

The logo for the Halifax Regional Council is a stylized 'H' composed of three overlapping triangles. The top triangle is dark blue and contains the word 'HALIFAX' in white. The bottom-left triangle is light blue, and the bottom-right triangle is a medium blue. The background of the slide is white.

HALIFAX

2016/17 Priority Outcome Discussion and Direction

Halifax Regional Council

November 10, 2015

Agenda

❑ Introduction - Richard Butts – CAO

❑ Governance and Communication

John Traves – Director, Legal Services

❑ Transportation

Eddie Robar – Director, Halifax Transit

Bruce Zvaniga - Director, Transportation & Public Works

❑ Healthy Communities

Brad Anguish – Director, Parks & Recreation

❑ Economic Development

Bob Bjerke – Director, Planning & Development

Maggie MacDonald – Managing Director, Government Relations
and External Affairs

The logo for the City of Halifax, featuring the word "HALIFAX" in a bold, blue, sans-serif font. The letters are slightly stylized, with the 'H' and 'A' being larger and more prominent.

Introduction

Why are we here?

- Update progress
- Seeking Council's Priority Confirmation / Direction for 16/17
- Propose 16/17 Plan

It is recommended that Halifax Regional Council approve the 2016/2017 Priority Outcomes as described in Attachment A of this report and direct staff to develop the 2016/2017 budget and business plans in support of these priorities.

Presentation Format

For Each Priority Outcome Area

- 2015-16 Priority Outcome Progress Updates
 - 2014-15 Key Performance Indicators
 - 2016-17 Recommended Priority Outcomes
 - 2016-17 Initiatives
-

Governance and Communication



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Governance and Communication

2015-16 Updates

Outcome	Update
HRM demonstrates good governance through effective Community Council and Committee structures and roles.	<ul style="list-style-type: none">• Revision of Administrative Order One – Respecting the Procedures of Council• Successful establishment of ArtsHalifax Committee• Seeking Provincial approval to implement changes affecting municipal campaign finance reform• Procedure enhancements underway for community appointments to Council advisory boards and committees

Governance and Communication

2015-16 Updates

Outcome	Update
HRM's Agencies, Boards, and Commissions (ABC) function under clear and accountable parameters.	<u>ABC Governance Review:</u> <ul style="list-style-type: none"> Ongoing - Work continues on standardizing agreements for both those facilities currently in the Facility Lease Agreement program and that are operated under historical arrangements
	<u>Multi-District Facility Project – Phase 2:</u> <ul style="list-style-type: none"> Regional Council direction on future governance obtained – creation of standard board governance model for the facilities implemented through new agreements which provide additional accountability, support and oversight. Implementation plan to be returned to Regional Council in Spring 2016 for approval
	<u>Library Strategic Planning:</u> <ul style="list-style-type: none"> Ongoing – developing approach for public consultation to develop 3-5 year strategic plan
	<u>Road Operations/Halifax Water Relationship Definition:</u> <ul style="list-style-type: none"> Support the review of the proposed Integrated Stormwater Policy Legislative change request regarding governance of HRWC and preparation of a new Administrative Order

Governance and Communication

2015-16 Updates

Outcome	Update
HRM communicates effectively with citizens and stakeholders.	<u>Improve Internal and External Communications:</u> <ul style="list-style-type: none"> • Webcasting of all standing committee meetings • Created matrix of approved spokespersons for Business Units/Issues • Ongoing development of crisis communication plan and templates • Incident Command System (ICS) training schedule for Public Affairs staff • Communication Workshops delivered to TPW, P&D and Transit; Parks & Rec in queue • Information screens placed in internal and external locations
	<u>HRP Partnerships and Integrated Community Partnerships:</u> <ul style="list-style-type: none"> • Public Safety Advisor hired (September, 2015) • Working with Toronto Police for adaptation of training materials

Governance and Communication

2015-16 Updates

Outcome	Update
HRM communicates effectively with citizens and stakeholders.	<u>HRP Employee and Public Relations:</u> <ul style="list-style-type: none"> • Developed social media strategy • Delivered one-on-one training to executive management on some social media platforms (i.e. Twitter) • Ongoing development of social media protocol for community officers • Ongoing development of engagement protocol for corporate and operational initiatives
	<u>Halifax.ca:</u> Program Manager hired to oversee implementation of road map projects <ul style="list-style-type: none"> • Website content inventory and cleanup underway • RFP has been issued • Development of service inventory re: online services

Governance and Communication

2015-16 Updates

Outcome	Update
Citizens are engaged in development of municipal policy.	<ul style="list-style-type: none">• Public Engagement for the Centre Plan Project• Development of Shape Your City Halifax Community Engagement Hub• Engagement of citizens through Halifax.ca website and Social Media.

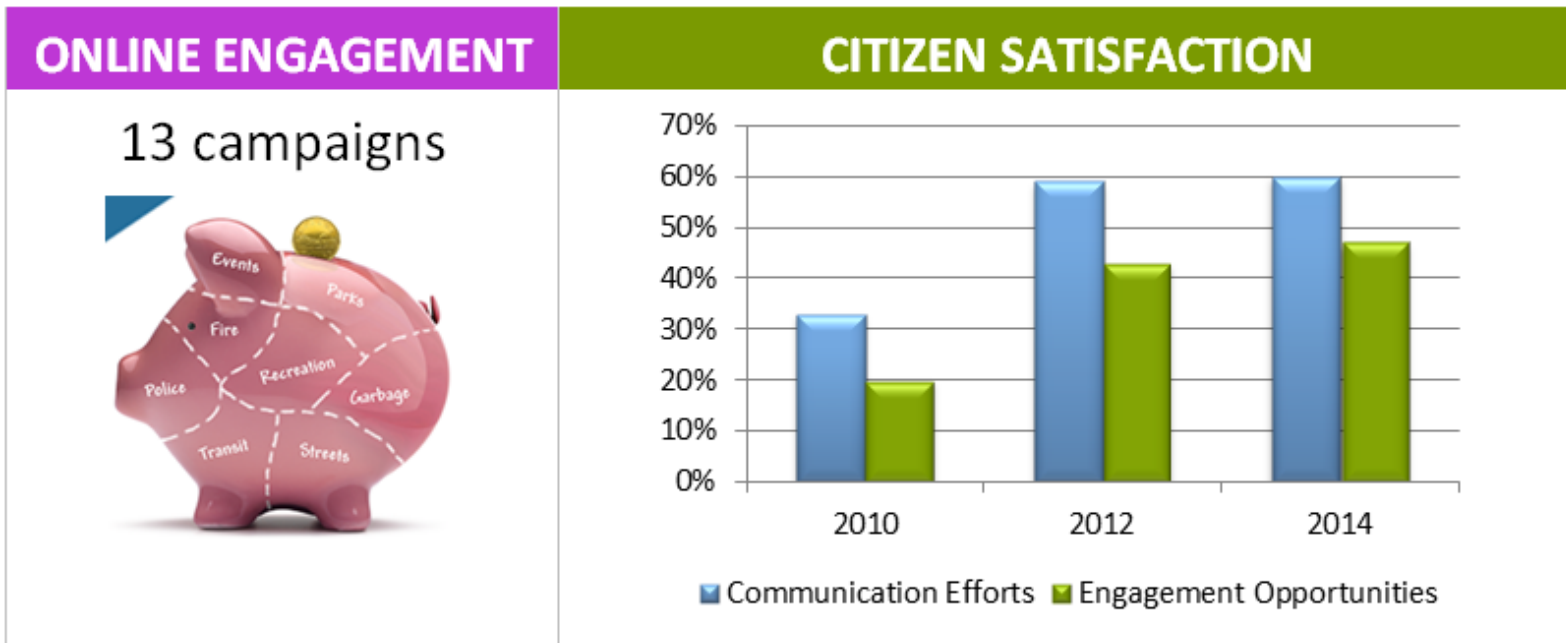
Governance and Communication

2014-15 Key Performance Indicators

CITIZEN SURVEY 2014		
<p>592 respondents to official survey</p> <p>1086 respondents to online version</p> <hr/> <p>1678 total respondents</p>	 A poster for the Citizen Survey 2014. It features a blue sky, a body of water with a ferry, and a person sitting on a red bench in the foreground. The text on the poster reads: 'Citizen Survey', 'How are we doing? Let us know.', and 'MQQ HALIFAX' at the bottom.	<p>Response rate (4.9%) down 49.4% from 2012 (9.8%)</p>

Governance and Communication

2014-15 Key Performance Indicators



SHAPE YOUR CITY
HALIFAX

Downtown Dartmouth Plan Update

Downtown Halifax Plan Review

Help ensure the plan continues to reflect residents' goals and objectives for our urban core.

[Learn more →](#)

SHAPE YOUR CITY SHAPE YOUR BUDGET



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Governance and Communication

2014-15 Key Performance Indicators

2014/ 2015 featured thirteen online campaigns:

- Shape Your Budget 2015;
- Heritage Conservation Districts;
- Fort Needham Memorial Park;
- Hollis Street Bicycle Lane;
- Downtown Dartmouth Plan Update;
- North Park Intersection Redesign;
- Downtown Halifax Plan Review;
- Plan Dutch Village Road;
- Quinpool 6067;
- University Avenue Bike Lane;
- Halifax Green Network;
- Election Engagement; and
- Moving Forward Together Draft Plan Consultation

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Governance and Communication

2014-15 Key Performance Indicators

TWITTER	HALIFAX.CA	
<p>13 accounts</p> <p>over 140,000 followers</p>	 <p>HALIFAX</p> <p>Get Involved!</p> <p>Volunteer to sit on a board or committee, prepare a petition about an issue that takes place every four years.</p> <p>Online Engagement hub Community Engagement</p>	<p>4,750,697 website visits</p>

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Governance and Communication

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Council and Committees HRM Demonstrates good governance through effective Community Council and Committee structures and roles.	Council and Committees Halifax has effective Community Councils and Committee structures that instill public confidence in the governance of the Municipality.
ABCs HRM's Agencies, Boards, and Commissions (ABC) function under clear and accountable parameters.	ABCs Halifax sets clear parameters in order to ensure Agencies, Boards and Commissions are accountable.
Communications HRM communicates effectively with citizens and stakeholders.	Communications Halifax demonstrates openness and transparency by communicating effectively with citizens and stakeholders.

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Governance and Communication

2016-17 Recommended Priority Outcomes

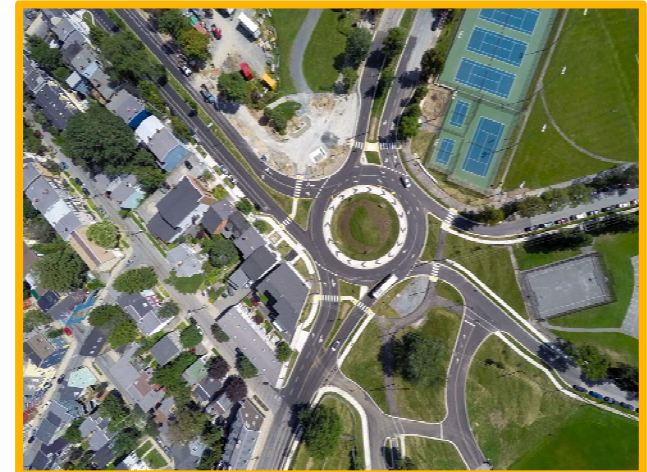
15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Communities of Interest HRM communicates effectively with citizens and stakeholders.	Public Engagement Halifax effectively engages with citizens and communities of interest in development of fair and responsive municipal policy.
Policy Engagement Citizens are engaged in development of municipal policy.	

Governance and Communication

2016-17 Initiatives

- ☐ ABC Governance Review
- ☐ Multi-District Facility Project
- ☐ Improve Internal and External Communications
- ☐ HRP Employee and Public Relations
- ☐ Changes to HRM Charter
- ☐ halifax.ca

Transportation



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Transportation

2015-16 Updates

Outcome	Update
Effectively leverage technology opportunities to maximize transformation in the efficiency and functionality of the transportation system	<u>Transit Technology:</u> <ul style="list-style-type: none">• AVL installation<ul style="list-style-type: none">• Complete in five of twelve test buses.• Mini fleet testing late November. AI• 8 service supervisor vehicles installed• Operator peer training started October 19• Passenger counter technology will come online after base AVL system is operational, in parallel with stop announcements• Bus stop announcement / Text Display System scheduled for fourth quarter of 16/17• Received vendor packages for fare management RFP. Scoring to be complete November 2015.

Transportation

2015-16 Updates

Outcome	Update
An asset and service plan that ensures long term sustainability of the transportation system	<u>Transit Asset and Infrastructure Renewal:</u> <ul style="list-style-type: none">• Replacement ferry, Craig Blake – In service.• Hull 3 – name TBD – expected summer 2016• Halifax Ferry Terminal upgrade project charter under development• Woodside Ferry Terminal upgrade project charter under development

Transportation

2015-16 Updates

Outcome	Update
Integrated mobility allowing people and goods to move easily from place to place using a combination of multiple transportation modes, such as auto, transit, walking and cycling, according to their own needs, inclusive of all segments of the public, and consistent with the Regional Plan.	<u>Transportation Planning:</u> <ul style="list-style-type: none"> Regional VISUM model developed and applied in the assessment of development impacts and conducting ridership projections for transit network and commuter rail Regional trip survey to be undertaken in Fall 2015 to provide data for model
	<u>Transportation Capital Works Program:</u> <ul style="list-style-type: none"> As of September 1, 2015 89% of Project Planning & Design projects have been tendered (This includes paving of gravel roads, street recapitalization, sidewalk renewals, new sidewalks, bridges, walkways, guiderails, and retaining walls, but excludes Regional Trails and Strategic AT projects) Traffic Signal Control Solution - The pilot phase has been completed. Phase 2 has begun. Detection equipment is being installed and cabinets/controllers is scheduled to begin the first week of November.

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Transportation

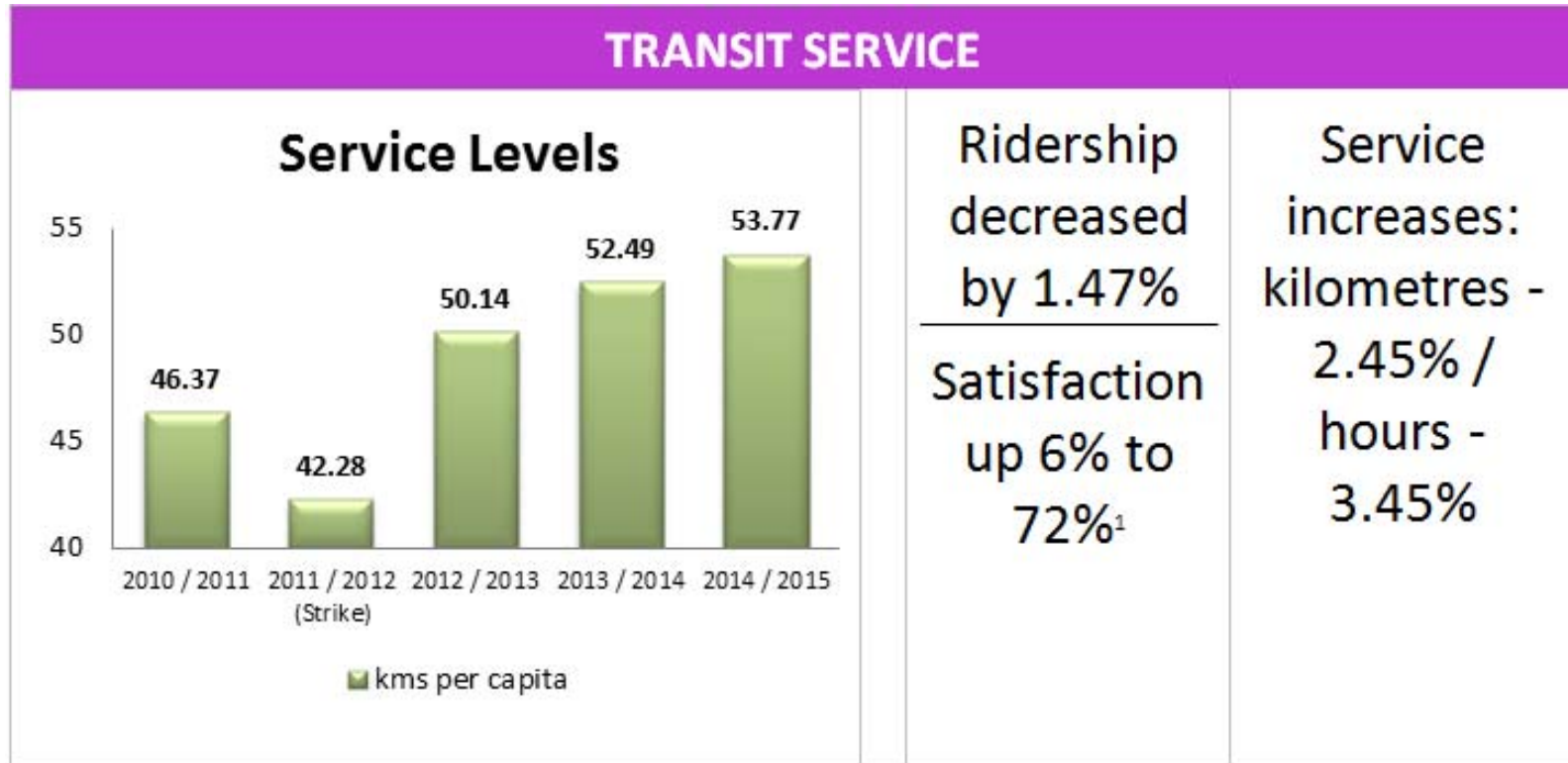
2015-16 Updates

Outcome	Update
Integrated mobility allowing people and goods to move easily from place to place using a combination of multiple transportation modes, such as auto, transit, walking and cycling, according to their own needs, inclusive of all segments of the public, and consistent with the Regional Plan.	<u>Transit Service Plan:</u> <ul style="list-style-type: none"> • Lacewood Terminal – complete and in service • Burnside Transit Centre - project charter and RFP under development • Transit Moving Forward Together Plan consultation complete. Feedback being analyzed • Commuter rail feasibility study complete; consultant report to be presented at TSC in October • Universal Accessibility Plan project charter under development
	<u>Active Transportation:</u> <ul style="list-style-type: none"> • 73% (8 of 11) of regional trails projects have been tendered as of October 2015 • Macdonald Bridge bikeway connection report was presented to Council in September 2015; • Construction of the Hollis Street project is complete and Young Street project is under construction. Overall 85% of the Strategic Active Transportation projects/studies have been tendered/awarded, • Hammonds Plains is now complete and Chain Lake is under construction; • 55% of new sidewalk projects have been tendered to date. • The Smart Trip program saw continued expansion this year, with Epass roll out to HRM employees for the first time in 2015, and continued education and promotion of the Workshift program

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Transportation

2014-15 Key Performance Indicators



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Transportation

2014-15 Key Performance Indicators

STREET CONDITION		
Satisfaction with street maintenance increased to 45%		Surface Distress Index improved from 7.39 to 7.45

Capital Investment has increased by \$5 million from 2014/15 to 2015/16 for street recapitalization. **An additional \$5 million has been requested for the 2016/17 fiscal year.**

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Transportation

2014-15 Key Performance Indicators



Improvements for the 2015/2016 Winter Works Season

- Operational Readiness
- Improve sidewalk clearing
- 311 Call Capacity during events
- AVL in vehicles
- Parking Compliance
- Stabilize Expenditures

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2016/17 Priority Outcome Discussion and Direction

Transportation

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Transportation Technology: Effectively leverage technology opportunities to maximize transformation in the efficiency and functionality of the transportation system	No change
Transportation Asset and Service Plan: An asset and service plan that ensures long term sustainability of the transportation system	No change

Transportation

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Integrated Mobility: Integrated mobility allowing people and goods to move easily from place to place using a combination of multiple transportation modes, such as auto, transit, walking and cycling, according to their own needs, inclusive of all segments of the public, and consistent with the Regional Plan.	No Change

Transportation

2016-17 Initiatives

- ❑ Transit Asset & Infrastructure Renewal
- ❑ Transit Service Plan
- ❑ Transit Technology
- ❑ Road Network Improvements
- ❑ Transportation Planning

Healthy Communities




HALIFAX

2016/17 Priority Outcome Discussion and Direction

Healthy Communities

2015-16 Updates

Outcome	Update
<p>Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.</p> 	<p><u>Recreation Asset Management:</u></p> <ul style="list-style-type: none"> • RFP issued to build 4-pad arena in Dartmouth • Community Facility Master Plan update underway • Dartmouth Sportsplex recapitalization design RFP awarded • Mainland Common Artificial Turf Field replaced • Oval Pavilion opening December 2015 • Scotiabank Centre renovations complete • Sackville Splash Pad operational <p><u>Increase Access to Recreation and Culture Programs:</u></p> <ul style="list-style-type: none"> • Mobile Recreation Fun Van • Try A Ride (mobile skate/bike park) • After the Bell program • Thrive and Jumpstart programs expanded • Free access: swimming/skating/boating /cycling • Increased accessible equipment/programming at Emera Oval

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Healthy Communities

2015-16 Updates

Outcome	Update
Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.	<u>Library:</u> <ul style="list-style-type: none"> • Central Library 6000 visits per day; circulation up 100% • Increase in partnership opportunities • Rural Service Delivery Plan • Community Engagement
	<u>Greenbelting and Public Open Spaces Planning:</u> <ul style="list-style-type: none"> • Renamed/rebranded as the Halifax Green Network Plan • Phase 1 State of the Landscape Report completed • Commencing Phase II

Healthy Communities

2015-16 Updates

Outcome	Update
Halifax is a leader in building an inclusive and accessible community where everyone can participate fully in life, including persons with disabilities and seniors	<u>Accessibility Coordination:</u> <ul style="list-style-type: none"> • Framework and reporting model for Halifax's inclusive and accessible initiatives under development • Inclusive and Accessible Communities policy being developed • Parker Street Food Bank partnered with HRM to fabricate stop gap accessibility ramps • Accessibility projects at 34 Recreation facilities • Bus stop announcement
	<u>Engagement of the African Nova Scotian Community:</u> <ul style="list-style-type: none"> • African NS Office established • Youth Forum held with over 60 African NS Youth • Land Tax Pilot Project



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Healthy Communities

2015-16 Updates

Outcome	Update
Halifax is a leader in Energy and Environment initiatives.	<p><u>Environmental Protection and Growth Management:</u></p> <ul style="list-style-type: none"> • New energy code work ongoing • Solar City Pilot Program complete • Lot Grading Bylaw to Council in January 2016 • Corporate water quality monitoring continuing • Managing contaminated sites • Oil tank inventory and leak mitigation
	<p><u>Local Food Production and Promotion:</u></p> <ul style="list-style-type: none"> • Undertaking policy work in support of urban agriculture • Community food planning tool development • Urban Orchard Pilot completed • Community Gardens Program to be expanded to include orchards • New concession provider for Scotiabank Centre • Mobile food market pilot program

HALIFAX

Healthy Communities


2015-16 Updates

Outcome	Update
<p>Halifax is a leader in Energy and Environment initiatives.</p>	<p><u>Solid Waste Program Improvements:</u></p> <ul style="list-style-type: none"> • Curbside collection changes started August 1st • Garbage down 3248 tonnes, 31.4% • Collected 3302 tonnes of recycling in Aug & Sept, up 19.4% • Organic waste strategy to Environmental Sustainability Standing Committee (ESSC) Dec 2015 • Increase monitoring and oversight of compliance • Deliver waste audit/characterization studies for multi-unit residences • Landfill expansion in compliance with Council approved direction 

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Healthy Communities


2015-16 Updates

Outcome	Update
<p>Halifax citizens and visitors are safe where they live, work, and play</p> 	<p><u>Public Safety Office:</u></p> <ul style="list-style-type: none"> Public Safety Advisor has been hired and is commencing stakeholder consultation to develop a public safety framework
	<p><u>Effective and Efficient Crime Response:</u></p> <ul style="list-style-type: none"> Amber Alert Emergency Ops Centre exercise completed Real Time Crime Centre pilot project completed Social media crime solving tool pilot project is finished HRP Capability Response Framework Roadmap is in progress
	<p><u>Reduction in Crime / Increase in Safety:</u></p> <ul style="list-style-type: none"> Property crime rate down 1.5%, person crime rate down 5.1% Traffic collisions down by 14%, fatalities down by 37% Gun Safety campaign expected to be completed
	<p><u>Reduction of Victimization:</u></p> <ul style="list-style-type: none"> Juvenile prostitution targeting Expanded victim support strategy Training for officers on domestic assault response

HALIFAX


Healthy Communities

2015-16 Updates

Outcome	Update
<p>Halifax citizens and visitors are safe where they live, work, and play</p> 	<p><u>HRFE– Operational Review:</u></p> <ul style="list-style-type: none"> • Staffing Report November 24 • RFP for AO24 and Service Delivery Targets <p><u>HRFE Initiatives Update:</u></p> <ul style="list-style-type: none"> • 16 new firefighters will graduate in December • New firefighter recruitment information report for Council in December • Recruitment will begin in January 2016 for a class to start in September 2016 • Outreach Committee actively promoting firefighting as a career for all • 20% increase in Fire Inspections. Further increases expected when station crews start residential inspections in December • Trunked Mobile Radio migration complete

Healthy Communities

2015-16 Updates

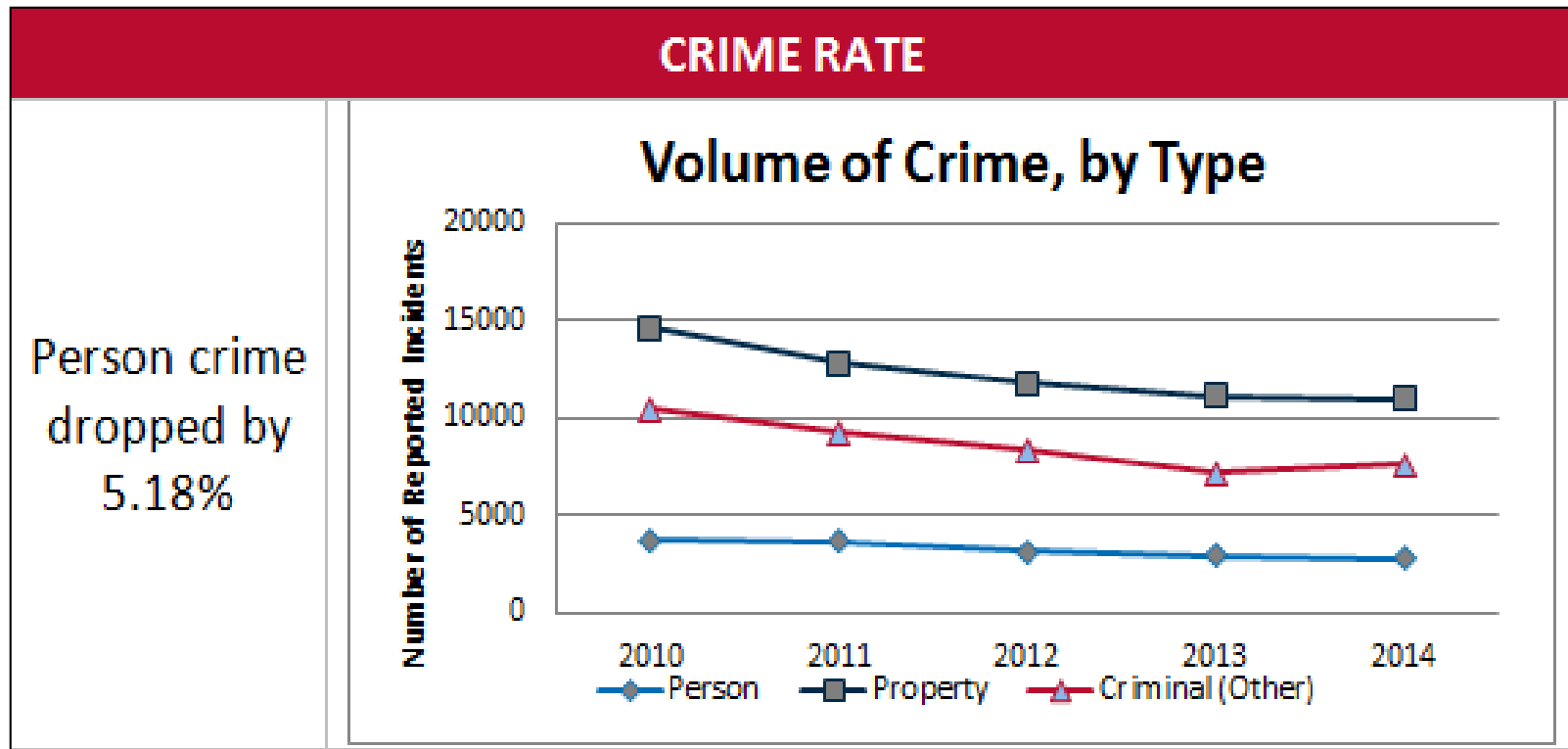
Outcome	Update
Reverse the recent deteriorating experience of increasing vehicle-pedestrian collisions in HRM through improved infrastructure, further education, and requesting enhanced enforcement of crosswalk legislation in order to provide pedestrians a safe environment in which to walk	<p><u>Pedestrian Safety:</u></p> <ul style="list-style-type: none"> • 21% decrease in number of reported incidents • Annual Pedestrian Safety Action Plan completed • Monthly activity is being reported and tracked • Identified crosswalks are being monitored • Communication program Heads Up Halifax launched again • Increased pedestrian walking times at all signalized intersections • Upgraded 31 crosswalks • Installed 9 new marked crosswalks 

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2016/17 Priority Outcome Discussion and Direction

Healthy Communities

2014-15 Key Performance Indicators



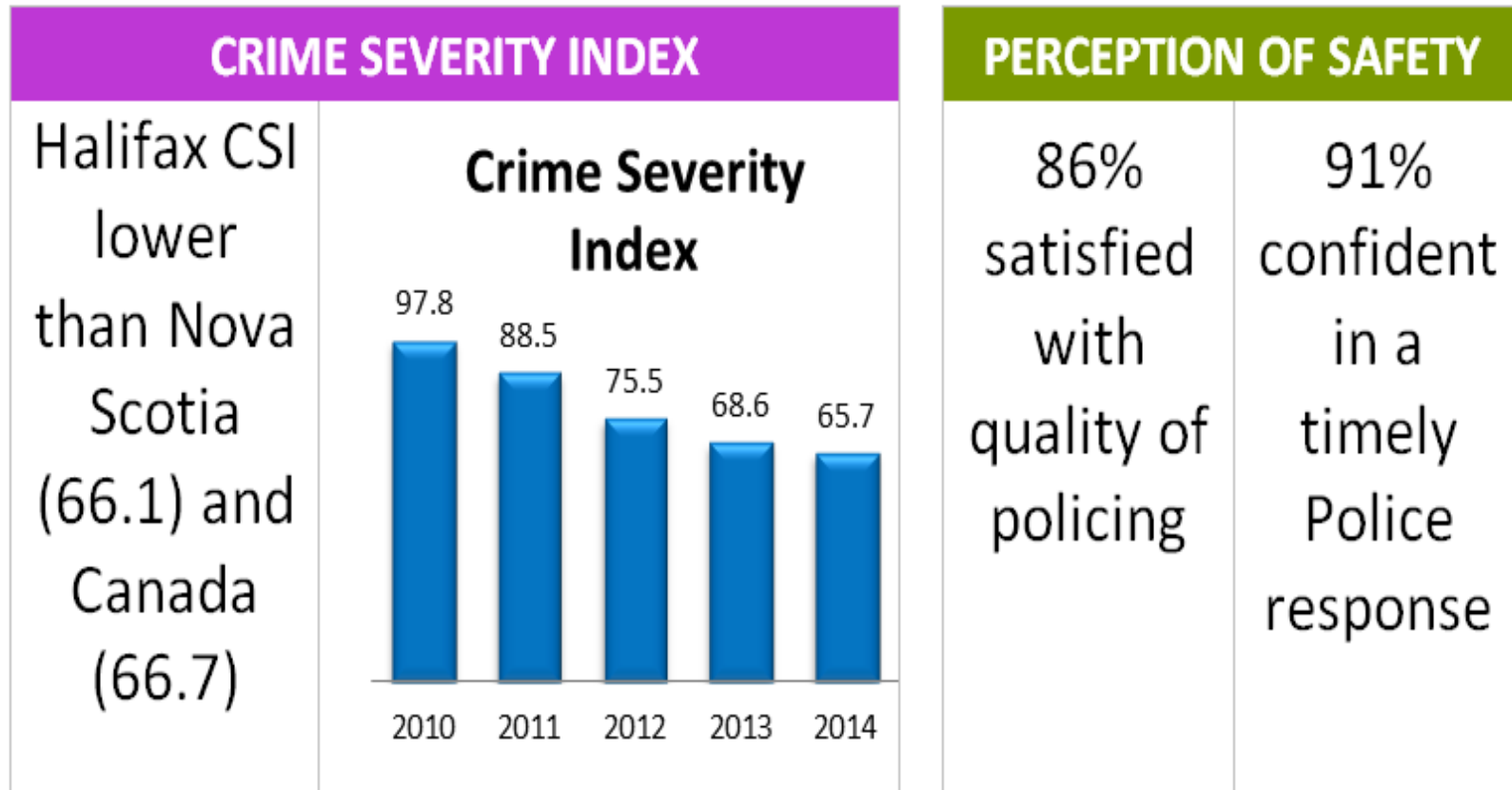
Source: Crime Stats: HRP, Veradex (Police database)

HALIFAX

2016/17 Priority Outcome Discussion and Direction

Healthy Communities

2014-15 Key Performance Indicators

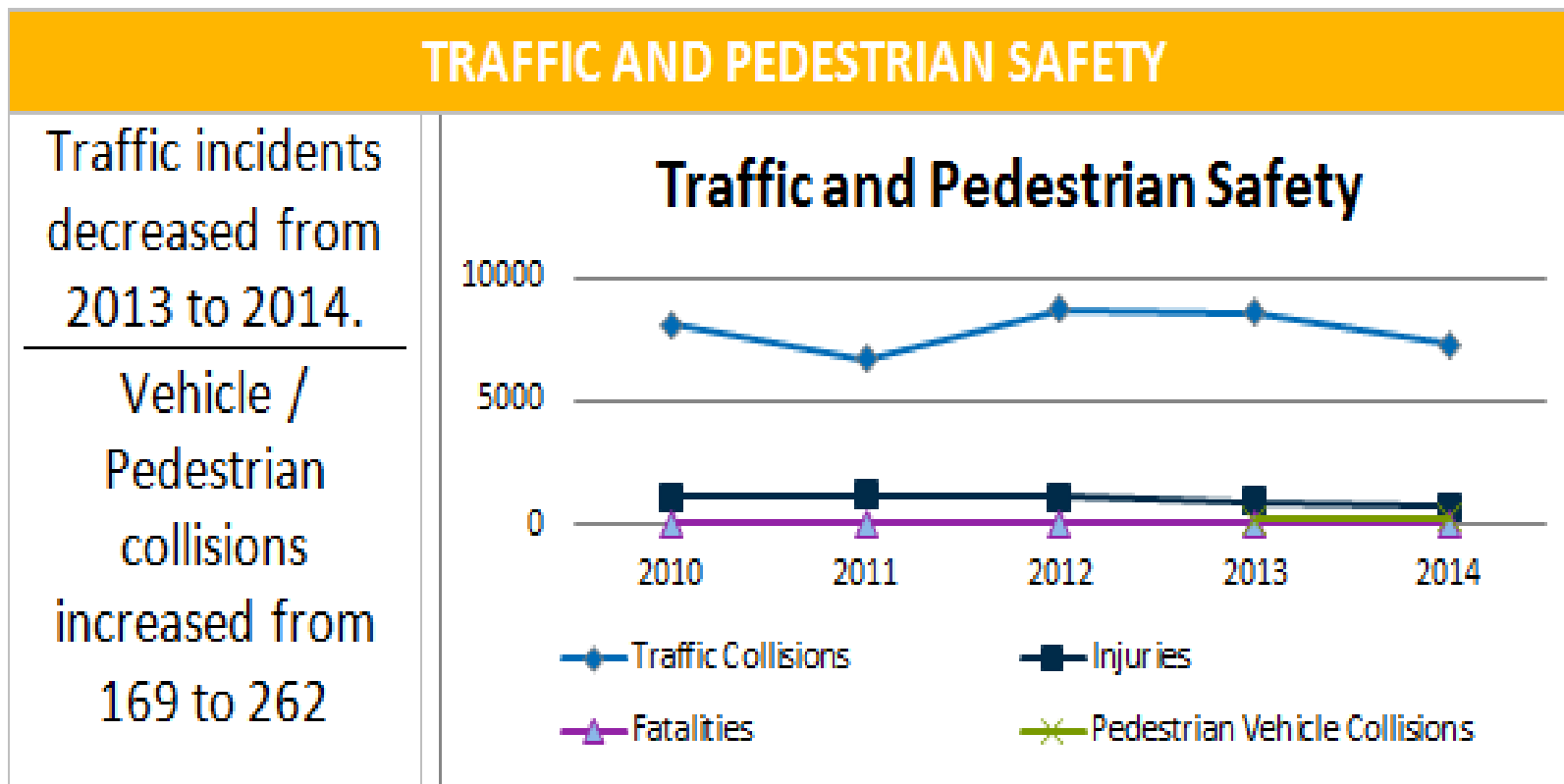


Source: Crime Severity Index: <http://www.statcan.gc.ca/daily-quotidien/150722/t003a-eng.htm> (Statistics Canada); 2014Halifax Citizen Survey

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Healthy Communities

2014-15 Key Performance Indicators



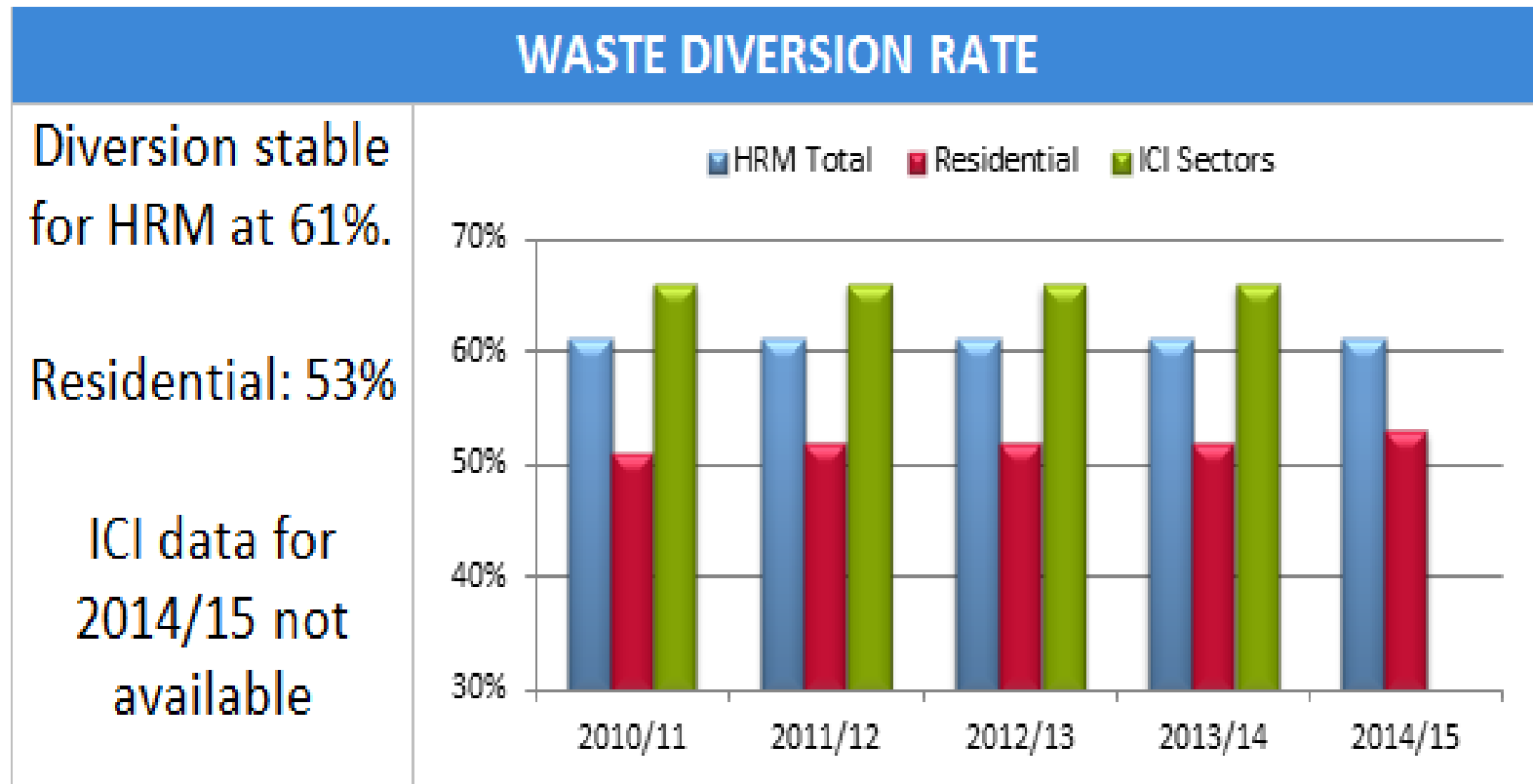
- Note: 24.65% decrease in number of reported vehicle-pedestrian incidents in 2015 (Jan-Aug) compared with the same period in 2014 (95 vs. 133)

Source: Halifax Regional Police

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Healthy Communities

2014-15 Key Performance Indicators



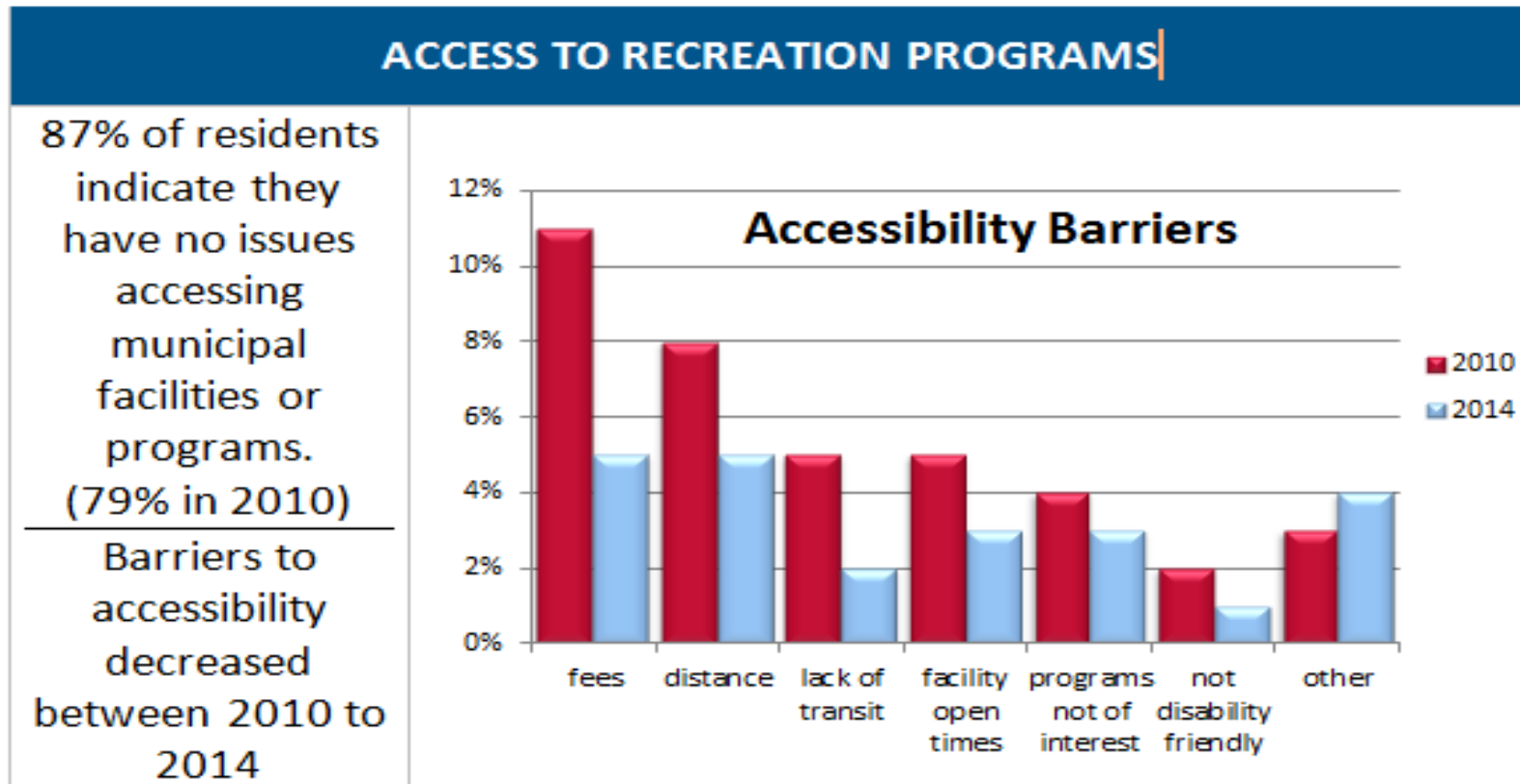
Source: Solid Waste Resources, Facility Tonnage Reports / System Mass Balance

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2016/17 Priority Outcome Discussion and Direction

Healthy Communities

2014-15 Key Performance Indicators



Source: 2010 Halifax Citizen Survey, 2014 Halifax Citizen Survey

HALIFAX

2016/17 Priority Outcome Discussion and Direction

Healthy Communities

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Public Safety: Halifax citizens and visitors are safe where they live, work, and play	Public Safety: No Change
Energy and Environment: Halifax is a leader in Energy and Environment initiatives.	Energy and Environment: Halifax builds city resiliency by providing leadership in energy efficiency and environmental risk management.
Recreation and Leisure: Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.	Recreation and Leisure: No Change

HALIFAX

Healthy Communities

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Pedestrian Safety: Reverse the recent deteriorating experience of increasing vehicle-pedestrian collisions in HRM through improved infrastructure, further education, and requesting enhanced enforcement of crosswalk legislation in order to provide pedestrians a safe environment in which to walk	Pedestrian Safety: Drivers, cyclists and pedestrians all share responsibility for travelling safely together. Through education, enforcement, and improved infrastructure (engineering), pedestrians in Halifax are provided with a safe environment in which to walk.
Inclusive and Accessible Community: Halifax is a leader in building an inclusive and accessible community where everyone can participate fully in life, including persons with disabilities and seniors	Inclusive and Accessible Community: No Change

Healthy Communities

2016-17 Initiatives

- ☐ Develop & implement Strategic Recreation Framework
- ☐ Develop Recreation Outreach
- ☐ Capital Recreation Initiatives
 - Arenas, Regional Recreation Facilities, Playgrounds & Fields
- ☐ Improve Waste Diversion & Source Separation
- ☐ Develop Stormwater Management Bylaw
- ☐ Implement Solar City 2.0
- ☐ Implementation of LED streetlight conversion

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Healthy Communities

2016-17 Initiatives

- ☐ Develop a Public Safety Strategic Framework
 - ☐ Focus on Gun Safety campaign & Juvenile Prostitution
 - ☐ Service Delivery Standards for Halifax Fire
 - ☐ Develop a comprehensive Road Safety Plan
 - ☐ Better Engage African NS Community
 - ☐ Barrier-free access improvements will continue
 - ☐ Improve accessibility in new construction
-

Economic Development



Economic Development

2015-16 Updates

Outcome	Update
Create incentives to encourage development and further the livability and attractiveness of the Regional Centre.	<p><u>Regional Centre Plan:</u></p> <ul style="list-style-type: none">• Public launch of process began in June 2015• Draft complete of a new Downtown Dartmouth Secondary MPS and Land Use Bylaw• 5 year review of Downtown Plan initiated. <p><u>Cogswell Interchange:</u></p> <ul style="list-style-type: none">• Project Director hired & project office being established <p><u>By-Law Review Project:</u></p> <ul style="list-style-type: none">• Multi-year project for review of HRM By-Laws, including sidewalk cafes and pending on-street parking exemptions.

HALIFAX

Economic Development

2015-16 Updates

Outcome	Update
Create incentives to encourage development and further the livability and attractiveness of the Regional Centre.	<p><u>Streetscaping:</u></p> <ul style="list-style-type: none">• Business cases for Argyle Street and Spring Garden Road streetscaping underway as well as plan for Regional Council's review <p><u>Parking Strategy:</u></p> <ul style="list-style-type: none">• Resources allocated to provide well defined management of parking as a municipal service

Economic Development

2015-16 Updates

Outcome	Update
Stakeholder engagement and cooperation to support and improve HRM's economic environment	<p><u>Economic Development:</u></p> <ul style="list-style-type: none"> • Economic Strategy Renewal • Shannon Park • HRM Charter review • Build Canada Fund (Water, Transportation, Urban Core) <p><u>Intelligent Community:</u></p> <ul style="list-style-type: none"> • Public Wi-fi • Smart Community – reviewing CISCO proposal and linkages to similar type projects <p><u>Tax and Fiscal Strategy:</u></p> <ul style="list-style-type: none"> • Density & Taxation report to Regional Council

Economic Development

2015-16 Updates

Outcome	Update
Stakeholder engagement and cooperation to support and improve HRM's economic environment	<p><u>Nova Centre/ Halifax Convention Centre:</u></p> <ul style="list-style-type: none"> • Construction underway. • Governance in progress. <p><u>Affordable Housing:</u></p> <ul style="list-style-type: none"> • Housing Needs Study complete • Continuing to work with Housing & Homeless Partnership
Focus on removing obstacles to small business development	<p><u>Taxation:</u></p> <ul style="list-style-type: none"> • Commercial Tax Options Report <p><u>Business Support:</u></p> <ul style="list-style-type: none"> • Halifax Partnership – Business Retention and Expansion

HALIFAX

Economic Development

2015-16 Updates

Outcome	Update
Deliver sustainable funding support for arts and culture organizations and events	<p><u>Culture & Heritage Priorities Plan:</u></p> <ul style="list-style-type: none"> • Cultural Landscape inventory • Working with province on MOU <p><u>Heritage Conservation Districts:</u></p> <ul style="list-style-type: none"> • South Barrington and Schmdtville areas initiated <p><u>Events Grants:</u></p> <ul style="list-style-type: none"> • Regional Event Granting Administrative Order approved • Supplementary report on MLSER granting process to Regional Council in Fall 2015 <p><u>Cultural Spaces Plan:</u></p> <ul style="list-style-type: none"> • Recruiting for program lead <p><u>Professional Arts and Culture Advisory Committee:</u></p> <ul style="list-style-type: none"> • Committee formed after Administrative Order to Regional Council in May, 2015 • Better allocation of funds for arts organizations

HALIFAX

Economic Development

2015-16 Updates

Outcome	Update
Halifax will create and maintain a welcoming community for new and existing residents	<p><u>Diversity and Inclusion:</u></p> <ul style="list-style-type: none">• New Manager of Diversity and Inclusion hired• Development of diversity and inclusion framework begun• Local Immigration Partnership <p><u>Library – Universal Access and Diversity:</u></p> <ul style="list-style-type: none">• Immigrant services update• Various programs underway (computer classes, programs on refugee sponsorship/settlement, teen newcomer programs)• Universal access plan

Economic Development

2015-16 Updates

Outcome	Update
Activities will focus on creating more career opportunities for recent graduates, both domestic and international	<u>Youth Attraction and Retention:</u> <ul style="list-style-type: none">• Mayor's International Student Reception• Update on MOUs with metro universities and NSCC• Halifax Partnership's Connector Program• Bridging Program

Economic Development

2015-16 Updates

Outcome	Update
Rural Economic Development is considered an integral part of the region's prosperity	<u>Rural Economic Development:</u> <ul style="list-style-type: none">• Intern working out the Halifax Partnership with focus on rural and suburban business support activities• Sheet Harbour Chamber of Commerce• Rural Resource Land Use Protection• Exploring options for Rural Development

Economic Development

2015-16 Updates

Outcome	Update
HRM has an adequate supply of lands to support anticipated economic growth.	<u>Business Park Land Sales:</u> <ul style="list-style-type: none">• Airport Partnership Collaboration• Industrial Park Supply

Economic Development

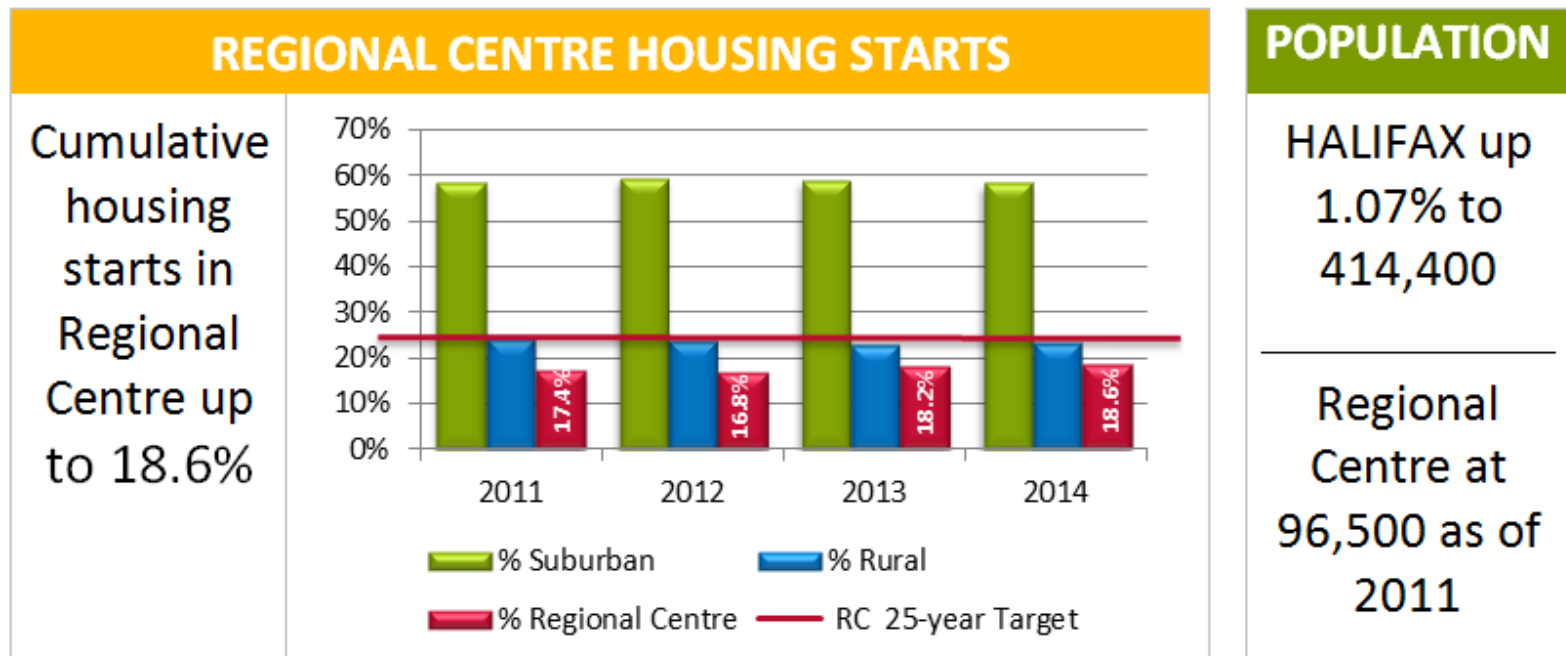
2015-16 Updates

Outcome	Update
Halifax's tourism promotion supports HRM's economic growth and development approach	<u>Destination Halifax and Trade Centre Limited Collaboration:</u> <ul style="list-style-type: none">• Service level agreements for greater alignment• Events – alignment of approach with objectives• Event examples include:<ul style="list-style-type: none">• Web.com• University Hockey

HALIFAX

Economic Development


2014-15 Key Performance Indicators



HALIFAX

Economic Development

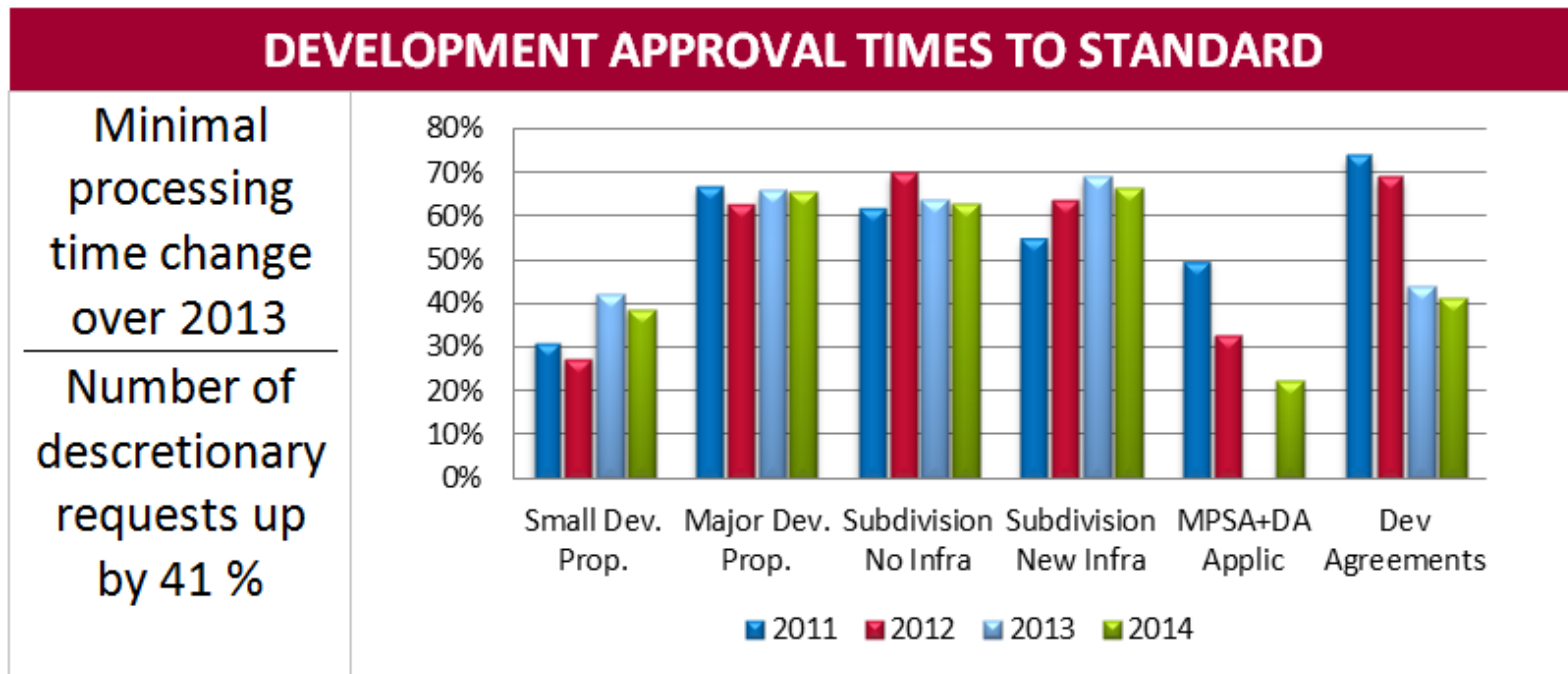
2014-15 Key Performance Indicators

VALUE OF APPROVED CONSTRUCTION		REGIONAL CENTRE PARKING INVENTORY		
Down 7.8% to \$692M	Proportion in Regional Centre up 22.9% to 42%	Total spaces up by 222 to 7473		Non-pay spaces down 2% to 2494
Residential multi- unit up 35% to \$255M				

HALIFAX

Economic Development

2014-15 Key Performance Indicators



HALIFAX

Economic Development

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Welcoming Community: HRM will create and maintain a welcoming community for new and existing residents	Welcoming Community and Youth Retention Halifax is a welcoming community where the world's talent can find great opportunities.
Youth Attraction and Retention: Activities will focus on creating more career opportunities for recent graduates, both domestic and international	
Small Business Success: Focus on removing obstacles to business development	Business Climate: Halifax promotes a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths.
Economic Environment: Stakeholder engagement and cooperation to support and improve HRM's economic environment	

HALIFAX

Economic Development

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Rural Economic Development: Rural economic development considered an integral part of the region's prosperity	Rural Economic Development: The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.
Focus on the Regional Centre: Create incentives to encourage development and further the livability and attractiveness of the Regional Centre	Focus on the Regional Centre: Build a vibrant and attractive Regional Centre that attracts private investment and more residents.
Supply of Industrial Lands HRM land suitable for industrial use is available to support economic growth	Supply of Industrial, Commercial and Institutional Lands: Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.

Economic Development

2016-17 Recommended Priority Outcomes

15/16 Priority Outcomes	16/17 Recommended Priority Outcomes
Tourism Marketing: Halifax's tourism promotion supports HRM's economic growth and development approach	International Recognition & Awareness: Halifax is recognized internationally as a vibrant nexus for business, tourism, culture and innovation.
Arts, Culture, and Heritage Initiatives: Deliver sustainable funding support for arts and culture organizations and events	Arts, Culture, and Heritage Initiatives: Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

Economic Development

2016-17 Initiatives

- ☐ Centre Plan
- ☐ Business Process Improvements
- ☐ By-law Review Project
- ☐ Cogswell Interchange

Economic Development

2016-17 Initiatives

- ☐ Arts & Culture Initiatives
- ☐ Diversity and Inclusion
- ☐ Rural Economic Development
- ☐ Local Food Production and Promotion (healthy communities instead)

Staff Recommendation

It is recommended that Halifax Regional Council approve the 2016/2017 Priority Outcomes as described in Attachment A of this report and direct staff to develop the 2016/2017 budget and business plans in support of these priorities.