

People. Planet. Prosperity.

Halifax's Inclusive Economic Strategy 2022–2027
Action Plan Years 1 and 2



ACKNOWLEDGMENTS

The Halifax Regional Municipality is located in Mi'kma'ki, the ancestral and traditional lands of the Mi'kmaq people. The municipality acknowledges the Peace & Friendship Treaties signed in this Territory and recognizes that we are all Treaty People.

Economic Strategy Advisory Committee

- Cory Bell, Chair, President and CEO, Lindsay Construction
- Donna Alteen, CEO, Time + Space Media
- Rob Carruthers, Partner, Deloitte Canada
- Jacques Dubé, CAO, Halifax Regional Municipality
- Ron L'Esperance, Principal and Co-founder, Group ATN
- Winston Morton, Chief Technology Officer, SimpTek Technologies

Thank you to the economic strategy working group members and the many businesses, residents, and public, private, post-secondary, and community partners who contributed to the development of *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022–27*.

Lead Organization



Partner



TABLE OF CONTENTS

ACKNOWLEDGMENTS	2
EXECUTIVE SUMMARY	4
ECONOMIC STRATEGY FRAMEWORK	10
ACTION PLAN: YEARS 1 AND 2	12
IMPLEMENTATION AND ENGAGEMENT	18
MEASUREMENT	19

Guiding Principles

These guiding principles reflect shared values that were reinforced during the engagement process and have informed the development of the strategy. They will continue to guide implementation.

- Collaborative: We work together on shared plans and a common agenda to maximize impact and efficiency.
- Global: We look globally for new investment, talent, and growth opportunities.
- Welcoming: We welcome new people and businesses into our communities and support them in growing and succeeding.
- Inclusive: We are committed to diversity, equity, transparency, and ongoing relationship building and engagement to build a better Halifax for all.
- Innovative: We foster innovation and entrepreneurship to drive economic growth and address social, civic, and environmental challenges in the pursuit of a more livable, inclusive, prosperous, and sustainable Halifax.
- Sustainable: We believe in a sustainable approach to economic growth that takes into consideration all the factors that influence the well-being of a community including economic, environmental, social, and cultural aspects.
- Accessible: We strive to create a municipality where everyone, regardless of their ability or disability, has equal access to programs, services, and opportunities.



EXECUTIVE SUMMARY

Halifax has undergone a great deal of change since the last economic plan. We are growing, more young people are staying, immigration is increasing, startups and scaleups are energizing innovation, and our skyline has been transformed. Even during the uncertainty of a global pandemic, and the accompanying economic challenges, Halifax has entered a period of growing prosperity, and with prosperity come challenges and opportunity.

This marks an important turning point: how can we ensure that Halifax's prosperity benefits the many and not the few, and how do we harness it to create the kind of city we want future generations to inherit? Because prosperity isn't our only priority, putting the needs of our people and planet first will shape the way we think about prosperity: inclusive, holistic, and focused on well-being as much as the bottom line.

We can make a real difference in our collective prosperity if we act now and in the coming years. It's an incredibly exciting, generational opportunity to energize Halifax and build a more equitable city.

This document isn't the operational plan for Halifax, it's the economic strategy to make our ambitions possible. Every great city meets its place in time — this is Halifax's chance to rise to the occasion and help all our people, businesses, and communities thrive.

WHERE WE WERE

Halifax developed its first five-year economic strategy in 2005. The most recent strategy, covering the period 2016–2021, was intentionally labelled as a “growth plan” and sought to accelerate economic and population growth to drive long-term prosperity. Since 2016, several conclusions about the focus on growing Halifax's GDP, population, and labour force have become apparent.

Halifax has made considerable progress in attracting and retaining people. Each year from 2016 through 2020, Halifax broke a new record for population growth, and even though COVID-19 impeded travel over 2020 and 2021, Halifax still grew by more than 9,200 people in 2021 (July 2020 to July 2021)— the third-highest annual increase ever. Over the six years from 2016 through 2021, Halifax's labour force grew by

more than 27,000 people. This is in contrast to growth over the 2011–2015 period: only 100 people joined the workforce during this period (or an average of 20 people per year). Aside from the pandemic-induced recession of 2020, GDP growth was positive each year, reaching 2.6% annual growth in 2019. Halifax also had the best performance among Canada's big cities in terms of the lowest GDP decline experienced in 2020.

Halifax sought and achieved growth, but with growth has come challenges. As Halifax enjoyed great success overall, some residents and communities have not shared in this increased prosperity. More people in Halifax has meant an increased demand for housing, which has led to very tight markets and rising housing costs. Municipal services like transit and transportation networks are tightly intertwined with housing issues. Managing greenhouse gas (GHG) emissions as economic and population growth increase and pursuing economic opportunities to minimize and mitigate climate change are also key issues for a sustainable and prosperous future.

Pursuing population, labour force, and GDP growth in this new five-year economic strategy must continue to be key priorities. Despite the progress made over 2016–21, longer term concerns about demographics are far from resolved. To avoid future labour

shortages and fiscal downturns, sustained population and labour force growth are required. Growing Halifax's GDP also remains a desirable and essential goal.

Moving into the next five years, Halifax should and will build on its success. Given that the high-level goals of the 2016–21 growth plan remain relevant and significant success was achieved, many of the actions from the previous plan have been carried over into the new strategy with modifications to address growing pains, account for changed circumstances, and capitalize on new growth opportunities.

WHERE WE ARE

Halifax is taking its place alongside the best cities in the world thanks to the ongoing collaboration, hard work, and investment of engaged companies, organizations, and all orders of government. As Halifax emerges from the global pandemic, we will build on the city's incredible momentum, energy, and excitement for the future.

Over the past year, Halifax Partnership has led the development of *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy for 2022–27* in collaboration with the Halifax Regional Municipality and our many private, public, post-secondary, and

not-for-profit partners, and in consultation with residents and communities throughout the municipality. This work has been done in tandem with the implementation of Halifax's COVID-19 Economic Response and Recovery Plan to support Halifax businesses and residents in responding to and weathering the impacts of the pandemic.

Halifax's economic strategy focuses on priorities, actions, and targets that are within the mandate of the Halifax Regional Municipality and Halifax Partnership and can be delivered in collaboration with partners. In developing this economic strategy, we reviewed municipal, provincial, federal, and private sector priorities and strategies as well as business and resident surveys. We also engaged and brought together businesses, partners, residents, and communities from across the municipality to deepen our understanding of key emerging themes — affordable housing, the green economy, and transportation and logistics — and to share ideas, insights, and actions to build a more inclusive, sustainable, resilient, and prosperous Halifax for all. In total, more than 2,500 contributors helped shape the 2022–27 economic strategy.

Imagine, it's 2027 and Halifax is recognized as the most inclusive city in North America. What would be different from today?

WHAT WE HAVE LEARNED

- The Halifax Economic Growth Plan 2016–2021 provides a solid foundation to build upon.
- Increasing diversity, equity, and inclusion is fundamental to Halifax's economic growth and success.
- We must capitalize on Halifax's strengths in the pursuit of inclusive, sustainable growth.
- More than ever, we need to increase our focus on delivering programs and services

in collaboration with the three orders of government, business community, post-secondary institutions, and industry partners that will help businesses recover, thrive, and build for a future where all residents of Halifax can contribute to and benefit from a strong economy.

- There are shared goals and commonalities across partners' plans and strategies, and there is a continued need for alignment and collaboration among the private, public, post-secondary, and not-for-profit sectors.
- Halifax continues to be a great place to live and work according to residents' ratings of several quality-of-life measures.
- Well-being (happiness/quality of life satisfaction) should be a key measure of inclusive growth.
- Prioritizing business-friendly tax and regulatory regimes, sound infrastructure, and high-quality public services is fundamental to business and economic growth.
- Addressing existing and future labour market demands will require a more proactive and collaborative approach.

- Ensuring residents have access to a range of affordable housing options is critical for current and future inclusive economic growth.
- Greening of business and growing the green economy are major thrusts in the transition to a low-carbon economy.
- Innovation-driven entrepreneurs will play a significant role in economic recovery and growth.
- A strong innovation ecosystem attracts and develops young and highly educated talent, entrepreneurs, and new capital.
- Major projects and transportation and logistics will continue to be transformational for our city.

The issues facing Halifax are complex and interconnected. Understanding and assessing how diversity, equity, and inclusion; the labour market; housing; the green economy, and transportation issues are related is critical. Addressing these challenges will require strategic alignment, investment, support, and action from all three orders of government, the private sector, post-secondaries, organizations, and communities.



VISION

A prosperous, growing Halifax that puts the well-being of people and planet first.

By 2037 grow GDP to
\$32 billion
and population to
650,000



BUILDING ON STRENGTHS & OPPORTUNITY

Successful inclusive economic development leverages and builds upon strengths and opportunities that are aligned to a shared vision, values, and principles. To achieve our vision for Halifax, we will leverage our ocean advantage, invest in climate action and the green economy, build upon our educated and innovative community, and showcase and strengthen Halifax's excellent urban, suburban, and rural lifestyle.



Ocean Advantage

Halifax is Canada's ocean city — a hub for marine science, R&D, business, defence, and tourism

- offering local and global ocean innovators and companies access to a deep and diverse ecosystem of customers, partners, and suppliers. The ocean drives our economy and provides competitive advantages in key sectors like ocean tech, defence and advanced manufacturing, IT, and transportation and logistics. Ocean technology is one of the region's largest advanced technology industries with high levels of R&D and innovation, highly skilled talent, and an export focus.



Educated & Innovative

Halifax is an educated and entrepreneurial city that is fast becoming one of Canada's most exciting tech hubs with a globally recognized innovation district. Halifax's combination of drive and discovery, technology and talent, and collaborative ecosystem has the potential to fuel the growth of viable startups and scaleups in our region. The city's seven universities and three community college campuses enrol over 35,000 students annually and produce a highly skilled and diverse workforce for the city's knowledge-based industries including IT, life sciences, ocean tech, financial services, and cleantech.



Commitment to Climate Action

Halifax has one of the most ambitious climate action plans in Canada, HalifACT, with a goal to achieve net-zero emissions by 2050.

Halifax is becoming a hub for cleantech innovators and collaborations between research centres, post-secondary institutions, incubators, businesses, and government. The city's innovation ecosystem is supporting the growth of companies like homegrown CarbonCure Technologies and world-class battery technology research at Dalhousie University. Halifax's commitment to climate action and sustainability holds exciting possibilities and growth opportunities.



Excellent Urban, Suburban, Rural Lifestyle

Halifax is an enviable place to live, work, play, and visit. Our city offers the amenities and opportunities of a major urban centre combined with rural charm, natural beauty, and a coastal culture and lifestyle. Residents enjoy life in more than 200 rural, urban, and suburban communities that boast a variety of businesses, dining, nightlife, and arts, entertainment, and recreation options. Halifax's excellent quality of life continues to be a considerable advantage and key driver of attracting new residents, businesses, and visitors.

Halifax's 2022–27 economic strategy identifies three strategic goals that build upon our competitive advantages to foster inclusive economic growth over the next five years.



1. **Promote and Maximize Inclusive and Sustainable Growth:** Grow GDP to \$25 billion by 2027.

This focuses on making it easier to do business in Halifax and capitalize on strategic opportunities for inclusive, sustainable growth.



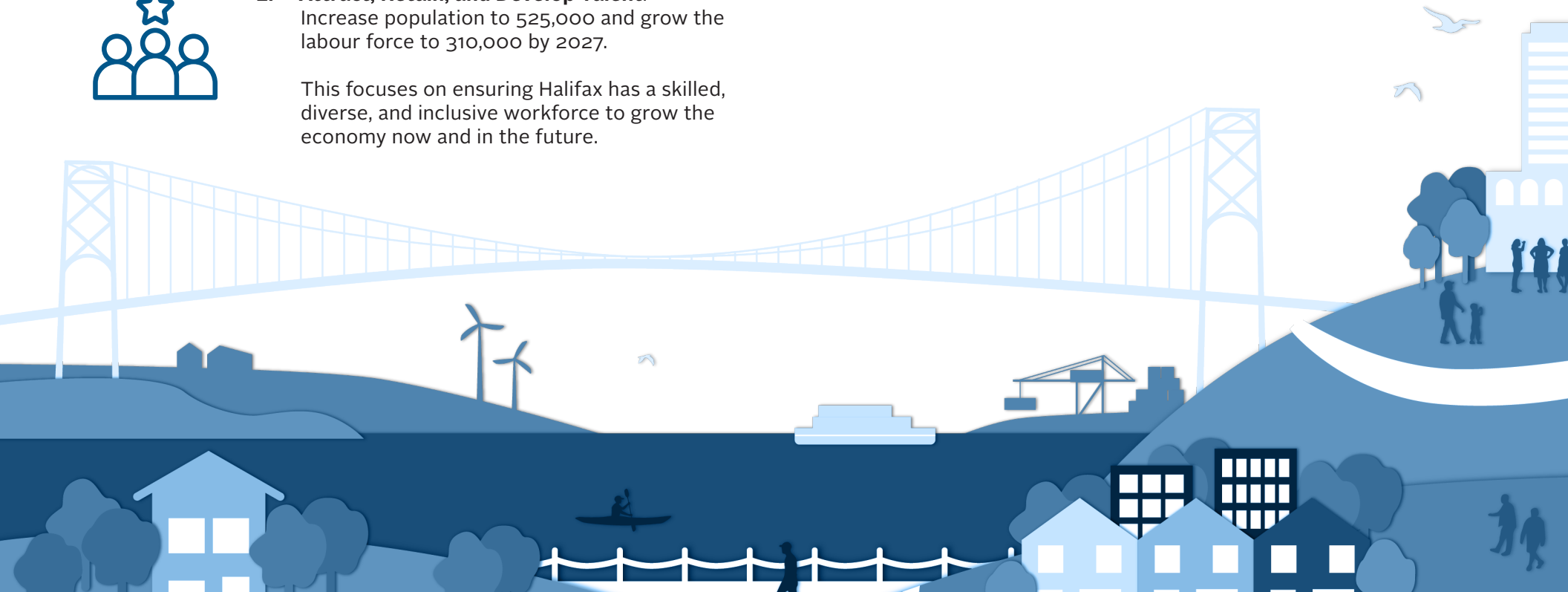
3. **Make Halifax a Better Place to Live and Work:** Increase residents' well-being on a continuous basis.

This aims to improve and showcase Halifax's quality of life to attract and retain residents, workers, businesses, and visitors.



2. **Attract, Retain, and Develop Talent:** Increase population to 525,000 and grow the labour force to 310,000 by 2027.

This focuses on ensuring Halifax has a skilled, diverse, and inclusive workforce to grow the economy now and in the future.



ECONOMIC STRATEGIC FRAMEWORK

VISION

A prosperous, growing Halifax that puts the well-being of people and planet first.

By 2037 grow GDP to

\$32 billion
and population to
650,000

VALUE PROPOSITION



Ocean Advantage



Commitment to Climate Action



Educated & Innovative



Excellent Urban, Suburban, Rural Lifestyle

5-YEAR STRATEGIC GOALS



Promote & Maximize Inclusive and Sustainable Growth

Grow GDP to
\$25 billion
by 2027



Attract, Retain & Develop Talent

Increase population to
525,000
and grow the labour force to
310,000
by 2027



Make Halifax a Better Place to Live and Work

Increase residents' well-being on a continuous basis

5-YEAR STRATEGIC GOALS



Promote & Maximize Inclusive and Sustainable Growth

Grow GDP to
\$25 billion
by 2027

- COVID-19: Continue to support economic recovery and restore confidence post-pandemic.
- Make Halifax an easier place to do business.
- Work nationally and internationally to attract investment and trade.
- Accelerate innovation and entrepreneurship.
- Pursue and maximize the economic impact and social benefits of major projects.
- Increase housing stock.
- Advance holistic planning in urban, suburban, and rural areas.
- Grow Indigenous and African Nova Scotian economic prosperity.
- Provide research and actionable insight needed to realize our vision.



Attract, Retain & Develop Talent

Increase population to
525,000
and grow the labour force to
310,000
by 2027

- Attract talent to Halifax from across Canada and around the world.
- Welcome immigrants and connect them to best-in-class settlement services.
- Increase workforce attachment and combat systemic barriers.
- Prepare business to meet future of work needs.



Make Halifax a Better Place to Live and Work

Increase residents' well-being on a continuous basis

- Increase Halifax's environmental sustainability and resiliency.
- Increase access to arts, culture, recreation, and natural assets in Halifax.
- Make it easier for people and goods to move throughout Halifax and the region.
- Strengthen the dynamism of our downtown, main streets, and rural centres.

ACTION PLAN: YEARS 1 AND 2



Promote & Maximize Inclusive and Sustainable Growth

Grow GDP to \$25 billion by 2027

5-YEAR OBJECTIVES	ACTIONS: YEARS 1 - 2	LEAD	MEASUREMENT
1.1. COVID-19: continue to support economic recovery and restore confidence post-pandemic.	1. Launch business and consumer confidence campaigns and continue deploying Halifax Partnership programs to help companies fully return to business.	HP	<p>Through tools, including the Halifax Index and the Halifax Economic Dashboard, track metrics for:</p> <ul style="list-style-type: none"> GDP growth Household income, purchasing power, and debt Retail sales Consumer and business confidence Business opinions on local business climate and regulatory environment Residential and non-residential investment Office and industrial space rents and vacancy rates Halifax Gateway traffic Tourist visits Startup numbers, growth, employment, and funding
	2. Maintain essential services and move HRM business services online.	HRM	
	3. Help prepare businesses for future disruptions.	HP	
1.2. Make Halifax an easier place to do business.	4. Implement three-year commercial tax assessment averaging to mitigate against sudden spikes in property values and assess tiered tax relief and other options for small commercial properties.	HRM	
	5. Continue both HRM's Performance Excellence Program and Regulatory/Policy Modernization processes to improve service to businesses and support economic development.	HRM	
	6. Seek legislative changes from the Province as required to grow Halifax's economy.	HRM	
	7. Continue Halifax Partnership's Business Retention, Expansion and Aftercare Program (SmartBusiness) to connect businesses in Halifax with the services and programs they need.	HP	
	8. Establish full-time resources dedicated to economic development and tourism in rural HRM.	HP	
1.3. Work nationally and internationally to attract investment and trade.	9. Continue the Sell Halifax Program with the Mayor that includes presentations and sales meetings in key markets.	HP	
	10. Leverage regional, national, and international partnerships to increase trade and investment.	HP/HRM	
	11. Implement Halifax's Green Economy Investment Attraction Strategy with NSBI and others.	HP	
	12. Strengthen and raise awareness of the Halifax Gateway.	HP	



Promote & Maximize Inclusive and Sustainable Growth

Grow GDP to \$25 billion by 2027

5-YEAR OBJECTIVES	ACTIONS: YEARS 1 - 2	LEAD	MEASUREMENT
1.4. Accelerate innovation and entrepreneurship.	13. Manage the Halifax Innovation Outpost and facilitate Outpost clients' access to programs and services.	HP	<ul style="list-style-type: none"> Housing starts and sale prices Apartment rents and vacancy rates Labour, income, and other statistics for Indigenous and African Nova Scotian residents
	14. Develop prototypes to tackle the climate change emergency and address other complex social issues.	HP/HRM	
	15. Help create piloting opportunities and joint ventures between established businesses/organizations and startups/scaleups.	HP	
	16. Work with the Port and its PIER initiative to address transportation and logistics issues in Halifax.	HRM	
	17. Leverage federal and private-sector funding to bolster Outpost work.	HP	
1.5. Pursue and maximize the economic impact and social benefits of major projects.	18. Begin constructing the Cogswell District and ensure socio-economic benefits to the surrounding community.	HRM	
	19. Redevelop the Windsor Street Exchange.	HRM	
	20. Secure federal funding to undertake key Infrastructure projects.	HRM	
1.6. Increase housing stock.	21. Create a public dashboard that tracks housing supply key performance indicators.	HP/HRM	
	22. Develop a housing strategy that outlines HRM's role in housing, identifies immediate regulatory reforms to grow the supply of market housing, and supports the Province of Nova Scotia in its delivery of shelters, supportive housing, subsidized housing, and long-term care for seniors.	HRM	
	23. Convene HRM/HP/private sector working groups to exchange information and recommend policy changes to accelerate the supply of housing.	HP/HRM	
	24. Assess potential municipal/provincial policy changes to encourage housing affordability and first-time home ownership.	HP/HRM	
	25. Identify and implement internal process changes to speed up housing approvals and starts.	HRM	
	26. Consider establishing a municipal housing corporation or a community land trust to create affordable housing in Halifax.	HRM	



Promote & Maximize Inclusive and Sustainable Growth

Grow GDP to \$25 billion by 2027

5-YEAR OBJECTIVES	ACTIONS: YEARS 1 - 2	LEAD	MEASUREMENT
1.7. Advance holistic planning in urban, suburban, and rural areas.	27. Ensure an adequate supply of industrial lands for near- and long-term growth.	HRM	
	28. Review the Regional Plan that outlines the vision, principles, and long-range policies guiding future growth throughout the municipality.	HRM	
	29. Amend municipal planning documents and develop a short-term rental registration by-law which will include a focus on reducing the impact of short-term rentals on the long-term rental market.	HRM	
	30. Continue the long-term modernization of HRM land use by-laws, including the completion of revised suburban and rural planning strategies.	HRM	
	31. Develop and implement a management framework for residents and businesses in rural Halifax.	HRM	
1.8. Grow Indigenous and African Nova Scotian economic prosperity.	32. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.	HP/HRM	
	33. Host the North American Indigenous Games.	HRM	
	34. Support the development of Wije'winen, the reimagined Mi'kmaw Native Friendship Centre.	HRM	
	35. Work with Millbrook, Acadia, Sipekne'katik First Nation, and Mi'kmaw Native Friendship Centre on joint economic development priorities.	HP/HRM	
	36. Implement the ANS Road to Economic Prosperity Action Plan to advance ANS community and economic development priorities.	HP/HRM	
1.9. Provide research and actionable insight needed to realize our vision.	37. Provide the most up-to-date economic information on Halifax to help business locate, stay, and grow in Halifax.	HP	
	38. Monitor and communicate the economic strategy's progress to stakeholders and adapt actions as required.	HP	
	39. Develop and publish the Halifax Index, a single information source of annual data on the state of Halifax's economic and community progress.	HP	
	40. Provide companies with industry-specific salary and labour market information.	HP	



Attract, Retain, and Develop Talent

Increase population to 525,000 and grow the labour force to 310,000 by 2027

5-YEAR OBJECTIVES	ACTIONS: YEARS 1 - 2	LEAD	MEASUREMENT
2.1. Attract talent to Halifax from across Canada and around the world.	41. Help employers recruit international talent through the Atlantic Immigration Program, Global Talent Strategy, and other federal initiatives.	HP	Through tools, including the Halifax Index and the Halifax Economic Dashboard, track metrics for: <ul style="list-style-type: none"> • Population growth • Population demographics • Migration • Labour force growth • Labour force characteristics (employment, participation, etc.) • Post-secondary enrolment, including international students • P-12 educational attainment • Labour, income, and other statistics for Indigenous and African Nova Scotian residents
	42. With industry partners, undertake targeted on-the-ground recruitment efforts in other Canadian and international cities.	HP	
2.2. Welcome immigrants and connect them to best-in-class settlement services.	43. Leverage the Newcomers Canada Network and Electronic Platform to connect Canadian newcomers to jobs in Halifax.	HP	
	44. Review and implement HRM's Immigration Strategy and manage the Local Immigration Partnership to create a welcoming and inclusive community for newcomers.	HRM	
	45. Continue the Connector Program that connects local and international graduates to the networks and resources needed to build a career in Halifax.	HP	
	46. Increase enrolment in the ANS and Mi'kmaq/Indigenous streams of the Halifax Connector Program.	HP	
2.3. Increase workforce attachment and combat systemic barriers.	47. Leverage HRM's Social Value Framework (Procurement Administrative Order - Appendix B) to strengthen workforce and supplier diversity.	HRM	
	48. Establish and seek private sector endorsement of a DEI Charter – one that outlines businesses' commitment and path to creating a more diverse, equitable, and inclusive workforce.	HP	
	49. Connect newcomers, African Nova Scotians/persons of African descent, Mi'kmaq/Indigenous Peoples, youth, and persons with disabilities to employment opportunities at HRM.	HRM	
2.4. Prepare business to meet current and future work needs.	50. Determine immediate and future skilled labour market needs and proactively communicate and resolve them with post-secondary education partners.	HP	
	51. Work with the business community to create, identify, and promote experiential learning opportunities for post-secondary students.	HP	
	52. Determine how to attract workers back to the tourism, restaurant, retail, and other sectors hardest hit by the pandemic.	HP	



Make Halifax a Better Place to Live and Work

Increase residents' well-being on a continuous basis

5-YEAR OBJECTIVES	ACTIONS: YEARS 1 - 2	LEAD	MEASUREMENT
3.1. Increase Halifax's environmental sustainability and resiliency.	53. Establish and seek private sector endorsement of a CEO Charter for Climate Action – Action that outlines major employers' commitment to reduce GHG emissions and prepare for climate impacts.	HP	Through tools, including the Halifax Index and the Halifax Economic Dashboard, track metrics for: <ul style="list-style-type: none"> Residents' sense of well-being Business sentiments regarding quality-of-life factors Resident (urban, suburban, and rural) sentiments regarding quality-of-life factors Costs of living (housing, childcare, food, transportation, etc.) Waste diversion Share of energy supply from renewable sources Workplace safety
	54. Help businesses adapt to provincial and federal government carbon pricing programs and policies.	HP	
	55. Work with financial institutions, other levels of government, and other stakeholders to design and launch a program that incentivizes energy retrofits, renewable energy technologies, and climate resilience measures.	HRM	
	56. Continue decarbonizing public transit.	HRM	
	57. With partners, assess and upgrade critical infrastructure to withstand current and future climate impacts.	HRM	
	58. Manage and protect Halifax's ecosystems.	HRM	
3.2. Increase access to arts, culture, recreation, and natural assets in Halifax.	59. Implement HRM's Electric Vehicle Strategy, including working with partners to increase electric vehicle charging infrastructure throughout Halifax.	HRM	
	60. Increase low-income groups' and individuals' access to recreation programs and other municipal services.	HRM	
	61. Ensure HRM's culture investments and commemoration reflect Halifax's geography and diversity.	HRM	
	62. Work with Discover Halifax to implement the Halifax Regional Integrated Tourism Master Plan.	HP/HRM	



Make Halifax a Better Place to Live and Work

Increase residents' well-being on a continuous basis

5-YEAR OBJECTIVES	ACTIONS: YEARS 1 - 2	LEAD	MEASUREMENT
3.3. Make it easier for people and goods to move throughout Halifax and the region.	63. Improve parking in the downtown core by identifying the ideal number and placement of on-street and off-street spaces, making signage improvements, and supporting parking validation programs.	HRM	
	64. Continue implementing the Rapid Transit Strategy which includes establishing new ferry routes and developing bus rapid transit service connecting the Regional Centre and suburban growth nodes.	HRM	
	65. Continue implementing Integrated Mobility Plan recommendations to make HRM more connected, sustainable, affordable, and healthy.	HRM	
	66. Prepare a new Halifax Transit service plan to align service with demand, growth, and development.	HRM	
3.4. Strengthen the dynamism of our downtowns, main streets, and rural centres.	67. Finalize and implement a plan for the former Memorial Library that maintains Grafton Park as a green space.	HRM	
	68. Implement an entertainment program to reattract people to the downtown.	HRM	
	69. Create and implement a plan to redevelop downtown Dartmouth infrastructure that builds on plans to revitalize Alderney Landing and renovate Alderney Gate Library.	HRM	
	70. Continue working with Halifax Water and Halifax Parks to complete the daylighting of the Sawmill River through downtown Dartmouth to Dartmouth Cove.	HRM	
	71. Develop a 15-year commercial streetscaping and beautification plan (with a priority framework, schedule, and budget) for the Regional Centre, suburban main streets, and village centres.	HRM	
	72. Enhance green spaces and programming opportunities in green spaces in the Regional Centre.	HRM	
	73. Continue with placemaking and beautification efforts.	HRM	

IMPLEMENTATION AND ENGAGEMENT

Everyone has a role to play in driving Halifax's inclusive economic growth and prosperity. Halifax's 2022–27 economic strategy will be a shared roadmap for economic development over the next five years, founded on the values of engagement, inclusion, alignment, and collaboration. Collectively, this strategy is ours to own and implement to achieve our vision for Halifax.

Halifax's 2022–27 economic strategy focuses on priorities, actions, and targets that are within the mandate of the Halifax Regional Municipality and Halifax Partnership and can be delivered in collaboration with partners. This is an action plan for the first two years which includes five-year objectives, years 1–2 actions, lead organization(s), and how success will be measured.

The strategy will inform and shape municipal decision-making and activity over the next five years and guide the activities of Halifax Partnership and other economic development and business agencies. It will also influence and align key players and partners to support Halifax's inclusive economic growth. Complex initiatives will have their own implementation plans

developed by lead organizations with support from partners, and some activities will require additional financial and human resources from public and private sector partners.

Business leaders and all orders of government agree that there is strength in alignment, partnership, and collaboration to achieve our goals. We will build on progress by working as a team to grow the economies of Halifax and Nova Scotia. Halifax Partnership will convene economic leaders and diverse groups to develop and implement integrated, long-term solutions to complex economic and social issues. Engaging the broader community is also critical to success. Halifax Partnership and the Halifax Regional Municipality will work closely with partners to build relationships with and engage diverse groups and communities across the municipality in evolving and implementing the strategy.

Halifax Partnership will host an annual Inclusive Economic Development Summit to report on progress and engage the community in advancing inclusive economic growth.

Adapting the Economic Strategy

Going forward, this strategy will need to be flexible enough to accommodate change. That is why it has a rolling framework. 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 considerations and circumstances.

Governance

Halifax Partnership Board of Directors

Halifax Partnership's Board of Directors will provide oversight and strategic guidance, keeping the strategy focused and ensuring coordination.

Halifax Regional Council and Community Planning and Economic Development Standing Committee

The Mayor and members of Halifax Regional Council and the Community Planning and Economic Development Standing Committee will provide oversight and ensure the strategy's goals are aligned with the municipality's programs and economic priorities.

Implementation Roles

Halifax Partnership

Halifax Partnership will lead the economic strategy implementation and be the coordinating body responsible for tracking, monitoring, and reporting on progress against goals and objectives. The Partnership will also lead many of the actions defined in the strategy in collaboration with its private, public, post-secondary, and community partners. It will prepare an annual progress report and present findings at an annual economic summit.

The Halifax Regional Municipality

The Halifax Regional Municipality will use the economic strategy 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 strategy.

Contributors and Partners

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

- Private sector
- Provincial government
- Crown corporations
- Federal government
- Municipal government
- Regional Enterprise Networks
- Business improvement districts, Chambers of Commerce, and other business and industry associations
- Tourism agencies
- Universities, Nova Scotia Community College, and private colleges
- Communities at risk of exclusion / equity seeking groups
- Not-for-profit sector
- Arts and culture sector

MEASUREMENT

The Halifax Index

The Halifax Index was launched in 2012 to measure Halifax's economic and community progress. It is a tool for tracking progress on Halifax's economic strategy and serves as an annual call to action on key challenges and economic opportunities. The Halifax Index, as well as the Partnership's Halifax Economic Dashboard, will measure and report on progress against the 2022–27 economic strategy, provide insight on new challenges and opportunities, and act as a tool for course correction and adjustment as needed. The Halifax Partnership releases the Halifax Index publicly each spring.



hfxeconstrategy.com