>capitalize</u></p>	<p>Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.</p>	<p>1. Develop a Brand Strategy and Implementation Plan.</p>	<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>
		<p>2. Ensure necessary buy-in and adoption from citizens, the business community and key organizations that will have a role in the brand strategy implementation.</p>	<p>The launch of the brand included the website www.Halifaxdefined.ca, this website is a showcase for the new brand and outlines how the new brand was chosen and what the new brand means to the community. The city is rolling out the brand in a systematic way. Buses are being re-painted & community signs are being replaced with the new brand. This goes along way to achieve community buy-in. In the near future Greater Halifax Partnership and the Halifax Gateway will be changing their brands to align and support the new Halifax brand.</p>

	Move Halifax from Good to Great – Live the brand!	<p>3. Implement the Brand Strategy that:</p> <ul style="list-style-type: none"> - Provides clear and consistent messages to a local, national and international marketplace; - Supports trade, investment and labour market development; - Increases the number of businesses actively seeking customers in international markets; - Builds business and citizen confidence locally; and, - Inspires a culture that guarantees Halifax's delivery of an exceptional experience. 	<p>The Bold Promise is another important, and new, initiative which will positively contribute to imperative cultural change in our city and province. The Bold Promise is the evolution of the My Halifax Pledge and similar initiatives developed by other partners in the city. Born from the common goals of the Greater Halifax Partnership, the Halifax Chamber of Commerce, Revolve and many other organizations in Halifax, The Bold Promise encourages all citizens to become part of something bigger and to be Bold in their thinking and actions. It challenges us to change our attitudes and behave differently than we have in the past. Our goal is to have 100,000 people take The Bold Promise. We want to see it in every business, in the schools, in your organizations, everywhere in Halifax. The Bold Promise website and collateral will be launched in Q3.</p>
<p>MAXIMIZE GROWTH OPPORTUNITIES Capitalize on our best opportunities for</p>	Support and validate the implementation of the economic strategy through an enhanced research capacity.	<p>1. Implement the Partnership's BRE Program focused on connecting Halifax businesses to the resources and services they need to be more competitive, at home, across the country and internationally.</p>	<ul style="list-style-type: none"> • 85 SmartBusiness retention visits (73 with SMEs); • 30 business follow-up consultations; • 35 face-to-face meetings with action team members; • 259 business referrals generated (year to date figure) 59% successfully closed); <p>(Smart Business Report for the Q1 - Q2 period is attached)</p>
		<p>2. Present the Halifax Index at the Annual State of the Economy Conference. The Index tracks yearly progress on economic, environmental and social objectives and recommends ideas for improvement.</p>	<p>The Partnership presented the 3rd Halifax Index at the State of the Economy Conference in May 2014. Details and copies can be found at http://bit.ly/1bxMxB</p>
		<p>1. Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities.</p>	<p>No action required in Q3</p>
		<p>2. Continue to mobilize and engage community support for Halifax Shipyard's Shipbuilding Project and major projects.</p>	<p>The Partnership sits as a member of the Province's Major Project Table focused on the collaboration and alignment of stakeholders on the benefits of the Shipbuilding project and major projects. The Partnership has also delivered more than 20 presentations to various organizations and groups to increase awareness of the benefits of the shipbuilding project and major projects. The Halifax Gateway Council prepared a map of the large scale projects underway or planned within the Atlantic Canadian Region with a current combined investment of approximately \$122B. These projects are from a variety of sectors: energy, mining, construction and transportation. More information can be found at http://www.halifaxgateway.com/en/home/megaprojectsmap.aspx</p>
	<p>3. Implement an attraction and retention strategy for Regional and Head Offices to/In Halifax.</p>	<p>Visitation with local HRO representatives is a part of the collection of information for the competitive intelligence report is complete as well, though visitation will continue on an ongoing basis as part of GHP's SmartBusiness program. On April 14th, GHP hosted an event to release head/regional office research & best practices for attracting and retaining HROs. In Q1&Q2: 12 HRO businesses visited. Marketing and engagement is on-going.</p> <p>For additional information on head office attraction and retention see the following:</p> <ul style="list-style-type: none"> • Final Report: http://bit.ly/1cKcBv • Infographic: http://bit.ly/1f21UKY • HRO Value Proposition: http://bit.ly/Pr7M4t 	

GOALS (5)

OBJECTIVES (17)

YEAR 3-5 ACTIONS (48)

YEAR 3 - STATUS UPDATES - Q1 & Q2

<p>economic growth.</p>	<p>Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.</p>	<p>4. Work with the Halifax Gateway Council to coordinate activities to improve Gateway efficiency and use.</p>	<p>The Partnership continues to manage the Halifax Gateway Council through a management services agreement.</p> <p>The business development funnel for the Logistics Park is managed by the Halifax Logistics Committee, with representation from NSBI, HRM, the Partnership, Halifax Port Authority, Halifax Stanfield International Airport, CN, NSERDT and ACOA. There are currently 13 qualified leads in funnel. No closes; however, one 5 acre lot is under tentative purchase and sale agreement.</p>
		<p>5. Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.</p>	<p>The Partnership continues to have ongoing collaboration with Nova Scotia Business Incorporated (NSBI) and other partners to attract and retain business investment. The Partnership has supported several site visits and helped NSBI connect potential new businesses to business, academic and research partners, and various resources. To ensure a seamless customer experience with one main contact point, NSBI remains the lead organization for Direct Foreign Investment projects. We are currently managing the following business development funnel:</p> <ul style="list-style-type: none"> • 6 Requests for Information (RFI) - A request by a third party looking for information to support the decision to open an office in Halifax. • 28 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. • 1 Closed - Companies who have successfully opened an operation and hired at least 1 employee in Halifax. (total of 10 jobs created in the first round of hiring. More are expected as these initial employees complete the initial set up and hire additional staff.) • Aftercare services provided to previously closed projects. <p>Visit whyhalifax.ca, to view the Partnership's suite of investment attraction tools.</p> <p>Dongdu International Group (DDI), a Shanghai-based international real estate, high technology and lifestyle oriented company, signed a memorandum of understanding (MOU) with Nova Scotia Business Inc. (NSBI) and Greater Halifax Partnership (GHP) formalizing intentions to carry out a multi-phased plan of investment and development in Halifax and other areas of Nova Scotia.</p>
		<p>6. Work with the Province, GHP, Destination Halifax and others to maximize opportunities presented by the new convention centre.</p>	<p>The Partnership is collaborating with Trade Centre Limited to identify opportunities to present to local business community and industry sectors on the benefits offered by the new convention centre.</p>
		<p>7. Improve the connection and collaboration between research organizations and business.</p>	<p>Over the summer months, The Halifax Ecosystem has continued to evolve with the support and guidance of Cisco and IBM, and F2VC. This new, collaborative approach to economic development aims to increase engagement from all sectors of our community and get to action and solutions sooner on key economic and social issues. The Halifax Ecosystem is the way we can experiment together and take action on big ideas that will drive innovation and prosperity in Halifax and our region. In our role as curator of the Ecosystem, the Partnership held the first Halifax Ecosystem Café on September 10th where we launched four working groups focused on: changing attitudes, attracting and retaining talent, building an attractive and vibrant regional centre and promoting entrepreneurship - priorities that emerged from the Ivany Report and the State of the Economy Conference. This was the first of several Ecosystem Cafés planned for this year. We anticipate hosting a second, larger community café in late October.</p>

ATTACHMENT 4

SmartBusiness Report: October 2014



SmartBusiness Activity

One of the functions of the SmartBusiness program is to gather and identify information about the companies that it assists. This data is **not meant to show representative opinions** you would find from public polling. This is a **conversation with industry**. The data comes from the offices of business leaders, from frank discussions, and often times from outspoken honesty. It gets at 'private opinion,' the deeper held beliefs that businesses actually use to judge their community. Through these discussions, the SmartBusiness Team has undertaken the following activity this fiscal year (April to June):

- Retention Visits: 85 (73 SMEs)
- Retentions: 1
- Expansions: 6
- Referrals Generated: 259
- Business Consultations: 30
- Jobs Created & Retained: Pending

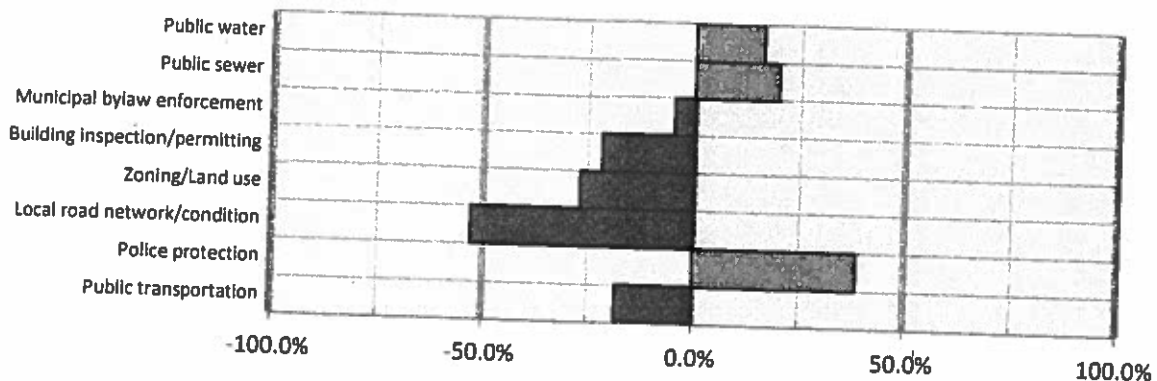
Important: In order to reduce the margin of error, data in the analysis and charts below includes the last 12 months of visitations; from October 1st, 2013 to September 30th, 2014. This increases the sample size from 85 to 232. Business trends identified in this report reflect findings from the larger sample size.

Municipal Services

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

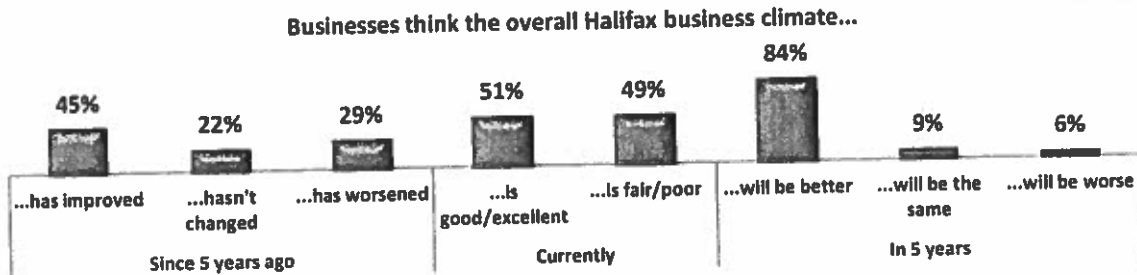
- Opinions of public services have fallen across the board, though Police Protection remains steady, with the smallest decrease among Municipal Services (at -1.6%). Despite this recent decline, Police Protection continues to outperform every other municipal service in terms of business satisfaction.
- Business satisfaction with the local road network is at a very low level, with 80.3% of businesses rating it Fair or Poor. This is the municipal service that businesses are least satisfied with in Halifax.
- Despite opinions of the road networks, public transit continues to dominate discussion of municipal services. Most comments surround Burnside access and the need for a greater understanding of labour transit needs. Ratings of public transit fell since the last report (-3.5%) and remain moderately negative.

Index of Performance



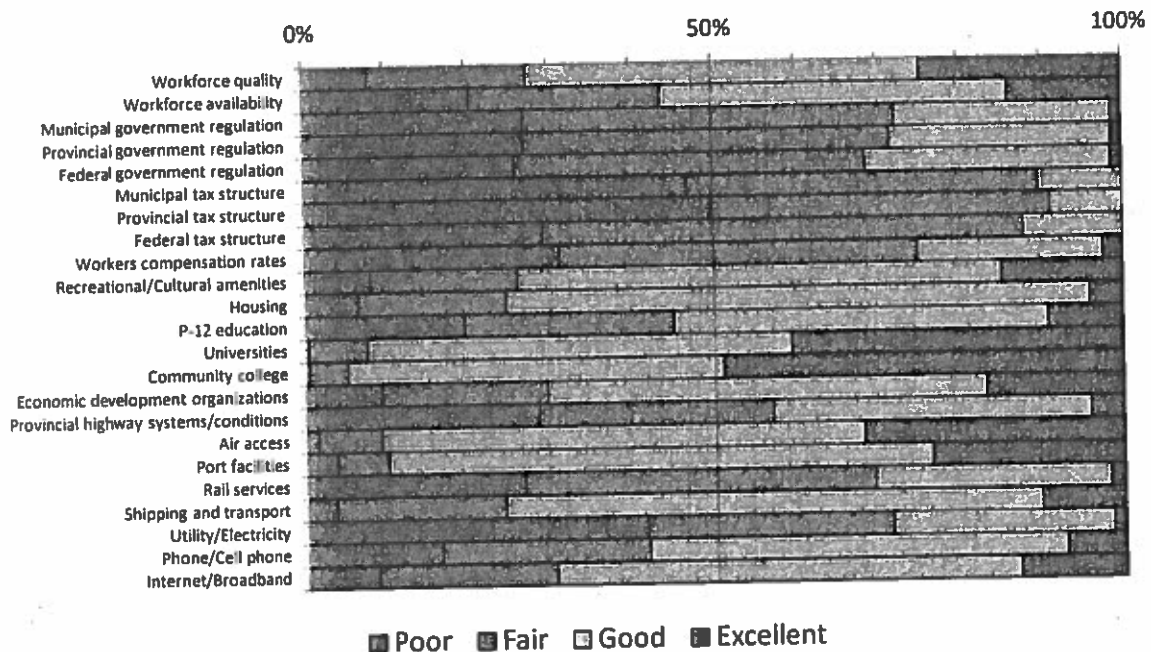


Business Climate



- Private sector opinions of the business climate remain in a holding pattern. Overall opinions, whether about current, past, or future performance remain steady. This shows some stability and recovery over a longer-term downward trend.
- Overall opinions of the business climate are mixed. There is a recognition that the economy has improved and a broad consensus that it will continue to improve, but a lack of enthusiasm around its current state.
- Confidence remains high, but there is a recognition that much work lies ahead.

Share of Respondents

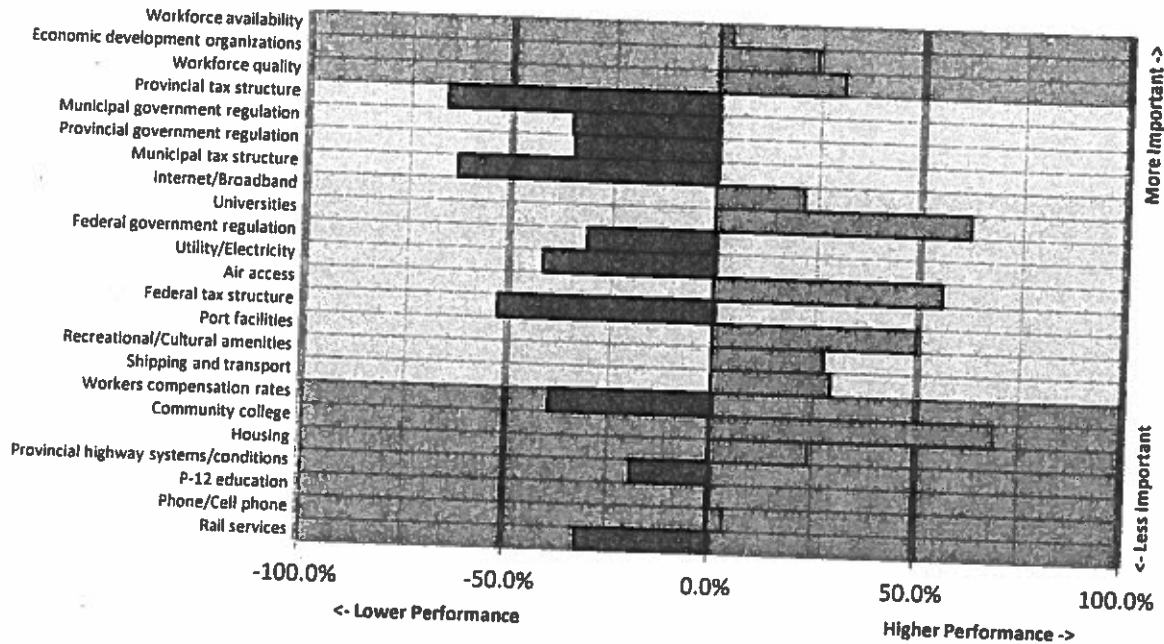


SmartBusiness data allows for a cross-section of opinions surrounding the business climate. This lets us contrast how highly businesses regard different elements in the business climate with how important they are to day-to-day operations. In the table below, business climate factors are arranged from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



Business Climate Cross-Section

Index of Performance and Importance



Share of businesses indicating the factor is one of the top-three most important to their business today:
 Red: 25%+ Yellow: 15-25% Green: 5-15% Blue: 0-5%

- The five most important business climate factors firms have identified are workforce availability (43.7%), economic development organizations (36.8%), workforce quality (36.3%), provincial taxes (20.8%), and municipal regulation (19.7%).
- There has been an increase in commentary and importance of economic development organizations. Specifically, businesses are noting some frustration with access to incentives. Uncertainty with these programs has led to delays, though interest in the programs remains high.
- A widening gap is occurring between Workforce Availability and Quality, both in terms of importance and performance. Businesses are generally happy with the highly skilled labour-force within the city, though there are still shortages of skilled, experienced workers.

Greater Halifax Partnership

The Greater Halifax Partnership (the Partnership) is the lead economic development organization for Halifax, Nova Scotia. We plan, pursue, and champion the ideas and actions that help Halifax and our region succeed. As a public-private partnership, we bring all three levels of government together with more than 130 private-sector investors – large and small companies alike – to stimulate and drive economic development and growth in our city.

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