



HALIFAX ECONOMIC GROWTH PLAN 2016-21

———— ACTION PLAN: YEARS 1 AND 2 ————



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Lead Organization

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PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.

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HALIFAX


NOVA SCOTIA

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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 for 2016-2021 reminds us how important alignment and collaboration are 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 an even better place to live.

Everyone has a role to play in making Halifax an even more vibrant, welcoming, prosperous city that residents are proud to call home and where others want to do business, live, and visit. Our job at the Partnership is to lead our community in achieving our shared vision for Halifax. As we proceed, we will monitor and measure the goals and objectives outlined in this Economic Growth Plan, and make adjustments when necessary, to ensure success. We are excited to be launching this new plan to grow our city. We can't wait to work with you 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 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 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

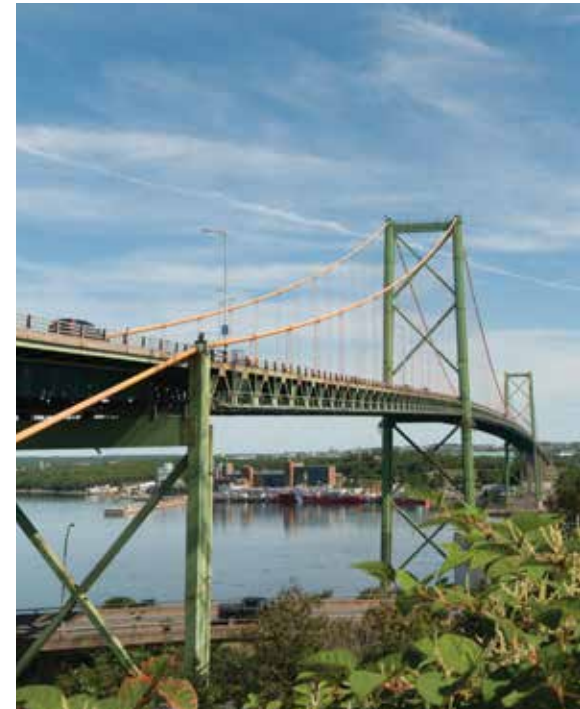
The world has changed since our last economic plan was implemented in 2011. The global economy has more than exceeded its 2008 strength, and the Canadian financial system is on solid footing. The American economy is posting strong growth, but the threat of recession in Russia, a slowing Chinese economy and global instability pose significant concerns. 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 the last 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 second 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. The city 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 in the fall of 2015 for the national shipbuilding project. This project, which will have a significant and long-term economic benefit for Halifax and all of Nova Scotia, 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 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 clear that we were to build on the strengths of the previous strategy.

With this Economic Growth Plan, we're not starting from scratch. Alignment and collaboration were critical factors in the progress we 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 among the 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 are so essential to success, they serve as a standalone goal in this economic plan. (See Appendix 1 for an overview of the 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:



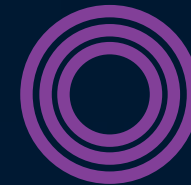
Clear Vision

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 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 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 will require our current population growth rate to nearly double to 1.7% a year.

We will need to attract more immigrants and hold on to more of the 2,000 newcomers 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.



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.



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.



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, 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 the next 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 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



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 and 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

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

ACTION PLAN: YEARS 1 AND 2

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

OBJECTIVES	ACTIONS Year 1-2	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. Develop an approach to red tape reduction for HRM.	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. 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 Liaison 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	Increase the total number of jobs (224,100 were employed in 2015)
	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 Liaison Group / Community at Large	Increase the share of full-time work (83% of jobs were full-time in 2015)
	7. Benchmark business-climate indicators and communicate them to business.	Halifax Partnership	HRM / Province of NS / Government of Canada / Business Community	Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in spring 2015)
	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	
	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	Reduce commercial vacancy rates in the downtown (14.3% vacancy rate in Q4 2015)
	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	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**

OBJECTIVES	ACTIONS Year 1-2	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. 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	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	
	15. Leverage existing local, national, and international relationships, and cultivate new relationships, (e.g. International Partnerships, WECP, CCCA) to increase awareness of the Halifax value proposition.	Halifax Partnership	HRM / Province of NS / NSBI / Industry Associations / Business Community	Increase the total number of jobs (224,100 employed in 2015)
	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.	HRM and Halifax Partnership	Province of NS / NSBI / Business Community / Industry Associations	Increase the share of full-time work (83% of jobs were full-time in 2015)
	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.	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	Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in Spring 2015)
1.3 Improve the conditions for innovation and entrepreneurialism	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.	HRM and Halifax Partnership	ANS Organizations / Urban Aboriginal Organizations / Province of NS / Not-for-Profit Sector / Business Community	Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015)
	21. Facilitate connections between small and large businesses around opportunities for increased innovation.	Halifax Partnership	Province of NS / ACOA / NSBI / Innovacorp / Business Community	
	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	Increase the commercial property tax base (estimated \$8.2 billion in 2016)
	23. Through the SmartBusiness Program connect businesses with post-secondary R&D capabilities and other resources.	Halifax Partnership	Post-Secondary Institutions / Business Community	

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

OBJECTIVES	ACTIONS Year 1-2	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	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 NS / Business Community / Post-Secondary Institutions / Industry Associations	Increase average annual income growth (1.2% growth in personal income per capita in 2015)
	25. 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 employed in 2015)
	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	Increase the share of full-time work (83% of jobs were full-time in 2015)
	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	
1.5 Promote clustering of people and business in urban and rural areas	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	Increase the share of business that considers Halifax an above-average place to do business (15% of businesses in Spring 2015)
	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	Reduce commercial vacancy rates in the downtown (14.3% vacancy in Q4 2015)
	32. In consultation with rural partners, assess the feasibility of a Halifax Rural Index.	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	Increase the commercial property tax base (estimated \$8.2 billion in 2016)
	34. Contribute to the development of the rural innovation and entrepreneurship strategy described in the We Choose Now Report.	HRM	Halifax Partnership / Province of NS / NSBI / ACOA / Post-Secondary Institutions / Regional Enterprise Networks	



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

OBJECTIVES	ACTIONS Year 1-2	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	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	Increase Halifax's overall population growth (1.0% growth in 2015)
	36. Through the Game Changer Action Plan, raise local business community's awareness of the benefits of hiring young professionals without experience.	Halifax Partnership	Province of NS (NSLAE) / Post-Secondary Institutions / Business Community / Not-for-Profit Sector	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)
	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	Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015)
	38. Assemble existing, and develop new, marketing collateral and events as part of a <i>Welcome Like No Other Program</i> targeting international students and immigrants.	HRM and Halifax Partnership	Province of NS (Office of Immigration) / ISANS / Post-Secondary Institutions / YMCA / Not-for-Profit Sector	Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)
	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	Attain at least the provincial average workforce participation rate for marginalized groups, especially the African Nova Scotian community (64.7% in 2011)
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	



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

OBJECTIVES	ACTIONS Year 1-2	MUNICIPAL LEAD	KEY STAKEHOLDERS (To be modified as required)	MEASUREMENT (Figures in parentheses indicate baseline values.)
2.3 Promote private sector involvement in co-op and experiential learning	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	Increase Halifax's overall population growth (1.0% growth in 2015)
	44. Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth.	Halifax Partnership	Trade Associations / Post-Secondary Institutions / Province of NS (NSLAE) / Business Community	Increase net interprovincial migration of youth ages 20-29 to Nova Scotia (-1,300 annual avg. 2010-2015)
	45. Support the rollout of the Connector Program across the province.	Halifax Partnership	Province of NS (Municipal Affairs) / Regional Enterprise Networks	Grow the international student body (5,800 in 2014-15) and the gross share that transition into permanent residency (4% in 2015)
2.4 Increase workforce attachment and combat systemic barriers	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 aboriginal peoples, African Nova Scotians, and other groups at risk of exclusion.	Halifax Partnership	HRM / Province of NS / Black Business Initiative / Mi'kmaw Friendship Centre	Increase net international immigration to Halifax (+2,085 annual avg. 2010-2015)
	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	Attain at least the provincial average workforce participation rate (69.1% in 2011)
	48. Review experience requirements of HRM positions to increase youth talent in the municipal public service.	HRM	Post-Secondary Institutions	for marginalized groups, especially the African Nova Scotian community (64.7% in 2011)
	49. Review/improve HRM HR policies from a diversity and inclusion perspective.	HRM	To be determined	
	50. Explore opportunities to connect newcomers, African Nova Scotians, urban aboriginal peoples, youth and persons with disabilities with employment opportunities at HRM.	HRM	Halifax Partnership / Organizations Serving Persons with Varying Abilities / ISANS / Urban Aboriginal Organizations	



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

OBJECTIVES	ACTIONS Year 1-2	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	51. Develop and implement an open space and greenbelting priorities plan for Halifax.	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) Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)
	52. Develop a Parks and Recreation strategic plan that ensures needs-driven, fiscally sustainable, and inclusive parks and recreation assets and programming.	HRM	Community at Large	
	53. Develop and implement the Culture and Heritage Priorities Plan.	HRM	Culture Stakeholders / Province of NS / Heritage Canada / Community at Large	
	54. Ensure HRM's culture investments reflect Halifax's diversity.	HRM	Culture Stakeholders / Province of NS / Heritage Canada	
3.2 Increase Halifax's environmental sustainability and resiliency	55. Revise the Community Energy Plan (Priorities Plan of the Regional Municipal Planning Strategy).	HRM	Province of NS / Energy Stakeholders / Chamber of Commerce / Quest NS	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: "Good place to raise a family" (7.7) "Outdoor recreational facilities" (7.3) "Indoor recreational facilities" (7.2) "Housing affordability" (6.1) "Arts and cultural events" (7.4) "City is easy to get around" (6.6) "% who feel very safe or mostly safe"
	56. Implement a new 3-year solar city community program with an expanded focus on solar air, photovoltaic, and hot water.	HRM	Solar Energy Industry	
	57. Complete floodplain studies, overland flooding/stormwater research and policy development.	HRM	Dalhousie University / Halifax Water Commission / Environmental Consultants	
3.3 Make Halifax Canada's most family and children friendly city	58. Increase awareness of the programs and services available to families and children.	HRM	Parks and Recreation Stakeholders	Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
	59. 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	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 / Canada Mortgage and Housing Corp. / NS Health Authority / IWK Health Centre / Investment Property Owners Association of NS	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

OBJECTIVES	ACTIONS Year 1-2	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	61. Develop a long-term streetscaping program for the Regional Centre.	HRM	Business Improvement Districts (BIDs) / 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)
	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	
3.6 Foster cultural proficiency and social inclusion	66. Research and share successful practices with business on how to be culturally competent/proficient.	Halifax Partnership	HRM / Business Community / ISANS / Local Immigration Partnership	Increase the supply of non-market housing as a proportion of total HRM households (4% in 2015)
	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 more accessible.	HRM	Accessibility Advisory Committee	
3.7 Showcase Halifax to encourage people to visit, live, and work here	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	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: "Good place to raise a family" (7.7) "Outdoor recreational facilities" (7.3) "Indoor recreational facilities" (7.2) "Housing affordability" (6.1) "Arts and cultural events" (7.4) "City is easy to get around" (6.6) "% who feel very safe or mostly safe"
	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'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 Stakeholders	
	73. Develop and publish <i>The Halifax Index</i> -- a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability.	Halifax Partnership	HRM / Province of NS / Post-Secondary Institutions / Business Community / Not-for-Profit Sector	
				Increase the annual occupancy/room nights sold in metro Halifax (1,359,000 in 2015)
				Increase library programming attendance (159,132 in 2014-15) and in-person visits (2,881,087 in 2014-15)



GOAL 4 – ALIGN ECONOMIC DEVELOPMENT ORGANIZE ECONOMIC DEVELOPMENT ACTIONS

OBJECTIVES	ACTIONS Year 1-2	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	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
	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	
4.2 Improve coordination of economic development activities	76. Develop a mechanism to strengthen BID-HRM collaboration on economic development matters.	HRM	Halifax Partnership / BIDs	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)
	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.	HRM and Halifax Partnership	Province of NS	
	79. In accordance with We Choose Now 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	Economic strategy indicators and activities are measured regularly through quarterly reports and <i>The Halifax Index</i>



GOAL 4 – ALIGN ECONOMIC DEVELOPMENT ORGANIZE ECONOMIC DEVELOPMENT ACTIONS

OBJECTIVES	ACTIONS Year 1-2	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	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	Value propositions are aligned across organizations
	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	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)
	82. Develop and implement a community outreach plan to ensure stakeholders are informed on the progress and results of the growth plan's implementation.	HRM and Halifax Partnership	HRM / Province of NS / ACOA / Halifax Chamber of Commerce / Business Community / Post-Secondary Institutions / ANS Organizations / Urban Aboriginal Organizations / Industry Associations / Sector Stakeholders	
	83. Identify new opportunities for greater collaboration and alignment of economic development priorities with other orders of government and the private sector.	Halifax Partnership and HRM	HRM / Province of NS / Government of Canada / Business Community	
	84. Monitor Economic Growth Plan's progress and identify emerging opportunities and challenges through the Halifax Partnership's Board of Directors. Provide quarterly progress reports to CPED and Regional Council.	HRM and Halifax Partnership	Province of NS / NSBI / ACOA / Business Community / Halifax Chamber of Commerce / Industry Associations / Not-for-Profit Sector	Economic strategy indicators and activities are measured regularly through quarterly reports and the Halifax Index

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 Economic Growth plan 2016-21 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 im-

plementation 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

progress against goals and course correction and adjustment as needed. The Halifax Partnership will release the Index at the annual economic forum.

www.HalifaxGrowthPlan.ca