

MAXIMIZE GROWTH OPPORTUNITIES		YEAR TWO - CUMULATIVE THIRD QUARTER (DECEMBER 31, 2012)	
GOAL	Capitalize on our best opportunities for economic growth.		
LEADERSHIP	Establish a Leadership Team to develop a higher level of coordination		
OBJECTIVES	MG-1	Support and validate the implementation of the economic strategy through an enhanced research capacity.	April - December 2012
	GHP	<p><b>MG-1.1</b></p> <p>Create a Halifax Index and an annual state of the region event to track yearly progress on economic, environmental and social objectives and recommend ideas for improvement.</p>	<p>The Halifax Index launched on May 23/24 at the 1st Annual State of the Economy Conference. The Halifax Index garnered favourable media attention with accolades from the community. The Partnership received feedback from key stakeholders to further develop and refine for next year and met with senior leaders at HRM to assess their priorities for future direction of the Index. For a recap of the first Conference and to download the first Halifax Index go to <a href="http://bit.ly/MATY4">http://bit.ly/MATY4</a>.</p> <p>Planning is currently underway for the 2nd Annual State of the Economy conference scheduled for May 22, 2013 and the second Halifax Index. The one-day conference is aimed at increasing the profile of the Halifax Index, as well as providing tangible progress towards opportunities and challenges that have emerged in 2012-13. The Partnership's Building Our Future event series is now aligned to provide input to the Halifax Index by profiling related topics.</p>
	GHP	<p><b>MG-1.2</b></p> <p>Develop a research consortium with representation from the public and private sectors and post-secondary institutions to provide economic data and research to meet the information needs of business and potential investors in Halifax.</p>	<p>The Research Consortium consists of experts from all three levels of government, non-profit, universities and private sector and was established for the creation of the first Index. Work and involvement is ongoing. Plans are underway to expand the Consortium to include more experts to expand knowledge base and reach of the group, based on feedback from the first annual Halifax Index.</p>
	MG-2	Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.	

	<p><b>GHP</b></p> <p><b>MG-2.1</b></p>	<p>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.</p>	<p>The Partnership's Business Retention and Expansion Program (BRE) and its Research Team is a leading source of reconnaissance and competitive economic intelligence in Halifax and continues to operationalize this information. The BRE team meets face-to-face with employers to hear first-hand about the challenges, needs, and opportunities that impact on competitiveness and gathers intelligence that is both company specific and systemic. The 2012-13 Annual BRE Report Results can be found at (see: <a href="http://bit.ly/OeBPQV">http://bit.ly/OeBPQV</a>). Business identified the following as the top four business issues and detailed results are being shared: Access to capital; Workforce availability / quality; Friendlier business climate; and, Opportunities for exporting. The detailed results are being shared with stakeholder organizations of influence, e.g., ACOA, HRM, NSERDT, CEED, Business Development Bank, Industry Associations, etc.</p> <p>The Halifax Index identified the following opportunities and challenges for Halifax moving forward: We need to grow our population; We need to improve its tax and regulatory environment; We need to create a culture of partnership; We need to Grow a Healthy Regional Centre</p> <p><b>Other research includes:</b></p> <ul style="list-style-type: none"> <li>• Q1 Halifax Economic Report (<a href="http://bit.ly/mx5l1a">http://bit.ly/mx5l1a</a>); • Q2 Halifax Economic Report - <a href="http://bit.ly/W7K3uK">http://bit.ly/W7K3uK</a></li> <li>• This is the 2nd year the Partnership has partnered with MQO Research and Metro Halifax to produce City Matters, a detailed survey of municipal issues</li> <li>• In November 2012, the Partnership released its Semi-Annual Confidence Survey results. Prepared by Corporate Research Associates, Inc (CRA).</li> <li>• Since Q1, the Partnership, has made over 35 presentations to a variety of stakeholder audiences on the current economic growth opportunities and challenges in Halifax.</li> <li>As well, F. Morley wrote the following "Trend Watch" articles for the Nova Scotia Business Journal: <ul style="list-style-type: none"> <li>• July 2012- Halifax cannot rest on its laurels</li> <li>• August 2012 - Labour market prospects: Between a rock and a hard place</li> <li>• September 2012 – Investing in international talent recruitment: Planting the seeds for a growing workforce</li> <li>• October 2012 – Renewing resource industries: Our passport to prosperity</li> <li>• November 2012 – Achieving transformational change: A status quo approach is not enough to move us forward</li> <li>• December 2012 -- ABCs of successful leadership: Discover the 'hard and fast' rules</li> </ul> </li> </ul>
	<p><b>GHP</b></p> <p><b>MG-2.2</b></p>	<p>Involve community stakeholders to collectively respond to and/or support immediate threats and opportunities. (Note: Identified priority for Year One of the Strategy is to mobilize and engage community support for Halifax's Shipyard's response to Canada's National Shipbuilding Procurement bid.)</p>	<p>The Partnership is working with stakeholders in the Oceans Industry to raise awareness on the importance of the Sector to our economy and support the development of Sector Strategy. The Partnership continues to share and present competitive intelligence with stakeholder organizations, e.g., HRM, NSERDT, CEED, Business Development Bank, Industry Associations, etc.</p>

	GHP	MG-2.3	<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>The Partnership's Business Retention and Expansion Program and Research Team is a leading source of competitive intelligence and the identification of company-common issues impacting economic growth in Halifax. Cumulative results to December 31st for the Partnership's Business Retention and Expansion Program:</p> <ul style="list-style-type: none"> <li>o Businesses visited: 118</li> <li>o Consultations (over and above original visit): 145</li> <li>o Business referrals responded to: 188</li> <li>o Referrals closed: 35%</li> <li>o Referrals to NS PIP Program: 15</li> <li>o Referrals to Trade Support Services: 14</li> <li>o Jobs Created/Retained: 757</li> </ul> <p>The following are some examples of sharing competitive intelligence with partners and results:</p> <ul style="list-style-type: none"> <li>- The Partnership continues to meet with BIDs and Community Business Associations. One key project the Partnership is working closely with BIDs on is the development and release of the building of the Partnership's GIS platform to be formally launched in Q4.</li> <li>- The Partnership has provided community economic development support to over 15 projects within the ANS community.</li> <li>- The Partnership is launching a Business Leaders' Roundtable in February with senior owner-executives who are coming together in two peer learning groups. The participants represent companies that are beyond the start-up stage and are opening up new export markets and/or commercializing innovative products or technical processes.</li> <li>- In September, a Partnership staff representative attended a trade mission to China led by Premier Dexter. The Mission was designed to encourage investment in Nova Scotia in areas like ocean technology, fisheries, education, business services and transportation.</li> <li>- In October the Partnership's CEO met in Calgary with members of the Consider Canada City Alliance (formerly C11) which is a group comprised of economic development professionals from cities across Canada. This group's objective is to work together to attract inward investment to Canada's major cities.</li> </ul>
	GHP	MG-2.4	<p>Improve the connection and collaboration between research organizations and business.</p> <p>The Partnership has met with Industry Liaison and Innovation(ILI) at Dalhousie to discuss opportunities for increased collaboration with business. ILI helps companies to find and develop relationships with researchers to meet business requirements and to expand the researchers' potential to participate in cutting edge projects.</p>

		<p><b>GHP</b></p>	<p><b>MG-2.5</b></p>	<p>Develop and implement a Halifax Regional and Head Office Retention Strategy.</p>	<p>To ensure Halifax keeps, grows and attracts HROs, the Partnership has developed an aggressive Head and Regional Office Initiative. The objective of the initiative is to:</p> <ul style="list-style-type: none"> <li>• Attract and retain head and regional offices to/in Halifax;</li> <li>• Market Halifax as the best location in Canada for a Head and Regional Office location;</li> <li>• Raise awareness around the importance and economic impact of HROs to our economy and community; and,</li> <li>• Provide significant outreach and aftercare to existing HROs to ensure we are meeting their needs.</li> </ul> <p>The Head and Regional Office Strategy is built on three pillars:</p> <ul style="list-style-type: none"> <li>• Competitive Intelligence</li> <li>• Visitation and Action</li> <li>• Marketing and Engagement</li> </ul> <p>The project will:</p> <ul style="list-style-type: none"> <li>• Identify the size and scope of HRO impact in Nova Scotia, including direct, indirect and induced impacts, and a review and potential quantification of externalities such as volunteer activities and clustering effects;</li> <li>• Consolidate and profile economic impact assessments of notable HROs in a case study format;</li> <li>• Identify the key drivers that make Halifax an optimum location for HROs; and,</li> <li>• Develop a communications and digital media strategy to effectively profile the impact of the sector.</li> </ul> <p>Additionally, the HRO strategy will include:</p> <ul style="list-style-type: none"> <li>• A Launch Event/Media Release presenting the results of the Economic Impact Analysis</li> <li>• A HRO Leadership Forum, a series of six small events (10 to 20 people) that are a means to discuss complex business and policy issues in a collegial and confidential environment.</li> </ul> <p>Targeted visitations: 163 Head offices and 67 regional head offices, with 21 visits completed through to Q3 and total to date of 51.</p>
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	GHP	MG-2.9	<p>Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.</p>	<p>The Partnership continues to have ongoing collaboration with NSBI and Halifax Gateway partners to attract and retain business investment. The Partnership is currently managing a business development funnel with over 20 qualified leads. GHP is currently collaborating with NSBI and other partners on 15 of those leads. Since April 1st, there have been four closes, generating 33 jobs.</p> <p>As another tool to promote the city and region the Partnership recently launched whyhalifax.com. Targeted at individuals and companies that are thinking about locating or expanding your business in Halifax, this allows users to create a customized information report containing useful information needed to invest, do business, and live in Halifax. The Partnership has also developed customized videos and testimonials from sector experts.</p>
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BUSINESS CLIMATE		YEAR TWO - CUMULATIVE THIRD QUARTER (DECEMBER 31, 2012)	
<b>GOAL</b>	Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.		
<b>LEADERSHIP</b>	Establish the Open for Business Team to monitor the economic performance and business climate elements and provide yearly recommendations for improvement.		
	<b>OB-1</b> Reduce regulatory, tax and policy issues that can inhibit development and investment.		<b>April - December 2012</b>
	<b>GHP</b> <b>OB-1.1</b> 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>The Partnership, in collaboration with HRM Finance, completed a white paper on the current state of taxation in Halifax, including benchmarks against other cities and perceptions of tax understood through SmartBusiness and Business Confidence surveying.</p> <p>The Partnership is working closely with HRM Staff to help create more efficient, transparent and consistent regulatory policies that will demonstrate an "Open for Business" culture within HRM. The Partnership undertook best practices research that looked at how business client services are set up in five cities that are typically regarded as being "best in practice". This report was delivered in early December.</p> <p>The Partnership has facilitated a discussion with HRM and provincial representatives to develop a process map, using restaurant regulations as an initial focus. This will provide HRM with a sense of the redundancies of the system and will help define the starting point for a consultant to streamline the process. The Partnership will continue to play a role at the table with municipal and provincial partners towards linking this process mapping to other regulatory burden work on the go.</p> <p>The Partnership has also completed a research report for HRM into Canadian community centres and multi district facilities (MDF) models that discuss their applicability in the Halifax Regional Municipality (HRM). The report focuses on issues related to best practice in governance, financing, operational agreements, and how these findings can be generally applied to the local situation.</p>
	<b>GHP</b> <b>OB-1.2</b> Open for Business Team advocates for recommendations for improvement.		Ongoing (Year 2 Activity)
	<b>OB-2</b> Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.		

GHP	OB-2.1	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.	See OB 1.1 above.		
GHP	OB-2.2	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).	Pending outcome of 2.1		
GHP	OB-2.3	Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.	Pending outcome of 2.1		
OB-3	Develop a responsive, safe, integrated regional transportation system.				
HRM	OB-3.1	Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.	HRM continues to investigate the Regional Transportation Authority model.		
HRM	OB-3.2	Develop a five-year transportation strategy.	HRM's transportation strategy consists of five-year functional plans in the areas of: road network, transit, active transportation, parking, and transportation demand management. All five plans have been completed and all but Road Network Plan have been approved by Regional Council.		
OB-4	Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.				
GHP	OB-4.1	Develop "quality of place" measurements to be included in the Halifax Index.	<b>Completed.</b> Development of a section in the Halifax Index focusing on Quality of Place, with plans to enhance/refine for second Index, next year.		
HRM	OB-4.2	Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.	The capital planning horizon increased from 5 to 20 years in the 2012/13 capital budget. This forms the framework/basis of a strategic plan for coming years.		
HRM	OB-4.3	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.	Work continues to progress on Outcome Area Planning. Well Planned and Engaged Community Outcome Area detailed deliverables for 12/13 have been identified and informed the Organization's 2012/13 budget and Business Plans approved by Council.		

**OBJECTIVES**



HRM	OB-4.4	Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.		The Diversity Strategy is part of the Regional Plan Review process, expected to be complete in March 2013: the Regional Plan will then include policies for social heritage
OB-5	Halifax is recognized internationally for its clean and healthy environment.			
HRM	OB-5.1	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.		Urban Forest Master Plan was presented to Environment and Sustainability Standing Committee on August 2nd. Public consultation has been completed and comments summarized at <a href="http://www.halifax.ca">www.halifax.ca</a> . The plan was approved by Regional Council and is now in the 2013/14 Business Plans  Request for Proposal for Solid Waste Strategy Review has been posted. Project Charter developed for the LED Streetlighting Project. Staff participating in the UARB September NSPI General Rate Application hearing with respect to the stranded asset issue. Recommendation to Regional Council expected February 2013, deliverables in project development nearly complete. Solar City residential domestic hot water project - Project approved in December now in execution phase.
OB-6	Increase the engagement and active support of the private sector in the economic growth of Halifax.			



TALENT		YEAR TWO - CUMULATIVE THIRD QUARTER (DECEMBER 31, 2012)	
GOALS	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.		
	T-1	Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).	April - June 2012
	GHP	T-1.1 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.	<p>The Partnership continues to have an ongoing dialogue with Nova Scotia Office of Immigration on the need for an enhancement to existing efforts on the attraction of immigrants (including the retention of international students) to Halifax.</p> <p>With funding support from Citizenship and Immigration Canada, the Greater Halifax Partnership is participating in a collaborative process with other community stakeholders to determine whether the existing programs offered to newcomers and the collaboration of stakeholders is sufficiently meeting newcomers' needs or if there is a need for greater collaboration through a Local Immigration Partnership (LIP). LIPs are located across the country and are the mechanism through which CIC has supported the development of local partnerships and community-based planning around the needs of newcomers. The LIP model is a complement to existing activities and can be implemented to leverage capacity. Outcomes of the process will be presented to CIC with recommendations in March 2013.</p> <p>The Halifax Index was presented on May 23/24 which identified opportunities and challenges associated with these issues.</p>

GHP	T-1.2	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.	<p>The Partnership works to increase the business community's awareness of and access to labour through its following programs:</p> <ul style="list-style-type: none"> <li>• <b>Business Retention and Expansion Program</b> provide information, resources and referrals to assist recruitment and retention needs.</li> <li>• <b>HireYoung Halifax Campaign</b> provides a toolkit for employees on hiring young and emerging professionals (see <a href="http://bit.ly/tUB9k">http://bit.ly/tUB9k</a>)</li> <li>• <b>ImmigrationWorksInHalifax.ca</b> website provides information and resources for hiring newcomers - 904 website visits in Q1 2012.</li> <li>• <b>Employer Support Program</b> hosts information sessions and one-on-one visits with employers (8 in Quarter 1) to learn how they can hire skilled workers.</li> <li>• <b>The Connector Program</b> Connector Program - a simple but effective referral process that helps immigrants, international students and young and emerging talent build a professional network, and connect with job opportunities to help them settle successfully in Halifax. The Program recently received funding from the Royal Bank Foundation to host four Speed Interview sessions targeting key industry sectors. The first interview session was the Insurance Industry Speed Interview event. This included an interactive panel of four industry professionals and a networking opportunity. As a result of this event, there is a possibility of four individuals finding jobs. The Partnership has submitted a proposal to Citizenship and Immigration Canada to fund a Secretariat for a national Connector Program.</li> </ul>
GHP	T-1.3	Increase community organizations' awareness of provincial resources to support professional development and business management for not-for-profit voluntary sector.	Q4 Activity.

**OBJECTIVES**

				<p>The Partnership delivers the following programs and services to support the business community's involvement in labour market initiatives:</p> <p><b>Business Retention and Expansion</b> - Through the Business Retention and Expansion Program, the Partnership makes connections to labour market initiatives and programs within HRM. To the end of Q3, the Partnership has referred 14 companies to Trade Support Services and 15 companies to the NS Productivity Innovation Program.</p> <p><b>Connector Program</b> - The Halifax Connector Program is a simple but effective referral process that helps immigrants, international students and young and emerging talent build a professional network, and connect with job opportunities to help them settle successfully in Halifax. In Q3, 98 business leaders became Connectors bringing the program total to 481. Between Q1 &amp; Q3 there were 219 new participants, bringing the program total to 450 to date. Between Q1 and Q3, 34 participants found jobs, bringing the employed total to 168. Since April 1, there have been 100 Connector meetings, over 80 Partner meetings, over 90 Connectee meetings, and attendance at over 50 community events marketing the Connector Program.</p> <p><b>Employer Support Program</b> - A total of 24 employers were educated on the immigration process and 3 education sessions were held for employers.</p> <p><b>HRM Community BBQ</b> - In partnership with HRM, GHP sponsored the 7th Annual Newcomer BBQ held on July 7. There were 500 people in attendance, including newcomers and local residents. Television interview with Margie Casalias, Coordinator, Immigration Employer Support aired twice.</p> <p><b>Advertising campaign</b>, In Q1 GHP launched its Hire Young Halifax Advertising Campaign. The Campaign is designed to have employers re-think their misconceptions about hiring young and-emerging talent. This campaign, in partnership with FUSION Halifax, targets hiring managers in Halifax who need to understand that there are plenty of young, skilled talent ready and willing to take on opportunities in the job market. It is currently running in print, web and out-of-home.</p>
<b>GHP</b>	<b>T-1.4</b>	Increase the business community's involvement in labour market initiatives to attract and retain young professionals and international skilled workers and increase productivity. Programs include initiatives like the Halifax Connector Program, post secondary cooperative and internship programs, community mentoring programs and the Province's new Productivity Investment Program (PIP).		
<b>GHP</b>	<b>T-1.5</b>	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.	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.	
<b>T-2</b>	<b>Build a welcoming and inclusive environment for underrepresented groups.</b>			
<b>HRM</b>	<b>T-2.1</b>	Review HRM's policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	HRM has been coordinating an organization wide Employee Self-identification Survey which will enable us to have a better idea of where the gaps are in terms of the representation of employees from the Aboriginal Community, (and from all designated groups under the Employment Equity Act).	

HRM	T-2.2	Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.	HRM is in discussion with representatives from the Halifax Mi'kmaq Friendship Centre , planning the implementation of an Aboriginal Employment Strategy working towards increasing the representation of Aboriginal members employed within HRM
HRM	T-2.3	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.	HRM has hired a Manager, African Nova Scotian Affairs Integration, to work with the integration of policies, procedures, and practices related to the African Nova Scotian Community and will embark on diversity initiatives that will relate to all designated groups. Provided the opportunity for senior leadership and staff to tour the Africville Church Museum to enhance their appreciation of the connections between that community, current African Nova Scotian communities and HRM. Engaged in discussion with Planning and Infrastructure to address urban planning issues as relates to historical and current realities of African Nova Scotian communities. Working collaboratively with planning to provide a presentationon African Nova Scotian communities and urban planning. The Partnership supports the African Nova Scotian community through its Preston Office. Activities include collaborating on awareness initiatives, the delivery of adult education programs and participating in community economic development meeting, and provide community economic development support.
HRM	T-2.4	Explore new opportunities to underrepresented groups, like youth, to link to employment opportunities.	No update for Q2/Q3
T-3	HRM will become an "Employer of Choice" serving as a model for the business community.		
HRM	T-3.1	Research and benchmark Top 100 Employers and create an HRM people plan.	HRM People Plan complete

INTERNATIONAL BRAND		YEAR TWO - CUMULATIVE THIRD QUARTER (DECEMBER 31, 2012)	
GOALS		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.	
OBJECTIVES	IB-1	Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.	April - June 2012
	GHP	IB-1.1	ACTIVITY COMPLETED IN YEAR ONE.
		Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive.	
	GHP	IB-1.2	
	GHP	IB-1.3	Ensure necessary buy-in and adoption from the business community and key organizations that will have a role in the brand strategy implementation.
	IB-2	Move Halifax from Good to Great – Live the brand!	Q4 Activity.

	GHP	1B-2.1	<p><b>Implement the brand strategy that:</b></p> <ul style="list-style-type: none"> <li>- Provides clear and consistent messages to an international marketplace</li> <li>- Supports trade, investment and labour market development;</li> <li>- Increases the number of businesses actively seeking customers in international markets;</li> <li>- Inspires a culture that guarantees Halifax's delivery of an exceptional experience; and,</li> </ul> <p><i>Builds business confidence locally.</i></p>	<p>Year 3 Activity if funding and adoption approved.</p>
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REGIONAL CENTRE		YEAR TWO - CUMULATIVE THIRD QUARTER (DECEMBER 31, 2012)	
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.		
	RC-1	Direct and oversee a pro-development policy environment within the Regional Centre.	April - June 2012
	SUP	RC-1.1	Review HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive.
	HRM	RC-1.2	Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.
	HRM	RC-1.3	Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.
			<p>The RP+5 review will help to redirect more growth to the regional centre.</p> <p><b>BACKGROUND:</b> 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.</p> <p>In Q1 a diverse group of SUP partners, and several HRM staff, have developed Terms of Reference and issued an RFP 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?" Phase 1 of the tax study is complete. The draft of Phase II was completed in December 2012. It is expected to be presented to the SUP, CDAC in February 2013.</p>
			The primary work on this has been through the taxation sub-committee of the SUP which has a research project close to completion. The project aimed to understand better the drivers of business location decisions in the RC versus outside the centre and to identify some possible solutions. RP+5 and the HRM byDesign Centre Plan will be instruments which deliver new tools in support of this objective.

HRM	RC-1.4	Raise awareness of the availability and location of public parking in the Regional Centre.		No update for Q2/Q3
SUP	RC-1.5	Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.		No HRM action on this in this period. Nor has this been discussed at CDAC meetings to date. The SUP intends to champion this and include it as a core activity in the 2013/2014 Business Plan.
SUP	RC-1.6	Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification.		The SUP continues to work with members in meetings to increase awareness about the importance of this issue. The Deputy Minister of Community Services, Rob Wood made a presentation at the December 2012 SUP meeting regarding the Provincial Housing strategy and the approach in Halifax. The Cogswell Interchange project initiated by the SUP in December 2012 will activity work on this objective. Central to this objective was to ensuring that development economics plays a much more prominent role in public engagement on development, so the community understands how decreasing height and density often makes projects unfeasible, thereby forcing them to the suburbs or elsewhere.
SUP	RC-1.7	Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre.		RP+5 will deliver high level enabling policy for this, which will direct that detailed policy and regulation be delivered through the HRM by Design Centre Plan. SUP will take an education and advocacy role.  This will require HRM Charter amendments to permit the use of Density Bonusing in the Regional Centre (only permitted in downtown core currently).  SUP members actively participated in lobbying the Government during the Fall sitting of the Legislature urging the passage of Bill 160. This work is ongoing.
RC-2	Further the liveability and attractiveness of our urban core.			

OBJECTIVES				
SUP	RC-2.1	Adopt a comprehensive 5-year \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core.		The SUP will take an education and advocacy role, with funding a matter for three levels of government to consider. A team of volunteers has gathered to undertake early steps in this initiative. BIDs have met and agreed upon a flowchart of activity for the next 2 years. Task force has been called. Discussions have begun with HRM, re: establishing their priorities.
SUP	RC-2.2	Establish an ongoing dedicated "Strategic Urban Reserve" fund for Urban Core beautification, "pole-free" area, public art and infrastructure improvements.		No update for this period. But note this has not been discussed at CDAC meetings to date.
SUP	RC-2.3	Progress the plan to implement a downtown Halifax district heating/cooling network.		No SUP or HRM action to report for this period.
RC-3	Reinvent the current approach to mobility in the Regional Centre.			
HRM	RC-3.1	Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.		Stakeholder meeting that was planned by Transport Canada has not occurred yet.
HRM	RC-3.2	Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.		Recommendation on the corridor will be presented to Transportation Standing Committee in March.
RC-4	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.			
SUP	RC-4.1	Increase public investment and funding for cultural institutions, programs, and public gathering spaces.		RP+5 and Centre Plan will introduce high level policy directing investment with details of delivery to be worked out subsequently. The Cogswell Interchange project initiated by the SUP in December 2012 will actively focus on this. There are two cultural working groups focused on this objective.

SUP	RC-4.2	Activate Regional Centre public spaces with public art, culture, educational, and democratic activity through formal and informal programming.	No update for this period. The Cogswell Interchange project initiated by the SUP in December 2012 will begin work on this objective.
SUP	RC-4.3	Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.	No update for this period. The SUP will continue to support the work on this initiative, and it will have focus in the 2013/14 Business Plan.
SUP	RC-4.4	Create an inventory of cultural institutions, events and programs in the Regional Centre.	No update for this period.
SUP	RC-4.5	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 Force".	<ul style="list-style-type: none"> <li>• Opportunity Sites Task Force (OSTF) successfully took the Clyde Street parking lots to market. The remaining "Infirmity Site" in that area will go to tender in Year 2 or Year 3.</li> <li>• HRM is working with the Province to create a joint provincial-municipal OSTF.</li> <li>• A draft project charter is being reviewed. It currently sits with NSTIR staff and HRM Real Estate staff. SUP will continue to champion.</li> </ul>
SUP	RC-4.6	Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Bilbao Effect".	<p><b>BACKGROUND:</b> Bilbao Effect is named after Bilbao, Spain where, after the construction of the Guggenheim Museum, virtually overnight, the small city became one of the most popular destinations in Europe and rapidly changed from a sort of one-hit wonder to a genuinely vibrant city with restaurants, nightlife, theatre, and art, and immense civic pride.</p> <p>Work continues to be ongoing through current initiatives ( Central Library and Convention Centre). Development of a strategy will be further discussed as a possible action in the development of SUP's 2013/14 Business Plan.</p>