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**Item No. 4**  
**Halifax Regional Council**  
**September 28, 2010**

**TO:** Mayor Kelly and Members of Halifax Regional Council  
Original Signed

**SUBMITTED BY:** \_\_\_\_\_  
Jennifer Church, Managing Director External & Corporate Affairs

**DATE:** September 15, 2010

**SUBJECT:** Project Update - Review and Renewal of HRM's Economic Strategy

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### **INFORMATION REPORT**

#### **ORIGIN**

Follow up to Information Reports submitted to:

- November 18, 2009 Council session advising that preparatory work had commenced on a process to review and update "*Strategies for Success*" - HRM's Economic Development Strategy 2005-2010 and to align Strategy's goals with HRM's corporate direction for the next five years; and
- June 15, 2010 Council information report detailing process elements for the review, including time frame, composition of a steering committee, supporting research and guiding principles.

#### **BACKGROUND**

Further to the June 15 Information report, this report provides an update on activities and outcomes stemming from a recent round of stakeholder consultations for the Economic Strategy Review process. These activities are being led by the Greater Halifax Partnership (GHP).

## **DISCUSSION**

GHP has appointed a project manager and has established a basic project management office structure within the organization. Under direction of the project manager, GHP began to carry out stakeholder consultations and a communications plan in June of this year. The project manager reports to GHP's President and CEO, who is also Chair of the Economic Strategy Review Steering Committee. Consistent with the June 15 Information report, the committee comprises representatives of all three levels of government, the Mayor's Economic Advisory Panel and the Halifax Chamber of Commerce.

The project is proceeding in four phases and currently entering Phase three. A project backgrounder providing additional detail on project phases, composition of the project steering committee, the sectors emphasized for the consultations and aspects of current action planning is provided as an attachment to this report.

### **Activity Update**

The first round of consultations has been completed. Over 240 individuals, representing 14 sectors met in facilitated sessions chaired by a sector champion. At each of these sessions participants were asked to respond to opportunities and challenges, draft vision statements, priority areas and strategic goals all of which were included in consultation materials. A summary report was completed based on the results of these sessions. The report is available through the GHP website.

A research plan has been developed and research is proceeding on best practices in other jurisdictions, sector strategies, demographics and the current state of the regional and provincial economy. Concurrent with this, the initial design of a final draft Economic Strategy document has been completed.

As referenced in the June 15 Information report, HRM engaged the US-based International Economic Development Council (IEDC) to undertake an independent, third-party assessment of the current 2005 – 2010 Economic Strategy "*Strategies for Success*". IEDC conducted its review and submitted its final report in late June. IEDC's report is part of the research that will inform the overall review process and its participants.

To ensure transparency, all reports (including the IEDC report) and information relative to the process have been posted to a microsite on GHP's website:

[http://www.greaterhalifax.com/en/home/about\\_the\\_partnership/Projectsinitiatives/economicstrategyrenewal/default.aspx](http://www.greaterhalifax.com/en/home/about_the_partnership/Projectsinitiatives/economicstrategyrenewal/default.aspx).

This microsite is also being used as another vehicle for broader community consultation on the review process through the use of an online forum. The microsite was promoted using broad e-mail, web and social media tactics.

Based on the results of the consultations, a first draft of vision, principles and priority areas (with goals and tactics identified) have been developed. This information was distributed to the Steering Committee the week of September 13<sup>th</sup> for review and input.

The Action Planning process has begun. For each priority area a team has been set up consisting 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.

### **BUDGET IMPLICATIONS**

There are no budget implications associated with this report. All resources associated with the Economic Strategy review process, including support and participation by HRM staff, are supported through HRM's approved operating budget and staff responsibilities.

### **FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN**

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

### **COMMUNITY ENGAGEMENT**

This report provides details on a comprehensive consultation process that is intended to engage stakeholders and the broader community in the Economic Strategy review process.

### **ATTACHMENTS**

Project Overview – Economic Strategy Review and Renewal

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A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Jonathan Wilkie, Director Marketing and Communications  
Greater Halifax Partnership

Report Approved by: \_\_\_\_\_  
Jim Donovan, Manager Economic Development 490-1742

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## **APPENDIX - PROJECT OVERVIEW - ECONOMIC STRATEGY REVIEW AND RENEWAL**

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### **Objective:**

The Greater Halifax Partnership (the Partnership) has been tasked with leading the development of a five-year economic strategy that will spell out:

- Challenges/opportunities, a vision, priority areas and strategic goals for economic development policy and programming initiatives through 2016 and;
- Action plans to support the implementation of each of the goals that spell out:
  - 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:**

To support and direct efforts the following governance model has been established:

- The HRM Mayor and Council own the initiative and will approve the final product;
- The Mayor's Economic Advisory Committee will provide high-level advice on the review and renewal;
- A Steering Committee, chaired by Paul Kent, President and CEO of the Greater Halifax Partnership, and includes:
  - Wayne Anstey, A/Chief Administrative Officer, HRM
  - Valerie Payn, President, Halifax Chamber of Commerce
  - Andrew Boswell, Halifax Chamber of Commerce
  - Dick Miller, Chair, Mayor's Economic Advisory Committee
  - Debbie Windsor, Vice President, Atlantic Canada Opportunities Agency
  - Ian Thompson, Deputy Minister, Nova Scotia Economic and Rural Development
  - Stephen Lund, President and CEO, Nova Scotia Business Inc.

The Steering Committee will provide strategic guidance and direction to the Project Management Office.

- A Project Management Office (PMO) that is housed at the Partnership and managed by Allan Cocksedge under the direction of Paul Kent, President and CEO. Fred Morley, Executive VP and Chief Economist; Ruth Cunningham, Vice President; Jonathan Wilkie, Director, Marketing and Communications; and others at the Partnership will all contribute to the work of the PMO as well as Jim Donovan, Manager of Economic Development, HRM.

***Phased Approach:***

The project will unfold in four 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.

***Focus on Sectors:***

One of the key differences for the process this time is to focus the strategy on the growth of key economic sectors. The identified sectors are: Digital Industries, Finance, Insurance, Real Estate and Development, Aerospace and Defense, Advanced Manufacturing, Transportation and Distribution, Education and Knowledge, Oceans, Life Sciences, Green Tech, Tourism, Culture, and Hospitality; Volunteer Sector; and a session focused on Young and Emerging Professionals.

To complement the work in these sectors, the Halifax Chamber of Commerce held similar consultations focused on gathering feedback from small and medium sized businesses.

***Action Planning:***

Five teams have been struck around the five priority areas that emerged as a result of the sector consultations. The areas are:

Talent	Team Lead : Malcolm Fraser, ISL
The Capital District	Team Lead: Andy Filmore, HRM
Business Climate	Team Lead: Steve Murphy, BMO
Branding and Marketing	Team Lead: Peter Spurway, HSIA
Partnerships and Opportunities	Team Lead: Paul Kent, Greater Halifax Partnership

Each team will consist of 5-10 participants representing each level of government, sector champions and other sector representatives, and supported by at least two Partnership staff. Each team will be responsible for performing an analysis on the difference between current activities and what is needed,

identifying new activities, setting priorities for the first year of implementation, assigning roles and responsibilities, and creating a measurement framework.