

# Halifax Regional Municipality Economic Strategy Assessment



Final Report  
Submitted to the  
Halifax Regional Municipality

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COUNCIL

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# ACKNOWLEDGEMENTS

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# I. Introduction

## A. Background

On February 1, 2010 the International Economic Development Council (IEDC) was contracted to review and critically assess the Halifax Regional Municipality's (HRM's) Economic Development Strategy 2005-2010 and provide recommendations for improvements for the upcoming strategic planning exercise.

HRM developed an Economic Development Strategy for the 2005-2010 time period that answers critical questions about the economic development future of Halifax, as well as how to foster sustainable economic growth for the region. The strategy identifies growth opportunities, sets priorities and provides strategies to maximize economic development resources. It also clearly defines performance measures and targets for each goal.

HRM will develop a new strategic plan similar to this strategy for the five year period from 2011-2016. As such, it is important for the local government and its implementation partners to get a clear understanding of the success of the existing strategy, and the ways and methods that the new strategy could be strengthened. The new strategy will begin to be developed in the summer of 2010.

The International Economic Development Council (IEDC), a 501 (c)(3), is the leading association serving economic development professionals and those in allied fields. IEDC's 4,500 members are committed to building local and regional economies worldwide. For more than 30 years, IEDC has been providing quality services that help find solutions to the complex and varied issues of economic development. IEDC's technical assistance ranges from helping counties develop economic development strategic plans to assisting at-risk urban neighborhoods with small-scale revitalization and development efforts. IEDC has extensive experience assisting communities with program evaluation and strategic planning.

The IEDC membership includes many types of organizations: city departments, development authorities, regional economic development organizations, utilities, consultants, neighborhood groups and nonprofit organizations. IEDC members direct nationally recognized programs in large metropolitan areas, smaller cities, and rural communities.

## **B. Goals of the Project**

The objective of this project is to review HRM's 2005-2010 Economic Development Strategy and to provide recommendations for how the next strategy might be developed so that it is effectively and efficiently implemented over the next five years.

The IEDC report assesses the current strategy with a focus on the activities and functions of HRM and the Greater Halifax Partnership (GHP). Based on an initial documentation review and targeted meetings with community stakeholders this report puts forth recommendations for the upcoming 2011 Economic Strategy.

The project *does not* seek to closely scrutinize organizations or conduct an audit of activities, projects, or spending. The goals and scope of work for the project were developed in coordination with HRM. This IEDC final report is being presented to HRM.

## **C. Methodology & Report Structure**

The IEDC study consisted of four components: 1) information gathering, 2) two-day working sessions with member experts, 3) comparable and competitive city evaluations, and 4) final report.

### ***1. Information Gathering***

IEDC engaged in intense research to create a review of the 2005-2010 Economic Development Strategy. A majority of input was garnered from interviewing key HRM and GHP staff, reviewing the strategy itself, along with reviewing multiple documents that served as both inputs and outputs of the strategy. A documentation review overview is provided in section II of this document.

### ***2. Two-and-a-half day site visit with member experts***

Drawing from IEDC's membership of over 4,500 economic development professionals, the project team identified Mr. Ian Bromley and Ms. Sharon Ward to serve as the project experts. Mr. Bromley and Ms. Ward are economic development consultants with experience in assessing and leading economic development organizations. IEDC prepared and presented Mr. Bromley and Ms. Ward with a background report prior to the site visit trip to Halifax.

The 2.5 day site visit was organized around a series of high-level interviews and meetings which capture a wide-range of data and viewpoints. Meetings included: HRM, GHP, the 2011 steering committee, the Halifax Chamber of Commerce, and other key stakeholders including the regional universities, industry representatives, federal and local agencies, City staff members,

and more. A full list of meeting participants by organization name is found in Appendix 1 of this document.

### ***3. Comparable and Competitive City Evaluations***

The IEDC project team evaluated three comparable cities, their economic development strategic plans, economic development delivery system, areas of focus, and key programs. The three cities or regions chosen were to include two of the economic “hub” cities identified in the Conference Board report<sup>1</sup> and a Canadian benchmark city identified in HRM’s Economic Strategy<sup>2</sup>. The final cities chosen for the comparative city evaluations are: Calgary, Alberta; London, Ontario; and Toronto, Ontario. They are presented in section V of this document.

### ***4. Final Report Structure***

This final report is based on the findings from information gathering, interviews, meetings, as well as the two-day working session.

The next section provides an overview of documents related to the economic strategy. The following sections draw on interview and meeting findings to present observations and recommendations. The three comparative city evaluations are included in the final section of the document.

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<sup>1</sup> The Conference Board report identifies Vancouver, Calgary, Edmonton, Regina, Saskatoon, Winnipeg, Toronto, Montreal and Halifax as economic “hub” cities

<sup>2</sup> The Economic Strategy benchmarks Halifax to St. John’s, Nfld., Quebec City, P.Q., London, Ont, Regina, Sask and Victoria , BC

# I. Overview of Findings from Documentation Review

	Year Written /Adopted	Time Outlook	Before/ After HRM Economic Strategy	Implementing Institution	Major Focus	Connection/Relevance to HRM Economic Strategy
<b>The Regional Municipality Planning Strategy</b>	2006	25 years	After	Regional Planning Council	Guide for the future development of HRM. The Plan focuses on developing the region’s economic hubs, protecting rural resource lands, and encouraging economic opportunities across HRM.	The regional plan acknowledges the vision and principles of the current ED Strategy and calls for regular analysis of the strategy to maintain relevancy to the regional plan. The upcoming ED Strategy should actively incorporate principles outlined in the regional plan and balance the physical growth components with natural preservation and social development principles.
<b>Downtown Halifax Secondary Municipal Planning Strategy</b>	2009	25 years	After	HRM	The Downtown Plan makes an argument for the revitalization of downtown Halifax as a core strategy for the economic growth of the region. It provides 10 aspirations that constitute the overall vision of downtown development over the next 25 years.	There are areas of disconnect between the downtown plan and the ED Strategy. While both plans call for building a vibrant downtown, the strategies are not consistent with each other. The next ED Strategy should take into account the progress already made in the downtown revitalization and build on the existing assets. It should conduct a brief analysis of the accomplishments of the downtown plan and include downtown revitalization as a priority for the region.

Halifax Region Immigration Strategy	2005	2 years	Concurrently	Greater Halifax Partnership	<p>Strategic framework with specified goals and objectives for attracting immigrants to Halifax as an economic growth strategy for the region. It analyzes and builds on the existing legal and policy framework at the federal and provincial levels. The plan aims to:</p> <ol style="list-style-type: none"> <li>1. Attract 2,800 immigrants every year with an retention rate of 70% over four years</li> <li>2. Create a public/private/community organization that would take the leadership in promoting the immigration agenda in the region</li> <li>3. Address short-, medium- and long-term immigration issues</li> </ol>	<p>The current ED Strategy does a good job at integrating the ideals of the Immigration Strategy. “Working with businesses and existing ethnic, cultural communities and recent immigrations to attract and retain new immigrants” was identified as one of the ten priorities for implementation of the existing ED Strategy. Attracting and retaining immigrants and foreign students was highlighted as an overarching theme of the strategy. Specific actions related to immigration are also included as part of labor force strategies within the current ED Strategy.</p>
Halifax Chamber of Commerce Annual Economic Scorecards	2007-Present	Annual	After	Halifax Chamber of Commerce	<p>The annual Scorecard measures progress on 28 aspects related to goals established in Halifax’s Economic Strategy.</p>	<p>The annual benchmarks provide a defined format for measuring progress and fine-tuning approach to meet long term goals. The upcoming ED Strategy should continue to implement and enhance this analysis tool. Specific benchmarks for each action item can be created early on in the process to measure progress against each goal.</p>
HRM Cultural Plan	2006	5 years	After		<p>HRM prepared the Cultural Plan as a key municipal strategy to guide future development and build healthy, vibrant communities by fostering investments into the development of the cultural industries in the region.</p>	<p>While the Cultural Plan was developed after the completion of the ED Strategy, there is reference in the strategy to development of a Creative Community Strategy that integrates cultural and other aspects of this industry. Fostering a creative community was highlighted as one of the main action items in the ED Strategy.</p>

<b>HRM Chart Book</b>	2005	NA	Before	Greater Halifax Partnership	Provides HRM data relating to: demographics, employment, labor, business, income, GDP, creative community, cost of living, investment, and sector analysis. The document is updated as more current information becomes available.	Provides a backbone of socio-economic data for the economic strategy and a basis for the 2005-2010 Economic Strategy. The chart book should be updated with newer data and used again as a backbone of socio-economic data for the 2011-2016 plan.
<b>Canada's Hub Cities: A Driving Force of the National Economy</b>	2006	NA	After	Conference Board of Canada	This report demonstrates that economic growth in Canada's "hub cities" spurs growth in proximate smaller communities. It thereby makes the case for strategic investment in hub cities to boost nationwide prosperity.	Identifies Halifax as acting as a hub for the entire Atlantic region. These findings should be used to support the case for investing in Halifax's urban core.
<b>2010-2015 Strategic Plan: Building the Halifax Gateway</b>	2010	5 years	After	Halifax Gateway Council	Plan focuses on: Ensuring the Halifax Gateway offers efficient transportation networks to meet shipping and travel needs; improving Halifax Gateway infrastructure to capitalize on gateway related assets and business opportunities; ensuring government policy supports gateway development and that barriers to trade and travel are minimized; establishing the Halifax Gateway brand nationally and internationally; and coordinating with other gateway councils and organizations in Atlantic Canada in support of the Atlantic Gateway Strategy.	The current ED Strategy identifies investments in transportation infrastructure as an important factor in the region's economic growth. However, the strategies outlined in each are rather different from each other. The upcoming ED Strategy should align transportation objectives with the strategies identified in the Gateway Plan.
<b>HRM Council Focus Area Reports: Transportation, Infrastructure, Community Planning, Public Safety,</b>	2009/2010	Ongoing	After	HRM Council	On January 20th, 2009, Council adopted five Focus Areas that will guide Council direction over the coming years and assist in the allocation of funding for projects and initiatives. These five Focus Areas are: Transportation, Public Safety, Infrastructure, Community Planning, and Governance and	The goals identified in this plan should be considered during the drafting of the upcoming economic strategy.

Governance and Communications					Communications. Staff prepared action plans, and developed their annual business plans to support the achievement of the objectives within these Focus Areas.	
Attracting and Retaining Talent to Greater Halifax	2007	Ongoing	After	Greater Halifax Partnership	It builds on a detailed analysis of the likes and dislikes of young professionals (YPs) to offer strategies for attracting and retaining YPs to Halifax. It offers short and long term strategies.	While the ED Strategy recognizes the value of young professionals in the continued economic growth of Halifax, there are not specific strategies identified in the ED Strategy to attract and retain YPs. The strategies identified in this plan should be considered during the drafting of the upcoming economic strategy.

### III. Observations and Noted Changes

The International Economic Development Council team met with over 50 people representing twenty (23) organizations over the 2.5 day site visit to HRM. The meetings were designed to:

- Assess whether the plan is achieving its strategic objectives and addressing the challenges it was designed to tackle
- Identify what elements of the plan worked well
- Identify the opportunities for improvement in the next economic strategy.

#### A. Observations

This section draws on input gained through interviews and meetings to produce a broad list of HRM's strengths and challenges as they pertain to economic development and the outgoing economic strategy.

##### ***Strengths***

1. *The 2005-2010 Economic Strategy had grassroots involvement from a broad base of community stakeholders.* It was clear that the process for developing the 2005-2010 economic strategy was inclusive in its engagement of key local and regional stakeholders. The majority of who still have a large stake in the upcoming strategy.
2. *The parallel structure of the senior advisory group working in tandem with the working group efficiently drove forward the creation of the 2005-2010 strategy.* The committee represented senior level community stakeholders from government, higher education, economic development, and business. The committee was tasked with developing a mission and a limited amount of goals. A mid- level working group was also developed from staff that reported to the leaders on the advisory committee. This enabled a deeper level of analysis in order to begin the strategic planning process and also created synergy between what the working group was recommending and the ability to accomplish it via the buy-in of the leadership on the advisory committee. Overall it is felt that the coordination between both groups created a great deal of buy-in for the various strategies as the working group was spending two to three days per week on the plan over a five month period.
3. *The Chamber's role in monitoring the strategy through their scorecard has been well received.* Economic development officials feel that this has been a good way to ensure continued buy-in of all of the relevant stakeholders to the strategy. It is intended that

the scorecard will remain part of the process moving forward into the next five year strategy.

4. *The 2005-2010 Economic Strategy had a well thought out immigration strategy with a variety of successful programs.* While many of the programs have been implemented, namely the connector program, there is still a strong need to address the incorporation of immigrants into Halifax and this should continue to be a key focus in the upcoming plan.
5. *The 2005-2010 Economic Strategy along with GHP have a strong business retention expansion initiative, which is well positioned to provide valuable business climate data.*
6. *Halifax Regional Municipality serves as the economic powerhouse for both the Atlantic region and province* With its strong, diverse economy, the Municipality plays an important economic role in the region by providing employment in key sectors, higher education and research opportunities, utilities, transportation, health care, cultural offerings as well as attractive downtown amenities. Institutions such as Dalhousie, St. Mary's, the port, the airport, the Navy, are important drivers for the regional economy. As such, the city is a key seat of power in directing and coordinating economic development activities, giving the upcoming economic strategy enormous potential.
7. *Municipal leadership in coordinating these regional economic development efforts will determine success both for the city and the region.* The city will need to continue to capitalize on its ability to lead economic development activities for the region. City action to coalesce the regional stakeholders around mutually beneficial economic development initiatives will be key.
8. *The 2005-2010 Economic Strategy was a comprehensive and well thought out plan that was able to move several key economic development activities forward in Halifax.* Prior to 2005 there had not been an economic strategy for Halifax. Both the process of creating the strategy and the strategy itself, created a great deal of economic development momentum for Halifax.
9. *Positive lessons learned.* The lessons learned from the 2005-2010 Economic Strategy have made HRM more ready to undertake and engage its responsibilities in the next iteration of the strategy (2011-2016).

### **Challenges**

1. *Lack of clear expectations.* With a very broad economic strategy and a lack of specific performance measures, expectations soared for HRM. HRM, GHP along with the Halifax Chamber of Commerce must work together to manage expectations going forward into the next strategy.

2. *Lack of clear accountability for strategy.* The 2005-2010 strategy did not provide a clear implementation plan with roles and responsibilities and/or clear lead designations with partner organizations. Many stakeholders have expressed the need for clear accountability for various parts of the strategy moving forward.

In Calgary for example, the economic strategy guided the activities of the four City-funded economic development agencies (Calgary Economic Development; Tourism Calgary; Calgary Technologies Inc.; and the Calgary TELUS Convention Centre) and the three levels of government within the Calgary region.<sup>3</sup> Thus, the Strategy was developed to provide direction to specific partners who are expected to implement it.

In Toronto, the action plan assigns objectives to be either *city-led*, *partner-led*, and/or *jointly-led actions*. It calls for the city-led actions of being the leader in Toronto's economic development efforts by better organizing its municipal economic development efforts, investing more money in economic development, and taking a proactive approach towards pro-economic development policy. The report called for partner support among Toronto's local, regional, and provincial economic development stakeholders, through the coordination of cluster development, global outreach, and labor force development. It also called for joint participation between the City of Toronto and its partners in championing the economic development cause through advocacy and marketing.<sup>4</sup>

3. *Lack of continuity between advisory team and implementation team.* While it was the intention of the senior advisory group that originally wrote the strategy to keep working together into the implementation phase, it was difficult to keep them intact. As such, there was a lack of continuity between the two groups which may have stifled the success of the implementation plan.
4. *Implementation phase was not adequately funded.* While a cost plan was developed for the implementation plan, it was determined that the cost of implementation was two to three times larger than the budget allotted. The core funding available would cover about one-third of the activities in the implementation plan. Thus, there was an expectation that the municipality would attract additional outside project dollars.
5. *The merger of GHP and HRDA in 2005 may have slowed progress on the economic strategy.* The transitioning of the two organizations directed focus away from the strategy in its early stages. Now that the merger is complete, many community stakeholders have expressed the need for a clear and focused strategy for 2011-2016.

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<sup>3</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>4</sup> City of Toronto <http://www.toronto.ca/prosperity/index.htm>

6. *Low levels of self promotion and communication in economic development.* Many stakeholders within the region are not aware of HRM's accomplishments and activities. There is a perception that there have been few successes and few projects in general implemented. This also relates to the lack of communication relating to the ongoing status of the economic strategy between HRM, GHP and their major partners and advocates.

In London, Ontario the Mayor's Office and the City Council partner with the lead economic development agency, London Economic Development Corporation (LEDC), in publishing an annual newsletter titled, "Perspectives." Essentially a marketing piece, it highlights the city's economic development successes of the past year in the background of the current regional, national, global economies. While at the same time, it serves to inform the public of the direction that the LEDC plans move towards in the upcoming year and tell success stories of specific London businesses and economic development related initiatives.<sup>5</sup>

7. *The Strategy's outcome measures and metrics upon which the Chamber Scorecard is based are too broad for the purpose of gauging the progress of ongoing strategy implementation.* Many of the metrics are measuring macro economic health of the region, rather than the progress of implementing the Strategy's five key goals and 94 strategic initiatives. New metrics should be developed to provide a realistic measure of the accomplishments in specific economic development focus areas and to provide better tie-in to the more macro measures that the Strategy is intended to influence.
8. *Low levels of engagement with and from the City Council and Mayor.* There is need for improving communications with the City Council and Mayor to keep them abreast of progress made on economic development projects, making the strategy more real and meaningful to them as well as providing them with tools of how to communicate progress to their federal and provincial counterparts and constituents, especially in the non urban areas of HRM.

In Toronto for example, Mayor Miller, with the support of the Toronto City Council, created an Economic Advisory Committee by bringing together civic leaders from the private, labor, voluntary and public sectors to develop and implement "win-win solutions for the city to excel globally and compete regionally." The committee convened and released their findings in January 2008. Based on findings from report, Mayor Miller created an Economic Advisor position to serve in the Office of the Mayor. This position is solely dedicated to business and economic related matters in the city. In conjunction with the Toronto City Council, an Interdivisional Economic Growth Team was established with the mandate to look for ways to improve Toronto's economic development efforts by finding synergies in the public and private sector. The council

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<sup>5</sup> Perspectives [http://www.ledc.com/\\_pdf/perspectivelondon2010/PerspectiveLondon2010.pdf](http://www.ledc.com/_pdf/perspectivelondon2010/PerspectiveLondon2010.pdf)

was also charged with assessing all of municipal government's economic development efforts to ensure efficiency and autonomy.<sup>6</sup>

- 9.** *Although the five key goals of the strategy are fairly well articulated, too many individual actions made the strategy overwhelming to many stakeholders.* Multiple stakeholders noted that they found the abundance of 94 goals within the strategy to be overwhelming, and that fewer, more targeted strategies would be preferable moving forward.

In Calgary for example, the three main thematic goals of the economic strategy are to focus on people and community; business and enterprise; and on international reach. Within each of those thematic goals are three main objectives that have corresponding specific actions that are categorized as either foundational or aspirational, making it clear to the stakeholders what the priorities are and how they fit together in the larger plan.

- 10.** *Strategy was not always meaningful in day-to-day activities of HRM.* HRM staff noted that the strategy did not always carry through in their daily activities or work plans, and that it should be threaded through their work on an ongoing basis.
- 11.** *Lack of coordination with critical agencies.* While HRM and GHP have taken the lead in forging new partnerships with city and regional allies, there is still a need for more aggressive alignment between institutions and regional stakeholders that are pivotal to economic development.
- 12.** *No business incentive ability on city level.* The ability to attract new firms to Halifax via financial incentives remains in the confines of the provincial government. As such, Halifax is unable to direct inward investment to the city. While provincial policy maybe unlikely to change this, alternate routes of business engagement should be of pressing importance moving forward in the next strategy.

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<sup>6</sup> City of Toronto <http://www.toronto.ca/prosperity/index.htm>

## **B. How has the economic development climate changed over the past 5 years?**

- 1. There is now a squeeze on the public sector across the board.* The Halifax region is government heavy, and with budget decreases within the province, the region will have to find ways to grow and improve with fewer financial resources from the public sector. Private sector growth will become increasingly imperative.
- 2. Provincial government leadership has changed.* There is a feeling that the new government has a greater propensity for addressing urban issues, which would be beneficial to economic development in HRM, especially as it relates to the downtown and urban core.
- 3. Awareness of sustainability issues has greatly increased.* Within the HRM staff and across the region there is a greater awareness of energy, compact development, and public transit which can be capitalized on.
- 4. HRM is better prepared to undertake and engage its responsibilities in the plan.* The 2005-2010 economic strategy was the first one HRM has ever undertaken. As such, it provided many lessons learned and has empowered HRM to greater awareness of its role moving forward.
- 5. There is growing skepticism from the perceived weak implementation of the last plan.* This demands that the new plan must be highly focused.
- 6. There are new voices at the table in the government, planning, and civic realms.* Young professionals have a growing presence in these areas, and their voices, along with those of immigrants, and other traditionally underrepresented groups should be included moving forward.

## IV. Recommendations

Based on the above mentioned strengths and challenges, the IEDC team recommends the following strategies for moving forward into the next strategy. This section has been divided into two parts: 1) recommendations for the economic strategy, and 2) recommendations for the implementation of the economic strategy.

### A. Recommendations for the Economic Strategy

1. **The economic strategy and the implementation work plan should be separate documents.** The 2005-2010 economic strategy functioned as both a strategic plan and a work plan, which was overwhelming to many stakeholders and prevented it from being easily marketable to the general public. Moving forward, they should be separate documents with the strategy being broad in scope and the work plan detailed and specific with program goals, responsibilities, timelines, etc.
2. **The economic strategy should be focused at a broader level of economic development and be more thematic.** The new strategy should make it very clear to the reader how all of the main pieces of the strategy both strengthen and complement each other. It should underpin the region's economic linkages, including its competitive advantages and cooperation opportunities. Multiple stakeholders noted that they found the abundance of (94) goals within the strategy to be overwhelming. IEDC is recommending targeted goals moving forward that hit on critical issues for economic development. Important core themes that emerged from the site visit meetings are to:
  - a. **Address the downtown urban core as the primary economic driver.** Up to this point there has been friction between the rural/urban dichotomy within the region. Many feel the urban core has not received the development and attention it deserves. The forthcoming strategy should clearly communicate that the downtown core belongs to the entire region and focus on creating buy-in from outside the urban core. Detailed recommendations which could go into a downtown strategy include:
    - i. Creation of a new downtown organization that would hold land banking authority. This would give the urban core a strong ability to address the needs of the urban core, such as addressing the need for more downtown office stock.
    - ii. Institute "First Fridays". These are programs that bring attention to the retail assets of downtown by establishing later hours on the first Friday of each month, whereby the downtown's art galleries, studios, retailers and restaurants open their doors to the public. The evening can also provide

free entertainment where people gather to enjoy, food, art, entertainment, and the company of others.

**b. Make the immersion of key groups, namely immigrants and young professionals, a major theme of the strategy.**

- i. Young professionals have become more of a growing presence in the civic realm of Halifax. Fusion Halifax is a civic group focused on the "next generation" in Halifax. They are working to engage 20-40 year olds in shaping the future of Halifax and have developed action teams around the topics of: sustainability, health and wellness, diversity, people, urban development and arts and culture. The current success of Fusion Halifax is a testament to the growing voice and presence of young professionals in Halifax. They should be viewed as a key ally in recognizing the key assets that young professionals can bring to the economic development programs and leadership for Halifax.
- ii. Immigrants represent another key group in Halifax with enormous untapped economic potential. In many of the meetings with stakeholders, it was noted that immigrants are a growing presence throughout the region, but they need to be further engaged. Efforts such as GHP's Connector Program should be expanded in the upcoming strategy with goals that build on the current immigrant communities within HRM.

**c. Engage local colleges, universities and technical schools as valuable economic development partners.** The local universities and educational institutions were cited as major assets in HRM, but the need for greater synergy with economic development institutions in Halifax was a major finding of the IEDC site visit. Below are a few examples of how such synergies could be strengthened.

- i. Town Gown Dinner is a local event where the University President invites local leaders to president residence to talk about what's going in the region. This is a chance for civic leaders to talk to each other, build alliances, dispel myths, and identify emerging opportunities, etc.
- ii. GHP and the universities should work together to target alumni, students and particularly international students for key employment markets. This can happen through events such as career fairs, homecoming events, internship programs, etc.
- iii. Develop an entrepreneurship program with local MBA and engineering, programs. Complementary to this, develop trade missions which include

business leaders as well as university engineering and bio science departments; and bring academic conferences to the city.

**d. Develop an “ecosystem of entrepreneurship” as a key theme of the strategy.** A negative business climate was noted throughout IEDC’s meetings with local stakeholders. Many also noted the lack of entrepreneurial spirit within Halifax along with the growing need for developing “an ecosystem of entrepreneurship”. As such, this should be a focus in the upcoming strategy with an outlook of nurturing the entrepreneurial spirit from very early ages through proper training and encouragement. By establishing training programs at the high school and college level, young entrepreneurs can be identified as well as nurtured for entrepreneurial development.

- i. Institutions that facilitate economic activity are a key asset for entrepreneurship. As such, all of the local colleges and universities should be made integral parts of the proposed ecosystem, along with K-12 institutions.
- ii. An economic environment that minimizes commercial risk will foster more entrepreneurial activity because it effectively lowers the cost of doing business and encourages those who fail to start anew. Notably, the federal, provincial and local governments all play essential roles creating the entrepreneurial environment. An entrepreneurial environment is one that invests in and nurtures its human capital assets, as they are the source of entrepreneurs and the engines of entrepreneurial firms. Communities strengthen their talent pool by<sup>7</sup>:
  1. Celebrating and encouraging diversity
  2. Integrating entrepreneurship training into their secondary and post-secondary systems
  3. Creating strong elementary and secondary schools, especially but not limited to STEM (science, technology, engineering and math), to build a talent pipeline
  4. Using their post-secondary assets to attract and retain students
  5. Recruiting skilled workers
  6. Finding innovative ways to deepen their indigenous talent base

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<sup>7</sup>FORTHCOMING. IEDC. Economic Development Research Partners. Unlocking Entrepreneurship: A Toolkit for Economic Developers.

7. Building local amenities to attract talent

8. Building social networks to embed talent in the social, economic and political life of the community.

**e. Market and develop assets of Halifax as a “Global City”.** While Halifax already has many characteristics of a global city, a city deemed to be an important node point in the global economic system; there are still areas that Halifax should focus on developing. These include:

i. Develop a written strategy for business attraction, retention and entrepreneurial development initiatives to create highly skilled jobs and limit the exit of skilled and educated young people

ii. Strengthen the urban core as the economic and cultural driver of Halifax and the wider Nova Scotia region

iii. Diversify the population base, namely immigrants, young professionals, and minorities

iv. Develop renowned cultural institutions

v. Strengthen and further capitalize on international trade linkages

vi. Develop an advanced transportation system that includes several highways and/or a large mass transit network offering multiple modes of transportation (rapid transit, light rail, regional rail, ferry, or bus).

**3. Develop the work plan to empower stakeholders with clear and accountable responsibilities.** The work plan should function as a game plan for all of the partners involved in the economic strategy. The work plan should identify each partner’s specific role with detailed suggestions and tasks on how to effectively accomplish their goals. In the present strategy, alongside each strategy presented, the plan identifies implementing agencies. However, there should be one clearly appointed team that takes ownership of the particular strategy and is responsible and accountable for overseeing its implementation. Further, a realistic timeline and set of milestones for each strategy should be outlined.

**a. The work plan should include the following:**

i. The tasks involved, including sequence with respect to other tasks

ii. Realistic timetables for the completion of different activities

- iii. The expected impacts or results of the action
  - iv. Who or what organization is responsible for each task and which organizations are in a supporting role
  - v. Funding requirements including identification of sources
  - vi. A monitoring process with measurable results and benchmarks.
- b. Primary or secondary lead organizations (separate from HRM and GHP), which have been identified as having a lead role in one or more of the strategies within the work plan, should be strongly encouraged to create their own plans to achieve their objectives.** This should be done in accord with their normal planning processes and in collaboration with relevant secondary organizations, The work plan should clearly identify what actions should be taken, the timeline for action, and the assignment of responsibility. This action planning activity can be a significant opportunity for the lead and secondary organizations to begin or strengthen their partnership. If a new task force or coalition of multiple organizations is to be “lead,” then a single organization should be designated as the convener.

The successful implementation of the strategic plan also depends upon the ability of the oversight organization or committee to quickly and competently resolve problems that arise during implementation. One of the common problems is a lack of coordination among various agencies and organizations responsible for implementing different components of a project or strategy. A clear demarcation of responsibility of each participating organization and adequate institutional arrangements and incentives for cooperation is necessary to avoid delays in project implementation. Project or planning champions (leaders who are willing to work for a project cause) also can help ensure that individual projects and/or strategies are followed through.

- 4. Diversify the advisory group.** The advisory group that develops the economic strategy should be broader in terms of representation (gender, age, minority stakeholders). A larger group will increase the knowledge base of the core group. It may also increase the resources available to the group and to the plan overall and add future credibility to the planning process. The overall purpose of this group is to examine various aspects of an issue and make recommendations to the core committee. The advisory committee should have some level of authority to offer, approve and/or adopt policies and programs. The parallel working group that supported this group in 2005 should again be implemented as it proved very successful.

5. **Continue the public consultation process, but do so after the advisory group has identified major themes for the strategy.** In the 2005-2010 strategy, HRM and GHP did early online consultation around the strategy issues via a targeted online survey as well as six formal public consultations, one for each major theme of the strategy. While arduous, these outreach efforts were considered integral to public buy-in and should be continued as part of the process in the next strategy.
  - a. **A participatory approach** involves the inclusion of different stakeholders so that their views, concerns and issues can be included in the planning process. It is also important because it is here that networks, partnerships and information sharing occur that make better, more practical, strategies possible.

## B. Recommendations for *Implementation* of the Economic Strategy

The completion of the economic strategy marks an important milestone in the economic development planning process, but the plan will only yield results for HRM when it is put into action. The following inter-related issues constitute areas that the HRM should address as it prepares for implementation.

- 1. Ensure that the implementation plan and the budget are aligned.** In the 2005-2010 strategy, the implementation costs exceeded its budget. To ensure budget alignment of the forthcoming plan, the implementation group should work in tandem with the budget to identify the costs of each of the programs and the capacity of HRM and GHP to finance each venture. The analysis should also incorporate the public support and private support that is in place and that is anticipated. *Opportunity costs* of developing project alternatives should also be considered.
- 2. GHP and HRM own the plan and ask local and regional stakeholders to endorse it.** Having GHP and HRM as champions of the strategy effort will be key. However, as the strategy is for the entire Halifax region, it is also critical that regional stakeholders support GHP and HRM's efforts by publically supporting and endorsing it. By including a wide range of individuals, opposition to key initiatives can be minimized. An open, participative, well-publicized planning process maintains credibility, illustrates legitimacy, and assures the authority to avoid potential problems and pitfalls.
- 3. Engage with council members to get their buy-in to the strategy and provide them with targeted story-telling pieces to bring the strategy to their constituents.** One of the main challenges noted throughout many of IEDC's meetings was the urban/rural dichotomy and the lack of understanding of urban issues by predominantly suburban and rural HRM. As such, the engagement of all of the council members in the upcoming economic strategy is of utmost importance. GHP and HRM staff will have to make the case to the councilors and by extension, their constituents, that investments in the urban core will also provide benefits to the entire region. This should also be supported by an extensive public relations campaign with parallel messaging.
- 4. To the extent possible, have as many representatives as possible from the advisory group also in the implementation group.** The implementation group is charged with orchestrating the implementation of the plan, ensuring that programs are implemented in order of priority or according to the plan, and monitoring and evaluating the overall plan. The overall idea for having an implementation committee is that someone or some entity should be responsible for overseeing and ensuring that the plan is implemented. Having the continuity from the advisory group to the implementation group will be key in following through on the intentions of the strategy.
- 5. Provide the implementation group with a parallel working group.** During the development of the last strategy, the advisory group had a parallel working group to

support them. This was composed of mid-level managers who reported to senior level advisors who served on the advisory team which enabled a high degree of accountability and progress. However, the implementation group was without a parallel working group, and as such, that group was not able to have as high of a degree of follow through. Therefore, it's highly recommended that the forthcoming implementation group have a working group in place to support their ongoing implementation efforts.

**6. Develop a formal Communication Plan to report progress on economic strategy.**

- a. GHP and HRM should jointly publish an annual report of economic strategy progress.** Building relationships with community representatives is essential, even if they are not directly involved in the planning process. It is important to carry out a regular information dissemination program once a plan is developed and has the general support of community representatives. Often times, economic development plans fail to be implemented because the information and analysis were not made known to the public or were not disseminated in such a way that the public understood the reasoning behind the plan. An annual report of accomplishments will help to inform stakeholders and the public of economic development progress.
- b. Communicate progress through periodic newsletters.** In addition to the annual report, regular newsletters should also be used to keep stakeholders abreast of progress, as well as any roadblocks where their support could be pivotal.

**7. Continue to have the Chamber manage the scorecard, but HRM and GHP should work together with the Chamber following the completion of the economic strategy to develop measurements that show progress in implementing strategies, and achieving targeted goals and objectives.** Many of the current metrics used for the Chamber's scorecard are focused on measuring the macro- economic health of the region, rather than the progress of strategy implementation. The current metrics should be supplemented by micro-level metrics to show accomplishments in specific economic development focus areas. The three agencies should work together to identify credible and publically available data targeted toward a limited range of outcome measures.

- a. A separate scorecard of macro-economic indicators should remain;** however, it should be presented apart from the economic strategy rather than a measure of it. It should benchmark Halifax against similar economies.

- 8. Develop a monitoring plan for the strategy.** A monitoring plan ensures that projects are effective and on track; justifies the costs involved; determines if adjustments need to be made; and enables the promotion of project success. On-going monitoring should be carried out during the implementation of individual programs to measure progress toward goals and objectives. Monitoring should involve assessments of the progress of individual projects as well as the project’s continued relevance, efficiency, and effectiveness. Monitoring can provide insights on whether any adjustments are necessary in terms of objectives, funding, design, or any other aspect of the plan and/or project.

  - a. Metrics should inform the monitoring plan.** The recommended new scorecard metrics should be used to inform plan. Post-project evaluations should be conducted shortly after the project is fully implemented, within one year, and again at strategic review periods. The metrics should determine how the project has performed in terms of costs, timing, benefits and initial goals.
  
- 9. Engage the Mayor more directly in the economic strategy and in economic development.** Mayors have often played an important role for cities that are aggressive in partnering effectively with businesses, promoting the city’s business climate, and attracting corporations to the community. IEDC is recommending additional pro-active economic development initiatives for the Mayor of Halifax based on recommendations from IEDC’s expert panel and case examples from other representative cities in Canada.

  - a. The Mayor and/or CAO and the local university and community college presidents should hold regular meetings to discuss economic development initiatives.** The Mayor and/or CAO should meet regularly with the Presidents of all local universities and the Community College to discuss economic development priorities.
  - b. The Mayor and/or CAO should hold a quarterly breakfast or luncheon meeting to engage local and regional business leaders in discussion about business opportunities and challenges.** The Mayor should partner with the Chamber and other regional partners to set up this meeting. The Mayor’s briefing should be held in a neutral location.
  - c. Economic development management at GHP and HRM should engage the Mayor and Council in strategic Business Retention, and Expansion activities.** The division should provide the Mayor with a list of top companies to personally call on or to meet. This includes both existing companies as well as prospective ones. Critical firms should be red-flagged for priority. In addition, a letter from the Mayor should go out to invite targeted businesses to attend Mayor briefings and participate in face-to-face meetings with economic development staff.

# V. Comparative Case Studies

## A. Toronto, Ontario

### ***Background Information***

Toronto is the provincial capital of Ontario and Canada's largest urban center. It is a major economic powerhouse for Canada, generating an estimated 25 percent of Canada's GDP and an estimated 40 percent of Ontario's provincial GDP. Toronto boasts numerous advantages in business infrastructure, including one of North America's largest networks of fiber-optic cables and a highly skilled and educated, multi-lingual workforce. The City of Toronto has a population of 2.48 million inhabitants, with many residents being immigrants.<sup>8</sup> Toronto is a major immigration hub in Canada and absorbed 40 percent of all immigrants to Canada from 2001-2006.<sup>9</sup> Toronto's economy is highly diverse and major economic sectors include aerospace, business services, biomedical and biotechnology, business services, financial services, telecommunications, and tourism.

### ***Local Economic Development Overview***

The City of Toronto's economic development efforts are led by its municipal government. In recent years, the City of Toronto municipal government has made economic development one of its top priorities. Led by Toronto Mayor David Miller, the municipal government structure has been realigned to help meet the demands of today's global economy. The City of Toronto's Economic Development & Culture Division (EDC) is the lead catalyst in the city's economic development efforts. EDC provides services to make Toronto economically strong and sustainable and enhance Toronto's culture. Created in April 2005, EDC, formerly part of Toronto Parks and Recreation, was restructured into its own entity allowing it to operate quicker, more efficient and effective. EDC's goals include promoting Toronto as "one of the world's leading creative cities." Strategies to do this focus on advancing Toronto's prosperity, opportunity, and livability. Specifically, EDC calls for the improvement of the business climate to attract economic growth, the diversification of Toronto's economic portfolio by building business relations with cities outside of North America (especially emerging markets), and the solidification and expansion of Toronto's strategic industries through increased competition and collaboration. Finally, EDC is committed to the enhancement and expansion of Toronto's labor force, while ensuring that all residents have equitable access to the benefits of Toronto's economic growth and competitiveness.<sup>10</sup>

In January of 2007, the City of Toronto gained additional power to realign and strengthen its economic development efforts by being the beneficiary of legislation passed by Ontario's Provincial Municipal Government. The bill titled the *City of Toronto Act of 2006 (Bill 53)* enabled

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<sup>8</sup> City of Toronto [http://www.toronto.ca/toronto\\_facts/diversity.htm](http://www.toronto.ca/toronto_facts/diversity.htm)

<sup>9</sup> OEDC Territorial Review: Toronto, Canada (<http://browse.oecdbookshop.org/oecd/pdfs/browseit/0409121E.PDF>)

<sup>10</sup> City of Toronto [http://www.toronto.ca/business\\_resources/contact\\_staff.htm](http://www.toronto.ca/business_resources/contact_staff.htm)

the City of Toronto broad power to raise funds and create new initiatives.<sup>11</sup> The Toronto Act announcement was also in conjunction with the release of the Mayor's "Agenda for Prosperity," an extensive assessment of the city's current economic development strengths and weaknesses that included an action plan to improve its economic development efforts.

### The Mayor's Office

In 2004, David Miller took office as Toronto's 63<sup>rd</sup> Mayor. One of his main agendas was to create more efficient government and a cleaner city ready to embrace its creative class. A second part of his agenda was to continue to follow and bolster the city's efforts to embrace its culture and connect with its creative class of individuals. In Mayor Miller's first term he championed a waterfront improvement initiative, a clean city initiative, and he was an advocate for the "New Deal for Cities" provincial legislation that would provide Canada's large cities with expanded powers to govern more efficiently. This legislation would ultimately lead to the Toronto Act of 2006 (Bill 53). These actions along with the realignment of the city's economic development efforts into one central lead organization that included consolidating former divisions of film, culture, and tourism into the EDC. This helped pave the way for aggressive actions. With the inception of the EDC, Mayor Miller appointed a General Manager as head of the new EDC. The General Manager also serves on various boards, committees, and task forces for economic development related entities in municipal government and private sector organizations that partner in the economic development cause.

In 2006, Mayor Miller, with the support of the Toronto City Council, created an Economic Advisory Committee by bringing together civic leaders from the private, labor, voluntary and public sectors to develop and implement "win-win solutions for the city to excel globally and compete regionally." The committee convened and released their findings in January 2008.

Based on findings from report, Mayor Miller created an Economic Advisor position to serve in the Office of the Mayor. This position is solely dedicated to business and economic related matters in the city. In conjunction with the Toronto City Council, an Interdivisional Economic Growth Team was established with the mandate to look for ways to improve Toronto's economic development efforts by finding synergies in the public and private sector. The council was also charged with assessing all of municipal government's economic development efforts to ensure efficiency and autonomy.<sup>12</sup>

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<sup>11</sup> City of Toronto <http://www.toronto.ca/committees/pdf/torontoact.pdf>

<sup>12</sup> City of Toronto <http://www.toronto.ca/prosperity/index.htm>

### *Targeting Young Professionals*

In 2007, the Mayor helped launch an innovative workforce development program titled the Partnership to Advance Youth Employment (PAYE). PAYE is a private sector/City of Toronto public sector partnership initiative that targets Toronto's young professionals. The program serves as a conduit to help connect Toronto's businesses with qualified young professionals under the age of 30. The overarching goal of the program is to keep Toronto's best and brightest young professionals, from leaving the city while also helping reduce the unemployment rate within the city's jurisdiction.<sup>13</sup>

### *Focus on a Greener Toronto*

Rounding out the Mayor's agenda, green business has most recently been made a priority. The City of Toronto's Economic Development and Culture Division completed a study in late 2007 titled, "People, Planet, & Profit: Catalyzing Economic Growth & Environmental Quality for in the City of Toronto. While the study has not been fully implemented, the Toronto Office of Environment has launched a website touting green living and launched a new program, the Toronto Green Standard which is a two-tiered set of performance measures for developers that addresses air and water quality, greenhouse emissions, energy efficiency, solid waste and the natural environment.<sup>14</sup>

### **Strategic Plan**

The Mayor's Economic Competitiveness Advisory Committee was assembled to review the city's economic development practices with the intent of advising the Mayor and City Council on how to improve the city's quality of life through economic growth. Important factors for consideration were quality jobs, increased investment within the city's jurisdiction, gaining "buy in" from the private sector, and meeting the needs of the local business sector through services and responsiveness.

The committee was made up of 27 stakeholders from the local public and private sector including a Toronto City Council Member. The group, chaired by Mayor Miller, was tasked with determining the means to achieve the following vision:

*"It is 2015, Toronto has established a reputation as the model city for global competitiveness; a vibrant, forward thinking local economy; the envy of its peers. A ranking as the top city in the world for job creation and employment attraction. Being touted worldwide as the place to be! This is what Toronto could become in the next 10 years. But to reach that goal, there is work to be done and it must be done as a community guided by a shared vision and common sense of purpose."*

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<sup>13</sup> City of Toronto <http://www.toronto.ca/socialservices/payee.htm>

<sup>14</sup> City of Toronto <http://www.toronto.ca/planning/environment/index.htm>

In early 2007, the committee released their findings and recommendations. Based on its strengths, it was determined that Toronto should strive to be a *global business city* where trade, finance, technology and a multi-lingual population combine to make the global economy efficient and accessible. Toronto should be the world's *inspiring city* that sets the standard for how global cities innovate to solve urban and metropolitan challenges such as climate change, energy conservation and efficiency, human wellness and security. Toronto should emerge as a *hub of environmental innovation* that provides environmental solutions for the world at the same time as it evolves into a centre for environmental technology development and production. Lastly, Toronto should strive to be a *beacon of diversity and cohesion* that highlights the sustainable advantage of a diverse economy and culture.

The committee identified four “pillars” and associated success measures that provide a framework for the Prosperity Agenda report.

*The first pillar called for an improved business climate through a proactive Toronto.* By improving Toronto’s business climate it should accelerate and attract economic growth.

*The second pillar encourages a global Toronto through internationalization.* Diversification of the city’s international portfolio is essential. Toronto must look outside the boundaries of North America and focus on emerging markets.

*The third pillar calls for a more creative Toronto through productivity and growth.* To achieve this, Toronto must anchor and expand strategic industry sectors through added competition and collaboration.

*The fourth pillar calls for creating economic opportunity through inclusion.* The labor force must be equipped and expanded to ensure that all residents of Toronto have access to jobs in demand and that demand is well met.

The committee also listed eight Strategic directions to help obtain the goals set forth in the four pillars; *Facilitate, Green, Create Value, Transport, Promote, Grow, Internationalize, & Activate.*

### *The Action Plan*

The committee called for three categories of action items; ***city-led, partner-led, and jointly-led actions.*** The report also listed specific action items within the three categories. It called for the city-led actions of being the leader in Toronto’s economic development efforts by better organizing its municipal economic development efforts, investing more money in economic development, and taking a proactive approach towards pro-economic development policy. The report called for partner support among Toronto’s local, regional, and provincial economic development stakeholders, through the coordination of cluster development, global outreach, and labor force development. It also called for joint participation between the City of Toronto

and its partners in championing the economic development cause through advocacy and marketing.<sup>15</sup>

### ***Toronto's Lead Economic Development Organization***

#### ***The Economic Development and Culture Division (EDC)***

The EDC is the lead agency in a comprehensive city-wide economic development approach. Since its inception in 2005, it has provided a robust array of economic and community development services. EDC is tasked with improving the business climate, attracting economic growth, diversifying Toronto's international portfolio, expanding industry sectors, and helping expand Toronto's labor force. During the 2005 consolidation, Cultural Services and the Office of the Film Commissioner were included in the division to keep par with the Mayor and City Council's goal of focusing the creative class to grow Toronto's economy.

EDC delivers services and programs through the following departments:

- Business Services
- Cultural Services
- Office of the Film Commissioner
- Program Support
- Strategic Growth & Sector Services
- Small business centers
- Major International Events & Special Projects

#### ***Business Services Section***

EDC Business Services staff assist business through a wide array of services including; providing site selection services and facilitating company relocations and expansions, facilitating industrial and commercial development projects, the "Concierge Investment Program" or fast tracking of approvals, providing information and advice on the city and its programs, advocating to city council on behalf of business, commenting on policy issues regarding its impact on business, outreach to existing business, and identifying & revitalizing employment areas.

The EDC Business Services staff partner with Enterprise Toronto, a local public private partnership.

The Business Improvement Area (BIA) program is also housed in EDC Business Services. The BIA program is a partnership between the city's private sector and municipal government. EDC staff manages the program which consists of various infrastructure improvement grants and BIA certifications.

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<sup>15</sup> City of Toronto <http://www.toronto.ca/prosperity/index.htm>

BIAs consist of commercial property owners and tenants within a defined area who work in partnership with the city. The goal of the BIA program is to enhance the quality of life for businesses and residents in each of its respective jurisdictions. Businesses that are located within each designated BIA must pay dues that the city will match. The collective funds are used towards street and side walk beautification, marketing and promotional campaigns, street festivals, and crime prevention campaigns. BIAs also serve as unified voice for its membership.

To date, the city has 68 BIAs that represent over 20,000 businesses BIAs have raised over \$10,000,000. Each BIA is different and they have complete authority to allocate funds where they see fit so as long as it doesn't go towards private infrastructure improvements. Additionally, each Toronto BIA budget is publicly available

### *Cultural Services*

The City of Toronto views culture—as a key driver in the economic development process. Because of this, EDC has Cultural Services, a section fully staffed and dedicated to the preservation and promotion of the arts and culture. EDC Cultural Services is divided into 4 units; Arts Services, Cultural Affairs, Museum Services, and Special Events.

Cultural Services staff is tasked with:

- Managing and developing cultural resources and events to enhance Toronto's quality of life and identity
- Foster partnerships with common themed organizations
- Seek out funding opportunities through public & private grants
- Asset management
- Community development & outreach through arts education programming
- Public art acquisition and collection
- Museum & heritage programs
- Museum operations

### *The Office of the Film Commissioner*

EDC staff manages the Office of the Film Commissioner. They monitor and look for ways to create economic development opportunities through screen-based industries. Staff also builds capacity among local businesses in the film industry building networks and developing partnerships. The Toronto Film and Television Office (TFTO) is also part of the Office of the Film Commissioner. The TFTO is responsible for identifying locations and issuing permits for filming within the city's jurisdiction. The Office of Film Commissioner also collaborates with Business Services to promote Toronto as an ideal location for film production and post production.

### *Program Support Section*

The Program Support section integrates EDC's marketing and administrative support efforts. Program Support staff is responsible for maintaining a strong and unified brand and image for the EDC while also helping keep the overhead cost down. They achieve this by tracking public business and investor information, financial planning and budget coordination, alternative revenue generation strategies, marketing and promotion. Program Support also serves as the liaison to the Greater Toronto Marketing Alliance, a private regional group that outwardly promotes the Toronto area to prospective new business and investment.

### *Strategic Growth & Sector Services Section*

The Strategic Growth & Sector Services (SGSS) staff focuses on research and policy issues related to economic development, cultural awareness, and tourism. SGSS is tasked with strategy development and policy development and analysis for all aspects of the EDC. SGSS fosters economic growth by putting special emphasis on strategic industry sectors. Staff specialists are assigned to work closely with the following industries:

- Fashion & Design
- Biotechnology
- Medical & Pharmaceutical
- Food, Beverage, & Packaging
- Information Technology
- Telecommunications & New Media
- Financial Services

SGSS staff is also responsible for custom market analysis, policy advice to City Council, providing support for the Mayor and the City Council's advisory committees & initiatives, serve as a liaison to inter-government agencies, and manage an international city alliances program.

### *Major International Events & Special Projects*

In keeping with its mission to enhance the city's art and cultural opportunities and making Toronto a destination city, EDC serves as the lead municipal organization in seeking international sporting, cultural, social, business events. EDC staff members also help maintain the City of Toronto's destination marketing service agreement with Tourism Toronto.<sup>16</sup>

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<sup>16</sup> Toronto Economic Development and Culture Division <http://www.toronto.ca/business/index.htm>

## ***City Partner Economic Development Organizations & Initiatives***

While EDC is the lead economic development organization for the City of Toronto, it relies on other municipal offices and private sector partners to help meet the goals outlined in the “Agenda for Prosperity.” The City of Toronto established Build Toronto and Invest Toronto, two wholly owned subsidiaries to address weaknesses identified in the strategic plan. The creation of both organizations was made possible by powers given to the city through the Toronto Act.

### **Build Toronto**

Build Toronto, essentially a land-bank being used to spur development of city property, was established in 2009 to provide development services to the city to unlock the value of under-utilized real estate holdings with the view to enhancing the economic competitiveness of Toronto and furthering the city’s policy objectives. The City of Toronto established seed funding with the hope that the organization will be able to support itself through proceeds from land sales. Dividends are paid to the City to compensate for land value. The private sector is heavily involved with Build Toronto. While still in its infancy, Build Toronto recently announced its first projects. Additionally, the organization has direct interaction with the following agencies and organizations; Toronto Ports Land Company, Invest Toronto, City of Toronto, Waterfront Toronto, and Toronto Artscape.

### **Invest Toronto**

Invest Toronto, while still in its infancy, was established to engage both private sector and public sector partners to promote Toronto as a destination for businesses to invest and prosper. The activities of Invest Toronto are centered on promotional activities designed to increase business investments within the city. The overarching goal of Invest Toronto is the enhancement of the economic competitiveness of the City of Toronto globally.

Both Build Toronto and Invest Toronto are chaired by Mayor Miller. The EDC General Manager also serves on both boards to ensure autonomy. While Invest Toronto serves as the economic development marketing arm for the City of Toronto, it is cautious not to take credit for the city’s successes. Instead, it touts the city’s accolades such as being ranked a top city to live in by an internationally respected magazine. It serves as an outside marketer for most of the city’s other economic development offices.

### Toronto Port Lands Company (TLPC)

TLPC shares office space with Build Toronto and Invest Toronto. Formerly known as the Toronto Economic Development Corporation (TEDCO), TLPC's name was changed to better reflect its new mandate to lease and manage properties and continue its environmental stewardship exclusively in the City's port area. This this new organization would be akin to a municipal Canada Lands Company?

TLPC will lease and manage TEDCO's existing properties and current obligations remain unchanged. The City of Toronto Economic Development Corporation remains the legal name. Incorporated in 1986, it is a wholly-owned subsidiary of the City of Toronto overseeing close to 400 acres of property in Toronto's port lands. The land managed by TLPC was all owned by the City of Toronto.

### Enterprise Toronto

Enterprise Toronto is an organization with services provided by a partnership with EDC to satisfy the needs of Toronto's business community. The EDC Business Services staff partner with Enterprise Toronto, a local public private partnership, to provide assistance and support to small business, start-ups, and local entrepreneurs. Enterprise Toronto Services include:

- Business Name Registration
- Advisory Services
  - Rules and licensing requirements
  - Government assistance programs
  - Sources of business financing
  - Business trends
  - Market research techniques
  - Cash Flow Analysis
  - Marketing and advertising strategies
- Educational Resources
- BizPal –Software that interfaces with government and other databases to help businesses identify and process proper city permits and documents (BizPal is a direct result of the “Agenda for Prosperity”) BizPal is also in use in HRM but not to its full potential I think.

### ***Regional Economic Development Partners***

#### The Biotech Initiative

The Biotechnology Initiative (TBI), formerly the Toronto Biotech Initiative, as stated on its website, “represents and promotes life sciences technologies and encourages their commercial success in Ontario through local and national government advocacy, stakeholder engagement,

mentoring and education and promotion of Ontario’s world-class science and industry.”

The City of Toronto’s municipal government has identified Biomedical and Biotechnology as a key cluster for the city’s future economic growth. The City of Toronto’s Economic Development & Culture Division (EDC) works closely with TBI to ensure that TBI’s 300 plus members needs are being met with programs and various sources of networking and communication. EDC has a full time staff member that is fully dedicated to working with TBI and in the promotion of the sector in general.

TBI supports a wide range of bio related sectors including:

- Academic and research institutions
- Government
- Private companies from the biopharmaceutical industry
- Agriculture biotechnology sector
- Petrol bio-products
- Medical devices
- Biopharmaceuticals
- Pharmaceutical multinationals
- Contract research/manufacturing

#### *The Toronto Financial Services Alliance (TFSA)*

The City of Toronto Economic Development & Culture Division (EDC) has identified Toronto’s financial services sector as a key to helping diversify and strengthen Toronto’s economy. Toronto is home to the Toronto Stock Exchange, the largest in the country, and Canada’s 5 largest banks. EDC relies on the Toronto Financial Services Alliance (TFSA) to supports its financial sector industry. The TFSA is a public / private partnership of stakeholders who represent the financial services industry, all levels of government and academic institutions. TFSA and EDC have partnered on research projects to identify the Toronto financial sectors strengths, weaknesses, best practices, and action items to promote and enhance the industry.

#### *Toronto Board of Trade (TBT)*

The Toronto Board of Trade (TBT) operates separate and completely independent of the City of Toronto. TBT, which is essentially Toronto’s chamber of commerce, serves as a voice for its 10,000 business members. TBT’s mission state is, “Toronto Board of Trade develops and promotes the city’s strengths and strives to create conditions that encourage economic growth, while increasing productivity, job creation, and the quality of life for Toronto residents.”

The City of Toronto relies on TBT to be a voice for private sector business. At times, this has put TBT at odds with the City of Toronto, but they have also worked as allies on key economic development studies and policy initiatives.<sup>17</sup>

### Toronto Regional Research Alliance (TRRA)

The Toronto Region Research Alliance (TRRA) is a public-private non-profit organization focused on attracting research-intensive investment to the region and maximizing the economic advantages of the Toronto region's research strengths.

TRRA's mandate is to provide support to the Toronto region to promote its strengths and to compete more effectively in the international research and development (R&D) marketplace. TRRA works with regional partners to attract new R&D focused companies, enhance the growth of the region's existing R&D based companies, and to strengthen Toronto's public and private capacity for R&D.

TRRA's activities are focused in four priority sectors:

- Advanced manufacturing
- Bio-life sciences
- Energy & Environment
- Information Technology

TRRA has produced multiple influential reports that have helped shape policy on the city level. TRRA also serves as a key conduit for the City of Toronto and university research.

### ***Provincial Economic Development Efforts***

#### Ontario Ministry of Economic Development and Trade

The Ontario Ministry of Economic Development and Trade (MEDT) is the provincial governing body for economic development. The City of Toronto Economic Development and Culture Division (EDC) heavily relies on MEDT for consultation and support through financial incentive programs for its companies and for community development.

The goal of MEDT is to grow the economy, support businesses of all sizes, and to help them compete in the global economy. Beyond incentive programs, MEDT partners with EDC to attract new business growth and investment, as well as promote Toronto's goods and services abroad.

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<sup>17</sup> Ontario Ministry of Economic Development and Trade  
[http://www.bot.com/AM/Template.cfm?Section=Economic\\_Development\\_Committee](http://www.bot.com/AM/Template.cfm?Section=Economic_Development_Committee)

## MEDT Programs and Services

General programs for business and community development:

- *Next Generation of Jobs Fund* - A fund to support environmental advances.
- *Eastern Ontario Development Fund* - A grant program to attract investment and support job creation in eastern Ontario.
- *Communities in Transition Initiative* - A program that provides assistance to Ontario communities and industry sectors facing economic development challenges.
- *Advanced Manufacturing Investment Strategy* - A loan program to encourage manufacturing companies to invest in leading-edge technologies.
- *Energy Connections* - Energy Connections supports long-term partnerships for Ontario manufacturers and suppliers across the range of Canada's energy supply chains.

Program resources for small business:

- *Ontario Business Program Guide* - A resource for Ontario government programs for small and medium-sized businesses.

Other programs:

- *Ontario Emerging Technologies Fund* – The Fund will co-invest — with qualified venture capital funds and other private investors.
- *Innovation Demonstration Fund* – The Fund provides financial support of up to 50percent of eligible costs to help Ontario companies with the commercialization and initial demonstration of their technologies.
- *Programs and Services for Ontario Exporters* - MEDT's International Marketing Branch's International Marketing Consultants provide programs and services.
- *Programs and Services for Investors* - To help quickly find incentive/permitting information for Ontario.<sup>18</sup> This is linked with BizPal, a proprietary software and programming owned by Canadian Federal Government. They license it to the Ontario Office of Economic Development and Trade. OEDT manages BizPal for all of Provincial Ontario. The City of Toronto closely aligns itself with OEDT to enhance, market, and promote BizPal through its own municipal government.

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<sup>18</sup> Ontario Ministry of Economic Development and Trade [http://www.ontariocanada.com/ontcan/1medt/en/home\\_en.jsp](http://www.ontariocanada.com/ontcan/1medt/en/home_en.jsp)

## B. Calgary, Alberta

### ***Background Information***

Calgary is the 3<sup>rd</sup> largest city in Canada (following Toronto and Montreal), with a population of 1,065,455 people.<sup>19</sup> In 2006, Calgary accounted for 66 percent of the employment gains in Alberta and 25 percent of all new jobs in Canada. With 24 percent of its labor force between 25-34 years old, Calgary has the youngest workforce of any major city in Canada. The city is viewed as very easy to live in, with easy accessibility, a low cost of living, and a healthy job market. Alberta boasts the lowest income, sales, fuel taxes and per capita provincial debt.

Calgary's major industries are in oil and gas, which contribute more to the city's GDP than any other industry. Calgary is home to 87 percent of Canada's oil and gas producers and 66 percent of Canada's coal producers. With the substantial presence of the energy sector, Calgary is becoming a center of global influence for the world's energy industry. Other important industries in Calgary include information and communication technology, financial and business services, environmental technologies, transportation and logistics, manufacturing, creative industries and tourism.<sup>20</sup>

### ***Local Economic Development Overview***

The City of Calgary funds four economic development agencies: Calgary Economic Development, Tourism Calgary, Calgary Technologies, Inc., and the Calgary TELUS Convention Center.

### ***Calgary Economic Development***

The City of Calgary's main agency of economic development is Calgary Economic Development. Calgary Economic Development works "with businesses to facilitate growth, expedite local, national and international business investment and trade development opportunities and promote sustainable economic growth in the Calgary region." Calgary Economic Development is a corporation and is funded by the City of Calgary, private industry, and other levels of government. The organization is managed by an independent board of directors.<sup>21</sup>

Calgary Economic Development provides services in the following areas:

- Business retention and expansion
- Business investment and attraction

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<sup>19</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/liveWorkPlay/Live/demographics.cfm>

<sup>20</sup> Calgary Economic Development

<http://www.calgaryeconomicdevelopment.com/liveWorkPlay/work/REWorkingInCalgary/employmentforecast.cfm>

<sup>21</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/AboutCED/CEDservices.cfm>

- Trade development
- Workforce development
- Research and information

### *Business Retention and Expansion*

Calgary Economic Development assists business by facilitating real estate and development solutions, providing customized solutions for businesses, and facilitating introductions and business connections.<sup>22</sup>

### *Business Investment and Attraction*

Calgary Economic Development strives to promote Calgary as a top location for conducting business by assisting companies in the development of new business cases to invest in Calgary. In addition, Calgary Economic Development provides relocation and site selection services and film scouting, production, and permitting services. The organization also provides orientation services for incoming companies to help establish business links.<sup>23</sup>

### *Trade Development*

Calgary Economic Development supports trade development by providing business with export development information, referrals, and in-region contacts. Additionally, they assist clients with accessing markets through incoming and outgoing trade missions.<sup>24</sup>

### *Workforce Development*

Calgary Economic Development coordinates labor attraction activities among business in Calgary, while supporting them with practices in workforce retention and attraction. They also assist businesses with making the connections that they need to meet workforce needs and provide labor market information.<sup>25</sup>

### *Research and Information*

Calgary Economic Development provides regional economic and industry information, along with bi-annual state of the economy reports and annual economic outlooks and access to business directories for sourcing products and services.<sup>26</sup>

Calgary Economic Development bi-annually publishes a State of the Economy report. The report is published every June and December and assesses the overall state of Calgary's economy. The report consists of an overview of various economic indicators and their effect on Calgary's business community. Economic indicators include consumer price index/inflation,

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<sup>22</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/AboutCED/CEDservices.cfm>

<sup>23</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/AboutCED/CEDservices.cfm>

<sup>24</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/AboutCED/CEDservices.cfm>

<sup>25</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/AboutCED/CEDservices.cfm>

<sup>26</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/AboutCED/CEDservices.cfm>

unemployment rate, hourly wage rate, employment by industries, and retail sales. The Report also discusses the state of labor markets and real estate markets.

### Tourism Calgary

Tourism Calgary is Calgary's official tourism marketing organization. It is a private non-profit organization with a membership of more than 500 businesses. Tourism Calgary functions as a liaison between the tourism and convention industry customers and its member businesses.<sup>27</sup>

### Calgary Technologies, Inc.

Calgary Technologies, Inc. (CTI) was founded in 1981 as a joint partnership with the City of Calgary, the Calgary Chamber of Commerce, and the University of Calgary. CTI is a non-profit organization that offers services and resources to help entrepreneurs establish successful technology companies and make important industry connections. CTI's main focus is services and resources for business commercialization and incubation.<sup>28</sup> The city provides about 17 percent of CTI's operating budget, part of which is in tax relief. Also, the Business Networking and Cluster Development group within CEI works closely with the city to do joint programs, and to promote each other's programs. They recently co hosted a clean technology training programs.

### Calgary TELUS Convention Centre

The Calgary TELUS Convention Centre is 122,000 square foot facility that accommodates Calgary conferences, events, and exhibitions. The Centre hosts an average of 1,000 conventions and business conferences every year. The facility is owned by the City of Calgary and is operated by the Calgary Convention Centre Authority.<sup>29</sup>

### The Office of the Mayor

The Office of Mayor Bronconnier holds a very bright vision for Calgary's economic future. Mayor Bronconnier believes in "finding the right balance that accommodates a rapidly growing population, with the social, cultural and lifestyle needs of a sophisticated urban centre" and "respects and protects the natural environment." Mayor Bronconnier takes an active role in economic development, by working closely with both Calgary Economic Development and Tourism Calgary and other private sector groups. Mayor Bronconnier is a leader in attracting new businesses and investors to Calgary and has met with potential investors and industry leaders from all over the world that are considering moving to Calgary.<sup>30</sup> Mayor Bronconnier is a good

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<sup>27</sup> Tourism Calgary <http://www.tourismcalgary.com/meetingplanners/home.htm>

<sup>28</sup> Calgary Technologies [http://www.calgarytechnologies.com/bins/content\\_page.asp?cid=5255](http://www.calgarytechnologies.com/bins/content_page.asp?cid=5255)

<sup>29</sup> Calgary-Telus Convention Centre <http://www.calgary-convention.com/index.php?page=services>

<sup>30</sup> The City of Calgary, Office of the Mayor <http://www.calgarymayor.ca/initiatives/communitydev/economicdevelopment.cfm>

example of a mayor who is proactive, directly engaged with strategy implementation and in partnership with the business community.

### ***Strategic Plan***

The Calgary Economic Development Strategy (CEDS) is the City's primary economic development strategy and provides vision for Calgary's economy from 2008 through 2018. CEDS focuses on "promoting innovation and creativity and increasing environmental security" through "sustainable, equitable, and manageable growth of Calgary's economy to 2018."<sup>31</sup>

### **Creation of CEDS**

The key players behind the creation of CEDS are the Mayor of Calgary, Mayor Bronconnier, and Murray Edwards. Mr. Edwards is one of Canada's top business leaders and President of EDCO Financial. He chaired the Murray Edwards Task Force, which was made up of both public and private sectors that reviewed Calgary's economic development needs. The Murray Edwards Task Force developed an economic development strategy for Calgary that would guide the activities of the four City-funded economic development agencies (Calgary Economic Development; Tourism Calgary; Calgary Technologies Inc.; and the Calgary TELUS Convention Centre) and the three levels of government within the Calgary region.<sup>32</sup> Thus, the Strategy was developed to provide direction to specific partners who are expected to implement it.

In addition to the Murray Edwards Task Force, a 17 member steering team provided "overall guidance and direction for the creation of CEDS." The steering team consisted of community and business leaders with a keen understanding of Calgary's economic development needs, opportunities, and challenges. The steering team also received input from Calgarians, the business community, government, educational institutions, and other organizations.<sup>33</sup>

### **Overview of CEDS**

The Calgary Economic Development Strategy is focused on building a new direction for Calgary's economic development, as Calgary emerges as a global city. This new direction in economic development looks beyond the traditional approaches to economic development and focuses on investing in and improving the skills of Calgary's workforce, developing entrepreneurs, workforce recruitment, and immigration, and providing technical infrastructure that supports and nurtures creativity and innovation. The overall goal of Calgary's economic development is to increase the prosperity of Calgary and enhance the city's quality of life, in an environmentally-sensitive manner. CEDS aims to achieve the critical balance between providing

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<sup>31</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>32</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>33</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

a quality of environment that will not only attract and retain business investment, but also the workers essential to Calgary's continued growth and success.<sup>34</sup>

CEDS has foundational, as well as aspirational focus areas. Foundational focus areas address essential issues in the short to medium term time frame, with a goal of ensuring and enhancing Calgary's competitive market position and quality of life. Aspirational focus areas of CEDS give long-term guidance for what the city should aim to become. The three main goals of CEDS are to focus on people and community, focus on business and enterprise, and focus on international reach.<sup>35</sup>

The City of Calgary believes that people should be the focus of its economic development. CEDS calls for focusing on people and the community by educating and engaging the citizens of Calgary, removing the barriers to meaningful employment, and enhancing the city's sense of place and experience. In accomplishing the objective of educating and engaging the citizens of Calgary, CEDS outlines specific actions. Actions for accomplishing this objective include:

1. Providing access to Canada's education system to all Calgarians
2. Creating the Calgary Business and Education Forum to link businesses with various levels of education and foster the sharing of needs and ideas
3. Developing the Calgary Center for Dialogue to encourage community interaction and discussion<sup>36</sup>

CEDS also calls for the creation of a labor force strategy to ensure that all Calgarians are able to contribute to Calgary's economy. To increase Calgary's sense of place and experience, CEDS outlines specific ideas on how to enhance Calgary's urban design. A foundational goal of increasing Calgary's sense of place and experience is establishing Calgary as an international center of art, culture, and design.<sup>37</sup>

The 2<sup>nd</sup> area of focus in CEDS is on business and enterprise and the growth of Calgary's traditional economy through "new and emerging opportunities." Specific goals include making Calgary the global center for the energy sector and making Calgary globally competitive in its other non-key sectors (financial services, health and wellness, transportation and logistics, environmental technologies, value-added manufacturing, niche ICT, creative industries and tourism and conventions). In addition, CEDS outlines strategies for providing smart infrastructure to business and creating an environment for smart ideas and innovation.

The final area of focus in CEDS is on international reach, and calls for the promotion and marketing of Calgary's reputation in business, tourism, innovation, arts, and culture. CEDS

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<sup>34</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>35</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>36</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>37</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

strives to create an international identity for Calgary by promoting the Calgary brand and identity, diversifying tourism and convention activity, and enhancing international business development and connections.<sup>38</sup>

### Implementation of CEDS

The implementation of CEDS is outlined in a detailed implementation plan. The implementation plan consists of the objectives, strategies, and specific actions associated with each of the three overall goals of CEDS. All of the specific actions associated with a strategy and objective have a time-frame in which the action is to be undertaken by. In addition, the implementation plan lists potential key partners for each action. The implementation plan also contains potential metrics through which the progress of each specific action can be measured. The potential metrics associated with each specific action provide a mechanism for benchmarking and monitoring the progress of CEDS. For example, to accomplish the objective of educating and engaging Calgarians, potential metrics include the number of masters and doctorate degrees awarded per capita, graduate level enrollment, post-secondary institution rankings and the percentage of Calgarians with a post-secondary education.<sup>39</sup> To measure whether CEDS has achieved an improved quality of live and experience in the City of Calgary, three economic indicators will be tracked. The economic indicators are performance based around the desired outcomes of CEDS, key economic indicators that profile structural changes in the economy and community success factors, and key milestones and results achieved by the city government and its partners.

A critical part of the implementation of CEDS is collaboration with other agencies, organizations, and development plans to maximize the potential economic gains of CEDS. CEDS calls for the creation of new partnerships with various city departments, regional partnerships, various levels of government, the private sector, industry trade associations, community organizations, public institutions, and organizations involved in community-based economic development. Strong leadership that is committed to the goals of CEDS is also essential to the accomplishing its objectives.

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<sup>38</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

<sup>39</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/ImplementationPlan-12.pdf>

## ***City Partner Economic Development Organizations & Initiatives***

### **Calgary Municipal Land Corporation**

The Calgary Municipal Land Corporation was created by the Calgary City Council and since 2007, has been a wholly owned subsidiary of the City of Calgary. The Calgary Municipal Land Corporation's mandate is "to implement and execute the Rivers District Community Revitalization Plan, a public infrastructure program approved by the City of Calgary and the Province of Alberta to kick-start Calgary's urban renewal." In the implementation of CEDS, Calgary Municipal Land Corporation is a potential key partner in enhancing Calgary's sense of place and excitement and expanding Calgary's position as a center of art, culture, and design.<sup>40</sup>

### **Calgary Chamber of Commerce**

The Calgary Chamber of Commerce is one of the largest chambers in western Canada, with a membership of over 3,500 members. The organization's mission is "to connect, serve and champion the Calgary business community in its quest to excel", while establishing links between innovation and the entrepreneurial spirit of Calgarians. The Chamber functions as a forum for debate, a public policy solution provider, and an outlet for networking with the various members of the Calgary business community. The Calgary Chamber of Commerce is listed as a partner organization to Calgary Economic Development.<sup>41</sup>

### **Calgary Regional Partnership**

The Calgary Regional Partnership is consists of "a strong coalition of municipalities that understands the synergistic relationship of local governments in the region." The Partnership was incorporated in 2003 and represents 15 communities in the Calgary area and 1.2 million residents.<sup>42</sup> Calgary Regional Partnership is involved in various projects focused on regional economic growth, planning, and economic development. Calgary Regional Partnership has partnered with Calgary Economic Development to "employ a collaborative approach to regional economic development", through the Calgary Regional Partnership's Economic Development Forum.<sup>43</sup>

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<sup>40</sup> Calgary Municipal Land Corporation [http://www.calgarymlc.ca/about\\_cmlc/about\\_us/about\\_us/](http://www.calgarymlc.ca/about_cmlc/about_us/about_us/)

<sup>41</sup> Calgary Chamber of Commerce <http://www.calgarychamber.com/about.html>

<sup>42</sup> Calgary Regional Partnership <http://www.calgaryregion.ca/crp/AboutUs.aspx>

<sup>43</sup> Calgary Regional Partnership <http://www.calgaryregion.ca/crp/media/57914/crp%20ec%20dev%20annual%20work%20plan%202008-2009.pdf>

## ***Regional Economic Development Partners***

### **Alberta Economic Development Authority**

The Alberta Economic Development Authority (AEDA) was created in 1994 by the former premier of Alberta and a Calgary businessman. The main goal of the Agency is to “create a strong, unified and influential voice for Alberta business -- a voice that would work in partnership with the provincial government to help generate wealth and employment for Albertans.” AEDA is a public-private partnership that advises the Alberta government on how to strengthen provincial economic performance. AEDA also provides feedback and review to economic development strategies that are under consideration by the provincial government or city governments. AEDA implemented its Strategic Plan for the province for the years 2009-2011. AEDA also assisted the City of Calgary in developing the Calgary Economic Development Strategy, which is Calgary’s primary economic development plan.<sup>44</sup>

### **Western Economic Diversification Canada**

Western Economic Diversification Canada (WEDC) is the federal government’s agent of economic development in the western portion of Canada. WEDC strives “to improve the long-term economic competitiveness of the West and the quality of life of its citizens by supporting a wide range of initiatives targeting three inter-related strategic outcomes – innovation, business development and entrepreneurship and community economic development.” WEDC has a regional satellite office in Calgary and also assisted in reviewing and developing the Calgary Economic Development Strategy.<sup>45</sup>

## ***Cooperation with Other City Plans, Policies, and Development Strategies***

The Calgary Economic Development Strategy was created with the intention of building upon the ideas and goals outlined in previous development plans by the City of Calgary. CEDS primarily aligns itself with imagineCALGARY, the City of Calgary’s 100-year sustainability plan “aimed at achieving the economic development goal of prosperity for all Calgarians.” imagineCALGARY and CEDS share common goals regarding Calgary’s economic system, social system, and environmental system, though CEDS is considered to be “more tactical in nature.” In addition to imagineCALGARY, CEDS is also very closely aligned with the Centre City Plan and the Integrated Land Use and Mobility Plan. CEDS is seen as the starting point for taking all previous economic development plans to the next level of implementation.<sup>46</sup>

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<sup>44</sup> Alberta Economic Development Authority <https://aeda.alberta.ca/about/Pages/default.aspx>

<sup>45</sup> Western Economic Diversification Canada <http://www.wd.gc.ca/eng/37.asp>

<sup>46</sup> Calgary Economic Development <http://www.calgaryeconomicdevelopment.com/files/Misc/CalgaryStrategy-13.pdf>

## C. London, Ontario

### *Background Information*

With a population of over 464,000, the City of London is Canada's 10th largest center and the population has grown approximately 6 percent in the last ten years. The median income in 2005 for all census families in London CMA was \$67,018 compared to \$69,156 in Ontario as a whole.<sup>47</sup> Also, the 2006 Census indicated that London City's total population was 348,690, which consisted of 269,020 non-immigrants and 75,620 immigrants, indicating that over 21 percent of Londoners were immigrants. In the Ontario Province, the total population is 12,028,895 with an immigrant population of just over 28 percent. London's municipal government is divided among fourteen council members and a Board of Control, consisting of four controllers and the mayor. London's current mayor is Anne Marie DeCicco-Best who was first elected in 2000.

### *Local Economic Development Overview*

The City of London's leadership has taken an initiative to diversify its economic base. Even though London's economy is predominately based in the manufacturing industry, which employs over 38,000 people, London has done the due diligence to incorporate workforce development into its overall economic development strategy. This has helped London upgrade the skills of its incumbent workforce, which is needed to attract and retain the advanced manufacturing sector.

While the City of London has had success in upgrading its incumbent workforce, local leadership grew concerned about the city's overall lack of high quality, high wage jobs. This led to creation of a strategic plan titled, "London's Next Economy." In 2005, the City of London's key economic development stakeholders collaborated on the aggressive strategic plan that spelled out 5 year and 15 year benchmarking goals. The plan called for London to move towards a knowledge-based economy by setting far reaching goals that would be achieved through collaboration among the London Economic Development Corporation, the TechAlliance and the Stiller Centre for Biotechnology Commercialization. While it appears that the plan has been modified in recent years, London's ED stakeholders still use the plan to guide policy and initiatives.

As the study recommended, the London Economic Development Corporation (LEDC) serves as the lead catalyst for economic development in the City of London. Formally, a municipal government agency, LEDC garners strong support from both the Mayor's Office and the London City Council. The City of London provides approximately 80 percent of LEDC's funding and the Mayor serves as an active board member for the organization.

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<sup>47</sup> Statistics Canada

<http://www12.statcan.ca/english/census06/data/popdwell/Table.cfm?T=202&SR=1&S=5&O=D&RPP=50&PR=35>

LEDC is the lead marketing and promotion agency for the City of London. It also serves as the point of contact for both business attraction and retention projects. LEDC collaborates with various local and regional non-profits economic development organizations to expand upon their special expertise and drive initiatives.

It should also be noted that in recent years the City of London, in partnership with LEDC has started to see resurgence in its downtown through innovative and aggressive marketing and incentive programs. These incentives are in response to the loss of retail dominance, a lack of business investment; declining levels of property maintenance; and, the closure and/or relocation of existing businesses. Since 2000, the private sector has invested, on average, \$27 million dollars annually in the Downtown core. This investment has led, amongst other projects, to the construction of 11 new residential towers housing 3,000 new residents in the downtown.

#### London Economic Development Corporation (LEDC)

LEDC is the primary economic development entity in the City of London. A partnership between the City of London and local private sector business, LEDC is governed by a board of distinguished business, educational and political leaders. It has a staff of twelve economic development professionals, where eight of the twelve positions are director-level. Specifically, the LEDC staff specializes in particular sectors of business and workforce development. A quick description of the senior-level staff breakdown is as follows:

- Director, Marketing Communications and Director, Business Development, Corporate Services
- Director, Business Growth and Retention
- Director, Workforce Development
- Director, Research & Business Development
- Director, Business Development, Technology
- Director, Business Development, Automotive, Advanced Manufacturing, Food Processing, and Logistics Sectors
- Director of Business Development for Life Sciences
- Director, Information Development

Organizationally, LEDC is a partnership between the City of London and the private sector. Its goal is to attract new investments and grow existing investments in London. Led by a fourteen-member board of business, education and political leaders, LEDC's leadership has made strategic planning a yearly event. While most of the content in LEDC's strategic plans are confidential, the organization does publish its sector approach to economic development. Here is a breakdown of LEDC's strategic growth sectors:

- Renewable Technologies
- Manufacturing (Automotive and Agri-food/Food Processing)
- Life Sciences

- Information Technology
- Contact Centers

### *Renewable Technologies*

LEDC is working to expand London's capabilities to support solar panels, wind energy, bio-mass, geothermal equipment and bio-fuels R&D and production. Specifically, the University of Western Ontario has researchers working on solar cell materials, hydrogen storage, polymers for batteries and bio fuel production. Also, Fanshawe College's School of Applied Science & Technology has developed a solar powered electric golf cart prototype and is researching greener, smarter and more efficient power grids.

London has already invested in bio-gas production with the first urban production facility in Ontario underway. In terms of workforce development, the existing strength of London's manufacturing sector complements the manufacturing and retooling of components for green technologies.

### *Manufacturing*

LEDC's has focused its manufacturing efforts on two specific industries, which are automotive and agri-food processing. Specifically, the Canadian automotive sector is the world's 7th largest and Canada's biggest contributor to manufacturing GDP (14 percent in 2001). The automotive sector directly or indirectly employs more than 500,000 Canadians. Over 90 percent of Canadian automotive production is shipped duty-free to the U.S.

Moreover, agri-food processing is the second largest manufacturing industry in Ontario. For example, the food, beverage and tobacco products industries employed 100,000 people in Ontario for 2001 while mixed farming, animal production and crop production employed a further 81,000 people. There are almost 60,000 farms in Ontario covering 13.5 million acres and including over 9 million acres in crops.

### *Life Sciences*

The Life Sciences sector employs over 18,000 people at London hospitals and research institutions, including over 2,000 researchers. More than \$145 million is granted to research activities at The University of Western Ontario, \$50 million at the Lawson Health Research Institute, and nearly \$40 million at the Robarts Research Institute (Canada's largest privately-funded medical research facility).

LEDC is working with other industry leaders to expand the number of life science entrepreneurs in London. To do so, LEDC partnered with a number of organizations to develop the Stiller Centre for Technology Commercialization, a 50,000 square foot facility, located at Western's Research Park, which provides support and services for early stage companies.

### *Information Technology*

London has more than 350 information technology (IT) companies focused in interactive game development, manufacturing plant floor software, financial services, asset management and TV cable systems middleware and other sectors. London's talented IT labour force is greater than 8,000 representing more than 3 percent of the total labour force.

LEDC actively works with the local educational institutions to make sure London's worker pipeline can meet the demands of the IT sector. The University of Western Ontario offers programs in Computer Science and Software and Computer Engineering graduating close to 170 students each year. Fanshawe College offers a number of Information Technology, Networking and Systems programs graduating close 250 students each year.

### *Contact Centers*

The London Contact Center cluster has 40+ contact center companies with a labor force of more than 7,000 people representing 2.6 percent of the labor force. An initiative of the LEDC, the London Contact Center Association (LCCA) promotes business growth in the call centre sector. It facilitates access to resources and supports educational programs for the development of call centre management skills.

### ***Strategic Planning & Initiatives***

#### *LEDC*

Since 2005, LEDC has not published another strategic plan. LEDC's internal strategic plan is reviewed every year and remains confidential. LEDC is using a business approach to measure their level of success. LEDC uses empirical economic development performance metrics that are reviewed on annual basis. Some of those metrics include the number of jobs created and the amount of infrastructure investment being made in key industry clusters as well as the number of companies started or relocated to the City.

#### *"London's Next Economy"*

In September 2005, LEDC and regional partners, the TechAlliance & the Stiller Centre for Biotechnology Commercialization, combined their efforts to write "London's Next Economy," which embodied their strategic goals for London's economic transformation. The plan started out as a mandate from the London City Council to make sure civic investments in London's Life Sciences sector were being invested efficiently and without duplication of effort among the three organizations. With the encouragement of the city and each participating organizations' boards, the mandate expanded to include a review and action plan of the city's collective economic development efforts to become a leading knowledge-based economy.

The plan called for action using leading knowledge based economies of Canadian cities of Kitchen-Waterloo, Ottawa and the US cities Boston, MA, San Diego, CA, Minneapolis, MN, Austin, TX, and Raleigh, NC as a benchmark.

First the plan summarized London's economic woes. It was determined that London was at an economic crossroads. The four causes for its current state are:

- London is a knowledge exporter
- London's economy is too dependent upon "branch plant" operations.
- London is grossly undercapitalized
- London has no consistent measurement of its success

The vision for "London's Next Economy" was outlined in 5 year and 15 year end goals.

*5-Year End Goal:*

*"In 2010, London will be recognized as the hub of the emerging Great Lakes Area, a new economy hotbed..."*

*15-Year End Goal:*

*"In 2020, the Great Lakes Area will globally-recognized as a leading wealth creation powerhouse...."*

The plan spelled out a mission statement and the following values:

- London must become more regionally focused
- London must be prepared to "ante" to play in the new economy
- London's prosperity agenda must complement its quality of life legacy

Next, the plan outlined London's new business development objectives:

- Accelerate London's Growth and Global Competitiveness
- Expand London's Knowledge base
- Increase London's Innovation Capacity

The plan ultimately listed the following strategies and the tactics to achieve each goal:

- Consolidate, Coordinate, and Regionalize economic development efforts
- Augment Business Attraction and Expansion
- Develop an 'Organic Growth' Plan
- Launch a Capitalization Program
- Leverage Local Assets to Improve Business Environment

Due to the fact that the progress of “London’s Next Economy” has not been made public it is difficult to determine its level of success. More recently, LEDC, the London City of Council, and the City of London’s downtown development entity, London Downtown, Inc, have conducted internal strategic plans.<sup>48</sup>

### *London City Council*

In 2006, the London City Council published a strategic plan for 2007-2010. It included economic development measures such as economic prosperity, infrastructure renewal & expansion, community vitality, environmental leadership, and creative, diverse & innovative city. The Council plan called for the use of three basic principles of performance management; strategic priorities, clear objectives, and regular evaluation & reporting. It also identified eight strategic priorities that provide the organization direction. The city’s performance will be based on objectives and performance benchmarks against comparable municipalities. The Council will review its performance on an annual basis to determine progress. The plan does not make numerical goals public. However, the council releases an annual report card on each strategic measure listed in the plan that highlights a select number of London’s economic indicators versus its peer municipalities.

### *“Perspectives” Newsletter*

In conjunction with the Mayor’s Office and the City Council, LEDC also participates in an annual newsletter titled, “Perspectives.” Essentially a marketing piece, it highlights the city’s economic development successes of the past year in the background of the current regional, national, global economies. While at the same time, it serves to inform the public of the direction that the LEDC plans move towards in the upcoming year and tell success stories of specific London businesses and economic development related initiatives.<sup>49</sup>

### *Downtown Initiatives*

While not a key factor in “London’s Next Economy,” the revitalization of London’s downtown has emerged as a successful venture. In 2008, the London Downtown Task Force comprised of local business owners and stakeholders, created “A Blueprint for Action,” which is a 10 year strategic plan for the continued success and redevelopment of London’s downtown. The 72 page plan calls for the following three measures:

- Double the number of people living in London’s urban core.
- Make Dundas Street the most exciting street in London
- Make downtown London the greenest in Canada

The plan spells out a 32 recommendations of action to achieve success.<sup>50</sup>

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<sup>48</sup> London’s Next Economy [http://www.london.ca/Consultant\\_Resources/PDFs/LondonsNextEconomy.pdf](http://www.london.ca/Consultant_Resources/PDFs/LondonsNextEconomy.pdf)

<sup>49</sup> Perspectives [http://www.ledc.com/\\_pdf/perspectivelondon2010/PerspectiveLondon2010.pdf](http://www.ledc.com/_pdf/perspectivelondon2010/PerspectiveLondon2010.pdf)

<sup>50</sup> A Blueprint for Action [http://www.downtownlondon.ca/libs/spaw/uploads/files/DT%20Task%20Force%20Doc\\_22.pdf](http://www.downtownlondon.ca/libs/spaw/uploads/files/DT%20Task%20Force%20Doc_22.pdf)

The City of London Municipal government also plays a role in its downtown development by constantly reviewing and revising its downtown development master plan. The city partners with Downtown London, Inc to market and promote its downtown real estate and downtown incentive programs. The financial incentives for the downtown London area include:

- The Heritage Building Improvement and Assessment/Condition Grant Program
- The Awning, Signage and Decorative Lighting Grant Program
- The Forgivable Facade Improvement Loan Program
- The Non-Street Front Facade Improvement Loan Program
- While EDC is the lead economic development organization for the City of London, it relies on other municipal offices and private sector partners to help meet its economic development goals.

### ***LEDC Partners***

Acting as the hub, LEDC works with multiple regional and local organizations. While some organizations, like the London Regional Manufacturing Council & Good Move London, are direct off shoots of LEDC, others such as the London Chamber of Commerce are completely separate organizations. The London Chamber will often align itself with LEDC for economic development related causes, but it can also take economic policy stances that LEDC cannot independently support. This, at times, means that Chamber might speak out against actions taken by the Mayor and Council and can put the Chamber and LEDC at odds with each other.

Here is an overview of the most active players in London’s economic development efforts:

#### *London Chamber of Commerce*

The London Chamber of Commerce is a non-profit organization that focuses its efforts mainly on supporting public policies that encourage business growth and development in the London region. The Chamber is careful not to duplicate any of the economic development services maintained by LEDC. To do so, the Chamber CEO sits on the LEDC’s Board of Directors to ensure the Chamber can support new public policies and incentives that can facilitate targeted growth in London.<sup>51</sup>

#### *Good Move London (Marketing and Attraction Website)*

The “Good Move London” website was established by LEDC and serves as a one-stop site for getting to know London. The website offers specifics on topic areas such as: housing, environmental friendliness, faith and religion, school districts, entertainment options among other lifestyle considerations. LEDC then handed over the maintenance of the website to the

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<sup>51</sup> The London Chamber of Commerce <http://www.londonchamber.com/>

London Public Library System, whose staff answers all the inquiries about London that originate from the “Good Move London” website.<sup>52</sup>

#### *London Regional Manufacturing Council*

The London Region Manufacturing Council (LRMC) is solely managed by an LEDC employee. In partnership with the Canadian Manufacturers & Exporters Association (CME), LRMC is a business retention and expansion program that also provides increased networking opportunities for the regions manufacturers. Like most councils or associations, the LRMC is able to speak with one voice on behalf of the manufacturing sector.<sup>53</sup>

#### *London Small Business Centre (SBC)*

The London SBC supports entrepreneurial and small business development through advisory services, networking opportunities and business plan competitions. The SBC is funded by its five founding members: the City of London; the Chamber of Commerce; Ontario's Ministry of Economic Development and Trade; the University of Western Ontario; and Fanshawe College.

The SBC offers a unique youth entrepreneurship program that has proven to show results. The “Summer Company Program” is a grant with two components consisting of up to \$1,500 each for a total of up to \$3,000 per successful youth candidates. It is a competitive program with a limited number of grants awarded each year.<sup>54</sup>

#### *London Downtown Business Association (LDBA)*

LDBA is the London Downtown Business Association, an incorporated organization which represents merchants and property owners within an area designated by the City of London under the Ontario Business Improvement Act. The LDBA is funded by a levy collected by the city and the volunteer elected LDBA board acts as a board of management.<sup>55</sup>

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<sup>52</sup> Good Move, London <http://www.goodmovelondon.com/home/>

<sup>53</sup> London Regional Manufacturing Council <http://www.manufacturinglondon.com/home/>

<sup>54</sup> London Small Business Centre <http://www.sbcentre.ca/>

<sup>55</sup> London Downtown Business Association <http://www.downtownlondon.ca/>

## ***Regional Economic Development Partners***

### *Southwest Economic Alliance*

The Southwest Economic Alliance (SWEA) is an advocacy group whose members include southwest Ontario's 15 counties, the region's municipalities, academic institutions and the private sector. Mainly, SWEA works to transform southwest Ontario's economic landscape by reducing the competition between EDOs. SWEA believes that by working cooperatively as a region, economic developers in southwest Ontario can better recognize and harness the potential employment growth of its agri-processing and manufacturing clusters. Also, SWEA is working with Richard Florida to implement a creative class initiative. This initiative seeks to identify the creative class in Ontario and develop specific incentives to expand opportunities for the creative class to thrive.<sup>56</sup>

### *Stiller Centre for Biotechnology Commercialization*

The Stiller Centre is located in London's Research Park and serves as the commercialization intermediary for London's start-up technology companies. In partnership with the Small Business Centre, TechAlliance and LEDC the Stiller Centre provides 55,000 square feet of space and 14,000 square feet of wet laboratories along reduced administrative costs and help with regulatory issues. LEDC then works with the Stiller Centre to locate expanding firms in London that have outgrown the incubation space.<sup>57</sup>

### *TechAlliance*

The TechAlliance provides education and networking opportunities to accelerate business growth for small-to-medium enterprises. Since 2002, the TechAlliance has facilitated over \$3 million in investments through the TechAlliance Venture Services. In addition to offering a ten week course on entrepreneurship, the TechAlliance has partnered with the Southwestern Ontario Angel Group (SWOAG), which is an angel investment group made up of professional investors whose purpose is to support economic development in London and the Southwestern Ontario region.<sup>58</sup>

### *University of Western Ontario*

The University of Western Ontario, through both Research Western and its research parks is an active participant on the governing bodies of organizations such as TechAlliance and the LEDC Board. As LEDC moves to reposition itself as a leader in the *Life Sciences* industry, it worked with the University of Western Ontario to support the London Regional Innovarium, a \$35M CFI-OIT project which provides animal care facilities while supporting the work of biomedical research teams. Also, the London Regional Proteomics Centre houses a number of facilities for

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<sup>56</sup> Southwest Economic Alliance <http://www.swea.ca/>

<sup>57</sup> The Stiller Centre for Biotechnology Commercialization <http://www.stillercentre.com/>

<sup>58</sup> The Tech Alliance <http://www.techalliance.ca/>

protein discovery and analysis, including the ORDCF-funded Western-led Ontario-Wide Protein Identification Facility, that enable collaborative research designed to investigate the precise role of proteins in health and disease.<sup>59</sup>

## ***Provincial Economic Development Efforts***

### *Ontario Ministry of Economic Development and Trade*

The Ontario Ministry of Economic Development and Trade (MEDT) is the provincial governing body for economic development. The City of Toronto Economic Development and Culture Division (EDC) heavily relies on MEDT for consultation and support through financial incentive programs for its companies and for community development.

The goal of MEDT is to grow the economy, support businesses of all sizes, and to help them compete in the global economy. Beyond incentive programs, MEDT partners with EDC to attract new business growth and investment, as well as promote Toronto's goods and services abroad.

MEDT is a non-biased organization that provides its services and incentives to all cities that fall within its jurisdiction.

### *MEDT Programs and Services*

General programs for business and community development:

- *Next Generation of Jobs Fund* - A fund to support environmental advances.
- *Eastern Ontario Development Fund* - A grant program to attract investment and support job creation in eastern Ontario.
- *Communities in Transition Initiative* - A program that provides assistance to Ontario communities and industry sectors facing economic development challenges.
- *Advanced Manufacturing Investment Strategy* - A loan program to encourage manufacturing companies to invest in leading-edge technologies.
- *Energy Connections* - Energy Connections supports long-term partnerships for Ontario manufacturers and suppliers across the range of Canada's energy supply chains.

Program resources for small business:

- *Ontario Business Program Guide* - A resource for Ontario government programs for small and medium-sized businesses.

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<sup>59</sup> The University of Western Ontario <http://www.uwo.ca/>

Other programs:

- *Ontario Emerging Technologies Fund* – The Fund will co-invest — with qualified venture capital funds and other private investors.
- *Innovation Demonstration Fund* – The Fund provides financial support of up to 50percent of eligible costs to help Ontario companies with the commercialization and initial demonstration of their technologies.
- *Programs and Services for Ontario Exporters* - MEDT's International Marketing Branch's International Marketing Consultants provide programs and services.
- *Programs and Services for Investors* - To help you quickly find incentive/permitting information for Ontario.<sup>60</sup>

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<sup>60</sup> Ontario Ministry of Economic Development and Trade [http://www.ontariocanada.com/ontcan/1medt/en/home\\_en.jsp](http://www.ontariocanada.com/ontcan/1medt/en/home_en.jsp)

## VI. Panelist and Staff Bios

### Ian Bromley

Ian Bromley has worked in the economic development field for over twenty years, leading teams at city and provincial levels of government, and public-private partnerships. Mr. Bromley has extensive experience teaching, consulting, and advising on economic development in Canada, the U.S., China, Brazil, New Zealand, Japan, and Europe.

Mr. Bromley currently serves as Immediate Past Chair of the Washington, DC-based International Economic Development Council (IEDC), the world's largest professional association for economic development practitioners. During his tenure as Chair, Mr. Bromley focused on building the international activities of IEDC and particularly on creating a renewed International Network of Economic Developers to bring together national and international economic development practitioners and organizations.

Mr. Bromley recently returned to Canada after serving for three years as the Chief Executive Officer of Sheffield Development Company in England. In this role, he brought together agencies Sheffield One (City Centre Regeneration Company) and Sheffield First for Investment (Inward Investment Agency) and expanded the company to focus on building new capacities in marketing and branding, innovation and the knowledge economy, and regional economic development.

Prior to that, Mr. Bromley held a number of progressively senior positions in Management Consulting (Boston Consulting Group), Economic Development, Communication, Marketing and Innovation Development in the private and public sectors. Mr. Bromley also served the Government of Ontario, Canada as Director of Urban Economic Development, Director of Economic Development Strategy and Director of Infrastructure and Innovation.

Mr. Bromley holds a BA (Hons) in Business Administration (With Distinction), MA in Economics (Cum Laude), and Executive MBA, granted by two of Canada's top-ranked universities. He has served as a board member of the Greater Toronto Marketing Alliance, the Toronto Financial Services Alliance, the Ottawa Partnership, the Waterloo Accelerator Centre, the Economic Development Council of Ontario, and the Innovation Systems Research Network. Ian is also a member of the Editorial Board of the Local Economy Journal, published by London Southbank University.

Ian lives in Toronto with his wife Carolyn, and his three children.

## **Liz Thorstensen**

Elizabeth, "Liz", Thorstensen serves as a Senior Associate at IEDC. She works on a wide variety of technical assistance and research projects related to economic development. Liz's work over the past two years has largely been focused on the intersection of sustainability and economic development. In 2009, Liz coauthored the *Climate Prosperity Handbook*, a guide to informing communities of the economic benefits of proactively pursuing sustainable development and climate action strategies. She also was a coauthor of IEDC's recent report on *Creating Quality Jobs*, and is the project manager and primary author for an upcoming report on how states are preparing for the low-carbon economy.

Liz is also the project manager of IEDC's Accredited Economic Development Organization (AEDO) Program, a means of recognizing professional excellence in economic development organizations. Prior to joining IEDC, she worked directly with domestic and international communities, aiding them in revitalization and sustainable development efforts.

Liz earned her bachelor's degree from the University of Maryland in Geography and GIS and holds master's degrees in Urban Planning and Local Economic Development from the University of Illinois Urbana-Champaign and the London School of Economics respectively.

## **Sharon Ward, CECD**

Sharon has worked for more than 23 years in economic development and has earned peer certification through both CUED and AEDC. Her initial economic development experience was as research director for a newly-formed economic development organization in Northeastern PA. She reviewed and synthesized the findings of community-wide task force studies into a marketing package. This included work with local stakeholders and staff to address the SWOT findings. She then assumed responsibility for both research and marketing and worked directly over the next 12 years on 88 new company locations.

While working at the community-level, Sharon chaired a volunteer regional initiative to combine the marketing efforts of nine counties in Northeastern PA into what is now Penn's Northeast. The organization achieved permanent funding and full-time staffing in 1998 to manage the multi-county Northeast PA business retention and expansion program and as the premier marketing organization for the region.

In 1998, she moved to utility economic development for PPL Corporation. Working with 29 counties in central eastern Pennsylvania, Sharon directed marketing activities and managed community partnership programs for PPL to bring jobs and economic prosperity to the region. In 2001, PPL went through major restructuring and downsized the department from 9 employees to 1. As the sole survivor, Sharon became the economic development director for PPL.

Sharon is the chair of the International Economic Development Council's AEDO committee and has led seven national accreditations. She has earned a B.S. and M.B.A. from Oklahoma State University and is the published author of the *Company Relocation Handbook*.

## Appendix I: List of Organizations Interviewed

**\*Indicates organization was invited but did not attend**

1. Atlantic Canada Opportunities Agency
2. Atlantic Gateway Council
3. CRA
4. Dalhousie University
5. Destination Halifax
6. Downtown Halifax Business Commission
7. Fusion Halifax
8. Global Public Affairs
9. Greater Halifax Partnership
10. Halifax Chamber of Commerce
11. Halifax Global
12. Halifax Regional Municipality
13. Halifax Stanfield International Airport
14. Maple Trade Finance
15. Nova Scotia Department of Labour and Workforce Development \*
16. Nova Scotia Office of Immigration\*
17. Nova Scotia Economic and Rural Development
18. Nova Scotia Business Inc.
19. Port of Halifax
20. Saint Mary's University
21. Spring Garden Area Business Association

22. Stewart McKelvey Sterling Scales

23. Trade Center Limited