

HRM's Review and Renewal of the Economic Strategy 2011 - 2016

Transportation and Distribution Consultation

Monday, June 14, 2010

9-11 a.m.

Location: Four Points by Sheraton, Compass Room

Champion: Joyce Carter, Halifax Gateway

Facilitator: Michael Hodgett, Deloitte

Participants

- Colin Maclean, Waterfront Development Corporation
- Tom Ruth, HIAA
- Jim Frost, CPCS Transcom
- Krista Spur, Department of Transportation and Infrastructure Renewal
- Marcus Garnett, HRM
- John Hamblin, Clark IT Solutions
- George Malec, HPA
- Kyle Schmeisser, NSBI
- Bernie Swan, Department of Transportation and Infrastructure Renewal
- Joyce Carter, Halifax Gateway
- Steve Snider, Halifax Harbour Bridges
- Joe Fitzharris, Marener Industries Inc.
- Charles Mackenzie, Department of Transportation and Infrastructure Renewal
- Janine Fraser, ACOA
- Dave McCusker, HRM
- Nancy Phillips, Halifax Gateway (Greater Halifax Partnership)

Table Recorders

- Fred Morley, Greater Halifax Partnership
- Karen Fraser, Greater Halifax Partnership
- Allan Cocksedge, Greater Halifax Partnership

Session Recorder

- Krista Hall, Greater Halifax Partnership

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Participant Feedback

Opportunities and Challenges

1. What is your overall reaction to the opportunities and challenges?

- #4 and #5 are closely linked
- Statistics sometimes may not mean anything like concentration of post-secondary institutions. So what?
- We'll need the political will to address these challenges and take advantage of opportunities
- We will not be a hub city if we cannot address the transportation issues
 - Transportation is a key economic driver.
- 27% of greenhouse gas emissions come from transportation
 - Market price for carbon
- Halifax versus the rest of the province - this is an issue
- Who is in charge? There are an ownership and alignment issues related to Gateway
- Most external transportation is via rail and this will continue to increase in the future
- Good idea to benchmark Halifax against cities we respect in Canada and internationally that are roughly the same size and GDP. Research best practices. What are the "great small cities"
- It's more difficult than people think to immigrant/settle/relocate to Halifax. It's not that easy.
- Halifax is falsely insulated due to the rest of the province and Atlantic Canada
- Gateway component was not adequately described in the material.
 - There are a series of opportunities and challenges related to Gateway. We have a good concentration and unique range of gateway assets and services that should create a better competitive advantage for Halifax.
 - We punch above our weight in this sector

2. Is the list complete? If not, what is missing?

- Gateway opportunity is missing - unique opportunity. Couldn't see the sector in this material. There aren't many transportation related opportunities and challenges listed
 - Halifax harbor isn't mentioned directly
 - Port as a national asset
 - Needs to better define our Gateway attributes
 - Direction of the opportunities are general. Needs to be more focused on each sector's opportunities and challenges
 - There's a gateway strategy that should probably be incorporated into the material.
 - No mention as transportation as an economic driver
 - Lack of resources to grow our transportation system / Gateway

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- There's an economic study. Logistics is actually defined as one of the five or six economic clusters of Halifax.
- Connection between Jobs and Education
 - Need to match jobs to education, especially for skilled trades. We need to work with companies that are setting up in NS and create alignment b/w education institutions and skill needs
 - Need to make the connection to high-value jobs here so students and young professionals will stay. Who's responsible for this - municipal, provincial, federal?
 - Need to focus on entire education sector, including skilled trades sector
 - Critical economic engines - cash cows. Link all of these back to jobs - skilled trades and university degrees
 - Challenge: good drivers that pay well
- Talent Attraction and Retention
 - Need to create and retain skilled trades as well
 - Attraction and retention of immigration is very important.
- Political clout was not mentioned in the document. Political clout is in decline for NS, for Halifax, on a national stage (federally). The number of federal seats (percentage wise) is declining
- Not enough emphasis on international. Air service, the port (import and export). We're going to have to take advantage of emerging markets.
- Public investment - lack of public investment for infrastructure, healthcare, education
- Need to emphasize heritage
- Importance of DND to HRM. This is missing.
- Infrastructure
- Public transportation as means to create vibrant communities

3. Is the list accurate? If not, what revisions would you propose and why?

- Export growth: actually an opportunity
- Halifax has a service economy
- Education is also an opportunity
 - Incentives to take skilled trades; specialized skills
- Need to bring out impediments specifically, not just "regulation"
- Build on European opportunities
- Need increased focus on Gateway and more clearly identify "Halifax's" value proposition
 - Partnership alignment
 - Inertia / resistance

4. From the point of view of your sector, which opportunities and challenges are the most and least important and why?

**** Note:** There were three tables of participants. Each table ranked the opportunities and challenges.
Each Table = x

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From the Point of View of your sector, which opportunities and challenges are the most/least important and why?	Most Important				Least Important
	1	2	3	4	5
Hub City Strategy	x	x			
High Value Jobs	x	x			
Alignment		x			
High Education Level	x				
Concentration of Post-secondary institutions	x				
Demographic Shift		x			
Population Growth	x				
Taxation	x				
Regulation	xx				
Inertia/resistance	xxx				
Missing the Green Wave					x
Productivity Growth	x	xx			
Partnership and Alignment	xx				
International Focus	xx	x			
Myths on Growth Drivers Need Correcting			x		
Overdue Public and Private Investment in the Downtown Core	xx				
High Carbon Dependence			x		

Qualitative Comments

- Halifax Gateway / Hub City
 - What's good for developing Halifax has spin-off. We need to have a clear idea of how it benefits the rest of the province and Atlantic Canada
 - Is Halifax the gateway or is Nova Scotia the gateway? What is the Nova Scotia strategy? We are not waiting - individual projects.
- Improve efficiencies in Halifax - e.g. transportation flow downtown
 - Public transportation is split between external (traveling from Halifax) and internal transportation (getting around Halifax). How we get around Halifax is an issue. We have lots of room to grow and improve in the public transportation area.
- Infrastructure
 - Challenges with infrastructure investment might be a challenge. Public transportation is related but infrastructure in general needs improvement. Our competitiveness in this area is not very good compared to other provinces.

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- Developing the downtown core
 - This is the #1 one thing to fix. We need to get better organized around this issue.
 - If we really had a good core a number of other things would improve. We'd attract more international development, talent, etc. The vibrancy of a strong core would trickle down. Let's concentrate on the things that will have cascading improvements.
 - The core is more than Halifax. The waterfront is very important on both sides. The spokes that are near the downtown are important too, but really concentrating on the waterfront and around that area.
 - Sprawl – density in suburbs vs the core. We need to increase density in the core.
- Talent Attraction and Retention
 - Who will stay if they cannot get jobs?
 - Concentration of post-secondary education point – Extreme cost of local universities. Cost of going to school for people that live in NS should be nothing. It's insane that our students can go to Memorial and the cost of staying in residence and going to school is cheaper than going to school here. Is Newfoundland investing more in their universities?
 - There are preconceived notions about trucking. Increased education in transportation sector (e.g. trucking) does not mean trucking will increase at the same rate
 - Immigration
 - Immigration is very important to our population growth
 - We need to verify trends (e.g. immigration – are we going up and down? University enrollment, up or down?)
 - How many foreign students stay here? Need a better plan to retain foreign students.
- High-value Jobs
 - Do we focus on developing high-value jobs or do we focus on everything else and then they will come as a result.
- Green Wave
 - We'd like to catch the green wave rather than miss it. Public transportation is an area we need to improve.
 - Vision and Alignment (at all levels)
 - Alignment – this has been a challenge from the Atlantic Gateway perspective. This is both a challenge and an opportunity.
 - Opportunity to become more focused on the transportation and distribution fil
- Facts vs. Myths
 - Transportation is a critical economic engine. But from a public perspective, people see big trucks on our city streets and noise from the airports as an issue.
- Top Challenges
 - Regulation
 - Regulatory environment can be challenging (e.g. federal customs.)
 - Inertia / resistance

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- Rated #1 by some. The unwillingness of government at every level to look at change is a big issue. This may be more concentrated at the local level. The general public is probably resistant a bit as well, but they seem to support and understand better than government the economic benefit of the transportation sector.
- Productivity / growth
- Partnership and alignment
- International focus
 - Need to focus on drumming international business through Halifax and the province

[Vision Statements](#)

1. What is your first reaction to the draft vision statements?

- Tepid reaction to the visions
 - Both are way too long.
- Keep the vision short and concise
- There's nothing in these statements that identifies the unique attributes here
 - We have the second largest harbour in the world. It is our quality of our life. We should be referencing the oceans, the harbor, etc. The emotional investment to this city because we are on a body of water is palpable.
- Vision should focus on people (educated) and place (oceans, coast)
- We should focus more on the market we are going after - international. Our competition is North American so the vision should reflect that.
- Who is the target market of this vision?
 - It is a vision for Halifax locally, but also it's also what our brand is for the city
- Compare to Bergman, Norway

Questions 2, 3 and 4 - ** Note: There were three tables of participants. One group did not complete the checklist. Each Table = x

Vision			
	Yes	No	Notes
Do the statements describe what we want to be in HRM?	xx	x	<ul style="list-style-type: none"> ▪ Yes - but should only be one sentence ▪ Yes - but only goals and targets in #2 not the vision ▪ No - too long. Rewrite
Are the statements valid?	x		
Do you see your sector's future represented in the statements?	x		<ul style="list-style-type: none"> • Yes - international and global

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If not, what changes would you propose?

- Alternate Visions
 - "Halifax is a creative, smart, competitive, world city."
 - "To be an innovative and internationally competitive hub city providing economic and social well-being to Halifax, Nova Scotia and the Atlantic region"
- Take the visions from the Gateway Council, and other economic drivers and include elements in Halifax's vision
- Include words that describe oceans or port city (or coastal hub city), international and global
- Combine people and place - educated, oceans, coast, quality of life
- It should be one sentence with a call to action

Plenary Discussion

- Quality of life doesn't just come. We do need to focus on it.
- Emotional attachment to the words is important but it probably needs to be broader than the harbour, or oceans, etc.
- "Gateway" is a good word.
- A Port City is what we are. It really distinguishes us. It's made us punch above our weight for some time in the area of transportation.
- Halifax is a hub. It always has been.
- Emotional attachment to the words is important but it probably needs to be broader than the harbor, or oceans, etc.
- We need to be clear on who this vision is intended for. It has to apply locally, and to the region, but also outward to attract people.
- We're not competing in Atlantic Canada. We are competing to take business away from other large cities – New York, etc. and attracting that to our region to grow our economy.
- The vision has to speak to everyone. The vision should speak to the public sector so when, and if, the public sector invests then the general public will understand the logic of that investment. It should speak to employers who are trying to recruit people. It should speak to the federal government. It should speak to the people talking to their friends. What distinguishes us from St. Johns or other cities?
- The vision has to be something that is clearly Halifax and creates something very distinct and imaginable.
- Would like to compare ourselves to San Francisco more than Boise, Idaho so our vision should say something that gives that image of our city
- What are we looking at? We are looking at both external and internal transportation.
- There is a vision and strategy around the gateway and all of these strategies should be rolled up into this one. All the visions have to connect.

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- We should be sitting down with the councilors and the mayor to talk about what they see the vision being going forward. They will be the ones owning the strategy so they should be consulted.

Priority Areas and Strategic Goals

<p>Priority Areas:</p> <ol style="list-style-type: none"> 1. More and better qualified people for high wage and more productive jobs 2. Development of a vibrant and attractive urban core as the primary economic driver 3. Development of an "ecosystem" of entrepreneurship to reduce commercial risk and improve productivity 4. Market and enhance assets of Halifax as a "Global City"

1. Do you agree with the areas and goals? If not, what do we need to add, revise or remove?

**** Note:** There were three tables of participants. One group did not complete the checklist.
Each Table = x

Priority Areas & Strategic Goals: Do you agree with the areas and goals? If not, what do we need to add, revise or remove?						
	Agree	Disagree	Add	Revise	Remove	Notes
More and better qualified people for high wage and more productive jobs	xx			x		One group did not complete the checklist
Development of a vibrant and attractive urban core as the primary economic driver	xx			x		
Development of an "ecosystem" of entrepreneurship to reduce commercial risk and improve productivity	xx			x		
Market and enhance assets of Halifax as a "Global City"	xx					

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2. Which areas and goals are the most/or least important to the future of your sector and why?

**** Note:** There were three tables of participants. Two groups did not complete the checklist.

Each Table = x

Priority Areas & Strategic Goals: Which areas and goals are the most/lest important to the future of your sector and why?	Most Important				Least Important		Notes
	1	2	3	4	5		
More and better qualified people for high wage and more productive jobs		x					Only one group completed the checklist
Development of a vibrant and attractive urban core as the primary economic driver			x				
Development of an "ecosystem" of entrepreneurship to reduce commercial risk and improve productivity	x						
Market and enhance assets of Halifax as a "Global City"		x					

Individual Comments

- Priority Area #1 - Ranked 2, 3
- Priority Area #2 - Ranked 3, 1
- Priority Area #3 - Ranked 1, 1
- Priority Area #4 - Ranked 4, 1

3. Which areas and goals should we focus on right away in order to give momentum to the implementation stage? **** Note:** There were three tables of participants. Two groups did not complete the checklist. Each Table = x

Priority Areas & Strategic Goals: Which areas and goals should we focus on right away in order to give momentum to the implementation stage?			
	Focus on Right Away		Notes
		Comments	
More and better qualified people for high wage and more productive jobs	#2		Only one group completed the checklist
Development of a vibrant and attractive urban core as the primary economic driver	#1		
Development of an "ecosystem" of entrepreneurship to reduce commercial risk and improve productivity	#1		
Market and enhance assets of Halifax as a "Global City"	#2		

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Individual Comments

- Priority Area #1 - Ranked 2
- Priority Area #2 - Ranked 3, 1, 1
- Priority Area #3 - Ranked 1
- Priority Area #4 - Ranked 4

4. Do you have any thoughts on how we can organize to achieve these goals?

- Gateway centre of excellence
- New Priority Areas and Ranking
 - #1 - Alignment and partnership / inertia
 - #1 - Taxation
 - #2 - Continue the development of an internationally competitive transportation system covering all modes that supports the efficient movement of goods and people
 - #2 - Regulation
 - #3 - Investment by the province and municipality - cohesiveness
 - #3 - Inertia - political decisions; smarter government; over-governed

Plenary Report Back - Qualitative Comments

- Halifax Gateway has just spent months developing the Halifax Gateway strategy. Would like to see the strategy incorporated into the economic strategy. There should be alignment between the economic strategy and the gateway strategy.
- Greater focus on Priority Area # 2 & 3
- Alignment and Inertia should be mentioned specifically
- Agreed with all four of them
- Include reference to environmental and sustainability related to transportation
- Addressing political inertia should be a priority area
- Priority #1
 - Don't like the word "high-wage". Why only focus on high-wage jobs?
 - More and better qualified people...some wanted to put this point first. Without people we have challenges. But others felt more and better qualified people was #1.
 - Talked a lot about retaining people – those we attract. Looking at how we capitalize on a flexible, nimble, workforce
 - Emphasis should be on keeping our people. Forget about better jobs.
 - Goal #2 - More of an emphasis on retention strategy for people educated in NS as well as immigration. Focus on university, trade schools, and colleges
- Priority #2
 - Where does this goal come from?
 - Agree that the urban core is very important, but does it exclude the airport? What about the port?
 - No transportation mentioned in this priority area

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- Omitted "as the primary economic driver"
- Barrington St. needs improvements.
- HRMbyDesign process is a great model

- Priority #3
 - Problem with the word "eco-system"
 - Agree that it should be easier for people to start a business in Halifax
 - Remove "eco-system of entrepreneurship" and call it business climate. But we agree with the three points under this priority area. Again, not a lot on the transportation side.
 - Changed "eco-system" to "climate"
 - Too academic. Fix the writing
 - Revise to read "develop a business environment to reduce commercial risk and improve productivity."
 - Goal 1 should focus on regulation that enhances growth

- Priority #4
 - Making Halifax an international / global city is very important from a business and Gateway perspective. Perhaps we should include "world-class" because we have a lot to offer
 - From a globally competitive perspective, sustainability is important. The Triple Bottom Line is important to many looking at places to start businesses. Particularly in the European Union.
 - Strategy to attract investment is great, but it needs to include transportation
 - Goal #2 – this is key from a transportation perspective

General Comments / Questions

What's going to happen with all of this material collected at the Consultations?

We will fill gaps in some sectors with one-off meetings to make sure we have good representation. We will put together the next iteration of the material (opportunities and challenges, another statement of the vision, etc) and distribute it for the second review. What we need to do then is to agree on strategic goals and start to work on action plans. Our biggest challenge will be to get an implementation plan that aligns with all the players – province, federal government, HRM, sectors. This will come forward in the early fall. All the players will be involved in this design exercise. Then we will go through the approval process. We will hopefully sign-off just before Christmas and start implementing the plan in January.

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Comments

- This project is happening at a really good time. Next year we are reviewing the HRM regional plan. The more we can hear from you and work together the better so the next plan will reflect your interests.
- As soon as the challenges/opportunities and vision change then the priorities and goals will likely change as well
- Whatever is decided on for Halifax has to align federally and provincially
- The size of the regional government - does it really fit what we're trying to accomplish. Our municipal council is too big. If it were smaller it would be more effective. We're way over-governed. It induces inertia. It results in a lack of focus.
- Private sector growth
 - Is the private sector really growing?
 - Need to segment out which sectors are really growing and which will help us grow in the future
- Port Development
 - Canadian port development in Calgary and Sydney. What affect will that have on Halifax?
- Government Policy
 - Shift in Federal Government policy could influence this strategy.
- Rather than have the boom bust syndrome there's going to be a steady flow. There's going to be greater focus on trades related jobs (high-skill, high-wage jobs)

Wrap-up- Joyce

- Although we don't feel our sector clearly reflected in this materials there are threads in there
- Vision needs work and some suggestions have been made today
- I believe the priorities and goals will evolve as the other sections change
- We have a fair amount to work with and I look forward to the next stage.
- **Include Gateway website in notes as reference**

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APPENDIX – Descriptions & Questions

SECTION 1: OPPORTUNITIES AND CHALLENGES

Thinking about the opportunities and challenges below:

- What is your overall reaction to the opportunities and challenges?
- Is the list complete? If not, what is missing?
- Is the list accurate? If not, what revisions would you propose and why?
- From the point of view of your sector, which opportunities and challenges are the most important/least important and why?

OPPORTUNITIES

Hub City

- Conference Board identifies Halifax as one of 9 Canadian Hub Cities
- Halifax is Atlantic Canada's economic hub.
- Economic growth in Halifax drives an even faster rate of growth in the province and region
- Overall, the region benefits from growth in Halifax

High Value Jobs

- Halifax has critical mass in high-value sectors like Finance, Insurance and Real-estate, Digital Industries, Oceans, Life Sciences, Aerospace and others

Alignment

- Fiscal and economic challenges provide a motivation to realign priorities and spending....to focus on growth in high wage jobs and high value sectors

High Education Levels

- Halifax has among the highest post-secondary education levels of any city in Canada
- Education levels drive economic growth -Research by the US based CEOs for Cities shows that education levels in cities accounts for almost 60% of economic growth

Concentration of Post Secondary Institutions

- Halifax has among the highest concentration of post secondary education institutions and students in Canada
- The sector's value relates to its high wage direct jobs, its ability to act as a hub of research and innovation, and its role as a talent magnet
- As enrolment of Nova Scotia-born students declines because of demographics and high costs, the ability of these institutions to attract and retain international students has significant potential

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CHALLENGES

Demographic Shift

- A demographic profile close to the Canadian average within a province that has the oldest population in Canada
- Over 45,000 Nova Scotians will retire from the labour force and another 9,500 new jobs, all within the broader Halifax area, will be created by 2014
- Thus, 55,000 job openings between 2009 to 2014
- With population growth stagnant it is likely that wage pressure and the need for productivity investments will increase dramatically

Population Growth

- Up until the recent recession Nova Scotia had been battered by outflows of young professionals and skilled workers headed to areas of better economic growth and higher wages
- The population growth rate of Halifax dropped below the pace of major cities in neighboring provinces
- Immigration has been limited, slower than past trends and slower than in neighboring provinces

Taxation

- Personal taxation is higher in Nova Scotia than every Canadian province, with the largest differential at the high wage –high skill end of the spectrum
- Corporate taxation is the highest in Canada. Nova Scotia remains one of the last provinces to remove investment inhibiting capital tax
- Nova Scotia needs new investment to boost productivity and retain key companies (If a company is not investing it is dis-investing)

Regulation

- Major regulatory reform usually takes place without full consideration of the economic and business costs
- Regulatory costs affect business climate and ultimately the fiscal health of governments

Inertia/Resistance

- Sectors and groups benefiting from existing programming and current sector focus tend to resist change
- Some members of our elected leadership, the public sector, and implementing organizations may resist necessary change

Missing the Green Wave

- Nova Scotia is among Canada's most carbon dependent provinces
- Tidal energy is an area where Nova Scotia seems to have a competitive advantage

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Productivity Growth

- Nova Scotia has one of the worst productivity performances in Canada and Canada is among the worst in the G20
- A policy focus that put jobs growth ahead of quality jobs and a fiscal regulatory climate hostile to productivity improvement has hurt productivity growth

Partnership and Alignment

- There is little strategic alignment of economic development resources among federal, provincial and municipal governments and between agencies and departments of individual governments
- Lack of consensus in areas like gateway, infrastructure priorities, labour force policies and other areas has stalled progress

International Focus

- Nova Scotia has among the worst export growth of any province in Canada over the last decade
- Most business activity is focused on delivery of goods and services in local markets
- The value of externally oriented business and organizations as the key economic generators in our economy is not well understood by policy makers or business organizations

Myths on Growth Drivers Need Correcting

- "Last mile" efforts at a fully "wired" province will have limited economic benefits
- Political and economic policies that emphasize geographic balance over economic opportunity constrain growth
- Traditional areas of government policy attention often focuses on low wage, low growth, seasonal, low skill, low productivity, but vocal industries
- Nova Scotia has missed most of the early stage green-tech opportunities. Most government efforts have been on the regulatory side which often have economic costs. Government investment in Green-tech industry has been limited
- Old style politics, which features urban rural divisions hurt economic growth
- It is likely that net new growth in Nova Scotia will be in the region surrounding and including Halifax

Overdue Public and Private Investment in the Downtown Core

- About 20% of land in the downtown core is vacant land
- Beyond basic maintenance, HRM has not invested in the Core since amalgamation in the mid-90s

High Carbon Dependence

- Adds cost burden to both individuals and companies
- Contributes to greenhouse gas problems

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SECTION 2: VISION

Thinking about the vision statements below:

- What is your first reaction?
- Do the statements describe what we want to be in HRM?
- Are the statements valid?
- Do you see your future reflected in the statements?
- If not, what changes would you propose?

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 found the most competitive business environment in Eastern Canada and;
- X number of high-value jobs have been created.

SECTION 2: PRIORITY AREAS AND STRATEGIC GOALS

Thinking about the list of priority areas and strategic goals below:

- Do you agree with the areas and goals? If not, what do we need to add, revise or remove?
- Which areas and goals are the most/or least important to the future of your sector and why?
- Which areas and goals should we focus on right away in order to give momentum to the implementation stage?
- Do you have any thoughts on how we organize to achieve these goals?

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Priority Area #1: More and better qualified people for high wage and more productive jobs.

Strategic Goals:

1. Development and implementation of a comprehensive learning strategy to re-skill workers to a level that allows them to compete for high wage and more productive jobs.
2. Development and implementation of an enhanced external recruitment and retention strategy to attract and retain high skilled workers from the rest of Canada and internationally.
3. Design and implement an engagement strategy with the young professional community to ensure their active involvement with the design and implementation of economic development initiatives
4. Design and implement a "talent" strategy to ensure that all elements of the population participate actively in the labor market.

Priority Area #2: Development of a vibrant and attractive urban core as the primary economic driver.

Strategic Goals:

1. Develop and implement an aggressive strategy to attract significant private investment to the urban core to address the issue of downtown office and residential stock
2. Implement a 5 year public infrastructure improvement program including targeted service and maintenance improvements.
3. Develop a plan for the building of renowned cultural institutions.

Priority Area #3: Development of an "ecosystem" of entrepreneurship to reduce commercial risk and improve productivity.

Strategic Goals:

1. Undertake a regulatory and tax review to identify and advocate the changes to the policies and regulations at all levels of government that impede economic growth in HRM.
2. Design an engagement strategy between the economic development organizations and the college, university and technical school community to identify and act in partnership on initiatives to support economic development, improve productivity and promote entrepreneurialism.
3. Develop and deliver a strategy for business attraction and retention that targets the creation of highly skilled jobs and limiting the exit of skilled and educated young people.

Priority Area #4: Market and enhance assets of Halifax as a "Global City"

Strategic Goals:

1. Develop and implement an enhanced trade and investment strategy that builds on the current international market development activities underway.

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2. Continue the development of an internationally competitive transportation system covering all modes that supports the efficient movement of goods and people.
3. Design and deliver a wide-reaching public relations and communications program designed to change the awareness and perception of the players in the HRM regarding the growth potential and opportunities in the international marketplace.