

**HALIFAX
PARTNERSHIP**
CONNECT. COLLABORATE. PROSPER.

ACCELERATE

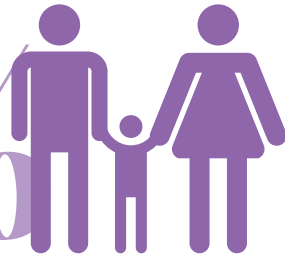
ANNUAL REPORT 2016-17



ECONOMIC BOOSTERS

IN 2016, HALIFAX'S
POPULATION GREW BY

2%



(THE LARGEST GROWTH
IN OVER 15 YEARS)



HALIFAX'S
UNEMPLOYMENT RATE
DECREASED FROM 6.3%
IN 2015 TO

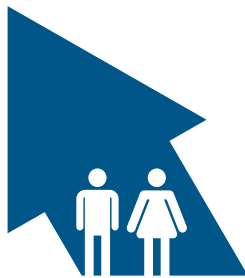
6.1%

POPULATION GROWTH WAS
DRIVEN BY IMMIGRATION.
HALIFAX'S NET MIGRATION WAS

7,000 PEOPLE



COMPARED TO NATURAL GROWTH
OF JUST UNDER 1,200 PEOPLE.



IN 2016, NET
INTERPROVINCIAL
MIGRATION OF YOUTH
AGED 20-29 IMPROVED.

500

MORE YOUTH STAYED
IN NOVA SCOTIA.

6,150



IMMIGRANTS WERE WELCOMED
BY HALIFAX IN 2016.

HALIFAX PARTNERSHIP

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ANNUAL REPORT 2016-17

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MESSAGES

Message from the President & CEO

This has been a great year for Halifax and the Halifax Partnership.

In our five-year Economic Growth Plan, launched in 2016, we set very aggressive and ambitious targets pointing toward a vision to grow Halifax's population to 550,000 and GDP to \$30 billion over 15 years. The good news is that we remain among the top cities in Canada for economic growth; last year was a record year for population growth. So, we are off to a good start on our journey.

Talent recruitment and retention are top issues for many of our growing sectors. We need more people to work and live here, and we need to use our greatest strengths as an innovative and smart city to rethink how we source talent to sustain businesses and our community. In 2016, things started to roll. Initiatives such as the Atlantic Immigration Pilot, a new streamlined federal program that helps businesses in Nova Scotia recruit an additional 800 people internationally to fill specific roles, is one fresh response to our talent shortage.

Companies around the world are amazed by our innovative environment, educated workforce and global student population. Our job is to lead the charge to make Halifax the most inclusive, international, opportunistic place for business to grow.

What we need to do is "put the pedal to the metal" and accelerate. From a global lens, we are seen as a vibrant, thriving community - world leading innovative companies are emerging, growing and prospering around us. Halifax and the Halifax Partnership are in a wonderful position to collaborate with partners like NSBI, ACOA, Innovacorp, the Halifax Chamber of Commerce, Discover Halifax and others to tell our story to the world, to convince global companies to do business and invest in Halifax and to work with local companies to realize their full potential.

The future has never been brighter for Halifax. Our TLC (Talent, Location, Cost) makes us the "best deal in Canada".

Let's all work together to dare to be positive and spread the word.

Ron Hanlon, President & CEO

Message from the Mayor

Today, Halifax looks and feels different than it did even five years ago. We are keeping and attracting more young people, newcomers from across the country and around the world are choosing to put down roots here, and companies of all sizes are investing in our growing economy.

"Today, we stand on the shoulders of our past, proud of what we have accomplished together and charting a course for a bright future."

We are seizing opportunities as vast and as deep as the Atlantic that laps our shores, with major investments in the Dalhousie-led Ocean Frontier Institute and the Centre for Ocean Ventures and Entrepreneurship (COVE). Everywhere one looks, major private sector construction projects are moving from blueprint to building.

Our new Economic Growth Plan has set us on a path to grow our GDP to \$30 billion, and our population to 550,000 by 2031. Since our adoption of that plan less than a year ago, we have already climbed to 426,000 people, growing faster than the national average.

This year we will come together to mark 100 years since the Halifax Explosion, an unprecedented disaster that could have brought an end to our city. The rebuilding of Halifax in the face of such tragedy demonstrates the strength of purpose and resilience that has always characterized our people. Today, we stand on the shoulders of our past, proud of what we have accomplished together and charting a course for a bright future.

Let's look back with pride on 2016, continue to be open to new possibilities and recommit ourselves to the hard work of bringing them to fruition. I look forward to working with my Council colleagues, with the Halifax Partnership and our many community and business organizations as we continue to build Halifax Regional Municipality as a great place to live, work and invest.

Mayor Mike Savage

Accelerate: to cause faster or greater activity, development, progress, advancement.

Message from the Board Chair

Fostering new and better ways to create value is key to our city's growth, shared prosperity and outstanding quality of place.

Built on a partnership among private investors, governments, and the community, the Halifax Partnership has a unique ability to help strengthen innovation and entrepreneurial ecosystems that will spur rich collaborations, connections and accelerated pathways to pursue excellence on a global scale.

Halifax has an incredible value proposition: it is one of Canada's top cities for advanced education. We are one of the world's leading centres for ocean science and enterprise, and we enjoy an incredible quality of life, built on a unique urban-rural blend. Halifax is far more affordable both for families and for businesses than many other cities in North America. And we're gaining a strong reputation as a hub for creativity, innovation and entrepreneurship.

I see the next year as an opportunity to build momentum and critical mass. We have an opportunity to be one of the most attractive cities in North America for creative people and dynamic companies – whether they are born here, or choose to come here. From our schools to our coffee shops, our performance venues to our boardrooms, Halifax is the ideal home for those with an ambition to tackle the world's greatest challenges and opportunities.

There is already a world-class innovation district emerging organically. It is anchored by exciting undertakings like the new COVE, the beautiful Waterfront campus of the NSCC, the incredible new Discovery Centre, the success of entrepreneurs at Volta Labs, one of the most architecturally significant public libraries in the world, the soon-to-be-completed Emera ideaHUB on Dalhousie's downtown campus, the life-saving clinical research of the IWK and QEII, and the cutting edge companies at Innovacorp's Life Sciences Research Institute.

“We have an opportunity to be one of the most attractive cities in North America for creative people and dynamic companies.”

It is incredibly exciting right now to see a certain porousness has opened up between institutions and organizations. Companies, governments, entrepreneurs, universities, philanthropists and community groups are demonstrating a willingness to work together in new ways. This alignment of activity in the service of common purpose is absolutely vital to our success as a city.

“Halifax is the ideal home for those with an ambition to tackle the world's greatest challenges and opportunities.”

One can't pay too much attention to rankings; however, we've seen Halifax ranked the Canadian city with the most up-and-coming IT start-ups in 2015, and ranked the fourth best tech hub in Canada in 2016 (based both upon our innovation and entrepreneurship assets and our quality of life). The needle is moving.

At the Partnership, we describe our attitude toward Halifax's growth goals as a positive sense of urgency: there is great opportunity, but it won't be realized without concerted effort to try new and better ways of doing things. This outlook is anchored by the strong management team, led by our outstanding president and CEO Ron Hanlon.

Indeed, we are fortunate in this moment to have excellent leadership in a number of key places in Halifax. Let's make the most of the opportunity by ensuring they have as much success as possible. It will take all of us a long way.

Matt Hebb, Board Chair

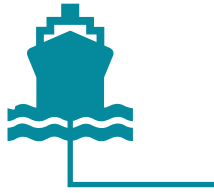
Halifax is transforming. We are proud of our long and storied history and are embracing our vibrant future without forgetting where we came from.



Queen's Marquee, a **\$200 million investment** on the Halifax waterfront, will be a mixed used space with hotel, residential, office and retail space.



Provincial and federal governments announce **\$19.7 million in funding** to convert former Coast Guard base into the COVE.



Emera plans for **\$2 billion Atlantic Link**, a subsea transmission to bring clean energy from Atlantic Canada to Massachusetts.



NTT Data, Jazz Aviation LP and Citco (Canada) Inc. among **Canada's Top 100 Employers for Young People**.



New Atlantic Immigration Pilot allows Nova Scotia to bring in **800 additional foreign workers and international graduates**.

THIS IS HALIFAX

Mobivity to **create 40** technical development, data analysis, quality assurance and customer support jobs at its Dartmouth operation.



Bluedrop awarded **\$15 million contract** to design naval simulation software.



Since 2013, Volta's 39 resident start ups and alumni have raised more than **\$24.5 million in equity financing**.



Port cargo increased from 7,569,286 metric tonnes to 8,272,345 metric tonnes.



Irving Shipbuilding **invests \$4.5 million** in the COVE.



We are proud to be Canada's Ocean City. Our location on the far edge of the country is now rightly embraced as a gateway for trade, immigration and innovation.



Halifax Stanfield **increased air passengers by 200,000** to over 3,908,000 passengers.



Halifax Rosborough Boats **wins \$7.3 million contract** for rescue boats on Navy patrol ships.



Government of Canada, John Risley and other partners **contribute \$220 million** to Ocean Frontier Institute project.



TD Insurance to create as many as **300 jobs** at its Halifax operation.



Dartmouth-based Canadian Maritime Engineering to create as many as **80 jobs across Nova Scotia**.

HALIFAX

Here are just a few of the many wonderful things that had a positive impact on Halifax's economy last year.

Moose River Gold Mines **hires 140 workers** for exploration in rural Nova Scotia.



The Nova Scotia Trust reached its goal of raising **\$7 million to protect the 100 Wild Islands**.



\$5 million infrastructure investment in Mulgrave Park will create **300 affordable housing units**.



Dalhousie University announces **transformational \$64 million investment** for its downtown campus and the public launch of the ideaHUB project.



Province announces it will spend **\$1.4 million to connect 5,400 rural homes and 420 rural businesses** to high-speed internet.



A NEW ERA OF INNOVATION IN HALIFAX

In the heart of our city is Halifax's emerging Innovation District, the place where our start-ups and leading firms, business incubators and accelerators and anchor post-secondary and research institutions are clustered and colliding to create new and better ways of doing things.

You can see the rise of the district with the growth of Dalhousie University's Sexton campus, Halifax's new Central library, several new mixed-use developments and innovation centres, a growing number of early-stage technology companies, and incubators Volta Labs and Innovacorp.

Our innovation ecosystem is driven by multiple sectors – IT, clean tech, ocean tech, agri-food and seafood, health and life sciences. Successful companies like QRA, Sunsel Systems, REDspace, T4G, DHX Media and Neocon International, among many others, are growing and becoming leading suppliers to multinational brands. Global companies like IBM, RBC and NTT Data continue to expand their footprints in Halifax.

Our post-secondary institutions are leaders in medical and ocean research and countless technologies. The \$29 billion shipbuilding contract, and over \$250 million in public and private investments in the Ocean Frontier Institute and the COVE, is positioning Nova Scotia for a world-leading oceans-technology cluster.

.....
“Innovation districts constitute the ultimate mash up of entrepreneurs and educational institutions, start-ups and schools, mixed-use development and medical innovations, bike-sharing and bankable investments – all connected by transit, powered by clean energy, wired for digital technology and fuelled by caffeine... [They] represent a radical departure from traditional economic development.”

– Brookings Institute

.....
Cities and regions that invest in innovation experience greater economic growth, generate high-wage high-value jobs, and attract the brightest minds and top companies from around the world. Innovation is a key strategy in achieving Halifax's Economic Growth Plan vision and Nova Scotia's and Atlantic Canada's innovation agenda.

For over 20 years, the Halifax Partnership has led the private, public and community sectors in forging and driving a vision for economic growth and development in Halifax. Our vision is to build a globally-recognized innovation ecosystem that accelerates entrepreneurship and the commercialization of leading-edge ideas and research throughout the region.

Over the next three years, the Partnership will lead the development of Halifax's Innovation District, working in collaboration with Dalhousie University and other post-secondary partners, the private sector, Nova Scotia's MIT REAP team, and all levels of government. The Province of Nova Scotia is contributing \$2.5 million in this initiative, and as part of its \$8.5 million investment in entrepreneurship and innovation in Nova Scotia.

.....
“The establishment of an innovation district in downtown Halifax will change how technology and innovation is perceived in the region and how global talent and companies perceive us as a place to do business.”

– Jesse Rodgers, CEO Volta Labs

.....
Together, we will leverage and build upon Halifax's unique strengths – our ocean advantage, educated workforce and top-notch institutions, our strategic location and excellent quality of life, and our vibrant start-up community and established firms – to scale-up innovation and accelerate growth.

The elements of success are in place, and the opportunity has never been greater for Halifax to win. The Halifax Partnership is reinventing and reorganizing to align with the opportunity at hand. We are selling our excellent product of Halifax, proudly and boldly in markets around the world. We are working to better understand our companies' and post-secondary institutions' capabilities, R&D and growth opportunities – connecting the innovation dots and fast-tracking commercialization.

This is how we will win, and the Partnership is excited to be leading the charge.

WORLD-CLASS INNOVATIVE COMPANIES

DHX MEDIA LTD. is a leading children's content and brands company, recognized globally for such high-profile properties as Teletubbies, Yo Gabba Gabba!, Caillou, Inspector Gadget, Peanuts, Strawberry Shortcake and the acclaimed Degrossi franchise. Headquartered in Halifax, DHX has 17 offices worldwide and owns the world's largest independent library of children's content.

NEOCON INTERNATIONAL is an award winning Automotive Original Equipment Manufacturer (OEM), design house, and production facility. Their designs add vehicle sizzle and are targeted at specific models upcoming in the automotive market. Customers include Global 1000 clients as Nissan, Mercedes, GM, Toyota, and Subaru.

SPRING LOADED TECHNOLOGY has developed a Levitation knee brace that gains energy when the knee bends and then releases it when the knee straightens, increasing the power of the joint. A month after launching its successful crowdfunding campaign, Spring Loaded Technology announced a \$1.9 million venture capital investment from Halifax-based Build Ventures and a \$1 million contract with the Canadian military.

SUNSEL manufactures custom circuit boards, offering cutting edge technical solutions to clients in Halifax, across Canada and around the world. They provide custom solutions from the concept and design stages through to the commercialization of a product.

RBC ROYAL BANK has a very diverse customer base with equally diverse needs. To keep up with the increasing prevalence of technologies such as smartphones, RBC has expanded into a blend of branches, digital services, mobile expert advisors, and mobile, online and telephone banking.

IBM is rapidly growing its Canadian Client Innovation Centre located in Bedford. The centre provides application management and consulting services to manage and transform IT systems for local government departments, businesses and universities. IBM is expected to create 750 jobs by 2020 (250 more than originally planned).



2016-17 BUSINESS PLAN RESULTS

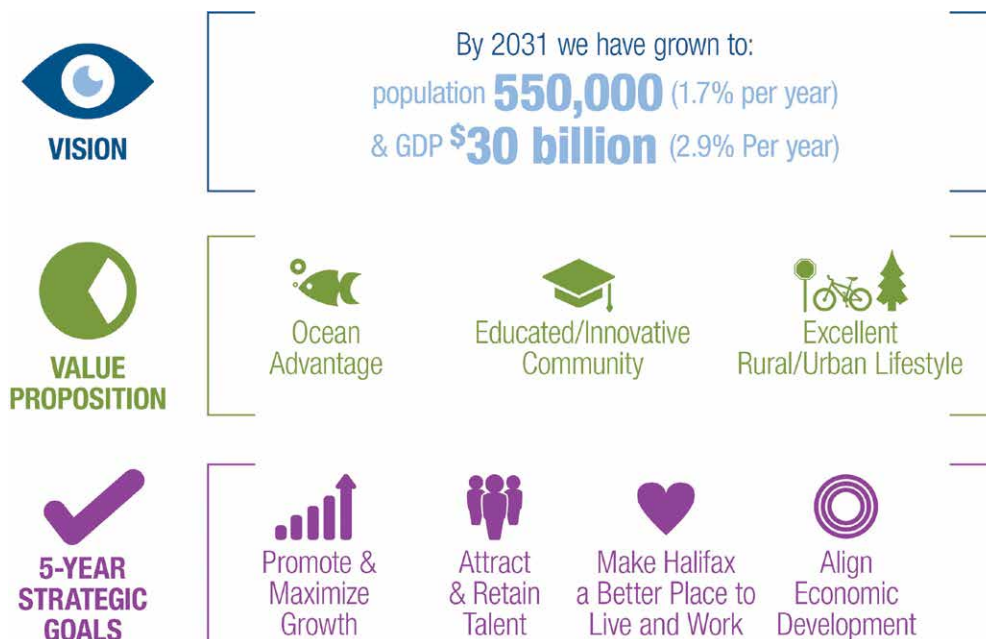
The Partnership, along with the Halifax Regional Municipality and our partners, mobilizes and leads our community in developing and executing *Halifax's 2016-21 Economic Growth Plan*. Together, we are working toward an ambitious vision to grow Halifax's population to 550,000 and its GDP to \$30 billion by 2031.

The *Growth Plan* sets out a focused and measurable plan of action to make Halifax a more vibrant, thriving and welcoming city. It builds upon and leverages Halifax's unique strengths – our ocean advantage, educated and innovative community and excellent urban/rural lifestyle – and is supported by four, five-year strategic goals:

- 1. Promote and Maximize Growth:** Grow Halifax's GDP to \$22.5 Billion by 2021
- 2. Attract and Retain Talent:** Grow Halifax's labour force to 271,000 by 2021
- 3. Make Halifax a Better Place to Live and Work:** Grow Halifax's population to 470,000 by 2021
- 4. Align Economic Development:** Increase alignment and collaboration

The Partnership's 2016-17 Business Plan is aligned to the goals and objectives of the *Economic Growth Plan*. The following pages highlight results of the Partnership's activities in support of the strategic goals.

ECONOMIC GROWTH PLAN FRAMEWORK



PROMOTE AND MAXIMIZE GROWTH

Promote and Maximize Growth focuses on making it easier to do business in Halifax and capitalizing on our best economic opportunities.

SMARTBUSINESS PROGRAM

The Partnership's Business Retention and Expansion (SmartBusiness) Program Account Executives meet face-to-face with business owners to pinpoint obstacles for growth. They work to find solutions and identify systemic issues across companies.

Highlights of this past year:

- 265 face-to-face visits (224 SMEs, 45 HROs)
- 565 referrals to the SmartBusiness Action Team (which consists of over 30 business and government organizations)
- 481 follow-up consultations
- 23 referrals to provincial and federal trade resources
- 4 company common issues:
 - Business views on red tape
 - Rural broadband connectivity
 - Commercial taxes
 - Difficulties in finding mid-level staff in IT sector
- 3 aftercare clients

88% CLIENT SATISFACTION

- Connected 6 companies to major project opportunities that have the potential to create:
 - 370 jobs
 - A foreign investment (value may exceed \$3 billion)
 - An increase in Gateway traffic
- Connected 27 companies to opportunities to pitch their ideas for investment

MAYOR'S LOCAL CELEBRATE BUSINESS PROGRAM

Mayor Savage and the Partnership visited five local companies. The goal of the program is for Mayor Savage to visit local businesses, meet Halifax business leaders and learn more about our business community.

- Climate Technical Gear
- Inland Technologies
- African Community Investment Cooperative Ltd. (ACIC)
- Sunsel
- REDspace

ECONOMIC INTELLIGENCE, ANALYSIS AND THOUGHT LEADERSHIP

The Partnership provided the most up-to-date, relevant economic information on Halifax to help businesses relocate, stay and grow in Halifax through the following:

- The 2016 *Halifax Index*
- Quarterly Economic Reports
- SmartBusiness Quarterly Reports
- Up-to-date Halifax Business Case and Industry Sector Profiles
- Up-to-date Major Project Map
- Responding to over 125 external research requests
- Preparing 15 Halifax Business Case profiles for investment attraction leads
- Producing four white papers (Rural Broadband, Commercial Property Tax, Provincial Regulation and Municipal Regulation)
- 2017 CRA Annual Business Confidence Survey
- 2017 City Matters survey

SUPPORTING BUSINESS IN RURAL HALIFAX

- Worked with Destination Eastern and Northumberland Shores (DEANS) and the Strategic Tourism Expansion Program (STEP) Working Group to develop the Musquodoboit Harbour to Sherbrooke STEP Strategic Plan.

The Halifax Central Library, the ideaHUB, COVE and Volta are all parts of the movement. Lush parks, expansive trails and livable neighbourhoods are providing an enviable quality of life.

- Engaged with the 100 Wild Islands Tourism Advancement Partnership.
- Engaged with rural Halifax partners on the provincial and federal funding opportunities for rural broadband. We prepared a background research report and are making the case for rural broadband directly to our investors and partners.

SUPPORTING THE AFRICAN NOVA SCOTIA COMMUNITY

- Renewed our Memorandum of Understanding (MOU) with the Black Business Initiative (BBI) to continue to build the capacity of the African Nova Scotian business community.
- Met the African Community Cooperative of Canada. The Partnership will present the Connector and SmartBusiness Programs to the community to encourage engagement.
- Supported two not-for-profit organizations in the ANS community to build the capacity required to be successful.

SELL HALIFAX

In June 2016, we launched the Sell Halifax Program, along with Mayor Mike Savage, to attract new investment and business to Halifax. Toronto was the first Sell Halifax stop with a sold-out audience of over 200. Planning is underway to expand the program to other major Canadian and US cities over the next year.

A key element of the program is the Sell Halifax Toolkit, designed to make it easy for individuals to access information and marketing collateral about why Halifax is the place to set up a business, get a new idea moving, immigrate to, or study. The Toolkit helps us all access the same accurate, up-to-date information about Halifax's competitive advantages - numbers, facts, figures and proof points on growth sectors, quality of life features and economic stats.

Thanks to our Sell Halifax program sponsors: CBRE, Air Canada and Time + Space.

INTERNATIONAL PARTNERSHIPS

The Partnership also manages the International Economic Partnership Agreements on behalf of HRM. Halifax currently has economic partnerships with Aberdeen, Scotland and Norfolk, Virginia.

The Partnership also manages HRM's membership in the World Energy Cities Partnership (WECP), comprised of 19 cities from around the world with energy activities as a major driver of their economy.

- In January 2016, Mayor Savage assumed the role of President of the organization for a two-year term.
- In April 2016, as the new Presidential city of WECP, Halifax led a business mission to Aberdeen and Stavanger, Norway. The mission focused on companies in the oceans and logistics sectors.
- In May 2016, the Mayor chaired his first meeting as President of the WECP at its annual working meeting held in Houston. The working meeting is timed to align with the annual Offshore Technology Conference.
- In November 2016, the Mayor chaired the WECP AGM in Cape Town, South Africa. A key focus of this year's AGM was on renewable energy.
- Mayor Savage will host the organization's 2017 AGM in Halifax, coinciding with the 35th anniversary of the CORE Conference on September 30 - October 4, 2017.

EMERGING INTERNATIONAL PARTNERSHIP

The Partnership hosted a business delegation in August 2016 from Zhuhai, China, which included the development and presentation of a "letter of intention to cooperate" between Halifax and Zhuhai. A visit to Zhuhai is planned for June 2017.

Far more valuable than a building or a park is a change in attitude. Halifax is coming into its own and our citizens feel it, believe it and are seizing the opportunity.

HALIFAX GATEWAY

A two-year Action Plan was developed for Halifax Gateway partners. A communication plan was also developed demonstrating aligned value propositions.

The Partnership coordinated and led the Port of Halifax, Halifax Stanfield and CN participation at the Cargo Logistics Canada Trade Show. A Gateway reception was held during the show where approximately 100 business delegates attended.



OTHER HIGHLIGHTS

- Sponsored the Reverse Trade Show on November 8, 2016 (29 exhibitors)
- Provided orientation services to a delegation from Malmo, Sweden that visited Halifax
- Hosted a small delegation from Turkey in partnership with the Discovery Centre
- Took part in the Boston Tree Lighting along with Mayor Savage, including B2B sessions with Boston technology companies which generated quality leads and opportunities

THIS YEAR'S RESULTS

This year's activities have created a sales funnel of investment opportunities for Halifax. As of March 31st, funnel results were:

- 46 Projects
- 20 Prospects
- 3 Qualified Leads
- 5 Wins (companies establishing or expanding operations in Halifax)

175 JOBS
EXPECTED TO
BE CREATED

A rough estimate would suggest an annual GDP impact in the range of \$15-20 million.

ATTRACT AND RETAIN TALENT

Attract and Retain Talent focuses on attracting and keeping immigrants, international students and recent graduates and to make the best use of our available workforce.

HALIFAX CONNECTOR PROGRAM

PRESENTED BY



The Halifax Connector Program, presented by RBC, is a networking initiative that helps local business leaders connect with new graduates, immigrants and international students who are interested

in starting and growing their careers in Halifax. The program pairs individuals with local employers, civil servants and community leaders in their field. Since 2009, with funding support from the Province of Nova Scotia, Halifax Connector Program has helped more than 1,200 participants build their networks and careers in Halifax. Over 879 have found jobs.

This year's results:

444 NEW CONNECTEES (PARTICIPANTS)

- 175 Internationally Trained Professionals
- 222 Local and International Graduates
- 47 Speed Interview Participants

151 JOBS FOUND

104 NEW CONNECTORS (BUSINESS LEADERS)

- 50 re-engaged Connectors
- >30 employer engagement events



NATIONAL PRE-ARRIVAL CONNECTOR PROGRAM

The National Pre-Arrival Connector Program is a Focal Point Partner with the Planning for Canada Initiative, working with the Canadian Immigration Integration Program (CIIP) and the Canadian Orientation Abroad (COA) Program to identify, connect and support eligible pre-arrival immigrants. Together, we are assisting newcomers throughout their immigration process, increasing their chances of making meaningful connections, gaining employment and successfully integrating into their new communities. This year, the program processed 218 referrals. Of those, 58 are Halifax bound (pre-screened professionals with permanent resident status).

EXPERIENTIAL LEARNING INITIATIVE

In March 2017, the Partnership, with support from the Province of Nova Scotia, launched the Experiential Learning Initiative. Part of the **Game Changers Youth Retention Action Plan**, the initiative aims to increase

What's happening in Halifax? Growth, momentum, hard work and a deeply felt pride that the city is on the rise. Are you ready? We are.

Halifax business participation in experiential learning programs offered by universities and colleges across Nova Scotia. The Partnership's role is to identify interested Halifax employers and make the connection between businesses and post-secondary institutions. The goal is to facilitate a minimum of 50 experiential learning opportunities for Nova Scotia post-secondary students in 2017.

NATIONAL CONNECTOR PROGRAM

The National Connector Program (NCP) funded by Immigration, Refugees and Citizenship Canada (IRCC) assists other Canadian communities in launching Connector Programs in their regions.

This year eight new Connector Programs joined the Connector community – Okanagan, Toronto, Mississauga, Scarborough, Brampton, North York, Cape Breton and the Western Regional Enterprise Network. Through NCP, the Partnership has supported a total of 28 Connector Programs to date, including four international programs in St. Louis, Missouri; Detroit, Michigan; Bern, Switzerland; and Sweden.

GAME CHANGERS YOUTH RETENTION ACTION PLAN

PRESENTED BY



Now in its second year, the **Game Changers Youth Retention Action Plan**, presented by TD, has a clear goal to reduce the out-migration of youth aged 20-29 from net 1,300 to zero by 2019.

In September 2016, Statistics Canada

released the numbers for 2015-16: net out-migration from Nova Scotia within this age group improved to 500 more youth.

- Billboard and ad campaign is currently in market.
- Assisted more than 13 companies in hiring youth.
- Presented the Game Changers Awards Gala on October 19th, with 300+ people in attendance.

TD - Best Youth Employer Awards

Small Business - Beaumont & Co.

Medium Business - SimplyCast

Large Business - Grant Thornton LLP

NSCC - Best Co-op Employer Awards

Small Business - Ocean Sonics

Medium Business - Ultra Electronics Maritime Systems

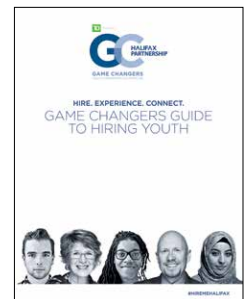
Large Business - Emera Inc.

Halifax Partnership - Connector Program Awards

Best Super Connector Award - Natalie Irwin, EfficiencyOne

Best Connector Organization - CBCL Limited

- Launched the *Game Changers Guide to Hiring Youth*, a resource to give the business community the information and connections needed to hire youth, offer experiential learning opportunities and become a Connector.



Thanks to our Game Changers sponsors for their leadership and support:

- TD – Presenting Sponsor
- Halifax Regional Municipality
- The Chronicle Herald
- Nova Scotia Community College
- Clothesline Media
- Dalhousie University
- Saint Mary's University
- Pattison Outdoor Advertising
- Mount Saint Vincent University
- Halifax Marriott Harbourfront Hotel
- NTT Data
- Scotiabank

And thanks to our funder, the Province of Nova Scotia.

MAKE HALIFAX A BETTER PLACE TO LIVE AND WORK

Halifax is a great place to live, work, and play. Residents enjoy life and work in more than

200 RURAL, URBAN AND SUBURBAN COMMUNITIES

that boast a variety of businesses, dining, nightlife, and arts and entertainment options. There are a few places in the world where you can get from the boardroom to the beach in 30 minutes. Halifax is one of them.

Key actions in this goal are focused on making Halifax a great place to work and play by improving cultural assets, mobility, inclusiveness, affordability, and environmental resiliency while ensuring that we continue to sell and market Halifax's quality of life as a unique and key differentiator. HRM has lead responsibility for most of the actions.

The Partnership's focus in 2016-17 was to develop an outreach plan that leveraged our private sector investors to promote and celebrate Halifax's business culture.

This year, we welcomed six new investors and achieved a 95% investor renewal rate.

Our new investors are:

- NSAR
- Neocon International
- Barrington Consulting Group
- Bulletproof Solutions
- CBRE Halifax
- NTT Data

With the support of our private sector media investors we created and distributed the following:

- 12 custom content articles published in The Chronicle Herald
- 6 Investor Spotlight stories for our investor newsletters
- 6 Game Changers success stories
- 6 articles in Business Voice magazine

Other outreach collateral include:

- 8 general newsletters (Partnership Pulse)
- 9 investor newsletters (Investor Insights)
- Presented the Economic Growth Plan to 23 organizations
- We developed and published the 2016 *Halifax Index*, a single information source of annual data on the state of Halifax's economy, people, quality of place and sustainability. The *Index* was distributed to over 1,000 individuals.

Please see *Promoting Halifax* on page 18 for more outreach details and results.



ALIGN ECONOMIC DEVELOPMENT

Align Economic Development ensures that Halifax and Nova Scotia's economic development organizations, policies and programs are in alignment and moving in the same direction toward our shared economic goals for Nova Scotia.

ECONOMIC GROWTH PLAN

- On April 5, 2016, Halifax Regional Council unanimously adopted the Halifax Economic Growth Plan for 2016-21.
- Over 300 business people attended the Growth Plan launch event.
- The *Growth Plan* has been shared with over 1,000 key stakeholders.
- The Partnership presented the *Growth Plan* to 23 associations, organizations and businesses throughout Halifax.

PARTNERSHIPS AND COLLABORATIONS

Local

- Co-hosted the sold-out Annual State of the City Forum with the Halifax Chamber of Commerce. Mayor Mike Savage delivered his Annual State of Halifax speech.
- Led the Halifax Ocean Sector Marketing Committee (OSMC) focused on developing marketing collateral to support ocean sector growth. Partners include Ocean Technology Council of Nova Scotia, Waterfront Development Corporation, NSBI, Dalhousie University, Nova Scotia Community College and Journeyman Film.
- Engaged as part of the Strategic Steering Committee of the COVE, Oceans Week Collaborative Committee and the COVE Marketing Committee.
- Engaged as a member of the Local Immigration Partnership, an initiative that builds multi-sectoral partnerships that help improve the integration of newcomers and strengthen the community's ability to welcome them.
- Lead the management of the Halifax Gateway Council.

Provincial

- Provided advisory support to Nova Scotia's Regional Enterprise Networks for the launch and roll-out of their Business Retention and Expansion Programs.

- Through the National Connector Program, assisted the Cape Breton Partnership and the Western Regional Enterprise Network with the roll-out of their Connector Programs.
- Worked with the Nova Scotia Office of Regulatory Affairs and Service Effectiveness to support the roll-out of the new Business Navigator pilot service.
- Worked with a group of local economic-focused representatives, individuals and academics on the third phase of One Nova Scotia work. First convener, Don Bureaux, President of Nova Scotia Community College, launched the Measurement Dashboard in March 2017. It tracks and reports objectively on collective progress towards the 19 goals. The Dashboard can be found at onens.ca.

Atlantic Canada

- Led the first meeting of the Atlantic Canada Economic Coalition on January 20th in Moncton. Coalition members are the economic development organizations from the seven largest Atlantic Canadian cities: Fredericton, Cape Breton Regional Municipality, Moncton, St. John's, Saint John, Charlottetown and Halifax. Inspired by the Consider Canada Cities Alliance, the purpose is sharing of best practices, collaboration on regional economic development priorities and identifying ways Atlantic Canadian cities can support the Atlantic Growth Strategy.

National and International

- National Connector Program: Led by the Halifax Partnership, assists Canadian communities in launching their own Connector Programs.
- Consider Canada Cities Alliance: A collection of 11 large Canadian cities, focused on developing economic connections with other cities around the globe.
- World Energy Cities Partnership (WECP): The WECP is a not-for-profit organization whose member cities are globally recognized as international energy capitals.
- International Economic Development Council (IEDC): IEDC is a not-for-profit membership organization serving economic developers.

PROMOTING HALIFAX

SOCIAL MEDIA

*Numbers are as of March 31, 2017



EVENTS

During the year, the Partnership hosted 15 events:

- May 5 – CEO Council
- May 10 – Investor Briefing on the Economic Growth Plan
- May 13 – BBI MOU signing
- May 17 – Let’s Talk Exports
- May 31 – CEO Council
- June 14 – Halifax Index Launch and Investor Briefing
- June 27 – AGM & 20th Anniversary Celebration
- September 12 – CEO Council
- September 19 – WSP with Malmo Sweden
- September 27 – Sell Halifax Launch
- October 19 – Game Changers Awards Gala
- November 24 – Annual State of the City Forum
- January 31 – CEO Council
- March 21 – #HireMeHalifax event
- March 27 – SmartBusiness Action Team Appreciation Event and Investor Briefing

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL AWARDS

The Game Changers Youth Retention Action Plan received three 2016 International Economic Development Council (IEDC) Awards for Excellence:

- Gold – My Heart, My Place video
- Gold – Pitch It! Competition
- Silver – Paid advertising campaign

BRAND LAUNCH

The Partnership launched a new oceans sector brand, Canada’s Ocean City, and website, canadasoceanity.com.

PERFORMANCE FRAMEWORK RESULTS

RESULTS TO DATE

In the first year of the *Growth Plan*, Halifax had a great year for population growth, growing by 2% to 426,000 over the July 2015-July 2016 period. This growth rate was double that of the previous year and the fastest growth in 15 years. Labour force growth was less impressive, reflecting our aging population and the movement of the Baby Boomer generation into retirement.

2016 was a steady year for Halifax's GDP growth with the Conference Board of Canada (CBoC) estimating the city's real GDP grew by 2.2% in 2016 to

\$18.6 BILLION

13th out of Canada's
28 largest cities

We are on the right track but we must continue to work with a positive sense of urgency to ensure we hit our key targets.

HALIFAX PARTNERSHIP PERFORMANCE FRAMEWORK RESULTS 2016-17

The Partnership's 2016-17 Business Plan Performance Management Framework (PMF) was developed to support the Economic Growth Plan vision to grow GDP and population. The PMF sets out the strategic planning framework and performance indicators. Targets are intrinsically linked to the Economic Growth Plan outcomes.

1. PROMOTE AND MAXIMIZE GROWTH

[Grow Halifax's GDP to \$22.5 Billion by 2021]

11
of 11 targets
achieved

2. ATTRACT AND RETAIN TALENT

[Grow Halifax's labour force to 271,000 by 2021]

3
of 4 targets
achieved

3. MAKE HALIFAX A BETTER PLACE TO LIVE AND WORK

[Grow Halifax's population to 470,000 by 2021]

0
of 1 target
achieved

4. ALIGN ECONOMIC DEVELOPMENT

[Increase alignment and collaboration]

3
of 4 targets
achieved

5. PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE AND CLIENT FOCUS

4
of 5 targets
achieved

OVERALL YEAR-END RESULTS:

21 of 25 targets
achieved
(84%)

FINANCIAL OVERVIEW

YEAR END RESULTS

REVENUE:

- Total Revenue: >\$3.7M

ACCUMULATED RESERVE:

- Contribution to the accumulated reserve is \$20,117, resulting in a projected unrestricted accumulated reserve as at March 31, 2017 > \$375,000.

FINANCIAL OVERVIEW

Year Ended March 31, 2017

Revenue

HRM	\$1,666,097
Private Sector	
Cash	459,643
In-Kind	407,023
Program investment, sponsorship and registration	100,463
Funded projects - in support of Core Activities	1,091,434
Total Revenue	\$3,724,660

Total Expenditures

Promote and Maximize Growth	479,939
Attract and Retain Talent	739,393
Make Halifax a Better Place to Live and Work	296,091
Align Economic Development	148,700
Organizational Excellence	502,270
Salaries and Benefits	1,538,150
Total Expenditures	\$3,704,543
Surplus	\$20,117

OUR BOARD OF DIRECTORS

REPRESENTING PRIVATE SECTOR INVESTORS:

- Margaret Brigley, Corporate Research Associates
- Rob Carruthers, Deloitte
- Roger Howard, RBC Royal Bank
- Hector Jacques, Halifax Port Authority
- Robin McAdam (Past Chair), Emera Inc.
- Anita Perry, BP Canada Energy
- Maureen Reid, BoardWorks Consulting Inc.

REPRESENTING THE COMMUNITY AT LARGE

- Erika Beatty, Screen Nova Scotia
- Cory Bell, Lindsay Construction
- Jennifer Gillivan, IWK Foundation
- Matt Hebb (Board Chair), Dalhousie University
- April Howe, Knightsbridge Robertson Surette
- Ron L'Esperance, Group ATN

REPRESENTING HALIFAX REGIONAL COUNCIL

- Lorelei Nicoll, Councillor
- Tony Mancini, Councillor

OBSERVERS TO THE BOARD OF DIRECTORS

- Patrick Dorsey, Atlantic Canada Opportunities Agency
- Mayor Mike Savage, Halifax Regional Municipality
- Captain Chris Sutherland, Maritime Forces Atlantic
- Jacques Dubé, Halifax Regional Municipality

As of March 31st, 2017



OUR INVESTORS

DIRECTING

- Bell Aliant
- CN
- Dalhousie University
- Emera Inc. & Nova Scotia Power
- Government of Canada
- Halifax International Airport Authority
- Halifax Port Authority
- Halifax Regional Municipality
- Newcap Radio
- Nova Scotia Community College
- Pattison Outdoor Advertising
- Province of Nova Scotia
- RBC Royal Bank
- Saint Mary's University
- TD Canada Trust
- The Chronicle Herald

MANAGING

- Atlantic Business Magazine
- Bulletproof Solutions
- Clothesline Media
- Eastlink
- Halifax Marriott Harbourfront Hotel
- Mount Saint Vincent University
- Scotiabank
- Stewart McKelvey
- Value Improvement Associates (Canada) Ltd.

PRESENTING

- Boardworks Consulting Inc.
- BP Canada Energy Group
- CBRE Halifax
- ClearPicture Corporation
- Colliers Project Leaders
- Cox & Palmer
- CRESCO
- Deloitte
- Events East
- EY
- FCV Interactive
- Freeman Audio Visual Canada
- Gerald Walsh Associates Inc.
- Group M5
- GWL Realty Advisors Inc.
- Halifax Chamber of Commerce
- HRO Core Inc.
- ImmediaC Worldwide
- Irving Shipbuilding Inc.
- Knightsbridge Robertson Surette
- Lindsay Construction
- Manulife Financial
- Medavie Blue Cross
- Metro Guide Publishing
- NATIONAL
- Nova Scotia Association of REALTORS®
- Nova Scotia Provincial Lotteries & Casino Corporation

- NTT Data
- Office Interiors
- Sandler Training
- Time + Space Media
- The Westin Nova Scotian

SUPPORTING

- ABM Integrated Solutions
- Admiral Insurance
- Advanced Systems
- Agenda Managers Inc.
- Alscott Air Systems Ltd.
- Arrow Electronics Inc.
- Atlantic Digital Reproductions Inc.
- Atlantic Film Festival
- Atlantic Lottery Corporation
- Aviva Insurance Company of Canada
- Barrington Consulting Group
- Business Development Bank of Canada (BDC)
- BMO Bank of Montreal
- BOYNECLARKE LLP
- Canadian-Lebanese Chamber of Commerce & Industry of Nova Scotia
- Canadian Museum of Immigration at Pier 21
- Casino Nova Scotia
- Corporate Research Associates Inc.
- CREIT Management L.P.

- Delta Hotels, Barrington & Halifax
- ExxonMobil Canada
- Fire Inside Leadership
- Grant Thornton LLP
- Group ATN Consulting Inc.
- Halifax Harbour Bridges
- Halifax-Dartmouth Automobile Dealers Association
- IBM Canada Ltd.
- I. H. Mathers
- Innovacorp
- Journeyman Film Company
- Killam Apartment Reit
- KPMG LLP
- Lockheed Martin
- Mainland NS Building Trades Council
- MariNova Consulting
- Maritime Museum of the Atlantic
- Maritimes & Northeast Pipeline
- Metro News Halifax
- MNP LLP
- Moore Executive Suites/
Oceanstone Seaside Resort
- Municipal Group of Companies
- Neocon International
- Neptune Theatre
- Nova Scotia Pension Services Corporation
- OwensMacFadyenGroup
- Pomerleau
- Revolve
- Scotian Materials
- Symphony Nova Scotia
- The Armour Group
- The Prince George Hotel
- The Shaw Group Ltd.
- Waterfront Development Corporation Ltd.
- Workers' Compensation Board of Canada

EMERGING

- Air Canada
- Hampton/Homewood/Silverbirch
- Lois Lane Communications
- Word Right Career & HR Consulting

As of March 31st, 2017



HALIFAX
PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.

HALIFAXPARTNERSHIP.COM