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**Item No.**  
**Community Planning and Economic  
Development Committee**  
**April 21, 2016**

**TO:** Chair and Members of Community Planning and Economic Development

**SUBMITTED BY:** **Original Signed by:**  
\_\_\_\_\_  
Maggie MacDonald, Managing Director, Government  
Relations and External Affairs

**DATE:** April 8, 2016

**SUBJECT:** **Implementation of Halifax Economic Growth Plan 2016-21**

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**ORIGIN**

March 24, 2016: MOVED by Councillor Nicoll, seconded by Councillor Mancini that The Community Planning and Economic Development Standing Committee recommend that Regional Council approve the document, Halifax's Economic Growth Plan 2016-21, as attached to the March 11, 2016 staff report, as the new five-year economic strategy for Halifax. MOTION PUT AND PASSED UNANIMOUSLY.

March 24, 2016: MOVED by Councillor Nicoll, second by Councillor Mancini that the Community Planning and Economic Development Standing Committee request a report on the implementation plan for the Economic Strategy. MOTION PUT AND PASSED UNANIMOUSLY.

April 5, 2016: MOVED by Councillor Mason, seconded by Councillor Nicoll that Halifax Regional Council approve the Halifax's Economic Growth Plan 2016-21 as the new five-year economic strategy for Halifax. MOTION PUT AND PASSED UNANIMOUSLY.

**LEGISLATIVE AUTHORITY**

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. 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.

**RECOMMENDATION**

It is recommended that the Community Planning and Economic Development (CPED) Standing Committee receive this report and forward it to Regional Council for information.

## **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:

- 1. Promote and Maximize Growth** – by improving regulatory and service efficiency, making it easier to start and grow a business, helping companies compete both locally and abroad, supporting investment in innovation, and finding the best way to leverage Halifax's competitive advantages and growth opportunities. The target is to grow the city's GDP to \$22.5 billion by 2021.
- 2. Attract and Retain Talent** – by focusing on talent attraction and retention; bridging the gap between industry, education and talent; and, removing systemic barriers to employment. The target is to grow Halifax's labour force to 271,000 by 2021.
- 3. Make Halifax a better place to live and work** – by improving cultural assets, mobility, inclusiveness, affordability, and environmental resiliency while ensuring that economic development stakeholders market a strong and clear message about Halifax's quality of life. The target is to grow Halifax's population to 470,000 by 2021.
- 4. Align economic development** -- ensuring that the Halifax Regional Municipality (HRM) and the province's economic development organizations, policies, and programs are in alignment and working towards shared economic goals for Halifax and Nova Scotia.

The Economic Growth Plan will inform HRM, Halifax Partnership (the Partnership), and other economic development stakeholders' activities over the next five years.

## **DISCUSSION**

### **Implementation and Engagement**

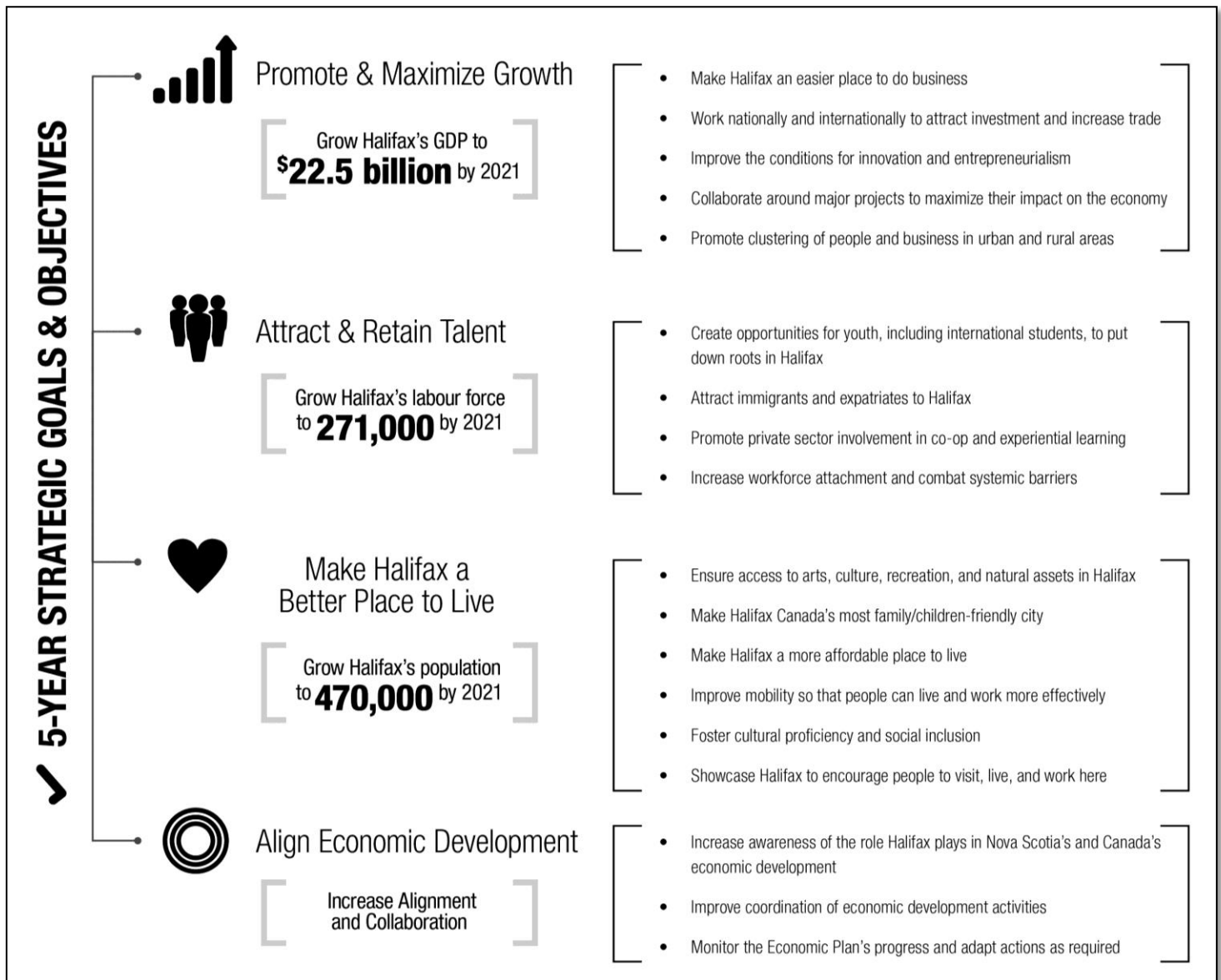
The Halifax Economic Growth Plan has four goals, and each is supported by a number of five-year objectives, as depicted in Graphic 1 on the following page. These objectives are supported by *Halifax Economic Growth Plan 2016-21: Action Plan* (Action Plan) which is a summary of the strategy itself and a list of the 84 actions that will be undertaken in the first two years of the strategy. In order to ensure clear accountability the Action Plan identifies a municipal lead (HRM or the Halifax Partnership) for each item. These actions were identified with a view to aligning to existing HRM or Halifax Partnership plans and priorities where possible. As such, most actions are currently built into existing business unit work plans and budgets. In addition to the primary accountability, the Action Plan has been expanded to identify those key stakeholders who are likely to be engaged on each action. Every HRM-led action has an internal business unit lead. Whereas the five-year objectives will remain the same throughout the course of the Economic Growth Plan, the actions will be reviewed every 18 months to two years.

Regional Council and the Community Planning and Economic Development Standing Committee will provide HRM oversight and ensure that Economic Growth Plan activities continue to be aligned with the municipality's economic priorities and programs. Meanwhile, the Partnership's Board of Directors will oversee and provide strategic guidance on the Economic Growth Plan's implementation. The Partnership will act as the coordinating body responsible for tracking and monitoring progress against Economic Growth Plan goals and objectives.

Reporting

HRM and Partnership staff will prepare quarterly reports on the Economic Growth Plan. These updates will include information on progress against the goals and objectives in the strategy as well as implementation updates on the actions identified in the Plan. The Economic Growth Plan will inform the Service Level Agreement (SLA) between HRM and the Partnership that will be developed in 2016. Progress on both the Economic Growth Plan and the Partnership's SLA commitments will be reported to CPED and Regional Council. The Partnership and HRM staff, in concert with other economic development stakeholders, will submit an updated Action Plan for Regional Council approval in 18 to 24 months.

Graphic 1. Economic Growth Plan Strategic Goals and Objectives



### *Economic Growth Plan Launch and Awareness Campaign*

The Partnership is leading the development of the Economic Growth Plan's launch and awareness campaign. The launch, scheduled for May 2016, will include:

- three events, each for different stakeholder groups;
- an Economic Growth Plan roadshow consisting of presentations to government, private sector, and a range of other stakeholders; and,
- a media relations campaign that includes presentations and meetings with key media organizations in Nova Scotia, and social media activities.

A targeted awareness campaign will continue throughout the summer of 2016 and culminate in a Halifax economic summit in the fall. The summit will be a forum for the Partnership to present the Economic Growth Plan, unveil the Halifax Index which measures the economic strategy's progress, and facilitate discussions with the community at large about furthering economic progress in the municipality.

The awareness campaign will continue throughout the five years of the Economic Growth Plan.

### **FINANCIAL IMPLICATIONS**

Funding for the development of the Economic Growth Plan was approved by Regional Council through the 2015/16 operating budget.

The official launch and implementation of the Economic Growth Plan and companion Action Plan will be undertaken using current budgets. Actions that lead to proposed activities requiring unanticipated budget allocations will be brought forward to Regional Council for approval.

### **RISK CONSIDERATION**

This report is for information only.

### **COMMUNITY ENGAGEMENT**

There was no community engagement in the preparation of this report.

### **ENVIRONMENTAL IMPLICATIONS**

The 2016-21 Economic Strategy states that Halifax's overall growth objectives must be aligned with environmental policy measures such as carbon pricing, revised building codes, and heightened emphasis on public transit. The strategy includes a five-year objective to "increase Halifax's environmental sustainability and resiliency". Activities will be undertaken over the next five years to meet this objective.

### **ATTACHMENTS**

ATTACHMENT 1: *Halifax Economic Growth Plan 2016-21: Action Plan*

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A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

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Report Approved by:

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Maggie MacDonald, Managing Director,  
Government Relations and External Affairs, 902-490-1742

# Attachment 1

# Halifax Economic Growth Plan 2016-21

## Action Plan

April 2016

## INSIDE FRONT COVER



## Acknowledgements

### Economic Strategy Advisory Committee (ESAC)

**MATT HEBB**, (ESAC Chair), Associate VP, Government Relations, Dalhousie University  
**ERIKA BEATTY**, Producer, Project Manager and Consultant  
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**GORDON STEVENS**, President, Uncommon Group Ltd.  
**OZGE YELOGLU**, Co-founder, TopLog Inc.



Lead Organization

Funding Partners

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## MESSAGES



**MIKE SAVAGE**, Mayor of Halifax

The next five years promise to be a time of dramatic change for Halifax. Our new Economic Growth Plan gives us a glimpse of the progress and prosperity that is possible. This growth will see Halifax and, by extension, all of Nova Scotia competing with the world for business, talent, and investment.

More than ever, urban centres drive population and economic growth. But people are equally attracted to what lies beyond these centres. They are drawn to Halifax not just to enjoy our downtown and all it offers, but because they can leave their condo, campus dorm 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. Halifax attracts people looking for a place to not simply live, but to make a life. This is our urban/rural advantage. It is a pillar of the Economic Growth Plan, a strategic plan that builds upon our

strengths and sets measurable goals and objectives to create prosperity for Halifax over the next five years and beyond. I am inspired and energized by the plan and invite you to roll up your sleeves and help build our future.



**RON HANLON**, President and CEO, Halifax Partnership

The launch of Halifax's Economic Growth Plan 2016-2021 reminds us how important alignment and collaboration is between partners, and that success comes from clear vision and goals.

This plan is 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. Representatives from all walks of life including business, government, not-for-profit, community groups and individuals young and old gave us their thoughts on what it will take for Halifax to succeed. The Economic Strategy Advisory Committee, chaired by Matt Hebb, and the Economic Strategy Working Group provided excellent leadership and guidance during the development process. I would like to personally thank the advisory committee and working group members, and the many other government, business and community leaders for their time and contributions. The result is a plan we are confident will build upon progress made over the

past five years and will maximize opportunities to grow our economy and make Halifax a better place to live.

Everyone has a role to play in making Halifax an even more vibrant, welcoming, prosperous city which 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 monitor and measure the goals and objectives outlined in this Economic Growth Plan, and make adjustments when necessary, to ensure success. We are invigorated to be launching this new plan to grow our city, and we can't wait to work with the people of Halifax to put this plan into action.

# 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. Sustained growth is hard work and our achieving it will be hard-won. We must be driven to succeed, not quietly or passively, but with energy and with intensity. We must work together, with shared goals and fresh thinking. Halifax's Economic Growth Plan will help us do just that by laying out a plan of action that will see people, business and government working together to achieve measurable results.

## THIS IS WHERE WE'VE COME FROM

*The world has changed since our last economic plan was implemented in 2011.* The global economy has more than exceeded its 2008 strength and the Canadian financial system is on solid footing. The American economy is posting strong growth, but the threat of recession in Russia, a slowing Chinese economy and global instability are concerning. Oil prices are a third of what they were in 2015, and have dragged down the value of the Canadian dollar.

*Halifax has changed over those five years as well.* The city has seen steady and strengthening economic performance despite our aging population and shrinking provincial labour force. We've done relatively well for a Canadian city of our size, with real GDP having grown 1.5-2.0% per year. This year the Conference Board of Canada projects that Halifax will have the 2<sup>nd</sup> fastest growth in Canada. Although economic growth has been slower than the national average, it has picked up over the past few years, boosted by major projects and construction activity. From 2011 to 2016, the commercial tax base increased 34%, driven largely by construction in the regional centre.

Today, the population of Halifax is close to 418,000. It has an economy valued at \$19 billion, a per capita GDP of \$45,481 and a commercial tax base of \$8.2 billion. These are all important measures. By growing our economy, more opportunities are created for people to make a living in our city. GDP per capita reflects our productivity, and as it grows so too does our standard of living.

*The 2011-16 strategy accomplished some key objectives.* Higher density has been achieved in the downtown, and the city has rallied behind the building of the new library and the Nova Centre. The first sheet of steel was cut back in the fall of 2015 for the national shipbuilding project. This project will have a significant and long-term economic benefit for Halifax and the rest of Nova Scotia and is a true testament to how stakeholders can come together to capitalize on economic opportunities. The 100 Wild Islands project on Halifax's Eastern Shore is close to reaching its \$7 million fundraising goal, which will protect over 100 wild islands valued at well over \$14 million.

## THIS IS WHERE WE ARE

In June 2015, when Halifax Regional Council authorized the Halifax Partnership to renew and refresh the city's 2011-16 economic strategy, it was a clear indication that we were to build on the previous strategy.

*With Halifax's Economic Growth Plan, we're not starting from scratch.* Alignment and collaboration were critical factors in progress made over the previous five years, and will continue to be part of the city's success going forward. We consulted with various stakeholders and benefited from having a number of foundational documents and economic growth efforts to build upon.

In developing this plan, we reviewed municipal, provincial, federal and private sector priorities and strategies focused on growing our city. Foundational documents include:

- *Now or Never* – The Nova Scotia Commission on Building Our New Economy report
- *We Choose Now* – ONE Nova Scotia Coalition Collaborative action plan
- Private sector growth plan – Department of Business
- Business plan – Nova Scotia Business Inc.
- Regional plan – Halifax Regional Municipality
- Halifax brand strategy – Halifax Regional Municipality
- 2013-18 strategic plan – Halifax Chamber of Commerce
- Provincial mandates
- Federal mandates
- Truth and Reconciliation Commission
- *The Halifax Index* – Halifax Partnership

Our analysis reached two conclusions:

1. There are shared goals and commonalities amongst various plans
2. There is a need for greater alignment between various groups and plans

The Nova Scotia Commission on Building Our New Economy recognized the important role Halifax plays in growing the provincial economy. Both the *Now or Never* and the *We Choose Now* reports stress that no single program, organization or institution can achieve the level of growth required to put the province on the path to greater prosperity. *Now or Never* highlights what it calls a “profound need” to come together around a shared vision for change in the province while *We Choose Now* underlines the importance of collaboration. “Nova Scotians,” it says, “are facing

challenges that require unprecedented levels of private sector, public sector, and community collaboration.” Alignment and collaboration among all levels of government and various economic development stakeholders is so essential to success, it is a standalone goal in this economic plan. (See Appendix 1 for an overview of Economic Players and Stakeholders.)

Halifax looks and feels different than it did five years ago. We’ve seen success. Now it’s time to build on it. We have to focus on our strengths. We need to think globally. We must act together with conviction and vision. For a plan to succeed, it must be clear, actionable and measurable. It must be built on the foundation of past strategies and past successes. It must reflect the plans of our partners as well as feedback from individuals, businesses, government, post-secondary, various geographic areas and communities of interest.

This is that plan.

## THIS IS WHERE WE ARE GOING

- **Clear vision**  
By 2031, we want to grow our population to 550,000 and our GDP to \$30 billion. It’s a tall order. But one we can achieve, together.
- **Clear focus**  
We must focus on what we do best. We will leverage our ocean advantage, build on our educated and innovative community, and showcase the best urban/rural lifestyle in Canada.
- **Clear alignment**  
There’s a piece of this plan that each of us can lead. While business, government, and industry have all played a role in its development, it’s ours to own.

*Halifax needs to grow to be the vibrant, prosperous, capital city we all envision. That is why we set a long-term vision to grow Halifax’s population to 550,000 and GDP to \$30 billion by 2031. This is a growth agenda that would nearly double our current population growth rate to 1.7%.*

We will need to attract more immigrants and hold on to more of the 2,000 who arrive here each year. It means finding a place in the workforce for more of the 5,800 international students that study here annually. And it means retaining the 1,300 young professionals that leave the province each year in search of opportunities to build their career.

*Economic development is grounded on leveraging and building upon existing strengths and assets.*

**Ocean Advantage:** Halifax is a hub for oceans related R&D, business, defence and tourism. Our city is home to Maritime Forces Atlantic and hundreds of scientists engaged in ocean R&D at Dalhousie University, Defence Research and Development Canada, the Bedford Institute of Oceanography, Nova Scotia Community College and numerous marine companies. Twenty per cent of all research and development businesses in Nova Scotia are in the area of ocean technology. The ocean drives our economy and provides competitive advantages in key sectors like ocean technology, defence and advanced manufacturing, and transportation and logistics.

**Educated/Innovative Community:** Halifax is a smart city. Our six universities and three community college campuses provide a steady stream of skilled and educated graduates, attract young people from around the world, and support numerous knowledge-based industries including financial services, ICT, life sciences and ocean technology. In addition to providing an educated workforce, universities also account for 74% of R&D spending in Nova Scotia.

**Excellent Rural/Urban Lifestyle:** Halifax is a great place to live, work and play. Residents enjoy life and work in more than 200 rural, urban and suburban communities that boast a variety of businesses, dining, nightlife, and arts and entertainment options. There are few places in the world where you can get from the boardroom to the beach in less than 30 minutes. Halifax is one of them. Our enviable combination of urban amenities and rural and natural beauty offers an excellent quality of life for current and prospective residents and businesses.

Halifax's Economic Growth Plan identifies four five-year strategic goals which build upon our competitive advantages to accelerate population and economic growth over the next five years.

1. **Promote and Maximize Growth (Grow Halifax's GDP to \$22.5 billion by 2021)** focuses on making it easier to do business in Halifax and capitalizing on our best economic opportunities.
2. **Attract and Retain Talent (Grow Halifax's labour force to 271,000 by 2021)** is aimed at holding on to immigrants, international students and recent graduates and making the best use of our available workforce.
3. **Make Halifax a Better Place to Live and Work (Grow Halifax's population to 470,000 by 2021)** hones in on improving and showcasing our quality of life, both for its own sake and to attract residents, workers, and business to the city.
4. **Align Economic Development** ensures that the city and province's economic development organizations, policies, and programs are in alignment and pushing in the same direction toward our shared economic goals for Halifax and Nova Scotia.

**Collaboration will be critical to success.**

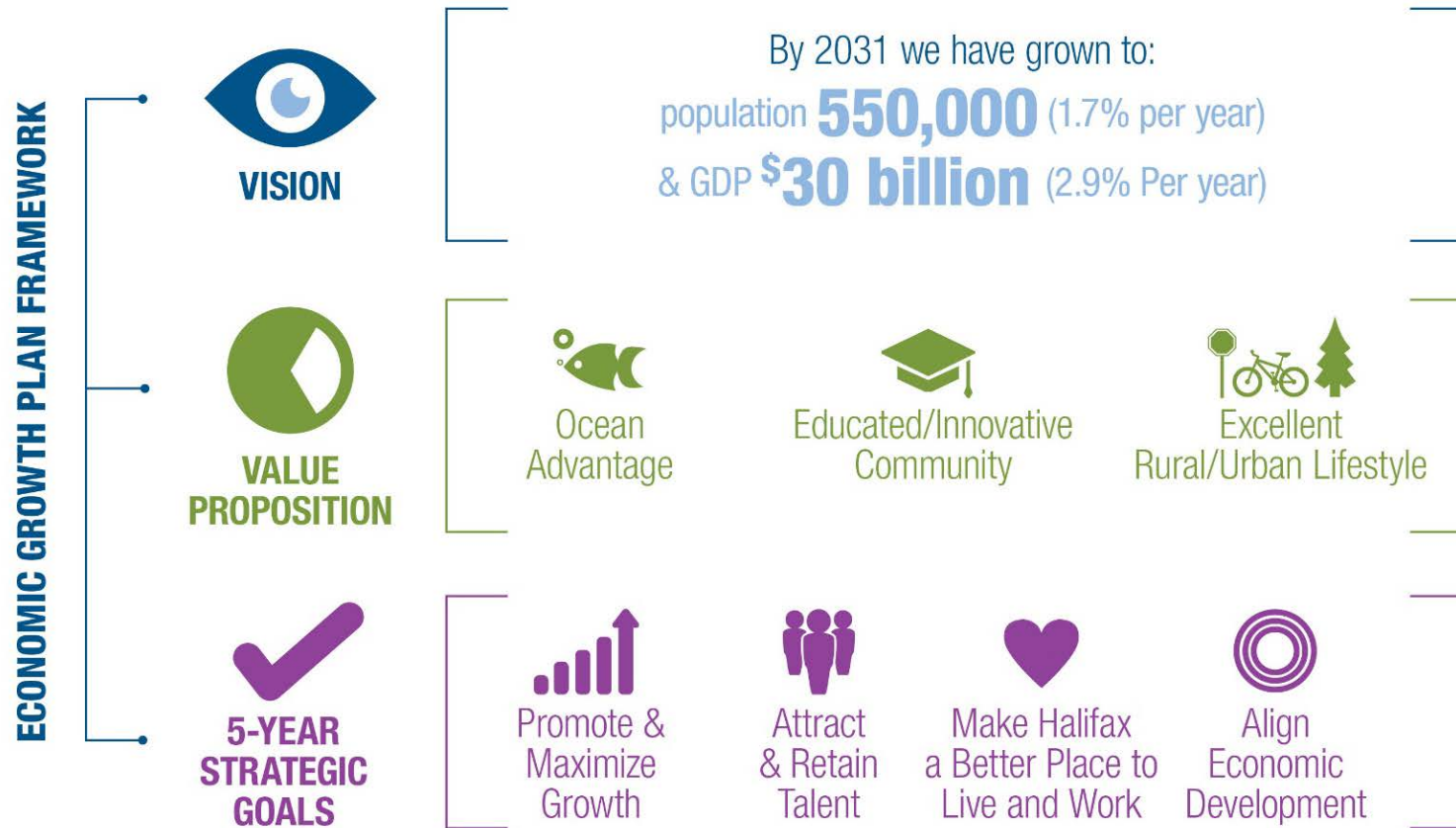
Halifax's Economic Growth Plan will inform and shape municipal decision-making and activity over the next five years. It will guide the activities of the Halifax Partnership and other economic development agencies, and it will influence and align stakeholders to support Halifax's economic growth. The success of this plan will depend on collaboration among individuals, businesses and agencies.

- The Halifax Partnership will lead the economic growth plan implementation and be the coordinating body responsible for tracking and monitoring progress against goals and objectives. The Partnership's Board of Directors will provide 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 will 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 will 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



✓ 5-YEAR STRATEGIC GOALS & OBJECTIVES



Promote & Maximize Growth

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

- Make Halifax an easier place to do business
- Work nationally and internationally to attract investment and increase trade
- Improve the conditions for innovation and entrepreneurialism
- Collaborate around major projects to maximize their impact on the economy
- Promote clustering of people and business in urban and rural areas



Attract & Retain Talent

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

- Create opportunities for youth, including international students, to put down roots in Halifax
- Attract immigrants and expatriates to Halifax
- Promote private sector involvement in co-op and experiential learning
- Increase workforce attachment and combat systemic barriers



Make Halifax a Better Place to Live and Work

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

- Ensure access to arts, culture, recreation, and natural assets in Halifax
- Increase Halifax's environmental sustainability and resiliency
- Make Halifax Canada's most family/children-friendly city
- Make Halifax a more affordable place to live
- Improve mobility so that people can live and work more effectively
- Foster cultural proficiency and social inclusion
- Showcase Halifax to encourage people to visit, live, and work here



Align Economic Development

Increase Alignment  
and Collaboration

- Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development
- Improve coordination of economic development activities
- Monitor the Economic Plan's progress and adapt actions as required

## ACTION PLAN: YEARS 1 AND 2

**Halifax Economic Growth Plan 2016-21**  
**Actions for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
<p style="text-align: center;"><b>1. PROMOTE &amp; MAXIMIZE GROWTH</b></p> <p style="text-align: center;"><i>Grow Halifax's GDP to \$22.5 billion by 2021</i></p>	<p style="text-align: center;"><b>1.1 Make Halifax an easier place to do business.</b></p>	1. Develop an approach to red tape reduction for HRM.	HRM	Province of NS Halifax Partnership Business Community Halifax Chamber of Commerce	<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 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 in Q4 2015)</li> <li>● Increase the commercial property tax base (\$8.2 billion in 2016)</li> </ul>
		2. Develop and adopt the new Centre Plan that will replace planning strategies in the Regional Centre.	HRM	Halifax Partnership Community at Large	
		3. Benchmark and communicate approvals' standards and timelines to the public.	HRM	Halifax Partnership Business Community Urban Development Institute of NS Development Liason Group	
		4. As part of the Halifax Charter Review, identify potential powers and approaches HRM could adopt to grow Halifax's economy.	HRM	Province of NS (Municipal Affairs) Halifax Partnership	
		5. Develop HRM's customer service strategy to improve service to businesses and residents.	HRM	Halifax Partnership Community at Large	
		6. Implement HRM's Planning & Development's organizational renewal program to improve and streamline legislation, processes, supporting tools and technologies.	HRM	Halifax Partnership Urban Development Institute of NS Development Liason Group	
		7. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	HRM Province of Nova Scotia Government of Canada Business Community	
		8. Enhance the Halifax Partnership's Business Retention and Expansion Program to connect business to resources and inform regulators of company common issues.	Halifax Partnership	HRM Province of NS ACOA Post-Secondary Institutions Business Community	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
		9. In collaboration with economic development stakeholders, create an online business support hub for businesses to access the services, programs and tools they need.	Halifax Partnership	HRM Province of NS ACOA Post-Secondary Institutions Business Community	
		10. Provide the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax.	Halifax Partnership	HRM Province of NS NSBI	
		11. Provide aftercare to new companies that have chosen Halifax as a new location for their business and make connections to the programs, resources and talent needed for their continued growth.	Halifax Partnership	HRM Province of NS NSBI ACOA Post-Secondary Institutions Business Community	
		12. Communicate to the local business community opportunities arising from new international trade agreements.	Halifax Partnership	Province of NS NSBI Gateway Partners Business Community	
	<b>1.2 Work nationally and internationally to attract investment and increase trade.</b>	13. In collaboration with economic development partners, refine and amplify Halifax's value proposition to position Halifax on the world stage.	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	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
		15. Leverage existing local, national and international relationships, and cultivate new relationships, (e.g. International Partnerships, WECP, CCCA) to increase the awareness of the Halifax value proposition.	Halifax Partnership	HRM Province of NS NSBI Industry Associations Business Community	
		16. Expand the Mayor's Celebrate Business Program to include targeted visits to major centres in Canada and the United States that showcase Halifax's value proposition.	Co-Leads: HRM and Halifax Partnership	Province of NS NSBI Business Community Industry Associations	
		17. Assess the role the Municipality could play in a potential air route development fund to open direct commercial and passenger routes to other destinations.	Co-Leads: HRM and Halifax Partnership	Halifax International Airport Authority Province of NS	
		18. Produce a 5-Year Strategic Growth Plan for the Halifax Gateway.	Halifax Partnership	HRM Gateway Partners Business Community	
	<b>1.3 Improve the conditions for innovation and entrepreneurialism.</b>	19. Increase awareness of R&D capabilities and interests within Halifax universities and opportunities for business to connect.	Halifax Partnership	Post-Secondary Institutions Industry Associations Business Community	
		20. Increase connectivity with and build capacity of African Nova Scotia and urban aboriginal organizations engaged in economic development.	Co-Leads: HRM and Halifax Partnership	ANS Organizations Urban Aboriginal Organizations Province of NS Not-for-Profit Sector Business Community	
		21. Facilitate connections between small and large businesses around opportunities for increased innovation.	Halifax Partnership	Province of NS ACOA NSBI Innovacorp Business Community	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
		22. Promote the growing network of for-profit business and social enterprise incubation facilities that offer shared space and access to business expertise.	Halifax Partnership	HRM Province of NS (Dept of Business) ACOA Post-Secondary Institutions NSBI Business Community Not-for-Profit Sector	
		23. Through the SmartBusiness Program connect businesses with post-secondary R&D capabilities and other resources.	Halifax Partnership	Post-Secondary Institutions Business Community	
	<b>1.4 Collaborate around major projects to maximize their impact on the economy.</b>	24. Develop a "SWOT team" approach for economic development players to maximize existing and proposed major projects (e.g. offshore exploration, shipbuilding [including supply chain opportunities]).	Halifax Partnership	HRM Province of Nova Scotia Business Community Post-Secondary Institutions Industry Associations	
		25. Secure federal funding to undertake key infrastructure projects.	HRM	Government of Canada Province of NS (Municipal Affairs)	
		26. Capitalize on major project opportunities to attract new foreign direct investment.	Halifax Partnership	HRM Province of NS NSBI Business Community Industry Associations	
		27. Work with industry stakeholders to raise awareness and maximize major project opportunities in the Oceans Sector (e.g. COVE).	Halifax Partnership	Institute for Ocean Research Enterprise Province of NS Industry Associations NSBI National Research Council	
		28. Complete the initial planning phases of the Cogswell lands redevelopment, including the creation of a design plan for Council approval.	HRM	Halifax Water Halifax Utilities Coordinating Committee	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
	<p><b>1.5 Promote clustering of people and business in urban and rural areas</b></p>	29. 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	
		30. Assess options to divert the movement of goods through downtown Halifax.	HRM	Halifax Gateway Partners Transportation & Logistics Sector Business Community Industry Associations	
		31. Implement the density bonus study findings to increase density in the Regional Centre.	HRM	Development Community	
		32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.	Co-Lead: HRM and Halifax Partnership	Sheet Harbour & Area Chamber of Commerce Other Rural Business Associations Province of NS (Municipal Affairs) Union of Nova Scotia Municipalities	
		33. Assess the feasibility of a rural action committee to foster rural economic development.	HRM	Halifax Partnership Province of NS ACOA Union of Nova Scotia Municipalities	
		34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the We Choose Now Report.	Halifax Partnership	HRM Province of NS NSBI ACOA Post-Secondary Institutions Regional Enterprise Networks	
<p><b>2. ATTRACT AND RETAIN TALENT</b></p> <p><i>Grow Halifax's labour force to</i></p>		35. Continue the 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	<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> </ul>



**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
Labour force to 271,000 by 2021	2.1 Create opportunities for youth, including international students, to put down roots in Halifax.	36. Through the Game Changer Action Plan, raise local business community's awareness on the benefits of hiring young professionals without experience.	Halifax Partnership	Province of NS (NSLAE) Post-Secondary Institutions Business Community Not-for-Profit Sector	(+1,300 annual avg. 2010-2015)  • Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015)  • Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)  • 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).
		37. Increase the business community's awareness of, and access to, labour market information and resources.	Halifax Partnership	Province of NS Post-Secondary Institutions Business Community	
		38. Assemble existing, and develop new, marketing collateral and events as part of a "Welcome Like No Other Program" targeting international students and immigrants.	Co-Leads: HRM and Halifax Partnership	Province of NS (Office of Immigration) ISANS Post-Secondary Institutions YMCA Not-for-Profit Sector	
		39. Communicate private sector labour market needs to the post-secondary/public sectors to improve programs and the supply of labour.	Halifax Partnership	Province of NS (NSLAE) Post-Secondary Institutions Business Community	
	2.2 Attract immigrants and expatriates to Halifax.	40. Compile an inventory and increase awareness of the initiatives/programs that assist immigrants' integration into Canada's labour market.	Halifax Partnership	HRM Province of NS (Office of Immigration) ISANS Not-for-Profit Sector Business Community	
		41. Share Halifax value propositions with universities, employers and public sector partners working to attract students and employees to Halifax.	Halifax Partnership	Province of NS Post-Secondary Institutions Business Community Industry Associations	
		42. Work with provincial stakeholders to identify ways to leverage Halifax's migrant communities to attract talent and investment to Halifax.	Halifax Partnership	Province of NS (Office of Immigration) NSBI Migrant Community Associations	
	2.3 Promote private	43. Expand the Halifax Connector Program and Game Changer Action Plan to include experiential learning.	Halifax Partnership	Province of NS (NSLAE) Post-Secondary Institutions Business Community	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
	<b>2.3 Promote private sector involvement in co-op and experiential learning.</b>	44. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.	Halifax Partnership	Trades Associations Post-Secondary Institutions Province of NS (NSLAE) Business Community	
		45. Support the rollout of the Connector Program across the province.	Halifax Partnership	Province of NS (Municipal Affairs) Regional Enterprise Networks	
	<b>2.4 Increase workforce attachment and combat systemic barriers.</b>	46. In collaboration with provincial partners, BBI, the Mi'kmaw Friendship Centre and education providers, assess existing programs, services and outcomes related to the workforce attachment of urban aboriginals, African Nova Scotians and other groups at risk of exclusion.	Halifax Partnership	HRM Province of NS Black Business Initiative Mi'kmaw Friendship Centre	
		47. 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	
		48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	Post-Secondary Institutions	
		49. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	To be determined	
		50. Explore opportunities to connect newcomers, African Nova Scotian, urban aboriginal, youth and persons with disabilities to employment opportunities at HRM.	HRM	Halifax Partnership Organizations Serving Persons with Varying Abilities ISANS Urban Aboriginal Organizations	
	<b>3. Make Halifax a Better Place to Live &amp; Work</b>		51. Develop and implement an open space and greenbelting priorities plan for Halifax.	HRM	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
<p><i>Grow Halifax's population to 470,000 by 2021.</i></p>	<p><b>3.1 Ensure access to arts, culture, recreation, and natural assets in Halifax.</b></p>	<p>52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable and inclusive parks and recreation assets and programming.</p>	<p>HRM</p>	<p>Community at Large</p>	<p>increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)</p> <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). These include:               <ul style="list-style-type: none"> <li>○ "Good place to raise a family" (7.7)</li> <li>○ "Outdoor recreational facilities" (7.3)</li> <li>○ "Indoor recreational facilities" (7.2)</li> <li>○ "Housing affordability" (6.1)</li> <li>○ "Arts and cultural events" (7.4)</li> <li>○ "City is easy to get around" (6.6)</li> <li>○ "% who feel very safe or mostly safe"</li> </ul> </li> <li>● Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)</li> <li>● Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)</li> </ul>
		<p>53. Develop and implement the Culture and Heritage Priorities Plan.</p>	<p>HRM</p>	<p>Culture Stakeholders Province of NS Heritage Canada Community at Large</p>	
		<p>54. Ensure HRM's culture investments reflect Halifax's diversity.</p>	<p>HRM</p>	<p>Culture Stakeholders Province of NS Heritage Canada</p>	
	<p><b>3.2 Increase Halifax's environmental sustainability and resiliency.</b></p>	<p>55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).</p>	<p>HRM</p>	<p>Province of NS Energy Stakeholders Chamber of Commerce Quest NS</p>	
		<p>56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.</p>	<p>HRM</p>	<p>Solar Energy Industry</p>	
		<p>57. Complete floodplain studies, overland flooding/stormwater research and policy development.</p>	<p>HRM</p>	<p>Dalhousie University Halifax Water Commission Environmental Consultants</p>	
	<p><b>3.3 Make Halifax more family- and children-friendly.</b></p>	<p>58. Increase awareness of the programs and services available to families and children.</p>	<p>HRM</p>	<p>Parks and Recreation Stakeholders</p>	
		<p>59. Increase low-income groups' and individuals' access to recreation programs.</p>	<p>HRM</p>	<p>Province of NS United Way Community at Large</p>	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
	<b>3.4 Make Halifax a more affordable place to live.</b>	60. Participate on the Housing and Homelessness Partnership and Affordable Housing Working Group to determine appropriate mechanisms to support and encourage a range of affordable housing in HRM.	HRM	United Way Affordable Housing Association of NS Housing NS Canda Mortgage and Housing Corp. NS Health Authority IWK Health Centre Investment Property Owners Association of NS	
	<b>3.5 Improve mobility so that people can live and work more effectively.</b>	61. Develop a long-term streetscaping program for the Regional Centre.	HRM	Business Improvement Districts (BIDs) Business Associations	
		62. 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	
		63. Implement new transit technology, and seek Council approval to implement the Moving Forward Together Plan for Halifax Transit.	HRM	To be determined	
		64. Prepare a long-term Integrated Mobility Plan for Council approval.	HRM	Community at Large	
		65. Develop a road and pedestrian safety strategy.	HRM	To be determined	
	<b>3.6 Foster cultural proficiency and social inclusion.</b>	66. Research and share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	HRM Business Community ISANS Local Immigration Partnership	
		67. In accordance with HRM's statement on aboriginal reconciliation, develop a plan to engage urban aboriginal peoples.	HRM	Halifax Partnership Urban Aboriginal Organizations	
		68. Develop and implement a plan to make HRM facilities accessible.	HRM	Acessibility Advisory Committee	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
	<b>3.7 Showcase Halifax to encourage people to visit, live, and work here.</b>	69. With economic development and tourism partners, present trade and investment opportunities, as well as tourism offerings to conference delegates.	Halifax Partnership	HRM Halifax Convention Centre Corp. Destination Halifax NSBI	
		70. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	Parks and Recreation Stakeholders	
		71. Articulate HRM's role and approach to tourism, festivals and special events.	HRM	Halifax Convention Centre Corp. Destination Halifax Province of NS	
		72. Leverage the media and Halifax Partnership private sector investor network to promote examples of Halifax's business culture and success stories.	Halifax Partnership	Halifax Partnership's Private Sector Investors Business Community Media 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 Institutes Business Community Not-for-Profit Sector	
<b>4. Align Economic Development</b>  <i>Organize economic development actions</i>	<b>4.1 Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development.</b>	74. Ensure that Halifax's importance to the provincial economy is a key message in communications.	Halifax Partnership	HRM Province of NS NSBI Business Community	Value propositions are aligned across organizations  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)
		75. Share best practices in economic development with other partners and agencies in Nova Scotia.	Halifax Partnership	Province of NS NSBI ACOA Regional Enterprise Networks	
		76. Develop a mechanism to strengthen BID-HRM collaboration on economic development matters.	HRM	Halifax Partnership BIDs	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
	4.2 Improve coordination of economic development activities	77. Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners.	Halifax Partnership	Province of NS NSBI Global Affairs Canada	
		78. With the Province, explore the feasibility of establishing a table of senior government leaders to address, on an ongoing basis, economic development issues of common interest.	Co-Lead: HRM and Halifax Partnership	Province of NS	
		79. In accordance with <i>We Choose Now</i> Recommendation 1.5, work with the Province to identify business growth opportunities for densely populated disadvantaged communities.	Halifax Partnership	HRM Province of NS Not-for-Profit Sector	
	80. 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		
		81. Implement a mechanism for sharing Halifax's economic progress with the Province towards the Now or Never and We Choose Now recommended goals and actions.	Halifax Partnership	Province of NS	

**Halifax Economic Growth Plan 2016-21**  
**Action Plan for Years 1 and 2**

GOAL	OBJECTIVES	YEAR 1-2 ACTIONS	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
	<p style="text-align: center;"><b>4.3 Monitor the Economic Strategy's progress and adapt actions as required.</b></p>	<p>82. Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the strategy implementation.</p>	<p>Co-Lead: HRM and Halifax Partnership</p>	<p>HRM            Province of NS            ACOA            Halifax Chamber of Commerce            Business Community            Post-Secondary Institutions            ANS Organizations            Urban Aboriginal Organizations            Industry Associations            Sector Stakeholders</p>	
<p>83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.</p>		<p>Halifax Partnership and HRM</p>	<p>HRM            Province of NS            Government of Canada            Business Community</p>		
<p>84. 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.</p>		<p>Co-Lead: HRM and Halifax Partnership</p>	<p>Province of NS            NSBI            ACOA            Business Community            Halifax Chamber of Commerce            Industry Associations            Not for Profit Sector</p>		

## IMPLEMENTATION AND ENGAGEMENT

There is an action plan for the first two years that includes 1-2 year actions, lead and partner organizations, outcome measures, and alignment with foundation documents.

Halifax's 2016-21 Economic Growth Plan will inform and shape municipal decision-making and activity over the next five years. It will guide the activities of the Halifax Partnership and other economic development agencies, and it will influence and align 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 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 will remain constant, the actions can be adapted as needed to reflect lessons learned and new information.

## ROLES

### GOVERNANCE

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

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

### IMPLEMENTATION ROLES

**Halifax Regional Municipality** will use the economic growth 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.



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

### **Stakeholders**

Halifax Regional Municipality and the Halifax Partnership will engage with a variety of stakeholders to implement the plan. These include:

- Private Sector
- Provincial Government
- Crown Corporations
- Federal Government
- Municipal Economic Development Stakeholders
  - Halifax Convention Centre Corporation
  - Destination Halifax
  - Business Improvement Districts and Business Associations
  - Halifax Chamber of Commerce
- Universities and the 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 serves as an annual call to action on key 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 course correction and adjustment as needed. The Halifax Partnership will release the Index at the annual economic forum.

# HALIFAX ECONOMIC GROWTH PLAN 2016-21

## 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

## 5-YEAR STRATEGIC GOALS & OBJECTIVES



Promote & Maximize Growth

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

- Make Halifax an easier place to do business
- Work nationally and internationally to attract investment and increase trade
- Improve the conditions for innovation and entrepreneurialism
- Collaborate around major projects to maximize their impact on the economy
- Promote clustering of people and business in urban and rural areas



Attract & Retain Talent

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

- Create opportunities for youth, including international students, to put down roots in Halifax
- Attract immigrants and expatriates to Halifax
- Promote private sector involvement in co-op and experiential learning
- Increase workforce attachment and combat systemic barriers



Make Halifax a Better Place to Live and Work

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

- Ensure access to arts, culture, recreation, and natural assets in Halifax
- Increase Halifax's environmental sustainability and resiliency
- Make Halifax Canada's most family/children-friendly city
- Make Halifax a more affordable place to live
- Improve mobility so that people can live and work more effectively
- Foster cultural proficiency and social inclusion
- Showcase Halifax to encourage people to visit, live, and work here



Align Economic Development

Increase Alignment and Collaboration

- Increase awareness of the role Halifax plays in Nova Scotia's and Canada's economic development
- Improve coordination of economic development activities
- Monitor the Economic Plan's progress and adapt actions as required

**[BACK COVER]**

**HALIFAX**

CONNECT. COLLABORATE. PROSPER.

For more information visit [halifaxpartnership.com/URL](https://halifaxpartnership.com/URL)