TIME FOR BOLD ACTION

2015-16 BUSINESS PLAN

Approved by the Board of Directors on March 27, 2015
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Last year, the *One Nova Scotia Now or Never report* defined a shared vision for a new economy in Nova Scotia and provided a roadmap for building a province that is progressive and innovative – a province that embraces risk, opportunity, new people and ideas.

We know what our economic challenges are. We also know what we need to do to transform our city and province – a radical shift in attitudes and significant increases in population and economic growth. It's now time to get down to business and take bold action to achieve aggressive goals for economic growth and prosperity in our city and province.

Innovation and growth will be led and driven by the private sector, not government. With close to 125 private-sector investors, the Halifax Partnership is uniquely positioned to lead private sector engagement in economic development. Our investors and the larger business community are taking action to attract and retain business, talent and investment and they are ready to do more. There are companies that are engaging in research and development, partnering with universities and colleges, supporting and investing in growth-oriented businesses and venture capital opportunities, exporting to new markets, and hiring new graduates and immigrants. These companies serve as examples of what can be achieved when the private-sector leads.

This year, watch for the *Game Changer Action Plan*. This initiative is designed to engage our investors and the larger business community in developing a private-sector response to the One Nova Scotia Report in three key areas. It will identify the private-sector's commitment and actions to overcome attitudinal challenges, enable more growth-oriented enterprises and rebuild our trade economy in our city and province.

Each new investment, business and innovative project undertaken by the private sector will form the building blocks of long-term economic prosperity. If we can multiply actions in these areas by the thousands of businesses in Halifax the economic impact will be truly transformational.

As the economic hub of Nova Scotia and Atlantic Canada, Halifax has a vital role and responsibility to lead economic growth for our province and region. We are building on a strong foundation of competitive advantages. Halifax has a diverse economy and advantages in sectors like finance, ocean tech and transportation and logistics. We have a highly educated workforce and top-notch post-secondary and research institutions. Together we can put Halifax and Nova Scotia on the map as the innovative and progressive place we all envision.

We have the roadmap for success. Now is the time to take bold steps forward on the path to prosperity.

*Michele McKenzie*
*Interim President & CEO*
The Halifax Partnership's 2015-2016 Business Plan is aptly titled, Time for Bold Action, as bold action and leadership from the private-sector is what our city and province needs to drive innovation and prosperity.

The Partnership's vision and role is to make Halifax a global magnet for business, investment and talent. Our goal is to grow the city's population and tax base, increase high-value jobs, strengthen business confidence and increase private sector investment in economic development. To achieve this, we are focused on increasing and strengthening private sector leadership in economic development and fostering strategic partnerships to advance economic growth.

A key priority this year, will be leading the private sector in developing a Game Changer Action Plan to address three Game Changers as outlined in the One Nova Scotia report – Attitudinal Change, Enabling more Growth-Oriented Enterprises and Rebuilding our Trade Economy. The outcome will be a private-sector led plan to drive long-term economic growth in Halifax and Nova Scotia. The Partnership will also lead the development and execution of Halifax's 2016-21 Economic Strategy with an emphasis on private-sector leadership and cross-sector collaboration.

The Partnership's 2015-16 business plan leverages the strength of our private-public model, our core programs - SmartBusiness and Connector – and the organization's competencies as a connector, convener, collaborator and creator of initiatives that address economic challenges and maximize opportunities for growth. We will continue to connect Halifax businesses to the resources and talent they need to succeed, and pursue an organizational culture of innovation, excellence and client focus.

We will also focus on marketing Halifax to attract high-value, high-potential business investment, and provide market and competitive economic intelligence and thought leadership on the Halifax Economy. This includes strengthening our trade and business ties with Asian and European markets through the Halifax Gateway, the Partnership's membership with the Consider Canada City Alliance (CCCA), and by working with our Provincial partners to ensure Nova Scotia is capitalizing on the many opportunities to increase trade and foreign investment.

As the economic hub and financial capital of Nova Scotia and Atlantic Canada, Halifax drives economic growth in the region. Halifax generates 56% of Nova Scotia's GDP and 22.5% of Atlantic Canada's combined GDP. The city is a hub for IT, energy, life sciences and ocean technology business – all sectors which are primed for innovation and growth.

Halifax's economy made a strong showing in 2014 and is expected to perform even better in 2015, according to the Conference Board of Canada. Halifax GDP grew by 2.6% in 2014 – tied for 7th fastest growth out of 28 cities – and the city's population grew by 1.1%. This year, Halifax is tied for the fastest forecasted growth in GDP at 3.0%, along with much faster employment growth of 1.7%, reflecting broad-based growth led by the manufacturing sector as construction of the Arctic Offshore Patrol Ships begins at the Halifax Shipyard. Halifax's economy is supporting over $122 billion in mega projects in Atlantic Canada including the $29 billion shipbuilding project and $2 billion invested in oil and gas exploration by Shell and BP.

Halifax's economic outlook and future is promising. The Partnership looks forward to working with the private sector and our partners to accelerate economic growth this year and to work towards a shared vision for our city and province.
HALIFAX’S ECONOMIC DEVELOPMENT ORGANIZATION

The Halifax Partnership is Halifax’s economic development organization. As a public-private partnership, we help keep, grow and get business, talent and investment in Halifax. We do this through leadership on economic issues, our partnerships and collaborations across all sectors and by marketing Halifax to the world.

OUR VALUE PROPOSITION: CONNECT. COLLABORATE. PROSPER.

The Partnership's brand speaks to the organization's core strengths and our unique ability to bring private and public sector stakeholders together to achieve a shared economic vision for Halifax.

The Partnership's culture is one of determined collaboration, idea sharing, and commitment to help Halifax realize its vast potential. We are passionate about our role as conveners, connectors, collaborators and creators of economic initiatives that keep, grow, and get business, talent and investment in Halifax.

We are Partners

We fundamentally believe in partnership and collaboration as a pathway to innovation and prosperity. Over 125 private and public sector organizations invest in the Partnership because they believe in the power of a collective voice, action and investment to drive economic growth in Halifax. The leverage we create with partnerships, alignment and collaboration:

• Brings together the core values and capabilities of the private, public and not-for-profit sectors
• Creates the conditions for economic and social prosperity
• Develops strong networks and partnerships
• Influences positive change for business growth (e.g. regulatory change, change in attitude, etc.)

We are Connectors

We know Halifax and can make the connections that fuel business and economic growth. We connect existing businesses and potential investors with the economic information, resources, talent, incentives and financing they need to locate, grow and prosper in Halifax.

We are Innovators

We strive to design, shape and build a culture of innovation that fosters new ideas, new solutions and a better way of life at the Partnership and in the city we all love. True innovation requires openness, trust, collaboration and the ability to be nimble enough to explore and execute new ideas. We believe a culture of innovation is the catalyst to growth and prosperity for our employees, organization, city and province.

We are the Go-to-Source on Halifax’s Economy

We are the best source for economic insight, intelligence, and in-depth research and analysis on Halifax's economy and our city's competitive advantages. We dive deep into what moves Halifax forward and are able to pinpoint and analyze the trends and health of our city and the opportunities that can ignite growth.

We lead Halifax’s Economic Strategy

The Partnership leads the development and implementation of Halifax’s economic strategy. The city’s current five year strategy – AGREATERHalifax – expires this year. We are now planning the development of Halifax’s 2016-2021 strategy.

(See Appendix B for the Partnership’s Track Record)
An Investment in the Partnership is an investment in Halifax. Our public and private sector investors are our partners in creating the prime conditions, climate and culture to fuel economic growth and prosperity in Halifax.

Close to 125 businesses and all three levels of government invest over $3 million annually. The private sector invests approximately $1 million while the municipality invests over $1.6 M in core funding and the provincial and federal government collectively contribute over $500K in project funding. (See Investor Value Proposition in Appendix A.)

The Partnership is in conversation with the Nova Scotia Department of Economic and Rural Development and Tourism to secure long-term core funding. The Department of Labour and Advanced Education currently funds the organization’s local Connector Program, the business retention and expansion (BRE) SmartBusiness Program and the roll-out of BRE to the Regional Enterprise Networks (RENs) through project funding. The Partnership also receives federal funding from the Department of Foreign Affairs, Trade and Development for investment readiness and from Citizenship and Immigration Canada to lead the National Connector Program.

### OUR FUNDING - PUBLIC & PRIVATE PARTNERS

<table>
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<tr>
<th>Source</th>
<th>Funding</th>
</tr>
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<tbody>
<tr>
<td>HRM</td>
<td>$1,633,428</td>
</tr>
<tr>
<td>Private - Inkind</td>
<td>$272,600</td>
</tr>
<tr>
<td>Private - Cash &amp; Sponsorship</td>
<td>$638,500</td>
</tr>
<tr>
<td>Project Funding</td>
<td>$1,186,938</td>
</tr>
<tr>
<td>Total Funding and Project Funding</td>
<td>$3,731,466</td>
</tr>
</tbody>
</table>

Halifax Partnership
Total Funding and Project Funding

- Private
- Municipal
- Provincial
- Federal
- Partnerships

- HRM $1,633,428
- Project Funding $1,186,938

Project Funding: $1,186,938
This bar graph shows the Partnership's investors based on which industries they operate in. For example, as shown in the graph above, one in five (20.5%) of our investors work in the Professional, Scientific, and Technical Services industry. The Partnership's investor base represents many different companies, who produce a wide array of different goods and services.

This pie chart shows the size of the companies that invest in the Partnership. For example, about one quarter (27.1%) of our investors are small businesses with between 6 and 25 employees. Businesses of different sizes choose to invest in the Partnership, whether they are small, medium, or large.
The Partnership is governed by a 20-member, volunteer Board of Directors consisting of senior leaders from the private, government and not-for-profit sectors. The Board is supported by four standing committees: Corporate Governance, Audit and Risk, Investor Engagement and Executive. These committees are comprised of Board members and other business and community leaders.

**Representing Investors:**
- Robin McAdam, Board Chair, Emera Inc.
- Chuck Hartlen, Vice Chair, Independent
- Roger Howard, RBC Financial Group
- Hector Jacques, Jacques Whitford
- Mike McAloon, Irving Shipbuilding Inc.
- Maureen Reid, The Shaw Group Ltd.
- Vacancy (representing Investors)

**Representing the Community at Large:**
- Erika Beatty, Independent Producer/Project Manager
- Jennifer Gillivan, IWK Foundation
- Matt Hebb, Dalhousie University
- Ron L’Esperance, Group ATN Consulting Inc.
- Peter Spurway, Halifax International Airport Authority
- Catherine Woodman, United Way Halifax

**Representing Halifax Regional Council:**
- Gloria McCluskey, Councillor
- Lorelei Nicoll, Councillor

**Observers to the Board of Directors:**
- Richard Butts, Halifax Regional Municipality
- Simon d'Entremont, NSERDT
- Peter Hogan, Atlantic Canada Opportunities Agency
- Mayor Mike Savage, Halifax Regional Municipality
- Captain Angus Topshee, Canadian Forces Base Halifax
OUR TEAM

Executive Team:

Michele McKenzie
Interim President & CEO

Fred Morley
Executive Vice President &
Chief Economist

Ruth Cunningham
Vice President, Program Planning & Operations

Staff:

Tanya Walters
Corporate Liaison

Nancy Phillips
Director, Business Development
Executive Director, Halifax Gateway Council

Amy Stewart
Director, Business & External Relationships

Karen Fraser, CA
Director, Corporate Services

Robyn Webb
Director, Labour Market Development

Jason Guidry
Director, Business, Retention, Expansion & Attraction

Kevin MacIntyre
Director, Marketing & Communications

Carolann Wright-Parks
Director, Community Economic Development & Strategic Engagement

Krista Juurlink
Manager, Communications

Minder Singh
Account Executive, Business Retention & Expansion

Michelle Cant
Receptionist & Administrative Assistant

Sarah Beatty
Communications Coordinator

Michelle Crosby
Digital & Marketing Specialist

Ryan MacLeod
Economist & Project Development Specialist

Paul Jacob
Research Coordinator

Denise De Long
Project Manager, Connector Program

Sasha Sears
Project Coordinator, Connector Program

Isaac Mbaziira
Project Coordinator, Connector Program

Communications & Marketing Assistant (Co-op)

Project Coordinator, Connector Program
(newly funded project position - 2015-16)

Pre-Arrival Connector Program Manager,
National Connector Program
(newly funded project position - 2015-16)
HALIFAX’S ECONOMIC ENVIRONMENT

Halifax experienced strong economic growth in 2014. The Conference Board projects 2.7% growth in real GDP driven by natural gas exports, but saw very limited gains in employment, constraining growth in consumer spending and the housing market.

Comparing the 2014 annual average employment to 2013, employment grew by only 0.4%. However, the monthly trend shows that employment struggled from January through to August and then surged in the last four months of the year, providing promise for a stronger 2015. Despite the weak employment growth, the unemployment rate remained steady at 6.1%, as the labour force participation declined on an annual basis.

Halifax’s future is promising. The Conference Board predicts in 2015 that Halifax’s economy will grow by 3.0%, tied for the highest growth city in Canada. This fall, the Halifax Shipyard will begin building the next generation of Canada’s combat vessels. This is a $29B project happening in Halifax over the next 30 years. To date, $174 million (47% of current contracts) has been committed to Nova Scotia companies and 1,850 full time equivalent positions have been created in the province.

Revitalization in the Regional Centre is underway with the construction of the new Halifax Convention Centre which is slated to open January 2017 and the opening of Halifax’s new Central Library, the RBC Waterside Centre and the Hampton Inn and Homewood Hotel complex and 19Twenty Apartments. Redevelopment of the TD Centre Tower, the Roy Building, and three historic buildings on Barrington St. are also underway.

A number of factors point to a strong year for the Halifax economy in 2015. Overall growth is expected to rise by 2.8% this year, with employment growing by 2.0%, which would be the fastest employment growth in six years.

(See Appendix C for an overview of the Halifax Value Proposition.)

HALIFAX’S STRONG ECONOMY IS SUPPORTING OVER $122B IN MAJOR PROJECTS AND DEVELOPMENTS IN ATLANTIC CANADA INCLUDING THESE HALIFAX BASED PROJECTS:

- $29 Billion combat vessel contract and $549 Million frigate modernization and life extension contract at Halifax Shipyard
- $2 Billion in oil and gas exploration by Shell Canada and BP
- Over $5.5 Billion in large-scale residential and mixed-use developments
- $890 Million in retail/commercial developments
- $116 Million in transit system upgrades for ferry, bus and road services
ECONOMIC CHALLENGES & OPPORTUNITIES

Uncertain: Oil Prices

The recent oil price slump will have mixed, likely overall positive, effects on the Halifax economy. On the negative side, weaker royalty payments to Alberta, Newfoundland and Saskatchewan would mean smaller equalization payments for Nova Scotia and fewer Halifax workers bringing paychecks home from Alberta to spend here. On the positive side, those workers will be more likely to stay and work here in the meantime, lower fuel prices will be a boon for local consumers and businesses (especially the transportation industry). Low oil prices will also lead to less foreign investment in Canadian oil producers. As a large part of Canada’s exports, this means a weaker dollar and a competitive boost to our non-oil exporters.

Challenge: Construction Sector

In the last two years the city has experienced a decline in its overall construction, spurred mostly by a sluggish residential sector and a longer term demographic changes. Housing starts showed a significant decline in Q4 2013 on through the first half of 2014. According to the Canada Mortgage and Housing Corporation (CMHC), housing starts in Halifax fell by 28% between 2013 and 2014. This has significantly impacted the residential construction sector but it appears that the effects may have been temporary. At this point, housing starts appear to be recovering, but it will remain an area of interest for the time being and demographic changes will continue to drive overall residential construction markets in the long term.

Opportunity: Shipbuilding

On October 19th, 2011, the Government of Canada announced Irving Shipbuilding would be building the combat vessel portion of the National Shipbuilding Procurement Strategy. The combat portion, valued at approximately $29 billion, will create transformational change to Halifax and Nova Scotia’s economy. To fulfill its shipbuilding needs, Irving has expanded its facilities at the Halifax shipyard, installing the final piece of steel frame of Assembly Hall and Ultra Hall in September 2014. The cutting of first steel at the Halifax Shipyard is scheduled for September 2015. With the signing of the $2.3 billion Arctic Offshore Patrol Ships (AOPS) contract, Irving is expected to rapidly increase its employment at the shipyard this year. This will be a much needed boost to the manufacturing sector, which has lagged since 2012 as work at the shipyard on two previous contracts wound down. The Conference Board is forecasting impressive growth in the manufacturing sector of 7.1% this year, followed by 8.8% in 2016.

Opportunity: Offshore Development

Shell and BP Canada have each invested over $1 billion in Nova Scotia’s off-shore energy development. Shell will begin the process of exploratory drilling in the Shelburne Basin, anticipating the drilling of two wells in the second half of 2015. This suggests future economic activity for Nova Scotia’s offshore energy portfolio.

With the first relatively full year of natural gas production at Deep Panuke, gas production volume was up 87% over last year. The development is still recovering from unexpected water problems, but resumed production on November 16th last year. The industry was also supported by higher average prices in 2014 (up 18%). Natural gas production should see some growth in 2015 as well, assuming that production returns to regular levels and avoids any interruptions throughout the year. Forecasts are split on the direction natural gas prices will take this year, as well as the production levels stemming from Deep Panuke, which adds some uncertainty to the direction that gas export values will take.
**Challenge: Population**

The 2014 Halifax Index identified population growth as a significant economic challenge. Population growth matters because it drives the economic health of our city and region. It supports business, provides a vibrant labour force, and grows our tax base. The most recent updates to population numbers are projecting a much more positive picture for 2013-14, driven by international (+1,810) and intra-provincial (+1,420) migration. Inter-provincial (+102) migration, though net positive, remains an important issue and area of concern. Increasing the attraction and retention of immigrants, young talent, and international students will help to increase inter-provincial migration and ensure a balance between the working age population and the retired cohort.

<table>
<thead>
<tr>
<th>Current Economic Indicators for Halifax</th>
<th>Period</th>
<th>YTD 2013</th>
<th>YTD 2014</th>
<th>% Change</th>
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<tbody>
<tr>
<td><strong>Labour Markets</strong></td>
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<tr>
<td>Real GDP at basic prices (2007 $ millions)</td>
<td>Annual</td>
<td>18,467</td>
<td>18,947</td>
<td>3.0%</td>
</tr>
<tr>
<td>Population (Thousands)</td>
<td>Annual</td>
<td>410.0</td>
<td>414.4</td>
<td>1.1%</td>
</tr>
<tr>
<td>Employment (Thousands)</td>
<td>Annual</td>
<td>227.1</td>
<td>227.5</td>
<td>0.2%</td>
</tr>
<tr>
<td>Unemployment rate (%)</td>
<td>Annual</td>
<td>6.4%</td>
<td>6.1%</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Labour force (Thousands)</td>
<td>Annual</td>
<td>242.8</td>
<td>242.3</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Participation rate (%)</td>
<td>Annual</td>
<td>59.9%</td>
<td>69.1%</td>
<td>-9.9%</td>
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<tr>
<td><strong>Consumer Markets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Average weekly wages (Current $)</td>
<td>Jan-Nov</td>
<td>834</td>
<td>856</td>
<td>2.7%</td>
</tr>
<tr>
<td>Consumer price index (2002 = 100)</td>
<td>Jan-Nov</td>
<td>125.2</td>
<td>127.5</td>
<td>1.8%</td>
</tr>
<tr>
<td>Retail sales (Current $ millions)</td>
<td>Jan-Oct</td>
<td>6,886</td>
<td>7,184</td>
<td>4.3%</td>
</tr>
<tr>
<td>Aircraft Passengers (Thousands)</td>
<td>Jan-Nov</td>
<td>3,586</td>
<td>3,663</td>
<td>2.1%</td>
</tr>
<tr>
<td>Cruise ship passengers (Thousands)</td>
<td>Jan-Sept</td>
<td>252.1</td>
<td>217.3</td>
<td>-13.8%</td>
</tr>
<tr>
<td>Containerized Cargo (Thousands TEUs)</td>
<td>Jan-Sept</td>
<td>442.2</td>
<td>400.1</td>
<td>-9.5%</td>
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<tr>
<td><strong>Housing and Construction Markets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Housing starts</td>
<td>Jan-Nov</td>
<td>2,439</td>
<td>1,757</td>
<td>-32.6%</td>
</tr>
<tr>
<td>Housing resales</td>
<td>Jan-Nov</td>
<td>5,186</td>
<td>4,692</td>
<td>-9.5%</td>
</tr>
<tr>
<td>Value of building permits (Current $ millions)</td>
<td>Jan-Nov</td>
<td>540.8</td>
<td>601.1</td>
<td>0.2%</td>
</tr>
<tr>
<td>Non-residential construction (2007 $ millions)</td>
<td>Annual</td>
<td>440.6</td>
<td>347.7</td>
<td>-21.2%</td>
</tr>
</tbody>
</table>

*Forecasted Data*

Sources: Statistics Canada, Canada Mortgages and Housing Corporation, Conference Board of Canada, Halifax International Airport Authority, Port of Halifax
The Partnership works closely with its municipal, provincial and federal partners to support economic growth and prosperity in Halifax, Nova Scotia and Canada. The environment in which we operate has changed over the past year due to a number of factors, most notably the release of the One Nova Scotia report.

Municipally, the Partnership has a strong relationship with the leadership and staff at Halifax Regional Municipality. Mayor Mike Savage and Halifax Regional Council support the organization’s mandate and role in leading economic development in Halifax. The Partnership is now entering the third year of a five year service level agreement with Halifax Regional Municipality to lead the development and implementation of the municipality’s economic strategy. We are currently planning for the development of Halifax’s 2016-21 Economic Strategy. The Partnership also has a leadership role and manages the Halifax Gateway to support the growth of the transportation and logistics sector in Halifax.

Provincially, the economic development landscape has changed significantly over the past year. The One Nova Scotia report, Now or Never: An Urgent Call to Action for Nova Scotians, has been a rallying cry for our city and province to think and act differently than we have in the past in order to achieve long-term economic growth. It states that the “critical first step is a shift in attitudes and a greater willingness and capacity on the part of business, key institutions and communities throughout Nova Scotia to join together in the pursuit of shared goals to benefit all”.

Over the past year, there’s been much dialogue about Nova Scotia’s economic condition, challenges and opportunities for growth; Halifax’s role in growing the provincial economy; and the immediate and long-term role and actions the private and public sectors need to take to turn the tide towards a better economic future. More than ever before, our city and province are focused on how we can work together to achieve long-term economic growth in Halifax and Nova Scotia.

There is a strong desire – particularly in the Halifax business community - to move from talk to action. The private sector is ready to take action on the One Nova Scotia report and assume a greater leadership role in economic development. As a private public economic development organization with close to 125 private sector investors (see page 32 for a list of our investors), the Partnership is uniquely positioned to lead business leadership and engagement in achieving economic goals for Halifax and Nova Scotia.

The organization’s provincial government relationships are strong as the Province continues to recognize the value of the services the Partnership leads and curates. The Province currently funds the organization’s local Connector Program, the business retention and expansion (BRE) SmartBusiness Program and the roll-out of BRE to the Regional Enterprise Networks (RENs). The Partnership will continue to work with the Province to achieve shared economic goals for Halifax and Nova Scotia.

Federally, the Canadian Government recognizes the power of cities to attract FDI and talent to Canada. The Canadian Government is fostering national economic growth by partnering with the Consider Canada City Alliance – a collaboration of economic development agencies from Halifax, Quebec City, Montreal, Ottawa, Toronto, London, Waterloo Region, Winnipeg, Saskatoon, Calgary and Vancouver who are working together to attract trade and investment to Canadian cities. This collaborative approach to attracting FDI increases the scope and impact of Canadian cities’ activities and gives our potential investors and trading partners a richer value proposition and connects them to the right contacts at the municipal level to advance their investment interests.

The Partnership is also supporting the federal government in attracting immigrants to Canada by leading the National Connector Program. The Partnership is supporting 10 Canadian communities and three industry associations across the country in starting Connector Programs. Citizenship and Immigration Canada is increasing their support of the National Connector Program with additional funding in 2015 for a full-time Pre-arrival Connector Program Manager.
**Strategic Framework**

**Vision:** Halifax as a global magnet for business, investment and talent

**Mission:** Keep, grow and get business, investment and talent

The Partnership leads the development and implementation of Halifax’s economic strategy.

**Strategies:**

**Strategy #1:** Connect Halifax businesses to the public and private sector resources and talent they need to grow and prosper

**Strategy #2:** Market Halifax to attract high-value, high-potential business investments

**Strategy #3:** Strengthen private sector engagement to advance the economic growth of Halifax

**Strategy #4:** Provide market and competitive economic intelligence, analysis and thought leadership on the Halifax Economy

**Strategy #5:** Pursue an organizational culture of innovation, excellence and client focus

**Desired Outcomes:**

- Population growth
- Good jobs with good incomes
- Growth in the tax base
- Growth in business confidence
- Improved financial sustainability
The Partnership connects businesses and communities in Halifax with the resources they need to grow and succeed. We do this primarily through our core programs - SmartBusiness and Connector – as well as through our community economic development work.

**Retaining and Expanding Businesses**

We connect businesses to the resources they need to grow and succeed through our SmartBusiness (business retention and expansion) program. Based on hundreds of one-on-one interviews with business, the Partnership gathers intelligence that is both company specific and systemic and works with the public and private sector to overcome challenges to business and economic growth. Working with our partners, we help companies access talent and financing; take advantage of government programs; access new markets; tap into customized and competitive intelligence and connect with resources to drive R&D and innovation.

**Connecting Business to Talent**

Through our Connector Program, we help businesses connect with talent and talent connect with opportunities in Halifax. We put local and international graduates and immigrants directly in touch with people in their field who volunteer as Connectors. Participants learn about the local job market and grow their professional network while Connectors gain access to pre-qualified job seekers which helps them grow their business and cultivate new talent in our city. Connector actively engages the private sector (700+ volunteer Connectors) and the larger community in growing our population and being leaders in economic development – two critical areas of change identified in the One Nova Scotia report. It also encourages collaboration between key partners including local universities, colleges and non-profits, the private sector and all three levels of government to address key economic challenges. The Partnership is also leading the National Connector Program to help other Canadian communities start Connector programs. To date, Connector has expanded to over 20 different cities across Canada and the US including: BC, Alberta, Saskatchewan, Ontario, Quebec, New Brunswick, PEI, St. Louis, Missouri, Detroit Michigan.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Outcome Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Through targeted, in-depth consultation and intelligence gathering, develop strategies to address the company specific and company common needs of business.</td>
<td># 1 - Increase the number of jobs created and retained</td>
<td>&gt;500 jobs created and retained</td>
</tr>
<tr>
<td>1.2 Connect business to emerging talent and skilled professionals who are ready to work and will give business a competitive advantage.</td>
<td>#2 - Positively impact systemic issues uncovered through BRE visitations.</td>
<td>&gt; 150 Connector participants find jobs</td>
</tr>
<tr>
<td>1.3 Work in the ANS Community to facilitate and assist community organizations in the development of strategic and/or project plans.</td>
<td># 3 - Create an overarching economic strategy for the 6 ANS Communities in Halifax</td>
<td>&gt; 2 systemic issues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ANS Community Economic Development Strategy developed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SmartBusiness Program Total (From April 1st, 2004 to December 31, 2014)</th>
<th>Connector Program Total (From April 1st, 2009 to December 31, 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 2,660 diagnostic visits (formerly retention visits)</td>
<td>• 735 Connectors</td>
</tr>
<tr>
<td>• 2,757 referrals generated</td>
<td>• 1,244 Participants</td>
</tr>
<tr>
<td>• 3,551 business consultations</td>
<td>• 538 Jobs Found</td>
</tr>
<tr>
<td>Jobs Created &amp; Retained: 9,536</td>
<td></td>
</tr>
</tbody>
</table>
STRATEGY #2: MARKET HALIFAX TO ATTRACT HIGH-VALUE, HIGH-POTENTIAL BUSINESS INVESTMENT

The Partnership markets Halifax as a location of choice for high-value, high-potential business investment and connects local companies to foreign direct investment (FDI) opportunities. We work in collaboration with our provincial partners – NSBI and the Nova Scotia Department of Economic and Rural Development and Tourism – as well as our federal partner – the Department of Foreign Affairs, Trade and Development - to attract investment in priority sectors and target markets.

The Partnership attracts and retains investment by:

- Leveraging national and international relationships and partnerships (World Energy Cities Partnership, Consider Canada City Alliance, International Partnerships)
- Leveraging local relationships and partnerships (universities and colleges, Nova Scotia Business Inc., research institutions, The Province of Nova Scotia, ACOA)
- Responding to investment inquiries
- Utilizing our marketing and promotion tools/channels to generate and respond to investment leads
- Conducting ongoing research to identify competitive advantages and the business case for investment in Halifax
- Supporting SMEs in exporting to international markets through our business retention and expansion program (BRE)
- Providing aftercare to foreign investors through BRE

In 2015-16, the Partnership will work with our provincial partners to ensure Nova Scotia is capitalizing on the many opportunities for trade and economic growth, with a specific focus on the European and Asian markets. (For further information on the Partnership’s efforts for strengthen our relationship with European and Asian markets, please see Appendix D.)

<table>
<thead>
<tr>
<th>Priority Sectors</th>
<th>Target Markets</th>
<th>Emerging Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oceans</td>
<td>The United States</td>
<td>China</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Asia: Japan, China, Korea, Taiwan</td>
<td>CETA</td>
</tr>
<tr>
<td>Transportation &amp; Logistics</td>
<td>Europe</td>
<td>WECP: Aberdeen</td>
</tr>
<tr>
<td>Life Sciences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT, Gaming &amp; Interactive media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aerospace &amp; Defence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions</th>
<th>Outcome Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Leverage existing local, national- and international relationships, and cultivate new relationships, to increase the awareness of the Halifax value proposition.</td>
<td># 4 - Increase the number of jobs created and retained</td>
<td>&gt; 500 jobs created and retained</td>
</tr>
<tr>
<td>2.2 Implement a marketing and communications program to generate investment leads.</td>
<td># 5 - Generate qualified leads and closes</td>
<td>Generate &gt;10 qualified leads and &gt; 2 closes</td>
</tr>
<tr>
<td>2.3 Coordinate/ensure effective and timely response to information requests.</td>
<td># 6 - Improve the success of potential business investment into the Halifax market through connecting and facilitating company-specific visits to Halifax</td>
<td>Connect and facilitate 12 company-specific visits to Halifax</td>
</tr>
<tr>
<td>2.4 Develop a FDI Strategy with a focus on key markets and an emphasis on China.</td>
<td># 7 - Develop an FDI strategy</td>
<td>Strategy developed</td>
</tr>
</tbody>
</table>
“All wealth is actually created by business,” says Michael Porter, Business Strategist, Harvard Business School. “Business creates wealth when it meets needs by making a profit. This leads to taxes being paid, incomes being made and charitable donations being given – which creates an economically and socially strong community.”

The Halifax Partnership firmly believes that economic growth and prosperity is created by the private sector. Creating wealth with and in support of businesses is the foundation of the Partnership’s work - in our economic research, internationally-award winning programs and daily operations. The organization’s partnership with the private sector is incredibly important in both undertaking and improving the wide-range of activities delivered and ultimately in growing our economy.

Since 1996, private sector investors have contributed more than $15 million to the Partnership in support of our economic growth mandate. This is the highest per capita private sector contribution to an economic development organization in North America. Not only do investors in the Partnership provide more than 35% percent of the funding, they also lend their business acumen, connections, knowledge and collective voice to grow Halifax’s economy.

Investors are looking for leadership from the Partnership on issues that are critical to the current economic environment. As a private, public economic development organization with close to 125 private sector investors, the Partnership is uniquely positioned to increase private-sector leadership, investment and engagement in economic development and achieve goals outlined in the One Nova Scotia Report. This year, the Partnership will work closely with our investors and the business community to develop Halifax’s next economic strategy and the Game Changer Action Plan – a private-sector response to the One Nova Scotia report.

(For more detailed information on Halifax’s 2016-21 Economic Strategy and the Game Changer Action Plan, please refer to Appendix E.)

<table>
<thead>
<tr>
<th>Actions</th>
<th>Outcome Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Engage private sector investors in leading the economic strategy and achieving One Nova Scotia report goals.</td>
<td># 8 - Client Service Metric – Do you feel the Partnership is leading the economic goals of Halifax?</td>
<td>Benchmark created</td>
</tr>
<tr>
<td>3.2 Mobilize private sector and community stakeholders to collectively identify and respond to threats and opportunities.</td>
<td># 9 - Increase awareness and perceived value of the Halifax Partnership</td>
<td>Increase the share of businesses that are “completely” or “moderately” favourable with the Partnership</td>
</tr>
<tr>
<td>3.3 Provide investor first awareness and insight on economic growth opportunities.</td>
<td>#10 - Increase investor satisfaction with the Halifax Partnership</td>
<td>Increase the share of businesses that are “completely” or “moderately” favourable of the Partnership by 4.0% (gross)</td>
</tr>
<tr>
<td></td>
<td>#11 - Increase the value of private sector investment in the Halifax Partnership</td>
<td>Increase the share of Investors that are “extremely satisfied” with the value they receive from the Partnership by 6.0% (gross)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;95% renewal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;/= $50,000 increase in private-sector cash investment</td>
</tr>
</tbody>
</table>
The Partnership has undertaken an aggressive research strategy aimed at providing existing businesses and potential investors with open and ongoing access to competitive economic intelligence and analysis. A long-standing component of the Halifax Partnership’s services, this work ensures that the most up-to-date information on the local economy is available, facilitating quick response to requests for information from local, national, and international interests looking to expand or locate business operations in Halifax. The research team also tracks the performance of Halifax’s economy and provides customized research such as business/industry related research and the development of statistical profiles, identifying barriers to business development, and researching and identifying new business opportunities. The key deliverable is the annual Halifax Index which measures and reports on Halifax’s economic and community progress.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Outcome Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Produce the Halifax Index and economic reports and communicate broadly.</td>
<td>#12 - Increase awareness and perceived value of the Halifax Partnership with key stakeholders (local private sector and all 3 levels of government)</td>
<td>Increase in positive response to Halifax Partnership surveys, including investor survey (include government and Halifax Regional Council), CRA Survey and other client-centered surveys developed through the Client Services Delivery Model (see strategy #5)</td>
</tr>
<tr>
<td>4.2 Position the Partnership as the lead economic development organization and the go-to source for economic development research.</td>
<td>#13 - Provide direct input on major policy that will positively impact high-wage, high-growth sectors</td>
<td>Provided direct input on 2 major policy initiatives that positively impact high-wage, high-growth sectors</td>
</tr>
<tr>
<td>4.3 Undertake, and communicate broadly economic, sectoral and competitiveness research.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4 Provide thought leadership, analysis and work to improve government policy affecting business issues.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“Halifax Partnership understands what our business needs are and has the connections to make growth happen,”
- Ben Neaves, President, Climate Technical Gear Ltd.
“There is no guarantee that an innovative culture will lead to innovation, but it certainly is a prerequisite.” – Henry Doss, T2VC

Our employees matter. Every employee is an active participant and contributor to overall success of the organization. As a team, we strive to design, shape and build a culture of innovation, client-service and excellence for our employees, our investors and partners, and our clients and stakeholders.

At the Partnership it is in our DNA to be open, trusting and collaborative. We partner with hundreds of businesses and organizations to develop fresh solutions to economic challenges and to accelerate innovation and economic growth in Halifax.

We are a business-first, client-focused organization that strives to offer excellent customer service. We will consult with our investors, our public sector partners and our business development clients to ensure the Partnership is servicing client and stakeholder needs and delivering on priorities.

We strive for excellence in everything we do. We measure ourselves against the best in the world and have been recognized as a best-in-class organization by the International Economic Development Council (IEDC). The Partnership is an Accredited Economic Development Organization, a certification given by IEDC. This certification is a comprehensive peer review process that measures economic development organizations against commonly held standards in the profession. Accredited organizations display excellence in the field of economic development, professionalism, commitment and technical expertise.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Outcome Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Ensure effective board oversight, including risk and financial management and implementation.</td>
<td># 14 - Improve financial stability</td>
<td>&gt;$40k invested in the reserve</td>
</tr>
<tr>
<td>5.2 Ensure innovation, effectiveness and efficiencies in operations through regular evaluation of activities and financial performance.</td>
<td># 15 - Maintain or improve Board effectiveness (communication, engagement, innovation and risk management)</td>
<td>Implement strategies to address improvements required as identified in annual Board surveys</td>
</tr>
<tr>
<td>5.3 Demonstrate innovation in organization's programs and services.</td>
<td>#16 - Improve organizational effectiveness, including innovation through IT and HR practices</td>
<td>Hold a special Audit and Risk committee meeting to review the risk management program, with an invite to any Board member. Implement recommended changes.</td>
</tr>
<tr>
<td>5.4 Develop a client/investor feedback mechanism to measure impact and effectiveness in client service.</td>
<td># 17 - Improve and focus on client service delivery with a “business first” focus</td>
<td>Implement strategies to address improvements identified through a semi-annual employee survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a Client Services Delivery Model and implement strategies, including a CRM system, to address client needs as identified in survey feedback</td>
</tr>
</tbody>
</table>
HALIFAX’S ECONOMIC DEVELOPMENT ECOSYSTEM

An ecosystem includes all of the living things (plants, animals and organisms) in a given area, interacting with each other. In an ecosystem, each organism has its own niche, or role to play.

The nature of business ecosystems is that they are complex. If you take a company with all of its buyers, suppliers, labour organizations, regulators, communities, interest groups, NGOs – the web of activities is complex.

The same could be said for an Economic Development Ecosystem – there are services, programs, regulations, marketing, business development, labour market, business, government relations etc. In economic development, like in business, there is a complex ecosystem of products, services, and relationships. The Halifax Partnership is focussed on assisting economic growth in Halifax. We steer away from developing any programs that creates duplication of effort. Indeed most economic development organizations tend to find their own niche of clients and services and operate in a space with very little duplication and overlap. Offerings differ based on clients or geography served.

Often business and economic development organizations partner to deliver services as in the case of the Partnership’s SmartBusiness Program, Connector Program and the Halifax Gateway Council. As in business, partnerships among economic development organizations are forming all the time to take advantage of unique opportunities or to serve clients better. In business and economic development partnerships are critical to the wellbeing of its ecosystem.

The table below represents some of the key relationships and activities in the Halifax Partnership’s Economic Development Ecosystem.

<table>
<thead>
<tr>
<th>Halifax Partnership Economic Development Tools</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Retention and Expansion Program</td>
<td>Local</td>
</tr>
<tr>
<td>Competitive Intelligence &amp; Economic Research on Halifax</td>
<td>L</td>
</tr>
<tr>
<td>Investment Attraction - (Lead Generation Halifax)</td>
<td>L</td>
</tr>
<tr>
<td>Investment Attraction - (Lead Generation NS)</td>
<td>S</td>
</tr>
<tr>
<td>Investment Attraction (Deal Closing Halifax)</td>
<td>S</td>
</tr>
<tr>
<td>Export Development</td>
<td>S</td>
</tr>
<tr>
<td>Labour Market Development (Connector)</td>
<td>L</td>
</tr>
<tr>
<td>Labour Market Development (National Connector)</td>
<td>L</td>
</tr>
<tr>
<td>Other Labour Market Programming</td>
<td>S</td>
</tr>
<tr>
<td>Immigration</td>
<td>S</td>
</tr>
<tr>
<td>Community Economic Development</td>
<td>L</td>
</tr>
<tr>
<td>Start-ups</td>
<td>S</td>
</tr>
<tr>
<td>Marketing Halifax (Tourism &amp; Convention Destination)</td>
<td>L</td>
</tr>
<tr>
<td>Marketing Halifax (Business Destination)</td>
<td>S</td>
</tr>
<tr>
<td>Policy Advocacy</td>
<td>L</td>
</tr>
<tr>
<td>Develop &amp; Implement Halifax’s Economic Strategy</td>
<td>L</td>
</tr>
</tbody>
</table>

**Lead** - Lead a program or response in this area. (In some areas, there are multiple programs with multiple leads.)

**S** - Partner Support - Assist directly in program implementation

**$** - Financial Support to Halifax Partnership
Budget Overview - Year Ending March 31, 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$3,731,466</td>
</tr>
<tr>
<td>HRM</td>
<td>1,633,428</td>
</tr>
<tr>
<td>NSERDT</td>
<td></td>
</tr>
<tr>
<td>ACOA</td>
<td></td>
</tr>
<tr>
<td>Private Sector</td>
<td></td>
</tr>
<tr>
<td><strong>Cash</strong></td>
<td>575,000</td>
</tr>
<tr>
<td><strong>In-Kind</strong></td>
<td>272,600</td>
</tr>
<tr>
<td><strong>Sponsorship and registration</strong></td>
<td>63,500</td>
</tr>
<tr>
<td>Funded projects – Core Activities</td>
<td>913,938</td>
</tr>
<tr>
<td>Funding project – Enterprise Activities</td>
<td>273,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>3,691,466</td>
</tr>
<tr>
<td>Market Halifax to Attract Investment</td>
<td>850,563</td>
</tr>
<tr>
<td>Connect Business to Resources and Talent</td>
<td>727,700</td>
</tr>
<tr>
<td>Provide Market and Competitive Economic Intelligence</td>
<td>67,400</td>
</tr>
<tr>
<td>Strengthen Private Sector Engagement</td>
<td>140,710</td>
</tr>
<tr>
<td>Organizational Excellence</td>
<td></td>
</tr>
<tr>
<td><strong>Total before project recovery</strong></td>
<td>460,075</td>
</tr>
<tr>
<td><strong>Recovery of operational costs through projects</strong></td>
<td>(51,579)</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td></td>
</tr>
<tr>
<td><strong>Total before project recovery</strong></td>
<td>1,969,157</td>
</tr>
<tr>
<td><strong>Recovery of salaries and benefits through projects</strong></td>
<td>(472,560)</td>
</tr>
<tr>
<td>Surplus / (Deficit)</td>
<td>$40,000</td>
</tr>
</tbody>
</table>
**Allocation of Salaries & Benefits**  
(Based upon FTE positions)

- Market Halifax to Attract Investment  
- Connect Business to Resources and Talent  
- Provide Market and Competitive Economic Intelligence  
- Strengthen Private Sector Engagement  
- Organizational Excellence  

**RISK & MITIGATION**

The Partnership will undertake a comprehensive process to update our enterprise risk assessment in 2015-16, involving the management team and the Board.
In alignment with the mid-term review of the Economic Strategy, and in response to the 2013 HRM Auditor General’s on Economic Development, we have established the following three business and community confidence outcome measures:

- **Grow the business tax base of Halifax** - retention and expansion of existing business and attraction of new business is essential for fiscal growth in HRM.

- **Grow employment and income levels in Halifax** - if we create good jobs at a livable wage, people will move and stay here.

- **Grow the population of Halifax** - growth in population and households is critical to the future growth and prosperity of the whole region.

**Results for the past two years are outlined below:**

<table>
<thead>
<tr>
<th>Outcome Measures</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unit Level</td>
<td>% Change</td>
<td>Level</td>
</tr>
<tr>
<td>Grow the Business Tax Base</td>
<td>$ Millions</td>
<td>$6,508</td>
<td>$6,904</td>
</tr>
<tr>
<td>Grow Employment Levels</td>
<td>Thousands</td>
<td>218.7</td>
<td>221.6</td>
</tr>
<tr>
<td>Grow Personal Income Per Capita</td>
<td>$</td>
<td>$39,769</td>
<td>$41,166</td>
</tr>
</tbody>
</table>

To monitor organizational progress towards the three community outcomes, our five organization strategies, outcomes and targets are intrinsically linked to the Economic Strategy outcomes.

**The 2015-16 Business Plan sets out the following:**

- Focus and prioritizing what gets done and ensuring there are sufficient resources to do it - making sure that our processes are integrated to enable corporate priorities to be delivered.
- Assess whether we are successful in achieving our outcomes and rectifying issues or challenges at an early stage - learning from past performance and improving future performance.
- Ensure we provide value for money by focusing on the right things in the right way and looking for better ways of working, knowing what works under what conditions.
- Ensure we are listening to our stakeholders and increasing satisfaction.
- Motivate staff by making sure they know how they contribute and what is expected of them.
- Enable accountability through transparent reporting systems and a robust scrutiny function.

Targets will be evaluated quarterly. Financial plans will be evaluated monthly. Implementation plans will be monitored and evaluated on a weekly, monthly and quarterly basis.
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIONS</th>
<th>OUTCOME MEASURES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 -- Connect Halifax businesses to the public and private sector resources and talent they need to grow and prosper</td>
<td>1.1 Through targetted, in-depth consultation and intelligence gathering, develop strategies to address the company specific and company common needs of business. &lt;br&gt; 1.2 Connect business to emerging talent and skilled professionals who are ready to work and will give business a competitive advantage. &lt;br&gt; 1.3 Work in the ANS Community to facilitate and assist community organizations in the development of strategic and/or project plans.</td>
<td># 1 - Increase the number of jobs created and retained &lt;br&gt; #2 - Positively impact systemic issues uncovered through BRE visitations</td>
<td>&gt; 500 jobs created and retained &lt;br&gt; &gt; 150 Connector participants find jobs &lt;br&gt; &gt; 2 systemic issues uncovered &lt;br&gt; ANS Community Economic Development Strategy developed</td>
</tr>
<tr>
<td>#2 -- Market Halifax to attract high-value, high-potential business investment</td>
<td>2.1 Leverage existing local, national and international relationships, and cultivate new relationships, to increase the awareness of the Halifax value proposition. &lt;br&gt; 2.2 Implement a marketing and communications program to generate investment leads. &lt;br&gt; 2.3 Coordinate/ensure effective and timely response to information requests. &lt;br&gt; 2.4 Develop a FDI Strategy with a focus on key markets and an emphasis on China</td>
<td># 4 - Increase the number of jobs created and retained &lt;br&gt; #5 - Generate qualified leads and closes &lt;br&gt; # 6 - Improve the success of potential business investment into the Halifax market through connecting and facilitating company-specific visits to Halifax</td>
<td>&gt; 500 jobs created and retained &lt;br&gt; Generate &gt;10 qualified leads and &gt; 2 closes &lt;br&gt; Connect and facilitate 12 company-specific visits to Halifax &lt;br&gt; Strategy developed</td>
</tr>
<tr>
<td>#3 -- Strengthen private sector engagement to lead the economic growth of Halifax</td>
<td>3.1 Engage private sector investors in leading the economic strategy and achieving One Nova Scotia report goals. &lt;br&gt; 3.2 Mobilize private sector and community stakeholders to collectively identify and respond to threats and opportunities. &lt;br&gt; 3.3 Provide investor first awareness and insight on economic growth opportunities.</td>
<td># 8 - Client Service Metric -- Do you feel the Partnership is leading the economic goals of Halifax? &lt;br&gt; #9 - Increase awareness and perceived value of the Halifax Partnership</td>
<td>Benchmark created &lt;br&gt; Increase the share of businesses that are “completely” or “moderately” favourable with the Partnership &lt;br&gt; Increase the share of businesses that are “completely” or “moderately” favourable of the Partnership by 4.0% (gross) &lt;br&gt; Increase the share of Investors that are “extremely satisfied” with the value they receive from the Partnership by 6.0% (gross) &lt;br&gt; &gt;95% renewal &lt;br&gt; &gt;/= $50,000 increase in private-sector cash investment</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIONS</td>
<td>OUTCOME MEASURES</td>
<td>TARGETS</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>-----------------</td>
<td>---------</td>
</tr>
</tbody>
</table>
| # 4 -- Provide market and competitive economic intelligence, analysis and thought leadership on the Halifax economy. | 4.1 Produce the Halifax Index and economic reports and communicate broadly.  
4.2 Position the Partnership as the lead economic development organization and the go-to source for economic development research.  
4.3 Undertake, and communicate broadly economic, sectorial and competitiveness research.  
4.4 Provide thought leadership, analysis and work to improve government policy affecting business issues. | # 12 - Increase awareness and perceived value of the Halifax Partnership with key stakeholders (local private sector and all 3 levels of government)  
#13 - Provide direct input on major policy that will positively impact high-wage, high-growth sectors | Increase in positive response to Halifax Partnership surveys, including investor survey (include government and Halifax Regional Council), CRA Survey and other client-centered surveys developed through the Client Services Delivery Model (see strategy #5)  
Provided direct input on 2 major policy initiatives that positively impact high-wage, high-growth sectors | Grow Employment Levels  
Grow Personal Income Per Capita  
Grow the Population |
| #5 -- Pursue an organizational culture of client focus, innovation and excellence | 5.1 Ensure effective board oversight, including risk and financial management and implementation.  
5.2 Ensure innovation, effectiveness and efficiencies in operations through regular evaluation of activities and financial performance.  
5.3 Demonstrate innovation in organization’s programs and services.  
5.4 Develop a client/investor feedback mechanism to measure impact and effectiveness in client service. | # 14 - Improve financial stability  
# 15 - Maintain or improve Board effectiveness (communication, engagement, innovation and risk management)  
#16 - Improve organizational effectiveness, including innovation through IT and HR practices  
# 17 - Improve and focus on client service delivery with a “business first” focus | >$40k invested in the reserve  
Implement strategies to address improvements required as identified in annual Board survey  
Hold a special Audit and Risk committee meeting to review the risk management program, with an invite to any Board member. Implement recommended changes.  
Implement strategies to address improvements identified in the semi-annual employee survey  
Develop a Client Services Delivery Model and implement strategies, including CRM system, to address client needs as identified in survey feedback |  

INVESTOR VALUE PROPOSITION

Our investors are our partners in creating the prime conditions, climate and culture for Halifax to thrive. Private and public sector organizations in Halifax invest with the Partnership to:

Support Halifax’s Economic Growth

A vibrant economy in Halifax results in growth for every business. More than 125 visionary thought leaders invest in the Partnership because they believe in the power of a collective voice, action and investment to create prosperity in Halifax. It is more important than ever that Halifax has a strong voice guiding the strategies and priorities that will enable Halifax to realize its potential. The Partnership is that voice.

Shape Economic Priorities and Programs

Investors have direct input into economic priorities and programs to keep, grow, get business, talent and investment.

Access Talent

Our labour market programs and initiatives - like the Connector Program - give our investors and the city a competitive advantage in attracting and retaining talent.

Expand Professional Network and Build Linkages

Investors have unmatched opportunities to network and connect with influential business, government, and community leaders in Halifax.

Increase Their Profile

Whether through our website, social media, advertising, or at our events, our investors receive high-profile visibility as a supporter of growth in Halifax.

Build Business from Within

Business retention and expansion is a top priority. Since 2004, we have completed over 3500 consultations with Halifax businesses resulting in the creation or retention of more than 9,500 jobs.

Align to New Opportunities

Whether it be through thought leadership, first access to economic reports, our programs or new partnerships, we help investors align business opportunities to reach their business goals.

Address Business Needs

We will customize investment commitment to better suit an investor’s needs.
THE PARTNERSHIP’S TRACK RECORD

The Partnership champions private sector investment and engagement in economic development and works in collaboration with the private, public and not-for-profit sectors to achieve our collective vision of Halifax becoming a truly international city – a place that attracts international business and talent and inspires entrepreneurialism and innovation.

We lead the development and implementation of Halifax’s economic strategy. The city’s current five year strategy – AGREATERTHANHalifax - builds upon the previous economic strategy which expired in early 2011. AGREATERTHANHalifax is the result of collaboration between representatives of all three levels of government, business, post-secondary, not-for-profit and community volunteers. It aligns the priorities and expectations of business, government, and the whole community to achieve a shared vision for Halifax.

The strategy focuses on achieving three business confidence and community outcome measures:

- Growing the business tax base of Halifax by retaining, expanding and attracting business and new investment
- Growing employment and income levels in Halifax by creating good jobs at a livable wage so people can choose Halifax as their home
- Growing the population of Halifax by attracting and retaining people in the city, capitalize on ideas and live within a diverse, vibrant, and sustainable community.

Over the past five years, Halifax’s economy has grown steadily. Positive increases have been achieved in each of the outcome measures.

- Business tax base: +7%
- Employment (2011-14): +1.8%, 4,100 jobs
- Personal Income per capita: +6.6%, $41,258
- Population: +3.0%, 414,000 (2011-2014)

Our Track Record

- **Public-private partnership model**
  - 125 businesses and organizations invest close to $1 million annually
  - Three levels of government invest $2 million annually
  - Champions private and public sector alignment and collaboration to achieve economic development goals
  - Created FUSION Halifax (2007) - 1,300+ young professionals engaged in shaping Halifax’s future
  - Lead Partner and Project Manager for the Halifax Gateway Council

- **Economic Analysis and Competitive Intelligence**
  - Publish the annual HALIFAX INDEX, an in-depth analysis of Halifax’s annual economic and community progress
  - Published the HALIFAX HEAD AND REGIONAL OFFICES (2014) study, research and best practices for attracting and retaining head and regional offices in Halifax
  - Played a leadership role in SHIPS START HERE (2011) – developed two reports assessing the scope and potential economic impact of the National Shipbuilding Procurement Strategy on NS.
  - Lead the development of INSUREECONOMY (2010) - an economic impact and future growth study of Nova Scotia’s high-value insurance sector
• **Marketing Halifax to Attract Business, Talent and Investment**
  - Launched Why Halifax to market Halifax’s competitive advantages and to help potential investors locate or expand a business in the city.
  - International partnerships – Consider Canada City Alliance, World Energy Cities Partnerships
  - Lead the ocean sector marketing team

• **Connecting Businesses to the Resources They Need to Grow and Prosper**
  - Created the SMART BUSINESS Program, Halifax’s business retention and expansion program, which from 2004-14 has:
    - Created and retained 9,536 jobs
    - Completed 3,553 Business Consultations
    - Generated 2,755 referrals to address business issues
    - Internationally recognized – Business Retention and Expansion International (BREI) Impact Award 2014
  - Created the CONNECTOR Program (2009) which connects business to qualified immigrants, international students, and young professionals
    - 1,251 Connectees
    - 735 Connectors
    - 540 jobs found
    - Program expanded to over 20 different cities across Canada and the US
    - Internationally and nationally recognized for talent retention

• **Organizational Excellence**
  - Accredited Economic Development Organization, a certification awarded by International Economic Development Council
  - Our public private model and many of our initiatives have received international recognition and have been replicated in parts of Canada, USA and Europe, because they are practical, effective and collaborative.
  - Won 20+ international and national awards for economic development and investment attraction marketing

“For us, Halifax Partnership was like the spoke at the hub of the wheel, helping us connect to the right people. Today, our industry is organized and we are directly contributing to the training of machinists that we will hire,” - Ron Marks, President, Techtronics Machine Works Ltd.
HALIFAX VALUE PROPOSITION

Halifax is the economic hub and financial capital of Atlantic Canada, generating 22.5% of the region’s combined GDP. The city is defined by its role as a regional hub, its educated population, and its connection to the ocean.

As a major North American Centre for marine, air, rail, trucking and logistics, Halifax is a strategic location for moving goods in and out of North America, traveling to and from international destinations, and delivering services across European, North American and Caribbean time zones.

Much of Halifax’s industry stems from its cluster of ocean businesses - from its shipping infrastructure, to marine sciences and oceans technology, to its large naval military presence. Additionally, the city is home to several growing sectors such as ICT/Gaming/Interactive Media, Transportation and Logistics, Financial Services, and others. Halifax is home to many head and regional offices as well as a high concentration of educated workers spurred by six degree-granting institutions and three community college campuses.

Halifax is a place where people want to study, live and work. With six universities and three community college campuses, Halifax offers a variety of first-class post-secondary opportunities and a sustainable, talented workforce to support business growth. Halifax’s highly-educated workforce, critical mass of scientists, and competitive R&D tax credits, make it an ideal location for research and innovation.

One of the oldest cities in Canada, Halifax provides a unique blend of history and modern conveniences. A military base for more than 250 years, Halifax has a long and proud military history. Home to the East Coast Navy, Canadian Forces Base Halifax has a strong and visible presence in the heart of the city.

Halifax’s mix of urban and rural landscapes and communities result in a city that balances work and play with city and nature. Both cosmopolitan and laid-back, Halifax offers an affordable cost of living, endless cultural and entertainment options, and easy access to outdoor recreation.

Halifax is home to:

- Over 414,000 people - nearly 45% of Nova Scotia’s population and 17% of Atlantic Canadians
- One of the most diverse economies in Canada with many strong business sectors including financial services; aerospace and defence; ICT, gaming and interactive media; ocean technology; energy, life sciences; and transportation and logistics
- One of the best educated workforces in North America. More than two thirds of Halifax’s working age population has a trade, college or university designation
- The Halifax Gateway which offers a winning combination of multi-modal transportation and logistics assets and services, modern infrastructure, exceptional service, and global reach
- Halifax is home to the Brain Repair Centre, internationally known for its successful treatment of the symptoms of Parkinson’s Disease
- Six degree-granting institutions and three community college campuses enrolling over 35,000 students annually
- The headquarters of major Canadian companies including Emera, I.M.P. Group International, Clearwater Fine Foods and Maritime Travel
- Atlantic Canada’s regional head office hub, including Canada’s “Big 5” banks
- The largest commercial aerospace and defence cluster east of Montreal and the largest share of Department of National Defence assets in Canada, including the East Coast Navy (10,000 personnel)
- Critical mass of public and private sector scientists doing world-class R&D in various industries
- Nova Scotia’s higher education sector funds $208 per capita for R&D; 35% higher than the national average.
- Nova Scotia is home to 450 PhDs in Oceans-related disciplines, the highest concentration in the world.
STRENGTHENING TIES IN EUROPEAN & ASIAN MARKETS

Halifax is strategically positioned to benefit from the expansion of global trade with, and between, Europe, Asia and the US. The Canada-European Union Comprehensive Economic and Trade Agreement (CETA) will open new markets for Canadian businesses and create new jobs for Canadian workers. Halifax and Nova Scotia stand to benefit significantly from this preferred access to the EU market. The EU is already Nova Scotia’s second-largest trading partner and largest export destination. CETA will eliminate tariffs on almost all of Nova Scotia’s key exports and provide access to new market opportunities in the EU. Top benefits include: new markets for fish and seafood; duty-free access for forestry and wood products; new markets for agricultural and agri-food products; more buyers for chemical and plastic products; and opening new markets in Europe for investment and Nova Scotia’s world-class services.

Asia also represents a key market and a tremendous economic growth. All three levels of government are working to develop investment and trade relationships in the region, particularly with China. As Nova Scotia aims to double its exports, and expand tourism, China is clearly a critical market. China is Nova Scotia’s 3rd largest export destination, behind the United States and European Union, with Chinese consumers buying $278 million in Nova Scotian goods and merchandise. Nova Scotians purchased $291 million in goods from Chinese markets, making it Nova Scotia’s 4th largest import market behind the European Union, United States, and Cuba. However, the real importance of this market is its growth potential. Exports have increased 409% since its 2009 low and show no signs of slowing down. The explosion of market activity over the past few years represents a new phenomenon, one with dramatic implications and opportunities for Halifax’s and Nova Scotia’s economy.

The Canadian government is also focused on strengthening ties with Korea under the new Canada-Korea Free Trade Agreement (CKFTA) which entered into force in January 2015. The CKFTA provides new access for Canadian businesses and workers to the world’s 15th largest economy and the 4th largest in Asia. The CKFTA is projected to create thousands of jobs by boosting Canada’s economy by $1.7 billion and increasing Canadian exports to South Korea by 32%.

The Partnership has been strengthening ties in Asia and Europe through its membership with the Consider Canada City Alliance (CCCA) – a united front of Canada’s major cities working in partnership with the federal government to attract trade and investment to Canada. The CCCA has become an important component of Canada’s investment and trade development strategy. In the last three years, the CCCA has embarked on five joint trade and investment missions with Department of Foreign Affairs, Trade and Development including three missions to Asia and two to Europe. The Partnership is participating in a CCCA mission to Beijing, Shanghai and Guangzhou early in March 2015. We are also working to strengthen investment relationships in Europe through Halifax’s membership with the World Energy Cities Partnership.

In 2015-16, the Partnership will work with our provincial partners to ensure Nova Scotia is capitalizing on the many opportunities the European and Asian market present for trade and economic growth. Specifically, we will explore the possibility of offering a new investment readiness BRE service focused on helping companies enter the Chinese market. Investment readiness is essential to helping companies become more competitive, productive, and globally-oriented and to achieving our economic goals.
HALIFAX’S 2016-21 ECONOMIC STRATEGY & GAME CHANGER ACTION PLAN

Halifax’s 2016-21 Economic Strategy

Now entering the final year of AGREATERHalifax, Halifax’s 2011-16 economic strategy, the Halifax Partnership is planning the development of the city’s next five-year economic strategy. In 2015, the Partnership will work with the private and public sectors to develop an innovative economic strategy and an implementation framework focused on robust levels of collaboration, alignment, cross-pollination and engagement.

The 2016-21 strategy will be built upon existing work and will provide the foundation for Halifax’s economic transformation. Increasing private sector engagement and leadership in economic development will be a priority. The implementation plan must ensure there is opportunity for ongoing cycles of attitudinal change and innovative improvements.

A Private-Sector Response to the One Nova Scotia Report

The One Nova Scotia Now or Never report emphasizes the need for the private sector to take a stronger leadership role in growing Nova Scotia’s economy and population. The Partnership will work with the private-sector to launch and implement a Game Changer Action Plan focused on addressing the following three One Nova Scotia “Game Changers”:

1. Attitude Shift: A Shared Commitment to Growing Nova Scotia’s One Economy

The One Nova Scotia report clearly states that shifting attitudes and greater collaboration are critical to the growth of our city and province:

“The Commission has come to believe, the critical first step is a shift in attitudes and a greater willingness and capacity on the part of business, key institutions and communities throughout Nova Scotia to join together in the pursuit of shared goals to benefit all… Overcoming the psychological barriers of division, distrust and discouragement may be just as important as raising capital, producing new products or finding new markets. Indeed, we may need to accomplish the former transformation before we can make much progress in the practical aspects of economic development.”

- One NS Report

- The report outlines the following areas attitudinal change could address:
  - Creating a shared vision for our city and province
  - The need for the private sector to lead the economic growth
  - Rural verse urban divide
  - The need for more exports
  - A reinforcement of an entrepreneurial spirit
  - Increase business confidence
  - The need to be a more open and welcoming society

2. Strategic Priority Growth Oriented Enterprises

The Partnership is focused on attracting and retaining high-value, high-potential companies in Halifax’s key sectors. We work with our private and public sector partners to identify and connect trade ready and hyper-growth companies to the support services they need to increase employment, investment and exports. Through visitation with business and the gathering of intelligence, we will continue to identify company specific and company common issues and help businesses increase investment, productivity, innovation, exports and competitiveness.

Mega projects (over $122B in Atlantic Canada) and major economic opportunities provide increased opportunities for business growth and development. We will continue to work with both public and private partners to identify and respond to major economic threats (such as weak population growth) and opportunities (such as shipbuilding and the growth of Nova Scotia’s ocean economy).

3. Rebuilding Our Trade Economy

Halifax is strategically positioned to benefit from the expansion of global trade with, and between, Europe, Asia and the US. We will work with the private and public sectors to increase and improve access to international markets through the Halifax Gateway, increase Nova Scotia exports, and enhance participation in global supply chains. We will also work with business to build the confidence and capacity of SMEs to expand into new markets and take advantage of growth opportunities.
OUR INVESTORS

Partner Level ($10,000 +)

- ABM Integrated Solutions
- Atlantic Business Magazine
- Atlantic Canada Opportunities Agency
- Bell Media
- BMO Bank of Montreal
- Clear Picture Corporation
- Clearwater Seafoods Limited Partnership
- CN
- Cox & Palmer
- Cresco Developments Limited
- Dalhousie University
- Deloitte
- Delta Hotels, Barrington & Halifax
- Eastlink
- Emera Inc.
- Export Development Canada
- Gerald Walsh Associates Inc.
- GWL Realty Advisors / Purdy’s Wharf
- Halifax Chamber of Commerce
- Halifax International Airport Authority
- Halifax Marriott Harbourfront Hotel
- Halifax Port Authority
- Helly Hansen Canada Ltd.
- immediaC Worldwide Inc.
- Irving Shipbuilding Inc.
- ISL Digital Marketing
- Journeyman Film Company
- Manulife Canada
- Medavie Blue Cross
- Metro Guide Publishing
- Metro Halifax
- Mount Saint Vincent University
- Napkin Inc.
- NATIONAL
- Newcap Radio
- Nova Scotia Business Inc.
- Nova Scotia Provincial Lotteries & Casino Corporation
- Nova Scotia Power Inc.
- Emera Inc.
- Office Interiors
- Pattison Outdoor Advertising
- RBC Financial Group
- Saint Mary’s University
Investor Level ($5,000 - $10,000)

- Admiral Insurance
- Advanced Systems
- Aecon Buildings, Atlantic
- Agenda Managers Inc.
- The Armour Group
- Arrow Electronics
- Atlantic Digital Reproductions Inc.
- Atlantic Film Festival
- Atlantic Lottery
- Aviva Insurance Company of Canada
- BDO Canada LLP - Atlantic Canada Region
- Basin Stationery
- Black & McDonald
- Blue Ocean Contact Centers
- Bluteau DeVenney & Company
- BOYNECLARKE LLP
- Burgess Transfer & Storage Ltd.
- Business Development Bank of Canada
- Canadian Museum of Immigration at Pier 21
- Casino Nova Scotia
- CCL Group
- Cisco
- Clayton Developments Ltd.
- Commissionaires Nova Scotia
- Corporate Research Associates Inc.
- CREIT Management L.P.
- Doctors Nova Scotia
- DRS Pivotal Power
- DSM Nutritional Products Canada Inc.
- Ernst & Young LLP
- Fire Inside Leadership
- Four Points by Sheraton Halifax
- Freeman Audio Visual Canada
- Grant Thorton LLP
- Group M5
- Halifax-Dartmouth Automobile Dealers Association
- Halifax Harbour Bridges
- Hampton Inn & Homewood Suites
- IBM Canada Ltd.
- IH Mathers
- Innovacorp
- Jazz Aviation LP
- Junior Achievement Nova Scotia
- Killam Properties
- KPMG LLP
- Lindsay Construction
- Lois Lane Communications
- Lockheed Martin
- Mainland Nova Scotia Building & Construction Trades Council
- Maritime Museum of the Atlantic
- Maritimes & Northeast Pipeline - Spectra Energy Transmission
- MHPM Project Managers Inc.
- Moore Executive Suites
- MariNova Consulting Ltd.
- Municipal Group of Companies
- Neptune Theatre
- Nova Scotia Community College
- Nova Scotia Health Research Foundation
- Nova Scotia Liquor Corporation
- Nova Scotia Pension Services Corporation
- Oceanstone Inn
- Owens McFadyen Group
- Pete’s
- Priority Management
- Rapport Communications (Right Some Good)
- Revolve
- Scotian Materials
- Symphony Nova Scotia
- TD Canada Trust
- The Prince George Hotel
- The Shaw Group Ltd.
- Time + Space
- Waterfront Development Corporation Ltd.
- WBLI Chartered Accountants
- Word Right Career & HR Consulting
- Workers’ Compensation Board of Nova Scotia