

## Strategies for Success – HRM’s Economic Strategy Roles and Responsibilities

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### OVERVIEW:

In October 2005, HRM Council adopted the Halifax Region Economic Strategy. The Strategy sets the economic focus for the entire community and is aligned with other regional strategies adopted by Council over the past two years, including the Regional Plan, the Cultural Plan and a Regional Strategy on Immigration.

The Economic Strategy recognizes the need for partnership as one of its five major goals. The strategy also identified the task of creating alignment in our community to implement the economic strategy as one of our key priorities. Indeed, the Economic Strategy Committee was set up with a prime mandate of creating “an alignment of strategic intent”. There is more to growing our community than any one organization can handle. So partners have been working together over the last two years to implement priorities and other actions in the Strategy where they play lead roles and to support the leadership of others.

### STRATEGIC GOALS:

The Economic Strategy identifies 5 goal areas in which 27 strategies and 94 actions, including 11 priority actions, are to be carried out over a period of 5 years, beginning in 2006.

### KEY PLAYERS:

#### **Economic Strategy Committee: ‘Champion’**

This committee includes representatives of many organizations responsible for delivering activities under the Strategy. The Committee’s focus is in two areas: setting priorities and aligning the efforts of the over 50 organizations involved in delivering activities under the strategy. The Committee is responsible for the alignment of strategic intent with all partners, identifying priorities and gaps where outcomes are below target.

#### **Halifax Regional Council: ‘Strategy Owner’**

The Strategy is owned by HRM, on behalf of the whole community. HRM has lead responsibility for 40 actions. For its part, most of HRM’s responsibilities under the strategy are carried out as part of existing operations.

#### **Greater Halifax Partnership: ‘Key Implementer’**

One of the key implementing organizations along with HRM staff is the Greater Halifax Partnership which has a lead responsibility to carry out 44. Key areas of focus for the Partnership include the Atlantic Gateway, influencing attitudes around growth and the third area of focus for the Partnership is in leading as a facilitator with the Economic Strategy Committee and a range of organizations responsible for closing the gaps in the Economic Strategy.

#### **Halifax Chamber of Commerce: ‘Scorecard Keeper’**

In its role as an advocate for business, the Chamber is responsible for reviewing and issuing the yearly results on the Scorecard and our collective progress to date. This report will highlight progress, areas moving forward but still below target and areas of concern – gaps – that are not moving forward quickly

enough to meet long-range targets. This scorecard gauges the extent to which the strategy – including the extent to which the 11 priority actions – area implemented.

**Other Organizations:**

Other economic development organizations also play a lead or supporting role in the delivery of the actions, including Atlantic Canada Opportunity Agency, Nova Scotia Business Inc., Destination Halifax and the NS Department of Economic Development to name a few key players.