

Item No. 3 (i)

Council Focus Areas 2008/2009

Strategic Focus
On
Economic Development

November 27, 2007

INTRODUCTION

In October of 2005, HRM Council adopted the Halifax Region Economic Strategy. The Strategy sets the economic focus for the entire community and is aligned with other regional strategies adopted by Council over the past two years, including the Regional Plan, the Cultural Plan and a Regional Strategy on Immigration. The Economic Strategy identifies 5 goal areas in which 27 Strategies and 94 actions, including 11 priority actions, are to be carried out over a period of 5 years. The Greater Halifax Partnership (Partnership) has lead responsibility to carry out 44 and HRM has lead responsibility for 40 actions. Other organizations have responsibility for the remaining 10 actions. HRM Economic Development and the Partnership have tracked the progress of all 94 actions and have collaborated jointly in preparing this report.

Using the 5 goal areas of the Economic Strategy and 30 outcome measures which the Strategy identifies as a means of tracking the progress of its implementation, this report:

- Provides an update on the progress of Strategy implementation (see Appendix)
- Identifies emerging challenges and gaps related to strategy implementation
- Identifies ways in which gaps can be addressed and focused on through 08/09 business planning

ANALYSIS

Strategy Implementation and Oversight

The Economic Strategy sets out five principles which guide its implementation:

- Create no new bureaucracies
- Make use of existing structures
- Eliminate duplication
- Develop networks and partnerships
- Build on a public-private approach to economic development

The Strategy is owned by HRM, on behalf of the whole community. The responsibility for oversight of its implementation was welcomed by the Greater Halifax Partnership and its Board of Directors. The Partnership, however, is only one of the many organizations responsible to implement actions. The responsibility for the remainder of the actions rests with the Municipality, ACOA, Destination Halifax, Nova Scotia Business Inc, and others. For its part, most of HRM's responsibilities under the strategy are carried out as part of existing operations. Alignment of the various economic interests around a common focus represented by the Economic Strategy is a key to strategy implementation.

To ensure there is alignment, the Partnership Board has struck an Economic Strategy Committee that includes representatives of many organizations responsible for delivering activities under the Strategy. The Committee's focus is in two areas, setting priorities and aligning the efforts of the over 50 organizations involved in delivering activities under the strategy. The Committee serves the

role of “champion” called for under the strategy.

The Halifax Chamber of Commerce plays a key role in Strategy implementation by ensuring that it remains relevant, current and a priority for all interests. The Chamber is tracking the success of collective efforts against the attainment of 30 broader community targets and outcome measures. These targets and outcome measures provide the basis for an independent scorecard that is produced annually by the Chamber. *Few other HRM policy document has this level of accountability to the community.*

In February of 2007, the Halifax Chamber of Commerce issued its first scorecard on the progress of the Economic Strategy. It determined that the first year implementation of the strategy was slow and that less than half of the 30 measures used in the strategy to gauge success were tracking towards meeting the five-year goal. *Activities undertaken during the current year have focussed on improving overall outcomes through alignment of resources and deeper integration of activities and programs among various economic development interests, including HRM.* The recent merger of the HRDA and the GHP are one example. The Chamber will be issuing its next scorecard in February of 2008.

Progress of Strategy Implementation

Appended to this report is a high level summary of the Partnership and HRM outcomes based on the 84 or so actions assigned to the two organizations under the Economic Strategy. The outcomes are presented in relation to the 5 strategy goal areas and the 30 measures used in the Chamber scorecard which gauge the extent to which the strategy is being implemented, including the extent to which the 11 priority actions are implemented.

The attached progress report shows that significant progress has been made in the area of strategy implementation at two years into the strategy. Naturally, some challenges in implementation have emerged. These are summarized in the following section of this report, along with ways in which these issues can be addressed. The next steps are intended to suggest how we will work to improve on our strategy outcomes.

Analysis of Gaps and Challenges

The Halifax region is at its best and smartest when we build on our relationships to form strong partnerships to grow our community. In the past we have overcome big challenges with this approach. The Economic Strategy recognizes the need for partnership as one of its five major goals. The strategy also identified the task of creating alignment in our community to implement the economic strategy as one of our key priorities. Indeed, the Economic Strategy Committee was set up with a prime mandate of creating “an alignment of strategic intent”. There is more to growing our community than any one organization can handle. So partners have been working together over the last two years to implement priorities and other actions in the Strategy where they play lead roles and to support the leadership of others.

Goal 1: Alignment and Implementation of Strategy Priorities

Although a significant number of collaborative initiatives have been undertaken, a number of priorities will require more emphasis in order to be achieved in the timeframe anticipated by the strategy. The Chamber's scorecard identified a number of red lights in the area of priorities implementation.

Implementation Gaps

- *Assign priorities and fast track social investment (HRM):* While HRM has established an organizational structure (Infrastructure and Asset Management) to establish a means of setting priorities, a decision making framework will be developed and brought forward to Regional Council in order for funding to be established so the elements of the framework can be widely communicated.
- *Establish and fund a Quality of Place initiative (GHP/Destination Halifax):* While a QOP Council has been established, significant funding commitments have not been identified to move this initiative beyond preliminary stage, other than through the HRM/GHP Service Agreement.
- *Benchmarking tax, regulation and development permitting against competing cities (HRM):* Benchmarking of tax and approval processes has occurred and a process to change and improve HRM's competitive position will emerge intended to resonate in the business community as a "best practice" approach.

New Challenges

A number of challenges not contemplated in the economic strategy suggest a more focussed effort may be required for some strategic priorities:

- Competition for young professionals in Canada and abroad has become far more intense.
- The Port of Halifax continues to lose market share even as competition for Asian traffic intensifies among Atlantic Ports.
- Merger of economic development organizations in Halifax will enable a better focus on strategy implementation.
- Development initiatives in African Nova Scotian communities in HRM have emerged as a persistent and compelling challenge for EDOs working in HRM.
- It has become clear that attitudes toward growth are not well understood. The assumption in the Economic Strategy that economic progress is a good thing is not a universal opinion. Opinions to the contrary appear to be influencing public policy.
- Federal employment has begun to decline in Halifax again after a decade of stability.
- Current controversies related to Nova Scotia's immigration program may harm our potential to attract new immigrants and distract the province from its immigration targets.

Next Steps

Business planning for the upcoming year will need to focus on meeting the challenges posed to date in implementing the priority areas of the Economic Strategy noted above as well as challenges not anticipated at the time the Strategy was developed. For example:

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- A comprehensive “people” strategy needs to be developed in HRM with a dual focus on immigrants and youth. (GHP)
 - A priority setting framework for funding community and cultural infrastructure (currently being developed) needs to be completed and adopted by Council. (HRM)
 - Current efforts to benchmark HRM tax levels and approval processes need to be advanced to a point where HRM is widely viewed as an attractive place for business and development. (HRM)
 - Progressive attitudes towards smart growth and economic progress need to be nurtured through a refocused Partnership communications and marketing initiative. (GHP)
 - Funding commitments for Gateway related sales and marketing activities need to be secured and secure funding for gateway infrastructure priorities need to be established. (GHP/Gateway Council/HRM/Province of NS)
 - A comprehensive African Nova Scotia Initiative focused on HRM needs to be undertaken. (GHP)
 - The development of a DND/Federal Government value proposition needs to be fast tracked. (GHP)

Goal 2: Supercharge our Labour Force

The Chamber’s outcome score card results indicated four of a possible nine red lights in this category.

Implementation Gaps

- Outcomes related to population growth, university enrolment and federal government employment are tracking below targets. In addition, immigration targets set in the strategy may have been far too modest to accommodate expected labour demands. While some initiatives are underway, considerably more effort is required to meet targets.
- Enhanced activities related to retention and attraction of university students have been slow to develop.

New Challenges

- Competition for young professionals and skilled trades has become more intense than the Strategy contemplated. Our success as a community will largely depend on our ability to attract and retain young workers.

Next Steps

In addition to other areas of Strategy implementation, business planning for 08/09 will need to build on the recommendations of the Halifax Handprint for Attracting and Retaining Youth as presented by Rebecca Ryan, Next Generation Consulting. The Partnership will build on creation of Fusion, a Young Professionals Organization, and develop a talent retention and attraction initiative focused on young professionals, immigrants and students making our community a talent magnet for the next generation.

Goal 3: Leverage our Creative Community

The Chamber’s outcome scorecard results indicated four of a possible six red lights in this category.

Implementation Gaps

- Priority setting for major community projects such as construction of a new central library, expanded convention centre, arts cluster, farmers market, etc. needs to be advanced and funding established. These efforts require inter-agency cooperation.

Challenges

- African Nova Scotian development initiatives have emerged as both a constraint and an opportunity for future growth.
- It was contemplated that Commonwealth Games expenditures would help to deal with the community infrastructure gap in HRM.
- The Economic Strategy does not anticipate the extent to which economic sustainability is linked to environmental sustainability and a need to support HRM initiatives aimed at reducing the Municipality's ecological footprint.
- HRM's Community Visioning and Tax Reform initiatives have identified a need to inform communities about linkages between economic growth and community development.
- Emerging growth of the financial service sector offers the potential to add to the vitality of the central business district, but underscores the need for clarity in land use policies.

Next Steps

In addition to other areas of Strategy implementation, business planning for 08/09 will need to focus on:

- Building consensus around the need and funding options for major community projects.(HRM)
- Developing consensus and moving forward on a major African NS initiative in HRM involving three levels of government and the business community. (GHP)
- Working with all partners to ensure the goals of the Economic Strategy mesh with those of environmental sustainability. (HRM/GHP)
- Work more closely with HRM to ensure communities are aware of economic growth drivers and the ways in which economic growth benefits community development. (HRM/GHP)
- Reviewing innovative options for new office space construction in the central business district. (GHP/HRM).

Goal 4: Create a Gung-Ho Business Climate

A good business climate is a key determinate of economic prosperity. The economic strategy identified a number of issues in HRM. Implementation gaps and new challenges have emerged in the last two years. The Chamber's outcome score card results indicated three of a possible six red lights.

Implementation Gaps

- Benchmarking of tax and regulation has occurred and a process to change and improve HRM's competitive position will emerge intended to resonate in the business community as "best practices".
- A joint regional transportation body was contemplated in the economic strategy. It has been established and is proving to be a valuable forum for sharing ideas and forwarding priorities.

New Challenges

- The Federal Government has replaced the previous "New Deal for Cities" approach with a "Building Canada Plan" which balances local and regional needs with national priorities. It is not clear how this new program will address the infrastructure gap in cities which continues to be a major competitive disadvantage for Canada and HRM.
- Gateway infrastructure and marketing issues have emerged as a key development factor for the future growth of HRM.
- High income opportunities related to the financial sector have developed as expected. Lack of premium office space in the downtown has emerged as a constraint on success.

Next Steps

In addition to other areas of Strategy implementation, business planning for 08/09 will need to focus on:

- Building synergies around welcoming initiatives for students, immigrants, and other newcomers. (GHP/HRM)
- Building an investment attraction initiative around distribution and transload opportunities focused on HRM. (GHP)
- Consider other approaches to joint regional transportation planning to pursue Atlantic Gateway and other opportunities (HRM)
- Identifying new options for office space construction in downtown Halifax. (GHP/HRM)
- Deepen the levels of collaboration between HRM and GHP in other areas of mutual interest related to business parks planning/marketing, immigration, attitudes to growth, etc (GHP/HRM)

Goal 5: Capitalize on our Reputation

The Chamber's outcome scorecard results indicated two of four possible red lights in this category.

Implementation Gaps

- The contemplated Quality of Place Council has been slow to develop because of merger issues and financial constraints.

New Challenges

- Attitudes toward growth have emerged as a constraint on the growth process in HRM.

Next Steps

In addition to other areas of Strategy implementation, business planning for 08/09 will need to focus on:

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- Beginning to implement the framework for QOPC (GHP)
 - Developing a major business and community confidence campaign based on the notion that growth is good for our community. (GHP)

APPENDIX

SUMMARY STATUS OF ECONOMIC STRATEGY OUTCOMES

BY

STRATEGY GOAL AREA

STRATEGY GOAL: IMPLEMENT PRIORITIES AND CONVERT RIVALRIES INTO PARTNERSHIPS -- *By 2010, each partner in the HRM's future will work in sync to propel our economy forward in a way that improves the quality of life for every citizen.*

Retooling a city's economy requires teamwork, not rigid bureaucracies and petty turf wars. Working together towards common goals allows all partners in our community –government agencies, non-profits, post secondary institutions, and business – to fully leverage their efforts. The end result: everyone works faster and more nimbly to get the biggest bang for their economic-development dollars. Following is a summary of collaborative initiatives that have been undertaken to deliver on this strategy goal and a progress update on the 11 priority actions.

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Priority 1: Work with all of our partners to identify common values and vision around growing our community. Create an “alignment of strategic intent” and “rules of engagement” to implement this vision.</p> <p>Lead Responsibility: GHP</p>	<p>Collaborative Initiatives:</p> <ul style="list-style-type: none"> • Greater Halifax Partnership launched April 1st (merger of former HRDA and GHP). Public Launch in June (over 500 attended). • Economic Strategy Committee formed May '07 to facilitate alignment needed to implement Economic Strategy. (Committee draws on external stakeholders from private sector, government, universities and community college). • Private sector commitment to economic growth in HRM– as of November 1st, 154 investors have committed \$1.4 million annually, in line with GHP target of \$5 million over 5 years. We expect to exceed our target by end of the year. • Five year service agreement with HRM • Economic Strategy Working Group reformed to support Strategy Committee. 	<p>Collaborative Initiatives:</p> <ul style="list-style-type: none"> • HRM and GHP have entered into a 5-year services agreement that aligns activities and outcomes to Economic Strategy. • HRM Manager of Economic Development works collaboratively with the GHP and both organizations are on respective Senior Management Teams. • Mayor, CAO, Two Councillors are on GHP Board of Directors • CAO is on Economic Strategy Committee • HRM-HRSB agreement on tax rates and supplementary education funding • Joint initiatives with GHP Business Parks' Planning and Marketing • Review of tax impacts on financial service sector considered in Tax Reform project

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Priority 2: Work with businesses, existing ethnic, cultural communities and recent immigrants to attract and retain new immigrants. Lead Responsibility: GHP</p> <p>Priority 3: Develop and promote a compelling business case for retention, expansion and attraction of DND and other federal government offices. Lead Responsibility: GHP</p>	<ul style="list-style-type: none"> Partnerships and funding consortiums have been built to support following initiatives : <ul style="list-style-type: none"> MOU with Halifax Chamber of Commerce MOU with Bluewater MOU with CEED Partnership with Halifax North Community Liaison Committee – Community Investment Fund Partnership with NSCC and BBI – opening of Preston Satellite Office GHP and HRM share joint business planning, budget cycles GHP senior managers participate in HRM SMT meetings Standing meetings with Federal and Provincial Funding Partners <p>Immigration Strategy:</p> <ul style="list-style-type: none"> GHP co-leads Immigration Leadership Council with MISA. Activities under way include Employer Engagement, Awareness, and Welcoming Communities activities. (Detailed below). <p>DND:</p> <ul style="list-style-type: none"> Value Proposition deck has been developed and broader value proposition is under development. Scope has been expanded to include CFB Greenwood in 	<ul style="list-style-type: none"> HRM is preparing an MOU with Port of Halifax to address areas of common interest and concern in regards to port development and land use <p>Immigration Strategy:</p> <ul style="list-style-type: none"> HRM is implementing an Immigration Action Plan and has undertaken various activities (detailed later in this report) Report on Immigration strategic focus area to be presented at future COW session (date TBD) <p>DND:</p> <ul style="list-style-type: none"> HRM preparing an MOU with DND to address communications, development and other areas of common interest HRM is preparing a Harbour Plan which will result in land use policies for development

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Priority 4: Establish new and enhanced maintenance initiatives and standards with a focus on year-round, 24/7 accessibility. Engage through a public/private approach that emphasizes individual and business responsibility and stewardship. Lead Responsibility: HRM</p> <p>Priority 5: Build support and work to fast track social investment projects that are already well advanced. Lead Responsibility: HRM</p> <p>Priority 6: Benchmark tax, regulation and development permit approvals/timing against competing cities. Lead Responsibility: HRM</p>	<p>business case.</p> <ul style="list-style-type: none"> • GHP is a member of the Shearwater Advisory Committee • GHP is a member of the Community Leadership Advisory Committee to the Navy <p>Benchmarking:</p> <ul style="list-style-type: none"> • Work underway to review residential taxes. • Offer to develop a business lead benchmarking of provincial taxes rejected by NS Finance. Internal review underway since 2004. 	<p>around the harbour</p> <p>Maintenance Standards & Safety:</p> <ul style="list-style-type: none"> • HRM has undertaken various initiatives to advance this priority (detailed later in this report) <p>Social Capital Investment:</p> <ul style="list-style-type: none"> • HRM business unit (Infrastructure Asset Management) established to focus on community and capital investment priorities • IAM developing prioritization tool for capital projects identified in Economic Strategy, Cultural Plan, Regional Plan, Community Visioning, etc. • HRM provided support to 2014 Commonwealth Games bid <p>Benchmarking:</p> <ul style="list-style-type: none"> • HRM has supported this priority through the Tax Reform project and has reviewed its planning approvals process (detailed later in this report)

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Priority 7: Bring infrastructure spending to appropriate comparable standards. Lead Responsibility: HRM</p> <p>Priority 8: Work with Nova Scotia trade partners to inform and educate HRM businesses about exporting, identify and assist trade-ready companies to enter new markets. Lead Responsibility: GHP</p> <p>Priority 9: Establish a Quality of Place Council to review existing brand equity in HRM and develop a multi-partner approach to marketing HRM. Lead Responsibility: GHP</p> <p>Priority 10: Work to reduce congestion on the landside movement of container traffic in HRM by exploring alternatives like an inland terminal and using the rail cut for truck traffic. (Develop Halifax Gateway as east coast logistics hub.) Lead Responsibility: Halifax Gateway Council</p>	<p>Awareness & Trade</p> <ul style="list-style-type: none"> • Significant activity through SmartBusiness referrals and Trade Team Nova Scotia. • GHP Member of Trade Team Nova Scotia representing HRM <p>Quality of Place:</p> <ul style="list-style-type: none"> • In October 2007, the Economic Strategy Committee became the de-facto Quality of Place Council and is reviewing an approach to develop a place branding strategy. <p>Gateway Strategy:</p> <ul style="list-style-type: none"> ▪ GHP is a member of Halifax Gateway Council and Gateway Council Executive Committee ▪ Working with Gateway Partners to build Distribution/Transload Sector ▪ Playing a leading role to develop the Halifax Gateway as an East Coast logistics hub. ▪ Steering Committee member on Air Cargo Study ▪ Undertook Building Container Transload Study 	<p>Infrastructure Spending:</p> <ul style="list-style-type: none"> • HRM has supported this priority through its Capital Budget (detailed later in this report) <p>Quality of Place:</p> <ul style="list-style-type: none"> ▪ HRM's service agreement with GHP and associated funding supports the work of the Quality of Place Council <p>Gateway Strategy:</p> <ul style="list-style-type: none"> ▪ Working with Gateway Partners to build Distribution/Transload Sector ▪ Lead on Phase II Inland Terminal study ▪ Policy paper on HRM role in Gateway being prepared ▪ Reviewing options to provide effective ways to support Gateway initiatives ▪ Report on Gateway strategic focus area to be presented at an upcoming COW session (date TBD)

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Priority 11: Support rural economic development by encouraging and providing support services to those individuals and organizations establishing or maintaining businesses in rural areas.</p> <p>Lead Responsibility: GHP</p>	<p>Community Economic Development:</p> <ul style="list-style-type: none"> ▪ <i>Spryfield</i> value proposition prepared to enhance business development prospects. ▪ Value propositions for <i>Sheet Harbour</i> and <i>Preston</i> underway ▪ Support to <i>Sheet Harbour Chamber of Commerce</i> in preparing an infrastructure plan (Waterfront Development/Streetscape) ▪ Concept paper for <i>multi-party charter for African Nova Scotian Community</i> to be completed before the end of November ▪ <i>Preston Satellite Office</i> opened November 8th with partners, BBI & NSCC. Activities and programs in the coming weeks. ▪ <i>Preston Streetscapes</i> - Working with ACOA, NS Office of Immigration and HRM to advance the <i>Preston Streetscapes</i> project with support from communities. ▪ <i>Upper Hammonds Plains, Beechville and Cherry Brook</i> – working with communities to preserve community buildings for CED activities and with <i>Upper Hammonds Plains</i> on a wind energy strategy using community lands. ▪ Working with <i>Africville Genealogy Society</i> to develop a new entity for project implementation related to <i>Africville</i> site. ▪ Application submitted to HRSDC to strengthen local <i>Corporate Social Responsibility</i> through formation of a local council and development of Practice Guide involving Not-For Profits. 	<p>Community Economic Development:</p> <ul style="list-style-type: none"> • CED included as part of Community Visioning • Council approval of \$1 Million Halifax WWTF integration fund to develop a community investment fund

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
	<ul style="list-style-type: none"> ▪ Participated with Province and HRM in planning of <i>Rural Broadband</i> project. ▪ Leading to collaborate with neighbouring <i>RDA's</i> on regional issues and opportunities to combine resources. 	

STRATEGY GOAL: SUPERCHARGE OUR LABOUR FORCE - *By 2010, HRM's bustling job market will compel our young and ambitious to stay and make our community a magnet for highly trained immigrants and expatriates.*

An unemployment rate that is one of the lowest in the country – along with an aging population – means a labour shortage eventually looms for HRM. The best way to head off a crisis: generating upscale, high-salary jobs in growth industries so we can hold onto those whip-smart grads from our plethora of universities, tempt well-educated immigrants, and entice mid-career fast-trackers back home.

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Increase Population Growth</p> <ul style="list-style-type: none"> Rank among the top CMA's with fastest population growth over the next 5 years <p>Improve Employment Growth</p> <ul style="list-style-type: none"> Increase employment growth by more than 10 percent over the next five years <p>Decrease Unemployment Rate</p> <ul style="list-style-type: none"> Reduce the overall unemployment rate by 1 percent over the next five years <p>Enhance Participation Rate</p> <ul style="list-style-type: none"> Rank among the top five CMAs with the highest labour force participation rate 	<p>Talent Retention and Attraction</p> <ul style="list-style-type: none"> Halifax Handprint for Attracting and Retaining Youth developed (500 attended event) Launch of Young Professional Organization – Fusion (Event over 300) (Membership over 500) Make Way for Youth Program to attract youth to rural HRM Attended University Career Fairs in Ontario and Halifax to promote HRM as career destination (over 1000 students) Represented Halifax at Opportunities NS recruitment opportunities in five Canadian cities – focus expatriate new talent to Nova Scotia (over 1000 people attended) Case management of 43 youth in the Eastern Shore focused on training and employment skills. Partnered with Canadian Manufacturers and Exporters and developed Best Practices in Employee Attraction, Recruitment and Retention in Manufacturing. Interactive tool and working guide is now available to business 	<p>Talent Retention and Attraction</p> <ul style="list-style-type: none"> HRM employs 500 youth and trains 500 youth volunteers annually HRM has developed a youth engagement strategy to identify issues and recreation program needs of youth HRM has conducted and participated in job and career fairs HRM is developing a corporate strategy to become an “Employer of Choice”

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Attract More Immigrants</p> <ul style="list-style-type: none"> ▪ Attain 2800 immigrants a year by 2009 <p>Retain More Immigrants</p> <ul style="list-style-type: none"> ▪ Retain 70 percent of new immigrants by 2009 	<p>through organizations' websites.</p> <p>Attract and Retain Immigrants</p> <ul style="list-style-type: none"> ▪ Immigration Leadership Council implementing HRM's Immigration Strategy (co-lead with MISA) ▪ Launching Phase II of Immigration Campaign (radio, TV, print, billboard) Jan 08 ▪ The Partnership is a mandated organization for the Provincial Community Nominee Program -- responded to over 100 potential nominees since January 07. ▪ In October Launched SmartBusiness Aftercare (pilot) Immigration Program -- For those employers who have indicated an interest in hiring immigrants, the Program will aim to help employers better access skilled immigrants and to educate and provide guidance and support as they navigate through the hiring process. ▪ Welcoming Community Committee engaged (community barbecue in August over 200 attended) ▪ Working with two cultural groups to support the attraction and retention of immigrants ▪ HRM Newcomer Welcoming Guide (in partnership with HRM) 	<p>Attract and Retain Immigrants</p> <ul style="list-style-type: none"> ▪ Newcomer Bus Tours (2) in partnership with MISA ▪ Mayors Welcome Letters for New Citizens ▪ National Immigration Policy Committee Membership (shared by GHP and HRM) ▪ Provided venue, logistics for international barbecue attended by 200 newcomers ▪ Draft "Newcomers' Welcome Guide" prepared. Completion by end of '07.

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Increase University Admission</p> <ul style="list-style-type: none"> ▪ Increase admission by 500 a year in HRM for the next 5 years <p>Improve DND Federal Employment</p> <ul style="list-style-type: none"> ▪ Increase defence and federal government presence by 3000 persons by 2010; recover half of the job losses since the 1990's 	<p>Work with Universities</p> <ul style="list-style-type: none"> ▪ Partnership with EduNova, NSBI, and Destination Halifax to develop unified approach to attract international students ▪ Sponsored international student welcome booth at HSIA <p>Improve DND Federal Employment</p> <p>The development of the DND business case has been expanded to include Greenwood assets but has attracted only 1/3 of needed funding.</p>	<p>Work With Universities</p> <ul style="list-style-type: none"> ▪ Roundtable on Community and Cultural Infrastructure with Universities ▪ Implemented Student U-Pass Program ▪ Dalhousie neighbourhood committee to respond to town & gown issues <p>Improve DND Federal Employment</p> <ul style="list-style-type: none"> ▪ Process for MOU with DND underway ▪ Harbour Plan: public consultation- Winter of '08, adoption - Fall of '08

STRATEGY GOAL: LEVERAGE OUR CREATIVE COMMUNITY - *By 2010 the HRM's investments in social and cultural infrastructure will enhance the city's persona as one of the most vibrant and unique communities on the continent.*

Creativity is what drives every dynamic, modern economy. The communities that attract and keep smart, creative, diverse people are the ones that invest their public dollars astutely. The right strategy can give the economy added zip. But strategic investments in things like public art galleries and libraries and green spaces for Sunday picnics and kid's soccer games also help make a city the kind of luminous, liveable place that everyone wants to call home.

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
Increase Public Investment <ul style="list-style-type: none"> ▪ Increase per person public investment to be on par with benchmark cities 	Public Investment: <ul style="list-style-type: none"> ▪ Worked with the community to create the Harbour Solution/Community Investment Fund (CIF) Board. Board created, business plan underway three standing committees formed to deal with Investment, Program/Administration and Communications. One ad hoc committee formed to develop Legal Structure. 	Public Investment: <ul style="list-style-type: none"> ▪ Overall capital budget \$85.6M, an increase of \$9.2M over 2006-07 ▪ In 07-08 projected to receive: <ul style="list-style-type: none"> a. \$14.7 Million MRIF b. \$10.2 in gas tax revenues (up \$2.6M) c. \$11 M from Strategic Transit Program (up \$0.2M) ▪ HRM Council approved \$1M Community Investment Fund for Halifax North WWTF community ▪ Continuation of significant construction activity related to Harbour Solutions <ul style="list-style-type: none"> • Continued Implementation of Streetscapes Program • Capital District Enhanced Maintenance Program • Graffiti Grants to BID's • Expansion of Transit priority measures • New Metro Link service to Clayton Park planned • New public art pieces supported by Capital District • HRM will continue to pursue funding opportunities through PNS and GOC programs such as the "Building Canada Plan" to address infrastructure gaps.

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Enhance Quality Labour Force</p> <ul style="list-style-type: none"> Have the number of people employed with post-secondary degree or diploma at 70 percent within five years <p>Improve Average Income</p> <ul style="list-style-type: none"> Increase average weekly wage to meet the Canadian average within five years 	<p>Labour Force and Increase Weekly Wage</p> <ul style="list-style-type: none"> Led the development of the Financial Services Sector growth strategy now being implemented by NSBI and partner organizations. Focused investment attraction efforts on the attraction of jobs that are higher than average weekly salary in high growth sectors, i.e. financial services, distribution centres. Provided competitive intelligence (in Partnership with NSBI) for attraction and/or SmartBusiness aftercare of new companies locating in Halifax. New companies that have located in Halifax over the past two years include: (denotes projected job creation): <u>Financial Services:</u> <ul style="list-style-type: none"> Flagstone (150) Olympia Capital (150) CITCO Financial (350) Marsh Management (150) Butterfield Bank (400) Meridian Fund Services (50) <u>IT:</u> <ul style="list-style-type: none"> Research in Motion (1200 jobs) Crape Geomatics (75) Paragon Advanced Development (150) Trihedral Engineering (180) 	

Economic Strategy	Activities Supporting Outcome Targets	
Outcome Measures and Targets	Greater Halifax Partnership	Halifax Regional Municipality
<p>Attain High Community Satisfaction</p> <ul style="list-style-type: none"> Benchmarks to be set 	<ul style="list-style-type: none"> IT Interactive (200) <u>Defence & Aerospace:</u> <ul style="list-style-type: none"> L3 Communications (210) General Dynamics (165) IMP Group (350) <u>Distribution/Transload:</u> <ul style="list-style-type: none"> Consolidated Fastfrate (180) <u>Business Process Outsourcing:</u> <ul style="list-style-type: none"> Symcor (130) ADP (175) <p>The average salary of these positions is in excess of \$50k annually.</p>	<p>Community Satisfaction:</p> <ul style="list-style-type: none"> Annual Spring Cleanups Support for more than 70 festivals and events Soft Launch - Good Neighbours, Great Neighbourhoods Campaign Under development – Queen Street, Grand Parade/Province House Land Use Plan Barrington Street Heritage District Plan (tax incentive program being developed) HRM by Design (consultation completed) Community Engagement Strategy developed Cultural Advisory Committee established Various opportunities for citizens to be engaged in HRM Council decisions, committees, Community Councils, etc.

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<p>Increase Support for Economic Development</p> <ul style="list-style-type: none"> • Increase economic development funding over the next five years <p>Increase Visitors to Heritage Sites</p> <ul style="list-style-type: none"> • Increase visitors to heritage sites by five percent a year in five years 		<p>Support Economic Development:</p> <ul style="list-style-type: none"> • HRM Council increased economic development funding to GHP for 07/08 <p>Support for Heritage Sites:</p> <ul style="list-style-type: none"> • Heritage property program provides process to register properties of significance and offers funding for minor maintenance • Financial incentives package being reviewed as part of Barrington Street Heritage District project • HRM's Regional Plan served to guide decision by Province to designate Birch Cove Lakes as wilderness park

STRATEGY GOAL: CREATE A GUNG-HO BUSINESS CLIMATE - *By 2010, HRM will possess the best business climate in Canada, one able to kick-start and grow ambitious new enterprises and attract exciting companies from anywhere on the globe.*

A prosperous economy attracts and supports smart, risk-taking companies and creates the kind of dynamic investment environment that helps everyone in the community achieve their dreams. Competitive taxes, reduced red tape, and improved infrastructure make for a first-rate business climate. So does promoting technology and encouraging innovation.

Economic Strategy		Activities Supporting Outcome Targets	
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Increase Private Investment <ul style="list-style-type: none"> Have private investment above the national average within five years 		SmartBusiness Program: <ul style="list-style-type: none"> From January 1 to October 31, 2007, the SmartBusiness team conducted 275 consultations and generated 180 referrals. 	Support for Private Investment: <ul style="list-style-type: none"> In 2006: <ul style="list-style-type: none"> 4460 permits issued \$696M in new construction 23,000 construction compliance inspections completed working with PNS and GoC, HRM was first NS municipal unit to develop/launch BizPal Facilitated construction permitting for RIM, Dartmouth Crossing projects
Increase Public Investment <ul style="list-style-type: none"> Increase per person public sector investment to be on par with benchmark cities within five years 		Other Private Investment Initiatives: <ul style="list-style-type: none"> The Partnership is currently working on a study to benchmark the use of incentives in other jurisdictions. 	Business Park Investment: <ul style="list-style-type: none"> 3 tenders issued to develop 70 acres in Phase 12 - Burnside Transload/Distribution logistics sector established in Burnside (Consolidated FastFrate) RFP to undertake Business Park Functional Plan awarded Joint marketing and promotion of Transload Logistics Park with the Partnership and Gateway partners
Grow Commercial Tax Base <ul style="list-style-type: none"> Attain growth averaging three percent a year in five years. 		<ul style="list-style-type: none"> The Partnership will undertake best practices research on other communities and how they have improved the availability and access to venture capital. <i>Urban Design Task Force</i> - advised the Task Force on key stakeholders to include at consultations involving business interests, and have undertaken some presentations in support of HRM efforts 	

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<p>Set Competitive Commercial Taxes</p> <ul style="list-style-type: none"> Have commercial tax rates consistent with an average of benchmark cities within five years <p>Grow Employment in Capital District</p> <ul style="list-style-type: none"> Attain growth of 1000 jobs within five years <p>Improve Decision Times for Construction Projects</p> <ul style="list-style-type: none"> Achieve appropriate decision times for major projects that are below the average of benchmark cities within five years <p>Enhance Access to Broadband</p> <ul style="list-style-type: none"> Reach 100 percent broadband access within five years 	<p>Support Capital District Part of the Partnership's investment attraction activities designed to support growth in high wage, high growth sector companies, e.g. Growing the financial services cluster.</p>	<p>Commercial Tax Competitiveness</p> <ul style="list-style-type: none"> Sensitivity analysis is part of Tax Reform project Initiated Municipal Tax Reform project <p>Support Capital District</p> <ul style="list-style-type: none"> \$2 M invested annually in commercial streetscape improvements Support to 6 BIDs with emphasis on the Capital District Established a series of benchmarks to understand HRM's commercial tax burden <p>Approvals Decision Times:</p> <ul style="list-style-type: none"> Benchmarked Planning timelines to comparable jurisdictions and identified ways to decrease times - plan for short to long term action being implemented Additional planning staff resources hired to address backlogs HRM by Design positioned to clarify current discretionary approvals process and timelines <p>Rural Broadband:</p> <ul style="list-style-type: none"> HRM is managing a P3 process to extend broadband to rural areas - Service to 45 rural communities by Jan, '08 representing 98% coverage for HRM. Remaining 2% (2700 rural addresses) to be addressed via PNS commitment to achieve 100% by '09

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Reduce Crime Rate <ul style="list-style-type: none"> Decrease crime rate per 100,000 so it is below the average of similar Canadian cities within five years 		Crime Prevention Initiatives: <ul style="list-style-type: none"> Mayor's Roundtable on Violence Additional police staff hired Advocacy via IG Affairs re: legislative, other changes Planning approvals for new construction integrate CPTED (Crime Prevention Through Environmental Design) review Violent crime down 12.4% & property crime down 18.7% HRM wide Regular attendance by Chief of Police, HRP at neighbourhood, community meetings

STRATEGY GOAL: CAPITALIZE ON OUR REPUTATION - *By 2010, HRM's renown as one of the continent's great cities – a beautiful, immensely liveable place that teems with history and creativity – will draw top-drawer companies and people to our community.*

The cutthroat competition for business and tourism dollars and the best and brightest in the labour pool isn't won by accident. A fiercely business-friendly image celebrates our distinctiveness and sets us apart from our rivals. By promoting our advantages – a large creative class, a well-educated work force, and a superb life-style – we demonstrate pride in our city and solidify our identity as a business and commercial center.

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Improve Business Confidence <ul style="list-style-type: none"> Improve business confidence over the next five years so that it is the highest in Atlantic Canada 	Business Confidence: <ul style="list-style-type: none"> Business Confidence in Nova Scotia is steady (CFIB) and ahead of other Atlantic Provinces. HRM businesses are generally confident about the future. Many Partnership marketing activities are designed to maintain and enhance business confidence. The Partnership is currently refining growth messaging and development advertising collateral to support labour market development (youth and immigration) There is a need to broaden the scope of our communications to include community confidence and the delivery of “growth is good” messaging and overarching campaign for spring 2008. 	Business Confidence: HRM plays a key role in fostering business confidence through various means, including: <ul style="list-style-type: none"> Adoption/ownership of the Economic Strategy Adoption of clear policies, regulations Streamlining business and approvals processes Fair and consistent procurement practices Setting competitive tax rates Fostering vibrant, liveable communities where businesses and people can thrive
Enhance Brand Recognition <ul style="list-style-type: none"> Improve brand recognition of HRM in national and international markets 	Brand Recognition: <ul style="list-style-type: none"> In October 2007, the Economic Strategy Committee became the defacto Quality of Place Council and is reviewing an approach whereby a Working Group led by CEO of Destination Halifax will 	Brand Recognition: <ul style="list-style-type: none"> HRM plays a key role in enhancing HRM brand recognition by way of: <ul style="list-style-type: none"> Providing investment in Destination Halifax, Events Halifax, GHP, and Trade Centre Ltd.

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<p>Increase Room Nights Sold</p> <ul style="list-style-type: none"> ▪ Increase by five percent a year <p>Foster Greater Awareness of HRM as a place to do business</p> <ul style="list-style-type: none"> ▪ Increase by an average of five percent a year, over the next five years in the number of hits to HRM business development organization websites 	<p>begin the work to define a plan for a place branding strategy for Halifax.</p> <ul style="list-style-type: none"> • The Partnership is working with HRM to review its Sister City (Twinning) Policy <p>Awareness of HRM as Business Location:</p> <ul style="list-style-type: none"> • November 07 research will commence on a project surveying growth attitudes in HRM. • The Partnership website is trending towards a 10% increase in web traffic over 2006. From January to October over 286,000 visitors and 3.8 million hits. With an average visit time of five minutes, the site is a valuable resource to local and international visitors. 	<ul style="list-style-type: none"> ▪ Membership on Quality of Place Council ▪ Sister Cities program ▪ Maintaining high credit ranking on Standard & Poors' and other indices <p>Increase Room Nights Sold</p> <ul style="list-style-type: none"> ▪ HRM is a funding partner of Destination Halifax, the Municipality's destination marketing arm ▪ Many of the festivals and special events such as concerts serve to support room sales <p>Awareness of HRM as Business Location:</p> <ul style="list-style-type: none"> ▪ HRM is partnering with the Partnership on the survey of growth attitudes ▪ HRM is benchmarking tax levels and approvals processes against other jurisdictions