


Item No. 11.4.4
Halifax Regional Council
June 25, 2013

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY:  Original Signed
Councillor Lorelei Nicoll, Chair
Community Planning & Economic Development Standing Committee

DATE: June 14, 2013

SUBJECT: Economic Strategy Actions – Updated Actions – Years 3-5

ORIGIN

Staff report dated May 24, 2013 to the Community Planning & Economic Development Standing Committee (CP&ED)

Motion passed by the CP&ED Standing Committee at the June 13, 2013 meeting.

LEGISLATIVE AUTHORITY

CP&ED's Terms of Reference: Sec. 3.2.2 "Oversight of the progress of HRM's Economic Strategy and Outcome areas and related initiatives."

RECOMMENDATION

The Community Planning and Economic Development Standing Committee recommends Halifax Regional Council endorse the proposed updates to the actions under the 2011-2016 Economic Strategy as outlined in the May 24, 2013 staff report.

BACKGROUND/DISCUSSION

A staff report updating the 2011-2016 Economic Strategy was submitted to the Community Planning and Economic Development Standing Committee at its June 13, 2013 meeting. The Committee passed a motion recommending Regional Council endorse the report, as noted in the above recommendation.

FINANCIAL IMPLICATIONS

The attached staff report dated May 24, 2013 addresses any financial implications.

COMMUNITY ENGAGEMENT

Community Planning and Economic Development Standing Committee is a Standing Committee of Regional Council, comprised of six Councillors. The Committee's meetings are open to the public.

ENVIRONMENTAL IMPLICATIONS

None.

ALTERNATIVES

The Committee did not provide alternatives.

ATTACHMENTS

Attachment 'A': Staff report dated May 24, 2013.

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.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: Sheilagh Edmonds, Legislative Assistant



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**Community Planning and Economic Development
June 13, 2013**

TO: Chair and Members of Community Planning and Economic Development

Original signed by

SUBMITTED BY:

Jennifer Church, Managing Director, Government Relations & External
Affairs

DATE: May 24, 2013

SUBJECT: Economic Strategy Actions – Updated Actions Years 3-5

ORIGIN

March 22, 2011, endorsement by Regional Council of 2011 -2016 Economic Strategy.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. permits the Municipality to undertake a variety of economic development activities. Among other things, it specifically provides that:

- 71 (1) The Municipality may
- (a) solicit and encourage the establishment and development of new, and the establishment, development and expansion of existing institutions, industries and businesses in and around the Municipality;
 - (b) publicize the advantages of the Municipality or any part of the Municipality and the surrounding areas as a location for the establishment and expansion of institutions, industries and businesses;
 - (c) pay grants to a body corporate for the purpose of promoting the Municipality or any part of the Municipality and the surrounding areas as a location for institutions, industries and businesses;
 - (d) prepare and disseminate information about the Municipality or any part of the Municipality and the surrounding areas for the assistance of institutions, industries and businesses intending to locate or expand in the Municipality or the surrounding area.

RECOMMENDATION

The Community Planning and Economic Development recommend that Regional Council endorse the proposed updates to the actions under the 2011-2016 Economic Strategy.

BACKGROUND

The Council endorsed economic strategy sets goals and objectives for the economic growth of Halifax. These goals and objectives support the broader economic growth objectives of population growth, employment and income level growth and growth in the business tax base. The economic strategy also sets out actions to reach the goals and objectives articulated in it. The goals and objectives in the strategy are set for 2011-2016. Actions were set for the first two years to permit change during implementation as conditions warrant.

The goals and objectives of the Strategy are:

Regional Centre

Goal: Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016

5 Year Objectives:

- Direct and oversee a pro-development policy environment within the Regional Centre.
- Further the liveability and attractiveness of our urban core.
- Reinvent current approach to mobility in the Regional Centre.
- Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.

Business Climate

Goal: Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths

5 Year Objectives:

- Reduce regulatory, tax and policy issues that can inhibit development and investment.
- Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.
- Develop a responsive, safe, integrated regional transportation system.
- Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.
- Halifax is recognized internationally for its clean and healthy environment.
- Increase the engagement and active support of the private sector in the economic growth of Halifax.

Talent

Goal: Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.

5 Year Objectives:

- Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy.

- Build a welcoming and inclusive environment for underrepresented groups.
- HRM will become an “Employer of Choice” serving as a model for its business community.

International Brand

Goal: Create a unique, international city brand for Halifax

5 Year Objectives:

- Create a unique, international city brand for Halifax that reflects our best qualities and what we aspire to be.
- Move Halifax from Good to Great – Live the Brand.

Maximize Growth Opportunities

Goal: Capitalize on our best opportunities for economic growth

5 Year Objectives:

- Support and validate the implementation of the economic strategy through an enhanced research capacity.
- Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation & competitiveness.

DISCUSSION

GHP and HRM have reviewed the existing 1-2 year actions. The latest update on the status of the 1-2 year actions can be found at www.agreaterhalifax.com. Based on how implementation is proceeding, lessons learned from implementation to date, changes in external circumstances and the Municipal Auditor General’s report on economic development, it is recommended that some actions be changed, others dropped and some added.

Attachment 1 includes a revised list of proposed actions. It also assigns responsibility for them to HRM business units or the Greater Halifax Partnership. Other organizations, like the Strategic Urban Partnership will continue to play a key part in implementation of the strategy but since other organizations do not have the authority to effect the identified actions, it is unreasonable to hold them accountable for these actions.

HRM and GHP recommend removal of some actions because:

- the Strategy needs a tighter focus,
- some goals or objectives are more effectively met by other actions,
- new information has changed our thinking about the probable effectiveness of various actions,
- actions were completed.

HRM and GHP recommend adding some actions to:

- respond to new opportunities.

HRM and GHP recommend changing some actions to:

- reflect implementation considerations changed external conditions and new information.

Examples of added actions include incorporating the economic strategy regional centre objectives into Cogswell redevelopment plans to take advantage of the new opportunity presented by this redevelopment that was not contemplated at the outset of the strategy and better using the GHP's Business Retention and Expansion (BRE) program data and other research to understand the most important municipal service delivery issues to business. An example of an action that has been removed is the action relating to recommendations for business climate improvements from an "Open for Business Team". The removal of this action allows for increased focus on existing business climate actions and better use of existing programs, like the BRE program, to inform business climate improvements. Some actions were combined due to close alignment. Other actions were modified, for example: the regional centre action relating to parking awareness was changed to reflect a connection to HRM's Parking Strategy, and two actions under the business climate objective were changed to reflect a current opportunity to work with the provincial government on their Access to Business project working towards improved online access to various government processes around licences, permits, registrations and other services.

A detailed list of the proposed changes and rationale for the changes is attached.

FINANCIAL IMPLICATIONS

The proposed updated economic strategy actions have no budget implications. Short term actions proposed align with the relevant Business Unit's plans. Additional support for specific actions under the Strategy would be subject to Council approval of future budgets.

COMMUNITY ENGAGEMENT

Extensive consultation produced the strategy. Since the goals and objectives of the Strategy have not changed, consultation was limited to internal stakeholders, the Greater Halifax Partnership and HRM's Economic Strategy Steering Committee.

ENVIRONMENTAL IMPLICATIONS

The proposed updated economic strategy actions align with corporate environment priorities.

ALTERNATIVES

Council may consider the following alternatives:

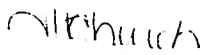
1. Recommend that Regional Council endorse the updated actions for the 2011-2016 Economic Strategy as staff recommend.
2. Recommend that Regional Council endorse the strategy, subject to edits, revisions or changes that CPED may wish to impose as conditions.
3. Withhold recommendation of endorsement, pending the receipt of additional information or documentation that the committee requires prior to making a decision.

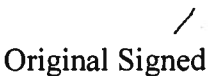
ATTACHMENTS

1. Proposed updated economic strategy actions
2. Comparison document outlining rationale for updated actions.

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

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

Report Approved by: 
Jennifer Church, **Original Signed** Government Relations & External Affairs, 490-3677

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

Vision

As the economic engine for the region, Halifax is a truly international city where people learn, work, easily start and grow a business, capitalize on ideas and live within a diverse, vibrant, sustainable community. Our vision represents a call to action. It defines our economic future. It defines the future of our city, an international city, a green city, a blue city, a proud and well-known city, a place where business thrives and a place where people want to live. This is our vision. This is Halifax.

Our success measures:

- Grow the business tax base of Halifax -- retention and expansion of existing business and attraction of new business is essential for fiscal growth in HRM.
- Grow employment and income levels in Halifax -- if we create good jobs at a livable wage, people will move and stay here.
- Grow the population of Halifax -- growth in population and households is critical to the future growth and prosperity of the whole region.

Measuring Outcomes:

The Partnership will use the % growth of the previous years from its benchmark cities to determine its targets for the upcoming year. Further, to limit the role of outliers (high growth or low growth) years, the Partnership will use the median (middle) value from its 5 benchmark cities to determine the target for the upcoming year. These results will be tracked in the Halifax Index, the Partnership's annual economic and community measurement tool, each year and the results will be presented at its annual State of the Economy Conference.

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	ROLES and RESPONSIBILITIES GHP (20); HRM (28)	PERFORMANCE MEASURES	
REGIONAL CENTRE Build a vibrant and attractive Regional Centre that attracts 1.5B of private investment and 8,000 more residents by 2016.	Direct and oversee a pro-development policy environment within the Regional Centre.	1. Continue to review HRM's regulatory processes and development fees to make private land development inside the Regional Centre more attractive.	Proposed: Lead - HRM Project Participation: P&i, Others: SUP (engagement/advice), GHP	Uptake on the actions/ incentives Baseline comparisons \$50 m invested over 5 years increase in transit ridership in RC – OR decrease in single occupancy vehicles into the RC	
		2. Provide density bonuses and site plan approvals as appropriate for increasing density in the Regional Centre.	Proposed: Lead - HRM: P&i/GREA Others: SUP (advocacy)		
		3. Redesign the development approvals process, including consultation, to decrease limitations to urban development and to ensure efficient and effective feedback.	Proposed: Lead - HRM: P&i/CRS Others: SUP, GHP		
	Further the liveability and attractiveness of our urban core.		1. Raise awareness of the availability of parking in the regional centre in alignment with the HRM Parking Strategy.		Proposed: Lead - HRM Project Participation: P&i, TPW, GREA Others: BIDs, business groups
			2. Develop a 5 year intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core and establish an ongoing dedicated strategic urban reserve fund for Urban Core beautification & infrastructure improvements.		Lead - HRM Implementation lead: P&i Project management: GREA Project Participation: P&i, TPW, Finance Others: SUP (engagement, advice, coordination)
			3. Assess HRM's role in district heating and cooling.		Lead - HRM: Finance/P&i
			4. Incorporate into the Cogswell redevelopment plan the economic strategy regional centre objectives.		Proposed: Lead - HRM: P & I Others: SUP (engagement)
			5. Work with federal and provincial government to explore development opportunities for vacant public and private lands in the regional centre for cultural institutions, public spaces and private mixed uses.		Proposed: Lead - HRM: P&i Project Participation: GREA Others: PNS, SUP
			1. Implement the active transportation plan with a priority placed on Regional Centre bike lanes.		Lead - HRM: P&i

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<p>BUSINESS CLIMATE Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.</p>	Reinvent the current approach to mobility in the Regional Centre.	2. Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.	Lead - HRM: TPW/P&I	
		3. Ensure the 5 year strategic framework for transit supports growth in the Regional Centre.	Lead - HRM: Metro Transit	
	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.	1. Enable public investment for cultural institutions and public gathering spaces, informed by municipal cultural investment study being undertaken and HRM's Regional Plan review.	Proposed: Lead - HRM: CRS/P&I	
		2. Make available regional centre municipal public spaces for public art, cultural and educational programs.	Proposed: Lead - HRM: CRS	
		3. Create an inventory of cultural institutions, events and programs in the Regional Centre.	Proposed: Lead - HRM: CRS	
	Reduce regulatory, tax and policy issues that can inhibit development and investment.	1. Identify opportunities to streamline regulatory requirements or processes through work with Service Nova Scotia and Municipal Relations on the Access to Business project.	Proposed: Lead - HRM: Project lead: GREA Project Participation: CRS, TPW, Fire Services, Halifax Water	
		2. Benchmark development charges, fees and timelines against those in other comparable jurisdictions.	Proposed: Lead - HRM: GREA, GHP, CRS	
		3. Continue to research and benchmark HRM's tax competitiveness against other municipalities.	Lead - HRM: Finance	
	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.	1. Work with Service Nova Scotia and Municipal Relations to include some transactions with HRM through the Access to Business portal.	Proposed: Lead - HRM: Project lead: GREA Project Participation: CRS, TPW, Fire Services, Halifax Water	
		2. Leverage GHP's Business Retention and Expansion Program to collect input from businesses from various sources and formalize a feedback mechanism to HRM in order to inform business planning and decision making as recommended in the Auditor General's report on Economic Development through Partnerships.	Lead - GHP	
		3. Review and analyse available data (including BRE data, general research) to understand which municipal service delivery issues are the most important to business.	Lead - GHP	
	Develop a responsive, safe, integrated regional transportation system.	1. Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.	Lead - HRM: P&I	
Focus on quality of place including the need for civic	1. Consult with community and business stakeholders and develop a long term (20 year) strategic approach to infrastructure investment.	Lead - HRM: P&I	Number of municipal permits or transactions added to Access to Business site. HRM departments awareness of BRE program, evidence of BRE data being used to inform decision making. Highest priority municipal service delivery issues identified.	

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	engagement, public investment and initiatives to increase social capital.	2. Continue to track "Quality of Place" measurements in the Halifax Index.	Lead - GHP	
	Halifax is recognized internationally for its clean and healthy environment.	1. Undertake actions in support of HRM's priority to be a leader in environment and sustainability initiatives.	Lead - HRM: P&I	
	increase the engagement and active support of the private sector in the economic growth of Halifax.	1. Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	Lead - GHP	
		2. Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.	Lead - GHP	
	Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).	1. Advocate for Federal and Provincial labour market programming that aligns with the needs of the Halifax business community.	Lead - GHP	Attraction and retention of immigrants and students
		2. Help businesses achieve best practices in employee recruitment and retention by: - connecting the business community to labour market information and human resource management support, and - increasing business community's participation in labour market initiatives to attract and retain young professionals and international skilled workers.	Lead - GHP	
		3. Increase the engagement of the business community to provide information and input on current and future labour market needs to partners to ensure programs respond to current business needs.	Lead - GHP	
TALENT Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.	Build a welcoming and inclusive environment for underrepresented groups.	1. Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	Lead: HRM - Human Resources	Perception of Halifax as a great place to live and work
		2. To identify workforce matters of common interest with the First Nations community in HRM to maximize employment outcomes. The work will begin through establishing a partnership with the Mi'kmaq Friendship Centre and focus on opportunities to increase employment representation for Aboriginal people.	Lead: HRM - Human Resources	Number of connectors, connectees
		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.	Lead: HRM - GREA	Employers' attitudes
		4. Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.	Lead: HRM - Human Resources	
		5. Implement the HRM People Plan.	Lead: HRM - Human Resources	
	HRM will become an "Employer of Choice" serving as a model for the business community.			
	Create a unique international city brand for	1. Develop a Brand Strategy and Implementation Plan.	Lead - GHP/HRM HRM Lead: Corporate Communications	

GOALS (5)	OBJECTIVES (17)	YEAR 3-5 ACTIONS (48)	ROLES and RESPONSIBILITIES GHP (20); HRM (28)	PERFORMANCE MEASURES
INTERNATIONAL BRAND Create a unique international city brand for Halifax.	Halifax that reflects our best qualities and what we aspire to be.	2. Ensure necessary buy-in and adoption from citizens, the business community and key organizations that will have a role in the brand strategy implementation.	Lead - GHP/HRM HRM Lead: Corporate Communications	Increase awareness and confidence in Halifax as an international city
	Move Halifax from Good to Great – Live the brand!	3. Implement the brand strategy that: - Provides clear and consistent messages to a local, national and international marketplace; - Supports trade, investment and labour market development; - Increases the number of businesses actively seeking customers in International markets; - Builds business and citizen confidence locally; and, - Inspires a culture that guarantees Halifax's delivery of an exceptional experience.	Lead - GHP/HRM HRM Lead: Corporate Communications	Business and citizen confidence in Halifax Brand recognition and adoption
MAXIMIZE GROWTH OPPORTUNITIES Capitalize on our best opportunities for economic growth.	Support and validate the implementation of the economic strategy through an enhanced research capacity.	1. Implement of the the Partnership's BRE Program focused on connecting Halifax businesses to the resources and services they need to be more competitive, at home, across the country and internationally.	Lead - GHP	increased productivity Create high wage jobs Logistics Park Lots Sold Air and port cargo volume growth Number of cruise passengers Awareness of Halifax Gateway in target markets Investment - Building permits in logistics parks
		2. Present the Halifax Index at the Annual State of the Economy Conference. The index tracks yearly progress on economic, environmental and social objectives and recommends ideas for improvement.	Lead - GHP	
	Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness.	1. Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities.	Lead - GHP	
		2. Continue to mobilize and engage community support for Halifax Shipyards' Shipbuilding Project and major projects.	Lead - GHP/HRM	
		3. Implement an attraction and retention strategy for Regional and Head Offices to/in Halifax.	Lead - GHP	
		4. Work with the Halifax Gateway Council to coordinate activities to improve Gateway efficiency and use.	Lead - GHP	
		5. Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.	Lead - GHP	
6. Work with the Province, GHP, Destination Halifax and others to maximize opportunities presented by the new convention centre.	Lead - GHP			

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
<p>REGIONAL CENTRE Build a vibrant and attractive Regional Centre that attracts \$1.5B of private investment and 8,000 more residents by 2016.</p>	<p>Direct and oversee a pro-development policy environment within the Regional Centre.</p>	<p>PROPOSED: Continue to review HRM's regulatory processes and development fees to make private land development inside the Regional Centre more attractive.</p> <p>CURRENT: Review HRM's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive.</p>	<p>Tax competitiveness work under consideration for commercial sector as a whole. Altus Sutdy suggests tax changes may not give the best return in terms of encouraging development and commercial growth downtown.</p>
		<p>PROPOSED: Provide density bonuses and site plan approvals as appropriate for increasing density in the Regional Centre.</p> <p>CURRENT: Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre.</p>	<p>Includes reference to site plan approval.</p>
		<p>PROPOSED: Redesign the development approvals process, including consultation, to decrease llmitations to urban development and to ensure efficient and effective feedback.</p> <p>CURRENT: Redesign the public consultation appraoch and development approval criteria to decrease limitations to urban development and Intensification.</p>	<p>Minor wording change.</p>
		<p>CURRENT: Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.</p>	<p>REMOVE This is a desired outcome rather than a specific action. Moved to outcome section.</p>
		<p>CURRENT: Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.</p>	<p>REMOVE - Recommend focus on review of regulatory processes and development fees.</p>
		<p>CURRENT: Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.</p>	<p>REMOVE- Recommend focus on review of regulatory processes and development fees.</p>
		<p>PROPOSED: Raise awareness of the availability of parking in the regional centre in alignment with the HRM Parking Strategy.</p> <p>CURRENT: Raise awareness of the avallability and location of public parking in the Regional Centre.</p>	<p>Changed to reflect desired alignment with Parking Strategy and moved to Regional Centre objective related to liveability.</p>

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
	Further the liveability and attractiveness of our urban core.	<p>PROPOSED: Develop a 5 year intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core and establish an ongoing dedicated strategic urban reserve fund for Urban Core beautification and infrastructure improvements.</p> <p>CURRENT: Adopt a 5-year, \$50 million Intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core.</p> <p>CURRENT: Establish an ongoing dedicated "Strategic Urban Reserve" fund for urban core beautification, "pole-free area," public art and infrastructure improvements.</p>	The two current urban core public realm improvement actions were combined. \$50 million target set as a success measure.
	Reinvent the current approach to mobility in the Regional Centre.	<p>PROPOSED: Assess HRM's role in district heating and cooling.</p> <p>CURRENT: Progress the plan to implement a downtown Halifax district heating/cooling network.</p> <p>PROPOSED: incorporate into the Cogswell redevelopment plan the economic strategy regional centre objectives.</p> <p>PROPOSED: Work with the federal and provincial governments to explore development opportunities for vacant public and private lands in the regional centre for cultural institutions, public spaces and private mixed uses.</p> <p>CURRENT: 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 "Opportunities Sites Task Force".</p> <p>CURRENT: Implement the active transportation plan with a priority placed on Regional Centre bike lanes.</p> <p>CURRENT: Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.</p> <p>PROPOSED: Ensure the 5 year strategic framework for transit supports growth in the Regional Centre.</p>	<p>Wording change to reflect need to identify HRM's role in district heating and cooling.</p> <p>NEW: Added given the movement on the Cogswell interchange project and to capture the opportunity presented by Cogswell to meet various Economic Strategy Regional Centre objectives.</p> <p>Moved to the objective related to liveability and attractiveness to reflect broad range of purposes proposed for opportunity sites.</p> <p>Modified to reflect need to engage other levels of government.</p> <p>Unchanged.</p> <p>Unchanged.</p> <p>ADDED: Proposed action to reflect the importance of the transit plan to support regional centre mobility.</p>

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
	Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre	<p>PROPOSED: Enable public investment or cultural institutions, programs and public gathering spaces, informed by municipal cultural investment study being undertaken and HRM's regional plan review.</p> <p>CURRENT: Increase public investment and funding for cultural institutions, programs and public gathering spaces.</p>	Changed to reflect that increased funding requires separate decision of Council.
		<p>PROPOSED: Make available Regional Centre municipal public spaces for public art, cultural and educational programs.</p> <p>CURRENT: Activate Regional Centre public spaces with public art, cultural and educational and democratic activity through formal and informal programming.</p>	Changed to reflect facilitative role of municipality in arts, cultural and educational programming.
		<p>CURRENT: Create an inventory of cultural institutions, events and programs in the Regional Centre.</p>	Unchanged.
		<p>CURRENT: Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.</p>	Remove. Addressed through above actions on active transportation plan, incorporating Regional Centre objectives into Cogswell redevelopment and strategic transit framework.
		<p>CURRENT: 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 "Opportunities Sites Task Force".</p>	<p>Moved to objective related to liveability and attractiveness to reflect broad range of purposes proposed for opportunity sites.</p> <p>Modified to reflect need to engage other levels of government.</p>
		<p>CURRENT: Develop a strategy to create cultural public gathering spaces in the Regional Centre to achieve the "Billboa Effect".</p>	Remove

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
<p>BUSINESS CLIMATE Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.</p>	<p>Reduce regulatory, tax and policy issues that can inhibit development and investment.</p>	<p>PROPOSED: Identify opportunities to streamline regulatory requirements or processes through work with Service Nova Scotia and Municipal Relations on the Access to Business project.</p> <p>CURRENT: Engage 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>	<p>Changed. Proposed more focused scope in order to take best advantage of work with Service Nova Scotia on the Access to Business project.</p>
		<p>PROPOSED: Benchmark development charges, fees and timelines against those in other comparable jurisdictions.</p> <p>CURRENT: 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.</p>	<p>Changed. (Moved from "service oriented culture objective). Propose project to focus on development charges, fees and timelines.</p>
		<p>PROPOSED: Continue to research and benchmark HRM's tax competitiveness against other municipalities.</p> <p>CURRENT: Engage 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>	<p>CHANGED: Revised to focus on municipal tax competitiveness.</p>
		<p>CURRENT: Open for Business Team advocates for recommendations for improvement.</p>	<p>Remove. In effort to focus the strategy more in response to the Auditor General's report on Economic Development.</p>
		<p>Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.</p>	<p>PROPOSED: Work with Service Nova Scotia and Municipal Relations to include some transactions with HRM through the Access to Business portal.</p> <p>CURRENT: Reposition client facing staff as business navigators within HRM to be a guide to/advocate for key projects from application to completion (development/start-up/expansion.)</p>
	<p>PROPOSED: Leverage GHP's Business Retention and Expansion (BRE) program to collect input from businesses from various sources and formalize a feedback mechanism to HRM in order to inform business planning and decision making, as recommended in the Auditor General's report on Economic Development through Partnerships.</p> <p>CURRENT: Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.</p>		<p>Changed. Reworded to outline how BRE program can be leveraged as business feedback mechanism.</p>
	<p>PROPOSED: Review and analyse available data (including BRE data, general research) to understand which municipal service delivery issues are the most important to business.</p>		<p>Added. Propose using existing BRE program data, survey data and general research to review most important service delivery issues.</p>
		<p>CURRENT: Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority.</p>	<p>Unchanged.</p>

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
	Develop a responsive, safe, integrated regional transportation system.	CURRENT: Develop a five-year transportation strategy.	Remove. 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.
	Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.	PROPOSED: Consult with community and business stakeholders and develop a long term (20 year) strategic approach to infrastructure investment.	Reworded to clarify approach.
CURRENT: Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.		Modified to reflect initial Quality of Place measures were developed.	
PROPOSED: Continue to track "Quality of Place" measurements in the Halifax Index.		Remove. Corporate plan no longer current.	
CURRENT: Develop "Quality of Place" measurements to be included in the Halifax Index.		Remove. Diversity actions under Talent Section speaks to labour market engagement of underrepresented groups.	
CURRENT: 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.		Remove. Diversity actions under Talent Section speaks to labour market engagement of underrepresented groups.	
CURRENT: Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.			
	Halifax is recognized internationally for its clean and healthy environment.	PROPOSED: Undertake actions in support of HRM's priority to be a leader in environment and sustainability initiatives. CURRENT: 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.	Reworded to remove reference to Corporate Plan that is no longer current.
	Increase the engagement and active support of the private sector in the economic growth of Halifax.	CURRENT: Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	Unchanged.
CURRENT: Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.		Unchanged.	

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
<p>TALENT</p> <p>Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement.</p>	<p>Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy (JobsHERE).</p>	<p>PROPOSED: Advocate for Federal and Provincial labour market programming that aligns with the needs of the Halifax business community.</p> <p>CURRENT: 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>	<p>Reworded to reflect federal & provincial responsibility for labour market programming while recognizing there are needs unique to Halifax that may not be sufficiently considered if not advocated for from the municipal level.</p>
		<p>PROPOSED: Help businesses achieve best practices in employee recruitment and retention by:</p> <ul style="list-style-type: none"> - connecting the business community to labour market information and human resource management support, and - Increasing business community's participation in labour market initiatives to attract and retain young professionals and International skilled workers. <p>CURRENT: 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> <p>CURRENT: 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 co-operative and internship programs, community mentoring programs and the Province's new Productivity Investment Program (PIP).</p>	<p>Combines two actions related to ensure the business community is connected to the labour market in order to meet both business community and labour market needs.</p>
		<p>PROPOSED: Increase the engagement of the business community to provide information and input on current and future labour market needs to partners to ensure programs respond to current business needs.</p> <p>CURRENT: 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.</p>	<p>Reworded to reflect more accurately how this labour market information is collected and passed on.</p>
	<p>Build a welcoming and inclusive environment for underrepresented groups.</p>	<p>CURRENT: Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.</p>	<p>Unchanged.</p>
	<p>Build a welcoming and inclusive environment for underrepresented groups.</p>	<p>PROPOSED: To identify workforce matters of common interest with the First Nations community in HRM to maximize employment outcomes. The work will begin through establishing a partnership with the Mi'kmaq Friendship Centre and focus on opportunities to increase employment representation for Aboriginal people.</p> <p>CURRENT: Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.</p>	<p>Modified to reflect more accurately how HRM is working towards this objective.</p>
	<p>Build a welcoming and inclusive environment for underrepresented groups.</p>	<p>PROPOSED: 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.</p> <p>CURRENT: 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 Scotia function and activities to the efforts of the newly created Ujaama Council.</p>	<p>Modified to reflect current status of this work.</p>

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
		CURRENT: Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.	Unchanged.
	HRM will become an "Employer of Choice" serving as a model for the business community.	PROPOSED: Implement HRM People Plan. CURRENT: Research and benchmark Top 100 Employers and create an HRM People Plan.	Change to reflect that an HRM People Plan has been created.

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
INTERNATIONAL BRAND Create a unique international city brand for Halifax.	Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.	CURRENT: Develop a Brand Strategy and Implementation Plan.	Unchanged.
		PROPOSED: Ensure necessary buy-in and adoption from citizens, the business community and key organizations that will have a role in the brand strategy implementation.	Wording change to include citizens as stakeholder group from whom buy-in will be sought.
		CURRENT: Ensure necessary buy-in and adoption from the business community and key organizations that will have a role in the brand strategy implementation.	
	Move Halifax from Good to Great - Live the brand!	CURRENT: Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive.	Remove. Baseline research was completed.
		PROPOSED: Implement the Brand Strategy that: <ul style="list-style-type: none"> - Provides clear and consistent messages to a local, national and International marketplace; - Supports trade, investment and labour market development; - Increases the number of businesses actively seeking customers in International markets; - Builds business and citizen confidence locally; and, - Inspires a culture that guarantees Halifax's delivery of an exceptional experience. 	Changed to include local and national audiences and reflect citizen confidence as a measure.

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
<p>MAXIMIZE GROWTH OPPORTUNITIES Capitalize on our best opportunities for economic growth.</p>	<p>Support and validate the implementation of the economic strategy through an enhanced research capacity.</p>	<p>PROPOSED: Implementation of the the Partnership's BRE Program focused on connecting Halifax businesses to the resources and services they need to be more competitive, at home, across the country and Internationally.</p> <p>CURRENT: 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>Moved to objective related to enhanced research capacity to reflect the broader range of support to businesses provided by the BRE program and its role as a provide of data and information about barriers to business.</p>
		<p>PROPOSED: Present the Halifax index at the Annual State of the Economy Conference. The Index tracks yearly progress on economic, environmental and social objectives and recommends ideas for improvement.</p> <p>CURRENT: Create a Halifax Index and annual state of the rconomy event to track yearly progress on economic, environmental and social objectives and recmmend ideas for improvement.</p>	<p>Changed to reflect that Halifax index has been created.</p>
	<p>Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, Innovation and competitiveness.</p>	<p>CURRENT: Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities.</p>	<p>Unchanged.</p>
		<p>PROPOSED: Continue to mobilize and engage community support for Halifax Shipyard's Shipbuilding Project and major projects.</p> <p>CURRENT: Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities. (Note: Identified priority to Year One of the Strategy is to mobilize and engage community support for Halifax Shipyard's response to Canada's National Shpbuilding Procurement bid.)</p>	<p>Changed to reflect current status of Shipbuilding project.</p>
		<p>PROPOSED: Implement an attraction and retention strategy for Regional and Head Offices to/In Halifax.</p> <p>CURRENT: Develop and implement a Halifax Regional and Head Office Retention Strategy.</p>	<p>Changed to reflect that a Regional Head Office strategy has been developed and we are moving into implementation.</p>
		<p>PROPOSED: Work with the Halifax Gateway Council to coordinate activities to improve Gateway efficiency and use.</p> <p>CURRENT: Maximize opportunities with the Halifax Gateway Council and support the Year Two implementation Plan for their Five-Year Strategy.</p>	<p>Changed to reflect that Halifax Gateway Council has moved beyond the 2nd year of their 5 year strategy.</p>
		<p>CURRENT: Align and collaborate with provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.</p>	<p>Unchanged.</p>
		<p>PROPOSED: Work with the province, GHP, Destination Halifax and others to maximize opportunities presented by the new convention centre.</p>	<p>Added. Introduced to capture the opportunities presented by the new Convention Centre.</p>
		<p>CURRENT: 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>Completed Including through the development of the Why Halifax investor profile tool at www.whyhalifax.com</p>

GOAL (5)	OBJECTIVES (17)	ACTIONS (61)	RATIONALE FOR CHANGE/REMOVAL/ADDITION
		CURRENT: 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.	Moved to objective related to enhanced research capacity to reflect the broader range of support to businesses provided by the BRE program and its role as a provider of data and information about barriers to business.
		CURRENT: improve the connection and collaboration between research organizations and business.	Unchanged.
		CURRENT: increase business engagement in the development of a Harbour Master Plan.	Removed to reflect that, through RP+5 industrial protection of harbour lands is intended to be incorporated into Regional Plan rather than presented as a separate master plan.
		CURRENT: increase awareness and understanding of the economic impact and role social enterprises play in economic prosperity of Halifax.	Removed in effort to focus the strategy more in response to the Auditor General's report on Economic Development.