



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.



GOVERNANCE




- Mayor and Council own the initiative and will approve the final product
- Mayor's Economic Advisory Committee provides high-level advice
- Project Steering Committee:
 - Chaired by Paul Kent
 - Comprised of senior-level representatives from HRM, Chamber, Mayor's Economic Advisory Committee, ACOA, NSERD and NSBI
- Steering Committee directs Project Management Office

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, 2011- 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.
- ✓ Developed second iteration of Vision
- ✓ Initial design of final report completed
- ✓ Action planning underway

VISION



Our five-year economic strategy:

Greater Halifax is the primary economic engine for our entire region. It provides vibrant, sustainable growth creating national and global opportunities for our people, businesses, and culture to elevate and strengthen Canada's Atlantic Gateway to the world.

PRINCIPLES



- What are principles of successful economic development?
 - Sets tone and direction
 - The backbone of the strategy

PRINCIPLES

PARTNERSHIP & ALIGNMENT ARE NOT THE MOST IMPORTANT THING, THEY'RE THE ONLY THING

- The first and most important principle of modern economic development
- No one organization has the tools and resources to do the job
- A strategy needs partners
- Successful implementation needs alignment



PRINCIPLES

SERVE CLIENTS MUCH BETTER AND FASTER

- The pace of activity is slow
- Delays and deferral are not policy tools, they're just poor client service
- Growth goes where the value proposition makes sense
- However government can enhance the value proposition



PRINCIPLES

INTERNATIONAL/GLOBAL FOCUS IN EVERYTHING WE DO



- Exports are everything in economic growth
- Only 1 in 34 Nova Scotia companies export
- Communities with diversity grow faster
- Competition is internationalizing
- Greater Halifax needs to connect nationally and internationally

PRINCIPLES

SUSTAINABLE DEVELOPMENT



- Preserving our environment and building a green economy – both challenge and opportunity
- A green economy cannot be grown by regulation only
- “Green Tech” strategies are needed to attract investment, grow existing business and encourage green practices

PRINCIPLES

ACCELERATING PRODUCTIVITY REQUIRES GREATER FOCUS ON INNOVATION



- Halifax lags in productivity, as does Nova Scotia, as does Canada.
- Productivity improvement means a focus on training, new investment and more innovation.
- Low R&D and sluggish innovation top the list of challenges.
- Innovation requires risk taking...is it in our culture?
- Innovation doesn't happen by accident it requires organized, well funded and focused effort.

PRINCIPLES

GREAT COMMUNITIES HAVE LOTS OF SOCIAL CAPITAL



- Engaging the Volunteer Sector, building the cultural and social economy, embracing diversity
- Community building
- Reducing entitlement and “let government do it attitudes”
- Building pride of place

PRINCIPLES

BUILDING BUSINESS CONFIDENCE BUILDS COMMUNITIES

- A high-level of business confidence is central to growth
- Confident communities grow faster
- Confident businesses grow faster
- A good economic strategy has to include strategies to maintain and grow business confidence



PRINCIPLES

ECONOMIC GROWTH IS GOOD

- Progress is desirable
- Business growth comes first
- Community growth is an outcome of step one
- Alternatives to growth is stagnation or decline
- Change is inevitable but growth is optional
- We have to accept growth as everyone's desired outcome



PRIORITY AREAS



- Talent
- Capital District/Urban Core
- Business Climate
- Branding and Marketing
- Partnership and Opportunities

TALENT



Goal

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

Objectives

- Re-skill and entice existing workers and the potential workforce for the demands of high-performing new jobs - both in the classroom and on the job
- Dramatically enhance recruitment and integration/retention efforts from both the rest of Canada and abroad
- Engage the young professional community in developing programs and initiatives that invite/promote/motivate new members
- Promote diversity through the removal of systemic and other barriers to employment that prevent minorities from participating fully in the labour force
- Retain a much higher percentage of new post secondary graduates as long-term members of our labour force
- Work with employers to facilitate access to entry level jobs

CAPITAL DISTRICT/URBAN CORE



Goal

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

Objectives

- An aggressive strategy to attract significant private investment in both commercial and residential stock to intensify development
- 5 year public infrastructure improvement program, removing roadblocks to advancement and urbanization
- Enhancement to the public transit system to accommodate the travel needs of commuters to, from, and within the core
- Strengthening of cultural institutions with greater national and international profile and exchange

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.

Objectives

- 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
- Create a proactive “can-do” attitude of investment and expansion that welcomes decision-making and problem solving



BRANDING AND MARKETING



Goal

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

Objectives

- Implementation of marketing to support an enhanced trade and investment strategy that provides clear and consistent messages to the national and global marketplace regarding Halifax as both a market and supplier of goods and services.
- Implementation of service and other initiatives to improve the community’s delivery of an exceptional destination experience
- A targeted public relations campaign designed to entice key players in Halifax to engage in opportunities in the national and 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.

Objectives

- Focusing on opportunities, such as:
 - Shipbuilding procurement
 - Marine Institute
 - Expansion of Finance/Insurance sector
- Partnering between the private sector and the university/college/technical school/public school and the private school community on issues of productivity and entrepreneurship

ACTION PLANNING



A team has been struck for each priority area:

Priority Area

Talent
Capital District/Urban Core
Business Climate
Branding and Marketing
Partnerships and Opportunities

Team Lead

Malcolm Fraser, ISL
Andy Filmore, HRM
Steve Murphy, BMO
Peter Spurway, HSIA
Paul Kent, GHP



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