



HALIFAX ECONOMIC GROWTH PLAN 2016-21

ACTION PLAN: YEARS 3-5





IN MEMORY OF RON HANLON



This plan is dedicated to the memory of Ron Hanlon, President and CEO of the Halifax Partnership (2015-18). Ron was instrumental in developing Halifax's Economic Growth Plan for 2016-21. Ron described his ambitious vision of Halifax's future, which is captured in this plan, as both optimistic and realistic. He set a high bar, and then set to helping us clear it. We shall strive to honour his memory by sustaining his positive sense of urgency and his unbounded optimism for our city.

Lead Organization

**HALIFAX
PARTNERSHIP**
CONNECT. COLLABORATE. PROSPER.

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HALIFAX

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MESSAGES



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. Ambitious 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. However, 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.



MATT HEBB, Chair of the Board of Directors, 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.

Launched in 2016, Halifax's Economic Growth Plan was the result of many 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 determinedly 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 of \$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. The Partnership's job 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 adjust 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 Economic 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 toward trade liberalization, there is now 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 recent 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 1.9% is forecast for 2018 and remains in the range of 1.5% 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 have also 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 Economic Growth Plan emphasizes 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 Economic Growth Plan key indicators (see pages 14-22) 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 Economic Growth Plan targets. Our approach mirrors the one taken for tracking OneNS goals, which can be seen on a dashboard at <https://onens.ca/>.

Although the five-year quantitative 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. 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 is a great place to live and work, and we all want to do everything we can to help it prosper. This is how we do it.

THIS IS WHERE WE ARE GOING



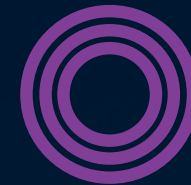
Clear Vision

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 rural/urban 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 VALUE PROPOSITION



Ocean Advantage

Halifax is a hub for ocean science, innovation, business, defence and tourism. The ocean drives our economy and provides competitive advantages in key sectors like ocean technology, defence and advanced manufacturing and transportation and logistics. 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-based companies. Twenty per cent of all R&D businesses in Nova Scotia are in ocean technology. The new Centre for Ocean Ventures and Entrepreneurship is a collaborative applied innovation facility where ocean technology enterprises can commercialize and grow. Halifax is proud to be a lead partner in the Ocean Frontier Institute, an international hub for ocean research, and Canada's Ocean Supercluster, an industry-led initiative to grow Canada's ocean-related research capacity, technology expertise and economy.



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 68% of R&D activity in Nova Scotia.



Excellent Rural/Urban Lifestyle

Halifax is an excellent place to live, work and play. Residents can live 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, natural beauty offers an exceptional quality of life for current and prospective residents and businesses.

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



1. Promote and Maximize Growth: Grow Halifax's GDP to \$22.5 billion by 2021. This 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. This 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. This 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: Organize Economic Development Actions. This ensures that the city's and province's economic development organizations, policies and programs are in alignment and moving in the same direction toward our shared economic goals for Halifax and Nova Scotia.



Collaboration is
critical to **success.**

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 depends on collaboration among many individuals, businesses and agencies throughout the Halifax region.

- » The Halifax Partnership leads 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.
- » Ongoing engagement from provincial and federal partners, the private, post-secondary, arts and culture, not-for-profit sectors and communities at risk are also critical to successful 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.



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 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 more family and children friendly
- 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

Organize economic development actions

- 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 Growth Plan's progress and adapt actions as required

ECONOMIC GROWTH PLAN FRAMEWORK: ACTION PLAN – YEARS 3-5

GOAL 1: PROMOTE & MAXIMIZE GROWTH GROW HALIFAX'S GDP TO \$22.5 BILLION BY 2021

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values)
1.1 Make Halifax an easier place to do business	1. Implement the Joint Project on Regulatory Modernization with the Province of Nova Scotia to reduce red tape.	HRM	Province of NS / Halifax Partnership / Business Community / Halifax Chamber of Commerce	Increase average annual income growth (1.2% growth in personal income per capita in 2015)
	2. Adopt and implement the Centre Plan to guide community development and support economic growth in the heart of the region.	HRM	Halifax Partnership / Community at Large	
	3. 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	Increase the total number of jobs (224,100 were employed in 2015)
	4. Implement HRM's Customer Service Strategy, with a focus on continuous improvement, to enhance service to business and residents.	HRM	Halifax Partnership / Community at Large	
	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.	HRM	Halifax Partnership / Urban Development Institute of NS / Development Liaison Group / Community at Large	Increase the share of full-time work (83% of jobs were full-time in 2015)
	6. Benchmark business climate indicators and communicate them to business.	Halifax Partnership	HRM / Province of NS / Government of Canada / Business Community	
	7. 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	Increase the share of businesses that consider Halifax an above-average place to do business (15% of businesses in spring 2015)
	8. 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	
	9. Provide aftercare to new companies that have chosen Halifax as a new location for their business.	Halifax Partnership	HRM / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Business Community	Reduce commercial vacancy rates in the downtown (14.3% vacancy rate in Q4 2015)
	10. In partnership with the Province, develop an approach to resolve ownership, taxation and planning issues on residential and community-owned properties without clear title.	HRM / Halifax Partnership	Province of NS / Community at Large	
	11. Assess potential commercial taxation improvements identified by the business community.	HRM	Halifax Partnership / Business Community / Business Improvement Districts / Halifax Chamber of Commerce	Increase the commercial property tax base (estimated \$8.2 billion in 2016)
	12. Develop and implement an African Nova Scotian (ANS) Action Plan to advance ANS economic development and community priorities.	HRM / Halifax Partnership	Province of NS / Black Business Initiative / ANS Organizations / Business Community / Not-for-Profit Sector / Post-Secondary Institutions / Community at Large	



GOAL 1: PROMOTE & MAXIMIZE GROWTH GROW HALIFAX'S GDP TO \$22.5 BILLION BY 2021

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values)
1.2 Work nationally and internationally to attract investment and increase trade	13. Expand the Sell Halifax Program to increase investment.	Halifax Partnership	HRM / Province of NS / NSBI / Business Community / Industry Associations / Discover Halifax / Gateway Partners / Events East / Post-Secondary Institutions / ACOA	Increase average annual income growth (1.2% growth in personal income per capita in 2015)
	14. Ensure alignment and collaboration on investment attraction and FDI aftercare activities related to Halifax.	Halifax Partnership	Province of NS / NSBI / ACOA	
	15. Leverage regional, national and international partnerships to increase trade and investment.	Halifax Partnership	HRM / Province of NS / NSBI / Industry Associations / Business Community	Increase the total number of jobs (224,100 were employed in 2015)
	16. Strengthen and raise awareness of the Halifax Gateway.	Halifax Partnership	HRM / Gateway Partners / Business Community	Increase the share of full-time work (83% of jobs were full-time in 2015)
	17. Implement the three-year master plan to establish, strengthen and market Halifax's Innovation District.	Halifax Partnership	Province of NS / Post-Secondary Institutions / Incubators / Business Community	
1.3 Improve the conditions for innovation and entrepreneurialism	18. Promote the public-private Ocean Supercluster initiative to grow the knowledge-based ocean economy.	Halifax Partnership	Government of Canada / Province of NS / Institute for Ocean Research Enterprise / Canada's Ocean Supercluster / Post-Secondary Institutions / Incubators / Industry Associations / Business Community	Increase the share of businesses that consider Halifax an above-average place to do business (15% of businesses in spring 2015)
	19. Increase the commercialization of post-secondary research.	Halifax Partnership	Post-Secondary Institutions / Industry Associations / Business Community	Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015)
				Increase the commercial property tax base (estimated \$8.2 billion in 2016)

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

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values)
1.4 Collaborate around major projects to maximize their impact on the economy	20. Undertake special projects to address immediate economic opportunities.	HRM / Halifax Partnership	Province of NS / Government of Canada / Business Community / Post-Secondary Institutions / Not-for-Profit Sector	Increase average annual income growth (1.2% growth in personal income per capita in 2015)
	21. Secure federal funding to undertake key infrastructure projects.	HRM	Government of Canada / Province of NS (Municipal Affairs)	Increase the total number of jobs (224,100 were employed in 2015)
	22. Complete the final design and partial reconstruction of the Cogswell Lands Redevelopment.	HRM	Halifax Water & Other Utilities / Development Community / Business Improvement Districts / Business Community / Community at Large	
1.5 Promote clustering of people and business in urban and rural areas	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	Increase the share of full-time work (83% of jobs were full-time in 2015)
	24. Ensure rural HRM is considered in NSCC's development of a Rural Innovation District.	Halifax Partnership	Rural Business Associations / NSCC	Increase the share of businesses that consider Halifax an above-average place to do business (15% of businesses in spring 2015)
	25. Grow rural economic development by focusing on broadband/cellular infrastructure, tourism, resource extraction, agriculture and business retention and expansion activities.	HRM / Halifax Partnership	Province of NS / ACOA / Rural Business Associations	Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015)
				Increase the commercial property tax base (estimated \$8.2 billion in 2016)



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

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate 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	Province of NS (Labour & Advanced Education) / Post-Secondary Institutions / Business Community	Increase Halifax's overall population growth (1.0% growth in 2015)
	27. Continue the Connector Program to connect local and international graduates, young professionals and immigrants to the labour force.	Halifax Partnership	Province of NS (Labour & Advanced Education) / Post-Secondary Institutions / Immigrant Services Association of Nova Scotia (ISANS) / Business Community	Increase net interprovincial migration of youth ages 20–29 to Nova Scotia (–1,300 annual avg. 2010-2015)
	28. Continue the Welcome Like No Other Program to help international students and immigrants settle in Halifax.	HRM / Halifax Partnership	Province of NS (Office of Immigration) / Post-Secondary Institutions	Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015)
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	Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)
	30. Support businesses in meeting their labour shortage needs by connecting them to international talent through the Atlantic Immigration Pilot.	Halifax Partnership	Government of Canada / Province of NS / Post-Secondary Institutions / ISANS / Business Community	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)
	31. Leverage Halifax's immigrant communities to attract talent and investment to Halifax.	Halifax Partnership	Province of NS / NSBI / Immigrant Community Organizations / Business Community	



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

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values)
2.3 Promote private sector involvement in experiential learning	32. Work with the business community to identify and promote experiential learning opportunities for post-secondary students.	Halifax Partnership	Province of Nova Scotia (Labour & Advanced Education) / Post-Secondary Institutions / Business Community	<p>Increase Halifax's overall population growth (1.0% growth in 2015)</p> <p>Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)</p>
	33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program.	Halifax Partnership	Province of Nova Scotia / Post-Secondary Institutions / ANS Organizations / Mi'kmaq/Indigenous Organizations / Business Community	<p>Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015)</p>
2.4 Increase workforce attachment and combat systemic barriers	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 Nova Scotia / ANS Organizations / Mi'kmaq/Indigenous Organizations / Post-Secondary Institutions	
	35. Continue the Bridging the Gap internship program to connect new graduates to the municipal public service and share program resources with other employers in Halifax.	HRM	Post-Secondary Institutions / Halifax Partnership / Business Community	<p>Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)</p>
	36. Review experience requirements of HRM positions to increase youth participation in the municipal public service.	HRM	Post-Secondary Institutions	
	37. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	Community at Large	<p>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)</p>
	38. Connect newcomers, African Nova Scotians, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.	HRM	Halifax Partnership / Organizations Serving Persons with Varying Abilities / ISANS / Mi'kmaq 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 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate 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	Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)
	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	Community at Large	
	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 / Community at Large	
3.2 Increase Halifax's environmental sustainability and resiliency	44. Develop a climate strategy and implement programs and activities to support energy efficiency and the use of renewable energy in HRM.	HRM	Business Community / Community at Large / Not-for-Profit Sector / Post-Secondary Institutions / Industry / Government Organizations	Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)
	45. Reduce the near- and long-term risks of coastal and overland flooding through research and policy development.	HRM	Business Community / Community at Large / Not-for-Profit Sector / Post-Secondary Institutions / Industry / Government Organizations	
3.3 Make Halifax more family and children friendly	46. Increase awareness of the programs and services available to families and children.	HRM	Community at Large	Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014)
	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	Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
	49. Promote and pilot community food security initiatives with the Halifax Food Policy Alliance and other partners.	HRM	Halifax Food Policy Alliance	
				Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)



GOAL 3: MAKE HALIFAX A BETTER PLACE TO LIVE & WORK GROW HALIFAX'S POPULATION TO 470,000 BY 2021

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values)
3.5 Improve mobility so that people can live and work more effectively	50. Develop a long-term streetscaping program for the Regional Centre.	HRM	Business Improvement Districts / Business Associations	Increase the share of Halifax residents who have a strong or somewhat strong sense of belonging to their community (71.3% in 2014)
	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	
	52. Implement the Moving Forward Together Plan to improve Halifax Transit service.	HRM	Community at Large	
	53. Implement Integrated Mobility Plan recommendations to make Halifax more connected, sustainable, affordable and healthier.	HRM	Community at Large	
	54. Develop and implement a road safety plan.	HRM	Province of NS (TIR & Public Health), Community at Large	
3.6 Foster cultural proficiency and social inclusion	55. Share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	HRM / Business Community / ISANS / Halifax Immigration Partnership	Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)
	56. In accordance with Halifax Regional Council's 2015 Statement of Reconciliation, develop a plan to engage the urban Indigenous community in Halifax.	HRM	Halifax Partnership / Mi'kmaq / Indigenous Organizations	
	57. Implement the Public Safety Strategy.	HRM	Government of Canada / Province of NS / Community at Large / Business Community / Not-for-Profit Sector	Raise the mean score from Halifax residents on various quality of life indicators as measured by the City Matters survey (baselines from 2014)
	58. Make Halifax more welcoming to immigrants through the Halifax Immigration Partnership.	HRM	Halifax Partnership / Post-Secondary Institutions / Province of NS (Office of Immigration)	
	59. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.	HRM	Community at Large / Development Community / Black Business Initiative / Decade for People of African Descent Coalition	Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
	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	HRM / Events East / Discover Halifax / NSBI	Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)
	62. Proactively communicate the full range of HRM's Parks and Recreation assets and service offerings.	HRM	Community at Large	
	63. Refine HRM's approach to event attraction and hosting.	HRM	Events East / Discover Halifax / Province of Nova Scotia	



GOAL 4: ALIGN ECONOMIC DEVELOPMENT ORGANIZE ECONOMIC DEVELOPMENT ACTIONS

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate 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	Government of Canada (IRCC) / Canadian Communities	Value propositions are aligned across organizations
	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	NS Innovation Partners / NS Regional Enterprise Networks / Province of Nova Scotia	
4.2 Improve coordination of economic development activities	66. Participate in pan-Atlantic partnerships to further Halifax's economic development priorities.	Halifax Partnership	Atlantic Canada Economic Coalition	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 ways)
	67. Strengthen BID-HRM collaboration on economic development matters.	HRM	Halifax Partnership / BIDs	
				Economic Growth Plan indicators and activities are measured regularly through quarterly reports and the <i>Halifax Index</i>



GOAL 4 – ALIGN ECONOMIC DEVELOPMENT ORGANIZE ECONOMIC DEVELOPMENT ACTIONS

5 YEAR Objective	ACTIONS Years 3-5	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values)
4.3 Monitor the Economic Growth Plan's progress and adapt actions as required	68. Host the public-facing annual State of the City forum to galvanize stakeholders around Halifax's economic challenges and opportunities.	Halifax Partnership	Community at Large	Value propositions are aligned across organizations
	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 strategy implementation.	Halifax Partnership	Community at Large	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 ways)
	71. Monitor Economic Growth Plan 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	Halifax Partnership's Private Sector Investors / Business Community / Media	
	73. Develop and publish the <i>Halifax Index</i> —a single information source of annual data on the state of Halifax's economic and community progress.	Halifax Partnership	HRM / Province of NS / Post-Secondary Institutions / Business Community / Not-for-Profit Sector	
				Economic Growth Plan indicators and activities are measured regularly through quarterly reports and the <i>Halifax Index</i>

IMPLEMENTATION AND ENGAGEMENT

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

For our Economic Growth Plan to succeed, our city and province need 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 the 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 leads the Economic Growth Plan and is the coordinating body

responsible for tracking and monitoring progress against goals and objectives. The Partnership also leads many of the objectives in the plan. It prepares an annual progress report and presents findings annually at the economic forum.

STAKEHOLDERS

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

- Private Sector
- Provincial Government
- Crown Corporations
- Federal Government

- Municipal Economic Development Stakeholders
 - Events East
 - 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

HALIFAX INDEX

The *Halifax Index* was created as part of the previous economic strategy to track and measure Halifax's economic progress, as well as the city's 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 releases the *Halifax Index* annually at a public event.

HalifaxGrowthPlan.ca