

HALIFAX

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Item No.
Community Planning and Economic Development Committee
May 21, 2015

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

SUBMITTED BY: Original Signed by

Maggie MacDonald, Managing Director, Government Relations and External Affairs

DATE: 24 April 2015

SUBJECT: Schedule A Update – Services Agreement Greater Halifax Partnership

ORIGIN

June 25, 2013 - MOVED by Councillor Nicoll, seconded by Councillor McCluskey that Halifax Regional Council approve the Service Level Agreement with the Greater Halifax Partnership for a term of five years, with the ability for HRM to terminate the agreement with six months' written notice, and forward to Regional Council for approval. MOTION PUT AND PASSED.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. (the Charter) confers legislative authority to enter into a contractual relationship with the Halifax Partnership for the purposes of delivering services as specified in Schedule A to the agreement.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development committee recommend to Regional Council the approval of an amending agreement to the Services Agreement with the Halifax Partnership that replaces the 2014/2015 Schedule A with the 2015/2016 Schedule A included as Attachment 3.

BACKGROUND

Economic Development in the Halifax Regional Municipality

At the direction of Regional Council, staff undertook a review of the governance structure of agencies within HRM performing an economic development function. This review was presented to Regional Council on March 4, 2013. Regional Council endorsed the current arm's length economic development governance model. It endorsed the current configuration of economic development and tourism agencies and assigned economic development functions to the Halifax Partnership.

In February 2013, the Halifax Partnership (HP) presented a simplified approach to CPED. From the many possible measures of economic development, HP highlighted three fundamental measures that the strategy should consider: Halifax should seek to grow:

- (1) the business tax base by retaining, expanding and attracting business and new investment
- (2) employment and income levels by creating good jobs so people can choose Halifax as home,
- (3) the population by attracting and retaining people and capitalizing on ideas to create a diverse, vibrant, community.

In these areas, Halifax saw the following results from 2011-2013:

- business tax base: +7%
- employment (2011-2014): +1.8%, 4,100 jobs
- personal income per capita: +6.6%, \$41,258
- population (2011-2014): +3.0%, 414,400

The Halifax Partnership (the Partnership) is a private-public, economic growth organization with core funding provided by HRM and 118 private sector investors. Funding from business investors is in the form of cash and in kind services which include local media advertising, meeting space in local hotels, consulting services provided by local firms, etc.

The Partnership also generates revenue through various projects funded by government and nongovernment sources. The Municipality is the largest single funding partner, contributing \$1.6 million in 2014-2015. This HRM funding enabled the Partnership to leverage approximately \$900,000 in private sector commitments from 124 active investors, significant project revenue, and a high level of volunteer commitment to HRM's economic growth efforts.

The relationship between HRM and the Partnership is formalized through a services agreement through which the Municipality articulates expectations, deliverables and measures to help ensure value for investment. The service agreement is tied closely to supporting the implementation of the 2011-2016 Economic Strategy and the municipality's corporate direction with respect to economic development.

Highlights of 2014-2015 activities

- Smart Business program
- Regional and Head Office Strategy
- Mayor's "Celebrate Business" program
- Worked with the Business Improvement Districts to support business retention and attraction in their districts.
- Support to the Sheet Harbour Area Chamber of Commerce including working with HRM and ACOA to look at the development of a regional strategic plan for the Eastern Shore.
- The Partnership continues to have ongoing collaboration with Nova Scotia Business Incorporated (NSBI) and other partners to attract and retain business investment. In 2014/2015 this collaboration saw:
 - 4 prospect companies shortlist Halifax for their investment.

- 7 Companies who have successfully opened an operation and hired at least 1 employee in Halifax resulting in a total of 158 jobs.
- Helping immigrants, international students and young and emerging talent build a professional network, and connect with job opportunities, through the Connector Program:
 - 122 new business leader Connectors
 - 105 newcomer participants
 - 112 young emerging talent participants
 - 109 participants finding jobs since April 1st
- Completion and presentation of the 3rd Halifax Index at the State of the Economy conference.

Additional description of the Partnership's activities in 2014-2015 and performance indicators are included as Attachment 1.

DISCUSSION

The body of the Services Agreement is unchanged. The body of the Services Agreement speaks to the longer term parameters of the relationship between HRM and the Partnership including:

- Broad direction with respect to services provided including:
 - Services related to Halifax Economic Strategy such as developing, updating, and tracking progress on the economic strategy
 - Delivery of programs to help attract and retain businesses and to promote business expansion, to brand and market the Municipality, and to promote labour market development and community Economic Development,
 - Provision of strategic advice, professional expertise and research
 - Others, such as regular reporting to HRM staff, committees and Council.
- Ability to audit and record keeping
- Value and disbursement of the HRM grant
- HRM membership on the GHP board of directors
- The term of the agreement and termination provisions
- Insurance requirements

The Schedule to the Services Agreement (Schedule A – Attachment 3) speaks to annual deliverables that support the above noted objectives of population growth, employment and income growth, and growth in the business tax base and support the delivery of the economic strategy. While many of the deliverables and actions are similar in nature to those undertaken as described in last year's services agreement, this year's schedule has been updated to place greater emphasis on desired outcomes including business and investment attraction, job creation and retention and improving the business climate. The Schedule includes outcome measures, targets and deliverables as performance indicators.

Strategic deliverables include:

- Connect Halifax businesses to the public and private sector resources and talent they need to grow and prosper.
- Market Halifax to attract high-value, high-potential business investments.
- Strengthen private sector engagement to lead the economic growth of Halifax.
- Provide market and competitive economic intelligence, analysis and thought leadership on the Halifax economy.
- Pursue an organizational culture of client focus, innovation and excellence.

Each of these strategic deliverables is supported by a series of actions and more specific deliverables as outlined in Attachment 3. Outcome measures and targets include such things as creating and retaining jobs, identifying systemic issues through the Partnership's Smart Business program, and generating business attraction leads and contributing to closing investment attraction.

Selected priority deliverables for HRM in the Schedule include:

- Delivery of the Smart Business Program and over 200 face-to-face surveys conducted

- Delivery of the Halifax Connector Program
- Delivery of the Mayor's Celebrate Business Program
- Through support from HRM's Bridging the Gap program, increase service to businesses outside the Regional Centre above current level
- On-going support to Sheet Harbour Chamber of Commerce
- Facilitation and support to African Nova Scotian Community Projects
- Participation in World Energy Cities Partnership
- Leveraging international opportunities to attract business investment

FINANCIAL IMPLICATIONS

The annual cost associated with this partnership can be accommodated within the approved 2015/2016 operating budget in E121 Government Relations and External Affairs.

COMMUNITY ENGAGEMENT

No community engagement was required for this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications from this report.

ALTERNATIVES

1. CPED can choose not to recommend approval of the updates to the Schedule A of the Services Agreement. The current Services Agreement would remain in force.
2. CPED can choose to recommend approval of the updates to the Services Agreement with amendments.

ATTACHMENTS

- Attachment 1: 2014/15 Deliverables and Performance Indicators
- Attachment 2: 2014/2015 Smart Business Report
- Attachment 3: Proposed Updated Services Agreement Deliverables – Schedule A
- Attachment 4: Amending Agreement to the Services Agreement between Halifax Regional Municipality and Greater Halifax Partnership

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

Report Prepared by: Maggie MacDonald, Managing Director, Government Relations and External,
902.490.1742

Financial Approval by: _____ Original Signed by

Greg Keefe, Director of Finance & ICT/CFO, 902.490.6308

Year-End Performance Management Report
 HRM and Halifax Partnership
 Service Level Agreement
 2014-15 Schedule A Activities

CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
<p>1.1 Attract and Grow Business and Quality Jobs . . . To grow the business tax base of Halifax . . . To grow the employment and income levels in Halifax</p>	<p>a. Connect local "existing" business to the resources and services (labour market info, business financing, etc.) they need to be more competitive at home, across the country and internationally.</p>	<p>Talent - Objective 1 Maximize Growth - Objectives 1 & 2</p>	<p>Conduct: >150 SMEs (<100 employees) retention visits (diagnostic surveys) >200 business follow-up consultations >40 face-to-face meetings with action team members Generate >150 business referrals Successfully close 75% of issues identified Annual Report to highlight impact of visitations including # Jobs Created and maintained</p>	<p>TARGET ACHIEVED Jobs created & Retained: 541 150 SmartBusiness retention visits (diagnostic surveys) 147 business follow-up consultations >40 face-to-face meetings with action team members YTD Generated 390 business referrals (84% successfully closed) SmartBusiness 2014-15 Annual Report attached</p>
	<p>b. Implement the Head and Regional Office (HRO) Program to attract and retain HROs to/in Halifax.</p>	<p>Maximize Growth - Objectives 1 & 2</p>	<p>> 50 HRO businesses visited Support NSBI on the 10 leads generated from the 2014 HRO Economic Impact Study</p>	<p>TARGET ACHIEVED • April 14th - released the head/regional office research & best practices for attracting and retaining HROs. • >50 HRO businesses visited. Marketing and engagement is on-going. For additional information on the Partnership's Head Office Attraction and Retention Initiative and HRO Success Stories go to: http://bit.ly/1EKtVM6</p>
	<p>c. Implement the "Celebrate Business Program" for the Mayor and Halifax Regional Council to demonstrate HRM is open for business.</p>	<p>Business Climate - Objective 1</p>	<p>Host Celebrate Business Event - Fall 2014 (Mayor is keynote) Coordinate 8 Mayor onsite visitations to companies</p>	<p>TARGET ACHIEVED The Partnership has defined and leads the implementation of the Mayor's Celebrate Business Program. The Mayor has visited, hosted and/or presented at the following: April 14 - HRO Economic Impact Release April 16 to 18 - Atlantic Mayor's Congress in PEI (the Partnership Presented) April 28 - Web.com Breakfast May 22 - 3rd Annual State of the Economy Conference and Halifax Index June 17 - Partnership's Business Leaders' Roundtable July 25 - Site Visit to IH Mathers August 6 - Site Visit to Atlantic CAT September 11 - the Partnership Board Orientation September 13 - Mayor's Welcome Reception for first year international students to Halifax (co-sponsored by the Partnership) November 13 - CNIB December 1 - NSCAD February 12th - LED Roadway Lighting February 18th - Information Session - Canada's Ambassador to China March 25 - GMI - Forbes Asia</p>

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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
	<p>d. Make connections with local business organizations such as Business Improvement Districts and Business Associations to support the development of strategies and action plans to attract and retain businesses in their district. Implementation of action plans are the responsibility of the business group.</p>	<p>Maximize Growth - Objectives 1 & 2</p>	<p>Support provided on attraction and retention strategies Ongoing support for using GHP's GIS tool and WhyHalifax.ca</p>	<p>TARGET ACHIEVED Between Q1 & Q3 8 meetings held with BIDs outlining opportunities to connect and support on attraction and retention strategies. In Q4 met with 3 BIDs. Agenda items include: 1. Update on SmartBusiness, HRO activity and regulatory environment. 2. GIS and WHY Halifax Update 3. Ecosystem Update</p>
	<p>e. Through work with Service Nova Scotia and Municipal Relations on the Access to Business (A2B) project, identify opportunities to streamline regulatory requirements or processes.</p>	<p>Business Climate - Objective 1</p>	<p>Participation on Service Nova Scotia Municipal Relations A2B Advisory Committee</p>	<p>TARGET ACHIEVED Results from the Partnership's SmartBusiness Program are shared quarterly with Halifax Government Relations and External Affairs Division and the Office of the CAO. Company common issues specific to Municipal services are identified and shared within the report. The Partnership also sits as a member of the SNSMR A2B Advisory Committee focused on improving municipal/provincial regulatory or service improvement.</p>
	<p>f. Increase business community's engagement and involvement in economic growth.</p>	<p>Business Climate - Objective 5</p>	<p>> 90% private sector investment renewal in GHP demonstrating private sector interest in and support of economic development outcomes</p>	<p>TARGET ACHIEVED As of March 31, there are 124 active investors in the Partnership. 4 non-renewals for the year: Collins Barrow, Doctors NS, Shell Canada and Rogers which represents an adjusted 96% renewal rate. 15 new investors, a 13% increase. They are:</p> <ul style="list-style-type: none"> • Lockheed Martin • BDO • Cisco • I.H. Mathers • IBM • Lois Lane Communications • Hilton/Silverbirch • Journeyman Films • Right Some Good • Revolve • Scotian Materials • Word Right Career & HR Consulting • Napkin Creative • Value Improvement Consulting

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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
	<p>g. Represent HRM staff on the Sheet Harbour and Area Chamber of Commerce and Civic Affairs Economic Development Committee.</p>		<p>Provide community economic development support to the Sheet Harbour Area Chamber of Commerce in support of their community plan. Provide on-line platform via GHP website to share results and invite feedback and additional input from the March 29, 2014 Community Economic Development Strategy planning session for Eastern HRM. Continue to collaborate with communities and all 3 levels of government to plan and implement next steps.</p>	<p>TARGET ACHIEVED</p> <ul style="list-style-type: none"> • April 14th - Bonnie Sutherland of the NS Nature Trust met with the Chamber and invited guests to discuss the Nature Trust's proposal of acquiring and managing some of the islands off the Eastern Shore. The area represents a remote and wild group of pristine coastal islands and headlands encompassing over 6700 acres of diverse coastal habitats. • July 14th - meeting with the Eastern HRM Region Communities Economic Development Network - Steering Committee included representation from Sheet Harbour. • July 30th - a meeting held in Sheet Harbour to brief elected representatives, as well as representative from the various local organizations with an economic development focus, about the Bay of Islands STEP application, and to seek their ongoing support for the project. There was a general discussion about how best to ensure that the outcome of the STEP process would receive future implementation support. • Aug 1st - meeting with Eastern HRM Region Communities Economic Development Network Steering Committee included representation from Sheet Harbour • Nov 4 - Chezzetcook Health and Wellness Centre - NSERDT and GHP met to discuss strategy for supporting this opportunity. Agreed the initiative must be led by the community. Both organizations will play a supporting role such in facilitating meetings and making connections to needed stakeholders and resources. • Nov 17 - Eastern HRM Region Communities Economic Development Network Steering Committee - Meeting held at Memory Lane. Status update and next steps discussed. Minutes posted on GHP website under Community Economic Development. • Jan 28 - Met with Tom McInnis, Sheet Harbour Chamber of Commerce, re Town Square Project on the waterfront at the Sheet Harbour Falls. The Planning Committee is ready to retain the services of a qualified company to complete the planning process, requisite engineering and design. • Feb 4 - Connected with community working group to offer support as they begin work on ACOA's first mainland Nova Scotia STEP process, focused on developing a sustainable actionable plan for the Bay of Islands. • Jan 24 - Halifax Partnership attended the Bay of Islands funding announcement. • March 15 - Year-end report for the Eastern HRM Region Communities Economic Development Network <p>For more information on Eastern HRM Communities' Economic Development Network go to http://www.halifaxpartnership.com/en/home/get-connected/community-economic-development/eastern-hrm.aspx</p>

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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
	<p>h. Position the Halifax Business Case to attract high value, high potential “new” business investments to generate active investment attraction leads.</p>	<p>Maximize Growth - Objectives 1 & 2</p>	<p>Provide business case information in response to requests for investment related information (>24) Generate >10 qualified business development leads Successfully close two leads (2)</p>	<p>TARGET ACHIEVED</p> <p>The Partnership collaborates with Nova Scotia Business Incorporated (NSBI) and other partners to attract and retain business investment. 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"> • 212 Halifax Business Case Brochures generated at WHYHalifax.ca • 5,299 whyHalifax .pdf downloads • 9 Requests for Information (RFI) - A request by a third party looking for information to support the decision to open an office in Halifax. • 39 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. • 7 Closed - Companies who have successfully opened an operation and hired at least 1 employee in Halifax. (total of 158 jobs) <p>Aftercare services provided to previously closed projects Visit whyhalifax.ca, to view the Partnership's suite of investment attraction tools.</p>

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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
	<p>i. Leverage and maximize growth opportunities within the Halifax Gateway through the day to day management of the Year Four Plan for their five-year strategy. Activities include marketing and awareness, identification of business development opportunities impacting air, port and logistics, including the Halifax Logistics Park (Burnside).</p>	<p>Maximize Growth - Objective 2</p>	<p>Acquire one major international tenant for the Halifax Logistics Park Obtain support for the Air Route Development Fund Implement 6 collaborative projects with Gateway partners</p>	<p>TARGET ACHIEVED The business development funnel for the Logistics Park is managed by the Halifax Logistics Committee.</p> <ul style="list-style-type: none"> • There are currently 13 qualified leads in funnel. • 1 lot closed – Hours Investments Ltd., a warehouse and distribution facility located on John Savage Avenue • During Halifax Port Days in September 2014 a celebration event was held for the Armour Transportation Facility which increased its existing facility by 100,000 square feet. • Nova Cold was recently purchased by Brookfield. The Halifax Logistics Park Committee continues to work with Nova Cold on opportunities. <p>Air Route Development Fund: No commitment in the 2015/2016 Province of NS Budget. This will remain a priority for the Halifax Gateway Council in 2015-16.</p> <p>Held a Toronto Awareness building event for 100+ attendees in partnership with the Port of Halifax, CN, NSBI and the Halifax Stanfield International Airport</p> <p>Coordinated and delivered a significant trade show presence including a reception for 100+ participants at Cargo Logistics Canada in Vancouver. Partners included: HPA, HIAA, CN, Oceanex, NSBI and ACOA</p> <p>Coordinated and delivered a celebration of Armour Transportation's expansion to their HLP facility – held during Halifax Port Days</p> <p>Hosted joint event welcoming Europe Air post to the Community (offering direct seasonal service to Glasgow and Paris 2014/2015 year)</p> <p>Supported the Mid Atlantic Trade Show in Iceland – Partners: HIAA and Nova Scotia Tourism Agency</p> <p>Updated and Delivered new Mega Project map (\$1228)</p> <p>Success Stories in 2014/2015: Armour Transportation, Richmond Terminals, Survival Systems Limited</p> <p>Delivered a Energy Gateway Map - distributed post show to 2000+ attendees at the Cargo Logistics Show</p> <p>Developed FTZ marketing materials</p> <p>Through the Air Gateway Committee provided business development and stakeholder coordination support for the following: Westjet - new service to Glasgow Scotland secured Iceland Air Executives site visit to Halifax Trade show presence and participation Halifax Port Days Created and maintained a strong social media presence – Twitter account for the Halifax Gateway has over 1000 followers</p>
	<p>j. Participation in the Consider Canada Cities Alliance which provide the opportunity to align our HRM's interests with 10 of Canada's largest cities</p>	<p>Maximize Growth - Objective 2</p>	<p>Chair and provide secretariat support to December 31. Participate in 2 CCCA International Trade missions. Connect international ambassadors and Canadian Embassy staff to Halifax stakeholders and resources (>3) Attain over 100 new international business contacts Generate 3 prospective leads</p>	<p>TARGET ACHIEVED</p> <ul style="list-style-type: none"> • Prospective Leads: 2 company leads; 6 trade-related leads • Partnership President and CEO was CCCA Chair for 2014; Partnership provided secretariat support • September 29 - Cohosted with NSBI a CETA Information Session with EU Ambassador to Canada, Marie-Anne Coninx. • November - Partnership participated in CCCA's European Investment Mission. • March 2015 - Ambassador Coninx visited Halifax in preparation for a mission to Halifax by representatives of over 20 EU member states in April 2015. • March 2015 - Partnership, joined by NSBI, participated in CCCA's China Investment Mission. • Prospective Leads: Working with NSBI on follow-up with all contacts

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	k. Participation in World Energy Cities Partnership	Maximize Growth - Objective 2	Participate in the OTC/WECP Working Meeting in Houston (May 3-7) Attend the AGM in Stavanger, Norway, August 21-24	<p>TARGET ACHIEVED</p> <p>May 6 to 8 -- Attended WECP Working Meeting in Houston with Mayor Savage August 21 to 24 -- Attended WECP AGM in Stavanger, Norway with Mayor Savage Working with Mayor Savage to communicate Halifax's interest in becoming WECP Presidential City 2015-2017 Early planning to communicate Halifax's interest in hosting WECP AGM in 2016 or 2017 Partnership is now leading the WECP Communications Committee Planning underway for Houston Working Meeting May 4-8, 2015 with Mayor Savage Early planning underway for Rio (October 24-29 2015) AGM</p>
	l. Develop and manage the International Partnerships (formerly Sister Cities)		Host Aberdeen Deputy Provost and Delegation in Halifax (June 2014) (MOU with Aberdeen) Explore an International Partnership with Kiel, Germany Generate 3 prospective leads	<p>TARGET ACHIEVED</p> <p>May 27, 2014 -- Dongdu International Group (DDI), a Shanghai-based international real estate, high technology and lifestyle oriented company, signed a memorandum of understanding (MOU) with Nova Scotia Business Inc. (NSBI) and Greater Halifax Partnership (GHP) formalizing intentions to carry out a multi-phased plan of investment and development in Halifax and other areas of Nova Scotia.</p> <p>June 22 - 25 - Successfully hosted Aberdeen Inbound Mission. Attendees included: Deputy Mayor/Economic Development/Universities/Private Sector. University and Business one-on-one meetings were set with local community partners/companies. Post visit we are working collaboratively to help them with potentially securing a future ICOE 2016. One of the visiting companies during the mission has returned to Halifax and secured membership with Maritimes Energy and is looking at the viability of a local presence.</p> <p>August 25-27 - Visited Kiel Germany to investigate viability of moving forward with International Partnership Relationship - outcome is to look first at a joint project with Kiel.</p> <p>November 4-8 - Management and delivery of the Mayor's visit to Norfolk Virginia as part of Halifax Norfolk Sister City Committee. Agenda included NATO visit, Mayor of Norfolk, Oceans national Partnership activities.</p> <p>>3 leads have been generated as a result of International Partnership activity.</p>

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1.2 INVEST IN TALENT . . . to grow the population of Halifax	a. Strengthen the region's workforce by more effectively matching identified needs and opportunities of local business with available pools of skilled workers.	Talent - Objective 1	Participate as a member of the Province's Workforce of the Future Table Participate as a member of the Local Immigrant Partnership Advisory Committee Partner with LAE and industry for job fairs and Speed Interview sessions used when there is a major lay off by Halifax businesses. Co-host an international student welcome reception in support of HRM's MOU with post-secondary institutions.	TARGET ACHIEVED The Partnership is a member of: <ul style="list-style-type: none"> • Province's Workforce of the Future Table (completed its work in December) • Local Immigrant Partnership (LIP) Advisory Council • LIP Economic Integration & Growth sub-committee • Advisory Committee convened by Students NS for the planning of the Nova Scotia Youth Employer Awards. <ul style="list-style-type: none"> • Participated in and/or presented to >30 sessions focused on increasing opportunities for youth and/or newcomer attraction and retention and settlement improvements. • Co-sponsored the Mayor's Welcome Reception for First Year International Students at Pier 21. >200 students attended the event from Halifax's universities and community colleges.
	d. Working with partners, work towards improved settlement support for international students in an effort to improve retention	Talent - Objective 1	Demonstrated efforts to identify settlement support improvements and work with partners to improve supports.	

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	<p>h. Assist the Municipality in improving the quality and level of service to residents and communities of African descent as it relates to community economic development.</p>	Talent - Objective 2	In collaboration with HRM's Office of African Nova Scotian Affairs Integration provide community economic development support to the ANS community.	<p>TARGET ACHIEVED</p> <p>Actively engaged on >10 projects in the ANS community. Highlights:</p> <ul style="list-style-type: none"> • Descendants of Beechville & Beechville Baptist Church - facilitation support for the development of an overall community plan. Action Plan completed. • North Preston Ratepayers Association - facilitation support to revisit current governance model and identify steps for the development of a strategic plan. Currently waiting for Association to coordinate a follow-up meeting. <p>Community members identified two potential projects within the community (i.e. opportunity to develop a Windmill Farm and the redevelopment of old school site land into green space/parkland). Halifax Partnership has convened working group meetings to assist in the identification of an action plan to advance the land opportunities. Meetings included discussion with HRM Planning to review preliminary design work for the proposed parkland. Windmill opportunity is on hold at this time.</p> <ul style="list-style-type: none"> • Lake Loon Cherry Brook Development Association requested facilitation support to assist with Governance and Strategic Planning to strengthen community and organizational capacity. Partnership facilitated a two-day planning session January 30 & 31. Strategic Plan completed presented to Association February 2015. • East Preston Ratepayers Association has requested a meeting with the Partnership to discuss the a possible review and update of their 2011 Strategic Plan. • Facilitated two sessions with Africville Genealogy Society to review and update the 2005-08 Strategic Plan. • HANSEN (Halifax African Nova Scotian Employment Committee) This Committee was formulated from the Employment Round Tables of 2009 - mandate is to identify and address employment issues affecting the ANS community. In 2014 the Committee identified the need to gain greater understanding/data around issues of attraction, retention and underemployment with ANS. Partnership assisted with the development of a preliminary survey. A follow-up survey to a larger sample size to be completed in May. • Convened and facilitated Round Table on employment with WADE along with members from the Department of Advance Labour and Education. Outcome: Training needs identified for employment related to major project opportunities. 2nd Roundtable to held Fall 2015. • Facilitated roundtable at the African Nova Scotian Economic Development Conference held November 28th and 29th. Presently working with planning committee for second symposium "Pathways to Sustainability African Nova Scotian Community. Session to be held in October/November 2015 • Co-hosted one-day training session for Worldview Awareness. • Assisted in the coordination of the Black and Immigrant Women in (home-based) Business Networking sessions.
	<p>i. Work in the ANS Community to facilitate and assist community organizations in the development of the strategic plans and/or project plans.</p>	Talent - Objective 2	Provide facilitation support on >10 projects in the ANS community.	<p>TARGET ACHIEVED</p> <p>Quarterly results from the Partnership's SmartBusiness Program are shared with Halifax Government Relations and External Affairs Division and the Office of the CAO. Company common issues specific to Municipal services are identified and shared within the report. The Partnership also sits as a member of the SNSMR A2B Advisory Committee focused on improving municipal/provincial regulatory or service improvement.</p>
<p>2.1 Professional Economic Analysis, Advisory Services & Project Leadership</p>	<p>a. Through analysis of BRE data, identify, analyse and make recommendations on 3-5 business issues that are determined to be common amongst companies.</p>	Business Climate - Objective 1	>3 specific studies and reports provided to HRM	<p>TARGET ACHIEVED</p> <p>Quarterly results from the Partnership's SmartBusiness Program are shared with Halifax Government Relations and External Affairs Division and the Office of the CAO. Company common issues specific to Municipal services are identified and shared within the report. The Partnership also sits as a member of the SNSMR A2B Advisory Committee focused on improving municipal/provincial regulatory or service improvement.</p>

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	<p>b. Maintain a database of current economic information related to employment, population, gross domestic product, business trends, comparative tax, development costs and similar economic profiles that support marketing the Municipality for investment attraction and business development that is accessible. Facts from these databases will be disseminated through the Partnership's website, social media and presentations.</p>		<p>Prepare and/or present: General research, analysis and advice provided to HRM on request Quarterly updates for the Halifax business case and sector profiles Quarterly economic reports Results from the CRA Business Confidence Study (2 per year)</p>	<p>TARGET ACHIEVED The Spring 2014 Business Confidence Survey was conducted and results were summarized in The Halifax Index 2014. Produced the April, July, October & January Economic Update. March Economic Update attached. Sector Profiles updated quarterly . . . Go to whyhalifax.com Responded to 3 HRM data requests.</p>
	<p>c. Develop the third annual Halifax Index and program for the annual State of the Economy Event (May 2014) in collaboration with various external partners to track progress on economic, environmental and social objectives and recommended areas for improvement.</p>	<p>Business Climate - Objective 3 Maximize Growth - Objective 1</p>	<p>Present the 2013-14 Halifax Index at the State of the Economy Conference - May 2014 Produce content for the 2014-15 Halifax Index to be presented at Annual State of the Economy Event in Spring 2015</p>	<p>TARGET ACHIEVED The Halifax Index 2014 was completed and presented at the State of the Economy Conference - May 2014 A copy can be found at http://www.halifaxpartnership.com/en/home/economic-data-reports/halifax-index/default.aspx The Halifax Index 2015 will be presented to the community in June 2015.</p>
	<p>d. Work with partners to capitalize on high value, high potential economic growth opportunities and respond to threats facing business.</p>	<p>Maximize Growth - Objective 1</p>	<p>High value, high potential economic growth opportunities identified Threats identified Strategy developed minimize threats Key deliverables and outcomes</p>	<p>TARGET ACHIEVED May 27, 2014 – Dongdu International Group (DDI), a Shanghai-based international real estate, high technology and lifestyle oriented company, signed a memorandum of understanding (MOU) with Nova Scotia Business Inc. (NSBI) and Greater Halifax Partnership (the Partnership) formalizing intentions to carry out a multi-phased plan of investment and development in Halifax and other areas of Nova Scotia.</p>
	<p>e. Working with partners, benchmark development fees and charges and timelines against other similar jurisdictions in Canada.</p>	<p>Business Climate - Objective 1</p>	<p>Deliver benchmarking report regarding fees/charges, timelines and processes by the end of October 2014</p>	<p>Completed.</p>
	<p>f. Leverage the BRE program to collect input from businesses from various sources and formalize a feedback mechanism to HRM in order to inform business planning and decision making, including through workshops as recommended in the Auditor General's report on Economic Development through partnerships.</p>	<p>Maximize Growth - Objective 1</p>	<p>> Quarterly BRE Report > Workshop with HRM staff on BRE program</p>	<p>TARGET ACHIEVED The quarterly results from the Partnership's SmartBusiness Program shared with Halifax Government Relations and External Affairs Division and the Office of the CAO The 2014-15 SmartBusiness Annual Report on BRE outcomes, activities, and findings completed. (Report attached). July 23 – Presented SmartBusiness Program Overview to the HRM's Economic Development Outcome Team.</p>

Year-End Performance Management Report
HRM and Halifax Partnership
Service Level Agreement
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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
3.1 Budget and Business Planning	a. Produce an annual business plan and budget. Include in it measures to be achieved by the Partnership in conducting its operations in a manner that aligns to the Municipality's corporate direction and the terms of this agreement.		Business plan and budget are produced.	TARGET ACHIEVED 2015-16 Business Plan approved by the Board of Directors in March 2015. See http://bit.ly/1ikeQbq
			Measurements identified and tracked monthly, reported quarterly.	Completed.
	b. Leverage HRM's operating grant by partnering with other levels of government and the private sector, in an effort to enhance services provided to the Municipality.		Leverage \$2M from the private sector and federal/provincial government (includes project funding). Achieve 90% renewal of private sector investors Engage 6 new investors	TARGET NOT ACHIEVED Leveraged \$1.9M (preliminary) from private sector and federal/provincial government There were 113 investors in total at the end of last fiscal period. Non-renewals for the year : Collins Barrow, Doctors NS, Shell Canada and Rogers which represents an adjusted 96% renewal rate. There have been 15 new investors in the Partnership this fiscal year, a 13% increase. They are: <ul style="list-style-type: none"> • Lockheed Martin • BDO • Cisco • I.H. Mathers • IBM • Lois Lane Communications • Hilton/Silverbirch • Journeyman Films • Right Some Good • Revolve • Scotian Materials • Word Right Career & HR Consulting • Napkin Creative • Value Improvement Consulting • eOlio There are now 124 active investors in the partnership as of March 31.
3.2 Board Oversight	a. Ensure effective board oversight , including risk and financial management and implementation through regular evaluation of activities and financial results. This is achieved through a regular performance evaluation framework and financial and risk management reporting review.		Attain break-even bottom line Hold quarterly Audit and Risk Committee and Board of Directors meetings, including review of quarterly financial reports and risk management framework Annual Board Survey Board and Committee Oversight	TARGET ACHIEVED Bottom-line for 2014-15 tracking on budget - audited results will be available in May. AGM held in June 7 Board Meetings held 6 Audit and Risk Committee meetings held. Audited FS for the year-ended March 31, 2014 approved. 8 monthly internal finance meetings held. Board Survey - December 2014
	b. Achieve and maintain international certification of our economic development efforts.		AEDO certification maintained	TARGET ACHIEVED In Q4 the Partnership was re-certified as an Accredited Economic Development Organization through the International Economic Development Council.

Year-End Performance Management Report
 HRM and Halifax Partnership
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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
3.3 Reporting Requirements	a. Attend meetings and/or provide reports to Regional Council, the Community Planning and Economic Development Committee and HRM's Senior Management Team (SMT), as required, on the status of Partnership activities and their alignment with the Municipality's corporate direction.		Meeting engagements as requested (SMT, M40, CAO, Mayor, Council)	TARGET ACHIEVED Meeting with CAO >10 Meeting with Mayor >10 CEO Meetings with Regional Councils >10 CPED - May 10th
			Year-end SLA report to CPED standing committee	TARGET ACHIEVED 2013-14 Year End Report to CPED - May 10, 2014
			Year-end SLA report to Regional Council	TARGET ACHIEVED 2013-14 Year End Report to Regional Council - July 22, 2014
	b. Working with municipal staff, prepare and present an annual year-end report for Regional Council, including measurable outcomes resulting from the HRM's and Partnership's efforts to implement the Economic Strategy.		Annual year-end report is written and provided to Regional Council by June 30th	TARGET ACHIEVED 2013-14 Year End Report to CPED - May 10, 2014 2013-14 Year End Report to Regional Council - July 22, 2014 2013-14 Year End Report to CPED - July 22, 2014
4. Economic Strategy Implementation	a. Serve as overall lead in supporting the Economic Strategy Implementation Steering Committee. Track, monitor and report on progress toward achieving the Strategy's goals and objectives, as required. (3-5 Year Economic Strategy Actions attached).		Provide three Economic Strategy and SLA Status Reports to CAO and CPED Provide year-end SLA and Economic Strategy Report to CAO, CPED and Council	TARGET ACHIEVED 2013-14 Year End Report to CPED - July 22, 2014 2013-14 Year End Report to Regional Council - July 22, 2014 2014-15 Q1 & Q2 Update Report to CPED - November 3, 2014 2014-15 Q1 & Q2 Update Report to Council - November 13, 2014 2014-15 Q3 Update Report to CPED - April 16, 2015
			Maintain and update Economic Strategy web portal	TARGET ACHIEVED Maintained at http://bit.ly/1H0t10Z
	b. GHP will act as the legal entity through which the SUP is administered and will ensure resources are aligned to the values, principles, Regional Centre goals and objectives of the 2011-2016 Strategy.		GHP and HRM will enter into a Memorandum of Agreement (based upon review and approval of HRM) with the SUP on the terms and conditions of HRM's investment in the Strategic Urban Partnership	TARGET NOT ACHIEVED April 28, 2014 - SUP Cogswell Shakeup Report submitted to Executive Standing Committee http://www.halifax.ca/boardscom/SCadmin/documents/CogswellReportAttachment3TheCogswellShakeup.pdf May 13, 2014 - SUP Cogswell Shakeup Report presented to Regional Council June 5, 2014 - SUP Core Team Meeting June 26, 2014 - SUP Meeting Q3 - Members of HRM's core team meet with HRM to discuss future role and next steps Q4 - HRM and GHP awaiting response from SUP recommending ongoing role and priorities

Year-End Performance Management Report
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CORE STRATEGIES & FUNCTIONS	Deliverables	Aligns to Economic Strategy	Performance Indicators	2014-15 Year-End Cumulative Results (Unaudited)
	<p>c. GHP will act as the lead to explore, and take the initial steps to integrate the theory and experience of trusted advisors from CISCO, IBM and the ICanada movement on how best to transition Halifax to a naturally networked and connected smart city and optimize the alignment of economic development initiatives.</p>		<p>Launch of the "True Growth Network" in Halifax at the May 22nd SOEC event.</p>	<p>TARGET NOT ACHIEVED - ONGOING</p> <p>At the May 22nd SOEC event the Halifax Ecosystem was launched. The Halifax Ecosystem has continued to evolve with the support and guidance of Cisco and IBM. This new, collaborative approach to economic development aims to increase engagement from all sectors of our community and get to action and solutions sooner on key economic and social issues. The Halifax Ecosystem is the way we can experiment together and take action on big ideas that will drive attitude change, innovation and prosperity in Halifax and our region. In October Cisco hosted an all-day Ecosystem meeting in Toronto with 8 communities from across Canada. The intent was for each community to share successes and challenges so there would be ongoing collaboration. The event was a good opportunity for like-minded communities to meet each other and then continue to work together on the common goal of economic prosperity using the ecosystem model. Communities that attended were Halifax, Moncton, Saint John, Sault Saint Marie, Windsor, London, Toronto, and Kingston.</p> <p>In December the Attitude working group launched Boldhalifax.ca and the Bold Promise. Boldhalifax.ca is a website designed to showcase all the bold things happening in our city. The Bold Halifax movement has over 14 organizations that have signed on as Bold endorsers. The Bold promise is the evolution of the Halifax Pledge that the Halifax Partnership launched last year at our annual State of the Economy event. The Bold Promise currently has over 500 people who have signed the promise.</p>

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 March):

- Retention Visits: 150 (124 SMEs; 50+ HROs*)
- Retentions: 5
- Expansions: 7
- Referrals Generated: 390
- Business Consultations: 147
- Jobs Created & Retained: 541+

*SMEs & HROs stand for *Small to Medium Enterprises* and *Head & Regional Offices* respectively. The HRO numbers include C-level meetings not recorded as Retention Visits; their data is not included in this report. This report represents data across 150 interviews with clients between April 2014 and March 2015. SmartBusiness clients may not be representative of businesses in general.

Executive Summary

- **The Overall Business Climate is improving slightly** – While changes are quite small, there has been an increase in overall opinions of Halifax’s business climate. More than half of businesses believe the business climate has improved (54.3%) and is currently good or excellent (56.3%). Confidence in the future remains very high, but is largely unchanged since last quarter.
- **Public Transportation dominates discussion of municipal services** – Many businesses are commenting on the state of public transportation. Among municipal services, it is the most discussed and important issue (65.0%). There is a common desire to see the system “improved” or “revamped”. Current opinions on the performance of the system are mostly negative (-19.5) and moderately lower than April last year (-11.6).
- **Workforce Availability is a chief concern for business** – Businesses agree that Halifax is doing well at providing quality labour; although fewer companies are satisfied with the availability of that labour. Ratings of performance are high for Workforce Quality (+33.1); they are also exceptionally high for Universities (+61.2) and Community College (+65.3). At the same time, Workforce Availability has been gradually declining, falling from +7.6 to -2.3 since April last year. Businesses are focused on Availability.
- **Economic Development Organizations continue to grow in importance** – Opinions of EDOs, specifically incentive granting agencies, rose again this quarter, reaching an all-time high of +34.5. There is a positive consensus among businesses that they are performing well. Just over half of companies (51.5%) consider EDOs to be a top-3 concern for their business. EDOs are now rated higher in importance than any other business climate factor; this is the first recorded instance of a factor outranking Workforce Availability.

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 at 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	

Issue in Focus – Economic Development Organizations

For the first time on record, SmartBusiness clients have identified an issue more important to them than Workforce Availability. The share of interviewees which reported Economic Development Organizations (EDOs) as a top-3 issue to their company has risen from 24.3% to 51.5% this fiscal year; an unprecedented increase. Companies are specifically concerned with incentive granting organizations such as Economic & Rural Development & Tourism or Nova Scotia Business Inc.

Satisfaction with these organizations is quite high. While the measurement has fluctuated this fiscal year, it is up since last April, rising from +28.0 to +34.5. Just over half of companies consider EDO’s performance to be *Good* and an additional fifth consider their performance to be *Excellent*. There is a clear consensus that these EDOs are positively impacting the economy.

Businesses have their concerns: there is a widespread perception that there are overlapping services within EDOs and a lack of integration. Business owners are often confused about how to navigate government services and which agencies manage the programs they need. The desire to simplify and integrate government-to-business service delivery is not new. Both Donald Savoie’s 2010 report *The Way Ahead for Nova Scotia* and Ray Ivany’s 2014 *Now or Never* report articulated a case for better integration. The Ivany Report puts this succinctly: “The goal clear is to have a ‘no wrong door’ approach...” It goes on to suggest a few practical approaches to the issue.

There has recently been some progress on this front.

Following the recommendations in the Ivany Report, the government has established a Department of Business. According to the Ivany Report: “there is significant value in re-organizing business related programming within a new department with... a crystal clear mandate to support all aspects of business expansion in Nova Scotia.” It remains to be seen how this will impact service delivery, though the new department structure could allow for more seamless connections between agencies and services.

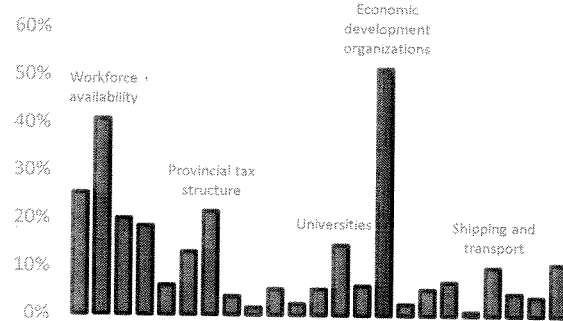
The Partnership will be watching this issue closely and assisting companies through the SmartBusiness Program. It helps companies navigate and connects them to the resources and contacts they need to grow their operations in Halifax. The delivery of business services and the performance of these EDOs are a key concern for business.

Halifax Partnership

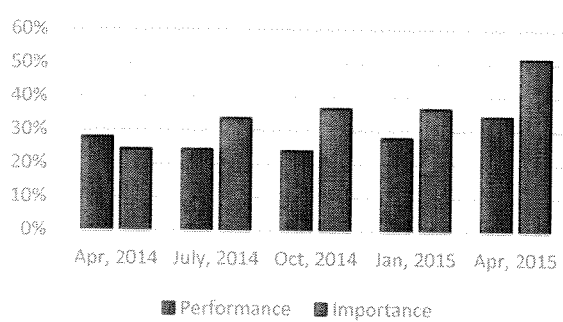
The Halifax Partnership is Halifax’s economic development organization. We help keep, grow and get business, talent and investment. We do this through leadership on economic issues, our core programs, our partnerships across all sectors, and by marketing Halifax to the world.

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 Business Climate



Economic Development Organizations



<p style="text-align: center;">SCHEDULE A VISION: Halifax – a global magnet for business, investment and talent MISSION: Keep, grow and get business, investment and talent</p>				
STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Priority Deliverables for HRM
<p>#1 -- Connect Halifax businesses to the public and private sector resources and talent they need to grow and prosper</p>	<p>1.1 Through targeted, in-depth consultation and intelligence gathering, develop strategies to address the company specific and company common needs of business.</p>	<p># 1 - Increase the number of jobs created and retained</p> <p>#2 - Positively impact systemic issues uncovered through BRE visitations</p> <p># 3 - Create an overarching economic strategy for the 6 ANS Communities in Halifax</p>	<p>>500 jobs created and retained</p> <p>> 150 Connector participants find jobs</p> <p>> 2 systemic issues uncovered</p> <p>ANS Community Economic Development Strategy developed</p>	<ul style="list-style-type: none"> • Business Retention and Expansion Program (SmartBusiness) >200 company diagnostic face-to-face surveys • 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 • 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
	<p>1.2 Connect business to emerging talent and skilled professionals who are ready to work and will give business a competitive advantage.</p>			
	<p>1.3 Work in the ANS Community to facilitate and assist community organizations in the development of strategic and/or project plans.</p>			

SCHEDULE A

VISION: Halifax – a global magnet for business, investment and talent

MISSION: Keep, grow and get business, investment and talent

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Priority Deliverables for HRM
#2 -- Market Halifax to attract high-value, high-potential business investments.	2.1 Leverage existing local, national and international relationships, and cultivate new relationships, to increase the awareness of the Halifax value proposition.	# 1 - Increase the number of jobs created and retained	>500 jobs created and retained	<ul style="list-style-type: none"> • Support Business Inbound Missions and Ambassador/Diplomatic Missions
	2.2 Implement a marketing and communications program to generate investment leads.	#4 Generate qualified leads and closes	Generate >10 qualified leads and > 2 closes	<ul style="list-style-type: none"> • Member of Consider Canada Cities Alliance (1 of 11 Canadian Cities) • Participate in World Energy Cities
	2.3 Coordinate/ensure effective and timely response to information requests.	# 5 - 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	<ul style="list-style-type: none"> • Develop and manage the Internal Partnerships for Halifax (Aberdeen, Norfolk) • Capitalize on opportunities for development of industry sectors (e.g. Oceans)
	2.4 Develop a FDI Strategy with a focus on key markets and an emphasis on China	#6 - Develop an FDI strategy	Strategy developed	<ul style="list-style-type: none"> • Promote and maintain up to date Halifax Business Case for Investment (whyHalifax.com)
#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.			<ul style="list-style-type: none"> • Renewed economic strategy reflects private sector growth focus and private sector input
	3.2 Mobilize private sector and community stakeholders to collectively identify and respond to threats and opportunities.	#7 -Increase the value of private sector investment in the	>4% increase on value Positive increase in perception (results measured through Business Confidence Survey)	<ul style="list-style-type: none"> • Develop a private sector engagement strategy in response to One Nova Scotia Report - Now or Never

SCHEDULE A

VISION: Halifax – a global magnet for business, investment and talent

MISSION: Keep, grow and get business, investment and talent

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Priority Deliverables for HRM
	3.3 Provide investor first awareness and insight on economic growth opportunities.	Halifax Partnership	>95% renewal >= \$50,000 increase in private-sector cash investment	<ul style="list-style-type: none"> • Support the Sheet Harbour Area Chamber of Commerce community economic planning
# 4 -- Provide market and competitive economic intelligence, analysis and thought leadership on the Halifax economy.	4.1 Produce the Halifax Index and economic reports and communicate broadly.	# 8 - Increase awareness and perceived value of the Halifax Partnership with key stakeholders (local private sector and other levels of government) #9 -Provide direct input on major policy that will positively impact high wage, high growth sectors	>increase in positive response to Halifax Partnership surveys, including investor survey (include government and Halifax Regional Council), CRA Survey and other client-centered surveys developed through the Client Services Delivery Model (see strategy #5) Provided direct input on 2 major policy initiatives that positively impact high-wage, high-growth sectors	<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 tax rate per Administrative Order 39
	4.2 Position the Partnership as the lead economic development organization and the go-to source for economic development research.			
	4.3 Undertake, and communicate broadly economic, sectorial and competitiveness research.			
	4.4 Provide thought leadership, analysis and work to improve government policy affecting business issues.			
#5 -- Pursue an organizational culture of client focus, innovation and excellence	5.1 Ensure effective board oversight, including risk and financial management and implementation.	# 10 - Improve financial stability # 11 -Maintain or improve	>\$40k invested in the reserve Implement risk identification and management strategies to address improvements required as identified in	

SCHEDULE A

VISION: Halifax – a global magnet for business, investment and talent
 MISSION: Keep, grow and get business, investment and talent

STRATEGY	ACTIONS	OUTCOME MEASURES	TARGETS	Priority Deliverables for HRM
	5.2 Ensure innovation, effectiveness and efficiencies in operations through regular evaluation of activities and financial performance.	Board effectiveness (communication, engagement, innovation and risk management)	annual Board survey. Hold a special Audit and Risk committee meeting to review the risk management program, with an invite to any Board member. Implement recommended changes.	<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
	5.3 Demonstrate innovation in organization's programs and services.	#12- Improve organizational effectiveness, including innovation through IT and HR practices	Implement strategies to address improvements identified through a semi-annual employee survey.	
	5.4 Develop a client/investor feedback mechanism to measure impact and effectiveness in client service.	# 15- 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.	

AMENDING AGREEMENT

BETWEEN:

HALIFAX REGIONAL MUNICIPALITY, a body corporate
(hereinafter referred to as "HRM")

OF THE FIRST PART

and -

**THE HALIFAX REGIONAL BUSINESS AND COMMUNITY
ECONOMIC DEVELOPMENT ASSOCIATION**, a body corporate
doing business as "**Halifax Partnership**"

(hereinafter referred to as the "Partnership")

OF THE SECOND PART

WHEREAS HRM and the Partnership are parties to a Services Agreement dated 8 July 2013, as amended from time-to-time;

AND WHEREAS Section 2.01(g) of the Services Agreement contemplates HRM and the Partnership agreeing, by mutual consent, to amend key deliverables, as particularly described in Schedule A of the Services Agreement;

AND WHEREAS the parties wish to amend the Services Agreement on the terms and conditions set out in this Amending Agreement.

NOW THEREFORE in consideration of the mutual covenants and promises herein contained and other good and valuable consideration (the receipt and sufficiency of which is acknowledged by each of the parties) the parties agree as follows:

1. New Schedule A

Schedule A of the Services Agreement, as amended, be and hereby is deleted in its entirety and is replaced with a new Schedule A attached hereto.

2. Confirmation of Agreement

This Amending Agreement shall, on the date of its execution, be read and construed with the Services Agreement, and be treated as part thereof, and for such purpose insofar as may be necessary to effectuate this Amending Agreement, the Services Agreement is hereby amended; and the documents as so amended, together with all the covenants and provisos thereof, shall remain in full force and effect and the parties will observe and perform all of the covenants, conditions and provisos contained in the Services Agreement as hereby amended.

3. Successors and Assigns

This Amending Agreement shall enure to the benefit of and be binding upon each of the parties and their respective successors and permitted assigns.

4. Governing Law

This Amending Agreement and its application and interpretation shall be governed by and construed in accordance with the laws prevailing in the Province of Nova Scotia.

IN WITNESS WHEREOF the parties have executed this Amending Agreement to take effect on the ____ day of _____, 2015.

HALIFAX REGIONAL MUNICIPALITY

Witness

Per: _____
Mayor

Witness

Per: _____
Municipal Clerk

**THE HALIFAX REGIONAL BUSINESS AND
COMMUNITY ECONOMIC DEVELOPMENT
ASSOCIATION**

Witness

Per: _____
Chief Executive Officer

Witness

Per: _____
Chair of the Board
(I have authority to bind the Partnership)