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Community Planning and Economic Development Committee
October 10, 2013

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

SUBMITTED BY: Original Signed by:
Jennifer Church, Managing Director, Government Relations and External Affairs

DATE: September 10, 2013

SUBJECT: Strategic Urban Partnership

ORIGIN

Request for funding from the Strategic Urban Partnership (SUP) made July 25, 2013.

Motion, approved by Regional Council 6 July 2010, that Halifax Regional Council adopt in principle the Capital Ideas discussion paper and that staff be directed to undertake a number of actions including; have discussions with potential members of the proposed SUP, empanel the SUP, in collaboration with SUP members, create a Terms of Reference document to be endorsed by HRM Council and other members).

LEGISLATIVE AUTHORITY

HRM Charter, S.N.S. 2008, c. 39, section 71(1) respecting the promotion of the Municipality and the establishment and development of new, and the expansion of existing institutions, industries and businesses.

HRM Charter, S.N.S. 2008, c. 39, section 75(1) respecting agreements for the provision of a service or a capital facility.

HRM Charter, S.N.S. 2008, c. 39, section 79(1) respecting grants and contributions.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development Standing

Committee recommend that Regional Council:

1. Engage the Greater Halifax Partnership to be the entity through which the Strategic Urban Partnership will be administered;
2. In accordance with HRM's Sole Source Policy (Administrative Order 35, Section 8(11) sub-section (k) (provided as Attachment E), award a Sole Source Contract to the Greater Halifax Partnership as the entity through which the Strategic Urban partnership will be administered;
3. Grant authority to HRM's CAO to cost share in the Strategic Urban Partnership's funding requirements in the amount of \$55,000 from Project No. CDG01283 - Regional Plan 5 year review, to Greater Halifax Partnership as the entity through which the Strategic Urban Partnership will be administered, and up to an additional \$25,000 from Project No. CDG01283 - Regional Plan 5 year review conditional on the SUP receiving matching funding for this portion of HRM's contribution from other partners, not including GHP; and
4. Endorse the attached draft Agreed-Upon Description of Outcomes between HRM and the SUP.

BACKGROUND

In July of 2010, staff presented a discussion paper called *Capital Ideas*. *Capital Ideas* outlines an approach to addressing the challenges and opportunities presented by the Urban Core of the Halifax Regional Municipality. Among the specific opportunities identified in the paper is the formation of a Strategic Urban Partnership. The paper describes the proposed SUP as a body that "...will identify and champion strategic urban investments that capitalize on the synergistic potential of the priorities of its members. It will also provide a strong voice in seeking cost-sharing opportunities. The results of these coordinated investments will be increased private investment."

At the July 6, 2010 meeting of Regional Council, Council directed staff to adopt in principle the Capital Ideas paper. Council further directed staff, among other things, to empanel the SUP and to create terms of reference for the SUP in collaboration with the SUP, the particulars of which were to be endorsed by Council. The SUP first convened in April 2011. On January 24, 2012 Council endorsed the SUP Constitution as its Terms of Reference and received a Capital Ideas and SUP progress report.

In March 2011, the SUP was named as a key partner in the delivery of the Regional Centre goal of the Council-endorsed Economic Strategy. The Regional Centre goal is to: "Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016." To help the SUP fulfill the commitments identified in the Economic Strategy, the Halifax Regional Municipality (HRM) became a cost sharing partner in January 2012. HRM made an investment of \$55,000 in cash and \$20,000 in-kind in the 2012-2013 fiscal

year. Administrative support was also allocated to the SUP under the Services Agreement between HRM and the Greater Halifax Partnership (GHP).

GHP reports on the SUP to the Community Planning and Economic Development Committee (CPED) and Regional Council through GHP's Service Agreement updates and Economic Strategy updates. In satisfaction of HRM-imposed funding requirements, the SUP also made a presentation to CPED. Links to these reports are below.

- [May 10, 2012 GHP Year End Service Agreement Update and Economic Strategy Update](#)
- [May 10, 2012 GHP Service Agreement 2012/2013 including SUP Funding and Administration](#)
- [August 9, 2012 GHP Service Agreement and Economic Strategy Q1 Update](#)
- [February 14, 2013 CPED Agenda \(SUP Presentation\)](#)
- [June 13, 2013 Economic Strategy Update – Years 1-2](#)

DISCUSSION

Benefits of a Partnership Approach

Partnership approaches have been identified as a contributor to success in improving urban environments and urban regeneration.¹ The SUP partnership focuses attention on the Regional Centre. The SUP sustains a level of outside interest and engagement on the urban core, helping to facilitate partnerships on specific issues and projects. The SUP also facilitates stakeholder mobilization for advocacy, action or consultation.

Following the first two years of strategy implementation, the Economic Strategy actions were updated in June of 2013. Accountability for Regional Centre actions was transferred from the SUP to the HRM business units responsible for the municipal activities relating to the specific action items. This shift aligned accountability for Economic Strategy actions with the organization with the authority for carrying them out. Despite this transfer of accountability, the SUP continues to play an advocacy, advice, engagement and coordination role in relation to Economic Strategy action items. The SUP role in moving the municipality towards the goals and objectives was noted in the staff report on the Economic Strategy updates.

Section 6.5 of the draft Regional Plan speaks to public and private investments in the Regional Centre and affirms SUP's role in the implementation of programs and initiatives in the Regional Centre. Draft #3 of the Regional Plan states:

6.5 PUBLIC AND PRIVATE INVESTMENTS

To focus on the Regional Centre, HRM adopted the Strategic Urban Partnership with involvement by the three levels of government, major urban institutions, crown

¹ See for example, "Policies to Enhance the Physical Urban Environment for Competitiveness; A New Partnership between Public and Private Sectors" by Tetsuya Shimomura and Tadashi Matsumoto. OECD Working Paper Series 2010. The paper speaks to trends in partnership approaches that aim to contribute to improved outcomes in urban environments.

corporations, private business, non-profit organizations and development and design communities to foster ideas.

RC-4 HRM shall consider the recommendations of the Strategic Urban Partnership for implementation of programs and initiatives in the Regional Centre. Emphasis shall be given to the objectives and action plans established for the Regional Centre in the Greater Halifax – 2011 – 2016 Economic Strategy.

Benefits from HRM Investment in SUP

The anticipated benefits of HRM's financial support to the SUP in 2012-2013 as outlined in a January 31, 2012 staff report were as follows:

- Support for the *2011-2016 Economic Strategy, A Greater Halifax*
- Support for HRM's strategic initiatives
- Community engagement
- Outcome tracking and outcome mapping
- Leadership and action

HRM's investment in SUP

- **Support for HRM's Strategic Initiatives & Economic Strategy**
HRM's contribution to the SUP was seen as supporting its ability to advance Regional Centre objectives identified in the 2011-2016 Economic Strategy. Because the SUP is meant to be a catalyst to reinvigorate the Regional Centre, the SUP's activities were seen to be directly supportive of a variety of HRM's strategic initiatives including the Regional Plan, RP+5, the HRM by Design Centre Plan, Council Focus Areas and the Corporate Plan.

The Economic Strategy calls for a comprehensive 5-year \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core. The strategy also calls for the establishment of an ongoing dedicated "Strategic Urban Reserve" fund for Urban Core beautification, "pole-free" area, public art and infrastructure improvements. SUP members have led the development of criteria against which prospective urban core projects can be judged. These criteria are meant to assess which projects will have the greatest impact on Urban Core regeneration. SUP involvement has been critically important to ensure criteria developed are tested with active Urban Core stakeholders. This set of assessment criteria will help to enhance the advice to Council on how best to invest in the urban core.

The Economic Strategy called for a review of HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive. A SUP sub-committee on commercial taxation, together with HRM finance and planning, oversaw the completion of a study on commercial taxation as a driver of business location decisions.

SUP's 2013/2014 plan aligns with HRM's Regional Centre goals articulated in the Economic Strategy. The plan also aligns with other HRM Strategic Initiatives, including the Regional Plan review and Council's economic development priority area.

The intergovernmental capital improvement campaign as well as activities aligning the plans for the redevelopment of the Cogswell Interchange with the economic strategy Regional Centre goal and objectives, require the involvement of urban core stakeholders and the SUP provides a vehicle for their effective engagement. The SUP's planned advocacy and activity in these areas, including a report on the Cogswell Shakeup, align well with HRM direction in the Regional Centre.

- **Community Engagement**

The SUP has been described as "community engagement in a box". The SUP is able to mobilize its members easily to facilitate timely engagement. Regional Centre stakeholder engagement is central to HRM's overall engagement plan.

In May 2013, the SUP hosted almost 500 citizens at the "Cogswell Shakeup". This community engagement event created excitement around, and dialogue about, the Cogswell Interchange's redevelopment. SUP's fluidity and innovativeness allowed it to approach the event in a dynamic, open way. The result was a large turnout and significant public input.

The SUP plans at least one "safe to fail" project for the 2013/2014 year. The structure and nature of the SUP is such that the SUP may have greater flexibility than government to conduct a small project that bears a higher level of risk than is acceptable to government. This would allow the testing of different ideas in a safe environment. Through the SUP there is also the opportunity for HRM to engage with and support unique citizen groups whose interests and activities align with the SUP.

Community engagement around the urban core and the Centre Plan is anticipated in the near future. HRM would benefit from being able to draw on SUP's community engagement strengths.

- **Leadership and Action**

The SUP is seen as an engine of change to help revitalize the Regional Centre. HRM initiatives relating to the Regional Centre benefit from the SUP as a network of engagement, innovation and project delivery. To date, the SUP has led a network of regional centre stakeholders and has worked to advocate and advance the Regional Centre opportunities. The SUP has a broad membership and through 2012/2013 saw strong turnout to its meetings. Typical SUP meetings are attended by 40 stakeholder representatives.

HRM Charter Amendments: SUP's unique value is illustrated by its support of the HRM Charter amendments. SUP effectively mobilized support for critically important Density Bonusing and Site Plan Approval changes to the HRM Charter.

Among other things SUP members lobbied provincial government members and, when Bill 83 went to Law Amendments Committee, nine SUP members made presentations in support of the bill. The SUP was able to mobilize its membership in support of the Regional Centre using a creative approach to stakeholder leadership. It is uncertain whether HRM could have mobilized adequate support for Charter amendments without SUP's involvement.

- **Outcome Tracking and Outcome mapping.**

The SUP was expected to improve collaboration among all three levels of government and stakeholders. Having all parties at the table, simultaneously, is intended to defragment decision making. Increased collaboration, it is hoped, will translate into increased community support for Regional Centre initiatives.

With respect to outcome mapping, it was anticipated that the SUP would facilitate relationships and create intangible benefits. For example the SUP identifies a land swap between HRM and Dalhousie that was facilitated, in part, by the SUP.

Staff recommend that outcome tracking and administrative oversight for the SUP would continue to be provided through the GHP. A qualitative assessment is more appropriate to evaluate the balance of the work of the SUP.

In summary, the SUP was created out of a direction from Regional Council on the adoption of the Capital Ideas paper and, through approval of the SUP constitution and naming the SUP as an Economic Strategy partner, Regional Council has continued to endorse the role of the SUP. HRM funding in 2012-2013 helped secure the SUP's role and allowed it to engage multiple stakeholders in the regional centre. The same level of stakeholder engagement and activity could not have been achieved and sustained by HRM itself or other providers for that same level of funding.

At least the same level of engagement and activity is expected of the SUP in 2013-2014. In addition to maintaining the current level of stakeholder participation, particular efforts will be required to support the identification and securing of project partners for the intergovernmental capital improvement campaign, to provide support for opportunities that arise throughout the year, especially anticipated engagement activity related to the Urban Core, and finally to increase the involvement of provincial and federal governments in SUP. Administrative requirements of the GHP are articulated in attachment C. The SUP is expected to fulfill the outcomes as described in attached D.

The SUP Funding Request

SUP has requested \$80,000 from HRM – \$55,000 in funding to be flowed immediately and an additional \$25,000 in conditional funding to be flowed to the SUP upon proof of matching funding. The SUP has requested that HRM give the SUP a three year funding commitment (see Attachment A).

Leveraged funding

HRM's \$55,000 contribution in 2012/2013 represented 47.6% of SUP's total budget (\$120,000). An \$80,000 HRM contribution in 2013/2014 would represent 37% of SUP's projected budget for this fiscal year (\$216,500). HRM's proportional contribution will fluctuate dependent upon SUP ability to leverage funding from other governmental and private sector funders.

Requested Three Year Commitment

The SUP has requested a three year funding commitment. Staff recommend that the funding relationship with SUP continue on a year-by-year basis. For the duration of the current Economic Strategy, Council has approved a focus on the Regional Centre. This focus is a natural fit with SUP for the balance of the strategy's life (3 years). An annual review would, however, enable HRM to assess SUP's track record engaging other partners, in particular other levels of government, and SUP's ability to expand its funding support from other partners.

FINANCIAL IMPLICATIONS

The HRM budget for the Strategic Urban Partnership would be up to \$80,000 plus HST of \$3,428.80 for a total of \$83,428.80 from Project No. **CDG01283** Regional Plan 5 Year Review. Budget availability has been confirmed by Finance.

Budget Summary:	Project Account No. CDG01283 - Regional Plan 5 Year Review	
	Cumulative Unspent Budget	\$176,187.68
	Less: Strategic Urban Partnership	<u>\$ 83,428.80</u>
	Balance	\$ 92,758.88

COMMUNITY ENGAGEMENT

The Strategic Urban Partnership is a means by which the municipality can engage urban core stakeholders. There was no community engagement in the preparation of this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications to this report.

ALTERNATIVES

1. Regional Council may choose not to fund the Strategic Urban Partnership.
2. Regional Council may choose to fund the Strategic Urban Partnership for more or less than the recommended amount.
3. Regional Council may choose to fund the Strategic Urban Partnership and require leveraging of all or none of HRM's funds.

ATTACHMENTS

- Attachment A – Strategic Urban Partnership request for funding.
- Attachment B – Strategic Urban Partnership updated 2012-2013 financial summary.
- Attachment C – Addendum to GHP Service Agreement - Schedule A.
- Attachment D – Description of Outcomes
- Attachment E – Excerpt from Administrative Order 35 – Procurement.

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.

Report Prepared by: Maggie MacDonald, Senior Advisor, Economic Policy and Development, 490-1742

Original Signed by:

Report Approved by: Jennifer Church, Managing Director, Government Relations and External Affairs, 490-3677

Original Signed by:

Report Approved by: Peter Stickings, Acting Director, Planning and Infrastructure, 490-7129

Original Signed by:

Financial Approval by: Greg Keefe, Director of Finance & ICT/CFO, 490-6308

Attachment A

July 25, 2013

Jennifer Church
PO Box 1749
Halifax, Nova Scotia B3J 3A5



Dear Jennifer,

In March 2011, the Strategic Urban Partnership (SUP) was named by Halifax Regional Council as a key partner in the delivery of the new Economic Strategy's Regional Centre goal to: "Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016."

This goal is the SUP's primary reason for existence. Together, our more than 80 members volunteer their time, resources and relationships to strengthen our Regional Centre and advance the 2016 target. We are a collective of citizens, business owners, community leaders and influencers who believe that the only way for Halifax to become one of Canada's most formidable cities is by coming together and working together. It is a model that relies on the fact that we all believe in better and are willing to contribute to getting there.

But our organization is not a conventional one. We are not a government body, nor are we a for-profit organization. As a result, our funding model is not a reliable or predictable one. We need key partners to see the value that SUP creates and be willing to invest in the important work we do. Fortunately, HRM is a key partner and its investment serves as a catalyst for other support across the community. By way of this letter and attached request, we sincerely hope your contribution and support will continue into 2013-2014.

As an independent body that takes a fresh approach to city building, our members have led and completed a remarkable number of impactful initiatives, including a Commercial Taxation Study, lobbying for the Bill 83 amendments to the HRM Charter, scoping of RP+5 and the HRMbyDesign Centre Plan, as well as the highly successful Cogswell Shakeup. HRM's financial contribution played a significant role in facilitating these accomplishments. What this suggests is that the combination of HRM's investment and the SUP's horsepower creates powerful outcomes and, indeed, helps move us all closer to our 2016 targets.

We look forward to your review of the attached and appreciate your consideration. Should you have any questions, please do not hesitate to contact either of us.

Sincerely,

Andy Fillmore *Joanŕe Macrae*
On behalf of the Strategic Urban Partnership

**Strategic Urban Partnership
2013 – 2016 Funding Request
Presented to Halifax Regional Municipality
July 25, 2013**



BACKGROUND

- In March 2011, the Strategic Urban Partnership (SUP) was named (by Council) as a key partner in the delivery of the Regional Centre goal to: *"Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016."*
- Several short-term actions related to this goal, and outlined within the 2011-2016 Economic Strategy, were assigned to the SUP.
- To help the SUP fulfill the commitments identified in the Economic Strategy, the Halifax Regional Municipality (HRM) became a cost-sharing partner in January 2012.
- In total, HRM made an investment of \$55,000 in cash and \$20,000 in-kind in the 2012-2013 fiscal year.
- This investment represented 46% of the total cash raised (\$120,000) for the 2012-2013 period.
- At their February 27, 2013 meeting the HRM Audit and Finance Committee was presented with a staff recommendation to renew funding for the SUP for the 13/14 fiscal year. (See: <http://www.halifax.ca/boardscom/SCfinance/documents/CAOBudgetPresentation.pdf>, slide 11 of 20). However this funding commitment has not yet been formally confirmed with the SUP, nor have the funds been disbursed.
- SUP has formed a small task force to secure funding. HRM's financial support is a requirement for the SUP to continue to move its priorities forward.

THE ASK

- The SUP is asking HRM to confirm its commitment to and support of the organization's efforts and activities as soon as possible, but no later than August 30, 2013. This timing will ensure that the SUP has

the necessary funds to build on current momentum and to complete actions identified for the current fiscal year.

- Further, given its volunteer nature and the need for predictable funding and stability, this funding request is for a firm funding commitment from HRM over the next three years.
 - While it is understood that Council must approve all budget expenditures on a yearly basis, it is the SUP's hope that funding requests such as this one will not have to be made to HRM for the 14/15 or 15/16 fiscal years.
 - Rather, a year-end report would be submitted and would delineate how funds were expended, provide successes from the past year, as well set-out planned activities for the coming year. This would serve as both a reporting tool and the yearly request for funding.
- Finally, the SUP would like to request that the total \$80,000 commitment be provided as a cash investment, rather than a cash and in-kind combination as was the case in 2012-2013. Our experience has been that in-kind contributions have proven difficult to quantify and were not utilized effectively in 2012-2013.
- This request is, however, being made with the following proposal:
 - Rather than HRM commit to all \$80,000 immediately, we would like to use a portion of the commitment as a means to motivate and activate other financial supporters.
 - With this in mind, our request is for \$55,000 in immediate cash funding (the same as HRM's 12/13 cash contribution), with the remaining \$25,000 being committed by HRM as a "matching fund" whereby HRM would match dollars raised from other sources up to \$25,000.
 - This approach would provide the SUP with important seed money to show other funders that HRM is on-board, and would also provide a fundraising mechanism to help ensure that others are joining HRM in its commitment to the SUP.
- The HRM cash investment would represent 37% of the expected cash budget for the current fiscal 2013-2014 (\$80,000 of \$216,500).
 - Under this proposal HRM's share of the total SUP budget is reduced from 46 % of the 12/13 total to 37% of the 13/14 total – a reduction of 9%.

2012-2013 FINANCIALS

Although HRM is the largest SUP funder, it is important to note that the city is not the only financial supporter. In 2012-2013, many other organizations contributed to the SUP's operating budget. A list of those organizations is provided as Attachment A.

- In total, SUP volunteers fundraised \$120,000 in support of advancing the goals and objectives of the organization in 2012-2013.
- A complete overview of the 2013-2014 budget is included as Attachment B.

RETURN ON HRM'S 2012-2013 INVESTMENT

While the SUP has been extraordinarily busy over the past year, the following outlines key activities that directly advanced HRM's efforts and provided a substantive return on the city's \$55,000 investment.

1. *The Cogswell Shakeup*: On May 16, 2013, more than 500 HRM residents joined Mayor Savage and several HRM councilors to share their dreams and ideas for the future of the Cogswell Interchange. The event received widespread media coverage from all major and secondary media outlets, including an in-depth feature by CBC. The story was also picked up by the Canadian Press and was published in newspapers across the country. Over 15 organizations representing the education, not-for-profit, community, and private sectors created displays that shared their ideas for the future of the area. The event was alive with enthusiasm for the opportunity it provided for citizens to engage in city building and to contribute to the future evolution of the city. All who attended spoke positively of both the event and the opportunity it created for early participation in the conversation. In addition, the SUP is currently drafting a report to Council that will include a summary of the ideas and feedback shared at the Shakeup.
2. *Density Bonusing and Site Plan Approval Amendments to the HRM Charter (Bill 83)*: The SUP played a crucial role in ensuring Bill 160 was re-introduced into the Legislature during the Spring 2013 session. SUP members were actively involved in this process, with several individuals lobbying members of the provincial government, including the Premier, to ensure an appropriate Bill was introduced. The SUP worked closely with HRM staff, the province and MLAs, to ensure a good draft of the Bill was re-introduced and nine members

of the SUP made presentations in support of the bill at Law Amendments Committee. Bill 83 was passed in April 2013.

3. *Initiation of RP+5 and HRMbyDesign Centre Plan:* SUP partners helped to form the scope of RP+5 and the Centre Plan. SUP member Dale Godsoe chairs the Community Design Advisory Committee and is joined by other SUP members, Gaynor Watson Creed, Joanne Macrae and Fred Morley. The SUP has actively raised awareness about these two projects among SUP members. The SUP has also been actively raising awareness about the Centre Plan and RP+5 as a means of public engagement.
4. *Commercial Taxation Study:* HRM Finance and Planning, in collaboration with the SUP Commercial Taxation Sub-Committee, completed a study of commercial taxes as a driver for business location decisions. The report was a key source of information for HRM's Regional Plan 5-Year Review.
5. *"Five-Year, \$50 Million Intergovernmental Capital Improvement Campaign to Repair and Enhance the Public Realm in the Urban Core," and a "Strategic Urban Reserve Fund for Urban Core Beautification":* SUP members have advocated for this goal since the inception of the SUP. To date:
 - A project steering committee has been formed which includes members of HRM staff, representatives from the SUP and GHP.
 - A project charter has been drafted and agreed upon by steering committee members.
 - An action plan has been developed with short, medium and long-term actions identified, as well as key accountabilities.
 - A final report outline has been developed as a template for the steering committee to work toward.An update on activities to date will be presented to CPED in August 2013. This joint HRM/SUP effort is indicative of the powerful collaboration the SUP strives for.
6. *Land Swap:* Relationships built at the SUP and the discussions that flowed from them, helped to complete an important land swap between HRM and Dalhousie. 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.

7. *Downtown Bike Racks*: One of the pilot projects initiated by the SUP at its June 22, 2012 meeting was "100 Bike Racks in 100 Days." The effort is succeeding beyond the original plan, with HRM installing 150 racks, Dalhousie 150 racks, and WDCL up to 50.
8. *Changing Dynamics*: While difficult to measure, it would be an oversight if the changing dynamics that the SUP has helped to facilitate were not mentioned. Over a year and a half, SUP members have consistently brought their unique, and often differing, perspectives and positions together in order to form a collective voice that can advance the interests of the Regional Centre. This has changed behaviours of SUP members resulting in greater collaboration, transparency and trust.

2013-2014 FINANCIALS

- In 2013-2014, SUP's goal is to raise \$216,500 to support its objectives, continue the organization's momentum and build on the community goodwill established in 2012-2013
- A complete overview of the 2013-2014 budget is included as Attachment C.

2013-2014 PRIORITIES

- As the 2013-2014 year continues, the SUP Core Team has identified five overarching principles that will guide the SUP's activities over the coming months.
- The principles are as follows:
 1. Continue to move priorities identified in the 2011-2016 Economic Strategy forward. This includes:
 - Develop a five-year Carbon Rebate Program as an incentive to purchase new homes in the urban core.
 - Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.
 - Continue to work towards securing a \$50 million intergovernmental capital improvement fund to repair and enhance the public realm in the urban core.
 - Advocate for the removal of the Cogswell Interchange to improve connectivity with the Regional Centre and free up land for future development.

2. Continue to focus efforts within the six key priority areas of housing, culture, mobility, vibrant and livable, business, and infrastructure.
 - These are the priority areas that the members of the SUP chose to adopt in 2012. They reflect and incorporate the direction provided to the SUP in the 2011-2016 Economic Strategy.

3. Engage in at least one "safe to fail" experiment in every one of the key priority areas.
 - Safe-fail experimentation is a problem-solving technique that emphasizes controlled failure through the conduct of many varying experiments. It is particularly effective in a complex environment as a method of learning (<http://bounds.net.au/node/15>).
 - Because of the SUP's mandate and structure, it has a greater license to try and fail than other, more government-based bodies in HRM do.
 - With this in mind, they are the ideal body to "test" small, innovative initiatives that may risk failure in order to learn and move the interests of the greater whole forward.
 - The projects that the SUP will engage in will be determined based on the success of fundraising efforts.

4. Conduct one "Where We Are" project that helps to establish a baseline of knowledge/understanding for future efforts.
 - Knowledge-building initiatives are critical components of the SUP's work, as they inform its efforts and provide important information to government decision-makers. The taxation study is an example of this.
 - In 2013-2014, the SUP, in partnership with GHP, will undertake a housing study to determine the type of housing that is required for the current and future population of the city. This study will help to articulate gaps between income and housing needs, specifically with regards to the Regional Centre.

5. Support and inform HRM's efforts in specific downtown areas.
 - Between May and September, the SUP will focus its activities around the Cogswell Interchange.
 - With The Cogswell Shakeup now complete, the SUP is drafting the report for Council, which will be finalized and submitted in summer 2013.

- Once the Cogswell report is complete, the SUP will shift its focus to the Barrington Street area.
- While it is unclear how the SUP will activate this topic, from September into early 2014, members will work to source information and develop ideas that will bring greater vibrancy to Barrington Street.

IN CLOSING

- Over the past 15 months, the SUP has been actively partnering with HRM, as well as working on its own, to advance the city's goal of building a vibrant and attractive Regional Centre.
- During this time, and with a largely volunteer-based Core Team, the SUP has accomplished significant outputs and outcomes. Its action-oriented nature has allowed the organization to lead change and complete tasks that other bodies would have been unable to do in the same period of time.
- It is the SUP's firm belief that the return HRM receives for its investment is well beyond the funds allocated and provides the city with an arm's-length means to support and facilitate rapid change.

Thank you.

ATTACHMENT A

2012-2013 Strategic Urban Partnership Funders – Actuals

Revenue 2013 – Orgs. that gave the year before	Cash	In – Kind*	Total
Halifax Regional Municipality	55,000.00		55,000.00
Downtown Halifax Business Commission	10,000.00		10,000.00
Spring Garden Area Business Association	3,780.00		3,780.00
Province of Nova Scotia - Policy & Priorities	5,000.00		5,000.00
Halifax Regional School Board	5,000.00		5,000.00
Downtown Dartmouth Business Commission	2,630.00		2,630.00
United Way of Halifax Region	5,000.00		5,000.00
East Port Properties	5,000.00		5,000.00
Dalhousie University	10,000.00		10,000.00
Quinpool Road Main Street District Association	1,122.00		1,122.00
Greater Halifax Partnership	12,500.00	12,500.00	25,000.00
The HUB	500.00	-	500.00
Trade Centre Limited**	-	960.00	960.00
TOTAL	115,532.00	13,460.00*	128,992.00

* The total value of in kind contributions committed to the SUP was \$60, 500. Due to the challenges inherent with in-kind funding described on page 2 of this request, only \$13,460 was realized.

** Trade Centre Limited committed \$15,000 in-kind support to the SUP, this support expires on December 31, 2014, or when the funds are spent. To date we have only utilized \$960.

ATTACHMENT B

2012-2013 FINANCIAL STATEMENT

**Greater Halifax Partnership
Strategic Urban Partnership
Financial Report
July 24, 2013**

*Subject to final review and approval by GHP's Director of Corporate Services

	Actual - June 30, 2013			Budget		
	Cash	In-Kind	Total	Cash	In-Kind	Total
REVENUE						
Partner Contributions	\$120,532	\$13,460	\$133,992	\$120,730	\$60,500	\$181,230
TOTAL REVENUE	\$120,532	\$13,460	\$133,992	\$120,730	\$60,500	\$181,230
EXPENDITURES						
Consultant Fees						
Staffing	\$52,768	\$10,000	\$62,768	\$30,000	\$10,000	\$40,000
Strategy	\$0	\$0	\$0	\$20,000	\$0	\$20,000
Cogswell Shake Up	\$28,452	\$0	\$28,452	\$0	\$0	\$0
Community Labs	\$12,901	\$0	\$12,901	\$50,000	\$27,000	\$77,000
Communication and Web Support	\$1,328	\$0	\$1,328	\$11,320	\$20,000	\$31,320
Meeting Costs						
Catering	\$2,436	\$960	\$3,396	\$4,210	\$0	\$4,210
Transportation and accommodations	\$0	\$0	\$0	\$200	\$1,000	\$1,200
Space Rental	\$0	\$2,500	\$2,500	\$0	\$2,500	\$2,500
Office Supplies	\$0	\$0	\$0	\$5,000	\$0	\$5,000
TOTAL EXPENDITURES	\$97,885	\$13,460	\$111,345	\$120,730	\$60,500	\$181,230
UNSPENT FUNDS	\$22,646	\$0	\$22,646	\$0	\$0	\$0

ATTACHMENT C

2013-2014 BUDGET

Budget 2013	Overall	Itemized
ADMINISTRATIVE COSTS		
MEETING COSTS	\$13,000	
4 General SUP meetings annually		\$8,000
6 Core Team meetings annually		\$2,400
16 or more SWOT Team meetings annually		\$1,600
Travel & Accommodations		\$1,000
OFFICE SUPPLIES	\$500	
General		\$500
HUMAN RESOURCES		
STAFFING TO IMPLEMENT PRIORITIES AND PROJECTS	\$88,000	
Community Manager		\$36,000
Community Engagement Manager		\$24,400
Communications		\$27,600
PROJECT COSTS		
PRIORITIES & PROJECTS 2013-1014	\$75,000	
Safe to Fail Project		\$15,000
Housing Study		\$15,000
Public Engagement Project		\$35,000
Key Priorities		\$10,000
SOCIAL MEDIA & WEB SUPPORT	\$40,000	
New website design		\$15,000
Social media monitoring and management		\$12,000
Video production & Advertising		\$13,000
TOTAL	\$216,500	\$216,500

Attachment B

Greater Halifax Partnership
 Strategic Urban Partnership
 Financial Report
 09/26/2013

	Actual - Sept 26, 2013			Budget		
	Cash	In-Kind	Total	Cash	In-Kind	Total
REVENUE						
Partner Contributions	\$ 109,266.96	\$ 13,460.00	\$ 122,726.96	\$ 120,730.00	\$ 60,500.00	\$ 181,230.00
TOTAL REVENUE	109,266.96	13,460.00	122,726.96	120,730.00	60,500.00	181,230.00
EXPENDITURES						
Consultant Fees						
Staffing	65,860.00	10,000.00	75,860.00	30,000.00	10,000.00	40,000.00
Strategy	-	-	-	20,000.00	-	20,000.00
Cogswell Shake Up	22,175.68	-	22,175.68	-	-	-
Community Labs	12,000.00	-	12,000.00	50,000.00	27,000.00	77,000.00
Communication and Web Support	1,423.68	-	1,423.68	11,320.00	20,000.00	31,320.00
Meeting Costs						
Catering	2,202.96	960.00	3,162.96	4,210.00	-	4,210.00
Transportation and accommodations	-	-	-	200.00	1,000.00	1,200.00
Space Rental	407.61	2,500.00	2,907.61	-	2,500.00	2,500.00
Office Supplies	-	-	-	5,000.00	-	5,000.00
TOTAL EXPENDITURES	104,069.93	13,460.00	117,529.93	120,730.00	60,500.00	181,230.00
UNSPENT FUNDS	\$ 5,197.03	\$ -	\$ 5,197.03	\$ -	\$ -	\$ -

Schedule A - Addendum
Greater Halifax Partnership
2013-14 Deliverables & Performance Indicators - SUP

	Deliverables	Aligns to Economic Strategy	Measures
Project Management Office and Staff Oversight	a. Act as the legal entity through which the SUP is administered	Regional Centre	13-14 administration of the SUP is achieved
	b. Ensure the work of the SUP is aligned with SUP's constitution	Regional Centre	Alignment is achieved
	c. Ensure systems, structures and resources are aligned to the values, principles, goals and objectives of the 2011-2016 Economic Strategy.	Regional Centre	Alignment is achieved SUP meets expected outcomes
	d. Provide staffing support (hiring, training, mentoring) as required for SUP staff including a Community Manager and Community Engagemet Manager.	Regional Centre	Staff are hired, trained, mentored
	e. Provide necessary tools and resources to SUP staff in order to conduct their work.	Regional Centre	Tools and resources are provided as needed
	f. Develop measures, track and report on overall progress to keep SUP partner organizations apprised of SUP initiatives and activities.	Regional Centre	Quarterly reports to SUP Reports every six months to HRM CAO and CPED Progress toward completion of projects Level of external cost sharing and funding
	g. Administer the budget	Regional Centre	Budget is developed and administered according to acceptable accounting principles.

Outcomes – 2013-2014

Support of HRM's 2011-2016 Economic Strategy:

- Delivery of report on the Cogswell Interchange to HRM, outlining the level of participation and stakeholders represented, summary and themes from the feedback.
- On-going engagement and stakeholder activation on the redevelopment of the Cogswell Interchange.
- Support and facilitation of relationships with stakeholders and other levels of government identifying opportunities for vacant public and private lands.
- Continued engagement on intergovernmental capital improvement campaign, including project identification, finalization of assessment criteria, support in identifying and securing project partners.

Community Engagement:

- Maintain current level of on-going stakeholder participation as evidenced by number of members, range of organizations represented (private sector, not-for-profit, education, government), participation level in event.
- Support HRM's civic engagement activity related to the Urban Core through assistance in shaping civic engagement events, providing advice on event content, event promotion and participation.

Partnership:

- Increase involvement of provincial and federal governments in SUP, as evidenced by increased participation in meetings and increased funding for 2013/2014 year and commitments for 2014/15.

A. Sole Source/Single Source Purchases. These occur:

- (a) To ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.
- (b) Where there is an absence of competition for technical reasons and the goods or services can be supplied only by a particular supplier and no alternative or substitute exists.
- (c) For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly.
- (d) For the purchase of goods on a commodity market.
- (e) For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
- (f) For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work.
- (g) For the procurement of a prototype of a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases.
- (h) For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership
- (i) For the procurement of original works of art.
- (j) For the procurement of goods intended for resale to the public.
- (k) For the procurement from a public body or a not-for-profit corporation.
- (l) For the procurement of goods or services for the purpose of evaluating or piloting new or innovative technology with demonstrated environmental, economic or social benefits when compared to conventional technology, but not for any subsequent purchases.

The terms and conditions of a sole source/single source purchase shall be negotiated. Sole source/single source purchases over \$25,000 and not exceeding \$50,000 shall be approved by the CAO.

B. Exceptional Circumstances. These occur:

- (m) Where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, cause economic disruption or otherwise by contrary to the public interest.
- (n) Where compliance with the open tendering provisions of this policy would interfere with the Municipality's ability to maintain security or order or to protect human, animal or plant life or health.
- (o) Where items are offered by sale by tender or auction.

Purchases of this nature shall be negotiated and/or bids submitted and must be