



Presentation to Community Planning and Economic Development Standing Committee  
July 20th, 2017

# HALIFAX PARTNERSHIP

**ECONOMIC GROWTH PLAN FRAMEWORK**



**VISION**

By 2031 we have grown to:  
population **550,000** (1.7% per year)  
& GDP **\$30 billion** (2.9% Per year)



**VALUE PROPOSITION**



Ocean Advantage



Educated/Innovative Community



Excellent Rural/Urban Lifestyle



**5-YEAR STRATEGIC GOALS**



Promote & Maximize Growth



Attract & Retain Talent



Make Halifax a Better Place to Live and Work



Align Economic Development

# PROMOTE & MAXIMIZE GROWTH



Measurement	Baseline	2016/17	Progress Report
<b>Grow Halifax's GDP to \$22.5 Billion</b>	<b>\$18,300 million</b>	<b>\$18,579 million</b>	<b>Progressing</b>
• Increase average annual income growth	1.2%	1.5%	↔
• Increase the total number of jobs	224,100	226,000	↑
• Increase the share of full-time work	83%	82%	↓
• Increase the share of businesses that consider Halifax an above-average place to do business	15.0%	23.0%	↑
• Reduce commercial vacancy rates in the downtown	14.3%	15.1%	↓
• Increase the commercial property tax base	\$7.8 billion	\$8.2 billion	↑

# ATTRACT & RETAIN TALENT



Measurement	Baseline	2016/17	Progress Report
<b>Grow Halifax's Labour Force to 271,000</b>	<b>239,100</b>	<b>240,700</b>	<b>Progressing</b>
• Increase Halifax's overall population growth	1.0%	2.0%	↑
• Increase net interprovincial migration of youth ages 20-29 to Nova Scotia	-1,300	-1,001	↑
• Grow the international student body...	5,832	6,045	↑
...and the gross share that transition into permanent residence	3.4%	5.8%	↑
• Increase net international immigration to Halifax	2,085	6,150	↑

# MAKE HALIFAX A BETTER PLACE



Measurement	Baseline	2016/17	Progress Report
<b>Grow Halifax's Population to 470,000</b>	<b>417,847</b>	<b>425,871</b>	<b>On Track</b>
• Increase the share of Nova Scotian residents who have strong, somewhat strong sense of belonging to community	73.8%	76.4%	↑
• Raise the mean score on quality of place indicators as measured by the City Matters survey	7.7	7.2	↓
- Good place to raise a family	7.7	7.8	↔
- Outdoor recreational facilities	7.3	6.8	↓
- Indoor recreational facilities	7.2	6.8	↓
- Housing affordability	6.1	5.7	↓
- Arts and cultural events	7.4	6.8	↓
- City is easy to get around	6.6	5.9	↓

# MAKE HALIFAX A BETTER PLACE (CONT.)



Measurement	Baseline	2016/17	Progress Report
<b>Grow Halifax's Population to 470,000</b>	<b>417,847</b>	<b>425,871</b>	<b>On Track</b>
- % who feel mostly safe	61.0%	80.0%	
• Increase library programming attendance...	209,772	213,576	
...and in-person visits	3,595,902	3,613,986	

# GROWTH PLAN CHECKUP – KEY LESSONS

- GDP is growing
- Labour force is growing
- Population is on track
- Halifax is doing well, but don't be complacent!

*“Positive signs with more work to do.”*

An aerial photograph of a city waterfront, likely Halifax, showing a harbor with several boats and a dense urban area with various buildings. The sky is clear and blue. The text "2016-17 YEAR-END SCORECARD" is overlaid in the center of the image.

# 2016-17 YEAR-END SCORECARD

**HALIFAX  
PARTNERSHIP**



# 2016-17 YEAR-END SCORECARD



Promote & Maximize Growth

Grow Halifax's GDP to  
**\$22.5 billion** by 2021

Halifax Partnership's Key Performance Indicators	Year-end Results
#1. > 4 closes for companies relocating and/or attracted to Halifax (Measure Value of Investment & Jobs)	✓
#2. Halifax Partnership and Economic Growth Plan Progress results shared on PNS Dashboard	✓
#3. > 4 Systemic issues presented to regulators (resolved or underway) that make Halifax an easier place to do business	✓
#4. >20 referrals to provincial and federal trade resources [Benchmark SmartBusiness Survey 2015-16: 7 referrals)	✓
#5. >5 companies supported and connected to major project opportunities [measure impact of connection]	✓
#6. At least 1 commercialization partnership created between business and post-secondary institutions	✓
#7 Establish publicly reported performance measures (in the Halifax Index) for municipal services; measure against service standards with set goals for improvement.	✓
#8. Rural Index developed -- to be included in the 2017 Halifax Index	✓
#9. 2016 Halifax Index published presented to the community	✓
#10. Attach three new Connector Communities to the National Connector Program	✓
#11. 5-Year Halifax Gateway Strategy Developed	✓

# 2016-17 YEAR-END SCORECARD



## Attract & Retain Talent

Grow Halifax's labour force  
to **271,000** by 2021

Halifax Partnership's Key Performance Indicators	Year-end Results
#12. >150 Connectees attached to the Labour Force	✓
#13. >50 Students are offered experiential learning opportunities	✗
#14. With funding from Planning for Canada, implement the Pre-Arrival Connector Program to provide Direct access to pre-screened internationally trained professionals with permanent resident status.	✓
#15. Reduce the net loss of youth from Nova Scotia from 1300 to 800 net loss (Game Changer Action Plan)	✓

# 2016-17 YEAR-END SCORECARD



Make Halifax a Better Place to Live and Work

Grow Halifax's population to **470,000** by 2021

Halifax Partnership's Key Performance Indicators	Year-end Results
#8. Rural Index developed for 2017 Halifax Index	✓
#9. 2016 Halifax Index published presented to the community	✓
#16. Cultural competence research completed and shared with business community	✗

# 2016-17 YEAR-END SCORECARD



Align Economic Development

Increase Alignment and Collaboration

Halifax Partnership's Key Performance Indicators	Year-end Results
#17. FDI Alignment and Response Plan for responding to FDI opportunities developed with partner organizations.	✗
#18. Quarterly Progress Reporting on Economic Growth Plan Progress to Community Planning and Economic Development Standing Committee of Regional Council	✓
#19. State of the Economy Forum held (>200 in attendance).	✓
#20. Halifax Partnership and Economic Plan Progress results shared on PNS Dashboard	✓

# 2016-17 YEAR-END SCORECARD



Pursue an Organizational Culture of Excellence & Client Focus

Halifax Partnership's Key Performance Indicators	Year-end Results
#21. >\$40k invested in the reserve   Risk Framework presented to Audit & Risk Committee at each meeting (6)   Annual Report and Year End Audited Financial Statements presented at AGM	✓
#22. >95% renewal rate of private sector Investors   >\$50,000 increase in private-sector cash investment (Stretch Target: \$520,000)	✗
#23. >10% increase to website visitors   >10% increase in social media followers   >10% increase in positive earned media coverage (year-over-year measures)	✓
#24. Increase Employee Satisfaction (exceed benchmark set in Employee September 2015 Survey)	✓
<p>#25. <u>Increase Client Satisfaction:</u></p> <p>a) Increase the number of businesses favourable with the Partnership</p> <p>b) Revise the Investor Survey to gain greater insight on investor engagement and satisfaction with the Partnership</p> <p>c) Increase SmartBusiness Client Satisfaction &gt;75% satisfaction rating (a total of respondents who found the visit useful, or very useful)</p> <p>d) Increase Connector Program (Connector and Connectee) Satisfaction Levels</p>	✓

An aerial photograph of a city at night, with numerous buildings illuminated. The image is overlaid with a semi-transparent blue grid pattern. The text is centered in the upper half of the image.

# 2016-2017 YEAR-END RESULTS

25 Indicators: 21 Achieved (84%), 4 Not Achieved (16%)

An aerial photograph of Halifax, Nova Scotia, Canada. The image shows the harbor with several boats and a large building with a distinctive green roof. The city skyline is visible in the background under a clear blue sky.

# 2017-18 Business Plan

**HALIFAX  
PARTNERSHIP**

# 2017-18 BUDGET HIGHLIGHTS

- Total Revenue - \$4,081,238
  - HRM: \$1,699,418
  - Private Sector Investment (Cash, In-kind and Sponsorship): \$1,329,350
  - Project Funding: \$1,052,470
    - (includes funding from Nova Scotia Municipal Affairs of \$320,000)
- Bottom line: \$40,169
- Accumulated reserve, excluding capital assets: \$408,553

HRM funding leverages  
an additional \$2,381,820 or  
1.4 times



# 2017-18 PRIORITIES – BUILD MOMENTUM & CRITICAL MASS

- Establish a world-class innovation district in Halifax
- Enhance the Sell Halifax Program
- Increase our focus on Labour Market Development activities
- Gain greater alignment with other economic development organizations
- Build the next 3-5 year action plan for the Economic Growth Plan

An aerial photograph of a city waterfront, likely Halifax, showing a mix of modern and older buildings along the water's edge. The water is dark blue, and there are several boats and docks visible. The sky is a clear, light blue. The text 'QUESTIONS???' is overlaid in the center of the image.

**QUESTIONS???**

**HALIFAX  
PARTNERSHIP**

An aerial photograph of a city waterfront, likely Halifax, showing a mix of modern and older buildings along the water's edge. The water is dark blue, and the sky is a clear, light blue. The word "APPENDIX" is overlaid in large, white, sans-serif capital letters in the center of the image.

# APPENDIX

**HALIFAX  
PARTNERSHIP**

## Highlights of 2017-18 Actions



Promote & Maximize Growth

Grow Halifax's GDP to  
**\$22.5 billion** by 2021

- **Business Development Funnel**
  - Target 8 Wins
- **Business Retention and Expansion Program (SmartBusiness)**
  - Target: 200 Visits; 15 Aftercare Visits
  - Identify 4 Systemic Issues
- **Sell and Market Halifax**
  - Visits to Toronto, Vancouver, Boston & New York
  - Quantum Leap required
- **Manage HRM's International Partnerships**
  - Aberdeen and Norfolk
  - Working with Norfolk Committee on identify opportunities
  - Developing a China Strategy with Mayor Savage
- **Manage World Energy Cities Partnership (18 Cities)**
  - Mayor Savage, President
  - Working Meeting in Houston (during OTC)
  - Halifax Hosting 2017 AGM in Halifax in October
- **Promote the Halifax Gateway**
  - 2 Year Action Plan – aligned to Partners' Strategic Plans
- **Mayor's Celebrate Business Program (Local Visits)**
- **Collaborate with Industry Partners to Promote *Canada's Ocean City brand***

## Highlights of 2017-18 Actions



### Attract & Retain Talent

Grow Halifax's labour force  
to **271,000** by 2021

- **Halifax Connector Program**
  - Target: 150 Participants find jobs in Halifax
- **National Connector Program**
  - Target 3 New Cities
- **Pre-Arrival Connector Program** (pre-screened professionals with permanent resident status)
  - Target: Halifax-bound referrals >50
- **Game Changers Action Plan**
  - Game Changer Awards Gala - Oct
  - TD Speed Interview Sessions. – Nov
  - Awareness Campaign
- **Launched an Experiential Learning Pilot**
  - 50 students from NS Universities & Colleges get experiential learning opportunity in Halifax
- **Launching Atlantic Immigration Pilot**
  - Connect >50 Employers to NSOI for designation

## Highlights of 2017-18 Actions



Make Halifax a Better  
Place to Live and Work

Grow Halifax's population  
to **470,000** by 2021

- **Economic Data and Reporting**
  - Monitor Progress of 2016-21 Economic Growth Plan
  - Halifax Index & Rural Special Analysis
  - Quarterly Economic Reports
  - Annual Business Confidence Survey
  - Halifax Value Proposition and Industry Sector Profiles
- **Showcasing Halifax**
  - Investor Newsletters
  - General Newsletters
  - Success Stories
  - Custom content articles published in the Chronicle Herald
  - Social Media Platform:
    - Facebook
    - Twitter
    - LinkedIn
    - Websites:
      - [Halifaxpartnership.com](http://Halifaxpartnership.com)
      - [SellHalifax.com](http://SellHalifax.com)
      - [Canadaoceansinnovators.com](http://Canadaoceansinnovators.com)
      - [Halifaxgateway.com](http://Halifaxgateway.com)
  - Launching a digital strategy in Boston Market for Sell Halifax

## Highlights of 2017-18 Actions



### Align Economic Development

Increase Alignment  
and Collaboration

- **Economic Growth Plan Roadshow**
  - Ongoing outreach with stakeholders
- **Halifax Chamber of Commerce and Halifax Partnership present State of the Economy Forum with Mayor Savage**
- **Member of We Choose Now Measurement Team**
- Ongoing dialogue and collaboration on opportunities for alignment with NSBI, Destination Halifax and Halifax Chamber of Commerce
- Supporting and Mentoring **Nova Scotia Regional Enterprise Networks** on Business Retention and Expansion
- Create **Atlantic Canada Cities Economic Coalition** with Atlantic Canada's seven urban centres