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## **Item No. 3 (ii)**

**Halifax Regional Council  
November 27, 2007**

**TO:** Mayor Kelly and Members of Halifax Regional Council

A handwritten signature in blue ink, appearing to read "Stephen Dempsey".

**SUBMITTED BY:** \_\_\_\_\_  
Stephen Dempsey, President & CEO, Greater Halifax Partnership

**DATE:** November 21, 2007

**SUBJECT:** Greater Halifax Partnership Update & Council Focus Areas

### **INFORMATION REPORT**

#### **ORIGIN**

On June 19, 2007, HRM Council approved a service agreement with the Greater Halifax Partnership which requires the Partnership to provide Council with regular updates on activities and initiatives.

Reporting requirements include; quarterly reports to Council, monthly reports to HRM's Senior Management Team (SMT) on Partnership activities and initiatives, and regular attendance at SMT meetings to ensure coordination of activities.

The Partnership's first President's Report, covering the period from April 1, 2007 to June 15, 2007, was submitted to Council on June 28, 2007. The second quarterly report for the period June 15, to October 15 is attached to this report.

## **BACKGROUND**

The Halifax Regional Economic Strategy was unanimously approved by HRM Council in October 2005. The Greater Halifax Partnership is responsible for the implementation of the Strategy, ensuring alignment of the many partners responsible for delivering activities and performing many actions under to Strategy.

On March 1<sup>st</sup> 2007, the Halifax Regional Development Agency and the former Greater Halifax Partnership merged to form the existing Greater Halifax Partnership.

## **DISCUSSION**

Reports and presentations have been made on each of Council's four Focus Areas at recent Committee of the Whole sessions. Given the broad scope of the Economic Strategy and the extent of involvement by various stakeholders in its implementation, a separate report and presentation have been developed jointly by GHP and HRM on this strategic initiative. A similar approach will be undertaken for other strategic initiatives such as the Immigration Action Plan and the Atlantic Gateway.

GHP and HRM staff will present information on the progress of economic strategy implementation, business plan framework and priorities for the upcoming year at the November 27th Committee of the Whole session.

Additionally, an Economic Strategy Committee, led by Mr. Dick Miller, has been struck by the GHP board. This oversight committee represents all interests involved in the implementation of the Economic Strategy and has two roles. One is to encourage and facilitate alignment among the many groups responsible for delivering activities under the Halifax Region Economic Strategy and the other is to set priorities for actions under the Strategy. Arrangements are being made for Mr. Miller to present a brief update on the work of his committee at an upcoming regular session of Council.

## **BUDGET IMPLICATIONS**

There are no budget implications associated with this report.

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

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

**ATTACHMENTS**

Greater Halifax Partnership - President's Report for the period June 15 to October 15, 2007.

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

Report Prepared by : *Jonathan Wilkie*



## PRESIDENT'S REPORT

### Our mission:

The Greater Halifax Partnership works to:

- Keep and develop business
- Attract new investment
- Strengthen our community

...To create economic growth and prosperity for Greater Halifax

### Our vision:

Our people are our community. We will improve and empower the lives of every citizen by building a prosperous, dynamic, globally competitive economy where creativity and risk-taking can flourish alongside a quality of life that's the envy of the world.

The Greater Halifax Partnership leads economic growth in Greater Halifax. Our focus is our businesses, our people and our community. Accessing the latent power of partnerships and creating innovative approaches to drive economic growth is what we're all about.

I would like to highlight four events that occurred in the last month in which the Partnership played a leading role in bringing together **over 1,000 people**. The **Building Our Future luncheon with Rebecca Ryan**, the **launch of Fusion Halifax**, our **Preston office launch** and the **Reverse Trade Show** not only provided informative information, they provided excellent networking opportunities for our young professionals (YPs), members of our business community and members of the community at-large. More importantly, these events build business confidence and influence attendees to see the potential in Greater Halifax. The potential to retain our Young Professionals, attract and retain more immigrants, and the potential for our communities to grow.

As you will see in this report, we have aligned our actions with our goals, goals that are shared with the Halifax Region Economic Strategy. The following is a comprehensive list of actions from June 15<sup>th</sup> to November 15<sup>th</sup>.

**GOAL: SUPERCHARGE OUR LABOUR FORCE** - *The Greater Halifax Partnership will work to increase the number of high-quality jobs and new investment that come to HRM.*

With a consistently low unemployment rate and an aging population, a labour shortage is looming in HRM. The best way to head off this potential crisis is generating upscale jobs in high-growth industries and working to attract and retain immigrants and youth.

## IMMIGRATION

### Awareness Campaign

- Based on recent discussions with MT&L Public Relations Limited, we have decided to take an enhanced approach to delivering the Immigration Awareness Campaign. The components of the campaign have not changed, however, the messaging that will flow through the various campaign pieces has. MT&L has come

back to us with an idea of developing an **over-arching “growth is good” campaign theme** that will allow us to meet our in-kind media utilization targets and that could then continue to be implemented for a multimedia advertising campaign during 2008, and possibly beyond. This approach will also be tested in the community using both qualitative and quantitative research.

- Four potential areas of focus with respect to growth for Halifax (youth, immigration, financial services, and the Gateway) have been identified. The development of an overall theme will provide a consistent and recognizable brand for us to effectively build sub-brands and ultimately add to the success and buy-in of both strategies (in-kind and multimedia advertising).
- Work is underway in **implementing an in-kind media utilization strategy** that will run until the end of our fiscal year. This includes print ads, a 30 second television commercial, radio spots and billboards.
- Following this in-kind strategy, we will be moving forward with the development of a broad-based multimedia advertising campaign that will focus on increasing the level of public awareness around the benefits of economic growth.

#### **Nova Scotia Nominee Program**

- The Greater Halifax Partnership is a mandated Community Identified Organization. Since January 2007, the Partnership has received **100 requests for assistance in the nominee program**. Seventeen letters of identification have been prepared and we are supporting twelve candidates as they are currently preparing for their letters. Twelve have been referred to the Skilled Worker program with a list of contacts/web sites to help them find work.

#### **Immigration Settlement Program**

- Our Immigration Employer Support Program helps employers gain access to skilled immigrants by providing guidelines, information and support as they navigate through the hiring process. For those employers who have indicated recruitment challenges, the program will provide the employers with information on the opportunities and benefits of hiring immigrants and how to begin the process. The first phase of the program started on October 1, 2007. The Coordinator of the program has contacted government agencies such as the Nova Scotia Office of Immigration, and service providers involved in the support of immigrants and employers, such as MISA and HILC. Flow charts have been designed for 10 immigration categories to help employers understand the process of immigration under each category. The second phase started on November 1, 2007 and it includes contacting employers from SmartBusiness visits, meeting with them and explaining to them how to hire immigrants and the different aspects involved in the process of immigration as well as the benefits of hiring foreign workers.

#### **Welcoming Communities Committee**

- A Welcoming Community Committee is made up of recent immigrants, whom we have supported through the Provincial Nominee Program. The committee is in the process of planning an event in the months to come in partnership with representatives of the African Nova Scotian community and the business community.
- The Partnership will be presenting our Welcoming Communities model at the HRM Volunteer Conference in November.

#### **HRM's Newcomers/Welcoming Guide**

- The Partnership is partnering with the Halifax Regional Municipality to develop a newcomers/welcoming guide for HRM. Once complete a link to the guide will be posted on both the Partnership's and Halifax Regional Municipality's web sites. Printed copies should be available by the end of November.

## YOUTH STRATEGY

### Make Way for YOUth

- In September, Partnership Staff and Colchester staff, attended a number of university career fairs in Ontario and Halifax, seeking Nova Scotia youth interested in returning to rural Nova Scotia. Universities visited include: Queen's University, University of Guelph, University of Waterloo, Sir Wilfred Laurier and Conestoga College.

### Halifax Career Fairs

- Career fairs were held at Dalhousie, Saint Mary's and Mount Saint Vincent University this past September, attracting 160 registrants interested in the *Make Way for YOUth* program, as well as exploratory visits, which begin in early 2008.

### Nova Scotia High Schools

- Staff met with administration at four rural high schools in Greater Halifax this fall to arrange visits with students and to create awareness of the *Make Way for YOUth NS* program.

High schools visited include:

- Duncan MacMillan High School, Sheet Harbour
- Eastern Shore District High School, Musquodoboit Harbour
- Sir John A. MacDonald High School, Upper Tantallon
- Musquodoboit Rural High School, Middle Musquodoboit

### Youth Conferences

- Staff of *Make Way for YOUth NS*, attended the Place aux Jeunes Annual Conference in Mont-Tremblant, Ontario from October 16-18, 2007 and the Models Program Conference in Gatineau, Quebec from October 22-24, 2007. The Models Program is designed to provide a forum to exchange information, share successes, and discuss long-term sustainability of rural development programs.

### Networking

- In November, staff joined Opportunities Nova Scotia on a five-city road trip, Toronto, Mississauga, Calgary and Edmonton. Opportunities Nova Scotia is about creating opportunities for Nova Scotians to work at home, and help expatriate new talent to Nova Scotia.
- Another networking opportunity connecting job seekers with potential employers is scheduled for December 20, 2007.

### Reaching Out To Youth At Risk

- The Manger, Youth Services is currently case managing forty-three youth. In September and October, six youth enrolled in post-secondary education and two have secured employment. Also, in September, one youth received significant funding to attend post-secondary (trades at NSCC, Akerley) under the skills development program through Service Canada.

**GOAL: LEVERAGE OUR CREATIVE COMMUNITY** - *The Greater Halifax Partnership will continue to generate economic growth by attracting, embracing, and encouraging creative people and Immigration that are at the centre of economic prosperity.*

Creativity is what drives a dynamic, modern economy. The communities that attract and keep smart, creative people are the ones that invest their public and private dollars astutely. The right strategy and strategic investments in

communities can give the economy added zip and help make HRM the luminous, livable place that everyone wants to call home.

## COMMUNITY ECONOMIC DEVELOPMENT

### Harbour Solution/Community Investment Fund (CIF)

- The Partnership continues to work with the Community Investment Fund Board. The Community Investment Fund board has **begun work on its first business plan** and is also looking at governance structure options which will provide responsible management, relevant programming and long term public accountability. The CIF board is attentive to the due diligence required when setting up a community investment fund with public money. The CIF board is also aware of the need to move ahead expeditiously. It is a challenging balance to strike.
- With the goal of efficient decision making, the **board has formed three standing committees** dealing with Investment, Program/Administration and Communications. One adhoc committee dealing with Legal Structure has also been formed. These committees will research options and develop recommendations for the board. The issues are fundamental to the success of the fund and will be key components of a finalized business plan. For example, the adhoc Committee on Legal Structure will be tasked with researching and recommending an appropriate legal structure for the CIF.
- On **December 14, 2007, the Halifax Waste Water Treatment Facility will be officially opened**. As the capital for the CIF comes from the Harbour Solutions Project, the CIF will also be announced to the community on this day. The Communications Committee is fine tuning its communications plan and working to put it in place for this day.

### Project Development - Regional Growth Action Team

- The Partnership is looking at leading efforts to collaborate with neighbouring RDAs on regional issues and opportunities best impacted through combined resources. This has begun with research into regional assets which would be impacted by a regional approach to development. During the initial phase, informal discussions will be held with nearby RDAs to further develop of this idea. It is anticipated that the research and development of the project will be completed by early December to allow for the project proposal writing phase to begin.

### Sheet Harbour Chamber of Commerce

- The Chamber's Waterfront Development project is currently proceeding, with design assistance being provided by Ekistics. The initial stages include **community consultation and development of an overall concept plan** establishing priority infrastructure, and linking the waterfront with the main commercial strip of the village. This initial concept plan stage will be immediately followed up with development of working drawings for (anticipated) actual implementation set for the summer of 2008. Over fifty people were in attendance for the initial consultation session November 7th.

### Spryfield Business Commission

- The **development of a customized business case for the Spryfield community has reached second draft stage**, and will be refined further into final copy after discussions with the Spryfield Business Commission Board on November 13th. The inclusion of a principal site (South Centre Mall) targeted for potential re-development through the application of the business case is identified as the principal topic for discussion with the Board.

### African Nova Scotian 'Charter' - Multiparty Agreement

- The concept paper for the charter will be completed before the end of November, in time for a meeting with a selected reference group, who will review the concept and frame the process for the way forward.

### Satellite Office in Preston

- The Greater Halifax Partnership Preston Area Satellite Office had a **successful Grand Opening on November 8, 2007** with over 50 people in attendance. All three levels of government and members of the community were in attendance as well as the President of the NSCC, Dr. Joan McArthur-Blair and BBI's CEO, Rustum Southwell. Our partners, the Black Business Initiative and the Nova Scotia Community College, will begin activities and programs in the space in the coming weeks.

### Africville Genealogy Society (AGS)

#### Board and Proposal Development

- The Partnership is working with identified leading members of the AGS in the area of project development for a newly created entity. This stage will require that the newly-identified members of the proposed Community Trust assess and determine the most effective Board structure for project development and ongoing operations; as well as begin the process of project proposal development and negotiations with committed stakeholders and potential funders.

### Corporate Social Responsibility Application

- A funding proposal "Sharing Innovation in the Not-for-Profit Sector" has been submitted to Human Resources & Skills Development Canada. The proposal is focused on strengthening local corporate social responsibility efforts through the formation of a local council and the research & development of a Practice Guide involving Not-For Profits.

### Development of Broadband Services for Rural Halifax Regional Municipality

- Halifax Regional Municipality's project to deliver Broadband services in rural portions of the Municipality continues. Aliant, in particular, is moving forward to meet a December date for completion of activity in the eastern region of the Municipality. Provincial review of submissions for extending coverage to 100% of all households / addresses will occur in mid-September.

**GOAL: CREATE A GUNG-HO BUSINESS CLIMATE** - *The Greater Halifax Partnership will uncover and address challenges, needs and opportunities that affect the growth or potential loss of jobs for businesses operating in HRM.*

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. Helping businesses break down barriers to growth, encouraging innovation and promoting technology make for a first rate business climate – one where companies can expand and is attractive to outside investment.

## BUSINESS DEVELOPMENT

### Investment Campaign Update

- Last year, the Partnership set a very aggressive \$5 million over 5 years target for the investment fund to demonstrate long-term commitment from our private sector investors. We are nearing and **expect to exceed our target of \$5 million by the end of the year**. Of our 154 investors, 106 have renewed so far this year with the vast majority of those committing support to 2012.
- As we move toward the beginning of 2008, the Partnership is nearing the start of the renewal cycle for the multi-year commitments. Therefore, it becomes increasingly important to maintain strong visibility for the Partnership's actions and results.
- It is our sense that our investors are looking for strong leadership from the Partnership on important issues that are critical to our economic growth right now. These include labour, immigration, urban design, Gateway and



Transload. While these are very complicated issues requiring many organizations to work together, it is essential that the Partnership takes a very active, aggressive and public approach.

- Clarity of focus and strong leadership is what the business community is looking for from this organization. It is imperative that we deliver on what we very publicly stated on June 22<sup>nd</sup> at the Partnership's launch event. Investors have made it clear that their continued financial support is contingent on strong positioning and visibility on key issues.

#### **SmartBusiness Metrics**

- From January 1 to October 31, 2007, the SmartBusiness team conducted 275 consultations and generated 180 referrals.
- Since SmartBusiness first launched in 2004, the team has completed 1,426 consultations with senior business leaders in Halifax and generated 876 referrals on behalf of these businesses to assist in overcoming barriers to growth. Of these referrals, 776 are now closed.

#### **SmartBusiness Action Team**

- SmartBusiness continues to meet with members of its Action Team on a one-on-one basis to discuss current referrals and learn about any new offerings available from service providers. Meetings have been held with half of the 28-member Action Team over the past months.

#### **Urban Design Task Force**

- The Partnership continues its active involvement with HRM's Urban Design Task Force and HRM by Design, the municipality's 18-month public consultation project geared towards establishing new design and development criteria for the downtown. Partnership Staff have been active participants in the fourth and final public forum that took place the week of September 10th.

#### **Investment Attraction – Funnel Status**

- 46 Qualified Leads in the funnel
- 15 Priority Leads
- The Investment Attraction targets/Closes are on track for March 31, 2008.

#### **Financial Services Update**

- Over the last couple of months, the Partnership have provided one-to-one financial service briefings to the following companies:
  - Royal Bank
  - Scotiabank
  - CIBC
  - Credit Union Atlantic
  - Insurance Bureau of Canada
  - BDC
  - ING
  - Halifax Chamber
  - Manulife
  - Admiral Insurance
- The objective of the meetings were to share the findings of the report as well as to receive feedback on doing business in this sector in Halifax and ways that we can work together to ensure continued growth.

- It is expected that briefings will also be held with the Provincial government and any feedback collected from the individual companies will be shared and discussed. The Financial Services strengths and weakness document is now posted to the Greater Halifax Partnership website.

#### **Halifax Reverse Trade Show**

- The Greater Halifax Partnership and Nova Scotia Economic Development co-hosted the third annual Halifax Reverse Trade Show on October 30. Held at Saint Mary's University, this event is part of the province's Supplier Development Program where private sector businesses are invited to stop by government display booths and meet buyers at the municipal, provincial, and federal levels as well as from institutions like schools and hospitals. It is an opportunity for businesses to build relationships with government purchasers and become more competitive in selling goods and services to the public sector.
- This year's Reverse Trade Show **proved to be the most successful to date with 250 people** coming through the doors to talk one-on-one with exhibitors representing 20 different government departments. For the first time, in addition to Nova Scotia, purchasers from the governments of New Brunswick, Prince Edward Island, and Newfoundland and Labrador also participated in the show. Other well-received firsts were a Q&A session between senior representatives from Nova Scotia's procurement office and a group of SmartBusiness clients with questions and concerns about the procurement process as well as a presentation delivered by Kerr & Nadeau titled *Value-Added Strategies for Improving Success Ratios in Government Contracting* that focused on best practices businesses can adopt to increase the potential for winning public sector tenders.

#### **Business Education/Workshops**

- The Partnership is working with the Blue Water Community Business Development Corporation and the Centre for Entrepreneurship, Education and Development to develop and carry out small business workshops. There are three levels of workshops. We've hosted our first workshops for those considering small business as an option. These are on a two-week rotation. One of which will be held at our new East Preston office on November 28th. In September, we held our first workshop for owners of new businesses, which focuses on marketing, sales, legal issues and accounting. The next of this series will be in **Tantallon on November 20th to 21st**. The third level of workshops will target the more experienced business owners and will cover customized topics in more depth. There are two sessions planned for this winter, sales/customer relationship building and another on succession planning.

#### **Building Our Future with Rebecca Ryan – Measuring the Greater Halifax Handprint**

- On October 18th, **more than 450 people** came together at the Cunard Centre for the Partnership's Building Our Future event, "Measuring the Greater Halifax Handprint." Rebecca Ryan, founder of Next Generation Consulting Inc. (NGC) discussed her findings of Greater Halifax's strengths and liabilities with respect to attracting and retaining the next generation.
- Since our success as a city depends on our young professionals (YPs), we engaged NGC to determine what matters most to young professionals when determining a place to live. A **survey conducted among nearly 700 young professionals** and other data, allowed NGC to 'handprint' Greater Halifax with respect to what YPs look for in a community in seven indexes - Vitality, Earning, Learning, Social Capital, Cost of Lifestyle, After Hours, and Around Town.
- The survey, commissioned by the Greater Halifax Partnership, outlines a number of challenges faced by YPs in our community and those who have left. They include:
  - Only 58 per cent of YPs believe Halifax is a community in which they can afford to live, work, and play;
  - Only 31 per cent of YPs believe Halifax offers a broad range of employment and entrepreneurial opportunities;
  - Halifax YPs say family and quality of life keep them here or has convinced them to move back;
  - Lack of career growth is the number one reason YPs leave Halifax.

- Based on her findings, Greater Halifax is a good city right now for YPs. We've got a healthy economy that's growing at a solid rate. We score well on the things that knowledge workers are looking for in a place to live. But, good isn't good enough. We're striving for great.
- At the Partnership we want to ensure that YPs have as many choices as possible. We live in a globally competitive environment, and we will take nothing for granted. With the help of investors like you, we are committed to making this the best city in Canada to build lives and careers.
- If you would like a copy of the **executive summary** or a **full copy of the report**, please contact Peter Moorhouse ([pmoorhouse@greaterhalifax.com](mailto:pmoorhouse@greaterhalifax.com)) or Jody MacArthur ([jmacarthur@greaterhalifax.com](mailto:jmacarthur@greaterhalifax.com))

#### **Greater Halifax Partnership Sign Memorandum of Understanding with Centre for Entrepreneurship Education and Development (CEED) and Blue Water Business Development Association**

- The Greater Halifax Partnership, Blue Water and CEED have signed a Memorandum of Understanding centering on economic development opportunities for Halifax Regional Municipality. Through this agreement, the organizations will **identify joint opportunities that will bring economic benefits to these communities**. The organizations, which are actively engaged in the development of small business, have worked closely together in the past.
- The Memorandum of Understanding lays out **eleven initiatives** that aim to strengthen the resources available to businesses in Greater Halifax. From research and analysis services to information sharing and workshops, the Greater Halifax Partnership, Blue Water and CEED will work together for the benefit of small business.

#### **Fred Morley to be on IEDC Board of Directors**

- Senor VP and Chief Economist, Fred Morley will officially become a board member on the IEDC (International Economic Development Council) Board of Directors this December. IEDC is the world's largest professional organization for economic development practitioners. Based in Washington, this organization has more than 4,500 members across the United States, as well as Canada, Europe, Australia, New Zealand, and other nations. This appointment will provide the Partnership access to leading individuals involved in site selection and innovative practices in economic development.

#### **NSARDA Conference**

- Staff attended the Nova Scotia Association of Regional Development Authorities conference on October 10-12<sup>th</sup>. A presentation was made by Brad Smith on the BREI Model. The next AGM will be hosted by the Partnership and will be held in Halifax next Fall.

**GOAL: CAPITALIZE ON OUR REPUTATION** -- *The Greater Halifax Partnership will continue to promote HRM as a centre of excellence and world-class destination for businesses looking to grow or relocate and people looking for a great place to live and work.*

The cutthroat competition for business investment and the best and brightest workers isn't won by accident. A business-friendly image celebrates our distinctiveness and differentiates us from our rivals. By promoting our assets – a large creative class, well-educated workforce and a superb lifestyle, we demonstrate pride in our city and solidify our identity as a business and commercial centre.

#### **BUILDING CONFIDENCE**

##### **Community Consultation Session**

- On Thursday, September 13<sup>th</sup>, the Partnership convened a small group of committed individuals, representing a cross-section of our community, for a **discussion about what can be done to help Greater Halifax grow and define growth in such a way that everyone is pulling in the same direction.**

- An interesting, enlightening and passionate discussion ensued. We will be using the comments to inform our thinking, activities and messages in the upcoming months.
- Specifically, we have used the **results to form the basis of our growth-related messaging**. As well, we have shared the results (in aggregate form) with our creative partner MT&L as they develop our creative brief and marketing items as part of our in-kind utilization strategy that will be running until the end of the fiscal year. This **"growth is good" message** will also be tested in the community using both qualitative and quantitative research methods.

#### Partnership Named One of Ten Top Canadian Economic Groups

- In September of 2007, The Partnership was **named one of the Top 10 Canadian Economic Groups**. The ranking, developed by **Site Location Magazine**, was designed to recognize the power of local economic development in creating jobs and an enhanced quality of life. It also featured several per capita measures derived from New Plant Data.

#### Halifax Chamber Off-Site Retreat

- Both Stephen Dempsey and Chris Huskilson, Chair of the Board of Directors attended the Chamber's Off-Site retreat on **October 4th at the Digby Pines**. The Chamber invited the Partnership to the afternoon session to provide an update on the Economic Strategy and, specifically, to address accomplishments, gaps and progress against the outcomes and to discuss the go forward plans.

#### Joint meeting with the Business Commissions

- A joint meeting was held on **October 30th** between the Partnership and the three business commissions - Paul MacKinnon, Downtown Halifax Business Commission, Tim Olive, Dartmouth Business Commission and Bernie Smith, Spring Garden Road Areas Business Association. Prior to the meeting, the Partnership **asked the Commissions to provide their top 5 priorities** for discussion at the Joint meeting. An outcome of the meeting was that a joint submission on the top five priorities was developed. This will be an **area of focus for the Economic Strategy Committee**.

#### Joint Meeting of the Halifax Chamber and the Partnership

- As a requirement under the Memorandum of Understanding, a Joint Meeting of the Chamber and the Partnership took place on **October 31st**. In addition to agreeing on the proposed MOU, which will be provided to the Board for review and approval at the November 22nd Board meeting, the Partnership provided an update to the Chamber on the Economic Strategy on the progress against the outcomes. The Chamber provided an update on the Chamber's Scorecard. In attendance from the Chamber was Valerie Payn, President & CEO; John Rogers, Chair; and Kim West, Board Member. In attendance from the Partnership was Stephen Dempsey, along with Chris Huskilson, Chair; Colin Dodds, Vice Chair; and Dick Miller, Chair, Economic Strategy Committee.

#### Colchester Diversity Symposium

- At the request of the Planning Committee for the symposium, Stephen Dempsey attended the Colchester Diversity Symposium on **November 1st**. Stephen **spoke about diversity** and its importance and diversity means to the city socially and economically. He also spoke about the **work the Partnership has done with both Richard Florida and Rebecca Ryan** and lastly, he addressed the **labour market challenge**. The target audience of the event included community leaders, business leaders, service providers and community groups.

#### Norfolk/Halifax Sister City

- A delegation from Norfolk (our sister city) visited HRM from October 3<sup>rd</sup> to 7<sup>th</sup>.

#### The Canadian Chamber of Commerce (CCC)

- Stephen Dempsey as past chair of the APCC becomes a member of the CCC effective September 2007 for a one-year term. The CCC is the national leader in public policy advocacy on business issues with the goal to foster a strong, competitive economic environment that benefits Canada and all Canadians. They are the national and international voice for Canada business. The first meeting was held in Toronto from September 14th - 17th.

**GOAL: CONVERT RIVALRIES INTO PARTNERSHIPS** - *The Greater Halifax Partnership will work in partnership with other organizations that have a role to play in securing the region's long-term fiscal health and lifestyle.*

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, non-profit, education and business to fully leverage their efforts. Better alignment makes for faster progress, streamlines duplication and ensures we get the biggest bang for our limited economic development dollars.

## INVESTMENT & TRADE

### Halifax Gateway

- Staff have been involved in the following activities related to Gateway since the last President's report:

#### Request for Proposal – Atlantic Liquor Board

- The Nova Scotia Liquor Commission (new RDC) was **identified as the number one lead** out of the Greater Halifax Partnership's "*Building the Container Transload Sector in Halifax*" study which was completed in May of 2007. Since the completion of this document, the transaction team (Greater Halifax Partnership, Halifax Port Authority and the Halifax Gateway Council) have advanced this lead to the point of an RFP being issued for the feasibility study of building a new Regional Distribution Center. The RDC would potentially handle imported product through the Port of Halifax, to service the four provinces – the four regional Atlantic Liquor Boards (Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland.)
- The objectives of the current Request for Proposal are the following:
  - To determine the benefits of establishing a regional distribution center (RDC) for imported product.
  - To validate the overall supply chain benefits.
  - To develop a RFP for private sector operators of an RDC if that is the selected direction of the ALB determined in 1 and 2 above (this could potentially lead to a new build facility).

#### Marketing of Land in Burnside Industrial Park

- Staff have been working very closely with HRM staff from the Business Parks office to create a sales document for the **marketing of specific lands** set aside for Logistics/transload use in Burnside Phase 12-2. This land will have its own identifier – Atlantic Gateway – Halifax Logistics Park. The Greater Halifax Partnership has the lead on the marketing of this land to the logistics sector. The size of this land is approximately 100 acres.
- Presentations continue to take place to various target organizations for "transloading" of cargo. These include large courier companies, trucking/logistics companies, rail and retail. On **November 23** staff will deliver a **presentation** in cooperation with the Halifax Port Authority and the Halifax Gateway Council to existing local (logistics) operators identifying the opportunity and presenting the new land options now available through the Atlantic Gateway – Halifax Logistics Park. At present time there are approximately 15 – 20 people confirmed to attend this presentation at the Ramada Burnside.

### **Economic Strategy Committee**

- The Committee met again on **November 5th** where **presentations** were made by lead organizations (ACOA, Department of Economic Development, Halifax Regional Municipality, Destination Halifax, NSBI and the Partnership) to outline accomplishments, gaps and progress against outcomes and priorities. **One new member** has joined the Committee - **Ms. Pat Lyall** with Destination Halifax. We are pleased to have Pat join the Committee as she will provide invaluable insight as the Committee moves forward on its actions.