

# A Partnership Model for Economic Growth

Canada's Smart City – The working-age population of Halifax has the highest proportion of graduates from a trade school, college, or university in Canada.

With a diverse makeup of services and initiatives, the Greater Halifax Partnership is committed to strengthen local, regional and international business relationships and advance Greater Halifax's economy.

## OUR ACTIVITIES:

### GREATER HALIFAX PARTNERSHIP 2005

- 18 employees
- \$4.65 million budget
- 203,000+ website visitors
- 20+ business events
- 200+ detailed information requests
- 80+ presentations
- Creation of 9,200 jobs

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### Business Retention & Expansion

Almost 80 per cent of a region's job growth arrives from existing companies. With this in mind, our *SmartBusiness* initiative works with businesses to identify and resolve barriers to growth. The Partnership has met with more than 900 employers — representing a third of Greater Halifax's workforce — breaking down barriers to growth and gathering information that will improve the region's business climate.

### Immigration

With changing demographics, immigration is crucial to ensure the future growth of Greater Halifax. The Partnership launched the Halifax Region Immigration Strategy in the fall of 2005 with other community stakeholders and is leading a community approach to open more doors and opportunities for immigrant entrepreneurs and employees.

### Trade Development

Working closely with government agencies to coordinate trade missions and forge international relationships, the Partnership's involvement in the *World Energy Cities Partnership* and other trade initiatives builds an international profile of Greater Halifax and develops multi-sector trade relationships.

### Business Recruitment

Greater Halifax is the most successful city of its size in Canada at business recruitment. Companies like RIM, Xerox, and General Dynamics are putting down deep roots.

### Business Research

Having the most accurate and current economic information about Greater Halifax is crucial to measure and evaluate progress. The Partnership delivers timely and relevant information businesses need to expand or establish operations in the region.

### Building Confidence

Through our "I See Growth" and other marketing campaigns, the Partnership builds business confidence, as a confident community invests in itself, creates employment and forms international partnerships. Our *Building Our Future* speaking events stimulate discussion and debate on leading issues, inspiring an informed work environment.



# A Partnership Model for Economic Growth

The whole is greater than the sum of its parts. By focusing on partnerships, Greater Halifax continues to excel as an economic centre of creativity, innovation and talent.

The Greater Halifax Partnership is the public-private economic growth organization for Halifax, Nova Scotia.

### Mission:

Simply to keep, grow and get business.

### Goal:

To engage our community in the growth of Greater Halifax's economy, creating new investment and high-quality jobs, securing the region's long-term fiscal health, while enhancing business confidence and our lifestyle.

Greater Halifax is the historic capital city of the Province of Nova Scotia. With a population of over 370,000, Halifax is home to almost 40% of Nova Scotia's residents and more than 15% of all Atlantic Canadians. Greater Halifax accounts for 50% of Nova Scotia's economic activity.

The Greater Halifax Partnership is among North America's most innovative and progressive economic growth organizations. Founded in 1996, the Partnership's public-private model involves all three levels of government, private-sector investors, and a team of dedicated business professionals, all working together to advance the Greater Halifax economy.

Our partnership approach has generated results. Greater Halifax is outperforming most Canadian cities economically — while shining on the international stage as a centre of creativity, innovation and talent.

The Partnership promotes a focused, strategic approach for economic action in Greater Halifax. All of our activities relate back to our goals.

## GOAL

**Investment.** Attract new investment to and encourage expansions of existing companies.

**Employment.** Increase the number of high-quality jobs.

**Business Confidence.** Maintain and grow business confidence.

**Community Capacity.** Improve capacity to respond to growth opportunities.

**Organizational Capacity.** Create a dynamic and positive work environment and increase the business community's involvement in ensuring the future prosperity of Greater Halifax.

## IMPACT

» **Our impact** — Over 200 new corporate investments and/or business expansions in 2004.

» **Our impact** — Annual employment growth of 6,000 new jobs in 2005.

» **Our impact** — Greater Halifax has the highest level of business confidence in Canada.

» **Our impact** — 14,600 person increase in the working-age population since 2001.

» **Our impact** — Highest per-capita private-sector contribution to economic development of any similar organization in North America; 95% of investors renew each year.

# A Partnership Model for Economic Growth – Smart City Framework Overview

“From its modest beginnings, the Greater Halifax Partnership has grown to include all levels of government and the private sector, leading the country in per capita private sector investment. Since the creation of the Partnership in 1995, the community has experienced more economic growth and realized more opportunities than in almost any period in our history.”

His Worship Peter Kelly  
Mayor  
Halifax, Nova Scotia

“The Partnership represents the community accurately, adequately and responsibly and, ensuring all of our interests are well served, it brings new wealth into the region and exploits the wealth that is already present.”

Paul Kent  
Senior Vice President of Aliant  
Chief Operating Officer of xwave

“In less than a decade, the Greater Halifax Partnership has led the way in growing our economy, not just in Greater Halifax, but throughout the Province. As Premier, I have been honoured to work closely with the Partnership on many initiatives, from working to build profile in key markets like Washington, Houston, Boston or Toronto, to building confidence and optimism right here at home.”

The Honourable John Hamm  
Premier  
Province of Nova Scotia

“In our consulting practice, Site Selection Canada deals with economic development agencies across Canada to fulfill the expansion needs of our international technology clients. We see what works and what does not work in best practices in Canada. Without question, the Greater Halifax Partnership is one of the most effective, if not the best economic development organization in Canada today.”

The Greater Halifax Partnership is absolutely driven by . . . a business solution mindset.”

Steve Demmings, President  
Site Selection Canada  
Winnipeg, Manitoba, Canada  
www.siteselectioncanada.com

## Overview

The Smart City Framework represents Halifax’s unique approach to the partnership model. These leading-edge economic development tools are based on best practices developed by the Greater Halifax Partnership. This public-private partnership model has helped community leaders and professionals across Canada and the world to grow their own communities.

Ten years ago, competing agendas and a fragmented approach to economic development created a desire for change. The public and private sectors together, created a shared vision and common goals. By developing the Smart City Framework, the community was able to accelerate the pace of economic development.

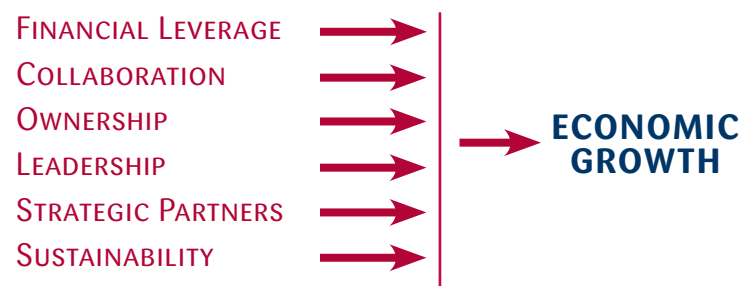
The Partnership found that the Smart City Framework brought significant gains over traditional economic development models. The Smart City Framework changes:

- Attitudes, dramatically improving public and private-sector cooperation and accountability in economic development;
- Perceptions, the way economic development is viewed by others; and finally,
- Increased funding for economic development.

At the core, the Smart City Framework benefits communities by:

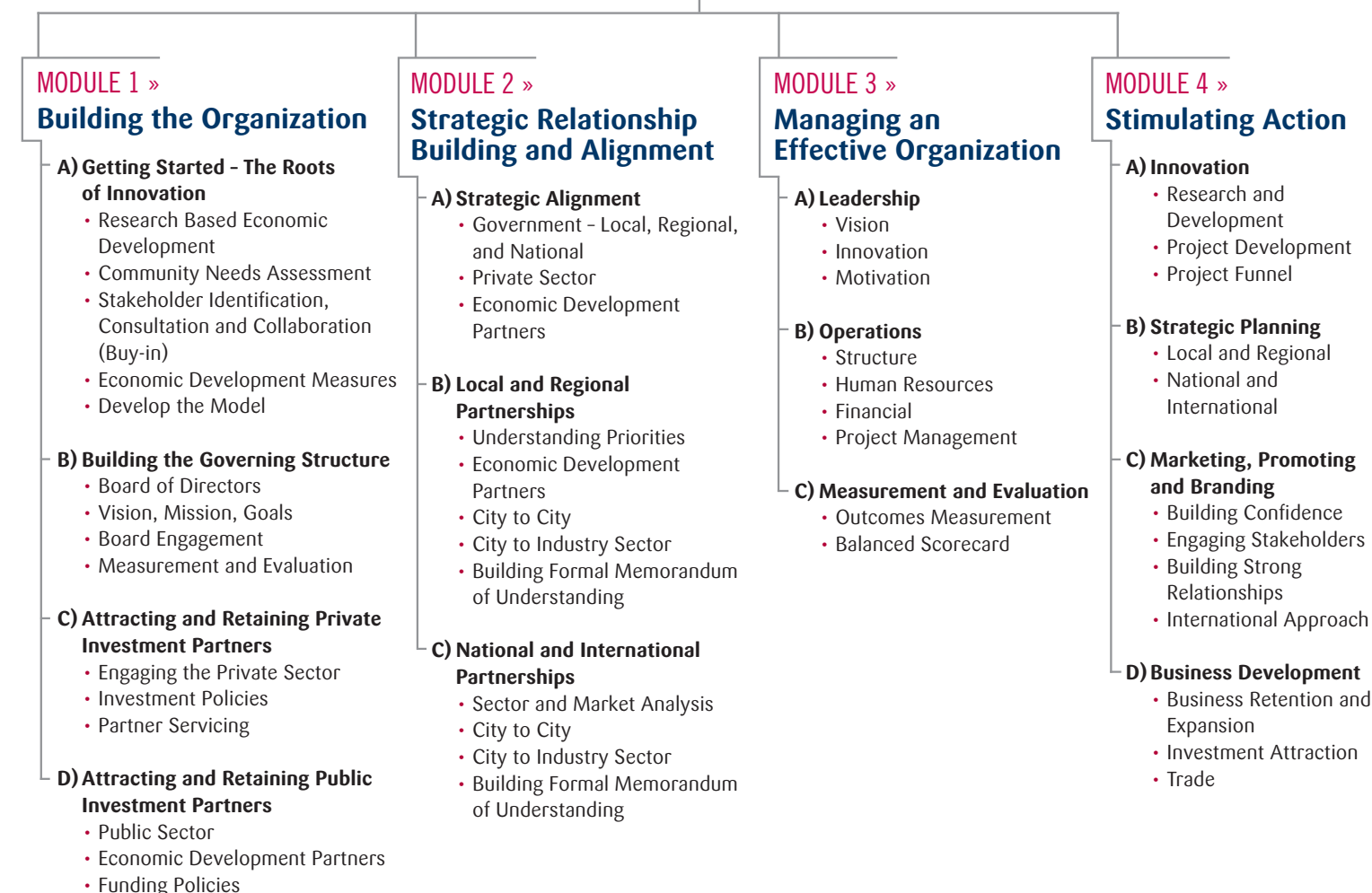
- **Attracting private-sector financial resources** and leadership for economic development, creating leverage with the public sector;
- **Aligning and optimizing** public and private-sector approaches to economic development;
- **Stimulating community ownership** and **leadership** for economic growth, creating a collaborative environment;
- Seeking **strategic national and global partners**; and,
- Creating a **lasting, sustainable economic development presence**

## Smart City Framework Fundamentals

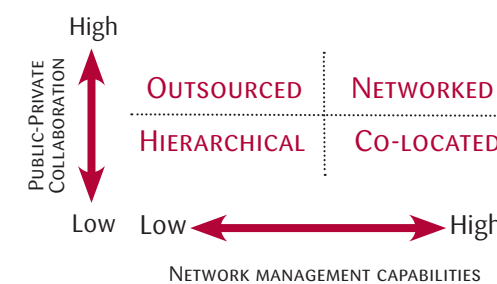


A Toolkit, based on the Smart City Framework, has been developed and has evolved through 10 years of investment, research and implementation by the Greater Halifax Partnership.

## The Training Toolkit



## MODELS OF ECONOMIC DEVELOPMENT



## Growth Through Partnership

The Smart City Framework provides economic development solutions for communities. It is a toolkit of core processes designed to build high impact, rapid and adaptable programs for communities focused on transforming, diversifying and growing their economies. The Framework is a training-based model that allows for customization of growth strategies for individual client communities.

Economic development activity in progressive communities is moving away from the hierarchical approaches of the 1970s. The best practices approach today takes a public-private focus and features a heavy level of networking and partnership activity.

This public-private model forms the basis of the Smart City Framework. It directly serves the business and community needs by working in partnership with a host of public and private organizations. This approach maximizes financial leverage and enables development of initiatives with far greater breadth and scope.



For more information on the Smart City Framework Toolkit, please contact:

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