



**AGREATER**Halifax  
Economic Strategy 2011-2016



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## FUNDING PARTNERS



# MESSAGES

## NOTE FROM MAYOR

Our new five year Economic Strategy sets forth a bold vision that will see Halifax mature as the economic engine for the region and grow to become a truly international city. Our community's collective economic vision sees Greater Halifax thriving as a confident and competitive region that attracts and retains talent and business; that is diverse, vibrant and sustainable; that looks beyond its borders to grow its economy.

We have the size, scale, scope and significant regional assets needed to foster competitiveness and drive the region's economy. Our excellent location and transportation assets make Halifax a hub for the movement of goods and people to and from the rest of the world. Our leadership on the environment, concentration of niche business services and industry clusters, post-secondary institutions, R&D capability, tertiary health care and more continue to be competitive advantages.


We are a smart community. Tomorrow's jobs are being created today; possibilities are becoming realities. We are attracting pioneer industries, particularly in the neuroscience and biomedical fields. They are drawn to our diverse economy and our world-class academic/ research base.

On March 22, 2011, Halifax Regional Council unanimously endorsed **AGREATERHalifax** – the 2011-16 Economic Strategy for Halifax. It outlines a partnership approach and focused plan for capitalizing on these advantages and new opportunities. The Strategy is the result of a combined, aligned effort between representatives of business, government, not-for-profit, post-secondary and the community. It is an evolution of the previous economic strategy that applied to early 2011 and builds on the momentum and success over the last five years as well as lessons learned. It sets out clear implementation and monitoring tools and places an emphasis on ensuring alignment, in particular with HRM's Corporate Plan for this year which reflects the various areas where HRM can make the greatest impact in supporting strategy implementation.

Working towards 2016, we will focus on five strategic goals: to promote a positive business climate; nurture talent; build a vibrant regional centre; create a unique international brand; and maximize growth opportunities. Achieving these goals will help grow the economy and make our city and region an even better place to live and work.

This strategy provides a roadmap for economic development that requires collaboration, engagement, alignment, and action by all three levels of government, business, not-for-profit, post-secondary and community to succeed. This will be a challenge, but one that I am confident our community can meet to achieve the vision of **AGREATERHalifax**.

Respectfully, I remain



Peter Kelly  
Mayor

**HALIFAX  
PRODUCES  
48% OF NOVA  
SCOTIA'S GDP**

AND 20% OF ATLANTIC  
CANADA'S TOTAL GDP  
(Source: Statistics Canada, 2010)

**HALIFAX  
PRODUCES 50%  
OF NOVA SCOTIA'S  
RETAIL SALES**

AND 20% OF ATLANTIC CANADA'S TOTAL RETAIL SALES  
(Source: Statistics Canada, 2010)

**IN 2010, HALIFAX'S  
POPULATION WAS  
ESTIMATED AT 403,000**

43% OF NOVA SCOTIA, AND 17% OF ATLANTIC CANADA'S TOTAL  
POPULATION (Source: Statistics Canada, 2010)

## NOTE FROM CHAIR, MAYOR'S ECONOMIC ADVISORY COMMITTEE

On behalf of the Mayor's Economic Advisory Committee, it was our pleasure and privilege to be involved in the development of *AGREATERHalifax*.

I would like to personally thank the committee members, who represent 14 key sectors in Halifax, and other government, business and community leaders who volunteered over 3,000 hours to developing this strategy. This level of business consultation and engagement is unprecedented and has revived the business community's interest and commitment to envisioning and planning for our city's future.

*AGREATERHalifax* is a working, living document that will evolve as our community works towards making Halifax an international city known for its competitive and contagious business environment and proud people. It will take a can do attitude and alignment among all stakeholders to bring this strategy to life and achieve our vision.

### MAYOR'S ECONOMIC ADVISORY COMMITTEE:

FRONT ROW (L-R): Jeff Friesen (for Peter Hogan, ACOA); Martha Crago, Dalhousie University; Ken Howard, Aerospace and Defence Industries Association of Nova Scotia; Leslie Brown, Mount Saint Vincent University; Malcolm Fraser, ISL Web Marketing & Development; Wayne Adams, Adams Consulting and Management Group

BACK ROW (L-R): Ava Czupalay, EduNova; Joe Fitzharris, Marene Industries Inc.; Cheryl Stewart, Fusion; Chris Bryant, Nova Scotia Office of Policy and Priorities; Dick Miller, (Committee Chair), Clayton Developments; Paul Kent, Greater Halifax Partnership; Joyce Carter, Halifax Gateway Council; Jeff Ransome, Halifax Marriott Harbourfront; Tom Ruth, HIAA; Pat Lyall, Destination Halifax

ABSENT FROM PHOTO: Bill Adams, Insurance Bureau of Canada; Kelly Cantwell, Nova Scotia Power; Ross Cantwell, Colliers International Halifax; Brian Lowe, Immunovaccine, Inc.; Linda Mosher, (Councillor), Halifax Regional Municipality; Steve Murphy, Bank of Montreal



Members of the Mayor's Economic Advisory Committee and others from the community will be instrumental in implementing the strategy. Business driven Action Teams for each of the five goals and the Mayor's Advisory Committee will work to maintain alignment and provide expertise, oversight and recommendations to the Implementation Steering Committee for continuous improvement. A high level of engagement, with business, government, post-secondary, not-for-profit and the community is vital to ensuring Halifax has a business climate and vibrancy that drives and sustains growth.

Over the next five years, we must continue to break down silos, align our efforts, and keep our critical mass moving. We must celebrate our success and be positive and confident in everything we do. This is a challenge to everyone. We look forward to working with you to build an even greater Halifax.

Sincerely,

Dick Miller  
Chair, Mayor's Economic Advisory Committee

## NOTE FROM CHAIR, STEERING COMMITTEE

When we set out last March to renew Halifax's economic strategy we asked ourselves, what will make this strategy truly remarkable? The answer is alignment. It is the special ingredient that has brought all three levels of government, business, post-secondary, not-for-profit, and the wider community together to develop a shared vision and strategy for the future of our extraordinary city and region. It is THE catalyst that will take Halifax from good to great.

An economic strategy that is defined by the community is unusual. Economic strategies are often developed in isolation by government. *AGREATERHalifax* is founded on the values of alignment, engagement and partnership. The Greater Halifax Partnership led the comprehensive review and renewal process and worked closely with the Halifax Chamber of Commerce, Halifax Regional Municipality, the Mayor's Economic Advisory Committee, Nova Scotia Business Inc., ACOA and the Nova Scotia Department of Economic and Rural Development and Tourism.

We have drawn on the insight and expertise of a wide-variety of individuals to ensure the new economic strategy captures and aligns the priorities and expectations of business, government, and the whole community. The result is an economic blueprint that I believe will profoundly, positively and profitably transform the economy of Atlantic Canada's major economic hub with benefits for the entire region.

I would like to personally thank the over 330 individuals who actively participated in the development of *AGREATERHalifax*. They shared a deep commitment to growing our city by volunteering their valuable time to take part in numerous meetings, consultations

and action planning teams. Many have voiced their enthusiasm and intention to be active in implementing the strategy. Everyone has a role to play in the successful implementation of this ambitious and bold plan.

I believe that we have all of the ingredients and the right players needed to make Halifax one of the great cities of the world. The ultimate success of *AGREATERHalifax* is dependent upon ongoing engagement, collaboration, trust, and alignment. There is no doubt we can accomplish more working together than we can apart. Let us continue in the spirit of partnership and progress on growing this remarkable city and region we all love.

I look forward to our future together, confident that we have all we need to be successful.

Sincerely,

Paul Kent  
President and CEO, Greater Halifax Partnership  
Chair, Economic Strategy Steering Committee

### STEERING COMMITTEE MEMBERS:

PAUL KENT, Chair, Greater Halifax Partnership  
ANDREW BOSWELL, Halifax Chamber of Commerce  
WAYNE ANSTEY, Halifax Regional Municipality  
STEPHEN LUND, Nova Scotia Business Inc.  
DICK MILLER, Mayor's Economic Advisory Committee  
VALERIE PAYN, Halifax Chamber of Commerce  
IAN THOMPSON, Nova Scotia Department of Economic and Rural Development and Tourism  
PETER HOGAN, Atlantic Canada Opportunities Agency

## EXECUTIVE SUMMARY

*AGREATERHalifax* is a five-year strategy to grow the economy of our city and region.

And like any economic strategy worthy of the name, this plan is really about two fundamental things: helping to build better lives for the people who live and work here; and aligning our resources and efforts to make our city a place where more people want to live and work in the future.

It's an ambitious plan and that's because Halifax is not alone in seeking better business opportunities and in competing for investment, ideas and people. Cities that grow and provide prosperity for their people have a clear vision of their economic goals and how they intend to reach them. This strategy is also built on the reality that Halifax is a city that has yet to meet its full potential as an economic hub – or driving force – for the economy of our province and the entire region.

### HOW WE GOT HERE

*AGREATERHalifax* evolved from Strategies for Success, our previous economic strategy which took us to early 2011. The Greater Halifax Partnership led the review and renewal process and worked closely with representatives of the Halifax Chamber of Commerce, HRM, the Mayor's Economic Advisory Committee, Nova Scotia Business Inc., ACOA and the Nova Scotia Department of Economic and Rural Development and Tourism. The most important component of the renewal process was spending more than 3,000 hours of time hearing

from business, not-for-profit, post-secondary, and community leaders from key economic sectors and groups – all deeply committed to growing our city and volunteering their valuable time to take part in our consultation sessions.

### THE BACKDROP

The world – and the global economy – have changed dramatically since our last five-year strategy was developed in 2005. Despite the challenging global slump and financial crisis of 2008/09, we have made solid progress. We have seen clustering and growth in sectors such as finance and insurance, aerospace and defence and digital industries. Our highly educated population, concentration of post-secondary institutions, transportation gateway assets and quality of life attributes continue to be a point of competitive advantage. Indeed, they have become more important.

At the same time, while some circumstances have changed, many of the same old challenges remain. Population growth has been less than hoped for, public investment lags most benchmark cities, immigration levels are below even the most modest targets, the pace of innovation is slow and business investment is lagging.

### SINCE 2005:

HALIFAX'S POPULATION IS ESTIMATED TO HAVE INCREASED BY 5.6% OR 21,000 PEOPLE  
(Source: Statistics Canada, 2010)

19,000 MORE JOBS HAVE BEEN CREATED  
(Source: Statistics Canada, 2010)

11,000 NEW IMMIGRANTS HAVE COME TO CALL HALIFAX HOME  
(Source: CIC Facts and Figures 2010; (preliminary))

NEARLY 14,000 NEW HOMES HAVE BEEN BUILT  
(Source: CMHC. Housing Now Halifax. 2010)

BUILDING PERMITS HAVE INCREASED 34% IN HALIFAX  
(Source: Statistics Canada, 2010)

## ECONOMIC HUB:

A hub city is one that is needed for an entire region, province or country to be successful.

Hub cities are economic powerhouses with business, government and social assets that benefit communities around them.

The Conference Board of Canada states that hub cities are vital to our nation's economic growth.

Halifax plays the role of hub city in Nova Scotia and Atlantic Canada.

## VISION

**As the economic engine for the region, Halifax is a truly international city where people learn, work, easily start and grow a business, capitalize on ideas and live within a diverse, vibrant, and sustainable community.**

## GOALS

We need new ideas, new goals and new ways to align ourselves for success. Instead of trying to be all things to all people, this Strategy focuses on the following goal areas:

- **REGIONAL CENTRE** – Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016;
- **BUSINESS CLIMATE** – Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our natural strengths;
- **TALENT** – Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement;
- **INTERNATIONAL BRAND** – Create a unique, international city brand for Halifax; and,
- **MAXIMIZE GROWTH OPPORTUNITIES** – Capitalize on our best opportunities for economic growth.

These goals flow from the Strategy's vision and are driven by its values and principles.

## IMPLEMENTATION

Achieving some growth is relatively straightforward, but significant economic progress and sustainable growth are not. In this century few measure success of communities only in terms of economic growth and the bottom line. Successful cities in the 21st century are conscious of the environment. They are places of learning and culture. They are places of opportunity and high wage industries. They are places that attract and keep talented people. If Halifax intends to measure up to the 21st century, we will have to think and behave differently.

Ultimately, a successful economic strategy has to be implemented by representatives of business, government, not-for-profit, post-secondary and the community in a partnership based on common vision, mutual respect, trust, and shared goals.

In a functioning economic growth partnership it's simple – government provides the foundation and business does the growing. This economic strategy is about partnership – partnership between business and government focused on economic growth.

And this is why alignment is so important. Alignment of thinking, resources, and action from the public and private sectors, residents and businesses and all of the agencies, organizations and interest groups that have a responsibility and a role in helping our city to grow for the greater good of all.

## VALUES

PARTNERSHIP AND ALIGNMENT

SUSTAINABLE DEVELOPMENT MEANS PRESERVING OUR ENVIRONMENT AND BUILDING OUR ECONOMY

GREAT COMMUNITIES HAVE LOTS OF SOCIAL CAPITAL

SUSTAINABLE GROWTH IS GOOD

## PRINCIPLES

PEOPLE ARE OUR FUTURE

PRODUCTIVITY AND INNOVATION ARE THE FOUNDATION OF SUCCESSFUL REGIONS

INTERNATIONAL FOCUS

SERVE PEOPLE BETTER, MOVE FASTER

BUILDING BUSINESS CONFIDENCE BUILDS COMMUNITIES

The Greater Halifax Partnership will act as the coordinating body to support the overall implementation of the Strategy. Action Teams will provide regular updates to a reconstituted Steering Committee that in turn will provide regular updates to the Mayor's Economic Advisory Committee, The Community Planning and Economic Development Standing Committee and Halifax Regional Council.

We have an opportunity with this Strategy to work together in this close knit community to create a unique competitive advantage built on partnership and alignment. This means all of us will have to do our part. We have to leave behind our rhetoric, our old ideas and our prejudices. We have to learn how to work together, to share ideas, clear away barriers and reinvent our competitive advantage here in Halifax.

In order to achieve the vision, prosperity and economic growth, six key components must work together. We will:

- Build on and improve the foundation – business climate, talent, Regional Centre;
- Work key enablers – adopt and deliver a comprehensive brand and mobilize knowledge and research;
- Focus on business productivity and sectoral growth – maximizing growth opportunities;
- Ensure alignment at all times;
- Track our progress and celebrate our success; and,
- Respect our values and honour our principles.

The Strategy will be implemented by five Action Teams consisting of business, government and community partners, who will:

1. Develop a detailed implementation plan;
2. Sort out how the work will be organized and resourced; and,
3. Work the plan.

In order to determine how well we are doing, outcome measures have been developed for each goal. These measures will be used as part of a broader, collaborative measurement approach called the Halifax Index that will tell the story of economic prosperity in Halifax and provide a blueprint for improvement. It will include:

- A progress report related to the goals, objectives and actions of the Strategy;
- Benchmarking against other similar cities;
- A measurement of business climate; and,
- A quality of place review.

It will be presented each spring to the community by the Greater Halifax Partnership and the Halifax Chamber of Commerce.

Finally, government at all levels – federal, provincial, and municipal – are all facing rising deficits and reduced revenues. Tough decisions will need to be made on which priorities can be resourced and which must be deferred or done very differently. While challenging, this situation obliges and indeed provides an opportunity for all the players to explore ways and means of working together and pooling and managing resources. Doing this well could mean that overlap and duplication are replaced with coherent and focused efforts on initiatives we all agree are important.

## WHAT WILL HALIFAX LOOK LIKE IN 2016?

Once we have achieved our vision we have set out for ourselves in this Economic Strategy we will have:

- More Businesses, More People
- Larger Labour Force Responsive to Business Requirements
- Sustainable Economic Growth/Activity (GDP)
- Higher Average Income
- Cost Competitive and Contagious Business Environment
- Confident Business and Proud People
- A More Attractive and Vibrant Regional Centre
- An Increase in Tax Revenue for the Three Levels of Government



## ASSESSING HALIFAX- ITS KEY SIGNIFICANCE AS A HUB CITY FOR ATLANTIC CANADA

### HALIFAX: ATLANTIC CANADA'S HUB CITY

A hub city is one that is needed for an entire region, province or country to be successful. It is not about geography or strategic location. Hub cities are economic powerhouses with business, government and social assets that benefit communities around them.

The Conference Board of Canada states that hub cities are vital to our nation's economic growth. Halifax plays the role of hub city in Nova Scotia and, according to a Conference Board study, for all of Atlantic Canada. They point out that among nine Canadian hub cities, Halifax is unique in that its economic influence and benefits extend beyond provincial boundaries to the entire Atlantic region.

There are economic assets, industry clusters, niche industries and regional decision makers concentrated in Halifax that benefit all of Nova Scotia and Atlantic Canada. The whole region benefits from these services and Halifax and surrounding communities grow as a result.

*Some rural communities point to Halifax to explain their economic woes: They are pointing the finger in the wrong direction.*

*– DONALD J. SAVOIE (The Way Ahead for Nova Scotia, July 2010)*

### AGREATERHALIFAX 2016: BUSINESS CLIMATE

Sarah is a venture capitalist focused on investing in renewable energy projects. Taking advantage of the labour pool, services and supply organizations, and provincial tax incentives, her company is taking a major equity stake in a regional wind farm. She is proud to be a part of helping Nova Scotia take a leading role in using an innovative approach to meet future energy demands and reduce greenhouse gas emissions from burning fossil fuels.

There are four broad benefits Halifax brings to Nova Scotia and the region in its role as a hub city. They are:

- **REGIONAL ECONOMIC ASSETS** – Halifax's growing population base provides an economic foundation for key assets such as the Halifax Stanfield International Airport, the Port of Halifax, educational institutions, R&D capability, tertiary health care and more.
- **COMPETITIVE AND NICHE SERVICES** – Halifax fosters regional competitiveness by providing high-value economic activity in areas such as specialized business services, health care, consulting and others. There are a number of industries that would likely not have a significant presence in the Maritime provinces if there was no significant urban hub such as Halifax. The region benefits from the specialized marketing, legal, environmental science, and accounting capabilities of Halifax-centred companies.
- **REGIONAL DECISION MAKING** – Halifax has senior executive level management for national and international companies, senior leadership within the federal government, and a host of industry associations and trade groups.
- **TAX REVENUES** – The average household in Halifax contributed \$13,848 in personal income tax to the federal and provincial governments in 2007 – an estimated total of over \$2 billion.



# ASSESSING HALIFAX- ITS STRENGTHS AND WEAKNESSES

## HALIFAX AS A SMART CITY

Halifax has a well earned reputation as a “smart city”. Smart is defined by concentrations of researchers, talented people, and places that train them; and few cities are smarter than Halifax. It has among the highest post-secondary enrolment and education levels of any city in Canada, with six universities and three community colleges and four more universities within a two hour drive. Being smart is important. Research by CEOs for Cities shows that education levels in cities accounts for almost 60% of economic growth.

## CLUSTER POWER

Business clusters occur where there are enough related industries to give a geographic area a sustainable competitive advantage over other cities or other countries. Halifax is large enough to generate clustering effects in a number of sectors, including finance and insurance, aerospace and defence and digital industries. It also has advantages in sectors like oceans, and transportation.

## LEADERSHIP ON THE ENVIRONMENT

Corporate Knights, a national magazine dedicated to clean capitalism, rated Halifax first in 2009 and second in 2010 in its rankings of sustainable medium-sized cities in Canada. Recognized national leadership in solid waste recycling and pesticide bans takes commitment, as does the massive investment to clean up our biggest natural asset – our harbour. The environment also represents an economic development opportunity, exporting our green technology.

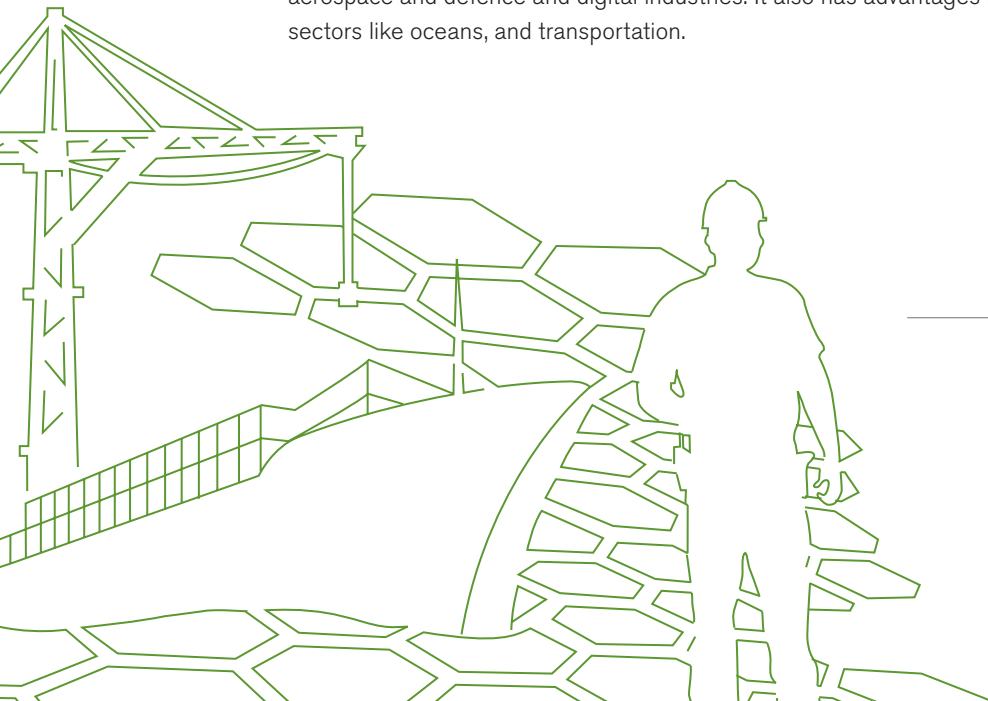
## NEED TO STRENGTHEN THE REGIONAL CENTRE

Every great city has an attractive, vibrant, dynamic and successful heart that attracts people and business. Catching the growth wave is important for city centres. Construction activity in downtowns often follows economic growth cycles sometimes assisted by developers who tend to be influenced by each others' actions. Downtown Halifax has missed at least one growth cycle (2000 – 2008) for new building construction. We can't afford to miss future growth opportunities and should be positioning ourselves to catch the next growth wave.

The centre of gravity has shifted to suburban business parks and away from a more healthy balance of suburban and urban growth. Today in Halifax, there are 51 acres of property in the downtown core available for development. The 51 acres represents 20% of overall downtown mass. And this is growing. This means too many vacant lots, too many parking lots, and too much underutilized land.

## AGREATERHALIFAX 2016: TALENT

After receiving his Metal Fabrication Diploma from NSCC, Stuart was planning to go to Fort McMurray to work in the Oil Sands. He was surprised to find a great job working at a major shipbuilder on a refit of Canada's naval vessels here in Halifax harbour. He has committed to a multi-year contract at the shipyard and will be staying in Halifax with his family.



### TAXATION: INCREASING OUR COMPETITIVE ADVANTAGE

Halifax enjoys a favoured position when it comes to research and development tax credits and small business taxes. The province is also on track to eliminate the capital tax, although long after most other Canadian provinces. This is where our competitive advantage ends. In almost every other area of personal and corporate taxation, Nova Scotia is less competitive than other provinces. At the municipal level, tax reform stalled in mid-2010. While residential taxes are in the middle of the pack compared to major Canadian cities, commercial taxes remain high.

Awareness of sustainability has greatly increased – provincial and local governments are aware of, and prepared to support, initiatives that protect the environment and create sustainable economic growth.

### FIVE YEAR ECONOMIC TRENDS FOR HALIFAX

INDICATOR	2005	2010	TREND
POPULATION	381,878	403,188	▲
EMPLOYMENT (000'S)	201.9	221.1	▲
INFLATION	2.4	2.0	▼
BUILDING PERMIT (\$ MILLIONS)	\$578.8	\$773.8	▲
HOUSING STARTS	2,451	2,390	▼
RETAIL SALES (000'S)	\$4,999,484	\$6,367,450	▲
UNIVERSITY ENROLMENT	30,436	30,552	▲

### MORE WORK NEEDED ON POLICY AND REGULATIONS

Reduction of regulatory burdens and creation of transparent regulatory and policy regimes have become hallmarks of good government around the world. Predictable policy and regulation must become a competitive advantage for Halifax. Indeed, Nova Scotia's Better Regulation Initiative has shown progress with a 20% reduction in paper burden over the last five years, but continued improvements need to be made.

### MORE TO DO ON PRODUCTIVITY AND INNOVATION

Nova Scotia's productivity is a challenge. One big issue is our gap with other provinces in research and development. Far fewer Nova Scotia businesses engage in research than their counterparts in other provinces. The pace of innovation is slow and tends to cripple productivity. The high level of research, government labs and universities is an advantage and something that the private sector must build on. Business can create profits from commercializing the ideas, innovations and inventions that come out of this research.

The jobsHere plan of the Nova Scotia government focuses on three priorities:

- Growing the economy through innovation
- Helping businesses compete
- Learning the right skills for good jobs

Each priority is supported by several new and existing programs and initiatives. The task now falls to the private sector to acknowledge the importance of innovation and where appropriate, to step up, acknowledge the need to be more productive, and to take advantage of various programs.

### SINCE 2005 AND THE DEVELOPMENT OF OUR 2005-2010 STRATEGY, MUCH HAS CHANGED:

GOVERNMENTS AT ALL LEVELS, INCLUDING NOVA SCOTIA, ARE FACING RISING DEFICITS AND REDUCED REVENUES AND ARE BEING CONFRONTED WITH TOUGH DECISIONS.

THE ECONOMIC CLIMATE IS TENTATIVE. HISTORICALLY, HALIFAX AND NOVA SCOTIA ECONOMIES GENERALLY SLOW DOWN IN A POST RECESSION PERIOD AS FISCAL RESTRAINT KICKS IN.

### ALIGNMENT, INERTIA & THE NEED FOR LEADERSHIP

Successful Strategy implementation requires a high level of alignment on the vision, goals and actions. In consultation for this Strategy, alignment was identified as a challenge. In the implementation of the last Strategy, efforts to create alignment among the three levels of government and the private sector were not always successful. Some progress was made, but not enough. This time, fiscal and economic challenges have removed the safety net. There is no room in today's environment for empire building or "go it alone" approaches.

### QUALITY OF LIFE

Whenever the quality of cities is rated, Halifax is near the top. Halifax is considered to be a great place to live, work and play. But quality of life is a moving target. Other cities are constantly moving the bar, investing in culture, infrastructure and economic growth. We must match our great natural assets with investments in infrastructure to improve our quality of place. We must enable business to create the employment opportunities that result in the attraction and retention of talented people.

### ATTRACTING AND RETAINING TALENT

This century's competitive advantage and challenge is about attracting and retaining talent. Statistics Canada claims Halifax's population has grown 5.6% between 2005 and 2011 to over 403,000. Despite this, Halifax's population is expected to make up about half the province's population within the life of this Strategy.

While attracting and retaining people is essential, diversity is also important. Nova Scotia is challenged in this area, attracting about 1% of immigrants to Canada in a typical year. Halifax's population is slowly becoming more diversified, attracting between 75% and 80% of immigrants to the province. Between 2005 and 2010 Halifax attracted about 11,000 immigrants – an increase of over 22%, but well below targets set in the 2005 Economic Strategy.

There are significant barriers affecting the employment outcomes of under-represented groups in the Halifax workforce. Many immigrants, including international students, arrive in Halifax without a network to facilitate their connection to a real job opportunity. If a concrete job opportunity is identified, a lack of Canadian work experience often prevents a new Haligonian from being considered. Or, if an immigrant is successful in securing an interview, an issue arises regarding recognition of their foreign education and/or work experience. Youth in Halifax are also marginalized due to a lack of concrete work experience, excluding them from consideration for the typical job posting requiring 3-5 years of related work experience. Similarly, young members of the Aboriginal and African Nova Scotian communities are unable to successfully attach to the workforce due to a lack of appropriate training and/or connections in the business community. Accessible, current and near-term labour demand forecasts are necessary to drive youth, career changers, and under-represented groups to training and education that will result in a successful workforce attachment.

### MARKETING - HALIFAX NEEDS A STRONGER INTERNATIONAL BRAND

Halifax's main competition is no longer the city one province away or the town in another county, but places half a world away. Moncton, Truro, and Sydney are more likely to be partners in this international competition than adversaries. Halifax is developing a solid business reputation internationally. But in this competitive world, we have to tell our own story and tell it in more places, to more people, more convincingly and consistently than we have.

### INTERNATIONAL FOCUS

To grow our economy, we need to increase our focus on international markets for the services and goods we produce. Only 1 in 34 Nova Scotian companies export, compared to 1 in 23 nationally. We can't grow our economy by solely doing business locally. We must build on the current \$4.4 billion of annual exports. International focus will allow us to reach our goals.

As part of jobsHere, a new international commerce strategy will be developed to help Nova Scotia companies build international capacity and strengthen the province's access to international markets.

### HALIFAX GATEWAY

The Halifax Gateway which primarily includes the airport, the port and other transportation infrastructure – generates about \$3.7 billion in economic impact and employs 23,500 in Nova Scotia. An increased focus on the Halifax Gateway by a variety of economic development partners must more clearly articulate Halifax's vital role in the national economy.

### PUBLIC TRANSPORTATION

Public transportation in Halifax is improving. The main challenge is its low priority among federal and provincial governments. Provincial funding for public transportation in Nova Scotia is among the lowest of all provinces and leaves municipalities, including Halifax, unable to fully respond to the need and stated public desire for better and more sustainable solutions to urban transportation.

### THE OVERRIDING CHALLENGE

Despite steady growth, Halifax is far from reaching its full potential as a true economic engine for the region. Population growth has been less than hoped for, public investment lags most benchmark cities, immigration levels are below even the most modest targets and business investment is lagging. Economic growth has been good but

that is not enough. We must move from being good to being great and stop being humble about celebrating success.

Halifax has not reached its full potential as the economic engine of our province and region. An inconvenient truth is that growth in Halifax has been stifled by policies of underfunding and exclusion. The result has been a hub city growing below its potential and a province that is shrinking. It's time to change this behaviour if we truly want a different result.

Halifax needs more public investment, more immigration, more business attraction, more existing businesses increasing productivity and export activity, more new business, more international students, better regionally focused transportation solutions, and a stronger international brand. To paraphrase, recent economic advice on our city...."we can't ignore Halifax because it is doing too well". If we want Nova Scotia to truly rejuvenate its economy, it will need an even stronger Halifax.

### AGREATERHALIFAX 2016: REGIONAL CENTRE

Rachel runs a gourmet restaurant featuring local and seasonal food just off Spring Garden Road in Halifax. It is important to her to source ingredients and herbs from local farms ranging from the Annapolis Valley to Cape Breton. Showcasing flavour as well as sustainability, her restaurant becomes a star attraction for both tourists and Haligonians alike.



## VALUES AND PRINCIPLES

Through our consultations we identified a short list of values and principles, things that we believe in that are shared by many in our community. Our values and our principles are the backbone of our strategy. Our values say a lot about who we are and our principles show us how to approach things every day.

### VALUES

We'll succeed in this Strategy if our businesses, society and governments embrace the values of partnership, innovation, sustainability, inclusion and increasing social capital in a way that allows every person to live a secure and fulfilling life and every business to reach its full potential. These are our values:

#### PARTNERSHIP AND ALIGNMENT

One of the most important tools we have to implement the Economic Strategy doesn't cost anything. It's called partnership. No single organization has the talent, resources and mandate to implement a strategy on its own. For this Strategy to be successful, government, business, not-for-profit organizations, post-secondary institutions and organized labour must build on a foundation of shared ownership, pooling resources, common vision, shared goals, and trust.

The importance of alignment has already been demonstrated. In the development of the provincial initiative, jobsHere, the province built its

case on a strong foundation of research and some consultation. In the case of this Economic Strategy, the Greater Halifax Partnership based its findings on extensive sector based consultations and research. The conclusions reached by each process were totally consistent with the need for an international focus and more competitiveness, productivity and innovation, and attraction and retention of talent. With this same view of the issues, the Province, HRM and the Partnership are now in a position to engage in joint activities based on goals they all agree are important.

#### SUSTAINABLE DEVELOPMENT MEANS PRESERVING OUR ENVIRONMENT AND BUILDING OUR ECONOMY

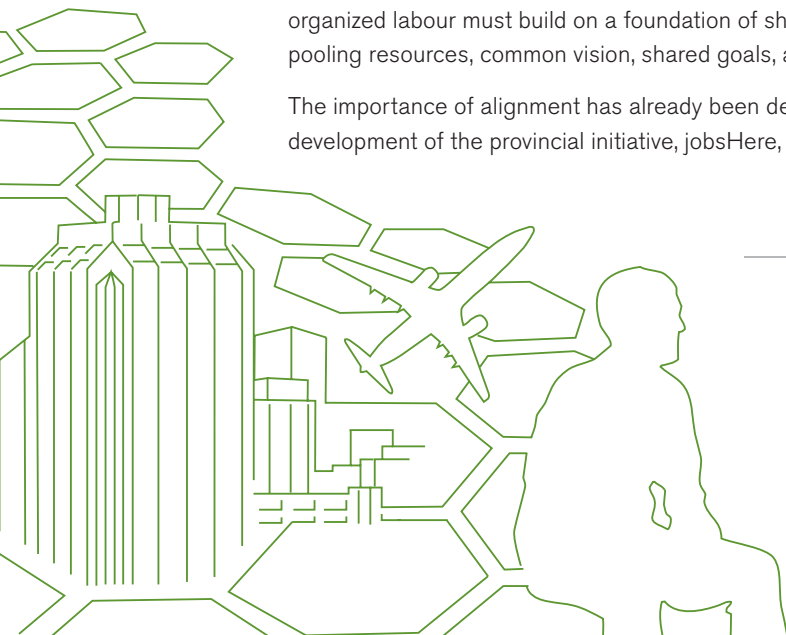
Growth can occur without unacceptable cost to the environment and environmental priorities can be achieved without unacceptable cost to economic growth. A green economy does not occur through some natural process when aggressive regulation is put in place. Growth in the green economy requires "green technology" strategies.

#### GREAT COMMUNITIES HAVE LOTS OF SOCIAL CAPITAL

Communities with a high level of social capital have pride of place, integrated networks of volunteers, diversity and neighbourhoods that work. We have seen major progress in adding to our social capital in the HRMbyDesign process, the creation of Fusion Halifax, our Canada Games volunteers and the Central Library design process. The principle of building social capital through citizen engagement is a core attribute of a livable city. A livable city is required if we are to have a successful, sustainable business community – all part of the cycle that is needed for economic growth.

### AGREATERHALIFAX 2016: INTERNATIONAL BRAND

Alastair is an expat Canadian working as a game developer in Silicon Valley in the United States. He has been thinking a lot about getting back to Canada and while attending the Game Developers Conference in San Jose, he drops by the YourStudioHere booth at the trade show. Given the attractive tax credits, vibrant business community and emerging reputation as a computer gaming centre, he decides to start his own game studio on Barrington Street in downtown Halifax working on Xbox Kinect games for export to the international entertainment marketplace.



## SUSTAINABLE GROWTH IS GOOD

Those in the economic development field, and most businesses, think about growth full time. Public opinion research conducted in Halifax in late 2010 indicated over 90% of respondents agreed that economic growth is important for a vibrant community. For a small but vocal minority though, growth is a scary concept and not seen as a good thing. This Strategy must stimulate growth, but not growth at any cost. Sustainable growth embraces positive change but also considers the environment. Sustainable growth is the kind of progress we all want for our community.

## PRINCIPLES

Those consulted on this Economic Strategy identified principles that will guide us as we move to implementation. In particular, consultations provided emphasis on the important driving role of the province's economic strategy jobsHere to the success of Halifax's own economic strategy.

We will succeed if all our decisions and all of our policies respect the principles of better understanding our place in the world and better customer service right here at home. We'll succeed if we adopt the principles that innovation drives growth, that people whatever their colour and wherever they are from are this city's greatest asset and that confident communities and confident businesses grow faster.

These are the principles that will help us move forward in this Economic Strategy:

### PEOPLE ARE OUR FUTURE

This Strategy recognizes that talented people are Halifax's main competitive advantage. But talent doesn't just happen. As the province's jobsHere points out, we have to invest in training and education as government and at the company level. We have to ensure that no talent is wasted because of prejudice or lack of training opportunity. We need to embrace people as our most precious resource and our greatest competitive advantage.

## PRODUCTIVITY AND INNOVATION ARE THE FOUNDATION OF SUCCESSFUL REGIONS

Productivity growth in Nova Scotia has lagged within a lagging nation for the last decade. Part of the reason is our business climate and our lack of a training culture. Investment in better trained people using cutting edge technology to produce high valued goods and services is a challenge to be faced by both public and private sectors. Innovation is a principle that we must embrace. Real innovation requires a few rules to be broken and risks to be taken. Here too, the jobsHere and the new Productivity Improvement Program will help greatly.

## INTERNATIONAL FOCUS

Globalization is a challenge and an imperative for Halifax and all of Nova Scotia. jobsHere identified the need for greater international focus as a primary tool to drive high value jobs and growth of high value firms. We need to export more goods and services to more places. We need to understand the opportunities, who our international competitors really are, and embrace and encourage diversity. We are in competition for what we build, the services we provide, and for people. Halifax's organizations and companies have to engage with a changing world to be successful.

## SERVE PEOPLE BETTER, MOVE FASTER

One consistent observation made during consultations is that government organizations that work with business need to serve people better and move faster. We must create and clearly demonstrate a service-oriented culture in all we do.

## BUILDING BUSINESS CONFIDENCE BUILDS COMMUNITIES

Confident communities and confident businesses grow faster. Confidence comes from a sense of justified optimism about the future. During the recent 2008-09 recession, Halifax had the highest level of business confidence in the nation while enjoying the top economic performance among Canadian cities. High business confidence should be "business as usual" in Halifax.

# APPROACH

Six key components work together to achieve our vision, prosperity and economic growth.

## 1 WE WILL BUILD ON AND IMPROVE THE FOUNDATION

- Our showroom – a vibrant, attractive and growing Regional Centre
- A business climate that promotes and sustains growth
- A place where the world's talent finds great opportunities

## 2 WE WILL WORK KEY ENABLERS

- Create and transition to a unique, international brand for Halifax
- Build knowledge on our economy by researching our strengths and weaknesses while identifying new challenges and opportunities

## 3 WE WILL FOCUS ON BUSINESS PRODUCTIVITY AND GROWTH EFFORTS

- Capitalize on opportunities for sustainable economic growth opportunities

## 4 WE WILL ENSURE ALIGNMENT AT ALL TIMES

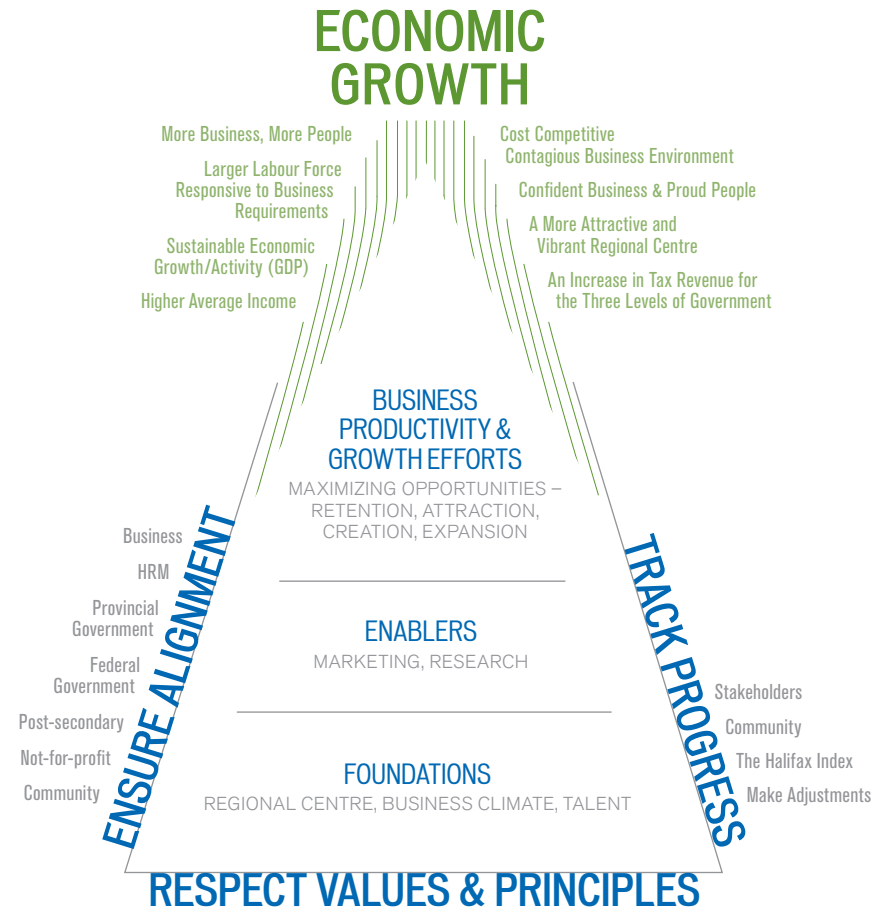
- Ensure key stakeholders, plans, activities, resources and efforts are aligned throughout the life of the Strategy

## 5 WE WILL TRACK OUR PROGRESS

- Ensuring our stakeholders and the community knows where we're making solid economic progress and where adjustments must be made

## 6 WE WILL RESPECT OUR VALUES AND HONOUR OUR PRINCIPLES

- **VALUES:**
  - Partnership and Alignment
  - Sustainable Development Means Preserving our Environment and Building our Economy
  - Great Communities Have Lots of Social Capital
  - Sustainable Growth is Good
- **PRINCIPLES:**
  - People are our future
  - Productivity and Innovation are the Foundation of Successful Regions
  - International Focus
  - Serve People Better, Move Faster
  - Building Business Confidence Builds Communities





## VISION

**AS THE ECONOMIC ENGINE FOR THE REGION, HALIFAX IS A TRULY INTERNATIONAL CITY WHERE PEOPLE LEARN, WORK, EASILY START AND GROW A BUSINESS, CAPITALIZE ON IDEAS AND LIVE WITHIN A DIVERSE, VIBRANT, SUSTAINABLE COMMUNITY.**

Our vision represents a call to action. It defines our economic future. It defines the future of our city, an international city, a green city, a blue city, a proud and well-known city, a place where business thrives and a place where people want to live. This is our vision. This is Halifax.

## GOALS

### REGIONAL CENTRE

Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016

### BUSINESS CLIMATE

Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths

### TALENT

Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement

### INTERNATIONAL BRAND

Create a unique, international city brand for Halifax

### MAXIMIZE GROWTH OPPORTUNITIES

Capitalize on our best opportunities for economic growth

## WHAT WILL **SUCCESS** LOOK LIKE?

WHAT WILL HALIFAX  
LOOK LIKE IN 2016  
ONCE WE HAVE  
ACHIEVED  
OUR VISION?  
WE WILL HAVE:

More Businesses, More People  
Larger Labour Force Responsive to Business Requirements  
Sustainable Economic Growth/Activity (GDP)  
Higher Average Income  
Cost Competitive and Contagious Business Environment  
Confident Business and Proud People  
A More Attractive and Vibrant Regional Centre  
An Increase in Tax Revenue for the Three Levels of Government

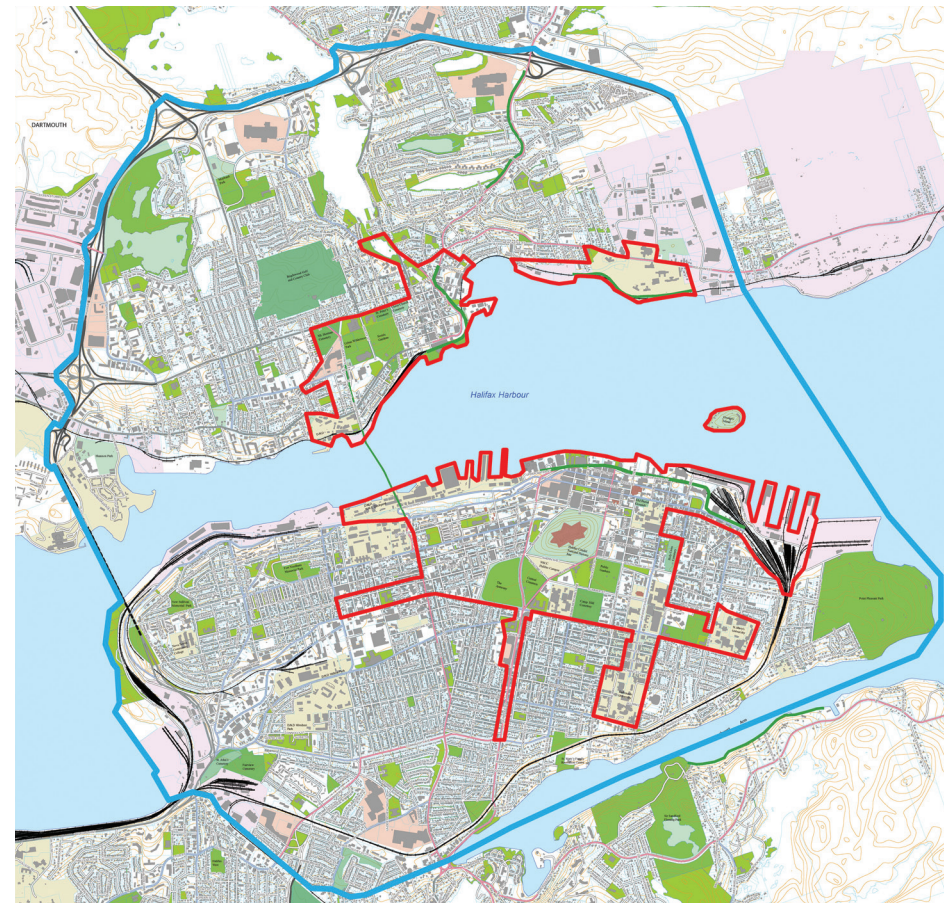
## ACTION PLANS

Built on these five-year strategic goals, the following charts describe:

- An outline of the five-year objectives for each goal;
- The 1-2 year actions to be undertaken to achieve the objectives;
- The extent of involvement by the business community;
- The outcome measures that will be used to track progress; and
- The lead organization who will be responsible for ensuring the action happens.

The delineating of a lead role for each action is key. Assuming this, the lead role can take on three forms:

1. Leading by delivering on the action
2. Leading by coordinating the actions of several organizations
3. Leading by convening organizations that are doing things to support an action



Please refer to page 17

HRM REGIONAL CENTRE AND URBAN CORE

REGIONAL CENTRE

URBAN CORE

## REGIONAL CENTRE

Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016

**LEADERSHIP:** Launch the Strategic Urban Partnership (SUP) to spur public and private investment in the Regional Centre by identifying strategic capital projects and key policy innovations.

FIVE-YEAR OBJECTIVES	SHORT-TERM ACTIONS (YEARS 1-2)	LEAD	BUSINESS COMMUNITY ENGAGEMENT	MEASUREMENT			
<b>1</b> Direct and oversee a pro-development policy environment within the Regional Centre.	Review HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive.	SUP	MEDIUM		Increased building permits in Regional Centre  Regional Centre population growth  More private investment in Regional Centre (\$1.5 billion)  Public perception of downtown vibrancy		
	Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.	HRM	LOW				
	Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.	HRM	HIGH				
	Raise awareness of the availability and location of public parking in the Regional Centre .		MEDIUM				
	Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.						
	Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification.	SUP	MEDIUM				
	Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre.						
<b>2</b> Further the liveability and attractiveness of our urban core.	Adopt a comprehensive 5-year, \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core.	SUP	MEDIUM	Increased building permits in Regional Centre  Regional Centre population growth  More private investment in Regional Centre (\$1.5 billion)  Public perception of downtown vibrancy			
	Establish an ongoing dedicated "Strategic Urban Reserve" fund for Urban Core beautification, "pole-free area," public art and infrastructure improvements.						
	Progress the plan to implement a downtown Halifax district heating/cooling network.						
<b>3</b> Reinvent current approach to mobility in the Regional Centre.	Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.	HRM	MEDIUM		Increased building permits in Regional Centre  Regional Centre population growth  More private investment in Regional Centre (\$1.5 billion)  Public perception of downtown vibrancy		
	Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.						
<b>4</b> Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.	Increase public investment and funding for cultural institutions, programs, and public gathering spaces.	SUP	MEDIUM			Increased building permits in Regional Centre  Regional Centre population growth  More private investment in Regional Centre (\$1.5 billion)  Public perception of downtown vibrancy	
	Activate Regional Centre public spaces with public art, culture, educational, and democratic activity through formal and informal programming.						
	Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.						
	Create an inventory of cultural institutions, events and programs in the Regional Centre.						
	Create a plan to develop vacant public and private lands in the Regional Centre for cultural institutions, public spaces and private mixed uses as part of the "Opportunity Sites Task Forces".						
Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Bilbao Effect".							

## BUSINESS CLIMATE

Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our strengths

**LEADERSHIP:** Establish the Open for Business Team to monitor the economic performance and business climate elements and provide yearly recommendations for improvement.

	FIVE-YEAR OBJECTIVES	SHORT-TERM ACTIONS (YEARS 1-2)	LEAD	BUSINESS COMMUNITY ENGAGEMENT	MEASUREMENT
1	Reduce regulatory, tax and policy issues that can inhibit development and investment.	Engage a business-led, volunteer taskforce to undertake a competitiveness review of municipal and provincial regulations and taxes against benchmark cities with recommendations for reform. Ensure linkage to the Province's Better Regulations Initiative. Open for Business Team advocates for recommendations for improvement.	HRM	HIGH	Construction approval speed  Perception of business climate  Competitive levels of public investment  Competitive business tax burden
2	Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness.	Consult with business and complete a competitiveness review of municipal service delivery within HRM against benchmark cities. Use the results to streamline the approval process for major projects. Reposition client facing staff as business navigators within HRM to be a guide/advocate for key projects from application to completion (development/start-up/expansion). Establish a feedback mechanism within HRM for business to provide recommendations for continuous improvement.	HRM	HIGH	
3	Develop a responsive, safe, integrated regional transportation system.	Investigate models, complete a best practices review and define the business case for a Regional Transportation Authority. Develop a five-year transportation strategy.	HRM	MEDIUM	
4	Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.	Develop "quality of place" measurements to be included in the Halifax Index.	GHP	LOW	
		Consult with community and business stakeholders and develop a 20-year Strategic Infrastructure Investment Plan that sets clear priorities.		HIGH	
		Boost social capital in Halifax by implementing the actions set out in the Well Planned and Engaged Community outcome area of HRM's Corporate Plan. Develop a Diversity Strategy that will create and promote opportunities to build community pride and connection between communities.	HRM	MEDIUM	
5	Halifax is recognized internationally for its clean and healthy environment.	Implement the actions set out in the Clean and Healthy Environment outcome area of HRM's Corporate Plan. Ensure connection with the Province of Nova Scotia Department of Environment.	HRM	MEDIUM	
6	Increase the engagement and active support of the private sector in the economic growth of Halifax.	Develop and launch a campaign to raise awareness and increase engagement of the business community in the economic growth priorities of Halifax.	GHP	HIGH	
		Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy.			

## TALENT

Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement

**LEADERSHIP:** Establish a Talent Team to ensure the development and implementation of Halifax specific initiatives to attract and retain talent. Ensure alignment to labour workforce strategies of provincial and federal governments.

	FIVE-YEAR OBJECTIVES	SHORT-TERM ACTIONS (YEARS 1-2)	LEAD	BUSINESS COMMUNITY ENGAGEMENT	MEASUREMENT
1	Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's workforce strategy.	Identify changes needed in Provincial and Federal regulations and programs to better support young professionals, internationally skilled workers and entrepreneurs in pursuing opportunities in Halifax.	GHP	HIGH	Attraction and retention of immigrants and students
		Increase the business community's awareness of, and access to, labour market information and resources to assist their efforts in achieving best practices in employee recruitment and retention.		HIGH	
		Increase community organizations' awareness of provincial resources to support professional development and business management for not-for-profit and voluntary sector.		LOW	
		Increase the business community's involvement in labour market initiatives to attract and retain young professionals and international skilled workers and increase productivity. Programs include initiatives like the Halifax Connector Program, post secondary co-operative and internship programs, community mentoring programs and the Province's new Productivity Investment Program (PIP).		HIGH	
		Work with partners to increase the engagement of the business community to provide information and input on current and future labour market needs to ensure programming alignment.		HIGH	
2	Build a welcoming and inclusive environment for underrepresented groups.	Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.	HRM	LOW	Perception of Halifax as a great place to live and work
		Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.		MEDIUM	
		Create a function within HRM that will work to improve the quality and level of service to residents and communities of African descent as it relates to employment. Align HRM's African Nova Scotian function and activities to the efforts of the newly created Ujamaa Council.		LOW	
		Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities.		MEDIUM	
3	HRM will become an "Employer of Choice" serving as a model for its business community.	Research and benchmark Top 100 Employers and create an HRM People Plan.	HRM	LOW	

## INTERNATIONAL BRAND

Create a unique, international city brand for Halifax

**LEADERSHIP:** Establish a Brand Advisory Team to lead an aligned brand development process, advise on implementation, review progress on a regular basis and manage necessary adjustments.

FIVE-YEAR OBJECTIVES	SHORT-TERM ACTIONS (YEARS 1-2)	LEAD	BUSINESS COMMUNITY ENGAGEMENT	MEASUREMENT
<b>1</b> Create a unique, international city brand for Halifax that reflects our best qualities and what we aspire to be.	Complete the baseline research and analysis to identify the most compelling attributes that make Halifax unique and attractive. ----- Develop a Brand Strategy and Implementation Plan. ----- Ensure necessary buy-in and adoption from the business community and key organizations that will have a role in brand strategy implementation.	GHP		
<b>2</b> Move Halifax from Good to Great – Live the Brand.	Implement the Brand Strategy that: <ul style="list-style-type: none"> <li>- provides clear and consistent messages to an international marketplace;</li> <li>- supports trade, investment and labour market development;</li> <li>- increases the number of businesses actively seeking customers in international markets;</li> <li>- inspires a culture that guarantees Halifax’s delivery of an exceptional experience; and,</li> <li>- builds business confidence locally.</li> </ul>	GHP	HIGH	

Increase awareness and confidence in Halifax as an international city

Business confidence in Halifax

Brand recognition and adoption



### AGREATERHALIFAX 2016: MAXIMIZE GROWTH OPPORTUNITIES

Hassim came to Halifax to study business at St. Mary’s University and participated in an apprenticeship program that landed him a job at a biotech firm in Bayers Lake. He has decided not to go back to Singapore because he is able to have a higher quality of life here in Canada.

## MAXIMIZE GROWTH OPPORTUNITIES

Capitalize on our best opportunities for economic growth

**LEADERSHIP:** Establish a Leadership Team to develop a higher level of coordination among organizations responsible for business retention, attraction, creation and expansion.

	FIVE-YEAR OBJECTIVES	SHORT-TERM ACTIONS (YEARS 1-2)	LEAD	BUSINESS COMMUNITY ENGAGEMENT	MEASUREMENT
1	Support and validate the implementation of the economic strategy through an enhanced research capacity.	Create a Halifax Index and an annual state of the region event to track yearly progress on economic, environmental and social objectives and recommend ideas for improvement.	GHP/ Chamber	MEDIUM	Increased productivity  Mayor's Economic Advisory Committee's assessment of partnership and alignment
		Develop a research consortium with representation from the public and private sectors and post-secondary institutions to provide economic data and research to meet the information needs of business and potential investors in Halifax.	GHP		
2	Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation & competitiveness.	Build a coordinated reconnaissance and commercial intelligence capability to identify and respond to threats and opportunities in high value sectors like Finance and Insurance, Aerospace and Defence, Digital Industries, Oceans, and Transportation.	GHP	HIGH	
		Mobilize community stakeholders to collectively respond to and/or support immediate threats and opportunities. (Note: Identified priority for Year One of the Strategy is to mobilize and engage community support for Halifax Shipyard's response to Canada's National Shipbuilding Procurement bid.)			
		Enhanced focus on Halifax's Business Retention and Expansion Program to ensure competitive intelligence on current opportunities and emerging needs of business are shared with economic development partners. Identify and connect trade ready and hyper-growth companies to support services.			
		Improve the connection and collaboration between research organizations and business.			
		Develop and implement a Halifax Regional and Head Office Retention Strategy.			
		Maximize opportunities with the Halifax Gateway Council and support the Year Two Implementation Plan for their Five-Year Strategy.			
		Increase business engagement in the development of a Harbour Master Plan.			
	Increase awareness and understanding of the economic impact and role social enterprises play in economic prosperity of Halifax.	MEDIUM			
	Align and collaborate with the provincial and federal partners to position the Halifax business case to attract high-value, high-potential business investments.	HIGH			

## IMPLEMENTATION PROCESS

An economic strategy, no matter how well thought out and comprehensive, means little if the direction and ideas in the Strategy are not fully embraced and put into action. How well one implements, therefore, is as important as the Strategy itself. Who does what, and how the process will unfold are key to ensuring that everyone knows how things are unfolding and, if necessary, what adjustments need to be made to guarantee success.

This Strategy document outlines goals, objectives, short-term actions and leads. Each objective and actions will require an Implementation Plan to be developed by the lead organization with the support of partnering organizations. Some actions will require additional financial and human resources from public and private sector partners to implement.

To ensure success:

- Action Teams, chaired by a business person, will be established for each goal area comprised of business, government and community partners.
- Each Action Team will define terms of reference, alignment and engagement agreements, and create/finalize implementation plans.
- Action Team leads will report to the Steering Committee with regular updates on performance against goals and objectives with recommendations for continuous improvement.
- The Steering Committee will monitor and assess the performance of each goal area.
- The Chair of the Economic Strategy Steering Committee will provide regular reports on overall performance to the Mayor's Economic Advisory Committee, Regional Council and the Community Planning and Economic Development Standing Committee of Council to seek strategic direction and advice and to ensure alignment with HRM's, Federal and Provincial programs and policies.
- The Greater Halifax Partnership will be the coordinating body for support to the Action Teams, Economic Strategy Steering Committee and the Mayor's Economic Advisory Committee.

## MEASUREMENT: THE HALIFAX INDEX

This Economic Strategy's vision for Halifax is brash and bold. It is a vision for the whole region and its people. We will know when we achieve this vision by how well we do across a handful of indicators of economic progress. Economic progress has many elements. These elements range from technical measures of growth such as Gross Domestic Product, expanding companies, and expanding population. Success is also measured by personal and business prosperity as measured by income growth, and improvement in the quality and the quantity of jobs. We must also track measures of personal well being such as feelings of safety and belonging, environmental and fiscal sustainability and, finally, business confidence and community pride.

The purpose of measurement will not be to give the Strategy a pass or fail but to allow for course corrections as we move along the path to success. All of this will be captured in the Halifax Index.

The Halifax Index will measure the strength of our economy, the health of our community, the sustainability of our environment and the progress of the Economic Strategy. It will provide a yearly overview of our challenges and make suggestions for action and inform modifications to Action Plans. It will provide the important analytical and independent basis for leadership and decision making. The cycle of review will be repeated during each year of the Strategy.

The Halifax Index will include the following components:

- A progress report related to the strategic goals, objectives and actions of the Economic Strategy.
- A progress report on macro-economic indicators, benchmarking Halifax against other similar cities.
- Ongoing measurement of the state of Halifax's business climate.
- An annual "quality of place" review.

The work of the Halifax Index will be undertaken by a research consortium led by the Greater Halifax Partnership.

In the spring of each year, the Greater Halifax Partnership and the Halifax Chamber of Commerce will present the Halifax Index to the community. It will be a Strategy progress report, a gut check, and a blueprint for action.



# ROLES

## HALIFAX REGIONAL COUNCIL & THE COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT STANDING COMMITTEE

The Mayor and members of Halifax Regional Council and the Community Planning and Economic Development Standing Committee, having endorsed the plan, will ensure ongoing alignment to HRM's programs and priorities.

## ECONOMIC STRATEGY IMPLEMENTATION STEERING COMMITTEE

The Economic Strategy Steering Committee will provide oversight and strategic guidance on the ongoing implementation of the Strategy and ensure a focused, coordinated, aligned approach and engagement with partners.

## MAYOR'S ECONOMIC ADVISORY COMMITTEE

The Mayor's Economic Advisory Committee will provide strategic advice on the issues, challenges and opportunities that impact the successful implementation of the Strategy.

## GOAL ACTION TEAMS

Five Action Teams for each of the goal areas will be established to ensure agreement and alignment on the objectives to be achieved, the resource commitments to be made, and measurement.

## PRIVATE, PUBLIC, POST-SECONDARY, NOT-FOR-PROFIT, VOLUNTARY AND LABOUR SECTORS

Representatives of each of these sectors have played an extensive role in the consultation and action planning stages of the Strategy development, having provided over 3,000 volunteer hours. Their role will continue to be essential during the implementation phase as active participants in the Action Teams.

## GREATER HALIFAX PARTNERSHIP

The Greater Halifax Partnership, a public-private partnership that represents the views of the private and public sector, is the lead on many of the actions identified in the Strategy. The Partnership will also be the coordinating body for support to the Action Teams, Economic Strategy Implementation Steering Committee and the Mayor's Economic Advisory Committee. The Partnership will also track and monitor progress against objectives.

## HALIFAX CHAMBER OF COMMERCE

The Halifax Chamber of Commerce has been intimately involved in Halifax's Economic Strategy since its Economic Summit kick started the process in 2004. Producing an Annual Scorecard on the past Strategy, and as advocates and active participants in the preparation of the 2011-2016 Economic Strategy, the Chamber has strived and will continue to make sure this is a Strategy that is responsive and accountable to the business community. Business creates prosperity for our city and is ultimately responsible for economic growth. The 2011-2016 Halifax Economic Strategy will build the environment and framework to allow business to grow, thrive and succeed.

# GLOSSARY

**ACOA** – Atlantic Canada Opportunity Agency

**Active Transportation Plan** – an HRM policy document providing direction for the development of an active transportation network in Halifax

**Bilbao Effect** – the effect that great architecture has as the centrepiece of urban space. This is a reference to Bilbao, Spain where the Guggenheim transformed a small town into a European hotspot

**Better Regulation Initiative** – a Nova Scotia government initiative to maintain the benefits of regulation while decreasing the costs of business

**Business Retention and Expansion Program (BRE)** – a program designed to strengthen a community's ability to attract, grow and keep business

**CEOs for Cities** – an American network of urban leaders dedicated to building and sustaining the next generation of great cities

**CIC** – Citizenship and Immigration Canada

**CMHC** – Canada Mortgage and Housing Corporation

**Competitive Intelligence** – information about products, companies, industries and other aspects of the business environment that improves strategic decision-making

**Research Consortium** – a group of public, private and post-secondary representatives in Halifax who will provide enhanced economic data and research to support the implementation of the Economic Strategy

**Corporate Knights** – a magazine for clean capitalism that creates awareness of the environmental and social impacts of business decisions and recognizes environmental leaders and innovators

**Fusion Halifax** – a group created by and for young professionals who are inspired to make Halifax a better place to live, work, and play

**GHP** – Greater Halifax Partnership

**Gross Domestic Product (GDP)** – the market value of all finished goods and services produced within a region in a given period

**Green/Blue City** – a city like Halifax whose design and culture is defined by both its landscape and proximity to the water

**Halifax Connector Program** – the Partnership's networking program that connects newcomers and international students to employers and community leaders in Halifax so they can build a solid network, join the workforce and settle successfully in our community

**Halifax Gateway Council** – a forum for transportation stakeholders in the Halifax region to work collectively to improve the competitiveness and efficiency of goods and passenger movements through Atlantic Canada's primary gateway

**HRM** – Halifax Regional Municipality: encompasses approximately 5,577 square kilometres and more than 200 urban and rural communities

**HRM Corporate Plan** – HRM's main strategic planning tool and the foundation on which HRM's annual budget and business plans are built

**HRMbyDesign** – a community visioning project for the Regional Centre of Halifax

**Hyper-growth** – the rapid growth of a business, businesses or industry

**jobsHere** – the Government of Nova Scotia's plan to grow the province's economy

**Opportunity Sites Task Forces** – part of HRM's initiative to develop vacant publicly-owned downtown lands in order to create a more attractive, vibrant city and increased economic activity downtown

**PIP** – Productivity Investment Program: a Nova Scotia government program designed to encourage businesses to become more productive, innovative and globally competitive

**Quality of Place** – the characteristics of a community that affect the quality of life of the people who live and work there (e.g. diversity, environment, arts and culture)

**R&D** – Research and Development

**Social Capital** – connections and collaboration within and between social networks that often enhance innovation, economic and social development

**Social Enterprises** – business ventures operated by not-for-profits for the purpose of creating a blended return on investment, both financial and social

**SUP** – Strategic Urban Partnership: a public/private partnership aimed at identifying and championing strategic urban investments in Halifax

**Strategic Urban Reserve** – a reserve of land in Halifax's urban core used to provide a long term supply of fully serviced land in strategic locations of suburban Halifax

**Tertiary Health Care** – specialized health care services (e.g. oncology)

**Ujaama** – a collaborative and sustainable development initiative supported by some of Nova Scotia's most influential leaders from the African Nova Scotian (ANS) Community and the Greater Halifax Partnership to empower the ANS community to reach its full potential

For more information on the Economic Strategy visit:  
[AGREATERHalifax.com](http://AGREATERHalifax.com)



