



Innovation Infrastructure:

What Policy Makers Need To Know

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April 29, 2009

Local Policy Makers Think About....

Urban Based Growth: Hub Cities

Economic Trends

Economic Strategy

Sewers and Sidewalks vs. Innovation

CITIES

Canada's Hub Cities

- Nine hubs – Halifax, Montreal, Toronto, Winnipeg, Regina & Saskatoon, Calgary & Edmonton, and Vancouver
- These cities are the economic engines in their respective regions or province

Canada's Hub Cities: Research Outcomes

- Funding hub cities to meet their needs and pull their region forward
- This would be a win-win strategy for every citizen
- Research shows that per capita distribution, while politically appealing, is not optimal
 - This also happens within cities too

Cities Drive Growth

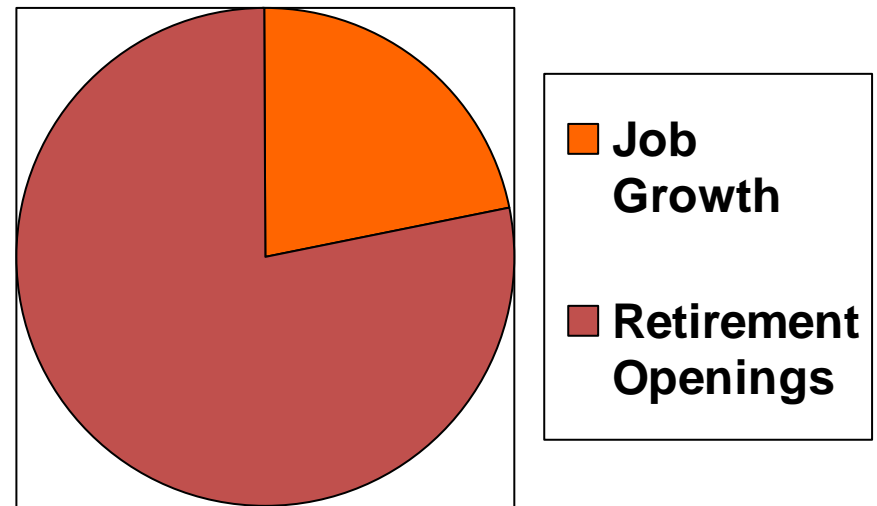
People Magnets

People Anchors

Creativity/Innovation

Demand for Workers Taking Off

- 64,000 job openings from 2007 to 2012
- 50,000 retirements
- 14,000 new jobs



Implications...

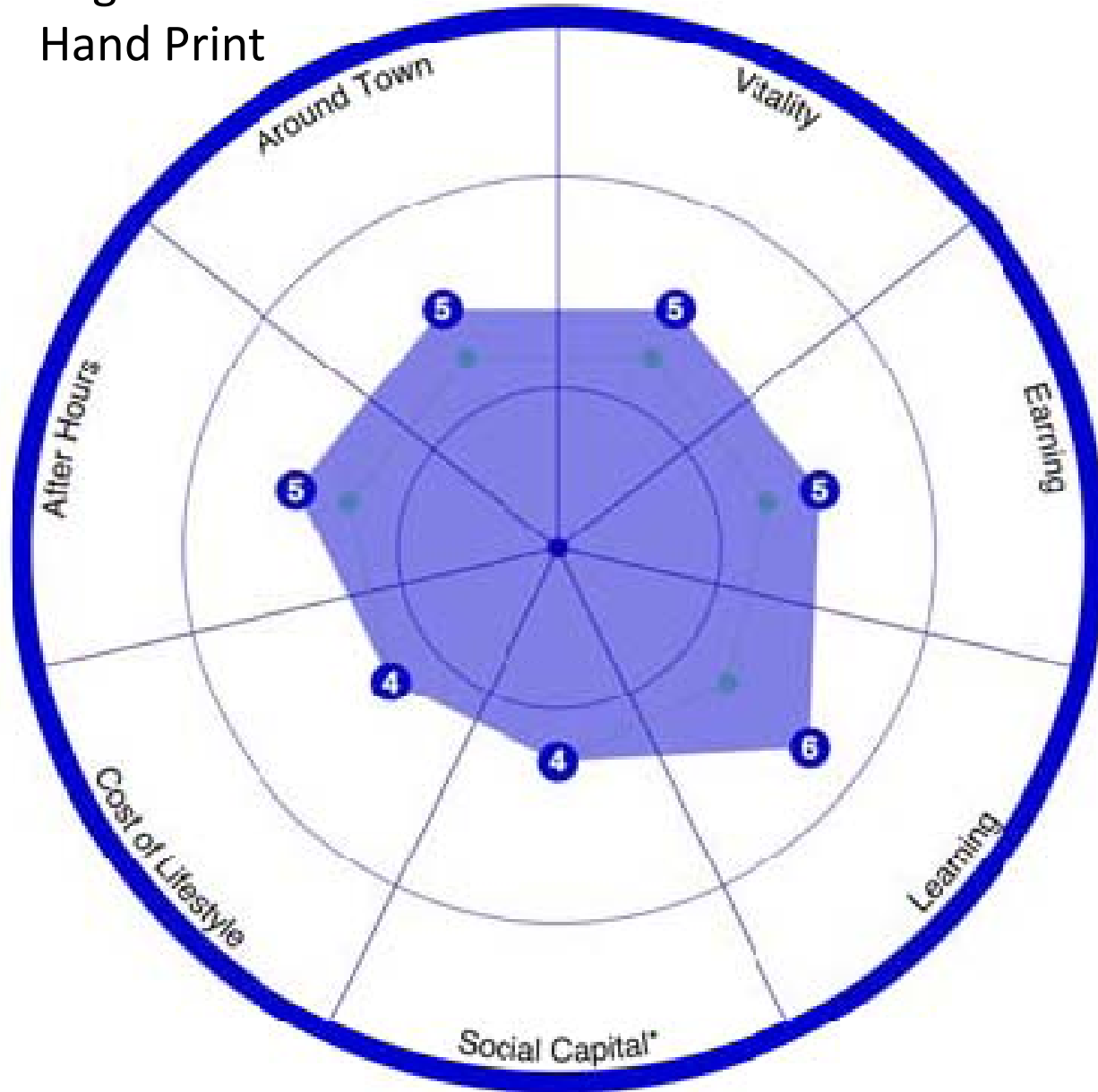
- Skill shortages
- There is war for talent and cities are the front line
- Not every place can attract and hold people
 - Quality of place
 - Quality of opportunity

Rebecca Ryan

- Only the coolest cities get the coolest people
- Live first, job second
- Identified a customized YP retention and expansion strategy for Halifax
 - Fusion Halifax



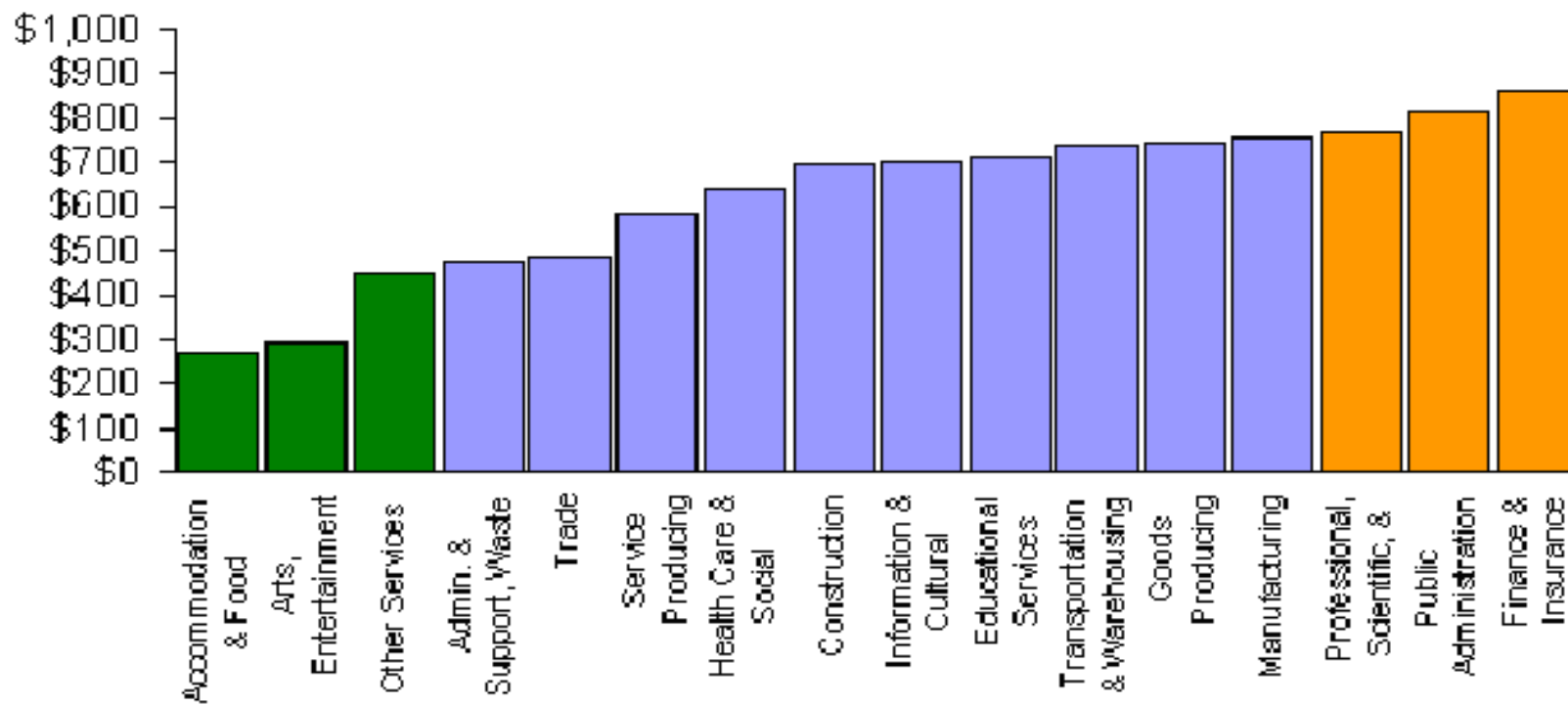
Halifax and Young Professionals Hand Print



TRACKING ECONOMIC CHANGE

Focus on High Wage Growth

Nova Scotia Average Weekly Earnings by Industry, 2000
(All Employees)



Evolving Industry Structure

**Employment
Growth**

Low Growth

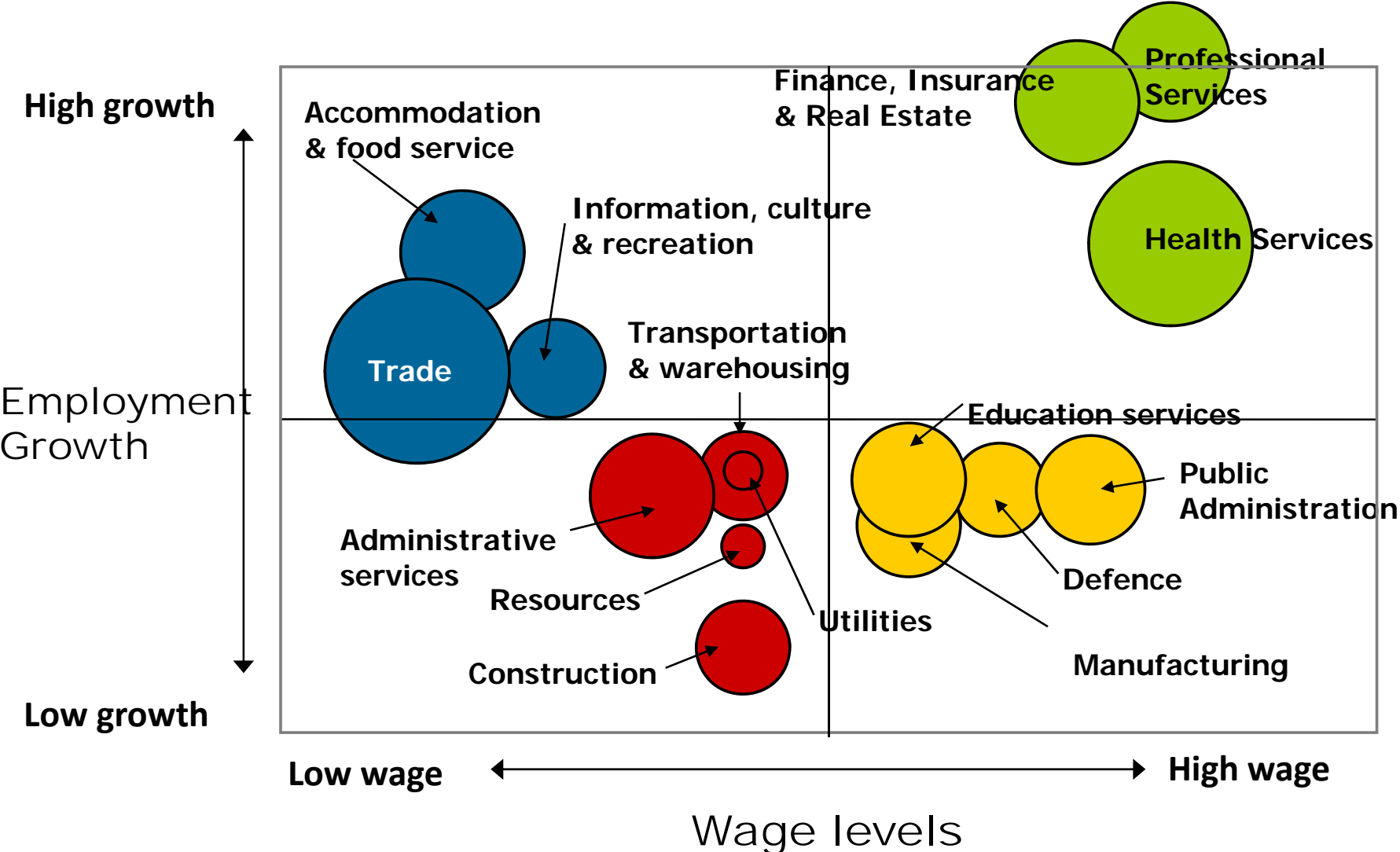
<p>Risk Sector Low wages High growth</p>	<p>High Impact Sector High wages High growth</p>
<p>Stagnant Sector Low Wages Low Growth</p>	<p>Declining Sector High wages Low growth</p>

Low Wage

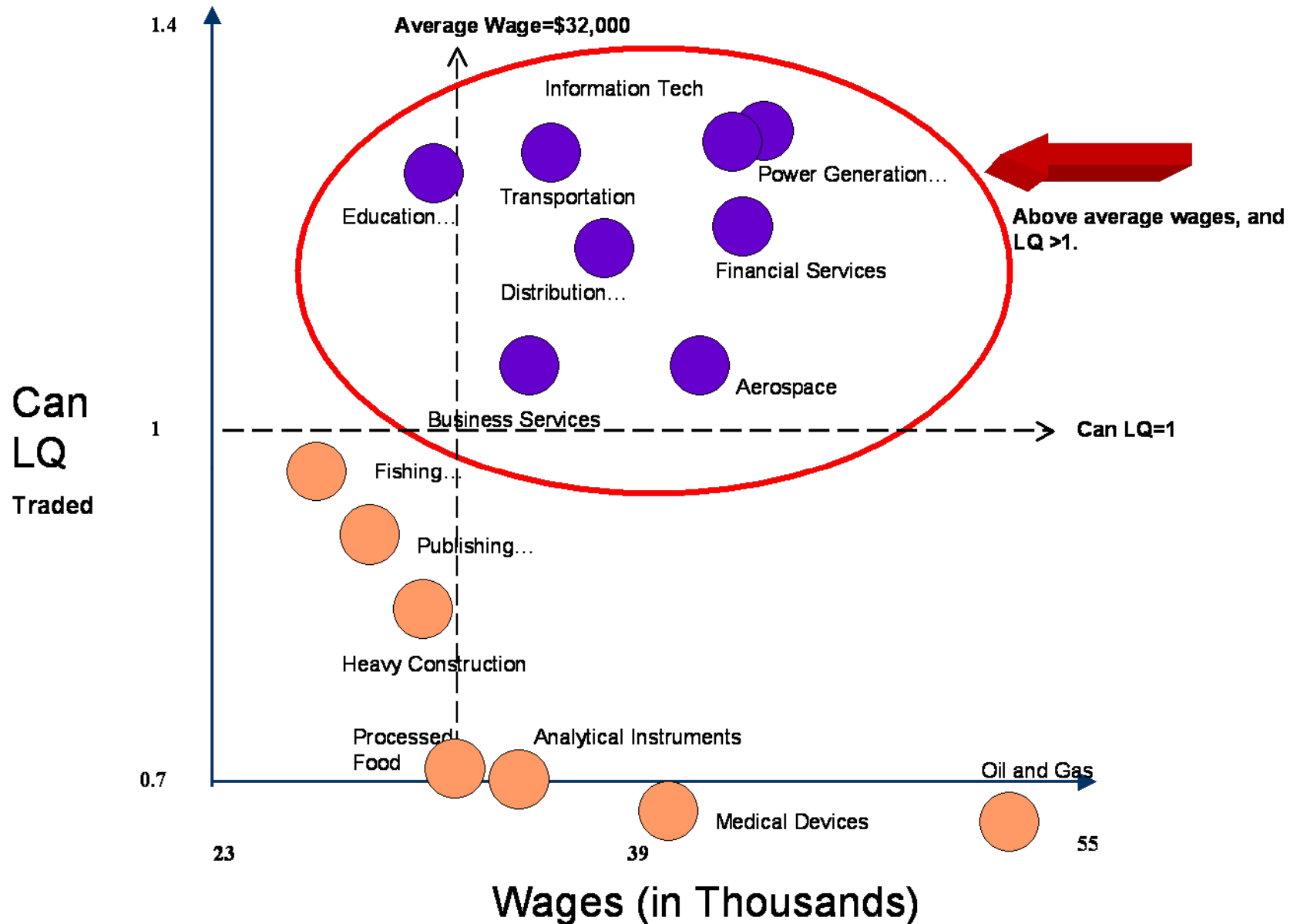
High Wage

Wage Levels

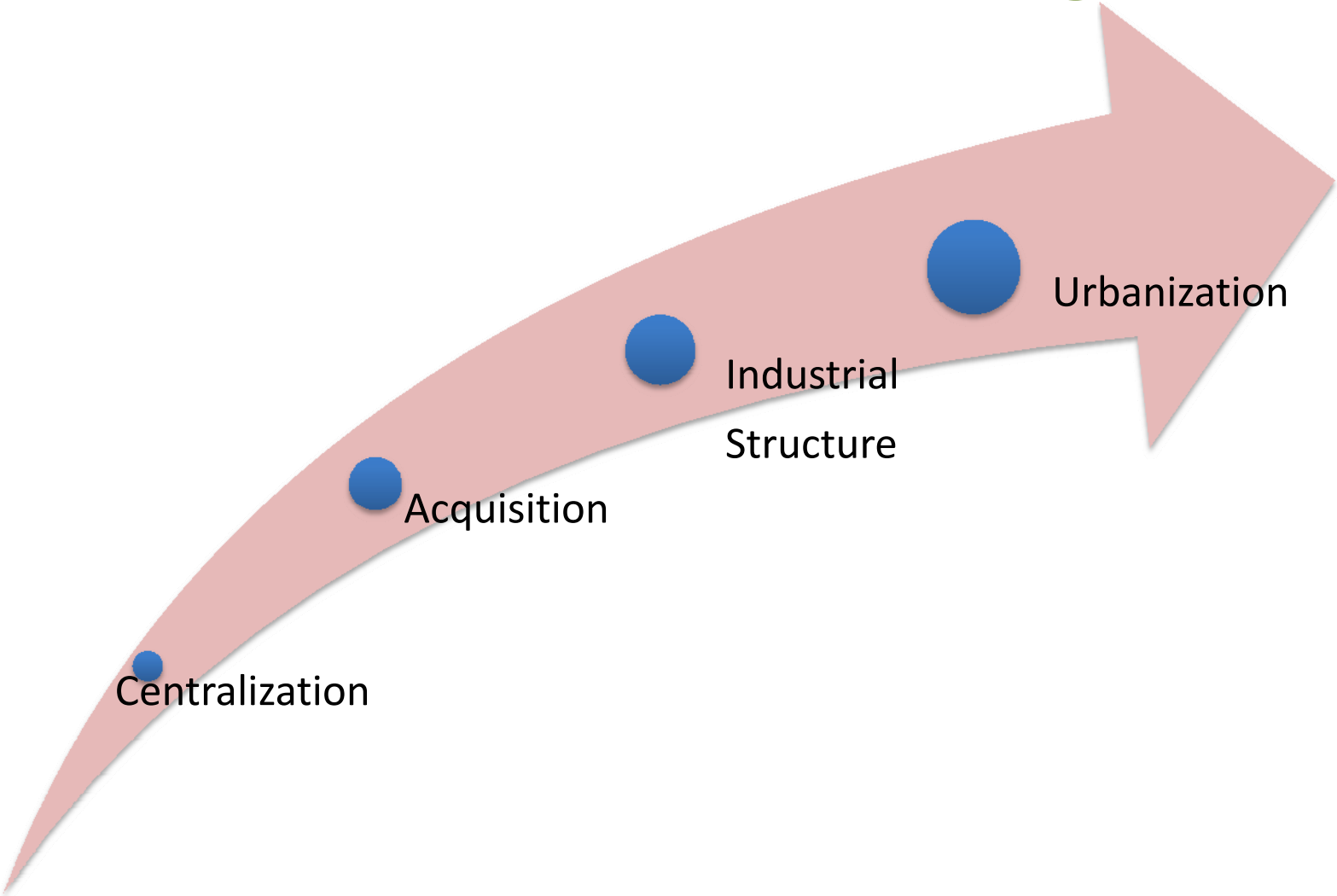
Evolving Industry Structure

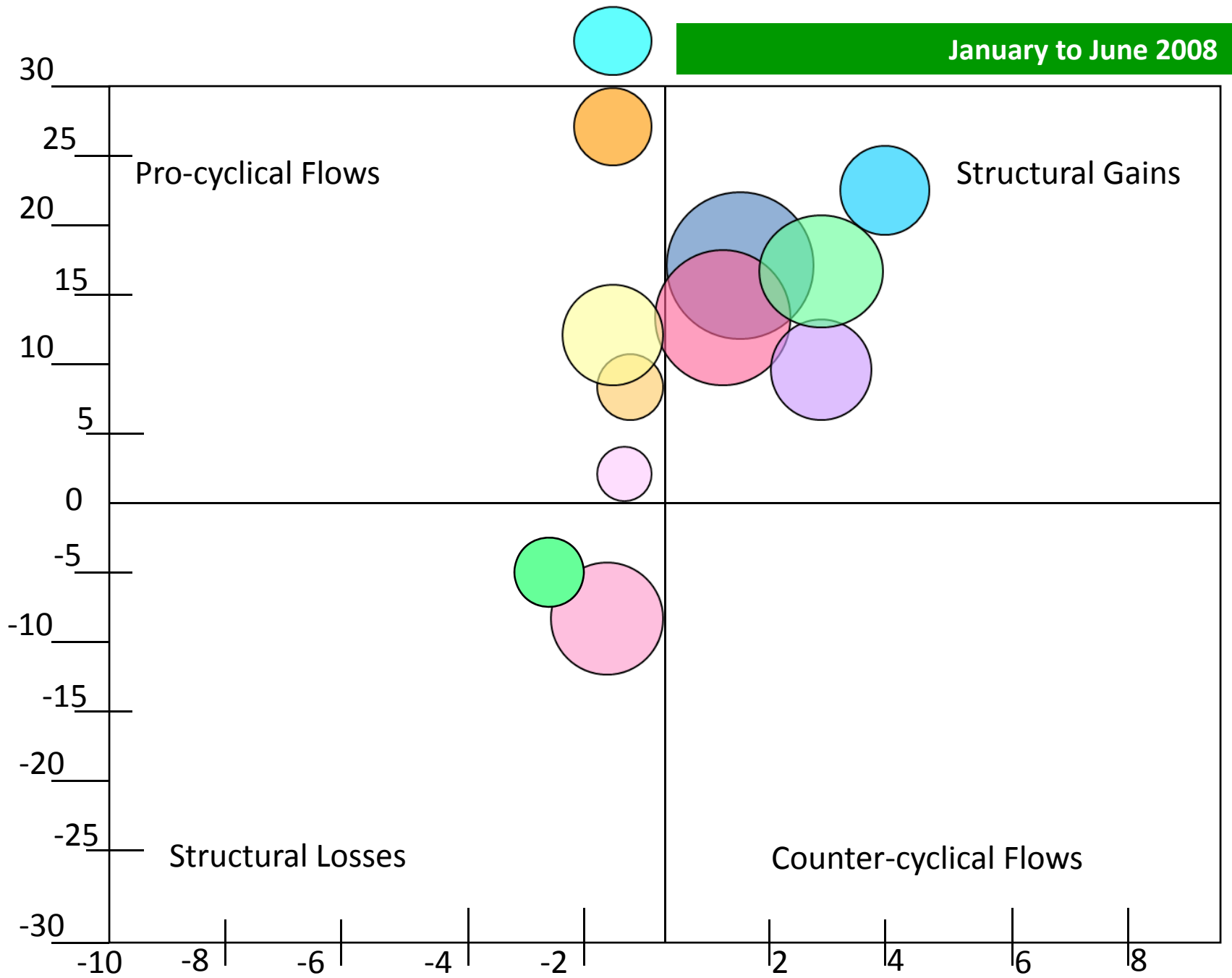


Location Quotients by Industry

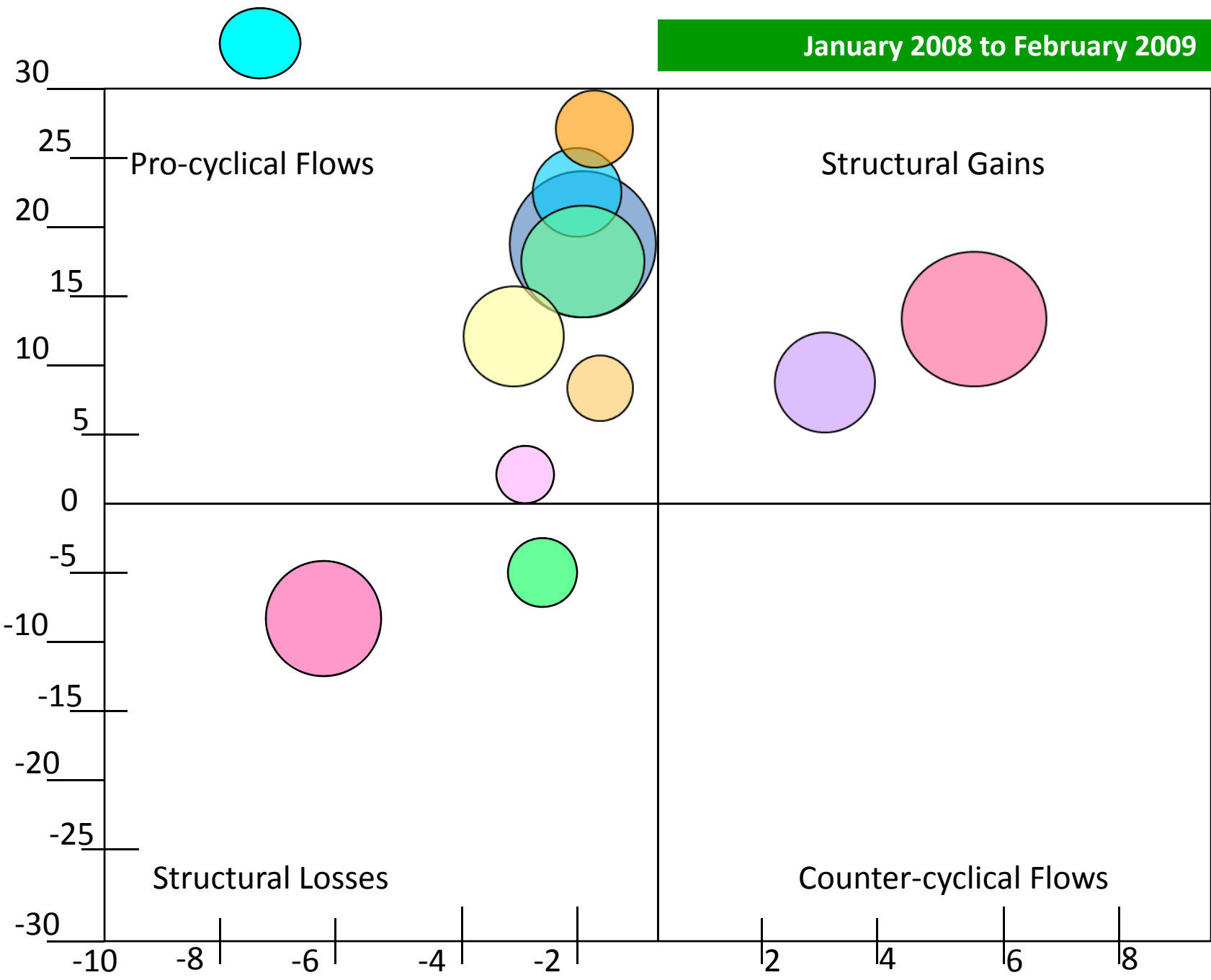


Macro Trends Accelerate During Recession



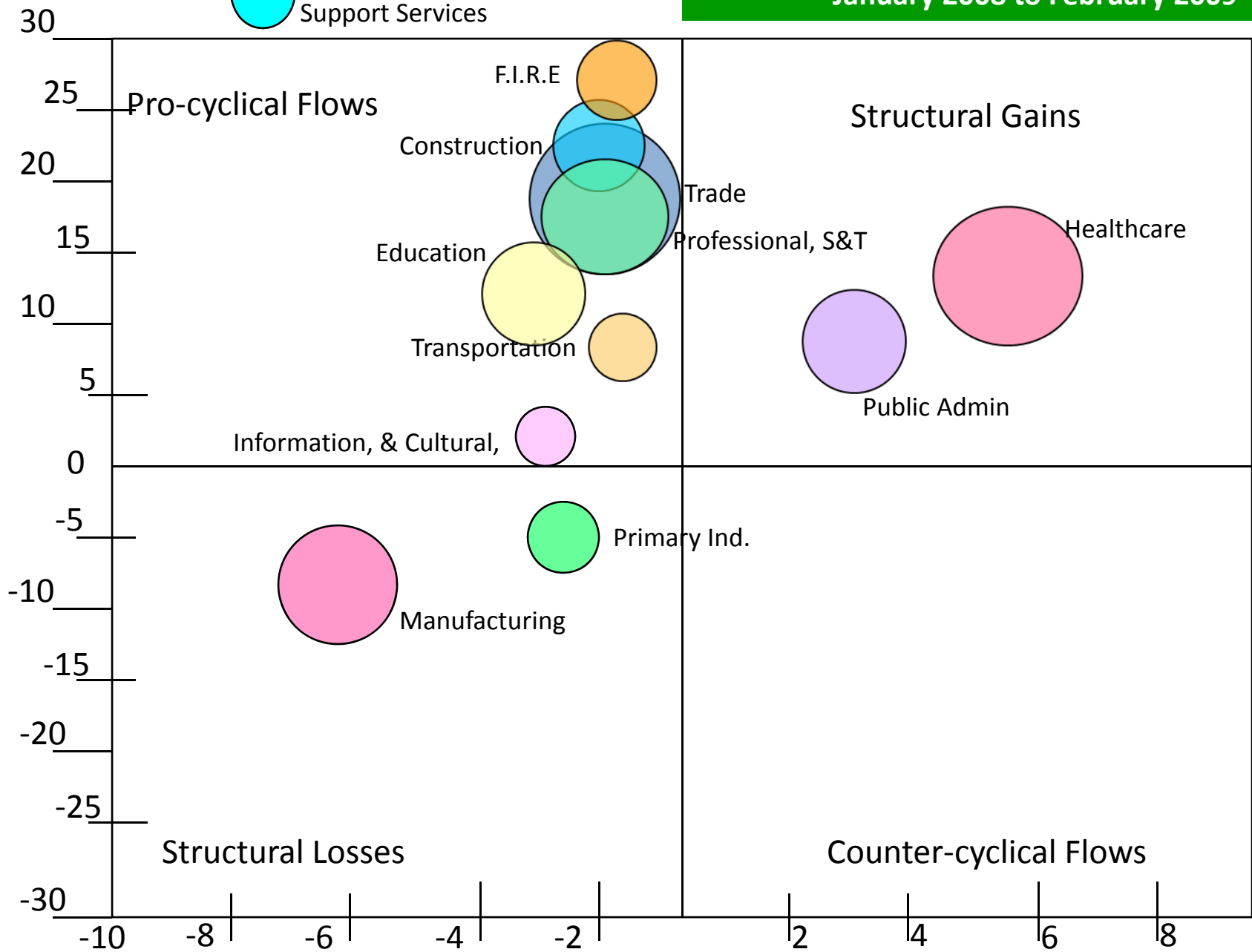


January 2008 to February 2009



Business, Building & Other Support Services

January 2008 to February 2009



HRM's ECONOMIC STRATEGY

Economic Strategy Goals



**SUPERCHARGE
OUR LABOUR
FORCE**



**LEVERAGE
OUR CREATIVE
COMMUNITY**



**CREATE A
GUNG-HO
BUSINESS
CLIMATE**



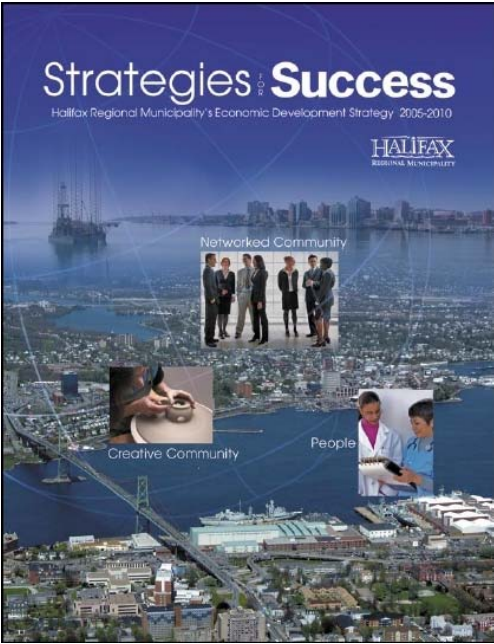
**CAPITALIZE ON
OUR
REPUTATION**



**CONVERT
RIVALRIES
INTO
PARTNERSHIP**



Public Accountability – Chamber's annual Scorecard



SUPERCHARGE OUR LABOUR FORCE	Increase Population Growth	●●	●	●●
	Improve Employment Growth	●	●●	●
	Decrease Unemployment Rate	●	●●	●
	Attract More Immigrants	●	●	●
	Increase University Admission	●●	●●	●●
	Increase NSCC admissions	Not Measured	●●	●●
	Improve DND Federal Employment	●	●●	●

LEVERAGE OUR CREATIVE COMMUNITY	Increase Public Investment	●●	●●	●●
	Enhance Quality Labour Force	●	●	●
	Improve Average Income	●	●	●●
	Increase Support for Economic Development	●	●	●
	Attain High Community Satisfaction	●	●●	●
	Increase Visitors to Heritage Sites	●●	●●	●●

Convert Rivalries into Partnerships	Joint Economic Development Initiatives Implemented	●	●●	●
	Implement Gateway Strategy	●●	●●	●
	Increase Containerized Cargo	New Measure	●●	●●
	Increase Airport Passengers	New Measure	●	●

CAPITALIZE OUR REPUTATION	Improve Business Confidence	●●	●	●●
	Enhance Brand Recognition	●●	●●	●●
	Increase Room Nights Sold	●●	●●	●●
	Foster Greater Awareness of HRM as a place to do business	●●	●●	●●

Create a Gung-ho Business Climate	Increase Private Investment	●	●	●●
	Grow Commercial Tax Base	●●	●	●●
	Set Competitive Commercial Taxes	●	●●	●
	Improve Decision Times for Construction Projects	No Score	●●	●
	Enhance Access to Broadband	●	●	●●
	Reduce Crime Rate	●	●	●●
	Benchmark Business Climate	●	●	●

INFRASTRUCTURE PRIORITIES



Innovation Investment Priorities

- Invest in Community Building Infrastructure
 - Invest in the showroom – the downtown core
 - Universities: O&M and Capital
 - Research
 - Support for culture
- Concentration – Clustering
- No incentive for local government

Or

Community Investment Priorities

- Invest in Community Maintenance Infrastructure
- Sewers and Sidewalks
- Bus Rapid Transit
- Invest Everywhere
- Big incentive for local government



Capital Project Evaluation Matrix

Project Criteria	Weighting Factor	Priority Factors		
		1=Low	3=Med	5=High
Linkage to Strategic Initiatives Linkage to Strategic Initiatives/ Regional Plan	5.0			
Promotes Environmental Sustainability	5.0			
Required to Implement an existing, approved strategy	6.5			
Public Safety Impact Impact on Crime Prevention	3.5			
Impact on Youth	3.5			
Life Safety Impact of Deferral	6.5			
Risk Management Code Compliance Issue	5.0			
Occupational Health & Safety	6.5			
Regulatory/Legal Requirement	6.5			

Capital Project Evaluation Matrix cont'd

Project Criteria	Weighting Factor	Priority Factors		
		1=Low	3=Med	5=High
Customer Service Impact Maintains Existing Service Level	3.5			
Enhances an Existing Service	5.0			
Provides a New Service	5.0			
Number of Residents Who Will Use Service	3.5			
Financial or Economic Impact Reduces Operating Expenses	3.5			
Increases "Own Source" Revenues	3.5			
Avoided Future Capital Costs	3.5			
Leads to Growth in Assessment Base	3.5			
Coordination with Other Projects	3.5			
Supports Economic Strategy	6.5			
Leverages External Funds	6.5			
Regional Impact Regional Benefit Versus Local	3.5			
Total Score	99			

Infrastructure List

Score	Project	Est. Cost (\$000)	Included in 5-yr Plan	Shovel- Readiness
316	Bisset Road Demolition of Rehab Centre	2,000		120-365 days
307	Downtown Shuttle	2,916	Y	0-120 days
297	Cogswell Interchange	25,000		120-365 days
287	Harbour Link	15,000	Y	1-2 years
277	Satellite Garage Facility	20,000	Y	0-120 days
273	Peninsula Transit Corridor	3,714	Y	120-365 days
272	Commons Concert Venue Infrastructure	1,750		2+ years
267	MetroLink	10,200	Y	120-365 days
267	Access-A-Bus Vehicle Expansion	440	Y	1-2 years
267	Conventional Transit Bus Expansion	21,500	Y	120-365 days
267	Rural Community Transit	11,000	Y	0-2 years
265	Transit Security	775	Y	0-120 days
262	New/Expanded Transit stations	6,205	Y	120-365 days
260	Expansion of Compost Facility	500		120-365 days
260	Expansion of Front End Processor	3,000		2+ years
254	4-Pad Arena	35,000		0-120 days
253	New Conventional Ferry	12,000		2+ years
253	Bikeway Master Plan Implementation	6,000	Y	0-2 years
253	Energy Efficiency Projects	2,000	Y	120-365 days
252	2011 Canada Games HRM Venue Upgrades	3,000	Y	0-120 days

Observations on Innovation Investment

- Focus on cities
- Focus on people
- Focus on key sectors
- Set priorities, but how do you decide?
 - Community investment vs. innovation investment
 - Vision – Leadership