



EMBRACE WHAT'S NEXT

2017-18 ANNUAL REPORT

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

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.

HALIFAX PARTNERSHIP 2017-18 ANNUAL REPORT

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.

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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.

Argyle street showcases our quality as an event destination, with the infrastructure to welcome the world. Over four million passengers passed through Halifax Stanfield airport last year, setting a new record.

The East Coast Music Awards set records for attendance and payouts to artists at its 30th anniversary. Volta is now the largest innovation hub in Canada outside the Toronto-Waterloo corridor. No surprise, then, Halifax has been recognized as a top Canadian Tech Hub, and a Top 10 Mid-Sized [North] American City for human capital and lifestyle.

Leading ocean tech companies, post-secondary partners, and start-ups are co-locating at the Centre for Ocean Ventures and Entrepreneurship (COVE). Irving Shipbuilding, a key partner in COVE, has launched the first of Canada's Arctic and Offshore Patrol Vessels.

The Port of Halifax has seen a 16.3% increase in cargo in 2017 and plans to further support the ocean economy by expanding cargo and cruise facilities while reducing truck traffic through the downtown.

Canada's Ocean Supercluster is connecting ocean companies from Saint John to St. John's, realizing untapped potential for significant growth in Canada's ocean economy.

Amidst this momentum, and in collaboration with our network of partners, the Halifax Partnership will continue to energetically support the success drivers for Halifax's economic Growth.

Message from John Rogers, Interim President & CEO



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. We are also collaborating even more deeply with our public, private and post-secondary partners to sell our city in new markets and maximize our collective impact.

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.

THIS IS HALIFAX

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 **CS\$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

Creative Destruction
Lab-Atlantic **launched**

Innovacorp committed
\$1.7 million in funding
through new programs for
local startups

Dalhousie University
began construction of
Emera ideaHUB

Halifax ranked
#5 Best Tech Hub
to Live and Work
in Canada

Business Development
Bank of Canada
announced **\$280 million**
in financing to support
small and medium
**Atlantic Canadian
businesses**

Halifax ranked in fDi's **Top
10 Mid-Sized American
Cities of the Future
2017/18** for human capital
and lifestyle

EY announced **new Global
Centre for Excellence**, a
hub for robotic process
automation service and
innovation in Halifax

Irving Shipyard to hire
450 new employees
over one year, including
engineering and
procurement roles

Halifax **won** Streetsblog's
People's Choice Award
for **best urban street
transformation** of Argyle
and Grafton Streets

RBC opened its
first **Digital Service
Centre** in Halifax



IMMIGRATION ACCOUNTED FOR
almost **90%** of Halifax's
net population growth with
OVER 4,500 IMMIGRANTS
welcomed in **2017**.

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.



Promote & Maximize Growth [Grow Halifax's GDP to \$22.5 Billion by 2021]	7 of 7 Targets Achieved
Attract and Retain Talent [Grow Halifax's labour force to 271,000 by 2021]	5 of 5 Targets Achieved
Make Halifax a Better Place to Live and Work [Grow Halifax's population by 2021]	1 of 1 Target Achieved
Align Economic Development [Increase alignment and collaboration]	4 of 4 Targets Achieved
Pursue an organizational culture of excellence and client focus	11 of 13 Targets Achieved
Overall year-end results	28 of 30 Targets Achieved (93%)

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.



Cargo moving through the
PORT OF HALIFAX
increased by **16.3%** in 2017.

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.

ATTRACT 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)

NATIONAL PRE-ARRIVAL CONNECTOR PROGRAM

The National Pre-Arrival Connector Program partners with the Planning for Canada Initiative to support eligible immigrants in building their professional network before they move to Canada.

Last year, the Halifax Partnership processed **270** referrals for Canada, with **117** of these destined for Halifax.

NATIONAL CONNECTOR PROGRAM

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

In 2017-18, **10** new communities joined the National Connector Program. This brings the program total to **35** Canadian Connector communities and **five** international communities. Since 2013, **681** participants have found jobs.

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.
 - » Halifax Partnership Presents Connector Program Awards: Best Super Connectors Shelagh McCorry, HSBC Canada and Chris O'Shea, Business Development Bank of Canada, and Best Connector Organization, NATIONAL Public Relations.
- 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



13% YOY
increase



31% YOY
increase



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

Revenue	
HRM	1,699,419
Private Sector	
Cash	536,393
In-kind	448,808
Program investment, sponsorship and registration	270,891
Funded projects—in support of core activities	1,425,005
Total Revenue	4,380,516
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	Halifax Port Authority	Saint Mary's University
CRESCO	Halifax Regional Municipality	TD Canada Trust
Dalhousie University	Newcap Radio	The ASEAN Group
Emera Inc. & Nova Scotia Power	Pattison Outdoor Advertising	The Chronicle Herald
Government of Canada	Province of Nova Scotia	
Halifax International Airport Authority	RBC Financial Group	

MANAGING:

Atlantic Business Magazine	Eastlink	Scotiabank
Bulletproof Solutions	Halifax Chamber of Commerce	Stewart McKelvey
Clothesline Media	Nova Scotia Community College	

PRESENTING:

Beaumont & Co.	Group M5	Mount Saint Vincent University
Bell Aliant	GWL Realty Advisors Inc.	NATIONAL
Boardworks Consulting Inc.	Halifax Convention Centre	Network Test Labs
BP Canada Energy Group	Halifax Marriott Harbourfront Hotel	Nova Scotia Association of REALTORS™
CBRE Halifax	HRO Core Inc.	Nova Scotia Gaming Corporation
ClearPicture Corporation	Irving Shipbuilding Inc.	Office Interiors
Colliers Project Leaders	Knightsbridge Robertson Surette	Rank Inc.
Cox & Palmer	Lindsay Construction	Sandler Training
Deloitte	Manulife Financial	Time + Space Media
EY	Medavie Blue Cross	The Westin Nova Scotian
G4S		
Gerald Walsh Associates Inc.		

SUPPORTING:

Admiral Insurance	ExxonMobil Canada	MNP LLP
Advanced Systems	Federal Fleet Services	Moore Executive Suites/ Oceanstone Seaside Resort
Agenda Managers Inc.	FIN Atlantic Film Festival	Municipal Group of Companies
Alscott Air Systems Ltd.	Fire Inside Leadership	Neocon International
Arrow Electronics Inc.	Freeman Audio Visual Canada	Neptune Theatre
Atlantic Digital Reproductions Inc.	Group ATN Consulting Inc.	Nova Scotia Community College
Atlantic Lottery Corporation	Halifax-Dartmouth Automobile Dealers Association	NTT Data
Barrington Consulting Group	IBM Canada Ltd.	Pepper Group Limited
Black Business Initiative	I.H. Mathers	Pomerleau
BMO Bank of Montreal	Innovacorp	Scotian Materials
BOYNECLARK LLP	Journeyman Film Company	Symphony Nova Scotia
Burgess Transfer & Storage Ltd.	Killam Apartment Reit	The Armour Group
Business Development Bank of Canada (BDC)	KPMG LLP	The Prince George Hotel
Canadian Museum of Immigration at Pier 21	Lockheed Martin	The Shaw Group Ltd.
Casino Nova Scotia	Mainland NS Building Trades Council	Workers' Compensation Board of Nova Scotia
Corporate Research Associates Inc.	MariNova Consulting	
Davis Pier	Maritime Museum of the Atlantic	
Delta Hotels, Barrington & Halifax	Maritimes & Northeast Pipeline	
Develop Nova Scotia	Maritime Paper Products	
Dominion Diving Ltd.	Metro News Halifax/ The Star Halifax	

EMERGING:

Lois Lane Communications

As of March 31, 2018

**HALIFAX
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