

# ECONOMIC STRATEGY REVIEW AND RENEWAL

SEPTEMBER 2010



GreaterHalifax  
PARTNERSHIP



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# OBJECTIVE

**The Greater Halifax Partnership is leading the development of HRM's new five-year economic strategy that will spell out:**

- Challenges/opportunities, a vision, principles, priority areas, and strategic goals for economic policy and programming initiatives through 2016 and;
- Action plans to support the implementation of each of the goals that outline:
  - roles and responsibilities of the three levels of government and the private sector;
  - tasks, timing, costs, and anticipated financial contributions;
  - the measures that will be used track progress and measure results.



# PHASES



**PHASE I: APRIL 15-JULY 15** - Taking stock and initial consulting on Challenges/Opportunities, Vision, Priority Areas, and Strategic goals.

**PHASE II: JULY 15-SEPTEMBER 15** - Finalizing of the Challenges/Opportunities, Vision, Priority Areas, and Strategic goals and preparation of the first drafts of the action plans, outcome measures and implementation plan and approach.



**PHASE III: SEPTEMBER 15-DECEMBER 20** - Consultations on the action plans, outcome measures, and implementation plan and ongoing engagement

**PHASE IV: JANUARY-MARCH, 2016**- Obtaining approvals of strategy, launch of the strategy, and agreement for ongoing implementation and engagement.

# CURRENT STATUS



- ✓ First round of consultations completed - 14 sectors (approx. 240 people)
- ✓ Sector Consultation Summary Report completed
- ✓ First draft of priority areas, strategic goals, vision, and tactics completed
- ✓ Research plan established and research begun on areas such as best practices in other jurisdictions, sector strategies, economic update etc.
- ✓ Developing second iteration of Vision
- ✓ Initial design of final report completed

# VISION

## ALTERNATIVE 1

Halifax is recognized by the rest of the world as a more creative, innovative, internationally competitive, and globally-oriented hub city providing:

- Increased economic and social well-being not only to people in the HRM but also to Nova Scotia and the Atlantic region;
- More high value and sustainable jobs that will attract highly qualified people of diverse backgrounds and;
- A quality of life that is the “envy of the world”.



# VISION

## ALTERNATIVE 2

Halifax is recognized around the world as a smart, international and competitive city where:

- X% of the 25-45 year-old population has completed post-secondary education;
- X% of the city's GDP is driven by international business;
- Is the most competitive business environment in Eastern Canada and;
- X number of high-value jobs have been created.



# PRINCIPLES

- Partnership and Alignment: The First Principle of Modern Economic Development
- Moving Faster...Economic Development at the Pace of Business
- International/Global Focus: Halifax's Foreign Policy



# PRINCIPLES

- Sustainable Development: Preserving our Environment and Building a Green Economy – Challenge and Opportunity
- Innovation in Our Economy and in Economic Development
- Jumpstarting Productivity Growth



# PRINCIPLES

- Building Social Capital: Engaging the Volunteer Sector, Building the Social Economy, Embracing Diversity
- A High-Level of Business Confidence is Central to Growth
- Progress as a principle
- Public Sector: Recognizing and Sustaining our Economic Pillars



# PRIORITY AREAS

- Talent
- Urban Core
- Business Climate
- Branding and Marketing
- Partnership and Opportunities



# TALENT



## Goal

A match between the skills and experience of workers and the new jobs that will be created in Nova Scotia between 2011 and 2016.

## Tactics

- Re-skill existing workers for the demands of new jobs (classroom & on the job)
- Dramatically enhance recruitment and retention efforts from the rest of Canada and abroad
- Engage the young professional community in developing programs & initiatives
- Promote diversity through the removal of systemic and other barriers to employment that prevent minorities from participating fully in the labour force

# THE URBAN CORE



## Goal

Development of a vibrant and attractive urban core that attracts more people and companies.

## Tactics

- An aggressive strategy to attract significant private investment in both commercial and residential stock
- 5 year public infrastructure improvement program
- Enhancement to the public transit system to accommodate the travel needs of commuters to, from, and within the core
- Building of cultural institutions

# BUSINESS CLIMATE



## Goal

Create a business climate that fosters company and sectoral growth through the removal of barriers to competitiveness and the development of initiatives to promote wealth creation.

## Tactics

- The identification and implementation of regulatory and tax changes at the municipal, provincial and federal levels that promote competitiveness
- Enhance current efforts for business attraction, retention and expansion
- An internationally competitive transportation system covering all modes

# BRANDING AND MARKETING



## Goal

Enhance and better co-ordinate the marketing and development of Halifax as a “Global City”

## Tactics

- A marketing initiative that supports an enhanced trade and investment strategy that provides clear and consistent messages to the global marketplace regarding Halifax and both a market and supplier of goods and services.
- A targeted public relations campaign designed to make key players in Halifax much more aware of the opportunities in the global marketplace.

# PARTNERSHIP AND OPPORTUNITIES



## Goal

To maximize benefit from predetermined opportunities by the application of a team approach consisting of affected sector representatives, government officials from all levels and a leader recognized by all.

## Tactics

- Shipbuilding procurement
- Ocean Institute
- Expansion of Finance/Insurance sector
- Partnering between the private sector and the university/college/technical school/public school/private school community on issues of productivity and entrepreneurship

# ACTION PLANNING



For each priority area a team will be set up of:

- One team leader drawn mainly from the ranks of sector champions and;
- 5-10 participants consisting of officials from each level of government, sector champions and other sector representatives
- Partnership staff in support

# ACTION PLANNING



## Role of Team Leader

- Lead the team discussion and facilitate the overall functioning of the team;
- Assigning tasks to individuals during, before and after the formal meetings.
- Schedules meetings as required.
- Determining the need for resource adjustments as the work unfolds.
- Presents the product of the team's work to the larger senior group.

# ACTION PLANNING



## Role of Participants

- Bring experience and expertise related to programs, policies, and company needs to the table in discussions
- Assists as a group member in writing up the action plan activities and performance measure.

# ACTION PLANNING



## Role of Partnership Representative (s)

- Assist the leader in gathering information and data from the appropriate sources and distributing the material as required.
- Prepare a format to be used to package the action plan including charts and definitions.
- Make all administrative arrangements regarding the meeting venues including scheduling, food and refreshment and in communicating same to all team members.
- Prepare records of the results of each meeting.
- Assisting the team leader in the preparation of presentation material as required.
- Participating in the meeting discussions.

# ACTION PLANNING TEAMS



## Partnership Representatives

### Talent

- Allan Cocksedge (Lead)
- Cindy Dean (Support)

### Urban Core

- Jim Donovan (Lead)
- Kara Hobbs (Support)

### Business Climate

- Fred Morley (Lead)
- Krista Hall (Support)

### Branding & Marketing

- Jonathan Wilkie (Lead)
- Maria McGowan (Support)

### Partnership & Opportunities

- Ruth Cunningham (Lead)
- Tanya Walters (Support)

# ACTION PLANNING



## The Product of Each Team

- Listing of activities being done now and what needs to be done to achieve the identified goal (gap analysis)
- Identification of activities (new and existing) to be completed by each implementing organization and the extent of the sector involvement.
- Assignment of roles and responsibilities and timelines for each activity
- Setting priority actions for the first year
- Framework for measuring goals and activities-the performance measure.

# ACTION PLANNING

## Timeline

### Week of September 20

- Organizational Meeting of 5 team leaders
  - Provide feedback on goals and gaps in challenges and opportunities
  - Begin the discussion of the scope of the action plan
  - Determine if anyone else needs to be involved
  - Schedule meetings

### September 27 - October 29/November 5

- Each team meets separately to develop action plans

### Week of November 8

- Meeting of 5 teams to present action plans to each other to identify synergies and coordination requirements during implementation



## NEXT STEPS



- Currently assessing the results of the consultation session and revising materials accordingly
- Drafts of priority areas, strategic goals and tactics being shared with senior federal, provincial and municipal staff
- Finalize and obtain steering committee approval of vision and principles
- Finalize and implement process to confirm goals and prepare action plans for each
- Initiate work on the governance model and implementation plan and process