



P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

Community Planning & Economic  
Development Standing Committee  
February 9, 2012

**TO:** Chair and Members of Community Planning & Economic Development  
Standing Committee

Original Signed

**SUBMITTED BY:** \_\_\_\_\_  
Jennifer Church, Government Relations & External Affairs

**DATE:** January 27, 2012

**SUBJECT:** Year One Implementation of 2011-16 Economic Strategy  
3<sup>rd</sup> Quarter Update from October to December 2011

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### INFORMATION REPORT

#### ORIGIN

1. October 18, 2005, endorsement by Regional Council of a regional economic strategy for 2005-10
2. June 19, 2007, Regional Council authorized a service level agreement with the Greater Halifax Partnership with a term and deliverables coinciding with the 2005-10 Economic Strategy
3. March 22, 2011, Halifax Regional Council unanimously endorsed **AGREATERHalifax**, Halifax's Economic Strategy for 2011-2016.
4. June 28, 2011 Halifax Regional Council approve the Service Level Agreement with the Greater Halifax Partnership
5. 2<sup>nd</sup> Quarter Economic Strategy Implementation Report, October 13, 2011

## **BACKGROUND**

This report, prepared by HRM's Economic Strategy implementation lead, the Greater Halifax Partnership (the Partnership), is intended to provide the HRM Community Planning & Economic Development Standing Committee (Standing Committee) an overview of progress during the 3<sup>rd</sup> Quarter 2011/12, on the implementation of the Economic Strategy endorsed by Regional Council.

The Economic Strategy Steering Committee continues to provide oversight and strategic guidance on the ongoing implementation of the Strategy and ensure a focused, coordinated, aligned approach and engagement with partners. Implementation Action Teams for each of the five goal areas have formed and are refining or implementing actions under each goal area. The Partnership is the key conduit for all action teams as they work to define and develop the scope of their mandate. This will ensure alignment and coordination across each of the five goal areas.

## **DISCUSSION**

Since the last update on October 13, 2011, the Greater Halifax Partnership team and staff of Halifax Regional Municipality continue to approach the Economic Strategy Implementation with diligence and considerable effort.

### **Progress Against Goals**

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

#### ***1. Maximizing Growth Opportunities - Capitalize on our best opportunities for economic growth***

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

### **How is implementation progressing?**

There are two objectives outlined for this Goal. The Greater Halifax Partnership has responsibility for both. The objectives are validation of the implementation of the Economic Strategy through an enhanced research capacity and to provide economic data and research to meet the information needs of business and potential investors.

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

Since the announcement of Halifax as the successful bidder, the Partnership and HRM staff have had ongoing discussions regarding the impacts of National Shipbuilding Procurement Strategy on regional planning. The Partnership is leading an internal HRM Task Force to support the

Deputy CAO on the NSPS Steering Committee and provided information as needed on potential impacts to HRM.

The shipbuilding contract announcement timing coincided with the start of the Regional Plan five-year review. HRM has written a briefing note that outlines the impact of the contract on the city and how HRM is preparing for it, for reference during the review and public consultation process. As well, HRM and the Partnership are working with the NSPS Steering Committee partners to gather information to inform key areas such as work force demographics, housing needs, supply chain relationships and impacts on non-residential markets, and transit and transportation needs.

In November the CAO presented to senior federal and provincial officials to discuss HRM's preparations and priorities for planning & development, transportation and infrastructure needs. The CAO made a similar presentation to the Strategic Urban Partnership on February 1<sup>st</sup>. As part of HRM's Government Relations Strategy, staff is having detailed discussions on legislative amendments that would allow us to strengthen planning & development tools to meet the growth-related needs from the contract and will report on the process to HRM's relevant Standing Committees.

The work of the Halifax Index is being led by the Greater Halifax Partnership with the support of a research consortium. The consortium consists of a number of experts at three levels of government, the private sector, non-profit and post-secondary sectors who are providing the data and analysis.

The Halifax Index will be the definitive analytical framework for understanding the Halifax economy, its challenges and its progress, and for measuring the results of the 2011-16 Economic Strategy. The Index and its findings will be presented the inaugural "State of the Economy" conference, to be held on May 23<sup>rd</sup> and 24<sup>th</sup>, 2012 with Richard Florida booked as keynote speaker.

***The Halifax Index has four key topic areas:***

- People (demographics, diversity, health, education);
- Economy (production, employment, innovation, sectors, business climate);
- Quality of Place (community involvement, culture, safety, belonging, satisfaction);
- Sustainability (infrastructure, fiscal and environmental).

The Halifax Index and the State of the Economy Conference are new activities for the Partnership and for our community. They replace the Halifax Chamber of Commerce's annual scorecard approach to tracking progress against the economic strategy. Incremental funding is required for both activities respectively. The Partnership is actively seeking sponsorship for the event from the public and private sectors. HRM is supporting the development of the Halifax Index and the Conference through its core funding contribution to GHP.

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

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

**How is implementation progressing?**

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

- Reducing regulatory, tax and policy issues that inhibit development and investment; and
- Increasing engagement and active support of the private sector in the economic growth of Halifax.

The Halifax Regional Municipality has responsibility for the following:

- Creating a service-oriented culture within HRM business units that support the business community's need for competitiveness, growth and responsiveness;
- Developing a responsive, safe and integrated regional transportation system;
- Improving quality of place, including the need for civic engagement, public investment and increased social capital;
- Being recognized internationally for its clean and healthy environment.

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

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

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

review, as it will provide expert analysis to support/refine the recommendations made by the Chamber.

- Participation in a Strategic Urban Partnership downtown tax review, where a diverse group of SUP partners and several HRM staff have devised a terms of reference for a study to address the question “Do commercial taxes within the Regional Centre discourage business and development?” The study will be carried forward as part of the Regional Plan 5 Year Review process.

Ensuring alignment of activities among the many groups focused on this area is a key priority. A best practice review of other locations’ tax reform actions, processes and results in complete.

Planned Year 2 actions include a review of Municipal and Provincial regulations and a second-tier tax review research project plan.

Account Executives in Partnership’s Business Retention and Expansion Program provide business with information, resources and referrals to assist their recruitment and retention needs. This year there been over 54 visitations with employers, 106 follow-up visits, and seventeen referrals to the Provinces Productivity Investment Program (PIP).

With respect to the objectives assigned to HRM, standard operating procedures for subdivision variance, development permits, zoning confirmation letters and site plan approvals have been completed. This will lead to consistent review and processing of applications and may reduce application processing time helping to create a service-oriented culture within HRM business units.

Diversity, community pride, and community connectivity are all values considered in the development of the Social Heritage Strategy. The Strategy is now part of the Regional Plan Review process. HRM undertook a community engagement process to acquire feedback from the general public and specific stakeholders including youth, heritage organizations, immigrants, Acadians, francophones, and many others. HRM is currently wrapping up community engagement with a specific process to engage First Nations and African Nova Scotians in the process. A report summarizing these community engagement methods went to Community Planning and Economic Development Standing Committee in the fall of 2011.

Working closely with the Environment & Sustainability Standing Committee to determine direction and overall governance, the Clean and Healthy Environment Outcome Area Team are tracking toward fulfillment of objectives in line with the Corporate Plan. Two examples include 1) the Birch Cove Beach audit has been completed and small capital plans are in place to make the upgrades required to meet certification by Summer 2012; and 2. Regional Council endorsed a partnership with Clean Nova Scotia respecting fuel consumption reduction actions. In addition, four of the five Functional Plans that make up the Transportation Strategy described in the Regional Plan, have been completed and approved by Regional Council.

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

**Lead:** Malcolm Fraser, President, ISL Internet Solutions

**How is implementation progressing?**

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

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

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

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

The Partnership's Connector Program continues to put newcomers and international students in touch with local employers so they build a solid network, join our workforce and settle successfully in our community. The Program now has 360 business leader connectors representing more than 250 organizations, 250 immigrants and 111 immigrants/newcomers hired. NS Labour and Advanced Education has funded the Connector Program (\$250M) and an expansion targeting young and emerging professionals effective January 1, 2012 through April 30, 2013.

The Connector Program itself continues to garner interest, with implementation in seven other Canadian cities, and interest from jurisdictions across the province. A Learning Exchange brought together representatives from each of the Maritime Provinces to showcase the Program, the tracking system, and to share the successes and challenges. The program received Honorable Mention at the 2011 EDAC/RBC Financial Group Economic Development Achievement of the Year.

The Greater Halifax Partnership is a mandated Community Identified Organization. Newcomers in Greater Halifax who want to apply for Nova Scotia's "Community Identified" stream of the Nova Scotia Nominee Program, must contact the Partnership to obtain a letter of identification before they can apply. Since April 1<sup>st</sup>, there have been 156 international inquiries, resulting in 42 letters of identification, representing 138 potential immigrants.

As well, work is underway to launch an awareness campaign that will focus on changing attitudes on hiring young and emerging professionals. This campaign will be supported by a web-based labour market toolkit for business aimed at increasing awareness about the various government and community programs which help companies attract and retain talent in Halifax.

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

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

**How is implementation progressing?**

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

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

The International Brand Action Team has met nine times. The Action Team is in place to guide the process by building and implementing the new brand strategy. The Action Team has made significant progress, including white papers summarizing Halifax brand research to date; models of best practice brand strategies from other cities or regions; and a summary of functional and emotional benefits of Halifax as a “product.” Target audiences have been identified and include: international students and foreign workers, business, visitors and residents, which will be ranked by importance.

Consultation is ongoing with the Partnership’s senior management to determine resource alignment. Overall, work is progressing ahead of schedule, with resourcing to be addressed in Q4.

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

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

**How is implementation progressing?**

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

Centre and celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.

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

The SUP was created to provide a forum in which the Regional Centre's diverse public and private stakeholders can come together to share, discuss and plan their respective initiatives in the context of, and informed by, one another. Its core purpose is to replace defragmented decision-making with well-informed, collaborative action. The results of such coordination are increased public and private investment in our Regional Centre and a more sustainable future for HRM's institutions, our communities, and our families.

The Strategic Urban Partnership first convened in April 2011 and since that time there have been five additional SUP meetings, most recently in November 2011. Each of these meetings was attended by between 40 and 60 stakeholders and community members. The SUP is enjoying a high level of momentum amongst its members and increased interest in the community.

The Strategic Urban Partnership has already been directly responsible for, or has contributed to, the success of several notable initiatives in HRM's Regional Centre. These successes are indicative of the potential of the SUP.

- National Recognition: The SUP and its parent document, *Capital Ideas*, were recognized this year as one of four national finalists for the Innovative Management Award granted by the Institute of Public Administration of Canada (IPAC).
- Downtown Bike Racks: One of the pilot projects initiated by the SUP at its June 22 meeting was "100 Bike Racks in 100 Days." The perseverance of several SUP partners, and the efficacy of the SUP network, has succeeded beyond expectations. HRM is in the process of installing 150 racks, Dalhousie is planning 150 racks, and WDCL is planning up to 50.
- Commercial Taxation Working Group: As previously described on page 5 of this report, a diverse group of SUP partners, including several HRM staff, has devised a terms of reference for a study that will address the question, "*Do commercial taxes within the Regional Centre discourage business and development, and if so, what changes could be made to encourage business and development?*" This study will be carried forward as part of the Regional Plan 5 Year Review project.
- [www.HalifaxSUP.ca](http://www.HalifaxSUP.ca): The SUP has launched this website that will: be a home for all SUP documents and work; provide a venue for public engagement and announcements; and provide a virtual meeting room for SUP partners to work and share ideas.

- The Sands at Salter: Summer 2011, the Waterfront Development Corporation built an innovative and successful public space on the Halifax waterfront. Discussions held at SUP meetings, and subsequently with SUP partners, were one of the elements that helped this project to succeed.
- Land Swap: Relationships built at the SUP and the discussions that flowed from them, helped to make an important land swap between HRM and Dalhousie a reality. This land swap will allow important public realm improvements to be made adjacent to the new Central Public Library and on the University Avenue section of Dalhousie's Studley campus.
- Initiation of RP+5 and HRMbyDesign Centre Plan: SUP partners helped to form the scope of RP+5 and the Centre Plan. This influence was rooted in the partners' discussions with community members and amongst themselves. The SUP has also been actively raising awareness about these projects as a means of public engagement.

At the November 2, 2011, SUP meeting, the partners formally endorsed the creation of the SUP project management office, and finalized an approach to its funding structure and spending authority. This included establishing the Greater Halifax Partnership as the legal entity through which the SUP will be administered.

On January 24, 2012, Regional Council approved the following: The Greater Halifax Partnership will act as the SUP's Legal Authority. Because many organizations will be making financial and in-kind contributions to the SUP, it is necessary that there be a legal entity to receive and manage these contributions. The SUP has appointed the GHP to be this entity because GHP is already closely allied with the SUP, given that the SUP has prominent positioning in the 2011-2016 Economic Strategy. It therefore makes the most sense, and has the least cost, to establish GHP as the required legal entity.

#### **ALIGNMENT TO HRM'S 2011-12 CORPORATE PLAN**

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

The Index replaces the Economic Scorecard previously used to track progress of the 2005-10 economic strategy. The indicators include:

- HRM's rating on Economic Scorecard (now Halifax Index)
- Non-residential building permits within the Regional Centre
- Percentage of development permits approved that meet processing standards
- Fiscal health indicators

- Commercial tax revenue as a percentage of total tax revenues
- Percent of surveyed businesses believing they receive good value for taxes paid
- Public investment in Capital District
- HRM Commercial tax burden as a percent of the Canadian average
- Percentage increase in new immigrants employed/retained in the community

### **BUDGET IMPLICATIONS**

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

### **FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN**

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

### **COMMUNITY ENGAGEMENT**

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

### **ATTACHMENTS**

Attachment A: Progress on Implementation to December 31, 2011

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A copy of this report can be obtained online at <http://www.halifax.ca/boardscom/index.html#standing> then choose the appropriate Standing Committee of Council and meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Ruth Cunningham, Vice President Programs, Greater Halifax Partnership  
Marion Currie, HRM Government Relations & External Affairs

Original signed

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Report Approved by: Paul Kent, President & CEO, Greater Halifax Partnership

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MAXIMIZE GROWTH OPPORTUNITIES		Cumulative to December 31, 2011	
<b>GOAL</b>	Capitalize on our best opportunities for economic growth.		
<b>LEADERSHIP</b>	Establish a Leadership Team to develop a higher level of coordination		Team Lead: Paul Kent, President and CEO, Greater Halifax Partnership
<b>OBJECTIVES &amp; YEAR 1 &amp; 2 ACTIONS</b>	<b>1.</b>	<b>Support and validate the implementation of the economic strategy through an enhanced research capacity.</b>	
	<b>GHP</b>	<p>1. Create a Halifax Index and an annual state of the region event to track yearly progress on economic, environmental and social objectives and recommend ideas for improvement.</p>	<ul style="list-style-type: none"> <li>▪ <b>Halifax Index &amp; Research Consortium</b> - A project charter, work plan, timeline and funding proposal have been drafted.</li> <li>▪ Release is scheduled for May 23rd/24th at the 1st Annual Halifax "State of the Economy" Conference at The Westin. Richard Florida will deliver the keynote address.</li> <li>▪ Development will be guided by a Research Consortium.</li> <li>▪ The Index will have two elements, the index itself and a conference to share and develop further action.</li> <li>▪ Original implementation plans included a partnership with the Halifax Chamber of Commerce to produce a launch event. The Chamber, through a Board decision, has determined it will not participate in this way.</li> <li>▪ Sponsorship Opportunity presented to private sector partners in January 2012 – Sponsorship target - \$170,000.</li> <li>▪ Ongoing meetings and discussions with 5/6 HRM's Corporate Plan Outcome Teams to identify key indicators for each of their areas and to ensure alignment with HRM corporate plan</li> <li>▪ <b>Alignment of Halifax Index to Corporate Plan Outcomes</b> - Junior Economist met with HRM Outcome Area teams to set key community indicators to be included in the Halifax Index. Identified leads for each data area and experts for context on what's happening in the area.               <ul style="list-style-type: none"> <li>- Sept 7 &amp; 18th - aligning the Halifax Index with the HRM Corporate Plan</li> <li>- November 21<sup>st</sup> - Integrated and Affordable Transit Networks</li> <li>- November 24<sup>th</sup> - Safe, Welcoming Communities</li> <li>- November 28<sup>th</sup> - Clean and Health Environment</li> <li>- November 28<sup>th</sup> - Diverse Lifestyle Opportunities</li> <li>- December 14<sup>th</sup> - Well-Planned and Engaged Communities</li> <li>- January 17<sup>th</sup> - Economic Prosperity</li> </ul> </li> <li>▪ Discussion outcomes: Discussed a list of proposed community indicators for the group, their alignment with the HRM Corporate Plan goals and objectives, whether the information was the best indicator for that outcome area, and whether the data existed.</li> <li>▪ Established leads in the various areas of HRM for the data required, and experts for analysis.</li> <li>▪ An excellent working relationship has developed.</li> </ul>

MAXIMIZE GROWTH OPPORTUNITIES			Cumulative to December 31, 2011
GHP	2.	Develop a research consortium with representation from the public and private sectors and post-secondary institutions to provide economic data and research to meet the information needs of business and potential investors in Halifax.	<p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>Research consortium is developed and consists of experts from all three levels of government.</li> <li>The Consortium will tap the private sector as needed for expertise, key analysis and feedback on trends. Also engaging the Bank of Canada, RBC Economics, Nova Scotia Community Foundation, Ecology Action Centre, Symphony NS, etc. to help provide additional indicators or expertise not seen before.</li> <li>Contributors will also provide some narrative to support the numbers.</li> </ul>
<p><b>2. Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.</b></p>			
GHP	1.	Build a coordinated reconnaissance and commercial intelligence capability to identify and respond to threats and opportunities in high value sectors like Finance and Insurance, Aerospace and Defence, Digital Industries, Oceans, and Transportation.	<ul style="list-style-type: none"> <li>The Partnership's Business Retention and Expansion Program and Research Team continues to be the primary source of competitive intelligence and the identification of company-common issues impacting economic growth in Halifax.</li> <li>Developed a <b>comprehensive CI profile for 6 key growth sectors</b>: aerospace and defence, financial services, transportation and logistics, oceans, digital industries and life sciences. This profile has been used to develop strong value proposition documents for presentations to several foreign delegations from Europe.</li> <li>The Aerospace and Defence profile was used to build a value proposition presentation for ADIANS to support the expansion of CAE Professional Services in Nova Scotia.</li> <li>The Partnership has responded to 55 incoming requests for information to from prospective businesses and site selectors.</li> <li>Mayors from across Atlantic Canada convened in Halifax April 6 - 8, 2011 for a meeting of the Atlantic Mayors' Congress. The three day agenda began with an Economic Development Symposium led by the Greater Halifax Partnership that focused heavily on oceans initiatives, the Atlantic Gateway, the Lower Churchill Falls development and the Atlantic economic outlook. Other areas that were covered included municipal demographic trends and climate adaption planning, regional tourism and development, and municipal fiscal environments.</li> <li><b>May 10, 2011 Council</b> – F. Morley presented in support of Development Agreement – Barrington/Sackville/Granville Streets, Halifax (Roy Building)</li> <li><b>June 1, 2011</b> -- Briefing Note on potential Stadium prepared for Mayor Kelly.</li> </ul> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li><b>November 30<sup>th</sup></b> – GHP presents response to Bill 102 to NS Legislature Law and Amendments</li> <li><b>HRM Economic Prosperity Committee</b> -- Chief Economist and VP of Programs sit as members</li> <li>Refreshed "Invest in Halifax Website"</li> <li>Business Development meetings/contacts with existing investors and new prospects – 200</li> </ul>
GHP	2.	Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities. (Note: Identified priority for year One of the Strategy is to mobilize and engage community support for Halifax's Shipyard's response to Canada's	<ul style="list-style-type: none"> <li><b>National Shipbuilding Procurement Strategy Opportunity</b> - GHP is key partner in the province-driven process intended to generate awareness, activate ambassadors, and to identify key decision-makers and influencers. Since April, weekly meetings have been held to take stock and to confirm and coordinate upcoming activity with all partners, including, but not limited to: HRM, NSBI, the Halifax Chamber of Commerce, NSERDT, the NS Gateway Secretariat and Labour</li> </ul>

MAXIMIZE GROWTH OPPORTUNITIES			Cumulative to December 31, 2011
		National Shipbuilding Procurement bid.)	<p>and Advanced Education.</p> <ul style="list-style-type: none"> <li>▪ The Partnership led the economic impact analysis of the project which showed that building Canada's next generation of naval vessels at Halifax Shipyard would be far more transformative for our regional economy than we could have predicted -- Peak of 11,500 jobs; over \$400 million in personal disposable income; Over \$350 million in federal, provincial and local tax revenue.</li> <li>▪ Full reports and info graphic can be downloaded from the Partnership's website <a href="http://bit.ly/shipbuildingimpact">http://bit.ly/shipbuildingimpact</a></li> <li>▪ Through the collaboration of partners:               <ul style="list-style-type: none"> <li>-Over 100,000 emails sent from partner databases</li> <li>-Over 100 locations with Ships Start Here material</li> <li>-Over 15 million impressions serviced across NS</li> <li>-Over 140 insertions across the Maritimes</li> <li>-Best performing campaign "ever" seen on LinkedIn Canada</li> <li>-Over 10,000 declarations of support on CanadianShipsStartHere.ca</li> <li>-100s of lawn sign photos submitted from across NS</li> <li>-Over 700,000 post views from over 2000 interactions on Facebook</li> <li>-146,668 page views on ShipsStartHere.ca since May 2<sup>nd</sup></li> </ul> </li> </ul> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>▪ HRM and the Partnership are working with the NSPS Steering Committee partners to gather information to inform key areas such as work force demographics, housing needs, supply chain relationships and impacts on non-residential markets, and transit and transportation needs.</li> <li>▪ The Partnership has volunteered to lead an internal HRM Task Force to support the Deputy CAO on the NSPS Steering Committee and provided information as needed on potential impacts to HRM.</li> <li>▪ A briefing note that outlines the impact of the contract on the city and how HRM is preparing for it has been done for reference during the review and public consultation process.</li> <li>▪ In November the CAO presented to the Federal Council (heads of federal agencies in NS) and provincial Deputy Ministers and discussed HRM's preparations and priorities for planning and development, transportation and infrastructure needs</li> </ul>
<b>GHP</b>	3.	Enhanced focus on Halifax's Business Retention and Expansion Program to ensure competitive intelligence on current opportunities and emerging needs of business are shared with economic development partners. Identify and connect trade-ready and hyper-growth companies to support services.	<ul style="list-style-type: none"> <li>▪ The Partnership's BRE Team and NSERDT's BAT Team coordinate and align efforts on Halifax visitations and competitive intelligence.</li> <li>▪ Business Retention and Expansion results to December 31, 2011, include:               <ul style="list-style-type: none"> <li>- 160 SmartBusiness Business Consultations -- 54 original BRE visits, 106 follow up</li> <li>- 94 referrals</li> <li>- 12 Qualified business development leads – potential jobs: 2,263</li> <li>- The Shipbuilding contract will create 11,500 jobs at peak in the Maritimes</li> <li>- Referrals to Nova Scotia Productivity and Innovation Program : 16</li> </ul> </li> </ul>

MAXIMIZE GROWTH OPPORTUNITIES			Cumulative to December 31, 2011
			<ul style="list-style-type: none"> <li>- Referrals to HRM: 2 (transit related; closed)</li> <li>▪ <b>Response to data requests: 68 ( to December 31<sup>st</sup>)</b> Examples include:               <ul style="list-style-type: none"> <li>- Value propositions, information packages and presentations for delegates from Estonia, Poland and the Ukraine.</li> <li>- Economic update and impact of NSPS presented to national hotel consulting firm looking at the airport location.</li> <li>- Housing demand and economic update provided to local research firm to support a client looking to build row housing/senior housing.</li> <li>- Halifax value propositions developed for companies looking to expand in life sciences, ocean technology and energy sector.</li> <li>- Information report for site selector organization from Phoenix, AZ.</li> <li>- Information was used to support a presentation to a major international back office firm looking at Halifax as a possible business location.</li> <li>- A property management firm from Ohio looking to establish a presence in Nova Scotia as a result of a lead from an existing company in the region.</li> <li>- An engineering firm from Western Canada looking to expand required information on the local economy and business climate in Halifax.</li> <li>- Developed a comprehensive value proposition for a major, existing aerospace and defence firm who were looking to support an expansion in Halifax.</li> <li>- Partnered with DHBC to produce a video series that will begin this fall. The series will highlight positive business stories and developments in the downtown core.</li> </ul> </li> </ul>
<b>GHP</b>	4.	Improve the connection and collaboration between research organizations and business.	<ul style="list-style-type: none"> <li>▪ Meeting with senior representatives of Dalhousie University's Industry Liaison and Innovation Office. Agreement to work with them to educate business community and engage business community in services offered through ILI, Springboard, and Halifax Marine Research Institute. Potential for Investor Briefings and referrals through the SmartBusiness Team.</li> </ul>
<b>GHP</b>	5.	Develop and implement a Halifax Regional and Head Office Retention Strategy.	<ul style="list-style-type: none"> <li>▪ Head Office Retention Strategy developed -- implementation through Business Retention and Expansion Program. Target 163 Head Office Companies; 67 Regional Head Offices – 30 visitations to date.</li> </ul>
<b>GHP</b>	6.	Maximize opportunities with the Halifax Gateway Council and support the Year Two Implementation Plan for the Five-Year Strategy.	<p><b>Ongoing activity:</b></p> <ul style="list-style-type: none"> <li>▪ The Partnership manages the Halifax Gateway Council through a management services agreement.</li> <li>▪ Collaborator - on the development Air Gateway Strategy – partners include: ACOA, HGC, NSBI, HSIA, NS Gateway, Tourism NS Destination Halifax</li> <li>▪ <b>Collaborator</b> on the development Air Gateway Strategy – partners include: ACOA, HGC, NSBI, HSIA, NS Gateway, Tourism NS Destination Halifax</li> </ul> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>▪ <b>Convenor</b> - hosted 13 members Estonian Delegation to Halifax September 18-20 –Objective is to develop relationship between two regions for increasing cargo flow. Gateway Council and</li> </ul>

MAXIMIZE GROWTH OPPORTUNITIES			Cumulative to December 31, 2011
			<p>other members visited Estonia in October.</p> <ul style="list-style-type: none"> <li>▪ <b>Convenor</b> - Working with partners to create the Land Development Strategy for the growth of the Halifax Logistics Park (Burnside) Issued an Expression of Interest to the real estate community/development community (local/international) that have experience in developing logistics parks.</li> <li>▪ One large 40 acre lots is still on hold for large multi-national company – leaving approximately 50 acres still available in Phase 1 for purchase.</li> <li>▪ Currently working with a local consultant who is representing a US based company interested in consolidating its three locations into one. Burnside as a potential location is being put forward.</li> <li>▪ 3 active potential attraction opportunities for Halifax</li> </ul>
<b>GHP</b>	7.	Increase business engagement in the development of a Harbour Master Plan.	<p>This is a Q4 Activity</p> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>▪ Dialogue taking place with stakeholders on assessing work done to date.</li> </ul>
<b>GHP</b>	8.	Increase awareness and understanding of the economic impact and role social enterprises play in the economic prosperity of Halifax.	<ul style="list-style-type: none"> <li>▪ The Partnership, as a member of the Nova Scotia Association of Regional Development Authorities, participated in a session hosted by NSERDT on September 27<sup>th</sup> to review the draft Social Enterprise Strategy for NS. As an outcome of the session it was agreed RDAs are willing to support activities related to: awareness creation about social enterprises; capacity building with groups that would like to create/ use the social enterprise tool for the first time and navigation through various services.</li> <li>▪ The Partnership will further explore the need for an economic impact analysis (of what) for either HRM or NS in partnership with NSARDA and NSERDT.</li> </ul>
<b>GHP</b>	9.	Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.	<ul style="list-style-type: none"> <li>▪ Ongoing collaboration with NSERDT and NSBI</li> </ul>

BUSINESS CLIMATE		Cumulative to December 31, 2011		
<b>GOAL</b>	Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.			
<b>LEADERSHIP</b>	Establish the Open for Business Team to monitor the economic performance and business climate elements and provide yearly recommendations for improvement.		<b>Team Lead: Steve Murphy, Senior Vice President, Atlantic Services Division, BMO Bank of Montreal</b>	
<b>OBJECTIVES &amp; YEAR 1 &amp; 2 ACTIONS</b>	<b>1.</b>	<b>Reduce regulatory, tax and policy issues that can inhibit development and investment.</b>		
	<b>GHP</b>	1.	<p>Engage a business-led, volunteer taskforce to undertake a competitiveness review of municipal and provincial regulations and taxes against benchmark cities with recommendations for reform. Ensure linkage to the Province's Better regulations Initiative.</p> <p><b>3rd Quarter</b></p> <ul style="list-style-type: none"> <li>▪ As part of the Economic Prosperity Working Group the Partnership is working to align efforts on regulatory and administrative policy review. The Partnership completed a survey of 350 businesses. Questions re HRM Service Delivery may be used as benchmark going forward.</li> <li>▪ Current GHP actions include: coordinating meetings with Bruce Fisher and Fred Morley to discuss work to date, findings and approaches used previously in HRM tax reform process;</li> <li>▪ Participation in Halifax Chamber of Commerce Roundtable Review on Competitiveness, with next steps to be determined in February 2012 by that group;</li> <li>▪ Participation in Strategic Urban Partnership downtown tax review, where a diverse group of SUP partners, and several HRM staff, have devised a terms of reference for a study to address the question "Do commercial taxes within the Regional Centre discourage business and development and, if so, what changes could be made to encourage business and development?" The study will be carried forward as part of the Regional Plan 5 Year review project;</li> <li>▪ Ensuring alignment of groups' activities to ensure no duplication of effort;</li> <li>▪ Performed a best practice review of other locations' tax reform actions, processes and results;</li> <li>▪ Review of municipal and provincial regulations – Year 2 Action</li> <li>▪ Developed a second-tier tax reform research project plan and scope as a potential Year 2 action.</li> </ul>	
	<b>GHP</b>	2.	Open for Business Team advocates for recommendations for improvement.	This is a Year 2 Activity.
	<b>2.</b>	<b>Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.</b>		

BUSINESS CLIMATE			Cumulative to December 31, 2011
GHP	1.	Consult with business and complete a competitiveness review of municipal service delivery within HRM against benchmark cities. Use the results to streamline the approval process for major projects.	<ul style="list-style-type: none"> <li>The Partnership is working closely with HRM to define scope of work and confirmation of available data sources for benchmarking. Agreement on approach to be approved by CAO in Q4 of 2011-12.</li> <li>As part of Business Retention and Expansion Program, HRM sits as a member of the Action Team to respond to referrals of issues or challenges with HRM Service Delivery.</li> <li><b>July 28<sup>th</sup></b> - Report from meeting with Developers on service delivery presented to CAO.</li> </ul> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li><b>Presented top 5 issues facing businesses in HRM</b> to Economic Prosperity committee (based on Business Confidence Survey of 350 business leaders and SmartBusiness consultations)</li> <li>Second Business Confidence survey in the field is planned for February</li> </ul>
GHP	2.	Reposition client facing staff as business navigators within HRM to be a guide/advocate for key projects from application to completion (development/start-up/expansion).	<ul style="list-style-type: none"> <li>Year 2, pending recommendations from review.</li> </ul>
GHP	3.	Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.	<ul style="list-style-type: none"> <li>Year 2, pending recommendations from review.</li> </ul>
HRM	4		<ul style="list-style-type: none"> <li>This objective will primarily be delivered through the Regional Plan 5 Year Review process (RP+5) at a high policy direction level, and then at a detailed regulatory (bylaw) level through the HRMbyDesign Centre Plan. Completed Standard Operating Procedures for Subdivision, Variance, Development Permits, Zoning Confirmation Letters and Site Plan Approval.</li> </ul>
<b>3.</b>	<b>Develop a responsive, safe, integrated regional transportation system.</b>		
HRM	1.	Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.	<ul style="list-style-type: none"> <li>Stakeholder interviews are being conducted to identify and understand the need for a Regional Transportation Authority.</li> </ul>
HRM	2.	Develop a five-year transportation strategy.	<p>There are five Functional Plans from the Regional Plan that make up the Transportation Strategy. They are listed below along with their status.</p> <ol style="list-style-type: none"> <li>Five year transit strategy – approved by Regional Council</li> <li>Road &amp; Road Network Strategy – Deferred until the review of the Regional Plan</li> <li>Active Transportation Strategy - approved by Regional Council</li> <li>Transportation Demand Management Strategy - approved by Regional Council</li> <li>Regional Parking Strategy - approved by Regional Council</li> </ol> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>Continued expansion of SmartTrip program (changing commuting culture in the workplace) and development of the employee transit pass for September launch</li> <li>Secured provincial funding for LocalMotion project (community-based social marketing)</li> <li>Parking initiatives for ecoMOBILITY project (pricing signals for driving choice) approved by council.</li> </ul>

BUSINESS CLIMATE			Cumulative to December 31, 2011
<b>4. Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.</b>			
<b>GHP</b>	1.	Develop "quality of place" measurements to be included in the Halifax Index.	<ul style="list-style-type: none"> <li>To be included in the scope of work of Halifax Index. [included in Maximize Growth Opportunities Goal area]</li> </ul>
<b>HRM</b>	2.	Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.	<ul style="list-style-type: none"> <li>The capital planning horizon will be increased from 5 to 20 years when the 2012/13 Capital Budget is developed. This will form the framework/basis of a strategic plan for coming years.</li> </ul>
<b>HRM</b>	3.	Boost social capital in Halifax by implementing the actions set out in the Well Planned and Engaged Community outcome area of HRM's Corporate Plan.	<ul style="list-style-type: none"> <li>In Q3 Work continues to progress in Outcome Area planning. Well Planned and Engaged Community Outcome Area detailed deliverables for 12/13 have been identified.</li> </ul>
<b>HRM</b>	4.	Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.	<ul style="list-style-type: none"> <li>HRM hosted Heritage Quest: A Social Heritage Experience from April 16-18th. The celebration marked World Heritage Day on April 18 and officially launched the development of HRM's first Social Heritage Strategy.</li> <li>In June, 2011 HRM invited residents to participate in workshops designed to engage citizens in the development of HRM's first Social Heritage Strategy. The Strategy is intended to shape HRM policy and programs regarding heritage assets, social history, natural history, and cultural heritage throughout our region.</li> <li>The Social Heritage Strategy is now underway. A recent survey offers insight into what that will look like. Pride and inter-relations between these communities are part of that. The results should be released in the late Fall with a draft strategy. The operational plan will come later in 2012.</li> </ul> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>Diversity, community pride, and community connectivity are all values considered in the development of the Social Heritage Strategy.</li> <li>HRM undertook a community engagement process to acquire feedback from the general public and specific stakeholders including youth, heritage organizations, immigrants, Acadians, francophones, and many others. HRM is currently wrapping up community engagement with a specific process to engage First Nations and African Nova Scotians in the process.</li> <li>A report summarizing these community engagement methods went to Community Planning and Economic Development Standing Committee in the fall of 2011. Another report will go to CPED in the spring to summarize community engagement findings along with a draft vision for social heritage.</li> <li>The Strategy is now part of the Regional Plan Review process. This process is expected to be complete in March 2013, the Regional Plan will then include policies for social heritage.</li> </ul>
<b>5. Halifax is recognized internationally for its clean and healthy environment.</b>			
<b>HRM</b>	1.	Implement the actions set out in the Clean and Healthy	<ul style="list-style-type: none"> <li>On track - working closely with Environment and Sustainability Standing Committee for</li> </ul>

BUSINESS CLIMATE			Cumulative to December 31, 2011
		Environment outcome area of HRM's Corporate Plan. Ensure connection with the Province of Nova Scotia Department of Environment.	<p>ongoing direction and governance.</p> <ul style="list-style-type: none"> <li>▪ Successful 11 / 12 objectives include:               <ul style="list-style-type: none"> <li>- Starting the process of having the first HRM Blue Flag Beach</li> <li>- Regional Council adopted a 2020 GHG reduction target of 30% below 2008 by 2020</li> <li>- Continuing to complete a large number of corporate renewable and energy efficiency projects</li> <li>- Replace 100% of Traffic Lights with LED</li> </ul> </li> </ul> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>▪ Birch Cove Beach has been audited and small capital plans are in place to make the upgrades required to meet certification by Summer 2012</li> <li>▪ Regional Council endorsed a partnership with Clean Nova Scotia respecting fuel consumption reduction actions</li> </ul>
<b>6.</b>	<b>Increase the engagement and active support of the private sector in the economic growth of Halifax.</b>		
<b>GHP</b>	1.	Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	<ul style="list-style-type: none"> <li>▪ <b>Business Confidence Survey</b> completed – Sample size 350. Will be used as a benchmark measuring business confidence for the life of the economic strategy.</li> <li>▪ Confidence Campaign targeted at business community in market Q4.</li> <li>▪ Awareness and engagement delivered through the Partnership's Marketing and Communication Strategy, results include:               <ul style="list-style-type: none"> <li>- <a href="http://www.greaterhalifax.com">www.greaterhalifax.com</a> (and Micro sites) – In absolute unique visitors, the number went from almost 16,900 from April-August 2010 to more than 20,900 from April-August 2011– a 24% increase.</li> <li>- <b>Social Media:</b> In the past year, participation numbers increase (August 2010-11):</li> <li>- Twitter followers: 104% increase - In December 2010 1,892; December 2011 3,878</li> <li>- LinkedIn Group Followers: 113% increase;</li> <li>- YouTube Content Views: 152% increase</li> <li>- Blog Posts: 34% decrease; Blog Subscribers 31% increase – we will end year with net increase as measures are being taken to address this</li> <li>- Facebook Fans and Members: 122% increase</li> <li>- SmartCityNews: 11% increase;</li> <li>- SlideShare account: 15,287 views, 214 downloads to date</li> </ul> </li> </ul>

BUSINESS CLIMATE			Cumulative to December 31, 2011																								
<b>GHP</b>	2.	Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.	<ul style="list-style-type: none"> <li>▪ Over 130 private sector investors contribute to a \$1.1M investment in economic development through the Greater Halifax Partnership.</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>To the end of:</th> <th>Quarter 1&amp;2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>Investor meetings</td> <td style="text-align: center;">&gt;75</td> <td style="text-align: center;">&gt;125</td> </tr> <tr> <td>Investor renewal rate</td> <td style="text-align: center;">97%</td> <td style="text-align: center;">96.5%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>▪ Action Teams &amp; Mayor's Advisory Committee includes representation from the private sector.</li> <li>▪ Head Office Strategy developed – implementation through Business Retention and Expansion Program. <b>Target:</b> 163 Head Office Companies; 67 Regional Head Offices;             <ul style="list-style-type: none"> <li>▪ <b>Quarter 2:</b> 23 visitations to date</li> <li>▪ <b>Quarter 3:</b> 30 visitations to date (7 new)</li> </ul> </li> <li>▪ Developed value proposition for Aerospace and Defence industry in Halifax to respond to a high growth opportunity</li> <li>▪ Private sector investment in economic growth in Halifax:             <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th></th> <th>Residential building permits:</th> <th>Non-residential (and non-government)</th> </tr> </thead> <tbody> <tr> <td><b>Q1</b></td> <td style="text-align: right;">172,621,000</td> <td style="text-align: right;">96,200,000</td> </tr> <tr> <td><b>Q2</b></td> <td style="text-align: right;">189,373,000</td> <td style="text-align: right;">92,200,000</td> </tr> <tr> <td><b>Q3</b></td> <td style="text-align: right;">226,154,000</td> <td style="text-align: right;">99,000,000</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>\$ 588,148,000</b></td> <td style="text-align: right;"><b>\$ 287,400,000</b></td> </tr> </tbody> </table> </li> </ul> <p><b>Quarter 3</b> Economic Strategy elements also related to this goal:</p> <p><b>TALENT</b> Talent Action Team in place with 13 people attending a first meeting. Three areas of focus set:</p> <ul style="list-style-type: none"> <li>- Foreign Credential Recognition;</li> <li>- Creating a Welcoming Community;</li> <li>- Improving the HR competitive advantage within the SME</li> </ul> <p><b>BRAND</b> Action Team met eight times with nine volunteers on the Committee. We now have the right people in the room. Decision to build out to a larger group, “ambassadors” once a product is defined and brand strategy is defined, to ensure alignment and garner support for implementation. International Brand is seen as underpinning all five Goals of the Economic Strategy; (See Brand Goal for details)</p> <p><b>REGIONAL CENTRE</b> GHP sits as a member of the SUP's Core Team. The Strategic Urban Partnership was convened in April 2011. Since that time there have been five additional meetings. Each</p>	To the end of:	Quarter 1&2	Quarter 3	Investor meetings	>75	>125	Investor renewal rate	97%	96.5%		Residential building permits:	Non-residential (and non-government)	<b>Q1</b>	172,621,000	96,200,000	<b>Q2</b>	189,373,000	92,200,000	<b>Q3</b>	226,154,000	99,000,000	<b>Total</b>	<b>\$ 588,148,000</b>	<b>\$ 287,400,000</b>
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BUSINESS CLIMATE				Cumulative to December 31, 2011
				<p>meeting was attended by 40 – 60 stakeholders. At the November 2<sup>nd</sup> SUP meeting, partners formally endorsed the creation of the SUP project management office and finalized an approach to its funding structure and spending authority. GHP will act as the legal entity through which SUP will be administered, pending Council approval and of the Terms and conditions of an agreement between HRM and GHP.</p>

TALENT		Cumulative to December 31, 2011																
<b>GOAL</b>	Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.																	
<b>LEADERSHIP</b>	Establish a Talent Team to ensure the development and implementation of Halifax-specific initiatives to attract and retain talent. Ensure alignment to labour workforce strategies of provincial and federal governments.		Team Lead: Malcolm Fraser, President, ISL Internet Solutions															
<b>OBJECTIVES &amp; YEAR 1 &amp; 2 ACTIONS</b>	<b>1.</b>	<b>Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).</b>																
	<b>GHP</b>	1. Identify changes needed in Provincial and Federal regulations and programs to better support young professionals, internationally skilled workers and entrepreneurs in pursuing opportunities in Halifax.	<ul style="list-style-type: none"> <li>Ongoing through dialogue with Nova Scotia Office of Immigration and Nova Scotia Labour and Advanced Education.</li> </ul>															
	<b>GHP</b>	2. Increase the business community's awareness of, and access to, labour market information and resources to assist their efforts in achieving best practices in employee recruitment and retention.	<ul style="list-style-type: none"> <li>Partnership's website content plan includes enhancements to "Grow Your Business Section" to include roadmap and toolkit on labour market information and resources. Content is aligned to provincial jobsHere Strategy.</li> <li>Awareness campaign to be launched in Q4 is targeted at business owners on changing behaviours and attitudes for hiring young and emerging professionals. The call to action will be to visit the roadmap and toolkit.</li> <li>Through the Partnership's Business Retention and Expansion Program, businesses are provided information, resources and referrals to assist recruitment and retention needs.</li> <li>ImmigrationWorksInHalifax.ca provides information and resources for hiring newcomers.</li> <li>Partnership's Employer Support Program hosts information sessions and one-on-one visits with employers to learn how they can hire skilled workers.</li> </ul>															
	<b>GHP</b>	3. Increase community organizations' awareness of provincial resources to support professional development and business management for not-for-profit voluntary sector.	Q4 Action															
	<b>GHP</b>	4. Increase the business community's involvement in labour market initiatives to attract and retain young professionals and international skilled workers and increase productivity. Programs include initiatives like the Halifax Connector Program, post secondary cooperative and internship programs, community mentoring programs and the Province's new Productivity Investment Program (PIP).	<b>Connector Program – Immigrants and International Students</b> <table border="1" data-bbox="1171 1166 1892 1411"> <thead> <tr> <th>To the end of:</th> <th>Quarter 1&amp;2</th> <th>Quarter 3</th> <th>Program Totals</th> </tr> </thead> <tbody> <tr> <td>Recruitment visits</td> <td>75</td> <td>40</td> <td>115</td> </tr> <tr> <td>Information requests</td> <td>92</td> <td>50</td> <td>142</td> </tr> <tr> <td>Connection meetings</td> <td>110</td> <td>30</td> <td>140</td> </tr> </tbody> </table>	To the end of:	Quarter 1&2	Quarter 3	Program Totals	Recruitment visits	75	40	115	Information requests	92	50	142	Connection meetings	110	30
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TALENT			Cumulative to December 31, 2011			
			Jobs found	25	25	111
			Number of Connectors	45	35	360
			Number of Immigrants	55	40	250
			<ul style="list-style-type: none"> <li>▪ Connector Program Model <b>replicated in 7</b> Canadian cities including: Niagara, Waterloo, North Bay, Montreal, Sarnia, Kingston, and Charlottetown.</li> <li>▪ NS Labour and Advanced Education approved a project application to fund the Connector Program (\$250k) and expand target to include young and emerging professionals for January 1, 2012 to March 31, 2013</li> <li>▪ Ongoing discussions with Cape Breton Economic Development Authority to support the implementation of a Connector Program in CB.</li> <li>▪ Connector Program receives Honourable mention at the 2011 EDAC/RBC Financial Group Economic Development Achievement of The Year Award.</li> <li>▪ <b>International Student Connector Program Learning Exchange</b> brought representatives from Nova Scotia, Prince Edward Island and New Brunswick together to discuss projects associated with International Students, and specially focus on findings from the International Student Connector Program. The Learning Exchange showcased the tracking system, shared successes and challenges that the program faced and brainstormed how to best retain international talent in Atlantic Canada. International Students and Employers participated in a September 30 Connector Recognition Event with Mayor Kelly, where approximately 60 connectors attended.</li> <li>▪ Connector Recognition Event – September 21, 27 and October 13</li> <li>▪ Connector Learning Exchange - October 20 and 21</li> <li>▪ Meeting with Nova Scotia Office of Immigration to discuss sharing the Connector Program Model with other jurisdictions in the Province</li> <li>▪ We responded to 156 international inquiries regarding the Community Identified Stream, resulting in 42 letters of identification sent to NSOI, representing a total of 138 potential immigrants for Halifax.</li> <li>▪ <b>On July 16<sup>th</sup> partnered with HRM in the organization of the Community BBQ</b> -- 400 people in attendance, including newcomers and local residents.</li> <li>▪ <b>Welcome International Students to Halifax</b> - campaign launched on August 25 to reach out to new and returning international students and to raise awareness with employers on the benefits of hiring International Students and on the hiring process. Campaign included a microsite <a href="http://www.welcometohfx.com">www.welcometohfx.com</a> with <b>over 2,440 visits to date</b>; bridge banners; 1-pagers for students and employers; materials for Welcome Kits given to International Students at SMU, DAL and MSVU; airport (partnering with EduNova); and university, online and newspaper advertising.</li> </ul>			

TALENT			Cumulative to December 31, 2011
			<ul style="list-style-type: none"> <li>41 employers educated on the immigration process, this number includes both the on-on-one visits and information sessions. The total number of one-on-one visits for Q3 is 18, including 1 information session</li> <li><b>Speed Interview with Employers</b> -- 40 international students and immigrants took this opportunity to network with 15 employers from a variety of sectors. Employers included Keane Canada, Nautel, TD Insurance, Health Canada, Halifax International Airport Authority, CanJet, Jazz Canada, Simplycast, etc.</li> <li>Presented Partnership's Immigration Programs to International representatives from CIIP (Canadian Immigrant Integration Program) Attended an APT (Atlantic Population Table) workshop to discuss 5 of their pilot project to attract and retain talent to Atlantic Canada</li> </ul>
<b>GHP</b>	5.	Work with partners to increase the engagement of the business community to provide information and input on current and future labour market needs to ensure programming alignment.	<ul style="list-style-type: none"> <li>With competitive intelligence collected through the Partnership's Business Retention and Expansion Program and community surveys – ongoing information sharing with partners on business community's labour market needs.</li> </ul>
<b>2. Build a welcoming and inclusive environment for underrepresented groups.</b>			
<b>HRM</b>	1.	Review HRM's policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	<ul style="list-style-type: none"> <li>On July 16, 2011 residents and Newcomers were invited to the 6th Annual Welcome Barbeque. This yearly multicultural gathering is open to all and is meant to welcome Newcomers to the Halifax Regional Municipality.</li> <li>On July 29, 2011 Seaview Park was officially renamed "Africville". Renaming the park fulfills one of the promises made as part of the agreement Halifax Regional Municipality (HRM) reached with the Africville Genealogy Society in February 2010.</li> <li>HRM budgets \$200,000 per year to improve accessibility in existing buildings. There is an Accessibility Advisory Committee Standing Committee of HRM Council that meets monthly and makes recommendations for expenditure of the funding. All new buildings are designed in keeping with the principles of Universal Design</li> <li>In the summer of 2011, Real Property Planning of Infrastructure and Asset Management made additions to the number of trails that have been partially made universally accessible.</li> <li>In July 2011 Infrastructure and Asset Management adopted the use of the CSA (Canadian Standards Association) Standard on universal access included as a requirement to be included in all tenders.</li> <li>Metro Transit Services (MTS) completed a report on system access for persons with disabilities and initiated new ALF (Accessible Low Floor) bus routes.</li> <li>Halifax Regional Municipality Communications placed an Icon (the international symbol for accessibility) on the main page of <a href="http://www.halifax.ca">www.halifax.ca</a> to direct persons to HRM services specifically relevant to this diverse group.</li> </ul>

TALENT			Cumulative to December 31, 2011
			<ul style="list-style-type: none"> <li>▪ HR offers a number of educational programs and annual events related to Diversity and Inclusion</li> <li>▪ HR staff and managers from various Business Units have been working closely with ISIS on assisting new comers with mentorship opportunities, mock interviews in preparation for their job interviews etc.</li> </ul> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>▪ September 23, 2011 Halifax Regional Municipality, in cooperation with the Fédération Acadienne de la Nouvelle- Écosse (FANE), introduced the first ever French-language Newcomer’s Guide. The French edition now joins the Arabic and English language versions. All versions are being very well received.</li> <li>▪ The international symbol for accessibility icon has been placed on the main page of <a href="http://www.halifax.ca">www.halifax.ca</a> to direct persons to HRM services specifically relevant to this diverse group.</li> <li>▪ HR offers a number of educational programs and annual events related to Diversity and Inclusion.</li> <li>▪ HR staff and managers from various Business Units have been working closely with ISIS on assisting new comers with mentorship opportunities, mock interviews in preparation for their job interviews etc.</li> </ul>
HRM	2.	Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.	<ul style="list-style-type: none"> <li>▪ HR continues to work with the Mi’kmaq Friendship Centre in Halifax to develop an Aboriginal Employment Initiative to assist their clients in career development, job placement, and employment within HRM. HR/HRM is ready to accept work placements for qualified candidates from the Centre.</li> </ul>
HRM	3.	Create a function within HRM that will work to improve the quality and level of service to residents and communities of African descent as it relates to employment. Align HRM’s African Nova Scotian function and activities to the efforts of the newly created Ujamaa Council.	<ul style="list-style-type: none"> <li>▪ The Partnership supports the level of service to the ANS community through its community office in Preston shared with BBI and NSCC. Activities include collaborating with BBI on awareness initiatives; collaborating with NSCC on the delivery of adult education programs; participating in community groups; and supporting the development of community group proposals.</li> <li>▪ African Nova Scotia Community Liaison function will include initiatives regarding improving the quality and level of service to the African Nova Scotian community.</li> </ul> <p><b>Quarter 3</b></p> <ul style="list-style-type: none"> <li>▪ Position for a Policy Advisor, African Nova Scotia Affairs with Government Relations &amp; External Affairs, has been posted and closes January 23, 2012</li> </ul>
HRM	4.	Explore new opportunities to underrepresented groups, like youth, to link to employment opportunities.	<ul style="list-style-type: none"> <li>▪ Progress update to be provided at next quarterly report.</li> </ul>
<b>3.</b>	<b>HRM will become an “Employer of Choice” serving as a model for the business community.</b>		

TALENT				Cumulative to December 31, 2011
HRM	1.	Research and benchmark Top 100 Employers and create an HRM people plan	<ul style="list-style-type: none"> <li>HRM People Plan near completion and will be finalized by end of 11/12</li> </ul>	

INTERNATIONAL BRAND		Cumulative to December 31, 2011	
<b>GOAL</b>	Create a unique international city brand for Halifax.		
<b>LEADERSHIP</b>	Establish a Brand Advisory Team to lead an aligned brand development process, advise on implementation, review progress on a regular basis, and manage necessary adjustments.		Team Lead: Peter Spurway, Vice President, Corporate Communications, Concession Development & Airport Experience, Halifax International Airport
<b>OBJECTIVES &amp; YEAR 1 &amp; 2 ACTIONS</b>	<b>1.</b>	<b>Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.</b>	
	<b>GHP</b>	1. Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive.	<ul style="list-style-type: none"> <li>▪ P. Spurway, Action Team Lead has established Action Team</li> <li>▪ Action Team has met nine times.</li> <li>▪ Existing research has been reviewed and white paper overview on brand research results completed.</li> <li>▪ White paper on models of best practise completed.</li> <li>▪ Research of potential brand attributes and unique differentiators completed;</li> <li>▪ Functional and emotional benefits (attributes) of Halifax have been compiled in a white paper.</li> <li>▪ Target audiences have been identified – Business (internal and external), external talent, visitors and residents. Brand team is currently defining the target audiences and ranking them in terms of importance.</li> </ul>
		2. Develop a Brand Strategy and Implementation Plan.	Q4 Activity for 2011/12
		3. Ensure necessary buy-in and adoption from the business community and key organizations that will have a role in the brand strategy implementation.	Year 2 Activity
	<b>2.</b>	<b>Move Halifax from Good to Great -- Live the brand!</b>	
	<b>GHP</b>	1. Implement the Brand Strategy that: <ul style="list-style-type: none"> <li>- Provides clear and consistent messages to an international marketplace;</li> <li>- Supports trade, investment and labour market development;</li> <li>- Increases the number of businesses actively seeking customers in international markets;</li> <li>- Inspires a culture that guarantees Halifax's delivery of an exceptional experience; and,</li> <li>- Builds business confidence locally.</li> </ul>	2012/13 – onward

REGIONAL CENTRE		Cumulative to December 31, 2011	
<b>GOAL</b>	Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.		
<b>LEADERSHIP</b>	Launch the Strategic Urban Partnership (SUP) to spur public and private investment in the Regional Centre by identifying strategic capital projects and key policy innovations.		<b>Team Lead: Andy Fillmore, Urban Design Project Manager, Halifax Regional Municipality</b>
<b>OBJECTIVES &amp; YEAR 1 &amp; 2 ACTIONS</b>	<b>1.</b>	<b>Direct and oversee a pre-development policy environment within the Regional Centre.</b>	
	<b>SUP</b>	1.	<p>Review HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive.</p> <ul style="list-style-type: none"> <li>RP+5 is intended to deliver a suite of Charter amendments to promote investment, density, and housing affordability in the Regional Centre. These amendments were captured in the Capital Ideas paper and now form part of the RP+5 scope for which Council approval is being sought in October. Additionally, an SUP working group has been meeting regularly to define what specific action on commercial taxation is required to achieve this objective.</li> </ul> <p><b>3<sup>rd</sup> Quarter</b></p> <ul style="list-style-type: none"> <li>On October 4 Regional Council initiated RP+5 and the HRMbyDesign Centre Plan. These projects will deliver a suite of Regional Plan amendments, and a new Regional Centre MPS and LUB that will promote investment, density, and housing affordability in the Regional Centre. An SUP working group has been meeting regularly to define what specific action on commercial taxation is required to achieve this objective. A Terms of Reference for a consultant study on this topic has been prepared and will be released as an RFP in Q4.</li> </ul>
	<b>HRM</b>	2.	<p>Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.</p> <ul style="list-style-type: none"> <li>The 2006 Regional Plan called for 25% of future residential growth to occur within the Regional Centre. After the first 5 years of Plan implementation only 16% of residential growth has happened in the RC. The RP+5 review will help to redirect more growth to the RC.</li> </ul>
	<b>HRM</b>	3.	<p>Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.</p> <ul style="list-style-type: none"> <li>A great number of tools with which to reach this objective were outlined in the Capital Ideas paper in 2010. RP+5 and the HRMbyDesign Centre Plan will be instruments which deliver these new tools in support of the objective. HRM Charter amendments may be necessary.</li> </ul>
	<b>HRM</b>	4.	<p>Raise awareness of the availability and location of public parking in the Regional Centre.</p> <ul style="list-style-type: none"> <li>HRM staff are considering an approach to partner with Regional Centre BIDs on an inventory of parking spots and subsequent marketing campaign. Necessary improvements to parking stock need to be identified, eg. Signage, lighting, security, maintenance, pay &amp; display, etc.</li> </ul>
	<b>SUP</b>	5.	<p>Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.</p> <ul style="list-style-type: none"> <li>RP+5 will introduce this.</li> </ul>
	<b>SUP</b>	6.	<p>Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification.</p> <ul style="list-style-type: none"> <li>RP+5 and HRMbyDesign Centre Plan will deliver this, based on in-depth industry, stakeholder and public consultation. Such an approach needs to be based on clear and predictable as-of-right development standards, and design oversight. This will require HRM Charter amendments to allow HRM design</li> </ul>

REGIONAL CENTRE				Cumulative to December 31, 2011
				control powers.
SUP	7.	Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre.		<ul style="list-style-type: none"> <li>RP+5 will deliver high level enabling policy for this, which will direct that detailed policy and regulation be delivered through the HRMbyDesign Centre Plan. This will require HRM Charter amendments to permit the use of Density Bonusing in the Regional Centre (currently not permitted other than in downtown Halifax).</li> </ul>
<b>2. Further the liveability and attractiveness of our urban core.</b>				
SUP	1.	Adopt a comprehensive 5-year \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core.		<ul style="list-style-type: none"> <li>The SUP will be sufficiently formed by early 2012 to be in a position to advocate for this program. However it will only be advocacy that the SUP delivers. Funding would be a matter for three levels of government to consider.</li> </ul>
SUP	2.	Establish an ongoing dedicated "Strategic Urban Reserve" fund for Urban Core beautification, "pole-free" area, public art and infrastructure improvements.		<ul style="list-style-type: none"> <li>RP+5 will propose high level policy directing this reserve be established.</li> </ul>
SUP	3.	Progress the plan to implement a downtown Halifax district heating/cooling network.		<ul style="list-style-type: none"> <li>HRM continues to play a leadership role in the development of District Energy Opportunities in the municipality working with external stakeholders on project development.</li> </ul>
<b>3. Reinvent the current approach to mobility in the Regional Centre.</b>				
HRM	1.	Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.		<ul style="list-style-type: none"> <li>Planning &amp; Infrastructure BU to coordinate and collaborate with Metro Transit on a Regional Centre transit and transportation model that ensures land use planning and transportation planning are aligned and mutually supportive.</li> </ul>
HRM	2.	Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.		<ul style="list-style-type: none"> <li>Changes to downtown street flow undertaken in Fall 2011 will allow for marked bike lanes to be installed on Hollis and Lower Water Streets in Spring 2012.</li> <li>Planning and design work for a cross-peninsula AT corridor began in 2011 with public consultation beginning in 2012. The AT bridge over Highway 111 at Burnside Drive was opened in the Spring.</li> <li>Twenty new bike racks were installed along Quinpool Road and 130 new racks have been purchased for installation in Downtown Halifax and Dartmouth before the end of 2011.</li> </ul>
<b>4. Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.</b>				
SUP	1.	Increase public investment and funding for cultural institutions, programs, and public gathering spaces.		<ul style="list-style-type: none"> <li>RP+5 and Centre Plan will introduce high level policy directing such investment. The details of delivery will be worked out subsequently</li> </ul>
SUP	2.	Activate Regional Centre public spaces with public art, culture, educational, and democratic activity through formal and informal programming.		<ul style="list-style-type: none"> <li>RP+5 and Centre Plan will advance the "1% for Art" concept, in which both public and private development projects will have to provide public art. These projects will also introduce cultural programming as a necessary part of effective community planning.</li> </ul>

REGIONAL CENTRE			Cumulative to December 31, 2011
SUP	3.	Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.	<ul style="list-style-type: none"> <li>Planning &amp; Infrastructure BU to coordinate and collaborate with Metro Transit on a Regional Centre transit and transportation model that ensures land use planning and transportation planning are aligned and mutually supportive. RP+5 and Centre Plan will reinforce alternate modes of transport.</li> </ul>
SUP	4.	Create an inventory of cultural institutions, events and programs in the Regional Centre.	<ul style="list-style-type: none"> <li>Year 2 activity</li> </ul>
SUP	5.	Create a plan to develop vacant public and private lands in the Regional Centre for cultural institutions, public spaces and private mixed uses as part of the "Opportunity Sites Task Forces".	<ul style="list-style-type: none"> <li>Opportunity Sites Task Force (OSTF) is up and running. OSTF successfully took the Clyde Street parking lots to market. The remaining "Infirmity Site" in that area will go to tender in year 2 or 3. HRM is working with the Province to create a joint provincial-municipal OSTF. A draft project charter is being reviewed.</li> </ul>
SUP	6.	Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Bilbao Effect".	<ul style="list-style-type: none"> <li>Year 2 activity. Work on the Central Library and new Convention Centre contributes to achieving this objective.</li> </ul>