REMEMBERING RON HANLON

Ron Hanlon, President & CEO of the Halifax Partnership 2015–2018, was instrumental in developing Halifax’s Economic Growth Plan for 2016–21. He described his ambitious vision of Halifax’s future as both optimistic and realistic.

After attending a productive meeting or achieving a win, Ron would acknowledge the success and follow up with asking “what’s next?” This expression not only represents Ron’s positive sense of urgency to work towards our long-term vision of a more prosperous and vibrant Halifax, but also of the Halifax Partnership’s continuous pursuit of new growth opportunities for our city and businesses.

Many of the accomplishments outlined in this Annual Report are thanks to Ron’s leadership and guidance. He set a high bar, and then set to helping us clear it. He felt passionately about the power of immigration and innovation to accelerate economic and population growth in Halifax.

We strive to honour his memory by sustaining his positive sense of urgency and his unbounded optimism for our city.
We are now in Year 3 of Halifax’s five-year Economic Growth Plan. It is critical that we maintain the momentum of the previous two years and focus on What’s Next. For the Partnership, that means continuing to accelerate innovation and immigration, and selling Halifax in global markets. For Halifax, that means becoming a hub for innovative businesses and exceptional talent to thrive and grow. And, for Halifax companies, that means looking for new opportunities to export, commercialize, and attract new customers, talent, and investment.
Message from Mayor Mike Savage

In a region with Halifax’s rich history, it is tempting to tell and re-tell stories of old. While we should always draw inspiration from the past and learn its lessons, it is time to be a much more forward-looking city.

This past May we lost a great friend to Halifax with the passing of Ron Hanlon, a man who had seen the world, but whose compass eventually directed him home. As the CEO of the Halifax Partnership, Ron challenged all of us to see our city with fresh eyes, to commit to meeting the vast potential of this place we are so fortunate to call home.

With decades of experience in international business, Ron knew a compelling value proposition when he saw one. He was convinced that others too would recognize our city’s natural and earned advantages if we did what we do so well in these parts—tell a captivating story. It was with Ron’s urging that we first set out to take the Halifax story on the road to Toronto, Boston, Vancouver, China and a few places in between.

Our story is one of a renewed Halifax, a city that looks and feels different than it did even a few short years ago. We see different faces, many of them younger, and hear new languages among the voices that bring life and energy to our public spaces and our communities.

As our population grows, new construction continues apace, bringing more people into our downtown and the surrounding neighbourhoods that ring Halifax Harbour, connecting us with the ocean that increasingly drives our economy. We are a city of ocean innovators, tech start-ups, and researchers and entrepreneurs of all kinds, competing globally as they build locally.

People who discover Halifax—whether as new residents, visitors, or investors—see what those of us who have been here longer have also come to understand; we live in a beautiful place with rich opportunities for professional success and personal fulfillment.

It is an exciting time to be in Halifax, a time when the Halifax Partnership, and indeed all of us, can continue to ask and answer the question we often heard from my friend Ron: “What’s next?”

Message from Matt Hebb, Board Chair

The latest edition of the Economist asks, “Has Silicon Valley peaked?” It observes that companies and investment are moving out of the Valley. Cost is a significant driver, but so are factors like attractiveness for immigrants, and the availability of talent. Similar effects can be observed across North America’s largest cities.

The innovation landscape is changing, with smaller centres becoming hotbeds for discovery, entrepreneurship, and growth. Amidst this rise of mid-sized cities, Halifax has the potential to emerge as one of the top cities of its size in North America for innovation and entrepreneurship.

This matters, because new and young companies are the primary source of job creation in the economy. The conditions we create for companies to launch and thrive affect our capacity to attract immigration and investment, and this directly impacts our objectives to grow Halifax’s population and economy.

To reach our economic objectives, Halifax must become one of North America’s top mid-sized cities to start and grow innovative companies.

This ambitious vision for Halifax, propelled by a positive sense of urgency, was held firmly by our CEO, friend, and mentor Ron Hanlon, whom we lost this year. We honour his memory by redoubling our commitment to realizing Halifax’s potential.

An important step was to recruit an interim CEO to maintain the Partnership’s positive momentum. The Board is grateful that John Rogers has taken on this challenge with energy and enthusiasm.

Halifax’s economic dynamism is evident.
Halifax is undergoing dramatic shifts and moving forward in bigger and bolder ways. We frequently hear from business people, visitors and residents how much our city has grown and changed. They see and feel a new energy of excitement, transformation, diversity, and vibrancy. They are asking what’s next for Halifax and how to be a part of it.

The Halifax Partnership is working with our investors, partners and the community towards an ambitious vision to grow Halifax’s population to 550,000 and its GDP to $30 billion by 2031. Together, we are driving a more innovative culture and increasing efforts to sell Halifax globally to attract new business, investment, and highly-skilled international talent that can support existing ventures and develop new ones.

Throughout this report are highlights of the Partnership’s achievements and the momentum we’ve seen in Halifax over the past year resulting from increased private and public investment and a shifting mindset about our city. We saw a second straight year of strong population growth with immigration being the key driver and increases in the number of young people studying and putting down roots here. Business confidence also reached an all-time high in 2018, marking the fourth straight year of gains.

So many exciting things happened in Halifax’s innovation space, from the Volta expansion, to COVE opening its doors, to the Creative Destruction Lab-Atlantic, to Dalhousie’s ideaHUB breaking ground, to Saint Mary’s University announcing the development of its Entrepreneurship, Development and Innovation (EDI) Hub. Funding for Atlantic Canada’s Ocean Supercluster is another great catalyst for innovation in our region.

The Partnership is also finding new ways to help Halifax businesses connect to the talent and resources they need to be productive, innovate, and grow through initiatives like the Connector App, the Atlantic Immigration Pilot, and connections to exporting and commercialization support.

As we look towards what’s next for the Partnership, we are excited by our new and expanded role in advancing business growth and innovation and remain laser focused on Halifax’s economic vision and goals. Developing a globally-recognized, highly-energized and engaged innovation district is a long-term project that will require vision, commitment, and a global view on the art of the possible from academia, corporations, risk capital, government, and entrepreneurs.

I am honoured to be part of Halifax’s transformation and growth, and like so many others, will continue to take inspiration from Ron Hanlon’s vision and “positive sense of urgency” for our city. The Partnership is proud to be at the centre of this great work and to continue the momentum you have all helped build.

We can’t wait to create what’s next for Halifax with you.
Halifax Stanfield was recognized as one of the Best International Airports in 2017.

The Halifax Convention Centre opened its doors in 2017. It will host over 90 events and 75,000 attendees in its first year.

Atlantic Canada’s Ocean Supercluster named one of the five Canadian superclusters to share $950 million in federal funding.

The Cogswell Interchange reconstruction plan was announced.

Volta Labs expanded to 60,000 square feet to include more office and event space.

Saint Mary’s University announced Entrepreneurship, Development, and Innovation (EDI) Hub.

Appili Therapeutics received a C$1.5 million grant from the U.S. Department of Defense Program to aid in drug research.

Halifax Stanfield announced its intention to increase its cargo footprint with the construction of a $32 million air cargo logistics park.

The Centre for Ocean Ventures and Entrepreneurship (COVE) opened its doors and began accepting tenants.

ACOA announced funding of $1.4 million for First Angel Network, Venn Innovation, and AFRED to improve innovation ecosystems.

Nova Scotia added $2.5 million to its budget for Perennia Food and Agriculture Inc. to support science and innovation in the fish and seafood sector.

Manifold announced its $15 million Series A financing.
<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMMIGRATION ACCOUNTED FOR</td>
<td>almost 90% of Halifax’s net population growth with OVER 4,500 immigrants welcomed in 2017.</td>
</tr>
<tr>
<td>Creative Destruction</td>
<td>Lab-Atlantic launched</td>
</tr>
<tr>
<td>Innovacorp committed</td>
<td>$1.7 million in funding through new programs for local startups</td>
</tr>
<tr>
<td>Halifax ranked</td>
<td>#5 Best Tech Hub to Live and Work in Canada</td>
</tr>
<tr>
<td>Business Development</td>
<td>Bank of Canada announced $280 million in financing to support small and medium Atlantic Canadian businesses</td>
</tr>
<tr>
<td>Halifax ranked</td>
<td>fDi’s Top 10 Mid-Sized American Cities of the Future 2017/18 for human capital and lifestyle</td>
</tr>
<tr>
<td>EY announced</td>
<td>new Global Centre for Excellence, a hub for robotic process automation service and innovation in Halifax</td>
</tr>
<tr>
<td>Irving Shipyard to hire</td>
<td>450 new employees over one year, including engineering and procurement roles</td>
</tr>
<tr>
<td>Halifax won</td>
<td>Streetsblog’s People’s Choice Award for best urban street transformation of Argyle and Grafton Streets</td>
</tr>
<tr>
<td>RBC opened its</td>
<td>first Digital Service Centre in Halifax</td>
</tr>
</tbody>
</table>

HALIFAX PARTNERSHIP 2017-18 ANNUAL REPORT
ACCELERATING GROWTH IN HALIFAX

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

The Economic 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.

In collaboration with HRM, the Partnership launched the Economic Growth Plan: Years 3–5 Action Plan in June 2018. The Years 3–5 Action Plan builds upon the previous action plan, with the same four five-year strategic goals:

- **Promote and Maximize Growth:** Grow Halifax’s GDP to $22.5 billion by 2021
- **Attract and Retain Talent:** Grow Halifax’s labour force to 271,000 by 2021
- **Make Halifax a Better Place to Live and Work:** Grow Halifax’s population to 470,000 by 2021
- **Align Economic Development:** Increase alignment and collaboration

The Partnership’s 2017–18 Business Plan is aligned to the goals and objectives of the Economic Growth Plan. The following pages highlight the Partnership’s activities and impact in support of the strategic goals.
2017–18 RESULTS

In the second year of the Economic Growth Plan, Halifax had another impressive year for population growth, growing by 1.6% to 431,701. This is great news, as we are currently on track to meet our population goal of 470,000 by 2021. Today, there are almost 14,000 more people living in Halifax than in 2015.

Overall, we are making progress in the area of GDP growth, but not yet enough to reach our target of $22.5 billion by 2021. The Conference Board of Canada estimates that Halifax’s GDP grew by 1.7% in 2017, and is forecast to remain in the range of 1.5% to 1.9% out to 2022.

However, we are seeing increases in the number of youth ages 20 to 29 who are choosing to stay in Nova Scotia. In 2015, a net annual average of 1,300 young people left the province. In 2017, only 231 left on net. We’ve also seen growth in the number of international students studying at our universities and community college, doubling in the past eight years, and increases in net international immigration, with 4,544 newcomers coming to Halifax last year.

Halifax Partnership Performance Framework Results 2017–18

The Partnership’s 2017–18 Business Plan Performance Management Framework (PMF) was developed to support the Economic Growth Plan vision. The PMF sets out the strategic planning framework and performance indicators. Targets are linked to the Economic Growth Plan outcomes.

<table>
<thead>
<tr>
<th>Category</th>
<th>Targets</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote &amp; Maximize Growth</td>
<td>Grow Halifax’s GDP to $22.5 Billion by 2021</td>
<td>7 of 7 Targets</td>
</tr>
<tr>
<td>Attract and Retain Talent</td>
<td>Grow Halifax’s labour force to 271,000 by 2021</td>
<td>5 of 5 Targets</td>
</tr>
<tr>
<td>Make Halifax a Better Place to Live and Work</td>
<td>Grow Halifax’s population by 2021</td>
<td>1 of 1 Target</td>
</tr>
<tr>
<td>Align Economic Development</td>
<td>Increase alignment and collaboration</td>
<td>4 of 4 Targets</td>
</tr>
<tr>
<td>Pursue an organizational culture of excellence and client focus</td>
<td></td>
<td>11 of 13 Targets</td>
</tr>
<tr>
<td>Overall year-end results</td>
<td></td>
<td>28 of 30 Targets (93%)</td>
</tr>
</tbody>
</table>
PROMOTE AND MAXIMIZE GROWTH

This goal 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 to growth, identify systemic issues across companies, and find solutions.

Through 176 face-to-face visits, 296 follow-up consultations, 28 referrals to provincial and federal trade resources, and providing aftercare to eight new companies that chose Halifax, the SmartBusiness Program achieved 95% client satisfaction.

SUPPORTING BUSINESS IN RURAL HALIFAX
• The April 2017 SmartBusiness Quarterly Report included a special focus on rural broadband.
• The Rural Halifax Analysis became a standard section in the Halifax Index.
• Compiled 2016 Census data for rural Halifax to produce a community profile on the Eastern shore.

MAYOR’S CELEBRATE BUSINESS PROGRAM
The goal of this program is for Mayor Savage to meet Halifax’s business leaders and learn more about our business community and industry advantages. Through this program, Mayor Savage and the Partnership visited eight local companies last year.

INTERNATIONAL PARTNERSHIPS
• In collaboration with the Port of Halifax, Halifax Stanfield, Saint Mary’s University, and HRM, organized a Mayor-led mission to China in June 2017. This visit resulted in the creation of partnerships in Zhuhai and Qingdao, China.
• Worked closely with partners and sponsors to host the World Energy Cities Partnership AGM in Halifax, showcasing our city on the international stage to delegates from 14 countries.
• Supported an inbound mission with delegates from the Scottish Chamber of Commerce.
• Worked closely with an Asian investment consortium to support their inbound mission to Halifax.

Halifax’s GDP increased by 1.7% to $18.9 BILLION in 2017.
ECONOMIC INTELLIGENCE AND ANALYSIS

The Partnership provides the most up-to-date, relevant economic information on Halifax to help businesses locate and grow in Halifax.

• The Halifax Index 2017
• Quarterly Economic Snapshots
• SmartBusiness Quarterly Reports
• Up-to-date Halifax Business Case and Industry Sector Profiles
• Up-to-date Major Project Map
• Responded to over 250 information requests
• Prepared 17 Halifax Business Case profiles for investment attraction prospects and leads
• The Partnership’s 2018 Business Confidence Survey, conducted by Corporate Research Associates, hit record highs in terms of business confidence and businesses intending to increase sales, hire staff, introduce a new product/service or make a major investment in facilities, equipment, or R&D over the next year.
• The Partnership’s 2018 City Matters Survey, conducted by MQO Research (see page 13 for results)

ADVANCING INNOVATION AND BUSINESS GROWTH

This year, with support from the Province of Nova Scotia, the Halifax Partnership embarked on developing a three-year plan to scale-up and advance Halifax’s innovation ecosystem and emerging innovation district. The plan will be launched in 2018–19 with a focus on:

• Increasing the number of innovative, high-growth companies choosing to locate in Halifax.
• Increasing the number of Halifax companies exporting and incorporating or expanding R&D into their operations.
• Maximizing the opportunities of the Innovation District: relationships, organizations and assets.

Early development activities in 2017–18 focused on:

• Worked closely with the universities, Nova Scotia Community College and other stakeholders (e.g. Volta, Springboard, Innovacorp) to better understand capabilities and capacity residing in each institution so that business connections and opportunities may be more easily identified.
• With support from private and public sector partners, led the development of Halifax’s bid for Amazon HQ2.
• Worked with HRM and partners to develop Halifax’s Smart City proposal.
• Completed Halifax Innovation Asset Map research, mapping Halifax’s assets and advantages.
• Developed an interactive website to be launched in 2018–19 to help local businesses and entrepreneurs find the resources they need, including funding, mentorship, research and development, acceleration and incubation, talent, export, and sandboxes.
• In November 2017, the Partnership and Mayor Savage visited Toronto and Kitchener-Waterloo to meet with key clients and learn more about their innovation districts.
SELL HALIFAX
The Halifax Partnership and Mayor Savage launched the Sell Halifax Program in 2016 to attract new investment and business to the city. This year’s activities continued to create a strong funnel of investment opportunities for Halifax, resulting in:

- 26 Prospects
- 36 Leads
- 11 Wins (companies establishing or expanding operations in Halifax)
- 1,331 Jobs expected to be created
- Estimated economic impact in the range of $130 million

In May 2017, Mayor Savage and the Halifax Partnership led a Sell Halifax mission in Boston and Southern Massachusetts targeting the IT and oceans technology sectors. As a result of the mission, there were increases in awareness and in the percentage of business leaders who would consider Halifax as an expansion location from 58% to 69%.

HALIFAX GATEWAY
In February 2018, Halifax Gateway partners including the Port of Halifax, Halifax Stanfield and CN sponsored and attended the Cargo Logistics Canada trade show in Vancouver. This event included the sold out Halifax networking reception promoting Halifax’s value proposition to international delegates.

SUPPORTING THE AFRICAN NOVA SCOTIAN (ANS) COMMUNITY
- Renewed our Memorandum of Understanding (MOU) with the Black Business Initiative (BBI) to build capacity of the African Nova Scotian business community.
- In collaboration with HRM’s African Nova Scotian Affairs Integration Office (ANSAOI), and the Beechville Community Development Association, gathered feedback from residents and community groups about possible amendments to planning documents impacting the future development of the community. This work resulted in the community establishing a Community Liaison Group to work with the Developer on consultation for its development agreement.
- Worked with the Beechville community to support the development of a Tourism Attraction Plan that led to the community receiving designation as a provincial heritage site.
- Facilitated a session for the North End Business Improvement District for businesses within their community to discuss the opportunities and benefits of hiring from the local African Nova Scotian population. As a result of this work, the BID is currently working with Department of Labour and Education on the development of a potential project to address the opportunity.
- Engaged and facilitated four roundtables on education and employment with major stakeholders within the African Nova Scotian community to identify issues, challenges, and opportunities for new programming to address ANS labour market needs.
- Facilitated community engagement sessions for Akoma (Nova Scotia Home for Coloured Children) to provide community input regarding the development of 322 acres of land owned by the organization.
- Worked with ANSAOI to develop a project charter to create an ANS Economic Development Action Plan—now identified as an action in Halifax’s Economic Growth Plan: Years 3–5 Action Plan.
ATTRACTION AND RETAIN TALENT

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

HALIFAX CONNECTOR PROGRAM

The Halifax Connector Program, presented by RBC Future Launch, is a networking program that connects new graduates, immigrants and international students who are interested in growing their careers in Halifax with local business leaders in their field.

Since 2009, the program has been supported by the Province of Nova Scotia and has helped over 1,500 participants build networks and careers in Halifax.

This year’s results include:

- **476** New Connectees (Participants)
  - **236** Immigrants
  - **140** International Graduates
  - **100** Young and Emerging Talent
- **136** New Connectors (Business Leaders)
- **56** Re-engaged Connectors
- **17** Employer Engagement Events
- **162** Jobs Found (33% of Connectees)

EXPERIENTIAL LEARNING INITIATIVE

In March 2017, the Partnership, with support from the Province of Nova Scotia, launched the Experiential Learning Initiative. As a part of the Game Changers Youth Retention Action Plan, the initiative aims to increase Halifax business participation in experiential learning programs offered by universities and colleges across Nova Scotia.

Results from its pilot year include:

- **71** meetings with businesses: **98%** saw value in experiential learning
- **120** student participants referred
- **68** experiential learning placements created

Halifax’s population grew by **1.6%** to **431,701** in 2017.
ATLANTIC IMMIGRATION PILOT
The Partnership, with support from ACOA and the Nova Scotia Office of Immigration (NSOI), supports the rollout of the Atlantic Immigration Pilot (AIP) program. The Partnership met with 176 businesses to raise awareness of the program and referred them to NSOI to become a designated employer.

Last year's results include:
- 72 companies referred for designation
- 33 companies designated
- More than 500 jobs are forecasted to be filled as a result

GAME CHANGERS YOUTH RETENTION ACTION PLAN
Now in its third and final year, the Game Changers Youth Retention Action Plan, presented by TD, aims to reduce the annual average outmigration of youth aged 20–29 from net -1,300 to net 0 by 2019.

In 2014–15, net youth outmigration was -1,500. In September 2017, the 2015-16 net youth outmigration was -222, meaning only 222 more youth left the province that year than who came here. The net outmigration for 2016-17 is estimated to be -231.

Additional results:
- Presented the 2017 Game Changers Awards in October 2017 to nine outstanding businesses and individuals dedicated to retaining youth in Halifax:
  » TD Presents Best Youth Employer Awards: AGADA Biosciences, Spring Loaded Technology, and CITCO Canada Inc.
  » NSCC Presents Best Co-op Employer Awards: Halifax Refugee Clinic, Kinduct Technologies, and Stantec.
- Held the #HireMeHalifax networking event and pitch competition in March 2018.
  » Over 200 students, recent graduates, and businesses attended.
  » Several young professionals were hired as a direct result of the event.
- Published the second edition of the Game Changers Guide to Hiring Youth.

THANK YOU TO OUR GAME CHANGERS SPONSORS FOR THEIR LEADERSHIP AND SUPPORT:
- TD
- The Chronicle Herald
- NSCC
- Halifax Regional Municipality
- Dalhousie University
- Saint Mary’s University
- Clothesline Media
- Pattison Outdoor Advertising
- Scotiabank
- Marriott Halifax Harbourfront
MAKE HALIFAX A BETTER PLACE TO LIVE AND WORK

Halifax’s excellent quality of life is a unique and key advantage in attracting and retaining business and talent.

This goal is focused on making Halifax a great place to live, work, and play by improving cultural assets, mobility, inclusiveness, affordability, and environmental resiliency. HRM has lead responsibility for most of the actions in this goal.

The Partnership promotes this advantage through the following:

- Custom content articles published in the Chronicle Herald and Business Voice Magazine
- Investor Spotlights in our investor newsletter
- Game Changers success stories
- Business Confidence stories
- Investor and General Newsletters
- Halifax investment and sector profiles

CITY MATTERS SURVEY RESULTS
The Partnership’s 2018 City Matters Survey, conducted by MQO Research, surveyed 500 Halifax residents on a range of quality of life and satisfaction factors. Residents rated each factor out of 10. Here are a few of the results:

- Whether Halifax is a good place to raise a family: 7.4
- Commute time and whether the city is easy to get around: 6.8
- Outdoor and indoor recreational facilities: 6.9
- Availability of affordable housing: 5.5
- Arts and cultural events: 7.0
- Overall quality of life: 7.1

For more information visit HalifaxIndex.com
ALIGN ECONOMIC DEVELOPMENT

This goal ensures Halifax and Nova Scotia’s economic development organizations, policies, and programs are in alignment and moving in the same direction toward shared municipal, provincial, regional, and national economic goals.

Much of our work is done in collaboration with partners, including many initiatives within Halifax’s Economic Growth Plan: Years 3–5 Action Plan which was approved by Halifax Regional Council and launched in partnership with HRM in June 2018.

PARTNERSHIPS AND COLLABORATIONS

MUNICIPAL

• Pursued investment opportunities in collaboration with NSBI and Global Affairs Canada.

• Developed and submitted Halifax’s Smart Cities proposal with HRM, United Way Halifax, and other partners.

• Co-hosted the sold-out Annual State of the Municipality event with the Halifax Chamber of Commerce. Mayor Mike Savage delivered his annual address to more than 400 people.

• Engaged as a member of the Halifax Immigration Partnership (formally Local Immigration Partnership), an initiative that builds multi-sectoral partnerships to help improve the integration of newcomers and strengthen the community’s ability to welcome them.

• Led the management of the Halifax Gateway Council.

• Published and presented the Halifax Index 2017 at a launch event in June 2017, and distributed it to over 1,000 individuals. The document is utilized by private and public sector organizations in their annual business planning.
PROVINCIAL
• Provided advisory support to the Nova Scotia Regional Enterprise Networks’ Business Retention and Expansion Programs.
• Through the National Connector Program, assisted the Cape Breton Partnership and the Western Regional Enterprise Network with the rollout of their Connector Programs.
• Worked with ACOA and the NSOI to support the rollout of the AIP.
• Actively participated in the One Nova Scotia Collective steering and sub-committees. Provided content to the One Nova Scotia dashboard, which tracks and reports on collective progress toward 19 goals. Visit onens.ca to see the results.

REGIONAL
• Led the development of the Atlantic Canada Economic Coalition’s value proposition and marketing materials.
• In partnership with Global Affairs Canada, Halifax Partnership hosted 15 new trade commissioners to showcase the value proposition of Halifax and Atlantic Canada. This event was organized in collaboration with partners such as CBRM, NSBI, and other economic development organizations in the region.

NATIONAL AND INTERNATIONAL
• National Connector Program, led by the Halifax Partnership, assists Canadian communities in launching Connector Programs. See page 11 for results.
• Presented to Global Affairs’ new trade commissioners at the Consider Canada Cities Alliance annual meeting.
• Helped inform Invest in Canada’s marketing strategy and collateral.
• World Energy Cities Partnership (WECP) is a not-for-profit organization whose member cities are globally recognized as international energy capitals. Halifax hosted the WECP AGM in October 2017. Mayor Savage is the current WECP President.
• International Economic Development Council (IEDC) is a not-for-profit membership organization serving economic developers. The Partnership gave two presentations at the annual conference in Toronto on Sell Halifax and Business Retention and Expansion (BRE). The Partnership is seen as a global leader in BRE.
PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE AND CLIENT FOCUS

The Partnership pursues an organizational culture of excellence and client focus, as demonstrated by the following results.

INVESTOR RELATIONS
96% Investor Renewal

SMARTBUSINESS PROGRAM
95% Client Satisfaction

CONNECTOR PROGRAM
95% Client Satisfaction

PROMOTING HALIFAX | SOCIAL MEDIA
*AS OF MARCH 31, 2018

11% year-over-year (YOY) increase in social media followers

Facebook: 13% YOY increase
LinkedIn: 31% YOY increase
Twitter: 6% YOY increase

- 21,912 total social media followers
- 823 downloads of Halifax investment and sector profiles

EVENTS
During the fiscal year, the Partnership hosted 13 events:

MAY 9 Investor Briefing: Bringing a Global Perspective to Your Business
MAY 17–19 Sell Halifax Boston
JUNE 14 Halifax Index 2017 Launch
JUNE 21 Halifax Partnership Annual General Meeting
OCTOBER 1–4 World Energy Cities Partnership Annual General Meeting
OCTOBER 16 Atlantic Immigration Pilot event: Fill Your Company’s Labour Gaps
OCTOBER 30 Game Changers Awards Gala
OCTOBER 30–31 National Connector Learning Exchange
NOVEMBER 1 Annual State of the Municipality Forum in partnership with the Halifax Chamber of Commerce
NOVEMBER 20 CEO Council: Halifax’s Amazon Bid
NOVEMBER 27 Investor Briefing: Halifax’s Amazon Bid
MARCH 8 Atlantic Immigration Pilot event: Fill Your Company’s Labour Gaps, Recruit International Talent
MARCH 27 #HireMeHalifax

AWARDS
International Economic Development Council (IEDC) Awards for Excellence

- **GOLD**—Game Changers Awards Celebration
- **SILVER**—Sell Halifax - Toronto Mission

International Association of Business Communicators’ Gold Quill Award

- **Award of Excellence**—Sell Halifax Boston Campaign (Krista Juurlink and Michelle Crosby)
FINANCIAL OVERVIEW

REVENUE:
Total Revenue: >$4.3M

ACCUMULATED RESERVE:
Contribution to the accumulated reserve is $48,181, resulting in a projected unrestricted accumulated reserve as of March 31, 2018 > $490,000

FINANCIAL OVERVIEW
Year Ended March 31, 2018

<table>
<thead>
<tr>
<th>Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM</td>
<td>1,699,419</td>
</tr>
<tr>
<td>Private Sector</td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>536,393</td>
</tr>
<tr>
<td>In-kind</td>
<td>448,808</td>
</tr>
<tr>
<td>Program investment, sponsorship and registration</td>
<td>270,891</td>
</tr>
<tr>
<td>Funded projects—in support of core activities</td>
<td>1,425,005</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>4,380,516</td>
</tr>
</tbody>
</table>

| Total Expenditures                   |         |
| Promote and Maximize Growth          | 718,597  |
| Attract and Retain Talent            | 946,897  |
| Make Halifax a Better Place to Live and Work | 402,338  |
| Align Economic Development           | —       |
| Organizational Excellence            | 437,301  |
| Salaries and Benefits                | 1,827,202 |
| Total Expenditures                   | 4,332,335 |

Surplus                                $48,181
2017-18 BOARD OF DIRECTORS

Matt Hebb (Board Chair)
Dalhousie University

Ron L'Esperance (Vice Chair)
Group ATN

Beste Alpargun
SEAMARK Asset Management

Donna Alteen
Time + Space Media

Erika Beatty
Screen Nova Scotia

Cory Bell
Lindsay Construction

Margaret Brigley
Corporate Research Associates

Rob Carruthers
Deloitte

Roger Howard
RBC Royal Bank

April Howe
NS Public Service Commission

Hector Jacques
Halifax Port Authority

Councillor Tony Mancini
Halifax Regional Municipality

Winston Morton
Mobia Technology Innovations

Councillor Lorelei Nicoll
Halifax Regional Municipality

Anita Perry
BP Canada Energy

OBSERVERS TO THE BOARD OF DIRECTORS

Jacques Dubé
Halifax Regional Municipality

Captain (N) Paul Forget
Maritime Forces Atlantic

Chuck Maillet
Atlantic Canada Opportunities Agency

Mayor Mike Savage
Halifax Regional Municipality

As of March 31, 2018
OUR INVESTORS

DIRECTING:
CN
CRESCO
Dalhousie University
Emera Inc. & Nova Scotia Power
Government of Canada
Halifax International Airport Authority

Halifax Port Authority
Halifax Regional Municipality
Newcap Radio
Pattison Outdoor Advertising
Province of Nova Scotia
RBC Financial Group

Saint Mary’s University
TD Canada Trust
The ASEAN Group
The Chronicle Herald

MANAGING:
Atlantic Business Magazine
Bulletproof Solutions
Clothesline Media

Eastlink
Halifax Chamber of Commerce
Nova Scotia Community College

Scotiabank
Stewart McKelvey

PRESENTING:
Beaumont & Co.
Bell Aliant
Boardworks Consulting Inc.
BP Canada Energy Group
CBRE Halifax
ClearPicture Corporation
Colliers Project Leaders
Cox & Palmer
Deloitte

Group M5
GWL Realty Advisors Inc.
Halifax Convention Centre
Halifax Marriott Harbourfront Hotel
HRO Core Inc.
Irving Shipbuilding Inc.
Knightsbridge Robertson Surrette
Lindsay Construction
Manulife Financial
Medavie Blue Cross

Mount Saint Vincent University
NATIONAL
Network Test Labs
Nova Scotia Association of REALTORS™
Nova Scotia Gaming Corporation
Office Interiors
Rank Inc.
Sandler Training
Time + Space Media
The Westin Nova Scotian
SUPPORTING:
Admiral Insurance
Advanced Systems
Agenda Managers Inc.
Alscott Air Systems Ltd.
Arrow Electronics Inc.
Atlantic Digital Reproductions Inc.
Atlantic Lottery Corporation
Barrington Consulting Group
Black Business Initiative
BMO Bank of Montreal
BOYNECLARK LLP
Burgess Transfer & Storage Ltd.
Business Development Bank
of Canada (BDC)
Canadian Museum of Immigration
at Pier 21
Casino Nova Scotia
Corporate Research Associates Inc.
Davis Pier
Delta Hotels, Barrington & Halifax
Develop Nova Scotia
Dominion Diving Ltd.
ExxonMobil Canada
Federal Fleet Services
FIN Atlantic Film Festival
Fire Inside Leadership
Freeman Audio Visual Canada
Group ATN Consulting Inc.
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
Maritime Paper Products
Metro News Halifax/
The Star Halifax
MNP LLP
Moore Executive Suites/
Oceanstone Seaside Resort
Municipal Group of Companies
Neocon International
Neptune Theatre
Nova Scotia Community College
NTT Data
Pepper Group Limited
Pomerleau
Scotian Materials
Symphony Nova Scotia
The Armour Group
The Prince George Hotel
The Shaw Group Ltd.
Workers’ Compensation Board
of Nova Scotia

EMERGING:
Lois Lane Communications

As of March 31, 2018