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Community Planning & Economic Development
May 10, 2012

TO: Chair and Members of Community Planning & Economic Development

SUBMITTED BY: *Chris Bryant*
Chris Bryant, Acting Managing Director
Government Relations & External Affairs

DATE: April 19, 2012

SUBJECT: **2011/2012 Year End Service Level Agreement & Economic Strategy
Status Update**

ORIGIN

1. October 18, 2005, endorsement by Regional Council of a regional Economic Strategy for 2005-2010
2. On June 19, 2007, Regional Council authorized a service level agreement with the Greater Halifax Partnership with a term and deliverables coinciding with the 2005-2010 Economic Strategy
3. On March 22, 2011, Regional Council endorsed a new Economic Strategy for 2011-2016
4. On April 28, 2011, Regional Council approved the 2011/2012 Operating and Projects Budgets. The Operating Budget includes an allocation of \$1.4 million for an operating grant to the Greater Halifax Partnership subject to a new service level agreement
5. On June 9, 2011, Regional Council approval the Service Level Agreement with the Greater Halifax Partnership for the 2011-2012 fiscal year.

BACKGROUND

The Greater Halifax Partnership (GHP) is the economic development organization for Halifax. GHP is a private-public, economic development agency funded by Halifax Regional Municipality, the Province of Nova Scotia, Atlantic Canada Opportunities Agency (ACOA) and over 130 private sector investors. Funding from government partners is primarily in the form of annual grants that support the Partnership's operations. The Province and ACOA provide core funding to GHP's Regional Development Agency, which was established by Ministerial Order pursuant to the *Regional Communities Development Act*. Funding from business investors is in the form of cash and cash equivalent (e.g. local media advertising, meeting space in local hotels, consulting services provided by local firms etc.). GHP generates revenue through various projects funded by government and non-government sources. The Municipality is the largest single funding partner, contributing to about half of the Partnership's core operational funding.

HRM funding in the amount of \$1.4 million, is provided through a service level agreement (SLA), which describes a number of deliverables and associated indicators to measure success. One of the most substantial deliverables within the SLA is implementation of the 2011-2016 Economic Strategy. The Municipality's previous economic plan, *Strategies for Success: 2005-2010*, expired in the fall of 2010. The Partnership led the review and renewal of HRM's new economic strategy and it was launched in May 2011. Other deliverables in the 2010/2011 SLA included strategic advice, community economic development services and general services.

DISCUSSION

The Municipality contracts with the Partnership to provide the following services:

- Deliver a service that would otherwise be provided in-house at a higher cost;
- Leverage municipal funding to attract investment from various private and public sources
- Provide a sustained focus on local economic development;
- Provide a "business perspective" on various aspects of strategic policy development and Implementation;
- Extend the Municipality's "reach" into the business community and into business-facing programs and services offered by other levels of government; and
- Serve as an independent and objective "thought leader" in raising awareness about challenges and opportunities facing the local economy and local businesses

2011/2012 Service Level Agreement between the Municipality and the Greater Halifax Partnership

The business relationship between the Municipality and the Partnership has been formalized through service level agreements which have evolved over the years. The agreement enables the Municipality to clearly articulate expectations and deliverables in order to ensure municipal taxpayers receive value for funding. The 2011/2012 SLA included the following expectations of the Partnership:

1. Strategic advice and information

- a. Upon request, provide advice to the Chief Administrative Officer and Council on economic aspects of projects and initiatives that align to the Municipality's corporate planning and Economic Strategy outcomes;
- b. Written briefs and reports in response to studies, reports and initiatives undertaken by various economic based organizations;
- c. Maintenance of a database of economic information related to employment, costs and similar economic profiles that support marketing the Municipality for investment attraction and business development;
- d. High level analysis of requests for the Municipality to fund economic development project to facilitate informed decision making; and
- e. Develop outcome measures related to new business starts, levels of business investment, number of new jobs and other indicators that can be attributed to efforts made by the Partnership to attract, retain and grow business.

Highlights of 2011/2012 Activities:

- The Partnership led an economic symposium at the April, 2011 Atlantic Mayors' Congress;
- Provided the Mayor's Office with strategic council for the CATA Alliance;
- Prepared briefing note for Mayor's Office on the stadium proposal;
- The Partnership presented a response to Bill 102 to the NS Law Amendments Committee;
- Was a key partner in the process to generate awareness of the National Shipbuilding Procurement Strategy;
- Led the development of the economic impact analysis that outlined the benefits of a successful bid for Irving;
- Provided a report and recommendations on HRM's Sister City Programs;
- Presented at the launch of the Regional Plan 5-year Review;
- Provided 13 economic reports;
- Responded to 237 data requests; and
- Maintained and updated relevant economic data on the website, for presentations, making the Halifax business case and our growth sectors.

2. Community Economic Development Services

- a. Assist business and community-based business organizations leverage enabling infrastructure to generate economic benefits and promote business growth and foster local entrepreneurship; and
- b. Assist business improvement associations and districts develop strategies to promote the value of local business to the Municipality's economy and assist in developing strategies to attract and retain businesses.

Highlights of 2011/12 Activities

- Provided facilitation on the creation of a fund development strategy and land use development plan for the Preston communities, worked with the Preston Area Board of Trade on a new governance plan, continue to provide support to the East Preston

Rate Payers Community Development Association in developing and implementing a strategic plan;

- Worked with the Sheet Harbour Development Association to identify possible funding for a multi-purpose centre;
- Provide assistance to Fisherman's Cove stakeholders to develop a business plan, strategy and related materials; Collaborated with various BIDs, including Main Street in Dartmouth, Spryfield and District, Quinpool Road, Downtown Dartmouth, Downtown Halifax, Gottingen Street and Sackville Drive; and
- Hosted 48 meetings with various SmartBusiness Action team members and key stakeholders from the community.

3. General Services

- a. Provide reports to Regional Council, Standing Committees and to HRM's senior management team on the status of the Partnership's activities and initiatives;
- b. Attend Standing Committee meetings and senior staff meetings where agendas include economic development to ensure coordination and alignment to the Municipalities corporate mandate and Council's Focus Areas;
- c. In partnership with Municipal staff, prepare and present an annual year-end report for Regional Council, including measurable outcomes resulting from Municipal and Partnership efforts to implement the Economic Strategy;
- d. Produce an annual business plan and budget and include in it measurable annual outcomes to be achieved by the Partnership;
- e. Market and promote the Municipality as a location of choice for business by raising local business and community confidence, as well as raising the national and international profile of Halifax; and
- f. Provide economic development services in support of the Economic Prosperity outcome area of the Municipality's corporate plan.

Highlights of 2011/12 Activities

- Hosted three "Building our Future" luncheons and nine Investor events with more than 1,400 participants;
- Held 250 meetings/contacts with existing private sector investors and new prospects;
- The Canadian Cities Online Marketing Index 2011 ranked the Partnership first among Canadian economic development agencies for branding and marketing Halifax via the web and social media;
- The Partnership won four Economic Development Association of Canada 2011 Marketing Canada Awards;
- The Partnership is the first economic development organization in Canada to be certified as an Accredited Economic Development Organization (AEDO) through the International Economic Development Council (IEDC)
- Completed a Business Confidence Survey to serve as the benchmark for the 2011-2016 Economic Strategy;
- Completed a survey of business leaders polling attitudes toward hiring young and emerging talent;

- Conducted 464 business retention and expansion (BRE) program consultations, 213 original BRE visits that initiated an additional 251 follow-up visits and 267 referrals that include 36 referrals to the Province of Nova Scotia Productivity Innovation Program;
- Conducted 250 business development meetings with business “connector” leaders , 133 Connector Program engagements and 85 Employer Support Program engagements;
- Connector Program results (to date): 366 Connectors, 260 Immigrants and 800 meetings between Connectors and Immigrants, resulting in 116 immigrants employed in their chosen field; and
- Developed a local confidence campaign for an April 2012 launch.

4. Year one support and implementation of the 2011-2016 Economic Strategy

- a. Serve as overall lead in supporting the economic Strategy Implementation Steering Committee in its role of monitoring and assessing the implementation of the Strategy;
- b. Facilitate strategy goal implementation, serving as convener of action items where appropriate and providing liaison between the implementation teams and the Steering Committee;
- c. Develop and launch a Halifax Index and annual state of the region event;
- d. Engage businesses in the development of a Harbour Master Plan in support of the Municipal staff leading the planning process; and
- e. Update a strategy to increase participation by the business community in strategies to attract and retain young professionals and international skilled workers and increase productivity.

Highlights of 2011/12 Activities:

The Partnership continues to lead the implementation of the 2011-2016 Economic Strategy on behalf of HRM through Action Teams, comprised largely of private-sector volunteers and convened for each of the five Goal areas, to guide ongoing activity as they strive to achieve the goals and objectives set out in the Economic Strategy.

Growth Opportunities:

- The Halifax Index is on track, with a Research Consortium in place to guide development. The Index will be the definitive analytical framework for understanding the Halifax economy, its challenges and its progress; and for measuring the results of the 2011-2016 Economic Strategy. The Index will be presented at the 1st Annual State of the Economy Conference scheduled for May 23 & 24. Richard Florida is confirmed as dinner keynote speaker, and Anatolio Ubalde, ZoomProspector as the luncheon speaker.
- HRM and the Partnership are key stakeholders in the successful National Shipbuilding Procurement contract. The Partnership led the development of an economic impact analysis demonstrating the transformative impact of the contract on the Atlantic economy.
- The Partnership now leads a task force focused on the contract’s impact on future HRM service and infrastructure requirements.
- Developed a comprehensive profile for six key growth sectors including: aerospace and defense, financial services, transportation and logistics, oceans, digital industries

and life sciences, used to profile Halifax and for inclusion in presentations with foreign delegates and international organizations.

- Manage the Halifax Gateway Council through a management services agreement.
- Partner on the Air Gateway Strategy with ACOA, HGA, Nova Scotia Business Inc., Halifax Stanfield International Airport, Nova Scotia Gateway, Tourism Nova Scotia and Destination Halifax.
- Work with partners to create the Land Development Strategy for the Halifax Logistics Park.
- SmartBusiness and BRE visits build relationships with local business and inform commercial intelligence-gathering capacity.
- Developed value proposition for Aerospace and Defence Industry in Halifax to respond to a high growth opportunity.

Open for Business (Business Climate)

- 200 business development meetings/contacts with existing investors and new prospects.
- Determined Top 5 issues facing business in HRM from Business Confidence Survey.
- Over 130 private investors contribute a \$1.1 million investment in economic development through the Partnership.
- Second-tier tax and regulatory research project plan and scope defined.
- Economic Prosperity Working Group to align effort on regulatory and administrative policy review.
- Business Confidence Survey to serve as a benchmark of progress over the life of the 2011-2016 Economic Strategy implementation.
- 464 SmartBusiness consultations with small, medium and large businesses across a range of sectors.

Regional Centre

- The Strategic Urban Partnership (SUP) was a recommendation of HRM's Capital Ideas – Leveraging Urban Investment for Regional Prosperity. It was formed to champion collaborative efforts of Halifax's Regional Centre's diverse public and private stakeholders to revitalize the urban core. The transition to a paid centre with a staff position for the SUP has been coordinated - a job description and a \$165,000 budget were approved. HRM Council committed \$55,000 and the private sector has committed \$55,000 to date, with a fundraising team seeking the \$55,000 shortfall. GHP will act as the legal entity for the paid centre and an MOU will be developed between GHP and HRM to allow funds to flow.
- Regional 5-Year \$50 million Capital Improvement Fund & Plan – this team will manage the process of developing a 5-year Prioritized Plan that includes improvements for each of the five BIDs streetscapes and advocate for the \$50 million Capital Fund development.
- Legislative Amendments –SUP will take an advocacy role in raising awareness of the importance of approving amendments to Municipal Governance Act during the spring sitting of the Provincial Legislature. These Legislative Amendments are imperative to the 5-year regional planning process, and include density bonusing; 60-day approvals in design review

process; and increased capital cost contributions to ensure suburban and rural development pay true costs.

- Building support for HRM Planning Initiatives – SUP will provide advocacy and raise awareness in support of two concurrent HRM planning initiatives. They are an official 5-year review of the Regional Plan (RP+5), to ensure future plans evolve to address emerging opportunities and challenges across HRM; and the HRMbyDesign-Phase 2-Centre Plan, which will see similar development and approvals approaches in the downtown core implemented across the Regional Centre.
- The Open for Business Action team holds ultimate responsibility for the area of taxation, but the Strategic Urban Partnership has developed an initiative in this area. This work is being developed in parallel, and in consultation with, work being undertaken by the Open for Business Action team, to ensure there is no duplication of effort.
- This taxation project is has two phases. Phase 1 will identify factors influencing location decisions of business owners and providing a statement of fact around the decision-making process; and Phase 2; based on findings, will see development of a list of incentives to address the most important business factors identified and within the scope of municipal/provincial influence, and make recommendations for change.

More detailed reports on progress in meeting objectives in both the 2011/2012 SLA and the Economic Strategy can be found on the Partnership's web site at <http://goo.gl/aciOc>

BUDGET IMPLICATIONS

There are no budget implications as a result of this report as it is an update on 2011/12 activities undertaken by the Partnership to fulfill requirements of the 2011/12 Service Level Agreement and year 1 of the 2011-16 Economic Strategy.

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

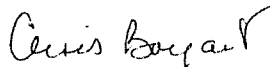
There was no community engagement required for this report

ATTACHMENTS

Attachment A: Detailed Progress Update: Implementation of Year One of the 2011-2016 Economic Strategy

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

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MAXIMIZE GROWTH OPPORTUNITIES				
GOAL	Capitalize on our best opportunities for economic growth.			
LEADERSHIP	Establish Leadership Team to develop a higher level of coordination		Team Lead: Paul Kent, President and CEO, Greater Halifax Partnership	
OBJECTIVES & YEAR 1 & 2 ACTIONS	1.	Support and validate the implementation of the economic strategy through an enhanced research capacity.		
	GHP	1.	Create a Halifax Index and an annual state of the economy event to track yearly progress on economic, environmental and social objectives and recommend ideas for improvement.	<ul style="list-style-type: none">▪ On track for May 23/24 Launch - The Halifax Index will be the analytical framework for understanding the Halifax economy, its challenges and its progress, and for measuring the results of the 2011-2016 Economic Strategy. The Index will be presented at the 1st Annual Halifax State of the Economy Conference, scheduled for May 23 & 24. Richard Florida is confirmed as dinner keynote speaker, and Anatolio Ubalde, ZoomProspector as the luncheon speaker.▪ Alignment of Halifax Index to Corporate Plan Outcomes - Extensive meetings and discussions completed with six HRM Corporate Plan Outcome Teams to identify key indicators for each of their areas and to ensure alignment with HRM corporate plan and benchmarks.▪ Original implementation plan included a partnership with the Halifax Chamber of Commerce to produce a launch event, however, the Chamber, through a Board decision, determined it would not participate in this way.
	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.	<ul style="list-style-type: none">▪ Research Consortium consisting of experts from all three levels of government is in place. The Consortium will tap the private sector as needed for expertise, key analysis and feedback on trends and indicators of the Halifax Index. The Bank of Canada, RBC Economics, Nova Scotia Community Foundation, Ecology Action Centre, Symphony NS, etc. invited to provide additional indicators or expertise not seen before. Contributors may also provide some of the narrative to support their numbers.
	2.	Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.		
	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">▪ Volunteered to lead a Task Force to support Deputy CAO on the NSPS regional planning initiative and met with internal development team leads to discuss impacts of NSPS on regional planning.▪ Halifax Economic Report – March 2012 – new template for Economic Snapshot with narrative behind the numbers.▪ Previous significant activity:▪ The Partnership’s Business Retention and Expansion Program and Research Team continue to be the primary source of competitive intelligence and the identification of company-common issues impacting economic growth in Halifax.▪ Developed a comprehensive commercial intelligence profile for 6 key growth sectors: aerospace and defence, financial services, transportation and logistics, oceans, digital industries and life sciences. Profiles used to develop strong value proposition documents for presentations to several foreign delegations from Europe. The Aerospace and Defence profile was used to build a value proposition presentation for ADIANS to support the expansion of CAE Professional Services in Nova Scotia.▪ Assessed the scope and potential impact of NSPS on Nova Scotia with<ul style="list-style-type: none">– Conference Board of Canada -- Shipbuilding Procurement Strategy: Potential Impact on Nova Scotia and other Region– Jupia Consultants -- Halifax: Becoming a Shipbuilding Centre of Excellence -- Measuring the Potential Impact of the National Shipbuilding Procurement Strategy on Nova Scotia– <i>Halifax Wins, Everyone Wins Info graphic</i> -- highlights the Economic Benefits of Irving winning the NSPS▪ Atlantic Mayors’ Congress, Economic Development Symposium led by GHP 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, climate adaption planning, regional tourism and development, and municipal fiscal environments.

			<p>REPORTS:</p> <ul style="list-style-type: none"> ▪ 13 Economic Reports ▪ 55 requests from prospective businesses and site selectors ▪ Halifax Quick Facts and refreshed "Invest in Halifax Website" ▪ Response to Bill 102 to NS Legislature Law and Amendments ▪ 200+ meetings with private sector investors and new prospects building or strengthening business relationships across sectors. ▪ 237 responses to research requests (Q1 – 45; Q2 – 55; Q3 – 68; Q4 – 69) such as: <ul style="list-style-type: none"> - Lead generation for Halifax-based logistics partners and subcontractors for projects in Atlantic Canada, with the information also used as Halifax Gateway internet collateral. - Environmental scan of immigrants in Halifax who have joined the labour force. Demographic, population, labour force, and analytical data gathered to underline the challenges and opportunities relating to Halifax immigration and labour-force attachment. - Business case analysis for a technical solutions/BPO company interested in locating to Halifax. The request involved comprehensive comparisons of labour conditions, wages, office space, tax systems, and incentives between Halifax and the company's other option for expansion.
	GHP	2.	<p>Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities. (Note: Identified priority for year one, is to mobilize and engage community support for Halifax's Shipyard's response to Canada's National Shipbuilding Procurement bid.)</p> <p>National Shipbuilding Procurement Strategy Opportunity</p> <ul style="list-style-type: none"> ▪ The Partnership led an internal HRM Task Force to support HRM on the NSPS Steering Committee and provided information on potential impacts to HRM. This included working with the NSPS Steering Committee partners to gather information to inform key areas such as work force demographics, housing needs, supply chain relationships, impacts on non-residential markets, transit & transportation needs. ▪ GHP was a key partner in the province-driven process developed to generate awareness, to activate ambassadors, and to identify key decision-makers and influencers. Since April 2011, weekly meetings were 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 and Advanced Education. ▪ The Partnership led the economic impact analysis of the project demonstrating 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. To see a report and info graphic that can be downloaded from the Partnership's website http://bit.ly/shipbuildingimpact
	GHP	3.	<p>Enhanced focus on Halifax's Business Retention and Expansion Program to ensure competitive intelligence on current opportunities and emerging needs of business are shared with economic development partners. Identify and connect trade-ready and hyper-growth companies to support services.</p> <p>SmartBusiness Action Team activity and stakeholder meetings</p> <ul style="list-style-type: none"> ▪ Business Retention and Expansion results to March 31, 2012, include: <ul style="list-style-type: none"> – 221 SmartBusiness company consultations - 262 referrals – 12 Qualified business development leads - potential jobs: 2,263 – Shipbuilding contract will create 11,500 jobs at peak in the Maritimes – 43 Referrals to Nova Scotia Productivity and Innovation Program – 9 Referrals to HRM – 68 of the 237 data requests of Research Team were generated through BRE meetings ▪ 48 meetings with key stakeholders and strategic partners to introduce new account executives Jason Guidry and Tammy Milbury; ▪ Participated on Entrepreneur's Forum Advisory panel for 2 start-up companies; Peer to Peer session with NSRDA; "Meet Your Government" event organized by CME; the Woodlot Owners Conference committee; Start Up Halifax event; Access to Business Workshop; ADIANS Supply Chain Workshop; NS Productivity Conference; Canadian Defence, Security and Aerospace Exhibition Atlantic; Nova Scotia Industry Network; Halifax Entrepreneur Expo; Annual Nova Scotia Industry Associations Holiday Mixer; as well as many business announcements, press conferences and annual general meetings.

			<ul style="list-style-type: none"> Met with Industry Canada and ACOA to learn how GHP can assist businesses to participate more in Industrial Regional Benefits outstanding commitments and to learn the status of the umbrella agreement of the Halifax Shipbuilding contract. Continue to collaborate and support ADIANS, BBI, Entrepreneurs' Forum, CME and other industry or sector organizations in a meaningful way. Attended a Provincial Technical Sub-Committee to review and revise the SmartBusiness Interview tool. Presented to the Incoming EU Mission organized by DFAIT, with 15 international participants from the UK, Italy, US, Spain, and Rome, to showcase Greater Halifax's Ocean Sector capabilities and resources. Attended DEFSEC Atlantic and met over 50 industry contacts, arranged several follow-up BRE visits, scheduled to meet with Industry Canada to discuss how our organizations may be able to leverage the outstanding Industrial Regional Benefit (IRB) commitments. The Partnership's BRE Team and NSERDT's BAT Team coordinate and align efforts on Halifax visitations and competitive intelligence.
	GHP	4.	<p>Improve the connection and collaboration between research organizations and business.</p> <ul style="list-style-type: none"> Meeting with senior representatives of Dalhousie University's Industry Liaison and Innovation Office achieved agreement to work collaboratively to educate and engage the business community of services offered through ILI, Springboard, and Halifax Marine Research Institute to advance research commercialization and build links between researchers and business. The focus of ILI is business development, understanding private sector needs and matching those with research capabilities, and GHP can play a role in assisting ILI in further education and engagement within the private sector through Investor Briefings and SmartBusiness referrals.
	GHP	5.	<p>Develop and implement a Halifax Regional and Head Office Retention Strategy.</p> <ul style="list-style-type: none"> Head Office Retention Strategy developed with implementation through Business Retention and Expansion Program. Target: 163 Head Offices and 67 Regional Head Offices Results: 30 visitations completed to date.
	GHP	6.	<p>Maximize opportunities with the Halifax Gateway Council and support the Year Two Implementation Plan for the Five-Year Strategy.</p> <p>Ongoing activity:</p> <ul style="list-style-type: none"> The Council works collaboratively to improve the efficiency and competitiveness of the Gateway for the movement of goods and people, with a vision to become the preferred eastern gateway for North America. The Partnership manages the Halifax Gateway Council through a management services agreement and it is led by an independent Board of Directors. Strategic plan implementation activities include: Halifax Logistics Park Convenor - Working with partners to create the Land and Market Development Strategy for the growth of the Halifax Logistics Park (Burnside). Lead - Developed a Marketing map of the Halifax Logistics Park Air Route Development Collaborator on the development Air Gateway Strategy - partners include: ACOA, HGC, NSBI, HSIA, NS Gateway, Tourism NS, and Destination Halifax Collaborator with partners (Lead HSIA) on communications with airlines currently serving Halifax to retain and or increase their air access into and out of this region. Including: Joint Marketing campaign in Chicago in support of the United Airways direct flight, and Iceland Air. Collaborator on the development Air Gateway Strategy - partners include: ACOA, HGC, NSBI, HSIA, NS Gateway, Tourism NS, and Destination Halifax. Program Application completed and delivered to Minister Percy Paris for consideration. Collaborator - Collateral for support of the Halifax - Chicago direct flight on United Airways - including insert in the Chicago Tribune and in-flight advertising. Lead - developed the air access strategy which led to the Air Route Development Proposal Marketing and Awareness Campaign Launched new website for the Halifax Gateway Council - new website now includes a social media function through Twitter. Promoted the Halifax Gateway and its integrated transportation assets including, value proposition collateral.

				<p>website upgrades, joint sponsorship of Supply Chain Canada Event, Press Releases and Social Media campaign.</p> <ul style="list-style-type: none"> ▪ Developed an integrated transportation sector profile to support business case development, website material and print collateral. ▪ Lead – Key collateral developed for the Supply Chain Canada event profiling the Halifax Gateway <p>Other significant activities:</p> <ul style="list-style-type: none"> ▪ Convenor – hosted Minister Percy Paris for a dinner with Board of Directors to share information on the two key priorities of the Halifax Gateway for the coming year: Halifax Logistics Park and Air Route Development Program. ▪ Collaborator with partners on communicating the Halifax Gateway Council's view on streamlining and refining federal government policies on the establishment of Foreign Trade Zones in Canada. ▪ Lead - Currently working with UPS issues related to new facility in Halifax to service Atlantic Canada, with employment over 100 employees and 40 trucks and bringing together NSBI, Port, Airport, and Province, to look at broader opportunities for Halifax and UPS Supply Chain Solutions: Air Cargo and Port Cargo opportunities. ▪ Collaborator with partners (Lead HSIA) on the major infrastructure funding to support the long runway extension at the Halifax Stanfield International Airport. ▪ Lead on bringing the private sector together to discuss the Canada/US border agreement and providing that input into the process. Also providing the Halifax Gateway perspective on the border agreement to Minister Peter MacKay at a roundtable session. ▪ Lead – delivered a strategic planning session with the Cruise Turnaround Committee to plan activities and priorities for the coming year. ▪ Collaborator – with partners met with and visited Centerport operations in Winnipeg - potential best practice for the Halifax Gateway to consider. ▪ Collaborator – hosted the two key leads for the Province of Nova Scotia to make a presentation to the Halifax Gateway on impact and status on the European Economic Free Trade Agreement.
	GHP	7.	Increase business engagement in the development of a Harbour Master Plan.	<ul style="list-style-type: none"> ▪ The Plan will be carried forward as part of the Regional Plan 5-Year review.
	GHP	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"> ▪ As a member of the Nova Scotia Association of Regional Development Authorities, participated in a session hosted by NSERDT to review the draft Social Enterprise Strategy for NS. It was agreed to support activities related to: raising awareness about social enterprises; capacity building with groups that would like to create/ use the social enterprise tool for the first time; and navigation through various services. ▪ The Partnership will further explore the need for an economic impact analysis (of what) for either HRM or NS in partnership with NSARDA and NSERDT.
	GHP	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"> ▪ Ongoing collaboration with NSERDT and NSBI to attract and retain business investment.

BUSINESS CLIMATE			
GOAL	Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.		
LEADERSHIP	Establish the Open for Business Team to monitor the economic performance and business climate elements and provide yearly recommendations for improvement.		Team Lead: Steve Murphy, Senior Vice President, Atlantic Services Division, BMO Bank of Montreal
OBJECTIVES & YEAR 1 & 2 ACTIONS	1.	Reduce regulatory, tax and policy issues that can inhibit development and investment.	
	GHP	1. Engage a business-led, volunteer taskforce to undertake a competitiveness review of municipal and provincial regulations and taxes against benchmark cities with recommendations for reform. Ensure linkage to the Province's Better regulations Initiative.	<p>Discussions with HRM on regulatory and tax issues and priority areas for HRM. This resulted in the following two projects:</p> <ul style="list-style-type: none"> a. Phase 1: Prepare a discussion paper on municipal commercial taxation in HRM which considers: business input (i.e. BRE data); HRM's actual commercial assessment data from recent years; how HRM compares to other Canadian cities with respect to municipal commercial taxation (Colliers research). Develop educational/communications to create a broader understanding of commercial taxation in HRM; b. Phase 2 Work plan preparation: Using the discussion paper, determine future goals to address the gaps in the area of general tax competitiveness; c. Provide clarity as to how HRM can eliminate any unnecessary steps required to open a new business in the municipality by reviewing the hot button issues identified through BRE and undertaking the following (in collaboration with PNS): <ul style="list-style-type: none"> i. Benchmarking what other municipalities have done; ii. Mapping the existing process to determine necessary steps, gaps, overlap, duplication, etc.; and iii. Describe what activities would need to be undertaken to remove any steps deemed unnecessary (legislation etc.) and outline the next steps to implement the removal. <p>Results to date:</p> <ul style="list-style-type: none"> ▪ Completed a best practice review of other locations' tax reform actions, processes and results; ▪ Developed a second-tier tax reform research project plan and scope as a potential Year 2 action. ▪ Participation in Strategic Urban Partnership downtown tax review, where a diverse group of 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; <p>Reports:</p> <ul style="list-style-type: none"> ▪ Business Confidence Survey - completed – Sample size 350, used as a benchmark measuring business confidence for the life of the economic strategy and as input into HRM's Corporate Plan Measurements. ▪ Investor Survey – given investor renewal rate > 90% we opted to utilize remaining in-kind investment to complete a survey on Employers' Attitudes toward hiring Young and Emerging talent. ▪ Second Business Confidence survey currently in the field with results published late May.
	GHP	2. Open for Business Team advocates for recommendations for improvement.	This is a Year 2 Activity.
	2.	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.	
	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"> ▪ 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. ▪ Presented Top 5 issues facing businesses in HRM to Economic Prosperity committee based on December 2011 Business Confidence Survey of 350 business leaders and SmartBusiness consultations.

BUSINESS CLIMATE					
	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">▪ Year 2, pending recommendations from review.	
	GHP	3.	Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.	<ul style="list-style-type: none">▪ Year 2, pending recommendations from review.	
	3.	Develop a responsive, safe, integrated regional transportation system.			
	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">▪ Interview Guide complete. Stakeholder interviews are being conducted to identify and understand the need for a Regional Transportation Authority.	
	HRM	2.	Develop a five-year transportation strategy.	<p>There are five Functional Plans from the Regional Plan that make up the Transportation Strategy.</p> <ol style="list-style-type: none">1. Five year transit strategy – approved by Regional Council2. Road & Road Network Strategy – Deferred until after the review of the Regional Plan3. Active Transportation Strategy - approved by Regional Council4. Transportation Demand Management Strategy - approved by Regional Council5. Regional Parking Strategy - approved by Regional Council <ul style="list-style-type: none">▪ LocalMotion project (community-based social marketing) begin in Portland Hills community in June▪ Parking by Permit pilot launched on April 1 on several North End Halifax streets▪ Parking initiatives for ecoMOBILITY project (pricing signals for driving choice) approved by Council.	
	4.	Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.			
	GHP	1.	Develop “quality of place” measurements to be included in the Halifax Index.	<ul style="list-style-type: none">▪ To be included in the scope of work of Halifax Index. [included in Maximize Growth Opportunities Goal area]	
	HRM	2.	Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.	<ul style="list-style-type: none">▪ The capital planning horizon increased from 5 to 20 years in the 2012/13 Capital. This forms the framework/basis of a strategic plan for coming years.	
	HRM	3.	Boost social capital in Halifax by implementing the actions set out in the Well Planned and Engaged Community outcome area of HRM’s Corporate Plan.	<ul style="list-style-type: none">▪ Work continues to progress on Outcome Area planning. Well Planned and Engaged Community Outcome Area detailed deliverables for 12/13 have been identified and have informed the Organization’s 2012/13 Budget and Business Plans approved by Council.	
	HRM	4.	Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.	<ul style="list-style-type: none">▪ HRM hosted Heritage Quest: A Social Heritage Experience from April 16-18th. The celebration marked World Heritage Day on April 18 and officially launched the development of HRM’s first Social Heritage Strategy.▪ In June, HRM invited residents to participate in workshops designed to engage citizens in the development of HRM’s first Social Heritage Strategy, intended to shape HRM policy and programs on heritage assets, social history, natural history, and cultural heritage throughout the region.▪ HRM undertook a community engagement process to acquire feedback from the general public and specific stakeholders including youth, heritage organizations, immigrants, Acadians, and 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. The report summarized findings along with a draft vision for social heritage. Results offered insight into what that will look like. Diversity, community pride and community connectivity values will be considered in the development of the Social Heritage Strategy.▪ The Strategy is now part of the Regional Plan Review process, expected to be complete in March 2013; the Regional Plan will then include policies for social heritage.	
	5.	Halifax is recognized internationally for its clean and healthy environment.			

BUSINESS CLIMATE

	HRM	1.	Implement the actions set out in the Clean and Healthy Environment outcome area of HRM's Corporate Plan. Ensure connection with the Province of Nova Scotia Department of Environment.	<ul style="list-style-type: none">Bylaw S 500, Respecting Charges for Solar City Program, authorizing the municipal financing of residential solar projects has been approved by Regional Council.HRM staff have been working with Heritage Gas to test improving the economic feasibility of residential hook-up.Regional Council is examining a number of corporate District Energy proposals.Staff are working closely with the Environment and Sustainability Standing Committee for ongoing direction and governance. <p>Successful 2011/12 objectives include:</p> <ul style="list-style-type: none">Regional Council adopted a 2020 GHG reduction target of 30% below 2008 by 2020.Continuing to complete a large number of corporate renewable and energy efficiency projectsReplace 100% of Traffic Lights with LEDBirch Cove Beach has been audited and small capital plans are in place to make the upgrades required to meet Blue Flag Beach certification by Summer 2012.Regional Council endorsed a partnership with Clean Nova Scotia respecting fuel consumption reduction actions.												
	6. Increase the engagement and active support of the private sector in the economic growth of Halifax.															
	GHP	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">Business Confidence Survey completed with a second survey currently in market.Awareness and engagement through the Partnership's Marketing and Communication Strategy, www.greaterhalifax.com (and micro sites). Marketing and Communication results include:<ul style="list-style-type: none">Unique visitors, increase 36% from almost 33,914 in 2010/11 to more than 46,172 in 2011/12Twitter followers: 83% increase from March, 2011 was 2,520, increasing to 4,267 March 2012.LinkedIn Group Followers: 69% increase;YouTube Content Views: 38 percent decrease (no SmartCity Show);Blog Posts: 18 percent increase;Blog Subscribers: 12% increase;Facebook Fans and Members: 63% increaseSmartCityNews: No increase as we have not pushed to grow the list – will do so in Y2-Q1); andSlideShare account: 17,540 views and 215 downloads to date.464 SmartBusiness Business Consultations (face-to-face meetings) Breakdown: 213 original BRE visits, 251 follow up visits, 267 referrals, 12 Qualified business development leads – potential jobs: 2,263The Shipbuilding contract will create 11,500 jobs at peak in the MaritimesReferrals to Nova Scotia Productivity and Innovation Program : 36 resulting in funding of \$136,884Referrals to HRM: 6 (transit related, closed; taxation related: closed; permission to use Segways in HRM, open; transit related: 3 open.)Over 130 private sector investors contribute to a \$1.1M investment in economic development through the Greater Halifax Partnership. <table><tr><td>To the end of:</td><td>Quarter 1&2</td><td>Quarter 3</td><td>Yearly Total</td></tr><tr><td>Investor meetings</td><td>>75</td><td>>125</td><td>250</td></tr><tr><td>Investor renewal rate</td><td>97%</td><td>96.5%</td><td>93%</td></tr></table> <ul style="list-style-type: none">93% Investor Renewal Rate<ul style="list-style-type: none">New Investors – 13Cash Investment – 100% of PlanDevelopment meetings/contacts with existing investors and new prospects – 250Building Our Future Luncheons – 3Investor Briefings – 6 <p>Head Office Retention Strategy</p>	To the end of:	Quarter 1&2	Quarter 3	Yearly Total	Investor meetings	>75	>125	250	Investor renewal rate	97%	96.5%	93%
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BUSINESS CLIMATE																			
				<ul style="list-style-type: none">Target: 163 Head Office Companies; 67 Regional Head Offices with implementation through the Business Retention and Expansion Program. 44 visitations in Year 1 (Q1/2 23; Q3 7; Q4 14)															
	GHP	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">Value proposition for Aerospace and Defence industry in Halifax to respond to a high growth opportunity;Private sector investment in economic growth in Halifax:															
				<table><tr><th colspan="2">Residential building permits:</th><th>Non-residential (and non-government)</th></tr><tr><td>Q1</td><td>172,621,000</td><td>96,200,000</td></tr><tr><td>Q2</td><td>189,373,000</td><td>92,200,000</td></tr><tr><td>Q3</td><td>226,154,000</td><td>99,000,000</td></tr><tr><td>Total</td><td>\$ 588,148,000</td><td>\$ 287,400,000</td></tr></table>	Residential building permits:		Non-residential (and non-government)	Q1	172,621,000	96,200,000	Q2	189,373,000	92,200,000	Q3	226,154,000	99,000,000	Total	\$ 588,148,000	\$ 287,400,000
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			NOTE: all Economic Strategy elements help to achieve this goal.																

TALENT																																						
GOAL	Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.																																					
LEADERSHIP	Establish a Talent Team to ensure the development and implementation of Halifax-specific initiatives to attract and retain talent. Ensure alignment to labour workforce strategies of provincial and federal governments.		Team Lead: Malcolm Fraser, President, ISL Internet Solutions																																			
OBJECTIVES & YEAR 1 & 2 ACTIONS	1.	Maximize opportunities for increased alignment, awareness & engagement of the business community in the implementation of the Province's workforce strategy																																				
	GHP	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">Investor Survey – given investor renewal rate > 90% we opted to utilize remaining in-kind investment to complete a survey on Employers' Attitudes toward hiring Young and Emerging Professionals.Ongoing dialogue with Nova Scotia Office of Immigration and Nova Scotia Labour and Advanced Education.																																		
	GHP	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">Enhancements to "Grow Your Business Section" include roadmap and toolkit on labour market information and resources, with content aligned to provincial jobsHere StrategyAwareness campaign launched that targets business owners on changing behaviours and attitudes for hiring young and emerging professionals, with the call to action to visit the roadmap and toolkit.Business Retention and Expansion Program visits educate businesses and provide information, resources and referrals to assist recruitment and retention needs.ImmigrationWorksInHalifax.ca website provides information and resources for hiring newcomers.Employer Support Program hosts information sessions and one-on-one visits with employers to learn how they can hire skilled workers.Ongoing dialogue with NS Office of Immigration and Nova Scotia Labour and Advanced Education.																																		
	GHP	3.	Increase community organizations' awareness of provincial resources to support professional development and business management for not-for-profit voluntary sector.	No activity.																																		
	GHP	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).	<ul style="list-style-type: none">Community Identified Program Total inquiries from April 1, 2011 to March 31, 2012 are 224, with 68 new international inquiries regarding the Community Identified Stream in Q4.Connector Program – Immigrants and International Students <table><tr><th>Results to the end of:</th><th>Quarter 1&2</th><th>Quarter 3</th><th>Quarter 4</th><th>Year 1 -Total</th></tr><tr><td>Recruitment visits</td><td>75</td><td>40</td><td>50</td><td>115</td></tr><tr><td>Information requests</td><td>92</td><td>50</td><td>45</td><td>142</td></tr><tr><td>Connection meetings</td><td>110</td><td>30</td><td>80</td><td>140</td></tr><tr><td>Jobs found</td><td>25</td><td>25</td><td>56</td><td>116</td></tr><tr><td>Number of Connectors</td><td>45</td><td>35</td><td>40</td><td>360</td></tr><tr><td>Number of Immigrants</td><td>55</td><td>40</td><td>50</td><td>250</td></tr></table> <ul style="list-style-type: none">Connector Program Expansion -- NS Labour and Advanced Education approved funding to expand the Program (\$250K) to include Young and Emerging Talent from January 1st, 2012 to March 31st, 2013. Manager and Coordinator hired.Employer Support Program A total of 85 employers were educated on the immigration process, and includes both 39 one-on-one visits and reaching 46 through information sessions, with a total of 13 employers educated for Q4. On February 2 a session on the Temporary Foreign Worker program was offered. On March 19 a session was hosted at CITCO where 20 employees are interested in immigrating to the Halifax location, with a follow-up request to have a similar session delivered in Toronto by our counterparts there. The total number of letters issued from April 1st to	Results to the end of:	Quarter 1&2	Quarter 3	Quarter 4	Year 1 -Total	Recruitment visits	75	40	50	115	Information requests	92	50	45	142	Connection meetings	110	30	80	140	Jobs found	25	25	56	116	Number of Connectors	45	35	40	360	Number of Immigrants	55	40	50
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TALENT				
				<p>March 31, 2012 is 71, representing a total of 236 potential immigrants for Halifax, with 32 letters of identification issued in Q4, representing 108 potential immigrants to Halifax.</p> <ul style="list-style-type: none"> ▪ Learning Exchange brought together 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. Showcased the tracking system, shared the successes and challenges that the program faced, and brainstormed how to best retain international talent in Atlantic Canada. ▪ Connector Tracking System 2.0 working with Sheepdog to improve the current online tracking system and investigating the possible multi-tenancy of the system so that it can be adapted in other jurisdiction. ▪ Awards: Connector Program receives Honourable mention at the 2011 EDAC/RBC Financial Group Economic Development Achievement of The Year Award. ▪ International Career Fair reaching out to universities and employers to attend the fair. Over 300 international students, 200 immigrants and over 80 employers attended, and helped bring RIM, Stantec, Emera, Canada Post, Acadian Seaplants, etc. and resulted in an interviewed by CBC radio broadcast on March 7. ▪ Speed Interviewing with Financial Services Companies— 46 international students and immigrants networked with 22 HR professionals from 11 leading financial services companies in Halifax. Participants gained valuable Canadian interview and networking experience, several students got interviews with employers, and two participants found jobs. Employers liked this interactive format and made meaningful connections with international talent through the event. ▪ >10 networking events hosted for Connector Program participants; ▪ On July 16th partnered with HRM in the organization of the Community BBQ-400 people in attendance, including newcomers and local residents. ▪ Welcome International Students to Halifax – Marketing and communications campaign reached out to new and returning international students and raised awareness with employers on the benefits of hiring International Students and on the hiring process. Campaign included a microsite www.welcometohfx.com with over 2,440 visits to date; 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.
	GHP	5.	Work with partners to increase the engagement of the business community to provide information and input on current and future labour market needs to ensure programming alignment.	<ul style="list-style-type: none"> ▪ 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.
	2.	Build a welcoming and inclusive environment for underrepresented groups.		
	HRM	1.	Review HRM's policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	<ul style="list-style-type: none"> ▪ On July 29, Seaview Park was officially renamed "Africville" fulfilling part of the agreement HRM reached with the Africville Genealogy Society in February 2010. ▪ HRM participated in the regional meeting of UNESCO on Feb 2, on the initiative of the Coalition of Municipalities against Racism and Discrimination. HRM took a lead role by participating on a panel to advise other municipalities in the Maritime Provinces on our experience. ▪ On an ongoing basis HRM offers a number of educational programs and annual events related to diversity and inclusion. <p>Immigrants</p> <ul style="list-style-type: none"> ▪ 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 job interviews, etc. ▪ On July 16, HRM hosted the 6th Annual Welcome Barbeque for newcomers and residents. <p>Accessibility</p>

TALENT				
				<p>HRM budgets \$200,000 per year to improve accessibility in existing buildings. The Council Accessibility Advisory Committee makes recommendations for expenditure of the fund and all new buildings are designed in keeping with the principles of Universal Design. The Advisory Committee of meets monthly and had input into the:</p> <ul style="list-style-type: none"> – Construction of the new Halifax Regional Library to ensure it is inclusive for all citizens, and participated in a February 6th information session on services for persons with disabilities; – Phase Two design of the permanent oval to make it accessible to persons with disabilities; – Plan for renovations to the Needham Recreational Centre to make it accessible to persons with disabilities and seniors. <ul style="list-style-type: none"> ▪ HRM made additions to the number of trails that have been partially made universally accessible. ▪ HRM adopted the use of the CSA (Canadian Standards Association) standard on universal access included as a requirement in all tenders issued. ▪ Metro Transit Services (MTS) completed a report on system access for persons with disabilities and initiated new ALF (Accessible Low Floor) bus routes. ▪ HRM Communications placed an Icon (the international symbol for accessibility) on the web page directing persons to HRM services specifically relevant to this diverse group.
	HRM	2.	Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.	<ul style="list-style-type: none"> ▪ HR 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. HRM is ready to accept work placements for qualified candidates from the Centre.
	HRM	3.	Create a function within HRM that will work to improve the quality and level of service to residents and communities of African descent as it relates to employment. Align HRM's African Nova Scotian function and activities to the efforts of the newly created Ujamaa Council.	<ul style="list-style-type: none"> ▪ The Partnership supports the ANS community through its community office in Preston shared with BBI and NSCC. Activities include collaborating on awareness initiatives, the delivery of adult education programs and participating in community economic development meetings. ▪ Recruitment is underway for an HRM African Nova Scotia Affairs Policy Advisor.
	HRM	4.	Explore new opportunities to underrepresented groups, like youth, to link to employment opportunities.	<ul style="list-style-type: none"> ▪ Progress update to be provided at next quarterly report.
	3.	HRM will become an "Employer of Choice" serving as a model for the business community.		
	HRM	1.	Research and benchmark Top 100 Employers and create an HRM people plan	<ul style="list-style-type: none"> ▪ The HRM People Plan is now complete. Roll out to the organization is a priority. The Administrative Outcome, "Organizational Capacity" will be the framework for implementation of the People Plan deliverables and will align it to the 2012/13 Corporate Planning process.

INTERNATIONAL BRAND			
GOAL	Create a unique international city brand for Halifax.		
LEADERSHIP	Establish a Brand Advisory Team to lead an aligned brand development process, advise on implementation, review progress on a regular basis, and manage necessary adjustments.		Team Lead: Peter Spurway, Vice President, Corporate Communications, Concession Development & Airport Experience, Halifax International Airport
OBJECTIVES & YEAR 1 & 2 ACTIONS	1.	Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.	
	GHP	<ol style="list-style-type: none"> Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive. 	<ul style="list-style-type: none"> The International Brand Action Team met nine times with senior-level representatives from a diverse group of organizations comprising the Committee. A decision was made to build out to a larger group, called "ambassadors," once a product 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; currently meeting on an ad hoc basis until Fall 2012. Activity to date includes: <ul style="list-style-type: none"> Existing research has been reviewed and an overview of recent research results completed. White paper on models of best practise completed. Research of potential brand attributes and unique differentiators completed; Functional and emotional benefits (attributes) of Halifax have been compiled in a white paper. Target audiences have been identified – Business (internal and external), external talent, visitors and residents.
		2. Develop a Brand Strategy and Implementation Plan.	Year 2 Activity
		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
	2.	Move Halifax from Good to Great -- Live the brand!	
	GHP	<ol style="list-style-type: none"> Implement the Brand Strategy that: <ul style="list-style-type: none"> Provides clear and consistent messages to an international marketplace; Supports trade, investment and labour market development; Increases the number of businesses actively seeking customers in international markets; Inspires a culture that guarantees Halifax's delivery of an exceptional experience; and, Builds business confidence locally. 	2012/13 Activity – onward

REGIONAL CENTRE			
GOAL	Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.		
LEADERSHIP	Launch the Strategic Urban Partnership (SUP) to spur public and private investment in the Regional Centre by identifying strategic capital projects and key policy innovations.		Team Lead: Andy Fillmore, Urban Design Project Manager, Halifax Regional Municipality
OBJECTIVES & YEAR 1 & 2 ACTIONS	1.	Direct and oversee a pro-development policy environment within the Regional Centre.	
	SUP	1. Review HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive.	<ul style="list-style-type: none"> Regional Council initiated RP+5 and the HRMbyDesign Centre Plan to 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 captured in the Capital Ideas white paper. Alignment with 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 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.
	HRM	2. Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.	<ul style="list-style-type: none"> 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 Regional Centre.
	HRM	3. Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.	<ul style="list-style-type: none"> 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.
	HRM	4. Raise awareness of the availability and location of public parking in the Regional Centre.	<ul style="list-style-type: none"> 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 & display, etc. Currently evaluating the use of directional signs and real-time parking availability feedback signs.
	SUP	5. Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.	<ul style="list-style-type: none"> RP+5 will introduce this.
	SUP	6. Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification.	<ul style="list-style-type: none"> RP+5 and HRMbyDesign Centre Plan will deliver this, based on in-depth industry, stakeholder and public consultation. Such an approach needs to be based on clear and predictable as-of-right development standards, and design oversight. This will require HRM Charter amendments to allow HRM design control powers.
	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"> 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).
	2.	Further the liveability and attractiveness of our urban core.	
	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"> The SUP will take an advocacy role, with funding a matter for three levels of government to consider.
	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"> RP+5 will propose high level policy directing this reserve be established.

REGIONAL CENTRE				
	SUP	3.	Progress the plan to implement a downtown Halifax district heating/cooling network.	<ul style="list-style-type: none"> HRM continues to play a leadership role in the development of District Energy Opportunities in the municipality working with external stakeholders on project development.
	3.	Reinvent the current approach to mobility in the Regional Centre.		
	HRM	1.	Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.	<ul style="list-style-type: none"> Stakeholder workshop being arranged through Transport Canada for June, to discuss options to trucking through downtown Halifax. Staff are collaborating on a Regional Centre transit and transportation model that ensures land use planning and transportation planning are aligned and mutually supportive.
	HRM	2.	Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.	<ul style="list-style-type: none"> Changes to downtown street flow undertaken in 2011 allow for marked bike lanes to be installed on Hollis and Lower Water Streets in spring 2012. Planning and design work for a cross-peninsula Active Transportation corridor began in 2011 with public consultation beginning in 2012. The active transportation bridge over Highway 111 at Burnside Drive is open. Twenty new bike racks were installed along Quinpool Road and 130 new racks were installed in Downtown Halifax and Downtown Dartmouth. Public consultation on cross-peninsula Active Transportation corridor is underway.
	4.	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.		
	SUP	1.	Increase public investment and funding for cultural institutions, programs, and public gathering spaces.	<ul style="list-style-type: none"> RP+5 and Centre Plan will introduce high level policy directing investment with details of delivery to be worked out subsequently.
	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"> RP+5 and Centre Plan will advance the "1% for Art" concept, in which both public and private development projects will have to provide public art. These projects will also introduce cultural programming as a necessary part of effective community planning.
	SUP	3.	Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.	<ul style="list-style-type: none"> Planning & Infrastructure BU to coordinate and collaborate with Metro Transit on a Regional Centre transit and transportation model that ensures land use planning and transportation planning are aligned and mutually supportive. RP+5 and Centre Plan will reinforce alternate modes of transport.
	SUP	4.	Inventory of cultural institutions, events and programs in the Regional Centre.	<ul style="list-style-type: none"> Year 2 activity
	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"> Opportunity Sites Task Force (OSTF) successfully took the Clyde Street parking lots to market. The remaining "Infirmary Site" in that area will go to tender in Year 2 or Year 3. HRM is working with the Province to create a joint provincial-municipal OSTF. A draft project charter is being reviewed.
	SUP	6.	Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Bilbao Effect".	<ul style="list-style-type: none"> Year 2 activity. Work on the Central Library and new Convention Centre contributes to achieving this objective.