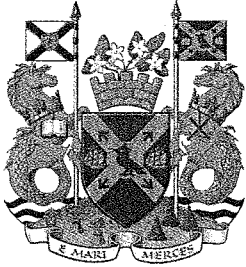


**Halifax
Regional
Municipality**



Peter Kelly
Mayor

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January 29, 2009

Valerie Payn, President and CEO
Halifax Chamber of Commerce
656 Windmill Road, Suite 200
Halifax, NS B3GB 1B8

REC'D - HALIFAX
02-02-2009
CHAMBER OF COMM.

Dear Ms. Payne:

Thank you for your letter dated, January 26, 2009 regarding Council's Focus Areas.

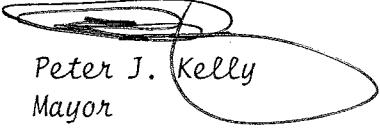
As you know, the Focus Areas's are an important direction setting tool for the Municipality. However, I want to emphasis, they do not negate the other important initiatives that HRM support as an organization. There are many other important programs and services underway, and Council will continue to monitor the emphasis placed on them.

The Tax Reform Project is an example of this continued emphasis. It is no longer a Council Focus Area, but it is still recognized as a very important project. The identification of it as a CFA in 2006 brought it to the level in the organization that was to Council's satisfaction. To date, it has been a successful process. Details of the progress will be presented in Council by the Tax Reform Committee in the coming weeks, seeking direction on next steps and ensuring ongoing commitment. Because it has been a CFA for the past four years, it has been decided by Council that it no longer needs the focus we bring to support the CFA's, as it is well underway and nearing completion.

The Council Focus Areas are one of the foundation pieces for our Business Planning and Budgeting process and provide staff with the direction needed to develop the most effective corporate plans. We will continue to work towards providing all of our stakeholders with positive results in all our mandated areas of service delivery and strategic focus.

Again, thank you for your interest in this matter. It is appreciated.

Respectfully, I remain


Peter J. Kelly
Mayor