

Community Planning & Economic Development Standing Committee
June 12, 2014

TO: Chair and Members of Community Planning & Economic Development
Standing Committee

SUBMITTED BY: Original signed by:

Maggie MacDonald, A/Managing Director, GREA

DATE: June 3, 2014

SUBJECT: *Now or Never: An Urgent Call to Action for Nova Scotians*
The Report of the Commission on Building Our New Economy

INFORMATION REPORT

ORIGIN

March 4, 2014 - MOVED by Councillor Nicoll, seconded by Councillor Karsten that Halifax Regional Council request:

1. A staff report that examines the role of HRM in the implementation of, and alignment with *Now or Never – an Urgent Call to Action for Nova Scotians*, including giving consideration to possible revision and update of HRM's Economic Strategy and impacts and implications with respect to delivery by departments and agencies responsible for HRMs economic development, and to also identify other related areas that may require further study and alignment; and
 2. That the Mayor write a letter to the Premier, opposition leaders and UNSM President outlining HRM's readiness to work in partnership to develop the province-wide response to the report.
- MOTION PUT AND PASSED UNANIMOUSLY

LEGISLATIVE AUTHORITY

Business and industrial development

71 (1) The Municipality may
(a) solicit and encourage the establishment and development of new, and the establishment, development and expansion of existing institutions, industries and businesses in and around the Municipality;

(b) publicize the advantages of the Municipality or any part of the Municipality and the surrounding areas as a location for the establishment and expansion of institutions, industries and businesses;

(c) pay grants to a body corporate for the purpose of promoting the Municipality or any part of the Municipality and the surrounding areas as a location for institutions, industries and businesses;

(d) prepare and disseminate information about the Municipality or any part of the Municipality and the surrounding areas for the assistance of institutions, industries and businesses intending to locate or expand in the Municipality or the surrounding area.

BACKGROUND

The Government of Nova Scotia created the Commission on Building Our New Economy in November 2012. Chaired by Ray Ivany, the Commission consulted widely with Nova Scotians. It produced an interim report in May 2013 and a final report in February 2014.

The Commission's core message is that Nova Scotia is today in the early stages of what may be a prolonged period of accelerating population loss and economic decline. The report notes, that "these negative prospects are not, however, inevitable or irreversible."

The Commission's Report – *Now or Never: An Urgent Call to Action for Nova Scotians* – (Now or Never) spells out the state of the province and points out provincial assets and opportunities. The report can be found at <http://onens.ca/>. Attachment A summarizes section 1 of the report.

The core of Now or Never is a set of 19 ambitious "Goals for Transformation". Each goal has a clear and challenging target to achieve by 2024. Now or Never also identifies 12 new strategic directions, or "game changers", needed to achieve the goals for transformation. Now or Never also highlights the crucial importance of attitudes.

Attitudes

What attitudes need to be changed?

- *General* – "There is a clear need for Nova Scotians to come together and consider not only who gets what from our collective pie, but how we can make it bigger for all to share." (Page 6 in Now or Never)
- *Importance of economic development* – The CRA Study of Nova Scotian attitudes (Pages 218 – 233) notes that "there is widespread recognition that economic growth is crucial to the province's ability to deliver essential public services." A challenge is turning this general understanding into support for projects and activities supporting economic development.
- *Importance of immigration* – Solving Nova Scotia's demographic problem will involve bringing in more immigrants, welcoming and retaining them. The CRA Study notes "there is reasonably high level of recognition that the population in Nova Scotia needs to grow over the next decade, although there appears to be some resistance to immigration as a solution."
- *Importance of Halifax* – Past thinking assumed that rural areas must somehow diminish if Halifax grows. Now or Never notes that "a small province or region needs a few dynamic urban centres to consolidate the elements essential to growth and innovation across its whole

economy.” (Page 27) “If wisely planned and managed, this growth will generate positive linkages and spread effects for other areas of the province.”(Page 42).

Assets

Now or Never notes that “If, however, the province is able to pursue a different path – one that embraces change and renewal, and builds on its assets and opportunities – it may be possible to stabilize economic and population trends and then, gradually, to start building a much more positive future.” (Page 36) Among the assets, Now or Never highlights the “spreading impacts of growth of Halifax” (Page 42) “If wisely planned and managed, this growth will generate positive linkages and spread effects for other areas of the province.” (Page 42) Many of the other assets highlighted in the “Assets and Opportunities” section of Now or Never are driven from Halifax.

Activities

In the months since the release of Now or Never, there has been considerable discussion of its contents. Numerous organizations have sought to demonstrate how the work they do fits with the recommendations of Now or Never. There have also been many articles in the press.

At the municipal level, Now or Never has also had widespread discussion.

- HRM staff considered the report internally.
- HRM staff discussed the report with provincial officials.
- The Atlantic Mayors Congress in Charlottetown discussed the report which, although written about Nova Scotia, resonates strongly with officials in other Atlantic provinces.
- The Greater Halifax Partnership’s annual State of the Economy Conference on May 22, 2014 discussed the report, focusing on the need to change attitudes as a first step.
 - GHP presented the “Halifax Pledge” designed to encourage individuals to make a personal commitment to thinking and working differently.
 - The meeting also introduced the concept of an “innovation ecosystem” as a way to think about how to work on issues raised in Now or Never.
- UNSM hosted a Truro event devoted to the report on May 23, 2014.
 - The province suggested municipalities could advance the Now or Never ideas by collaborating effectively, supporting private sector development, creating welcoming communities, doing strategic land use planning and making strategic investments

On June 2, the province announced the composition of the 15 member Task Force that will formulate a 10 year economic and population plan to implement the recommendations in Now or Never. The task force will deliver the plan in December 2015.

DISCUSSION

In March 2014 Regional Council requested a staff report that:

- examines the role of HRM in the implementation of, and alignment with, the report
 - gives consideration to:
 - possible revision and update of HRM’s Economic Strategy

- impacts and implications with respect to delivery by departments and agencies responsible for HRMs economic development, and
- identifies other related areas that may require further study and alignment

This information report responds to the request from Regional Council.

The Report

For people who have been paying attention to the Nova Scotia economy, there is little new in Now or Never. The province has faced a series of economic challenges over the past 20 years. Now or Never references *Creating Our Own Future*, the 1991 Voluntary Planning document which highlighted some of the same issues. Now or Never pulls together many ideas that have been discussed in the intervening years. Through its extensive consultations, the Commission has put the challenges squarely out for public discussion.

Attractiveness of Halifax

Now or Never suggests specific areas where Nova Scotia must act. For many of them, there are things Halifax can do both directly and through arm's length agencies.

Underpinning any specific actions Halifax might take to deal with the topics of population, economic and business development and governance/finance lies the challenge of making Halifax as attractive a place as possible for both current and potential residents and businesses.

Making Halifax a place where people want to live and work is probably the most helpful general thing that the municipality can do to support achievement of the goals in Now or Never. If Halifax becomes a more attractive place for young people, immigrants, entrepreneurs and innovators, people will come and stay. If Halifax's attractiveness diminishes, it will be more difficult to attract people and keep them here, even if the province and the municipality mount a collection of programs with specific targets. Making the city run better is a crucial general foundation on which to build specific programs to achieve specific objectives. Keeping the municipal finances in good order, delivering the services that residents expect from a well-run municipality, offering a range of experiences for residents to enjoy will all contribute to making Halifax a place where people want to be. All parts of the municipal machinery have to work well and continue to improve over time.

Role of HRM in the implementation of, and alignment with *Now or Never*

As home to over 40% of the province's population and source of over 50% of the province's Gross Domestic Product, Halifax's response to Now or Never will have a significant impact on its implementation and achieving the goals for transformation.

There are at least two levels of implementation that involve Halifax. One is at the overall implementation leadership level, advocating action and leading by example. The second is at the practical level of implementing programs and projects that will help the province achieve the

Now or Never targets. Halifax needs to lead at both levels. Initial work by elected officials and staff and organizations like GHP is already demonstrating that leadership.

Activities

A review of Now or Never's transformational goals suggests some areas for Halifax to focus on:

- **Population Goals:** Halifax currently leads the work on a Local Immigration Partnership and Welcoming Community. The Memorandum of Understanding (MOU) with post-secondary education institutions should improve student retention. GHP's Connector program also supports the report's population goals by helping newcomers and young people integrate into the business community/workforce.
- **Economic Development Goals:** The private sector and the provincial government must lead the work on many of these goals. Halifax currently works in support of many of them. Examples include: GHP's business retention and expansion program, the mayor's celebrate business program and visits to businesses, general support for economic development by the Mayor and Regional Council, and the post-secondary MOU. Support for Destination Halifax and the new Halifax Convention Centre contribute to expanding the tourism sector.
- **Governance and Fiscal Goals:** Halifax has offered to contribute to the province-wide implementation plan for Now or Never. Development of that plan has just begun. Halifax's experience with amalgamation and the good fiscal health of the municipality already contribute to the achievement of these goals.

Now or Never sets targets for 2024. As Halifax develops its future plans, expanding support for activities in the target areas needs to be a part of Halifax's corporate planning.

Alignment

A Greater Halifax, the municipal economic strategy, and its predecessor, *Strategies for Success*, were both developed after widespread consultation. It is not surprising that the thrusts of both strategies align well with the directions set in Now or Never, also built on extensive consultation.

Nothing in the Halifax economic strategy runs counter to the directions proposed in Now or Never. Some elements of the Halifax plan are specific to particular municipal needs e.g. improvements to the regional centre and adoption of a clearer brand. While not contributing directly to the achievement of specific Now or Never goals, a more vibrant regional centre and a clear, bold brand should both support making Halifax a more attractive place.

The Halifax economic development strategy also notes the importance of a better business climate, the attraction and retention of talent, and building on growth opportunities. These three goals overlap the thrust of Now or Never. These areas need continuation and deepening of work already underway.

In the period between now and the release of the Now or Never Task Force's plan, Halifax has an opportunity to support the work of the task force as it prepares its plan, to strengthen the work the municipality is already doing in support of the Now or Never directions, and lend a sense of urgency to the ongoing work to move Nova Scotia ahead.

Impact on Economic Strategy

As noted above, there is good alignment between the Halifax economic development strategy and Now or Never. Building Halifax support for Now or Never does not require significant changes to the directions set by either the Council endorsed Halifax economic development strategy or the municipality's priority outcomes.

What will be required is ongoing assessment Halifax staff work and that of the outside agencies Halifax works with to make sure efforts align as closely as possible with Now or Never.

Some of the means to reach the goals of Now or Never are currently beyond the scope of what Halifax can do under the HRM Charter. The work underway to update the Charter is the place to tackle areas where the municipality might like to be engaged but currently cannot. As an example, many of the processes that Halifax uses for property development area spelled out in the Charter. A more permissive approach could allow HRM the flexibility to consider innovative policies and programs which speed up processes, improve the business climate, make Halifax more attractive and lead to more businesses starting, growing, exporting and providing more employment.

Impact on HRM Service Delivery

Almost every element of the work of Halifax municipal staff, in so far as it makes the city a place where people and businesses want to be, has an impact on issues raised in Now or Never. A safe city with well-functioning infrastructure, affordable housing, good schools, efficient transit, available recreational and social opportunities, and a positive business climate will attract and retain residents. Making the day to day work of the police and fire services, public works, community and recreation and other elements of the city structure effective is the crucial base on which other municipal activities (and provincial and private sector work) must be built.

Now or Never notes the need for "a shared commitment to sustainable development and regulatory excellence" (Page 55). Halifax plays a key role here. Work has begun on a joint provincial/municipal approach to services to business. That work needs to continue. Simultaneously, the updating of the HRM Charter offers an opportunity to explore new ways of doing things with potentially new municipal powers. Now or Never specifically notes the need for municipal government reform that evaluates the effectiveness and sustainability of current service responsibilities, aligns tax policies with economic growth objectives, and reduces the regulatory burden. The HRM Charter Review is an ideal way for municipalities to begin this conversation with the Provincial government, and identify what the shared commitment noted above might mean in practice.

In discussions that have taken place about Now or Never, there has been a focus on the need for more of an "experimental mindset" as Halifax approaches its work. Other cities in Canada and internationally seem to have been more prepared to try things, keep those that work and abandon those that don't rather than waiting for the perfect program. Taking such an approach will require changing attitudes.

Updating the HRM Charter offers an opportunity to think differently about both the basis of the provincial/municipal relationship and how Halifax does its day to day work. Moving ahead aggressively with the Charter update should be a priority.

Other Related Areas

Now or Never calls for an attitude shift. One aspect of that shift is the need to think in a more connected way about economic development. The “Innovation Ecosystem” model presented at the State of the Economy conference in May offers ways for Halifax better connect the wide ranging activities already underway to improve support for economic development specifically and for making Halifax a more attractive place generally. The approach also shows how Halifax might tie together work on updating the Regional Plan and launching the Centre plan, implementing the proposals from “Downtown I’m In” and the healthy communities events, incorporating the opportunities arising from changes to the Cogswell interchange, support for the Local Immigration Partnership and welcoming community work, rethinking Halifax’s role in housing and homelessness, and the recent Clairmont Review of the 2008 Roundtable report on violence.

Advocacy

Now or Never is careful to point out that achieving the targets it sets will require input from all Nova Scotians. Governments alone cannot achieve the targets. Nor can the private sector. There needs to be a level of collaboration that Nova Scotia has not seen in recent years. Halifax can be an advocate for that increased collaboration and a champion of it.

Next Steps

At a recent meeting about Now or Never, staff agreed to several immediate follow up steps:

- (1) While continuing to try to streamline the development approvals process for the municipality, work to accelerate the rewriting of the Halifax Charter.
- (2) Push ahead work on Access to Business changes already underway with the province.
- (3) Set up a work group to look at work with businesses. (What began as a discussion of making Halifax more friendly to business start-ups evolved into a discussion of where best to put efforts to support businesses. The first job of the group would be to determine the best target for our efforts, building on the learnings of the recent GHP *Halifax Head and Regional Offices* report.)

The direct economic development work of GHP, the Business Improvement Associations and Destination Halifax already includes activities which align well with the goals set out in Now or Never. As these agencies move into planning for 2015-16 and beyond, they need to consider how best to strengthen those activities and include new approaches in their new plans.

For 2014-15, Council endorsed four Priority Outcomes: Transportation, Healthy Communities, Economic Development and Governance/Communication. Continuing to move towards those outcomes will make Halifax a more attractive place to live and work and will support the

directions set in Now or Never. Council's continuing oversight of work on the priority outcome areas will contribute to achieving the Now or Never transformational goals.

FINANCIAL IMPLICATIONS

There are no immediate financial implications in this report. As Halifax itself and agencies it supports like GHP, DH and the BIDs work to implement programs designed to reach some of the Now or Never targets, there may be requests for additional funding. Such requests will be dealt with in the annual planning and budgeting process.

COMMUNITY ENGAGEMENT

Preparation of *Now or Never: An Urgent Call to Action for Nova Scotians* involved a massive consultation with the people of Nova Scotia. The discussion of the report in a wide variety of venues and in the media keeps engagement high. No specific community engagement was done for this report. Future activities in support of Now or Never may well require more consultation.

ATTACHMENT

A - One Nova Scotia – Highlights of Section I The Report of the Nova Scotia Commission on Building Our New Economy – Now or Never; An Urgent Call to Action for Nova Scotians.

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

Report Prepared by: Chris Bryant, Senior Advisor, Government Relations & External Affairs, 490-3729

Original signed by:

Report Approved by: Maggie MacDonald, Acting Managing Director, GREA, 490-1742



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

5 May 2014

ONE NOVA SCOTIA

**HIGHLIGHTS OF SECTION I THE REPORT OF THE NOVA SCOTIA COMMISSION ON BUILDING OUR NEW ECONOMY
NOW OR NEVER; AN URGENT CALL TO ACTION FOR NOVA SCOTIANS
FEBRUARY 2014**

COMMISSIONERS

Ray Ivany, Chair President, Acadia University, Wolfville
Irene d'Entremont President, ITG Information Management Inc., Yarmouth
Dan Christmas Senior Advisor, Membertou, Cape Breton
Susanna Fuller Marine Conservation Coordinator, Ecology Action Centre, Halifax
John Bragg Founder and CEO, Oxford Group of Companies, Oxford

STAFF

Jo Ann Fewer, Executive Director
Mark Austin, Director of Research and Communications
Carolyn Terry, Administrator

Report – Section I

Now or Never: An Urgent Call to Action for Nova Scotians:

Economic History

The report speaks to Nova Scotia's economic history, the ebb and flow of population growth and components of population change from the mid-1850s to the present, the role of industry and trade throughout Nova Scotia's history, changes to Nova Scotia's rural economy in the early part of the 20th century, and the rise of the "government led" economy in the second half of the twentieth century. It leads to a picture of the current economy – one of weak overall growth, losing skilled workers and educated youth and limited new investment and immigration.

"Nova Scotia, and particularly its rural regions, now hovers on the brink of serious economic and population decline unless macro-economic conditions improve and new growth drivers emerge in the near future." Ivany Report p.16

Lessons learned

- Things change and attitudes matter
- Geography and environment shape economy
- Size and location are a problem, and a solution
- Government can't do it alone
- The Limits of bottom up development

- The Challenge of Labour Mobility
- Inclusiveness goes with growth
- Immigration is essential
- We have to pull together
- Economies grow around cities
- We need more entrepreneurs
- We have to trade to grow
- Big or small, we need businesses that grow, and more of them

Assets and Opportunities

- An improving macroeconomic outlook
- Regional capital projects
- An excellent post-secondary education system
- Untapped potential for resource development and renewable energy
- A skilled workforce
- Progress for disadvantaged groups
- Significant progress on innovation
- Expanding creative enterprise
- Great places to live
- Trade and transportation infrastructure
- Proven capacities for community leadership and collaboration
- Spreading impacts of growth of Halifax
- Economic development services

Goals for Growth and Renewal

The Commission proposes a series of 'stretch goals' as concrete, measurable outcomes that leadership groups can focus on and use to construct their own roadmaps. There are not presented as absolute targets and it is expected that they will be further refined through consultation, research and formal decision-making.

Population goals

1. Inter-provincial migration
NS will be averaging a net gain of 1,000 working age persons/year
2. International migration
NS will be receiving annually its proportionate share (2.7%) of all new international immigrants to Canada (approx. 7,000 up from 2,400)
3. Retention of international students
An annual average of 10% of foreign students will choose to become permanent residents

Economic Development Goals

4. The NS economy will generate 4,200 new business start-ups/year
5. NS will have increased the total annual value of exports by 50% to exceed \$20 billion
6. Firms participating in export trade
The number of NS firms participating in export trade will have increased by 50% over current level of 850
7. Labour force participation rate
NS will have a labour force participation rate at least as high as the Canadian rate (current: NS – 63.4%, Can – 66.4%)
8. Employment rate – First Nations and African Nova Scotians
The employment rate for first Nations and African Nova Scotians will be equal to the provincial average (current – 62% for ANS, 53% for Aboriginal and 68% for province)
9. Youth employment
NS youth employment rate will be at or better than national rate (current : NS -19.5%, national 14%)
10. Post-secondary education and training
The proportion of the working age population with a post-secondary certificate, diploma or degree will have increase from 55% to 65%
11. Universities research and development
NS universities and NSCC will have doubled researched funding to \$360 million
12. Research and development partnerships
Research and development partnerships between business enterprises and NS universities and the Community College will have doubled from an average of 1,000 per year to 2,000 per year
13. Venture capital
The 5 year average for per capita venture capital investment will be equal to or better than the Canadian average (current: NS – \$24.8, Can - \$41.10)
14. Tourism expansion
Gross business revenues from tourism will reach \$4 billion (double current level)
15. Fisheries and agriculture exports
The value of exports from the fisheries and agricultural sectors will have doubled on a sustainable basis
16. Domestic markets for agricultural products
The value of agricultural products produced for and consumed within the NS domestic market will have doubled
17. A province wide plan to achieve Nova Scotia's new goals for sustainable economic growth and population renewal
By the end of calendar year 2015 the Nova Scotia government, in collaboration with the municipal units, will have put in place, with appropriate legislative supports, a comprehensive development plan with practical strategies to meet the 2024 population and economic renewal goals set out above.
18. Reform of municipal government and regional service structures

Once the development plan described above is in place, the provincial government will immediately initiate a comprehensive review of current municipal government structures and of federal and provincial regional service delivery systems, improving efficiency, cost effectiveness and community engagement.

19. Fiscal health

By 2024 the Province of Nova Scotia's net debt to GDP ratio, which was 36.7% for the year ending March 31st, 2013, will be 30% or less.

Game Changer Strategies

It is not expected that the goals proposed in the report can be achieved through 'business as usual' across the public, private and community sectors. The report posits that the successful pursuit of the proposed goals will require much more effective and efficient deployment of current resources combined with changes in attitudes, policies, and practices across all business, government, and community sectors. The Commission identified 12 "game changers" for transformative change and renewal.

1- A New Politics

The achievement of the ambitious goals and targets set out above will clearly require extraordinary effort and a much higher level of coordination and collaboration among business, government and community sectors than has been typical for Nova Scotia. The Commission believes that mobilizing an allparty, multi-partite effort to develop a comprehensive economic development plan and to accelerate the restructuring of regional government services and municipal government is essential if we are to achieve long-term economic growth and renewal in Nova Scotia.

2- Attitude shift

A shared commitment to growing Nova Scotia's One Economy - The wider public needs to understand and support this imperative by openly addressing current attitudinal barriers to business development and entrepreneurship. Leaders in business, labour, government, communities and strategic institutions need to embrace this challenge and take responsibility for making it happen within their own activities and through expanded collaboration across their different fields of influence and activity. A new, more dynamic Nova Scotia economy needs growing urban centres that draw in people and capital and push development out to their surrounding regions. It needs well-managed and expanding linkages between cities, adjacent towns and rural regions. To provide impetus and a focus for resolving our urban/rural tensions in Nova Scotia, government and community leaders in rural regions need to pursue greater understanding and more positive attitudes toward the growth of our cities and larger towns, and their urban colleagues need to recognize their dependence on rural regions and economic sectors, and embrace new responsibilities for the development of the overall economy across the province. For their parts, urban leaders need to undertake to develop and actively support

wider planning processes to manage the pace of urban expansion and to optimize economic development, quality of life and environmental impacts on surrounding regions and communities.

- 3- **Strategic priority on business start-ups and growth oriented enterprises**
To achieve these outcomes, greater priority must be placed on supporting organizations and enterprises that can deliver them. Business leaders and the wider community need to accept that not all businesses are equal in their economic impacts, and that just because an enterprise is small and locally-owned does not mean that it is a more deserving recipient of government support than other firms that hold greater potential to generate more wealth and employ more people over time. By the same token, just because a business or non-profit organization is large and employs a lot of people does not mean that it is significant contributor to innovation and growth in the Nova Scotia economy.
- 4- **Renewing rural industries**
In future, as in the past, the traditional rural industries – tourism, manufacturing, mining, fisheries, forestry and agriculture – will provide the essential foundations for Nova Scotia’s rural economy. The basic viability of many of our rural communities hinges on whether these sectors can create more and better jobs and generate more wealth.
- 5- **A Shared Commitment to Sustainable Development and Regulatory Excellence**
A consistent, well-enforced and efficient regulatory framework is essential if we are to bridge the gap between sound resource and environmental management and the ability to realize the economic potential of our assets.
- 6- **Rebuilding our Trade Economy**
As in our past history, Nova Scotia has good reasons today to pursue trade growth and to embrace a free trade policy outlook. Many of the most significant economic opportunities on the Nova Scotia horizon – selling more renewable energy, seafood and manufactured products to the U.S., expanded fisheries, forestry and agricultural exports to Europe, and fisheries and agricultural trade with Asia – rely on improved access to international markets.
- 7- **Excellence in Education and Training**
One of the most notable aspects of the Commission’s public engagement activities was the consistency with which business and community spokespersons called for improvements in public education to better prepare our youth for transition from school to work in a knowledge-driven economy.
- 8- **Becoming A More Inclusive and Welcoming Province**
Citizens across the province have divided views on efforts to attract new Canadians to their communities. Most people support this way to grow the population, but some fear that new immigrants will take jobs away from local people in areas of persistently high unemployment.

9- Promoting Entrepreneurship

If we are to grow more businesses, and have them be more successful, Nova Scotia needs more entrepreneurs. More young people need to come out of their education and training programs not just looking for a job, but with the knowledge, skills and confidence to create jobs for themselves and others. More owner– operators of small businesses need to push themselves to become bigger businesses, and need to be supported in, and recognized for, their efforts.

10- Integrating Economic Development Services

In his 2010 report on Nova Scotia’s economic development agencies, noted policy expert, Dr. Donald Savoie urged government to rationalize and integrate business development services so that Nova Scotia would become “the most business friendly jurisdiction in Canada in terms of accessing government programs and services”. The Commission believes that Dr. Savoie’s recommendation should remain as the key objective.

11- Better Management of Economic Development Investment Funds

The Commission’s most basic concern is that... different development agencies work together more effectively as a more fully integrated support system for business growth and economic transformation.

12- Finding A Committed Federal Partner

In almost every policy field that is important for Nova Scotia – energy, fisheries and oceans, international trade, immigration, transportation, human resources development, environment, research and development, etc — the Canadian constitution divides responsibilities between federal and provincial jurisdictions. Nova Scotia’s shrinking share of both Canada’s economy and its population provides prima facie evidence that this arrangement is not currently working well for us. There is significant room for improvement in the working relationship between the two levels of government.

Summary prepared by:

Maggie MacDonald

Senior Advisor, Economic Policy and Development

**CAO BUSINESS UNIT
GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS**
Tel: (902) 490-1742 Fax: (902) 490-6323
E-mail: macdonmagg@halifax.ca Web Site: www.halifax.ca