

**2026
2031**

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BUSINESS ASSOCIATION

5 Year Strategic Plan

TREATY ACKNOWLEDGEMENT

The North End is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the Treaties of Peace and Friendship which Mi'kmaq, Wolastoqiyik (Maliseet), and Passamaquoddy Peoples first signed with the British Crown in 1726. The treaties did not deal with the surrender of lands and resources. It established the rules for what was to be an ongoing relationship between nations. We are all Treaty people.







2025 NEBA BOARD OF DIRECTORS

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MESSAGE FROM THE CHAIR & EXECUTIVE DIRECTOR

Barrett MacDonald, Chair

Tracy Jackson, Executive Director

On behalf of the Board, we are proud to share this next phase of the North End Business Association's strategic journey. Since our last plan, we have all experienced profound changes—COVID-19, geopolitical uncertainty, and significant socio-economic shifts have shaped our businesses, our neighbourhoods, and our city. Through it all, NEBA has remained steadfast. We have not changed who we are; our strategic direction remains the same. We are still working toward the same vision of a vibrant, inclusive, and resilient North End. What has evolved are the ways we pursue that vision.

As we move closer to our goals, we are refining our tactics, honing our objectives, and sharpening our programs to be more focused and to have the greatest impact for our members and the businesses we represent. This means ensuring that our advocacy is increasingly data-driven, strengthening our ability to influence decision-makers with the insight and credibility needed to effect change, measure our impact, and shape our future.

This plan reflects both continuity and growth. NEBA continues to advocate for small businesses, build strong relationships between commerce and community, and deliver programs that showcase the north end's vibrancy. Whether it's marketing and events that bring people together, advocacy for positive development and affordability, designing our public spaces to showcase our local talents, arts and culture, or promoting safety and community well-being.

We have big dreams—and we know we have a unique value to add. By holding the pen ourselves, we ensure that our story is written by us, not for us—that change is not something that happens to our community, but something led and driven by our community.

With a clear direction, sharpened focus, and the collective strength of our businesses and community, we are ready to author the next chapter—one that reflects our shared values, our resilience, and our vision for a thriving North End.

Tracy & Barrett

INTRODUCTION

This is a five-year strategic plan for the North End Business Association, hereby referred to as NEBA. NEBA was formed as an official Business Improvement District (BID) in 2011, and currently represents 250 commercial properties with over 350 businesses in the central-north area of the Halifax Peninsula. The BID encompasses one of the oldest districts in Halifax (Gottingen Street was named in 1764!), as well as one of the fastest growing and changing neighbourhoods in the province. This paradox between old and new provides both opportunities and challenges in terms of economic development, community development, and supporting our membership. In order to serve the broad membership of the district in these dynamic times, NEBA needs to be empowered with a cohesive vision and a strategic framework that both dreams big, encompasses the complexities of the district, and provides the ability to be nimble and flexible. These next five years will provide an opportunity for the association to mature, become more focused in its efforts, and continue to represent its membership with passion and relevance.

ABOUT THE PLAN

This Strategic Plan was created with input from NEBA members, the Board of Directors, staff, external and community partners. After being voted on by the NEBA Board of Directors, the plan was ratified and adopted in September 2025. This plan will be reviewed annually, and a new plan will be produced for 2032.

HOW TO READ THE PLAN

This plan outlines a framework of strategic commitments, strategic goals, objectives, and tactics which will be used to guide NEBA's annual Activity Plan and Budget, as well as help measure organizational progress and success over the next 5 years. This strategic plan captures the big picture ambitions of the association, and key goals and objectives for getting there.

STRATEGIC COMMITMENTS: The Vision, Mission and Values define the desired long-term results of our efforts, and describe what we do and how we do it.

STRATEGIC GOALS: Our main areas of focus over the next five-years.

OBJECTIVES: Measurable steps to achieve goals.

TACTICS: Tools and actions to pursue objectives in alignment with goals and strategic commitments.

WHAT WE HEARD

To create a plan that is relevant and reflective of the North End business community we conducted a survey with members, interviews with business owners and key partners, and workshops with the Board of Directors. Receiving feedback from members, neighbours and partners helped inform us

about the value and potential people saw in NEBA; what challenges they felt needed to be addressed; and what kind of future they saw for the district. All of this input helped shaped the vision, goals and objectives laid out in this strategic plan.

KEY ISSUES

- Aligning who people think we are with our current reality
- Utilizing data to shift mindsets
- Homelessness
- Safety and Security
- Taxes collected vs. services delivered
- Government Relations & Advocacy
- Marketing & Branding
- Streetscape Improvements
- Business Development
- Community Outreach & Capacity
- Member Support Services

-Member Survey 2025

“We need to strengthen the North End as a place to shop, live and explore.”

-NEBA Member Survey 2025

PRIORITIES

- Educate government and advocate for our businesses
- Celebrate our successes and our members
- Safe and welcoming streets
- Celebrate and grow our cultural assets
- Align taxes collected with services received
- Placemaking, wayfinding and environmental preservation

-AGM 2024 Quick Poll

GOALS

- We are the best place to do business in Halifax
- We have a unique and eco-conscious neighbourhood that is the arts and culture hub of HRM.
- People come to our neighbourhoods to work, play, and learn because it is stimulating and safe
- We have the most livable neighbourhoods in Atlantic Canada
- We have the financial resources to support our impactful and community-building projects and programs

-Board Strategy Workshop 2025

STRATEGIC COMMITMENTS

VISSION

A vision describes where the organization aspires to be upon achieving its mission. This statement reveals the "where" of an organization, but not just where the organization seeks to be. Rather, a vision statement describes where the organization wants a community, or the world, to be as a result of the organization's services.

"The North End is a diverse, iconic, and complete neighbourhood with a thriving small businesses scene that embraces being genuinely local."

MISSION

A mission statement is an action-oriented vision statement, declaring "why" NEBA exists by saying what we aim to do in the next 5 years. It's the roadmap for the company's vision statement. It speaks to the core of the organizations business.

"The mission of the North End Business Association is to support a flourishing commercial district through leadership that inspires engagement, collaboration, and social responsibility."

VALUES

Values are core principles that guide and direct the organization and its culture. In a values-led organization, the values create a moral compass for the organization and its employees. It guides decision-making and establishes a standard against which actions can be assessed.

CREATIVITY: NEBA embraces a creative approach to enhance and build upon the North End's unique, diverse, and artistic spirit.

COLLABORATION: NEBA seeks collaborative relationships with our members, government, and community partners to support positive growth in the North End.

INCLUSIVITY: NEBA believes in a business community that is reflective of the diversity in the community and embraces inclusion through education, support, and participation.

COMMUNITY: NEBA recognizes community as one of the North End's greatest assets, and is a supportive and respectful participant in that community.

IMPACT: NEBA is a leader that champions the needs of our district through strategic and sustainable decision making.

ACCOUNTABILITY: NEBA acts with integrity in every decision and action.

GOALS, OBJECTIVES & TACTICS

1 **ADVOCACY & REPRESENTATION**

GOAL: We have strong relationships with political leaders, business and community partners that support our members and residents.

OBJECTIVES:

- Provide credible, data-driven research and analysis to inform advocacy and decision-making.
- Maintain a collaborative relationship with HRM Council, Administration and Staff to advance and improve initiatives for the North End Business Community.
- Strengthen working relationships with key partners (HRM, the Province, other BIDs, community, and industry leaders) to advance goals of the association.
- Secure equitable and sustainable sources of funding to advance NEBA's priorities.

1.1 OBJECTIVE

Provide credible, data-driven research and analysis to inform advocacy and decision-making.

TACTICS

- Establish a partnership with researchers and professors at learning institutions.
- Collecting data from businesses and industry partners.
- Collect data on foot traffic, shopping trends, consumer interests, and geographical and demographic statistics.
- Cross-share data with other BIDs.

1.2 OBJECTIVE

Maintain a collaborative relationship with HRM Council, Administration and Staff to advance and improve initiatives for the North End Business Community.

TACTICS

- Present annual activity plan to City council.
- Continue advocacy on issues including Taxation, Parking, Construction Mitigation, Ground Floor Commercial, Transit, Active Transportation/Mobility, Housing, , Heritage Conservation, Community Safety, Streetscaping etc.
- Articulate the taxes paid to services received.

1.3 OBJECTIVE

Strengthen working relationships with key partners (HRM, the Province, other BIDs, community, and industry leaders) to advance goals of the association.

TACTICS

- Have regular meetings with government staff, elected representatives (including District Councillor), and key partners to advance NEBA priorities and identify areas of alignment.
- Stay engaged with Downtown's Atlantic Canada, the International Downtown Association, and other sector-specific associations.
- Ensure NEBA is visible, heard, and recognized as a trusted resource across HRM.

1.4 OBJECTIVE

Secure equitable and sustainable sources of funding to advance NEBA's priorities.

TACTICS

- Encourage HRM to adopt a "BID re-zoning" to ensure all businesses on the Peninsula are part of a BID.
- Explore NEBA BID expansion.
- Provide data to advocate that the Cogswell district belongs in NEBA.
- Advocate for increased BID Discretionary funds.

GOALS, OBJECTIVES & TACTICS

2 WELCOMING & LIVEABLE

GOAL: People choose the North End as a place to live, work, stay, play, and learn because it is welcoming, attractive, safe, and livable.

OBJECTIVES:

- Provide active support to ensure our neighbourhoods are safe and welcoming for everyone.
- Provide active support to ensure our neighbourhoods are clean, green and beautiful.
- Do our part to ensure the North End is a "complete community" that provides the daily needs of its residents regardless of age, income or ability.
- Provide active support to ensure we have the most pedestrian friendly and accessible neighbourhood in Halifax.

2.1 OBJECTIVE

Provide active support to ensure our neighbourhoods are safe and welcoming for everyone.

TACTICS

- Work with HRM and other partners to establish a public safety strategy that supports our businesses, residents, and visitors.
- Provide data to help inform decision makers and encourage more equitable distribution of resources and services to address crime, homelessness, mental health, and addiction.
- Work with existing service providers to establish mutual respect and a solutions-based approach to street issues.
- Develop strategies that allow for more "Eyes on the Street" to include CPTED design, increased lighting, and visible community-based policing. Continue NEBA run Navigator Street Outreach program.
- Advocate for the implementation of the recommendations in the HRM Safe Cities report on the Agricola and Gottingen Street Community Safety Assessments.

2.2 OBJECTIVE

Provide active support to ensure our neighbourhoods are clean, green and beautiful.

TACTICS

- Provide enhanced maintenance and beautification, ie. flowers, tree lighting, and street cleaning.
- Work with HRM to grow our canopy coverage (Urban Forestry) and support a parks strategy that preserves our environmental assets.
- Implement a 5-year strategy to increase public art.
- Advocate for the implementation of the HRM Urban Core Streetscaping Program.

2.3 OBJECTIVE

Do our part to ensure the North End is a "complete community" that provides the daily needs of it's residents regardless of age, income or ability.

TACTICS

- Support diversity in businesses, amenities, and services such as shopping, dining, learning, recreation, and essential services etc.
- Advocate for improvements to transportation, housing, accessibility and employment.
- Encourage development that enhances and maintains our unique North End character.

2.4 OBJECTIVE

Provide active support to ensure we have the most pedestrian friendly and accessible neighbourhood in Halifax.

TACTICS

- Support active living and sustainability.
- Advocate for non-local buses that do not service Gottingen Street to be moved to Barrington.
- Advocate for the Implementation of the Agricola Streetscaping Plan.

GOALS, OBJECTIVES & TACTICS

3 ENGAGED & SUPPORTED MEMBERSHIP

GOAL: The North End is the best place to do business in Halifax.

OBJECTIVES:

- Equip our members with tools and resources to connect with partnerships, grants and other funding opportunities.
- Position our district as the preferred destination for new businesses by providing strong community and Business Improvement District (BID) support.
- Retain existing businesses by fostering a unique and thriving local social, cultural, and economic ecosystem that is unique and strong.
- Ensure membership is engaged, connected, and informed.

3.1 OBJECTIVE

Equip our members with tools and resources to connect with partnerships, grants and other funding opportunities.

TACTICS

- Provide members-only portal and resource page.
- Host regular member engagement events and learning opportunities.
- Provide members with tools for customer reach: ie. updated "North End Facts & Figures" booklet with new demographic, statistical, and census data.
- Conduct regular member surveys to gauge interests and engagement.
- Articulate funding opportunities.

3.2 OBJECTIVE

Position our district as the preferred destination for new businesses by providing strong community and Business Improvement District (BID) support.

TACTICS

- Celebrate and welcome new businesses. highlight new businesses through our social media and newsletter. Provide "welcome packages" and add to NEBA business directory.
- Provide data on district trends and demographics that can help inform decisions.
- Engage with developers and property owners, brokers etc. to identify and share commercial opportunities.

3.3 OBJECTIVE

Retain existing businesses by fostering a unique and thriving local social, cultural, and economic ecosystem that is unique and strong.

TACTICS

- Develop a marketing campaign that celebrates our business's successes and unique offering.
- Promote a shop and buy local movement that connects customers to their local shop owners.
- Celebrate and support diverse businesses .

3.4 OBJECTIVE

Ensure membership is engaged, connected, and informed.

TACTICS

- Communicate regularly through targeted email bulletins, newsletters, our members only facebook page and social media.
- Report to members on progress and deliverables.

GOALS, OBJECTIVES & TACTICS

4 DESTINATION DISTRICT

GOAL: The North End is a destination district, attracting both local Haligonians and visitors from afar.

OBJECTIVES:

- Increase district wayfinding and signage that identify our assets.
- Increase the number of visitors to the North End.
- Position the North End as a premier cultural and entertainment destination by expanding event opportunities and fostering partnerships.
- Maintain a fresh, vibrant and eclectic NEBA brand.

4.1 OBJECTIVE

Increase district wayfinding and signage that identify our assets.

TACTICS

- Establish a web-friendly district asset mapping tool.
- Develop a wayfinding & signage strategy that recognizes and identifies our heritage, cultural, and historic assets and businesses.

4.2 OBJECTIVE

Increase the number of visitors to the North End.

TACTICS

- Expand our marketing efforts to reach a broader audience.
- Work with destination marketing partners to advance the North End profile.
- Gather data on consumer trends that inform our decision-making and marketing investments.

4.3 OBJECTIVE

Position the North End as a premier cultural and entertainment destination by expanding event opportunities and fostering partnerships.

TACTICS

- Grow attendance to NEBA lead festival and events.
- Support local event organizers who host events in the North End.
- Support and partner with event organizers to bring major events and concerts to the North End.
- Work with government to establish a permanent outdoor public events venue.
- Work with government, other BIDs, and industry partners to establish "Music City" designation for Halifax.
- Gather and publish event data to educate both members and the public.

4.4 OBJECTIVE

Maintain a fresh, vibrant and eclectic NEBA brand.

TACTICS

- We ensure that anything we support wears our logo. We sing our own praises.

GOALS, OBJECTIVES & TACTICS

5 PEOPLE & TRUST

GOAL: Our work is rooted in transparency and collaboration, we strengthen trust among residents, businesses, and government. We work to build an inclusive and cohesive community where people feel valued and connected.

OBJECTIVES:

- Share information with new & existing residents on issues that affect the community, how NEBA serves their interests & what the North End has to offer.
- Foster an environment where artists and performers have access to more spaces and opportunities to live and perform in our neighbourhoods.
- Establish a North End Community Plan.
- Strengthen our role as a trusted partner by building collaborative, transparent, and responsive relationships with community partners.

5.1 OBJECTIVE

Share information with new & existing residents on issues that affect the community, how NEBA serves their interests & what the North End has to offer.

TACTICS

- Keep residents informed of the work we do and what's happening in the North End through online and traditional media and marketing materials.

5.2 OBJECTIVE

Foster an environment where artists and performers have access to more spaces and opportunities to live and perform in our neighbourhoods.

TACTICS

- Support local, grassroots organizations that foster creativity, cultural identity and arts based programming.
- Partner with businesses and property owners to utilize spaces for artistic exhibitions, installations, or live performances.
- Support events where local artists can showcase their work, drawing attention to the neighbourhood and its cultural vibrancy.

5.3 OBJECTIVE

Establish a North End Community Plan.

TACTICS

- Work with our community partners and HRM to develop a North End Community Plan that identifies existing assets, proposes interventions, and engages in consultations that stimulate community-based participation and projects.

5.4 OBJECTIVE

Strengthen our role as a trusted partner by building collaborative, transparent, and responsive relationships with community partners.

TACTICS

- Demonstrate active, long-term commitment through consistent engagement with local organizations and events.
- Foster open communication and shared goals with community partners.
- Actively listen to community needs and adapt initiatives.

IMPLEMENTATION

In order to realize the goals and objectives of this plan over the next 5 years, NEBA needs to be strategic in terms of funding allocation, staff resources, and organizational governance. While BIDs often work in fluid conditions and need to be responsive to external changes and drivers, internally the organization can be structured to ensure efforts are focused on the long-term goals and results. The implementation strategy is key providing the structure and the measurements to ensure the organization has impact in the areas it hopes to affect. This will be achieved by:

- Driving operational and administrative efficiencies, and furthering a culture of transparency, accountability and accessibility.
- Being responsive to issues and opportunities as they arise.
- Strive for excellence in governance and board development.
- Work with our BID partners, and HRM to take the steps necessary to ensure our businesses are treated equitably.
- Gather, articulate and share data that enables our government partners to make better and more equitable decisions.