



# AGREATERHALIFAX

Economic Strategy 2011-2016

**Presentation to:**  
Community Planning and Economic  
Development Standing Committee  
October 13, 2011

# Outline

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1. 2011, Q2 Economic Snapshot
2. Overview of the Strategy and Governance
3. How are we Doing?
4. A Game Changer for Halifax
5. Highlights of Year 1, Q2 Progress against Goals
  - Regional Centre
  - Business Climate
  - Talent
  - International Brand
  - Maximize Growth Opportunities
6. How will we measure progress?
7. What's happening?

# 2011, Q2 ECONOMIC SNAPSHOT

	Q3 2009	Q3 2010	Q3 2011	Q3 10-11 % Change	Trend
<b>LABOURFORCE</b>					
Employment ('000)	219.4	221.1	224.3	+1.4%	↑
Labour force size ('000)	234.7	235.7	239.4	+1.6%	↑
Participation rate	71.5%	70.5%	70.5%		↓
Unemployment rate	6.5%	6.2%	6.3%		
	Q2 2009	Q2 2010	Q2 2011	Q2 10-11 % Change	Trend
<b>CONSUMPTION</b>					
Average Weekly Earnings	\$752	\$785	\$783	-0.3%	↓
Inflation rate	-0.5%	1.5%	4.1%		↑
Retail sales (\$ Thousands)*	\$1,506	\$1,596	\$1,630	2.1%	↑
<b>HOUSING</b>					
Average housing prices	\$239,822	\$254,949	\$270,042	5.9%	↑
New housing price index	150.5	151.7	154.1	1.6%	↑
Housing starts*	345	651	679	4.3%	↑
Housing sales*	1,995	2,030	1,918	-5.5%	↓

# 2011, Q2 ECONOMIC SNAPSHOT

	Q2 2009	Q2 2010	Q2 2011	Q2 10-11 % Change	Trend
<b>CONSTRUCTION</b>					
Building permits (millions)	\$235.8	\$189	\$189.4	0.2%	↑
Non-residential construction (millions)	\$93	\$107	\$92	-14.0%	↓
<b>MOVEMENT</b>					
Aircraft passengers (enplaned/deplaned)	906,572	932,335	947,312	+1.6%	↑
Total Cargo Volume (metric tonnes)**	2,722,450	2,202,439	2,462,845	+11.8%	↑
<b>POST SECONDARY EDUCATION</b>					
Full-time University enrolment - Halifax	23,512	24,092	25,204	+4.6%	↑
Nova Scotia Community College enrolment - Halifax Campuses	4,020	4,382	4,476	+2.1%	↑

## OFFICE SPACE MARKET – Q2 2011

VACANCY RATE	Class A	Class B	Class C
Downtown Halifax	6.5%	8.0%	11.8%
Peripheral Halifax	6.6%	8.3%	14.5%
Dartmouth	10.1%	15.5%	13.5%
Bedford/Sackville	12.6%	13.4%	10.5%
AVERAGE RENT (per square foot)	Class A	Class B	Class C
Downtown Halifax	\$17.83	\$13.81	\$20.49
Peripheral Halifax	\$16.00	\$12.24	\$13.24
Dartmouth	\$14.09	\$11.51	\$9.85
Bedford/Sackville	\$15.02	\$13.39	\$13.24

\* Year to date

\*\*Year to date through Port of Halifax.

# Strategy Overview

## VISION

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

## VALUES

- Partnership
- Alignment
- Collaboration
- Sustainability
- Social capital

## PRINCIPLES

- People are our future
- Productivity & innovation are fundamental
- International focus
- Service culture: more – better – faster
- Business confidence builds communities

# Strategy Governance

- **Halifax Regional Council and Community Planning and Economic Development Standing Committee**
  - ❑ Ensures ongoing alignment to HRM's programs and policies
- **Economic Strategy Steering Committee**
  - ❑ Provides oversight and strategic guidance on ongoing implementation
- **Mayor's Economic Advisory Committee**
  - ❑ Provides strategic advice on the issues, challenges and opportunities that impact implementation
- **Goal Action Teams**
  - ❑ Ensures agreement and alignment on objectives, the resource commitments to be made, and measurement
  - ❑ Active participants drawn from private, public and non-profit and voluntary sector and labour
- **Greater Halifax Partnership**
  - ❑ Leads and coordinates implementation

# How are we doing?

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**BUILDING PARTNERSHIPS** - We are seeing partnerships and collaboration at its best – a key theme of our efforts and truly a model for supporting future economic growth opportunities. We must continue these collective efforts to keep all partners focused and working harmoniously on activities that support the growth of our community.

**CREATING ALIGNMENT AND SETTING FUTURE DIRECTION** - Endorsed by Halifax Regional Council, many of the actions and priorities of the Strategy have been embedded within HRM's Corporate Plan so that economic impact considerations are included in municipal decision-making and long-term planning. Business Retention and Attraction and Labour Market Development Programs are aligned to the Province's jobsHere Strategy.

**BENCHMARKING BUSINESS CONFIDENCE AND MEASURING SUCCESS** - The Halifax Index is how we will measure the economic progress of the region as well as the progress and impact of the Economic Strategy. The Index will provide a yearly overview of our challenges, make suggestions for action and inform of any necessary modifications to the Economic Strategy's Action Plans.

**RESOURCING** - Human and financial resources are both limited and in many cases stretched quite thin – this could potentially impair Strategy implementation in areas such as International Brand.

# A Game Changer for Halifax

## BUILDING PARTNERSHIPS

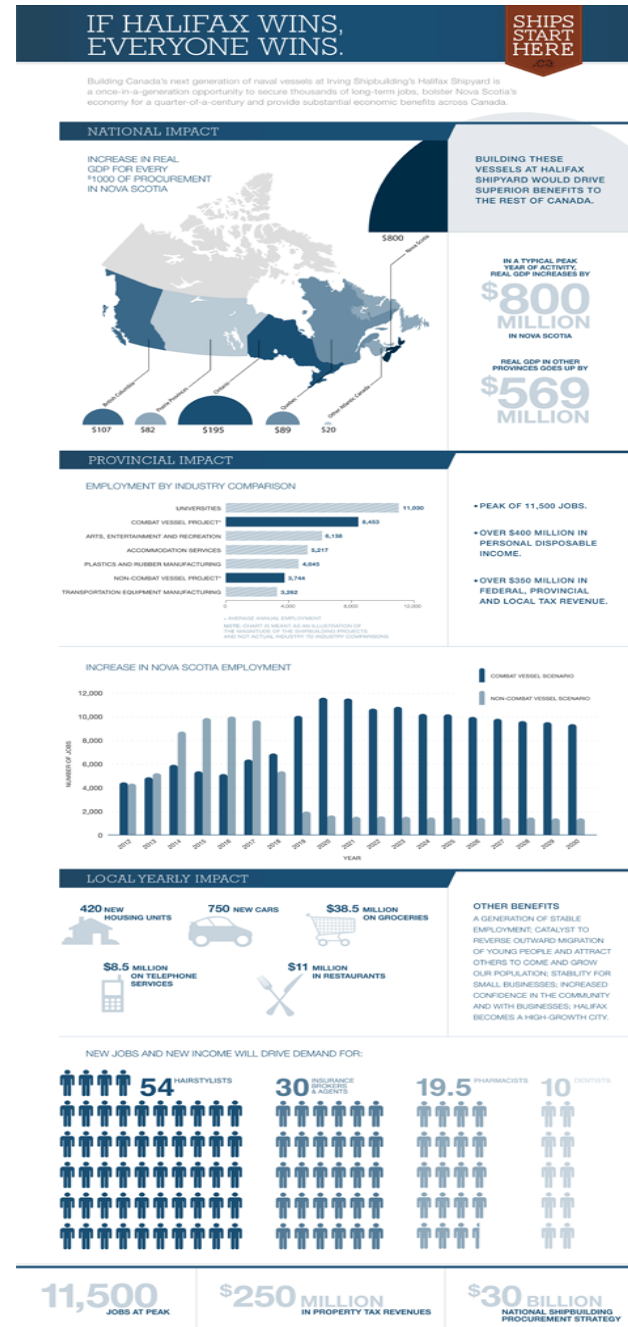
- Engagement, alignment and collaboration at its best
- From 10 to 75 partners -- and growing

## UNDERSTANDING THE OPPORTUNITY

- Economic impact analysis (May 27 release)
- Transformative impact understood across target audiences
- Support quickly galvanized

## PLAYING THE GAME

- Unique communications approach vs. traditional lobbying approach
- Incredible groundswell of support, still building
- Through the collaboration of partners:
  - ❑ Over 100,000 emails sent from partner databases
  - ❑ Over 100 locations with Ships Start Here material
  - ❑ Over 15 million impressions serviced across NS
  - ❑ Over 140 insertions across the Maritimes
  - ❑ Best performing campaign "ever" seen on LinkedIn Canada
  - ❑ Over 10,000 declarations of support on CanadianShipsStartHere.ca
  - ❑ 100s of lawn sign photos submitted from across NS
  - ❑ Over 700,000 post views from over 2,000 interactions on Facebook
  - ❑ 146,668 page views on ShipsStartHere.ca since May 2<sup>nd</sup>



# The Broad Economic Impacts for Nova Scotia

## Summary Economic Impact in Nova Scotia by NSPS Project Dollar values shown in \$Millions

	Combat Vessels Package		Non-Combat Vessels Package	
	Annual Average:	Peak Year:	Annual Average:	Peak Year:
Employment:*	8,453	11,495	3,744	9,931
Real GDP (Basic Prices):	\$661.0	\$897.0	\$278.0	\$733.0
Federal Income Taxes:**	\$66.0	\$76.0	\$25.0	\$63.0
Provincial Income Taxes:	\$51.0	\$74.0	\$19.0	\$47.0
Corporate Income Taxes:	\$34.0	\$50.0	\$13.0	\$30.0
Indirect Taxes (HST, etc.):	\$115.0	\$169.0	\$44.0	\$107.0
Personal Income:	\$447.0	\$634.0	\$183.0	\$420.0
Personal Disposable Income:	\$293.0	\$412.0	\$125.0	\$273.0

\*Direct, indirect and induced in Nova Scotia.

\*\*All dollar values except real GDP are shown in current (non-inflation adjusted) dollars. Real GDP is shown in basic prices 2002 dollars). Source: Conference Board of Canada (May 2011)

# CANADIAN SHIPS START HERE

.ca

DECLARE YOUR SUPPORT!

+1 24

Tweet 850

Like 6K

Share 6384



**Christopher B.**  
Think Canada First! Canadian Owned Canadian Made. This would be an economic boost that the Maritimes has needed for a while.

**10584**  
posts to date

[About this site](#)

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[Visit ShipsStartHere.ca](#)

# CANADIAN SHIPS START HERE .ca

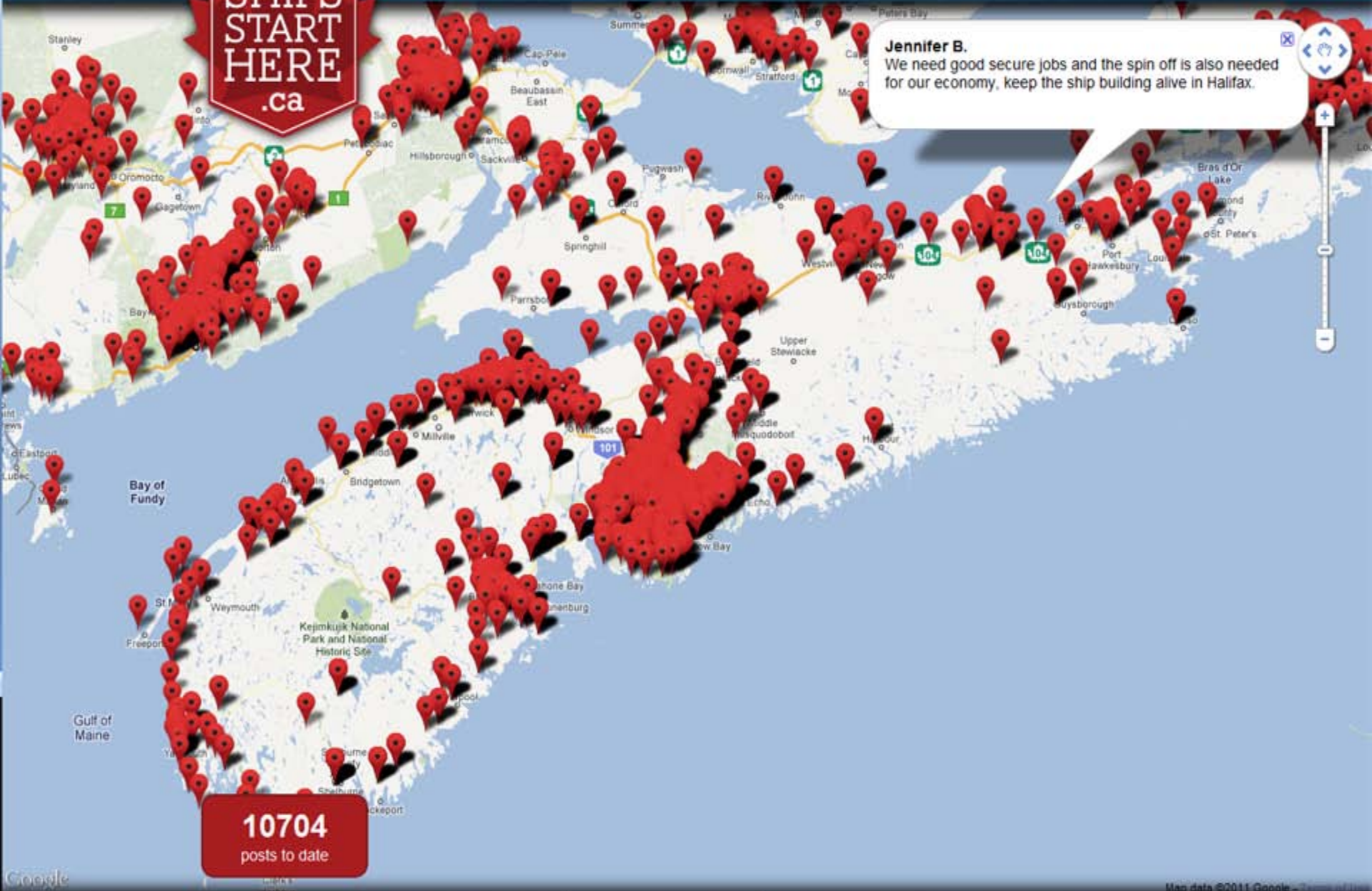
DECLARE YOUR SUPPORT!

+1 28

Tweet 855

Like 6K

Share 6430



**Jennifer B.**  
We need good secure jobs and the spin off is also needed for our economy, keep the ship building alive in Halifax.

**10704**  
posts to date

# REGIONAL CENTRE

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



## Objectives

1. Direct and oversee a pro-development policy environment within the Regional Centre
2. Further the liveability and attractiveness of our urban core
3. Reinvent current approach to mobility in the Regional Centre
4. Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre

## Progress Highlights - Year 1, Q2

- Lead by Andy Fillmore , HRM
- Strategic Urban Partnership (SUP) formed,
- SUP constitution drafted and operation plan (model for collaboration) defining key initiatives to accelerate transformation developed -- under review by HRM and Partnership. Finalized by mid-November
- RP+5 is intended to deliver a suite of initiatives to promote investment, density, and housing affordability in the Regional Centre.
- Planning & Infrastructure to coordinate and collaborate with Metro Transit on a Regional Centre transit and transportation model that ensures land use planning and transportation planning are aligned and mutually supportive.

# BUSINESS CLIMATE

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



## Objectives

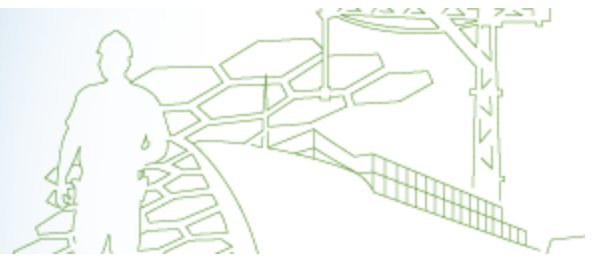
1. Reduce regulatory, tax and policy issues that can inhibit development and investment
2. Create a service oriented culture within HRM that supports the business community's need for competitiveness, growth and responsiveness
3. Develop a responsive, safe, integrated regional transportation system
4. Focus on quality of place including the need for civic engagement, public investment and initiatives to increase social capital.
5. Halifax is recognized internationally for its clean and healthy environment
6. Increase the engagement and active support of the private sector in the economic growth of Halifax

## Progress Highlights - Year 1, Q2

- Open for Business Action Team formed, lead by Steve Murphy, BMO
- Broad tax reform proposal under development, two models being studied for benefits:
  - The Halifax Chamber of Commerce Review, which is currently underway,
  - Saskatchewan's Continuing Prosperity
- Review of municipal and provincial regulations – Year 2 Action
- Regional transportation system - 4/5 functional plans of Transportation Strategy are now in place
- Working closely with Environment and Sustainability Standing Committee for ongoing direction and governance (On track)
- 97% renewal rate of the Partnerships private sector investors (over 135; invest over \$1.1M)
- Residential & Non Resident Building Permits up 20.5% over same period last year

# TALENT

Create a welcoming community where the world's talent can find great opportunities, engaged employers and resources for career advancement by 2016



## Objectives

1. Maximize opportunities for increased alignment, awareness and engagement of the business community in the implementation of the Province's Workforce Strategy
2. Build a welcoming and inclusive environment for underrepresented groups
3. HRM will become an "Employer of Choice" serving as a model for its business community

## Progress Highlights - Year 1, Q2

- Talent Action Team, lead by Malcolm Fraser, ISL
- Ongoing visitation to business through GHP's Business Retention and Expansion and Labour Market Development Programs
  - 25 immigrants/international students get jobs in Q1&2 (over 100 jobs through connector program to date)
- Labour market roadmap and toolkit for business under development – Q4 Launch
- HRM People Plan finalized by March, 2012

# INTERNATIONAL BRAND

Create a unique, international city brand for Halifax



## Objectives

1. Create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be
2. Move Halifax from Good to Great – Live the Brand

## Progress Highlights - Year 1, Q2

- Action Team established, led by Peter Spurway, HIAA
- Draft implementation framework detailing scope of work completed
- Year 1 actions primarily focused on planning, research and strategy development.
- The work is progressing as planned; however, resourcing will need to be addressed in Q4.

# MAXIMIZE GROWTH OPPORTUNITIES

Capitalize on our best opportunities for economic growth



## Objectives

1. Support and validate the implementation of the economic strategy through an enhanced research capacity
2. Identify and respond to high value, high potential economic growth opportunities and encourage investment, exports, business productivity, innovation and competitiveness

## Progress Highlights - Year 1, Q2

- Halifax Index -- on target for launch in Spring 2012.
- Developed a comprehensive Competitive Intelligence profile for 6 key growth sectors
- Responded to 55 incoming requests for information from April 1 – August 31 from prospective businesses and site selectors.
- Business and Retention and Expansion Program results to August 31, 2011, include:
  - SmartBusiness visits 45
  - Referrals 26
  - Closed referrals 82%
  - Project driven 16%
  - Jobs created 3
  - Referral to PNS PIP 4 (2 approved to date)
- The Partnership manages the Halifax Gateway Council through a management services agreement.
- Working with partners to create the Land Development Strategy for the growth of the Halifax Logistics Park (Burnside)

# How will we measure progress?

- The Halifax Index
  - Telling the story of economic progress in our region
  - It will measure:
    - ❑ The strength of economic growth
    - ❑ The pace of development and the health of our community
    - ❑ The sustainability of our approach
    - ❑ The quality of life
  - Outcomes
    - ❑ Progress related to the strategic goals, objectives and actions of the 2011-2016 Economic Strategy.
    - ❑ A gut check – tracking the state of Halifax’s business climate
    - ❑ Keys to success
    - ❑ An annual quality of place review
    - ❑ A renewed blueprint for action
  - Launch event – Spring 2012

# What's happening?

- Construction has started on Halifax Central Library
- Funding approved for the proposed Convention Centre
- Construction of the permanent Commons Skating Oval;
- Transit Expansion through ten new Accessible Low Floor (ALF) articulated buses
- Construction of the Nantucket (Dartmouth) Transit Terminal;
- Capital investments for Recreation Centres
- Capital Projects Starting in 2011
  - ❑ Harbour Isle Project – 500 condo units in Bedford (Harbour Isle Halifax Inc.)
  - ❑ Spryfield Housing Development – Governor's Brook, Spryfield (Armco Capital Corp)
  - ❑ Washmill Lake Extension – 700 multi residential housing units (Clayton Developments)
  - ❑ Halifax International Airport Capital Spending
  - ❑ Sable Capital Expenditures (Exxon Mobil and partners)
  - ❑ Burnside Connector
  - ❑ Dockside Waterfront Drive (78 condo units) (Provident Developments)
  - ❑ Windsor Park Military Housing Redevelopment (Canadian Forces)

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