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**Item No. 12.1.2**  
**Community Planning and Economic**  
**Development Standing Committee**  
**April 19, 2018**

**TO:** Chair and Members of (Name of Community Council or Board)

Original Signed

**SUBMITTED BY:**

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John Traves, QC, Director, Legal, Municipal Clerk & External Affairs

**DATE:** March 30, 2018

**SUBJECT:** Action Plan for Years 3-5 (2018-2021) of the Halifax Economic Growth Plan

**ORIGIN**

November 28, 2017: MOVED by Deputy Mayor Mason, seconded by Councillor Cleary THAT Halifax Regional Council direct staff to develop, with the Halifax Partnership, an Action Plan for years 3-5 of the Halifax Economic Growth Plan 2017-21 in accordance with the approach outlined in the staff report dated November 3, 2017.

MOTION PUT AND PASSED UNANIMOUSLY.

**LEGISLATIVE AUTHORITY**

The Halifax Regional Municipality Charter permits the municipality to undertake a variety of economic development activities. In particular, sections 70 and 71 describe a number of authorities specific to Area Improvement and Promotion, and Business and Industrial Development.

Section 79(1)(m) also provides that the Municipality may expend money for “promotion and attraction of institutions, industries and businesses, the stabilization and expansion of employment opportunities, and the economic development of the Municipality.”

**RECOMMENDATION**

It is recommended that the Community Planning and Economic Development (CPED) Standing Committee recommend that Regional Council approve:

- 1) Attachment 1 as the action plan for years three-to-five (2018-21) of the five-year Halifax Economic Growth Plan (2016-21); and,

- 2) amending the Services Agreement with the Halifax Partnership to replace the existing Schedule “A” attached thereto with the Attachment 1 and Attachment 2 of this report.

## **BACKGROUND**

On April 5, 2016, Regional Council approved the document, [Halifax Economic Growth Plan 2016-21](#) (Economic Growth Plan), as the new five-year economic strategy for Halifax. Building upon the city’s relatively strong economic growth in recent years, and in acknowledgement of the negative impacts that demographic and economic trends in the rest of Nova Scotia could have on Halifax, the economic strategy is a growth agenda. It envisions a Halifax with a population of 550,000 people and a \$30 billion economy by 2031. To achieve this end state, the Economic Growth Plan has four overarching five-year goals: promote and maximize growth; attract and retain talent; make Halifax a better place to live and work; and, align economic development.

The development of the Economic Growth Plan and [Years 1-2 Action Plan](#) was guided by an Economic Strategy Advisory Committee (ESAC) that included representatives from the private sector, military, universities, the provincial government, HRM and the community at large. ESAC was chaired by Matt Hebb, Dalhousie University’s Assistant Vice-President of Government Relations, and supported by a smaller working group of management consulting firm KPMG, the Partnership, HRM staff, and provincial representatives. With Regional Council’s approval in September 2016, the HRM-Halifax Partnership services agreement was amended to reflect the Partnership’s new deliverables as outlined in the Years 1-2 Action Plan.

In November 2017, Council approved the development of an action plan for years three-to-five of the Economic Growth Plan. As the November [staff report](#) indicated, the new action plan will maintain the Economic Growth Plan’s goals and five-year objectives. It would be developed by a working group of Partnership and HRM staff, and any consultations would be targeted.

## **DISCUSSION**

The proposed action plan (Attachment 1) includes new introductory letters from the Mayor and the Partnership’s President & CEO, a synopsis of the economy’s performance over the past two years, an overview of the Economic Growth Plan’s framework, and economic strategy actions for years three to five. There are 73 actions, of which 37 are being led by HRM, 30 being led by the Partnership, and the remaining 6 being co-led by the two organizations.

Many of these actions have been carried over from the previous action plan. Notable changes, however, include three fewer talent-related actions to reduce duplication, and the addition of actions that speak to Finance’s commercial taxation analysis (action #11), the Partnership’s innovation work (17, 18), special projects to address immediate opportunities (e.g. Amazon HQ2 bid, Smart Cities Challenge) (20), and issues of particular importance to the African Nova Scotian community (10, 12, 59). Furthermore, the new rural economic development actions (24, 25) are focused on realizing several opportunities in rural Halifax, from broadband/cellular infrastructure and tourism to resource extraction and agriculture.

These actions were developed in discussion with HRM and Partnership business units and are aligned with HRM’s and the Partnership’s current work plans. They were also endorsed by the Halifax Partnership’s Board of Directors on March 29, 2018.

Should Regional Council approve the recommendation, the “Schedule A” of HRM’s current services agreement with the Halifax Partnership will be replaced with the new action plan, as well as the three additional measures contained in Attachment 2.

HRM will continue to prepare quarterly reports on the Economic Growth Plan.

**FINANCIAL IMPLICATIONS**

Actions as described in the strategy can be implemented within current budgets. Actions that lead to proposed activities that require unanticipated budget allocations will be brought forward to Regional Council for approval.

**RISK CONSIDERATION**

There are no known major risks associated with this report. HRM’s services agreement with the Halifax Partnership renewed automatically on April 1, 2018, for a period of 36 months. As stipulated in the agreement, the Partnership and HRM may terminate the contract under certain conditions.

**COMMUNITY ENGAGEMENT**

The Partnership’s Board of Directors was engaged in this process and endorsed the action plan on March 29, 2018.

**ENVIRONMENTAL IMPLICATIONS**

The Economic Growth Plan recognizes Halifax’s overall growth objectives must be aligned with environmental policy measures. The strategy includes a five-year objective to “increase Halifax’s environmental sustainability and resiliency”. Two actions will be undertaken over the next three years to meet this objective: 1) develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM (action #44); and, 2) reduce the near- and long-term risks of coastal and overland flooding through research and policy development (action #45).

**ALTERNATIVES**

<b>Alternative 1:</b> That the Community Planning and Economic Development (CPED) Standing Committee directs the CAO to revise the proposed action plan and re-submit it to CPED for approval.				
Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (L/M/H/V/H)	Mitigation
Outdated economic strategy action plan; delayed implementation of a new action plan.	3	2	Moderate	<ul style="list-style-type: none"> <li>Continue to implement the action plan for Years 1-2 of the economic strategy.</li> </ul>

**ATTACHMENTS**

ATTACHMENT 1: Draft Action Plan for Years 3-5 of the *Halifax Economic Growth Plan (2016-21)*

ATTACHMENT 2: Additional Measures to be Included in revised Schedule A of the HRM-Halifax Partnership Services Agreement.

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

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Attachment 1

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## MESSAGES

### MAYOR MIKE SAVAGE, MAYOR OF HALIFAX

When we launched the Economic Growth Plan in 2016, it gave us a glimpse of what was possible for our city. Lofty as those goals seemed, we are starting to see the tangible results from our efforts as more people and more businesses invest in our future.

It's been another strong year for population growth through immigration. In 2017, thousands of new residents called Halifax home, bringing their families, talent, and cultures with them.

When I market Halifax to the world, I am proud to tout the city's TLC – talent, location, cost – advantages. In the next three years, we will continue to build on Halifax's value proposition, a story that increasingly includes innovation. With a significant startup community and landmark private and public sector investments directed toward harnessing our ocean advantage, Halifax's Innovation District is rapidly emerging as the place to launch, grow and attract business.

More than ever, urban centres drive population and economic growth. But people are drawn to Halifax not just to enjoy the comforts of a bustling city, but because they can leave their condo, neighbourhood, or cruise ship and be in a still-wild part of Nova Scotia in less time than it takes to commute across other Canadian cities.

The goals in this plan are quantitative and visionary. Let's remember that many organizations need to work together to achieve this vision for Halifax. I am inspired and energized by this plan and invite you to roll up your sleeves and continue to help build our future for the next three years and beyond. Together we can make Halifax a city where everyone can find opportunity.

### RON HANLON, PRESIDENT AND CEO, HALIFAX PARTNERSHIP

The launch of the Years 3-5 Action Plan reminds us that alignment and collaboration between partners and a clear vision and goals are key to success and prosperity for our city.

Halifax's current Economic Growth Plan launched in 2016, was the result of many different groups and individuals coming together to share their ideas about what it will take for Halifax to grow and prosper. Now two years in, we can evaluate and celebrate our success to date, and identify areas where more work needs to be done.

We've had a great start on our journey. The last two years have been positive in terms of our population and GDP growth, but as always, we must continue to move forward with a positive sense of urgency and focus on building on this growth. We've started to build momentum, and now we need to accelerate that momentum, utilizing the power of innovation and immigration. These two areas are key if we are to achieve our goals of a population of 550,000 and a GDP for \$30 billion by 2031.

When we all work together to retain youth and newcomers, help businesses grow and innovate, and attract new investment to our city, everyone benefits. The result will be an even more vibrant, welcoming, prosperous Halifax that residents are proud to call home and where others want to do business, live, and visit. Our job at the Partnership is to lead our community in achieving our shared vision for Halifax. As we proceed, we will continue to monitor and measure the goals and objectives outlined in this Economic Growth Plan, and make adjustments when necessary, to ensure success. We are excited to continue this journey with you to grow our city.

## EXECUTIVE SUMMARY

### Introduction

Halifax needs to grow.

We all know this. We also know that a prosperous future won't simply be handed to us. So, in 2016, we embarked on a journey together to make it happen with the launch of Halifax's *2016-21 Economic Growth Plan*.

Sustained growth is hard work and achieving it will be hard-won. We must be driven to succeed, not quietly or passively, but with energy and intensity. We must work together, with shared goals and fresh thinking. Halifax's Years 3-5 Action Plan will help us continue to do just that by laying out a plan of action that will see people, business, and government working together to achieve measurable results for the next three years and beyond.

### This is where we've come from

When the *2016-21 Growth Plan* was finalized in spring 2016, a slowing Chinese economy, falling oil prices, and a depreciating Canadian dollar were cited as concerns.

Almost two years later, some of the old concerns remain and new challenges have arisen.

From the US\$90 per barrel range in mid-2014, oil prices dropped to the mid-\$30s in early 2016 before rebounding to current levels closer to US\$60. The Canadian dollar has remained reasonably stable, generally trading in the US\$0.75-\$0.80 range since early 2016. The era of ultra-low interest rates is coming to an end as the bank rate has had three 25 basis point increases since June 2017.

On the trade front, the Canadian Free Trade Agreement (CFTA) – an intergovernmental trade agreement among the federal, provincial, and territorial governments – entered into force in July 2017. Shortly thereafter, in September 2017, the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) came into force. In March 2018, the Trans Pacific Partnership was resurrected as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and signed by Canada and ten other countries, including Australia, Japan, Mexico, and New Zealand, but not the United States. Exploratory discussions and negotiations continue with a variety of other countries and trade blocs, including China, India, the Association of Southeast Asian Nations (ASEAN), and MERCOSUR (Argentina, Brazil, Paraguay, Uruguay).

In contrast to these steps towards trade liberalization, there now is a very real threat that the North American Free Trade Agreement (NAFTA) may be altered significantly, if not repealed. Statements on trade issues from the American administration, including plans to impose new tariffs on aluminum and steel imports, have led some to fear that the fundamental structure of international trade maintained by the World Trade Organization (WTO) may be in jeopardy.



Closer to home, the policy environment has remained generally stable following the re-election of HRM Mayor Mike Savage and many councillors in fall 2016 and of the incumbent provincial government in spring 2017.

The provincial economy continues to grow at a tepid pace, with predicted average annual growth just under 1% over the period 2017-22. Over this period, the provincial economy *outside* of Halifax is forecasted to contract. Halifax's share of the provincial economy will rise from 56% in 2017 to 58% by 2021.

In Halifax specifically, the massive shipbuilding project continues, but major projects such as the "Big Lift" work on the Macdonald Bridge and the construction of the new Nova Centre have wrapped up. Cranes continue to dot the city's skyline, and large residential, commercial, institutional, and infrastructure construction projects continue to come on line. New development also is occurring outside the urban core, such as the opening of the Moose River Gold Mine.

The Conference Board of Canada's growth projections for Halifax's GDP have drifted downwards slightly over the past two years. Growth of 1.7% is forecast for 2018 and remains in the range of 1.7% to 1.9% out to 2022.

The most encouraging developments have occurred on the population front. The most recent population estimates from Statistics Canada for Halifax, released in February 2018, showed population growth from 2015 to 2016 that was the largest increase seen in decades, followed by another year of robust growth from 2016 to 2017. Within this population growth was a substantial uptick in immigration. Statistics for youth retention also have shown marked improvements during the past two years. There is insufficient evidence yet to definitively declare these positive numbers as the beginning of a long-term trend, but they are very encouraging indicators that efforts aimed at growing our population are achieving meaningful results. Labour force growth is less robust, however, with the effect of population increases being muted by an increasing number of retirees.

### **This is where we are**

The *Growth Plan* emphasized alignment of efforts across groups working on economic development initiatives and measurement of results and progress toward goals.

We now track more than two dozen *Growth Plan* key indicators (see below) and report on them regularly. Beyond simply tracking the statistics, we make assessments as to whether indicators are improving or worsening, and whether they are on track to meet *Growth Plan* targets. Our approach mirrors the one taken for tracking ONE NS goals, which can be seen on a dashboard at <https://onens.ca/>.

Although the three headline stretch goals are not yet all in reach, all are at least progressing. Indicators that have worsened from the baseline period generally have declined only marginally. Updates to many of the items will occur in April 2018 as new survey data come in. Both the opportunities and challenges before us remain large, but real progress is occurring due to the shared efforts and optimism of businesses, governments, organizations, and individuals throughout the municipality.

Halifax's Economic Growth Plan informs and shapes municipal decision-making and activity. It guides the activities of the Halifax Partnership and other economic development agencies, and influences and aligns stakeholders to support Halifax's economic growth. The success of this plan will depend on collaboration among individuals, businesses, and agencies.

- The Halifax Partnership will lead the Economic Growth Plan implementation and is the coordinating body responsible for tracking and monitoring progress against goals and objectives. The Partnership's Board of Directors provides oversight and strategic guidance on the ongoing implementation of the plan.
- The Mayor and members of Halifax Regional Council and the Community Planning and Economic Development Standing Committee provide oversight and ensure alignment to the municipality's programs and economic priorities.
- Ongoing engagement from provincial and federal partners, the private, post-secondary, arts and culture, and not-for-profit sectors, and communities at risk is also be critical to successfully implementing the plan.

Halifax is a great place to live and work, and we all want to do everything we can to help it prosper. This is where we start. Get ready to grow.

**ECONOMIC GROWTH PLAN FRAMEWORK: ACTION PLAN – YEARS 3 TO 5**

**GOAL 1 – PROMOTE & MAXIMIZE GROWTH  
GROW HALIFAX’S GDP TO \$22.5 BILLION BY 2021**

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
1.1 Make Halifax an easier place to do business	<ol style="list-style-type: none"> <li>1. Implement the Joint Project on Regulatory Modernization with the Province of Nova Scotia to reduce red tape.</li> <li>2. Adopt and implement the Centre Plan to guide community development and support economic growth in the heart of the region.</li> <li>3. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.</li> <li>4. Implement HRM's Customer Service Strategy, with a focus on continuous improvement, to enhance service to business and residents.</li> <li>5. Continue to implement HRM Planning and Development's organizational renewal program that includes the communication of approvals' standards and timelines to the public, replacement of the permitting and licensing system, the rationalization of fee-based services, and simplification of land-use bylaws.</li> <li>6. Benchmark business climate indicators and communicate them to business.</li> <li>7. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.</li> <li>8. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.</li> <li>9. Provide aftercare to new companies that have chosen Halifax as a new location for their business.</li> <li>10. In partnership with the Province, develop an approach to resolving ownership, taxation and planning issues on residential and community-owned properties without clear title.</li> </ol>	<p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM</p> <p>HRM/Halifax Partnership</p>	<p>Province of NS / Halifax Partnership / Business Community / Halifax Chamber of Commerce</p> <p>Halifax Partnership / Community at Large</p> <p>Province of NS (Municipal Affairs) / Halifax Partnership</p> <p>Community at Large</p> <p>Halifax Partnership / Business Community / Urban Development Institute of NS / Development Liaison Group</p> <p>HRM / Province of NS / Government of Canada / Business Community</p> <p>HRM / Province of NS / Government of Canada / Business Community</p> <p>HRM / Province of NS / NSBI</p> <p>HRM / Province of NS / ACOA / Post-Secondary Institutions / Business Community</p> <p>Province of NS / Community at Large</p>	<ul style="list-style-type: none"> <li>• Increase average annual income growth (1.2% growth in personal income per capita in 2015)</li> <li>• Increase the total number of jobs (224,100 were employed in 2015)</li> <li>• Increase the share of full-time work (83% of jobs were full-time in 2015)</li> <li>• Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in spring 2015)</li> <li>• Reduce commercial vacancy rates in the downtown (14.3% vacancy rate in Q4 2015)</li> <li>• Increase the commercial property tax base (estimated \$8.2 Billion in 2016)</li> </ul>

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)	
1.2 Work nationally and internationally to attract investment and increase trade.	11. Assess potential commercial taxation improvements identified by the business community.	HRM	Province of NS / Business Community / Business Improvement Districts	<ul style="list-style-type: none"> <li>Increase average annual income growth (1.2% growth in personal income per capita in 2015)</li> <li>Increase the total number of jobs (224,100 were employed in 2015)</li> <li>Increase the share of full-time work (83% of jobs were full-time in 2015)</li> <li>Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in spring 2015)</li> <li>Reduce commercial vacancy rates in the downtown (14.3% vacancy rate in Q4 2015)</li> <li>Increase the commercial property tax base (estimated \$8.2 Billion in 2016)</li> </ul>	
	12. Develop and implement an ANS Action Plan to advance ANS economic development and community priorities.	HRM/Halifax Partnership	ANS Organizations / Province of NS / Business Community / Community at Large		
	13. Expand the Sell Halifax Program increase to investment.	Halifax Partnership	HRM / Province of NS / NSBI / Destination Halifax / Gateway Partners / Halifax Convention Centre Corp. / Business Community		
	14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	Province of NS / NSBI		
	15. Leverage regional, national and international partnerships to increase trade and investment.	Halifax Partnership	Province of NS / NSBI / Government of Canada / Gateway Partners / Business Community		
	16. Strengthen and raise awareness of the Halifax Gateway.	Halifax Partnership	HRM/ Province of NS / NSBI / Gateway Partners / Business Community / Industry Associations		
	17. Implement the three-year master plan to establish, strengthen, and market Halifax's Innovation District.	Halifax Partnership	HRM/ Post-Secondary Institutions / Business Community / Province of NS		
	18. Promote the public-private Ocean Supercluster initiative to grow the knowledge-based ocean economy.	Halifax Partnership	HRM/ Post-Secondary Institutions / Business Community / Province of NS / Government of Canada		
	1.3 Improve the conditions for innovation and entrepreneurship.	19. Increase the commercialization of post-secondary research.	Halifax Partnership		Post-Secondary Institutions / Industry Associations / Business Community
		20. Undertake special projects to address immediate economic opportunities.	HRM / Halifax Partnership		Community at Large

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
1.4 Promote clustering of people and business in urban and rural areas.	21. Secure federal funding to undertake key infrastructure projects.	HRM	Province of NS / Government of Canada	
	22. Complete the final design and partial reconstruction of the Cogswell Lands Redevelopment.	HRM	Halifax Water / Halifax Utilities Coordinating Committee	
	23. Ensure that an adequate supply of industrial lands is available to support economic development objectives.	HRM	Halifax Partnership / NSBI / Province of NS / Halifax Gateway Partners	
	24. Ensure rural HRM is considered in NSCC's development of a Rural Innovation District.	Halifax Partnership	HRM / NSCC / Community at Large	
	25. Grow rural economic development by focusing on broadband/cellular infrastructure, tourism, resource extraction, agriculture, and business retention and expansion activities.	HRM / Halifax Partnership	Rural Business Associations / Province of NS / Business Community	

## GOAL 2: ATTRACT AND RETAIN TALENT GROW HALIFAX'S LABOUR FORCE TO 271,000 BY 2021

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
2.1 Create opportunities for youth, including international students, to put down roots in Halifax.	26. Develop a mobile technology application to connect local and international graduates to the networks and resources needed to build a career in Halifax.	Halifax Partnership	Government of Canada / Province of NS	<ul style="list-style-type: none"> <li>• Increase Halifax's overall population growth (1.0% growth in 2015)</li> <li>• Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)</li> <li>• Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015)</li> <li>• Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)</li> <li>• Attain at least the provincial average workforce participation rate (69.1% in 2011) for marginalized groups, especially the African Nova Scotian community (64.7% in 2011).</li> </ul>
	27. Continue the networking Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.	Halifax Partnership	Province of NS / Post-Secondary Institutions / Immigration Services Association of Nova Scotia (ISANS) / Business Community	
	28. Continue the Welcome Like No Other Program to help settle international students and immigrants in Halifax.	HRM / Halifax Partnership	Province of NS / Post-Secondary Institutions / Immigration Services Association of Nova Scotia (ISANS) / YMCA / Not-for-Profit Sector	
2.2 Attract immigrants and expatriates to Halifax.	29. Develop and implement a multi-year plan to attract expatriates back to Halifax.	Halifax Partnership	Province of NS / NSBI	
	30. Support businesses meet their labour shortage needs by connecting them with international talent through the Atlantic Immigration Pilot.	Halifax Partnership	Province of NS / Post-Secondary Institutions / Business Community	
2.3 Promote private sector involvement in co-op and experiential learning.	31. Leverage Halifax's immigrant communities to attract talent and investment to Halifax.	Halifax Partnership	Province of NS / Immigrant Community Associations / NSBI	
	32. Work with the business community to identify and promote experiential learning opportunities for post-secondary students.	Halifax Partnership	Province of NS / Post-Secondary Institutions / Business Community	
2.4 Increase workforce attachment and combat systemic	33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program.	Halifax Partnership	HRM / Province of NS / Black Business Initiative / Mi'kmaq Friendship Centre	
	34. Identify and share existing programs, services and outcomes related to the workforce attachment of Mi'kmaq/Indigenous Peoples, African Nova Scotians and other groups at risk of exclusion.	Halifax Partnership	HRM / Province of NS / Black Business Initiative /	

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
			Mi'kmaq Friendship Centre	
	35. Continue the Bridging the Gap internship program to connect new graduates to municipal public service and share program resources with other employers in Halifax.	HRM	Post-Secondary Institutions / Halifax Partnership / Business Community	
	36. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	Post-Secondary Institutions	
	37. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	To be determined	
	38. Connect newcomers, African Nova Scotian, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.	HRM	Halifax Partnership / Organizations Serving Persons with Varying Abilities / ISANS / Urban Aboriginal Organizations	

## GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE & WORK

### GROW HALIFAX'S POPULATION TO 470,000 BY 2021

5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax.	39. Increase people's access to the outdoors by leveraging the municipality's natural assets.	HRM	Community at Large	<ul style="list-style-type: none"> <li>Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)</li> <li>Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)</li> <li>Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014).               <ul style="list-style-type: none"> <li>Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)</li> </ul> </li> <li>Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)</li> </ul>
	40. Adopt and implement the Halifax Green Network Plan to protect and manage open spaces across the municipality.	HRM	Community at Large	
	41. Develop and implement a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.	HRM	Parks & Recreation Stakeholders	
	42. Complete the Culture and Heritage Priorities Plan.	HRM	Culture Stakeholders / Province of NS / Heritage Canada / Community at Large	
	43. Ensure HRM's culture investments reflect Halifax's diversity.	HRM	Culture Stakeholders / Province of NS / Heritage Canada	
3.2 Increase Halifax's environmental sustainability.	44. Develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM.	HRM	Province of NS / Environment Stakeholders	
	45. Reduce the near- and long-term risks of coastal and overland flooding through research and policy development.	HRM	Environment Stakeholders	
3.3 Make Halifax more family- and	46. Increase awareness of the programs and services available to families and children.	HRM	Parks & Recreation Stakeholders	
	47. Increase low-income groups' and individuals' access to recreation programs.	HRM	Province of NS / United Way / Community at Large	
3.4 Make Halifax a more affordable place to live.	48. Determine how best to support and encourage a range of affordable housing options in HRM through the Housing and Homelessness Partnership and other initiatives.	HRM	United Way / Affordable Housing Association of NS / Housing NS / Canada Mortgage and Housing Corp. / NS Health Authority / IWK Health Centre / Investment Property Owners Association of NS	
	49. Promote and pilot community food security initiatives with the Halifax Food Policy Alliance and other partners.	HRM	Halifax Food Policy Alliance	
3.5	50. Develop a long-term streetscaping program for the Regional Centre.	HRM	Community at Large	



5-Year Objective	Actions Years 3 to 5	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
3.6 Foster cultural proficiency and social inclusion.	51. Improve parking access by implementing new technologies and informing the public about parking availability in the urban core.	HRM	Halifax Partnership / BIDs / Waterfront Development Corp. / Downtown Parking Structure Owners & Operators	<ul style="list-style-type: none"> <li>Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)</li> </ul>
	52. Implement the Moving Forward Together Plan to improve Halifax Transit service.	HRM	To be determined	
	53. Implement the Integrated Mobility Plan's recommendations to make Halifax more connected, sustainable, affordable, and healthier.	HRM	Community at Large	<ul style="list-style-type: none"> <li>Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)</li> </ul>
	54. Develop and implement a road safety plan.	HRM	To be determined	
	55. Share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	HRM / Business Community / ISANS / Local Immigration Partnership	<ul style="list-style-type: none"> <li>Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014).</li> </ul>
	56. In accordance with Halifax Regional Council's 2015 Statement of Reconciliation, develop a plan to engage the urban Indigenous community in Halifax.	HRM	Urban Aboriginal Organizations	
	57. Implement the Public Safety Strategy.	HRM	To be determined	
	58. Make Halifax more welcoming to immigrants through the Local Immigration Partnership.	HRM	Local Immigration Partnership / ISANS	<ul style="list-style-type: none"> <li>Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)</li> </ul>
	59. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.	HRM	Community at Large	<ul style="list-style-type: none"> <li>Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)</li> </ul>
	60. Develop and implement plans to make HRM facilities accessible.	HRM	Accessibility Advisory Committee	
3.7 Showcase Halifax to encourage people to visit, live, and work here.	61. Leverage the Halifax Gateway to promote Halifax to potential investors and leisure and business travellers.	Halifax Partnership	Halifax Gateway Stakeholders / Discover Halifax / Halifax Convention Centre Corp. / Business Community	
	62. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	Business Improvement Districts (BIDs) / Business Associations	
	63. Refine HRM's approach to event attraction and hosting.	HRM	Discover Halifax / Province of NS / Sports and Culture Organizations	

## GOAL #4: ALIGN ECONOMIC DEVELOPMENT ORGANIZE ECONOMIC DEVELOPMENT ACTIONS

5-Year Objective	Years 3 to 5	Actions	Municipal Lead	Key Stakeholders (to be modified as required)	Measurement (figures in parenthesis include baseline values)
4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.	64. Lead the National Connector Program to assist other Canadian communities launch their own business-to-talent networking initiatives.		Halifax Partnership	Halifax Partnership	<ul style="list-style-type: none"> <li>Value propositions are aligned across organizations</li> <li>When surveyed, economic development partners see alignment and collaboration as functional and useful (e.g., partners understand each other's objectives, communicate regularly, collaborate in meaningful way)</li> <li>Economic growth plan indicators and activities are measured regularly through quarterly reports and the Halifax Index</li> </ul>
	65. Share best practices in economic development with other partners and agencies in Nova Scotia, including roll-out of the Connector Program and Innovation initiatives		Halifax Partnership	Province of Nova Scotia / Regional Enterprise Networks	
4.2 Improve coordination of economic development activities	66. Participate in pan-Atlantic partnerships to further Halifax's economic development priorities.		Halifax Partnership	Halifax Partnership / Atlantic Canada Economic Coalition	
	67. Strengthen BID-HRM collaboration on economic development matters.		HRM	Halifax Partnership / Business Improvement Districts	
4.3 Monitor the Economic Strategy's progress and adapt actions as required.	68. Host the public-facing Annual State of the Economy Forum to unveil the annual Halifax Index and galvanize stakeholders around Halifax's economic challenges and opportunities.		Halifax Partnership	HRM / Province of NS / ACOA / Business Community / Halifax Chamber of Commerce / Post-Secondary Institutions / ANS Organizations / Urban Aboriginal Organizations / Industry Associations / Sector Stakeholders	
	69. Contribute to efforts to track and publicly report progress in achieving the Now or Never and We Choose Now goals.		Halifax Partnership	Province of NS	
	70. Ensure stakeholders are informed on the progress and results of the strategy implementation.		Halifax Partnership	HRM / Province of NS / ACOA / Business Community / Halifax Chamber of Commerce / Post-Secondary Institutions / ANS Organizations / Urban Aboriginal Organizations / Industry Associations / Sector Stakeholders	
4.3 Monitor the Economic Strategy's progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council.	71. Monitor Economic Strategy progress and identify emerging opportunities and challenges through the Halifax Partnership Board of Directors. Provide quarterly progress reports to CPED and Regional Council.		HRM / Halifax Partnership	Province of NS / NSBI / ACOA / Business Community / Halifax Chamber of Commerce / Industry	

			Associations / Not-for-Profit Sector	
	72. Leverage the media and Halifax Partnership's private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	Business Community / Halifax Chamber of Commerce / Post-Secondary Institutions / ANS Organizations / Urban Aboriginal Organizations / Industry Associations / Sector Stakeholders	
	73. Develop and publish The Halifax Index -- a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.	Halifax Partnership	HRM / Province of NS / Post-Secondary Institutions / Business Community / Not-for-Profit Sector	

## IMPLEMENTATION AND ENGAGEMENT

This is the action plan for the next three years including 3-5 year actions, lead and partner organizations, outcome measures, and alignment with foundation documents.

Halifax's Economic Growth Plan 2016-21 informs and shapes municipal decision-making and activity over a five-year period. It guides the activities of the Halifax Partnership and other economic development agencies, and influences and aligns stakeholders to support Halifax's economic growth.

For our Economic Growth Plan to succeed, our city and province needs to be strategically aligned, understanding that there is a role for everyone to play. We will continue to build on progress by working as a team – a real team – to grow the economies of Halifax and Nova Scotia. While the high-level elements from the vision to the goals and objectives remain constant, the actions can be adapted as needed to reflect lessons learned and new information.

## ROLES

### GOVERNANCE

**The Halifax Partnership Board of Directors** provides oversight and strategic guidance, keeping the Plan focused and coordinated.

**Halifax Regional Council and Community Planning and Economic Development Standing Committee** provide oversight and ensure the plan's goals are aligned with the municipality's programs and economic priorities.

### IMPLEMENTATION ROLES

**Halifax Regional Municipality** uses the Plan as a guide for making decisions and leading initiatives in support of the goals and objectives as outlined in the implementation plan.

The Municipality is the lead on many of the actions defined in the plan.

The Halifax Partnership will be the coordinating body responsible for tracking and monitoring progress against goals and objectives. The Partnership also leads many of the actions defined in the plan. It prepares an annual progress report and present findings at an annual economic forum.

### STAKEHOLDERS

Halifax Regional Municipality and the Halifax Partnership engage with a variety of stake-holders to implement the plan. These include:

- Private Sector
- Provincial Government
- Crown Corporations
- Federal Government
- Municipal Economic Development Stakeholders
  - Halifax Convention Centre Corporation
  - Discover Halifax

- Business Improvement Districts and Business Associations
  - Halifax Chamber of Commerce
- Universities and Nova Scotia Community College
- Communities at Risk of Exclusion/Traditionally Marginalized Groups
- Not-for-Profit Sector
- Arts and Culture Sector

## MEASUREMENT

### THE HALIFAX INDEX

***The Halifax Index*** was created as part of the previous economic strategy to measure Halifax's economic and community advances. It is a tool for tracking progress on the plan and challenges and economic opportunities. We will continue to use ***The Halifax Index*** to measure progress against this plan, to provide insight on new opportunities, and to act as a tool for progress against goals and course correction and adjustment as needed. The Halifax Partnership will release the Index at the annual economic forum.

**ATTACHMENT 2. Additional Measures to be Included in the Schedule A of the HRM-Halifax Partnership Services Agreement.**

1. Work with the Sheet Harbour Chamber of Commerce and Musquodoboit Harbour & Area Chamber of Commerce & Civic Affairs to identify and address economic development issues on an ongoing basis.
2. Retain and grow private sector investment.
3. Leverage the Municipality's investment in the Partnership to attract increasing funding from the private sector, other levels of government, and elsewhere.