

Item 12.1.1



DESIGN AND DEVELOPMENT OF HALIFAX'S ECONOMIC GROWTH PLAN, 2022-27

Presented to:

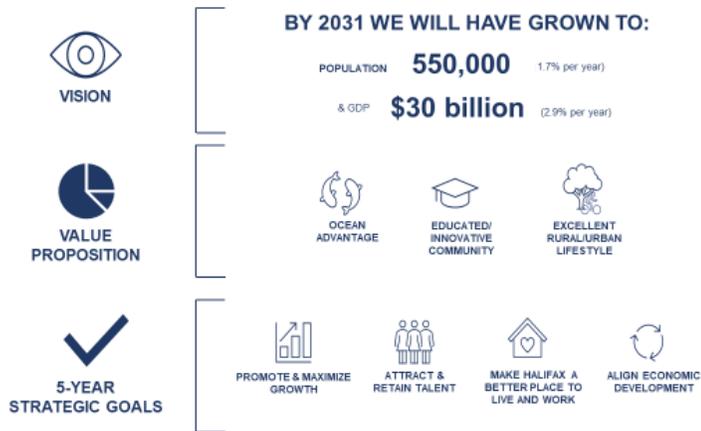
Community Planning & Economic
Development Standing Committee
February 18, 2021

Halifax Population Update

- Updated annual population estimates were released by Statistics Canada on January 14.
- Given the pandemic, severe drops might have been expected
- In fact, numbers were down from the prior year, but only slightly; the new data are essentially the second-best ever following the prior year's records
- Halifax had the second-best rate of population growth across all 35 Canadian CMAs, just behind Oshawa

HALIFAX	July 1, 2018-June 30, 2019	July 1, 2019-June 30, 2020
Population at end of period	439,529	448,544
Growth (#)	9,634	9,015
Growth (%)	2.2%	2.1%
Net international migration	6,341	5,751
Net interprovincial migration	1,602	1,584
Net intraprovincial migration	1,034	876
Net natural growth	657	804

ECONOMIC GROWTH PLAN – FRAMEWORK



Economic Response and Recovery Plan Three Phases of Recovery



PHASE I: CURRENT
URGENT HEALTH CRISIS



PHASE II: STABILIZATION
GETTING BACK TO BUSINESS



PHASE III: RECOVERY
OPEN FOR BUSINESS

Roles and Responsibilities

Halifax Regional Council and Community Planning and Economic Development Standing Committee (CPED)

- Approval of the approach to develop the strategy, the strategy's framework, and the final strategy itself;

Halifax Partnership Board of Directors

- Provides oversight, endorses the strategy's approach, framework, and final direction before they are presented to Council;

Ad Hoc Development Committee

- Includes members of the Halifax Partnership's Board of Directors
- Oversees the strategy's development, generate new ideas, refine the vision and identify goals, and bring community leadership to the process;

Working Group

- Halifax Partnership and HRM Government Relations and External Affairs Staff
- Hands-on role in developing the strategy.
- Manages the project, develops detailed project plans and scoping
- Undertake stakeholder engagement and communications.

HRM Government Relations and External Affairs

- Will engage HRM subject matter experts and ensure alignment with HRM's strategic priorities and business plans.

Emerging Themes

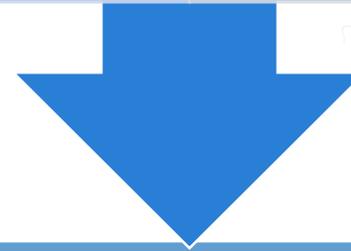
From our Annual General Meeting, Reimagine Halifax, four themes emerged as priorities to guide the development of the new Economic Growth Plan:

Attainable
Housing

Transportation
& Logistics

Green
Economy

Inclusive
Growth



Priorities and actions identified from these four themes will be integrated within the strategic goals of the new Plan.

2022-27 Economic Growth Plan – The Foundation

Build on the Momentum from the 2016-21 Plan

- Build on the success of the 2016-21 Economic Growth Plan and Halifax’s Value Proposition (TLC-I)
 - Grow the economy, population, and labour force.
 - Continue to emphasize the importance of diversity, inclusion and quality of life.

Identify Opportunities within the Emerging Themes

- Deepen our understanding of the emerging themes and Identify priorities, opportunities and actions that will advance the economic growth plan strategic goals.
 - **INCLUSIVE GROWTH:** Who has been left behind as Halifax has grown?
 - **ATTAINABLE HOUSING:** How do we address rising rents and low vacancy rates?
 - **GREEN ECONOMY:** How do we advance HalifACT and private sector opportunities in the green economy?
 - **TRANSPORTATION & LOGISTICS:** What’s needed and/or missing for future growth?

Ensure Strong Fundamentals

- Tax and regulatory regimes
- Infrastructure – transit, active transportation, logistics, Gateway, communications . . .
- Services – parks, recreation, arts, culture, public safety, planning . . .

Leverage Assets and Ensure Alignment

- HP Programs, resources and experience (private sector investors, Investment Attraction, Innovation District, SmartBusiness, Connector, etc.)
- HRM Programs and Strategies (HRM Strat Plan, HalifACT, ANS Road to Economic Prosperity, Integrated Mobility Plan etc.)
- Partners’ Programs and Resources (fed/prov governments, post-secondary institutions, Incubators, Ocean Supercluster, etc.)

Address New Challenges, Issues and Opportunities

- **COVID-19** – How do we support recovery? (business support - getting online, emergency preparedness; labour reskilling/redeployment)
- **CHANGING NATURE OF WORK** – How do we help businesses and workers adapt to remote work, online business, “gig” work, etc.?

2022-27 Economic Growth Plan – Key Components of Development

Research and Analysis

- Review Existing Strategy and Complementary Plans (e.g. HalifACT, ANS Economic Road to Prosperity, Tourism Master Plan)
- Situational Analysis
- Current Economic Conditions
- COVID-19 Impact
- National and Global Economic Trends
- Economic Outlook

Engagement

(Input from Business and Community Stakeholders)

- Surveys:
 - City Matters
 - Business Confidence Survey
 - New Surveys Specific to Economic Growth Plan - Business & Community (if required)
- Engagement:
 - In-depth conversations with industry experts and key stakeholders
 - CEO Councils
 - Mayor's Economic Roundtable and Working Groups
 - Engagement sessions (6 to 8) to identify actionable recommendations
 - Online web portal on strategy development and opportunity for input

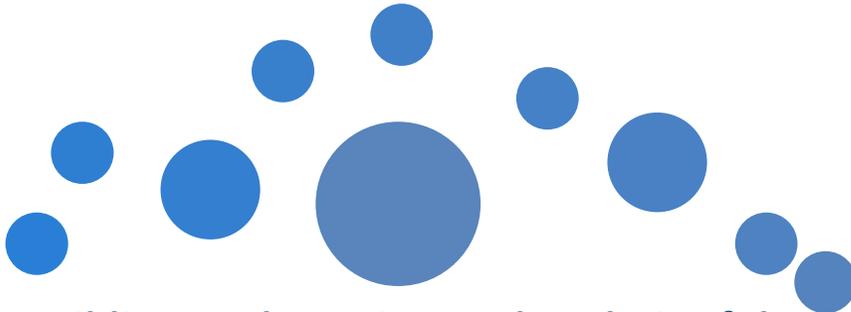
Synthesize & Design

- Create the Plan

Approval Process

- Ad Hoc Development Committee
- Halifax Partnership Board of Directors
- Halifax Community Planning and Economic Development Standing Committee
- Halifax Regional Council

Strategic Framework for an Inclusive, Sustainable Plan



Building on the review and analysis of the foundation elements and opportunities identified in the emerging themes, create an inclusive, sustainable Economic Growth Plan for Halifax for 2022-27



VISION

- Quantifiable: GDP & Population (Reassess)
- Qualitative : (To be determined if needed)

VALUES

- To be determined

5 YEAR STRATEGIC GOALS

- Improve Business Climate
 - Improve Quality of Life and Place
 - Attract, Retain and Develop Talent (includes immigration)
- } To be confirmed

OBJECTIVES & YEARS 1 & 2 ACTIONS

- To Be Determined

MEASUREMENT FRAMEWORK

- To be Determined

Stakeholder Engagement - Principles



Accessible

We will strive to understand the needs of all Halifax residents and business community and use a range of engagement techniques and approaches to make it easier for everyone to participate fully.



Transparent

We will be clear as to why we are seeking input, and how input will be used to inform decision-making and report back on the feedback collected.



Informed

We will ensure that information and education is a key component of every engagement process. The more informed individuals are, the better the conversation and input.

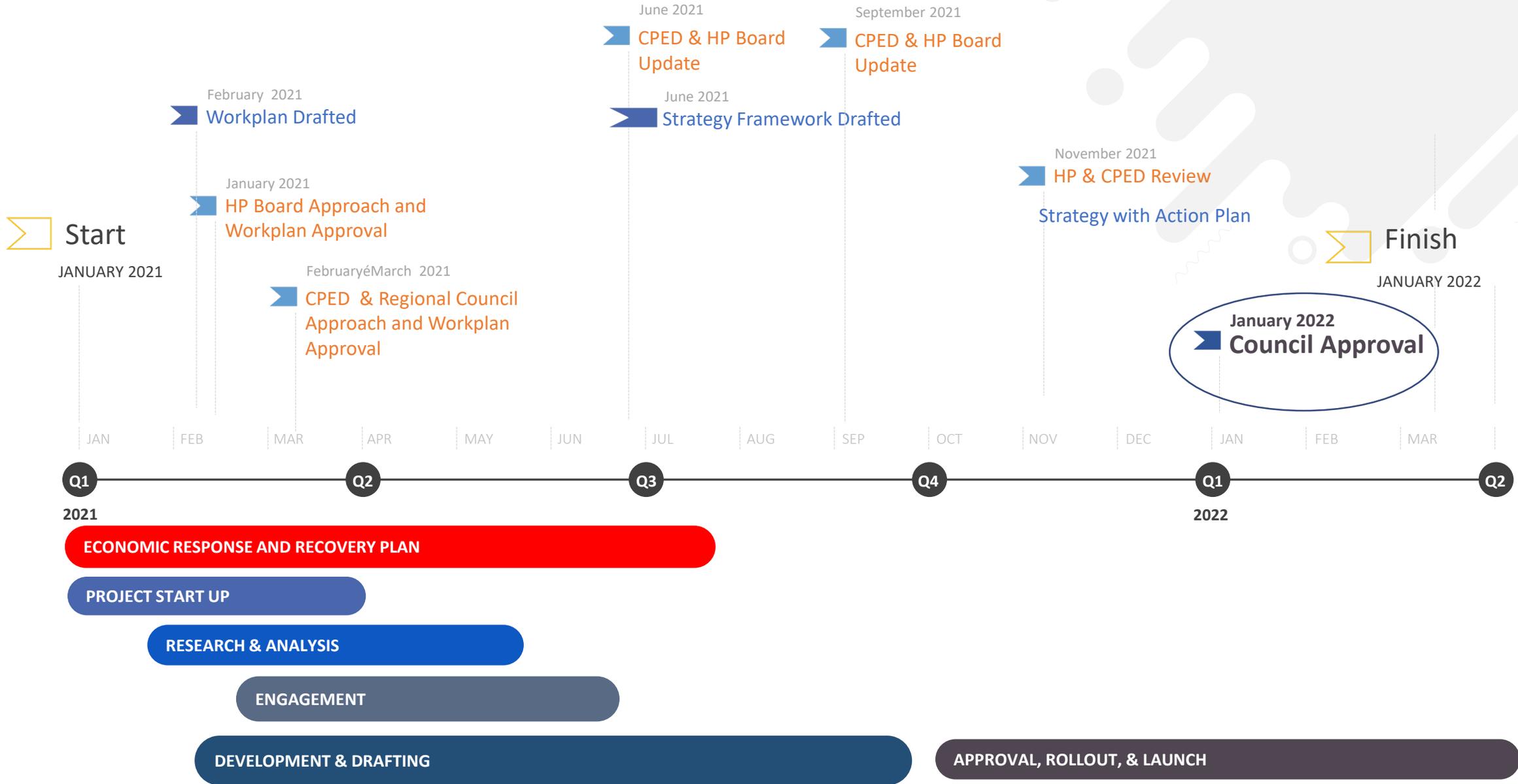


Diversity of our Community

Our engagement will be well planned and use targeted approaches to ensure that those most impacted are engaged.

Project Timeline – Key Milestones

Internal Deadline
External Deadline
Notable Event



RECOMMENDATION

It is recommended that the Community Planning and Economic Development Standing Committee recommend that Regional Council authorize the Chief Administrative Officer to develop a 2022-2027 Economic Strategy in collaboration with the Halifax Partnership, in accordance with the approach set out in this staff report and the related Halifax Partnership presentation.