

# Momentum

SUMMER 2016

## WE ARE THE PARTNERSHIP

CELEBRATING 20 YEARS







# A message from the Mayor

Mike Savage,  
Mayor of Halifax Regional Municipality

**M**omentum: the perfect name for a publication to recognize 20 years of work by the Halifax Partnership to grow and advance the economy of our city. The unique Partnership investor model marries public and private sector interests as we collaborate to continue Halifax’s ascension as a talent-rich, diverse, innovative and growing city. I’m excited about the city, and the community, we are building together. Today’s Halifax looks and feels different than it did even five years ago; the next Halifax will see even more people find new opportunities to live a good life with access to employment, a range of housing and high quality public amenities. Whether you’re an investor, an entrepreneur, an artist, a tradesperson, or a professional, we want you to find your fit in Halifax. Working with the bright minds and deep commitment of staff and investors at the Halifax Partnership, Halifax has set a course to dramatically grow our population and expand our GDP. I have all the confidence that we will do exactly that. Thank you to everyone involved in the Halifax Partnership – you make one heck of a team.



# A message from the Premier

Honourable Stephen McNeil,  
M.L.A. Premier

**N**ova Scotia is focused on growing our economy. Businesses are leading private-sector growth in our province. Because Nova Scotia is a small province with a limited market, doing business means increasing our exports of higher value goods and services, being open to new investment and encouraging growth in key industry clusters and high-potential sectors. Small to medium-size companies that export generate on average more than twice as much revenue as non-exporters. As pointed out in the OneNS report, \$1 million earned through export sales can create up to 15 new jobs. In our communities, that can make the difference between an entrepreneur working in a home office to setting up their own firm and employing a team of Nova Scotians. That’s why the job of the Province of Nova Scotia, its departments, agencies, and partners such as Halifax Partnership is to be aligned, making it easier for business to do business. The Halifax Partnership is an important partner in the Nova Scotia business community, sharing our common goal of increasing trade and investment opportunities to benefit Nova Scotian businesses, our families and our communities. Congratulations on your 20th anniversary, and I look forward to our continued work together.



**HALIFAX PARTNERSHIP TEAM (L-R)**  
Ruth Cunningham, Vice President, Program Planning & Operations, **Sasha Sears**, Project Coordinator, Connector Program, **Tanya Walters**, Corporate Liaison, **Ron Hanlon**, President & CEO, **Christine Qin Yang**, Project Coordinator, Connector Program, **Michelle Cant**, Receptionist & Business Development Assistant, **Sarah Beatty**, Communications Coordinator, **Denise De Long**, Project Manager, Connector Program, **Krista Juurlink**, Manager, Communications, **Jason Guidry**, Director, Investment, Trade & International Partnerships, **Nancy Phillips**, Vice President, Investment, Trade & International Partnerships, **Ian Munro**, Chief Economist, **Michelle Crosby**, Marketing & Digital Specialist, **Molly Connor**, Account Executive, Business Retention & Expansion  
**Missing from the photo:** Karen Fraser, Director, Corporate Services, **Paul Jacob**, Economist & Policy Analyst, **Kevin MacIntyre**, Director, Marketing & Communications, **Isaac Mbaziira**, Project Coordinator, Connector Program, **Minder Singh**, Account Executive, Business Retention & Expansion, **Amy Stewart**, Director, Investor Relations & Service, **Robyn Webb**, Director, Labour Market Development

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# Building on our Momentum

Robin McAdam, Chair of the Board

**I**t gives me great pleasure to recognize and celebrate the 20th anniversary milestone of the Halifax Partnership. Our model of investors in the private sector working together with the public sector to facilitate economic growth and define our future is envied by cities across North America.

It's easy, 20 years in, to take the Partnership and its role for granted, forgetting its inherent wisdom and value. In 1996, with municipal amalgamation underway, there was a compelling need for the business community to work with a united voice representing its needs to the public sector. There were few mechanisms to put forward an accurate, honest view of key issues needing public sector attention or a means of reaching consensus and removing roadblocks that prevented business from succeeding.

Thanks to a handful of insightful and determined business people, the creation of the Halifax Partnership supported a focused and collaborative private sector dynamic – action and value embodied literally in the name “partnership”.

Today, 125 partners of all areas of business life as well as the public sector invest in the Halifax Partnership to support the growth of the City in a united manner that is as inclusive as it is ambitious in its belief of what is possible when we work together.

Halifax's Economic Growth Plan is substantial evidence of the trust the municipal government has placed in the Partnership.

Asking the Partnership, an organization largely driven by private sector interest and perspective, to take the reins on building the economic strategy is a huge opportunity and speaks to the insight and leverage the city receives from the Partnership's collaborative approach.

The Partnership's leadership and involvement in creating, facilitating and producing the past three economic strategies for the city has ensured stakeholders have been consulted, heard and included in the final plans.

The Partnership recognizes the number of stakeholders across the public sector and has always worked hard to coordinate the three levels. Often, it's the value-added, behind-the-scenes work, not so obvious to the private sector or the community, where the Partnership plays a key role. It works to find win-wins and help us all move in the same direction.

It is well documented that the economic global trend of population evolution is urbanization. To that end, Halifax must provide province-wide leadership in being ready to do business, be supportive of it, and be open to growth and change. The Partnership keeps this front and centre – both to find and exploit opportunities, and to be sure that we don't inadvertently put up obstacles to doing business.

As a business leader, I am energized by the reality that the 2016-2021 Economic Growth Plan has been unanimously supported and embraced by the public and private sectors. I am inspired that we have agreed, attitudinally, that we are not content to tread water; that we have embraced aggressive growth; that we believe our economic goals are achievable and critical to the long-term prosperity of our city, province and region.

I know the Partnership will continue to play a critical role to help us open doors to new people to make growth happen, to be receptive to different ways of thinking, and to explore fresh approaches as we try and wrestle the issues and find solutions. I want to thank my fellow Board members and the highly dedicated staff of the Partnership in providing leadership on these agendas.

We are an enviable city well-positioned to attract and keep the best talent – those already here and those to come.

I invite you to join us in building on our momentum and sharing Halifax with the world.





Joyce Carter loves to sit in the terminal and watch stories unfold. "Airports are very emotional places."

## INVESTOR PROFILE

# At the top of her game

Joyce Carter, President and CEO of the Halifax International Airport Authority, views the role of the airport as integral to the economic development of the region. "There's no point in trying to drive an agenda with a region that doesn't have good air connections."

Joyce Carter sees the future of Halifax reflected in the tail fins of the aircraft at Halifax Stanfield International Airport.

"I was driving in to work the other day," says Carter, President and CEO of the Halifax International Airport Authority, "and the sun was just coming up. I came off the highway and I looked at the terminal building as I do every day and saw Korean Air logo over the top of the building and I thought to myself 'They're here.'"

The giant 747 aircraft had been loaded overnight at Gateway Facilities with tons of lobsters that were destined to be in market the following day. "It blew me away," says Carter. "The value of those lobsters that day was \$2 million. It was sitting right there. How great is that for the economy?"

Carter grew up in Port Hawkesbury where the family business was run from the dining room table. "I saw how my dad and my mom together created employment in the region and how significant that was to the people in our community." Those lessons stayed with Carter when she was hired in 1999 as VP of Finance, tasked with overseeing the transfer of the management, operation and development of the airport from the federal government to the newly formed HIAA.

"It was like a small takeover: overnight we went from 3 to 153 employees," says Carter. "It

involved reaching out to the employees, knocking on their doors and saying 'we are going to be working together with you in 11 months and can you please help us get there.'"

In 2014, Carter was named President & CEO. It's a position that thrills her still. "I never really had this grandiose plan for my career; I just always looked at an opportunity as just that - an opportunity."

Identifying and seizing those opportunities is key to the work of the airport and one of the reasons why HIAA is an investor at the Halifax Partnership. "We see ourselves as similar to them. When people say 'What is your business?' it's so much more than an airport. Similar to the Halifax Partnership, we see our role as enabling economic development."

Carter also looks to the Partnership's Economic Index and reports as a guide. "We always want to be with them at the forefront as they do economic development because where they want to go is so closely linked with the work we do here and where we want to go," says Carter. "They keep everybody on their toes: they track the index, they track the goals, they track the progress. We need them and they need us."

It's an exciting time at the airport with Concor's newly launched service to Munich, the new roads to the terminal and a commercial development in the works. Some have criticized the development as competing with downtown Halifax and Dartmouth Crossing but Carter doesn't see it that way. "The whole reason why we do commercial development is to allow us to be a competitive airport. The more revenue we can make from other sources, the more competitive we can make our fees."

Carter sees a bright future ahead and envisions more and more tail fins announcing the presence of global partners. "It is all fitting together nicely. For the first time in a long time, when I deal with my counterparts across the country, they are really curious about what's happening in Halifax," says Carter.

"Halifax has stepped a little bit ahead of the crowd."

“Similar to the Halifax Partnership, we see our role [at HIAA] as enabling economic development.”



INVESTOR PROFILE

# It's all about the attitude

**Don Bureaux**, President & CEO of Nova Scotia Community College, believes in a new narrative for Nova Scotia, one that celebrates successes and views challenges as opportunities.

**D**on Bureaux was out for a leisurely Sunday afternoon drive when he and his wife stumbled upon Avondale Sky Winery. The business, headquartered in a reclaimed church that had been moved to Newport Landing, was packed and as he walked through the front door, the sommelier greeted him by name.

Bureaux, President and CEO of Nova Scotia Community College, struck up a conversation with the woman who turned out to be an NSCC graduate. “She said to me ‘My whole life I was told I would have to leave Nova Scotia to get a job. But I have fallen in love, I have a career. I’ve made it.’”

Just then, another woman stopped to introduce herself. She too was an NSCC grad and had just opened a microbrewery down the road. The woman had also been told she’d have to leave the province to make a living.

Changing that belief is vital to the economic future of Halifax and Nova Scotia, says Bureaux. He points to companies like Irving Shipyard, reputed to be the most advanced, modern, and technologically equipped shipbuilding facility in North America, and to IBM that is increasing the number of jobs in Nova Scotia because of our human capital. “This is something we need to stand up and celebrate,” says Bureaux. “We need to work hard collectively to affect an attitudinal shift.”

Changing the narrative is one of the Halifax Partnership’s key contributions, Bureaux says.

“**We live and die on our partnerships with the private sector. Our contribution to the economy is providing the human capital.**”

“That’s where our relationship with the Partnership is so important. The Game Changers program, the Connector program, it focuses on increasing the private sector’s role . . . it changes the narrative. We’re proud to be an investor.”

NSCC, which is the same age as the Partnership, was formed in 1996 by combining 19 vocational schools across the province. Its mission? To help build the economy and the quality of life in Nova Scotia through education and innovation. Because of this mission, NSCC is closely aligned with the private sector to respond to changing demands of the labour force.

“All of our programming is going to succeed if it’s connected to what the economy needs going forward. We live and die on our partnerships with the private sector. Our contribution to the economy is providing the human capital.”

Bureaux sees a culture of entrepreneurship as a key to Nova Scotia’s future. NSCC aims to instil that in students by encouraging them to explore their passions. Halifax and the province need graduates who understand that crafting their own path is just as valuable as following a trail that is more traditional.

Finding that unique path begins from looking inward. “At NSCC . . . we ask ‘Who are you, what do you want to be and how are you going to get there?’” says Bureaux. “Entrepreneurship is rooted in attitude.”

Don Bureaux is proud of the vital jobs that his graduates fill. “Communities function as a result of the learning that people undertake at NSCC.”







INVESTOR PROFILE

# Giving startups a boost

**Stephen Duff**, President and CEO of Innovacorp, views the ideas, talent and creativity of Halifax’s startup community as a vital component of a thriving city.

**D**ump trucks rumble past Stephen Duff’s window, a congested corner of Halifax narrowed by the confines of a century-old brick building on one side of the street and the cobblestone passageways of Historic Properties on the other. It’s a constant - if noisy - reminder of the city’s growth.

“It’s pretty remarkable,” says Duff, President and CEO of Innovacorp. “Everything is under construction, it seems.”

But Halifax’s emergence isn’t limited to the physical infrastructure of the trade centre, condos and offices that are redrawing the skyline. “My sense is that we’ve kind of come to the realization that the days when our economy will be driven by the provincial or federal government or by a big multinational ..., those days are just over,” says Duff.

“I think people have moved past that and see we need to create an innovation-based economy here if we are going to be competitive with the rest of the world. And we need to be competitive with the rest of the world or the rest of the world will make us irrelevant.”

As the head of Innovacorp which works with entrepreneurs, early stage high potential com-

panies and researchers looking to commercialize intellectual property, Duff views entrepreneurship and its surrounding culture as vital to the future of Halifax and Nova Scotia as a whole.

“It sort of feeds on itself. As more and more startups happen, the community gets bigger and you start to see a cultural shift and people actually looking at it as a career option.”

And while the noise and the bustle of the street below Duff’s office seems to indicate growth, hard data that measures progress is essential and is one of the most valuable benefits of being an investor in the Halifax Partnership, says Duff.

Boasting professional economists, the Partnership does an exceptional job in measuring and understanding the metrics and then putting those findings to work. “Once you measure it ... you can then tell those stories and those become a piece of the marketing and investment attraction dialogue.”

With so much at stake, co-operation is key and Duff sees the role of the Halifax Partnership as a facilitator to ensure organizations are not working at cross purposes.

“Organizations tend to silo themselves so the fact that we are creating a collaborative community here where everyone is adding a piece of value is very important. I see the Partnership as an organization that can take a leading role in putting that community together.” Duff understands better than most the value of exports and the energy it can bring to a company. In 1987, the Dalhousie University graduate joined Precision BioLogic, a local biotech company. Despite setbacks - including the day the sheriff came to change the locks because of unpaid rent - the company has grown to 50 employees, exporting products all over the United States and Europe. “It was exciting - creating something here in Nova Scotia that people in the biggest and most reputable laboratories in the U.S. wanted. They loved it, they loved us, they loved the product.”

Supporting such export growth should be a focus for Halifax, says Duff, along with growing the population base in a manageable and sustainable way.

“We need to be attracting entrepreneurs and business people who can hit the ground running and can add value. These are long gain things but you really need to be investing in the kinds of things that are going to attract people to an entrepreneurial way of life,” says Duff. “I see good momentum happening.”

“  
I see the Partnership as an organization that can take a leading role in putting that community together.  
”

It’s the nature of the business that some startups will fail, says Stephen Duff. It’s better if the company fails quickly, before too much money is spent.



# 20 YEARS OF PARTNERSHIP

The Halifax Partnership grew out of the vision of a handful of forward-thinking business leaders. Their vision: to tap the remarkable potential of Halifax by involving the entire community in growing the economy.

## 1995

- Working group recommends formation of public private partnership approach to economic growth in the soon-to-be Halifax Regional Municipality

## 1996

- Dr. Michael MacDonald named President and CEO
- **The Greater Halifax Partnership (GHP) is born, funded by three levels of government and the private sector**
- The *Greater Halifax Multi-Modal Transportation Study* released
- Spearheads the creation of the Canadian Swedish Business Association in Nova Scotia

## 1997

- Smart City. Smart Move campaign to build business confidence
- Delegation from Sweden visits to explore business opportunities

## 1998

- GHP signs partnership agreement with The Greater Washington Initiative. Over the next five years:
  - More than 16 business development visits between the cities
  - Three Nova Scotia firms open offices in Greater Washington; nine more do business in the area
  - A major Washington defence contractor actively partners with Halifax businesses

- Investment and trade mission to Göteborg, Sweden
- Halifax: Positively Magnetic campaign launched

## 1999

- Halifax: Canada's Smart City, a hardcover book profiling the city and its people, becomes a bestseller
- GHP and Dalhousie University's Medical School launch high-tech venture capital program to build research-based biotechnology companies

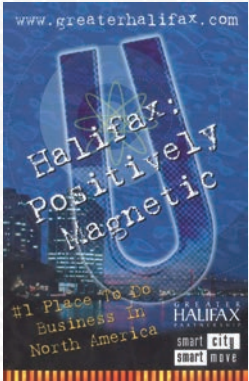
## 2000

- Halifax. Where It's At! campaign challenging Halifax's youth to explore local opportunities

- GHP and Dal announce four new biotech research companies - the first enterprises arising from 1999's joint effort
- Partners to bring Softworld 2000 to Halifax - a global conference of 800+ IT leaders from 34 countries
- Launches Caribbean Basin business-to-business Program in Trinidad & Tobago
- Delegation from Kushiro, Japan visits

## 2001

- GHP leads application for Halifax to join World Energy Cities Partnership and mobilizes private and public sector support.
- Smart Growth Investment Campaign increases private sector investment in GHP



*"ISANS and Halifax Partnership have worked together on immigration since the Partnership was established in 1996. We have collaborated on committees, organized joint events and supported individual clients together. We look forward to many more years of working together to help immigrants build their future here."*

**Gerry Mills, Executive Director, Immigrant Services Association of Nova Scotia (ISANS)**

*"Twenty years ago private and public sectors leaders created a unique alliance to focus on business development for our City. At the time, the plan was to develop a smart, efficient and innovative organization flexible enough to respond rapidly to emerging trends and sensitive to business needs. What a concept and how visionary. Today's Halifax Partnership is all that and so much more."*

**Nancy Conrad, Senior Vice President, Policy, Halifax Chamber of Commerce**

*"Export Development Canada and the Halifax Partnership have worked well together since 1996 because our organizations share a common goal - to connect with and inspire Halifax companies to grow and reach their full potential. Oftentimes that means helping them expand abroad, and for the last 20 years the Partnership has partnered with EDC in a number of ways to showcase Halifax companies to the world, and to ensure they succeed when they get out there. Here's to another 20 years of helping Halifax companies go global!"*

**David Surrette, Regional Vice President, Atlantic Canada, Export Development Canada**

*"In 1999 the Partnership played a pivotal role encouraging Arrow Electronics to build in Halifax. Over 17 years, the Halifax branch has grown in both scale and importance to Arrow, significantly outperforming initial expectations. With 75 current employees, we are poised to grow once again and I know the Halifax Partnership will help facilitate when I need them."*

**Colin Boyd, Director Arrow Electronics**



2002

- Stephen Dempsey named President and CEO
- **Halifax becomes Member of the World Energy Cities Partnership**
- Releases landmark study *Energy for Smart Growth: Economic Impact Analysis of Offshore Development on Nova Scotia*
- Launches Halifax-Moncton Growth Corridor Partnership, Canada's first inter-provincial economic growth corridor

2003

- GHP signs a strategic agreement with Greater Houston Partnership
- *Are We Urban? The Urban Growth Agenda in the Atlantic Canadian context; the Halifax Moncton Growth Corridor Asset Mapping; and ICT Cost Location Analysis* are released
- Halifax hosts World Energy Cities Partnership AGM
- Presents first Nova Scotia Immigration Partnership Conference in conjunction with Metropolitan Immigrant Settlement Association and other community partners

2004

- **SmartBusiness Program launches**
- **Halifax Gateway Council created**

- Helps develop Greater Halifax's Immigration Strategy
- Signs MOUs with Black Business Initiative and the Chamber of Commerce
- *Competing on Creativity: Focus on Halifax* examines the ranking of Halifax among Canada's cities
- I See Growth campaign garners 30 million media impressions

2005

- **Strategies for Success: Halifax Regional Municipality's Economic Development Strategy (2005-2010)**

- Signs MOU with San Fernando Partnership

2006

- Works with Nova Scotia Community College to enhance linkages between the business community and NSCC
- GHP and Halifax Regional Business and Community Economic Development Association merge

2007

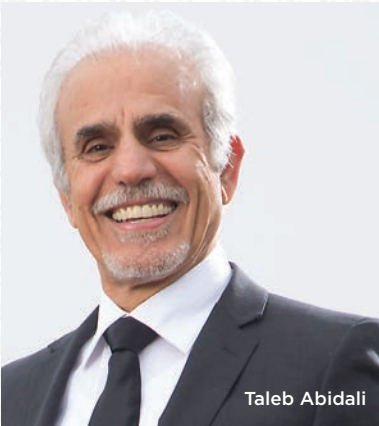
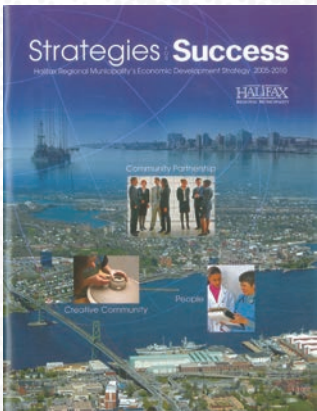
- Conducts Young Professionals Survey with 700 youth
- **Incubates Fusion Halifax for Halifax's young professionals**
- Opens satellite office in Preston to build capacity in the African Nova Scotian Community

2008

- SmartBusiness intelligence sparks the development of the province's Better Regulation Initiative
- Nova Scotia government uses the SmartBusiness model for the provincial roll-out of BRE
- Supports Sheet Harbour Chamber of Commerce to develop its Waterfront/ Streetscape Concept Plan

2009

- Paul Kent named President and CEO
- Award-winning Immigration Works in Halifax campaign encourages businesses to hire immigrants
- **Connector Program is launched to help immigrants build their professional network and find employment**
- Partners to launch Ujamaa – an African Nova Scotian community economic development initiative
- Leads Mayor's Forum on the Greater Halifax Economy
- Champions HRMbyDesign municipal planning strategy
- Partners with the Africville Genealogy Society to develop Africville Project and Africville Community Trust



"I am a proud champion of the Connector Program because it is all about creating opportunities – for newcomers to the Province, local graduates, international students and those in the industry that benefit from meeting skilled professionals. The relationships developed help participants access the workforce and gain an understanding of the options that are available in Halifax and Nova Scotia. It is a win-win for everyone involved."

Sandra McKenzie, Deputy Minister of Education and Early Childhood Development, Government of Nova Scotia

"I love bringing people together in our community. I've been involved in the Connector Program for three years now and it's been some of the most fun, rewarding and inspirational volunteer work I've ever been involved in."

Shelagh McCorry, Connector and SuperConnector award-winner

"As a leader in this province, we have a responsibility to do something more for the new generation. There is great opportunity for the continued growth of Halifax's economy. Through the Halifax Partnership, we can all work together to create a better lifestyle and build a strong, thriving community."

Taleb Abidali, Partner, CRESCO

"Nearly 10 years ago Fusion Halifax formed in large part through the support of Halifax Partnership. Since then, we've been committed partners working to ensure that Halifax remains a destination of choice for young professionals to live, work and play. A young, diverse and engaged community will drive our economy through leadership and innovative approaches to solving local and global challenges."

Alyson Murray, Chair, Fusion Halifax

"Congratulations to the Halifax Partnership team on 20 years of engagement in economic development. From our vantage point, we look forward to more connections and ongoing collaboration while continuing to build prosperity."

Peter Hogan, Vice-President, Atlantic Canada Opportunities Agency (Nova Scotia)

"Congratulations Halifax Partnership on your 20th anniversary. The Halifax Partnership is a strong and vibrant organization in the Nova Scotia business community, and we look forward to many more years of working together to grow new businesses and enable our Nova Scotia companies to find new markets and create the capacity to sell Nova Scotia products around the world."

Laurel Broten, President & CEO, Nova Scotia Business Inc.

"The Halifax Partnership has been a tremendous support for TRIEC in developing our Connector pilot for Toronto. Immigrants, service providers and employer partners recognize the importance of networking, and Connector provides a simple, concrete and scalable means of facilitating it."

Racquel Sevilla, Director, Immigrant Employment Initiatives, Toronto Region Immigrant Employment Council (TRIEC)

"Partnership and collaboration are vital to Neptune and to the sustainability of arts and culture. Creating professional theatre is a team effort and through our relationship with Halifax Partnership, we've been able to foster new relationships within our business community. Halifax Partnership has helped garner support and appreciation for the work that takes place on our stages and behind the scenes to make Neptune a leading economic and cultural contributor to the region."

Rebecca Hiltz LeBlanc, President, Neptune Board of Directors



2010

- Leads the review and renewal of Halifax's Economic Strategy
- **Launches AGreaterHalifax: 2011-16 Economic Strategy**
- Joins Consider Canada City Alliance to attract foreign investment to Canada's largest cities
- Halifax Gateway Council releases five-year strategy
- Partners to release *Insureconomy: an Economic Impact and Future Growth Study of Nova Scotia's high-value Insurance Sector*

2011

- **Launches the first Halifax Index, a comprehensive report on Halifax's economic and community progress**
- Becomes the first economic development organization in Canada to be certified as an Accredited Economic Development Organization
- **Releases Canada's National Shipbuilding Procurement Strategy economic analysis and infographic**
- Leads Oceans Week Roundtable to promote Halifax's ocean sector

2012

- **Launches the National Connector Program to help other communities and industry associations launch their own Connector Programs**
- Hosts the first State of the Economy Conference
- Launches Connector speed interviewing and networking event series
- Releases Why Halifax, a suite of investment attraction marketing materials and tools

2013

- Chairs the Consider Canada City Alliance (CCCA) and participates in missions to China, Europe and Asia
- Launches the Mayor's Celebrate Business program
- Renews MOU with Aberdeen, Scotland; Aberdeen delegation visits Halifax

2014

- **The Halifax Partnership announces new name and brand to align with the new Halifax brand**
- Supports the provincial rollout of Nova Scotia Regional Enterprise Networks
- Releases *Head and Regional Offices: Research and Best Practices for Attracting and Retaining Head and Regional Offices*
- Missions to Aberdeen, Scotland; Norfolk, Virginia; Europe; and China

2015

- Ron Hanlon named President and CEO
- **Leads the review and renewal of Halifax's Economic Strategy 2011-16 and launches the Halifax Economic Growth Plan 2016-21**
- Releases *Economic Benefits of Immigration: The Impact of Halifax's Lebanese Community*
- **Launches Game Changers Action Plan - a three-year strategy to retain youth**



*“The Halifax Partnership displays excellence in the field of economic development, professionalism, commitment and technical expertise that is deserving of Accredited Economic Development Organization accreditation. This accreditation tells the community and prospects that the Halifax Partnership has attained a measure of excellence assuring that their trust is well-placed and their business is in good hands.”*

**Jeff Finkle, President and CEO of the International Economic Development Council**

*“The Halifax Partnership has been highly valuable in connecting my company to international market opportunities and contacts beyond our existing network. These connections have resulted in business activities benefiting I. H. Mathers well beyond our initial investment.”*

**Brian Lane, CEO I. H. Mathers**

*“The Halifax Partnership’s vision to create a greater Halifax has never been more relevant. As local businesses continue to expand into national markets – whether in marine biology, biotech, agriculture or energy – Halifax is making a name for itself on an international stage.”*

**Lydia Bugden, Regional Managing Partner, Stewart McKelvey**

*“The Granite City and Halifax have built particularly close links, strengthened in recent years by the mutual efforts of our economic development organisations. We are friends who are committed to growing, developing and collaborating on business and educational opportunities.”*

**George Adam, Lord Provost of Aberdeen, Scotland**

*“It has been my pleasure to be a Board Member of the Halifax Partnership for the past six years, representing Halifax Regional Council. With a shared vision for growing the economy of our region, together we build strong relationships and create opportunities for businesses and people to succeed within a diverse, vibrant, and sustainable community.”*

**Councillor Lorelei Nicoll, Halifax Regional Council**

*“The Cape Breton Partnership was modeled after the Halifax Partnership and the team in Halifax were vital partners during the initial start-up phase of our organization. Over the last decade, the Halifax and Cape Breton Partnerships have focused on the importance of strong and effective collaboration in order to move our province into a new era of growth and investment readiness. The Cape Breton Partnership looks forward to continuing our positive relationship that will contribute towards building a prosperous future for all Nova Scotians.”*

**Keith MacDonald, President & CEO, Cape Breton Partnership**



# MISSION POSSIBLE

There are no passive participants at the Halifax Partnership, where the value of collaboration combines with the strength of connections to drive prosperity.



L-R  
Roger Howard - RBC Financial Group, Danny Graham - Engage Nova Scotia, Dr. Robert Summerby-Murray - Saint Mary's University, Taleb Abidali - CRESCO, Mark Lever - The Chronicle Herald, Nancy Conrad - Halifax Chamber of Commerce, Rustum Southwell - Black Business Initiative, Jennifer Angel - Waterfront Development Corporation, James MacNeil - BOYNECLARKE, Councillor Lorelei Nicoll - Halifax Regional Municipality, April Howe - Knightsbridge Robertson Surette, Matt Hebb - Dalhousie University, Ron Hanlon - Halifax Partnership, Alyson Murray - Fusion Halifax, Dr. Richard Florizone - Dalhousie University, Gerry Mills - ISANS, Brian Lane - I. H. Mathers

Photography by Peter Power - Clothesline Media



There were just four people on the payroll when the Greater Halifax Economic Development Partnership, as it was then known, opened its doors in 1996. They were too full of pep and high spirits to care that their office was over a Canadian Tire store in a Bedford mall and that sometimes it could be hard to concentrate when “price check in Aisle 11,” came booming from the loudspeaker below. If anybody minded sharing a telephone and sitting at chairs and desks that were cast-offs from the recent municipal amalgamation, they kept it to themselves. “We were young,” says Nancy Phillips, one of the four original employees around on Day One. “We loved that we had a chance to really dig into something.”

Twenty years is a long time. Now when Phillips and the renamed Halifax Partnership’s 20-or-so other employees look out they see the grandeur of Halifax Harbour: the naval dockyard, the bustling waterfront, the container ships steaming in and out. It reminds them what is great about their city. It also reinforces something else: that their mission — to keep, grow, get: business, talent and investment— truthfully hasn’t changed in two decades. “We had a good sense of what we were about from the very beginning,” says Phillips.

Their organization, after all, was forged by adversity. Twenty years ago the whole of Canada was struggling to pull itself out of economic recession. No place more so than Nova Scotia, where cuts in government spending had led to a host of layoffs, sagging consumer confidence and a provincial economy worrisomely lagging the rest of the region. The Halifax area, despite being the economic epicentre of the province, had its own problems: the job and spending cuts hit hardest here. There was little cohesion when it came to economic development. More than anything, the city seemed to be in the midst of a crisis of confidence. The formation of the Halifax Regional Municipality — a merger between Halifax, Dartmouth, Bedford and Halifax County Municipality — also presented distinct challenges. “People started to understand that having different economic development groups in each of the former units didn’t make a lot of sense,” says Stephen Dempsey, who joined the Partnership in 1998 and served as CEO from 2001-2009.

It was a private-sector working group that said the old way — in which economic development was handled by the municipality leaving little opportunity for the private sector to have a say or to invest — wasn’t good enough. This was so for a host of reasons: governments of any level aren’t necessarily good at attracting investment and spurring economic activity. What’s more, giving too much sway over development to politicians who must stand for election every few years could make for suspect



“We had a good sense of what we were about from the very beginning.”  
NANCY PHILLIPS

decision-making. “The notion was to try and bulletproof it to the changing whims of government,” says Fred Morley, the Partnership’s former vice-president and chief economist.

Instead, after much consultation, the working-group came up with a new way to foster economic development in the newly formed HRM: allowing the private sector to create the economic growth while the public sector created a supportive climate in which this could occur. Thus the Partnership — meant to act as a bridge between the public and private spheres, a connector and convener between the forces of local economic progress — was born. Michael MacDonald, the Partnership’s first President and CEO not only championed the idea of a public-private model, but also took it the council of the newly formed municipality. “It was Michael’s baby,” says Peter Spurway, whose public relations and marketing firm at the time helped launch the Partnership and who later joined its board of directors. “He pushed the rock up the hill.”

The fine details of how the model would operate still had to be worked out when the Partnership received its \$900K in start-up funding from the municipality (the rest came from the private sector and the federal and provincial governments.) All that was clear was that the strategic leadership would be driven by members of the business community.

ABOVE  
Nancy Phillips started with the Partnership in 1996. Phillips leads efforts to attract investment and trade and to strengthen international partnerships.



TOP LEFT  
The Partnership attracted interest right from the start, says Jane Hustins, Fire Inside Leadership Partner.

BOTTOM LEFT  
Alderney Landing is the hub of a revitalized downtown Dartmouth.

RIGHT  
Paul Kent, CEO from 2009 to 2014, says truly collaborative endeavors in the private sector are exceedingly rare. But because of the unique nature of the Partnership, it works.

Not everyone bought in right off the bat. For some, the hybrid structure was a bit perplexing. Businesses wondered what exactly they gained from getting involved in this new economic development body. “But the conversations were exciting,” says Fire Inside Leadership Inc. Partner Jane Hustins who sat on the committee that raised the Partnership’s first tranche of private funding. “People were curious. Business owners were curious.”

Count Hector Jacques among that group. The co-founder of engineering consulting firm Jacques Whitford and Associates Inc. liked the way that the Partnership found common ground by merging everyone’s interests. Jacques liked something else too: the notion that by improving the overall economic climate in the city everyone benefits. “If you’re wondering whether I thought that there would be a direct correlation between good economic times and a windfall for my company then the answer is no,” says Jacques. “Did we think that if the region did well we would somehow do well? Then the answer is yes.” There was the Partnership’s sell to businesses: get involved as part of a shared mission — to improve the economic climate in Halifax — or get involved simply out of enlightened self-interest. Either way, just get involved. And then be prepared to become a collaborator, not a passive participant.

There is a very good reason why the Partner-



“We weren’t looking for people who wanted to become members. We wanted people to make a commitment.”  
PAUL KENT

ship calls its supporters in the business community investors. By putting up capital, they help the Partnership push forward on its ambitious plans to sell the city in key markets, to form international partnerships and build on the city’s strengths in specific sectors. But the Partnership always wanted the private sector to do more than just write cheques. “This is a movement,” says Paul Kent, President and CEO from 2009-14. “We weren’t looking for people who wanted to become members. We wanted people to make a commitment.”

Proving the organization was a worthy investment helped in that regard. Forging Halifax’s first economic growth strategy — the culmination of consultations with some 60 different organizations — got people’s attention. The Partnership broke new ground by pointing to immigration and high-wage, high-growth sectors as ways to drive the economy. Much of the focus, though, was on changing attitudes. The Partnership, for example, played a key role in the “Smart City” rebranding exercise which Dempsey says “helped us feel like we were back in the major leagues again.”

In time, people started to “get” the organization. Consider one of Halifax’s biggest employers, Dalhousie University, now among the Partnership’s more than 125 investors. “The university has a vested interest in the prosperity of the city,” says Matt Hebb, Dalhousie’s





**ABOVE**  
Dalhousie's Matt Hebb says the Partnership's sense of purpose has become clearer with time.

**RIGHT**  
There are bright days ahead for Halifax with its educated workforce, transportation connections and dedicated business leaders.

Assistant Vice-President, Government Relations. Half of its student body comes from out of province. An economically sustainable Halifax means that it is the kind of safe, vibrant, cosmopolitan city where parents want to send their children. “The Partnership,” says Hebb, who sits on its board of directors, “is one way of doing that.”

A direct investment is one way to help the Partnership. But there are other ways too. Becoming part of the Connector Program, for example, helps smooth the way for immigrants and international and local graduates into the local work force. Jacques sits on the Partnership's board. Hustins, who helped the organization take off 20 years ago, still does her part by providing services like strategic planning and coaching. There's also the approach taken by consultant Jim Frost, who helped Michael MacDonald write the Partnership's launch plan and who from the start bought the organization's “a rising tide floats all ships” value proposition. Now Frost provides insights from his deep understanding of marine transportation and oceans sector issues.

In their own way, they have all been part of the Partnership's evolution from its modest beginnings into a private-public economic development model that has been replicated in other cities in Canada and as far away as Japan. It remains true to its roots as the city's chief economic development agency, promoting Halifax through everything from trade missions to marketing campaigns. Today no single entity has a better understanding of the nuances of the

“  
The university has a vested interest in the prosperity of the city.  
”  
MATT HEBB



Halifax economy, its opportunities and challenges or the broad vision to see where it needs to go. Ask around: the Partnership's reports on everything from the economic impact of the Lebanese community to attracting and retaining head and regional offices are an invaluable resource for businesses, governments and journalists. Over time its Halifax Index — which tracks the city's progress through a range of indicators — has become the best available measure of whether things are headed in the right direction.

But let's be clear: investors get a lot more than raw research from the Partnership. It takes the lead, for example, by using its sound research to underscore that immigrants don't take away jobs from Nova Scotians, they create them. Its international relationships with Houston, Aberdeen and other key locales have helped increase the profile of Halifax and its businesses internationally.

Through its Connector Program, they are helping to retain youth and immigrants. Need to navigate through the challenging levels of rules and regulations that anyone doing business in Halifax faces? The Partnership can help with that too through its SmartBusiness Program. On the hunt for new partners, clients and customers? They can make the connections.

It is other things too. Michele McKenzie, who was interim CEO from November 2014 until July 2015, says the organization's strength is possessing a team who “knows everything going and is smart about ensuring that the dots get connected and no opportunity is lost.” For



**ABOVE**  
Major projects like Irving's \$29-billion shipbuilding contract are driving growth in Halifax.

Dalhousie's Hebb the Partnership, with its blend of government and the public and private sectors, “creates an interesting table” around which unique collaborations, which might not normally happen, can occur on challenges like population growth and opportunities like shipbuilding and growing Nova Scotia's ocean economy. Alignment and collaboration is the Partnership's modus operandi.

Fred Morley, now Chief Economist at Nova Scotia Tourism Agency - NS Regulatory Affairs, says, “One of the things that makes the Partnership unique is its ability to use this position as a quasi public-private entity to influence policy and development at all levels.”

Examples abound of how, operating behind the scenes, the Partnership removes economic development roadblocks. Dempsey says that the Partnership, acting as a sub rosa enabler, played a key role in resolving the development impasse in the Halifax core that has helped spark a construction explosion in the once stagnant city centre. An argument, in the same way, can be made that HRM By Design, the plan for downtown Halifax and Dartmouth, has its roots in the Partnership's economic development work — particularly its contention that a lack of planning regulation clarity was driving investment out of the central city core. Halifax's young professionals organization, Fusion, was also incubated at the Partnership.

Ships Start Here, the exuberant local response to the federal government's National Shipbuilding Procurement Strategy, is another example. Halifax has never seen anything like

“  
The status quo is not an option.  
”  
RON HANLON



the federal government's 30-year shipbuilding program, valued at \$29-billion. The Partnership's economists did analysis on the economic impact the shipbuilding program could have on the local economy. Then the organization played curator, getting the right people to the table to bolster the case for why the city and province needed to pull out all stops and support the bid for the mega project.

“A lot of the work we do at the Partnership goes on behind doors; people don't see it,” says Ruth Cunningham, Vice President, Program Planning & Operations. Like Phillips, Cunningham has been there since Day One. “The Partnership convenes and facilitates and brings conversations together. We recognize what is needed and we are able to bring the right person in to move something forward.”

At age 20 the Partnership is leading Halifax's ambitious growth agenda and looking for more investors and partners to come on board says Ron Hanlon, its current President and CEO. The 2016-21 Growth Plan lays out a vision to grow Halifax's population to 550,000 and boost its GDP to \$30-billion by 2031. “The status quo is not an option,” says Hanlon who adds that the only way to achieve that ambitious vision is by leveraging the city's strengths and aligning everyone's economic development agendas. “The private and public sectors need to work together to grow the economy,” he says. As has been the case for the past 20 years the Partnership is where that happens.

Now when Phillips looks out from the Partnership offices she can see the Irving Shipyard at work turning out those ships for the Canadian navy and the ferries carrying workers to office jobs that weren't around in 1996. It's a different Halifax now: an increasingly confident city that Phillips says “knows what it wants to do and where it is going.” Sometimes when potential investors come to their offices they just leave them alone in their board room, with that sweeping view of the harbour, for a few minutes. Instead of explaining what the Partnership is about, sometimes it's just easier to show them.



# Looking to the future

Ron Hanlon, President & CEO

Who could have known that a lifetime building and growing businesses around the world would lead me back to my roots and into a position to promote one of the finest products in the world: Halifax. I am energized by this opportunity every day!

When the Halifax Partnership was created 20 years ago, the business community and the municipality believed it needed a more collaborative, effective approach to economic development - a model that allowed for both private and public sector investment, and engagement, in Halifax's economic growth. Since then, hundreds of private sector investors and all three levels of government have been working together to accelerate growth and create prosperity.

Then, as now, the Partnership's mandate is clear: To promote and sell Halifax to our community and the world; to help local businesses prosper and reach their full potential by connecting them to resources they need; and to keep score on key economic measures with tools like the Halifax Index.

Since 1996, Halifax has witnessed constant, positive growth across key economic indicators in labour force participation, average individual incomes, housing starts and building permits. In 2015, real GDP grew by 1.9% to \$18.3 billion, the fourth fastest growth among the 13 Canadian cities tracked by the Conference Board of Canada, and the fastest among Halifax's five benchmark cities.

While Halifax's population has increased nearly 20% in the past two decades, much of that growth has been in the 65-plus age group. This demographic shift fuels the ambitious, long-term, quantitative vision in Halifax's new Economic Growth Plan to grow our population to 550,000 and our GDP to \$30 billion by 2031.

A more aggressive growth agenda is needed to ensure a bright future for Halifax. Our historical "status quo" approach will not do. We are raising the bar on our goals to compete more broadly on the global stage and make Halifax a more attractive location for business and people of all ages.

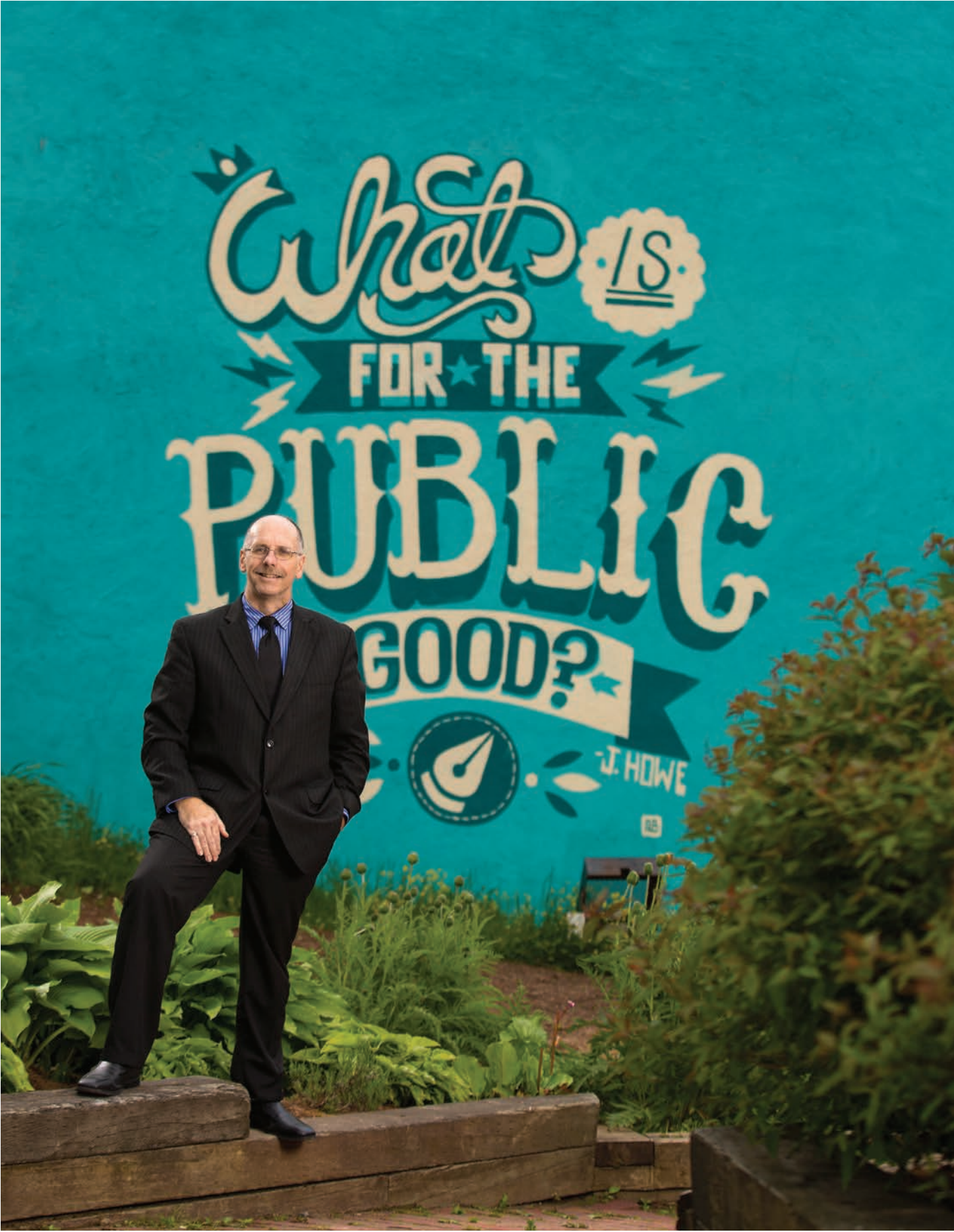
Halifax's foundational assets provide a compelling value proposition for investment: A world-class ocean advantage, our educated and innovative community, and an excellent rural-urban lifestyle. As the city's quarterback, the Partnership's connections ensure that existing businesses and prospective investors can take advantage of these strengths and tap into our city's network.

Achieving the Growth Plan's goals means the Partnership has never been more relevant, as it champions and guides private and public sector leadership, investment, and engagement in economic development. Because cooperation among all levels of government, business and community stakeholders is so essential to success, it is a standalone goal in the Plan. This framework fuels our momentum. Now it's time to kick Halifax's economic growth into high gear, and work together with a positive sense of urgency.

We encourage every citizen to sell Halifax, welcome newcomers, and change the story you tell your children about needing to leave to work in their fields of expertise. We have it here. They can do it here.

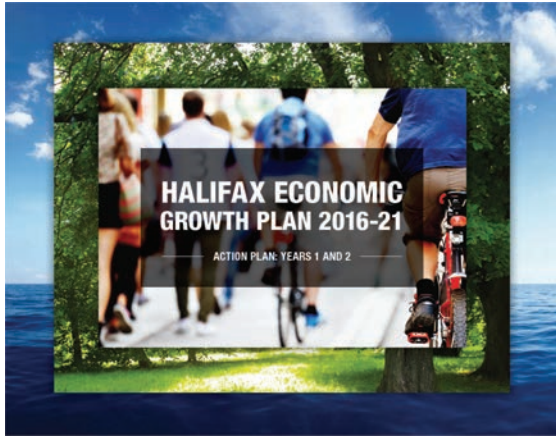
I am amazed and humbled by the passion and commitment of the Partnership team, our 125 investors, and many partners who provide their time, energy and finances to help Halifax reach its full potential.

We look forward to 20 more years of growth and realizing our shared vision for Halifax with you.





# A growth agenda for Halifax



This year, the Halifax Partnership led the review and renewal of Halifax’s economic strategy in collaboration with HRM.

Halifax’s Economic Strategy for 2011-2016, AGREATER-Halifax, entered its final year in 2015-16 and the timing for the strategy’s renewal presented an opportunity to adjust the course of economic development in Halifax. The renewal included a comprehensive update based on a review of existing strategic plans and background reports and input from 24 engagement sessions with organizations and individuals from private, public, post-secondary, and community sectors. The renewal was guided by the **Economic Strategy Advisory Committee** chaired by Matt Hebb, and the **Economic Strategy Working Group**.

On April 5th, *Halifax’s Economic Growth Plan 2016-21* was presented to Halifax Regional Council and unanimously adopted. The Plan lays out an aggressive 15-year vision for Halifax’s population to increase to 550,000 and its GDP to grow to \$30 billion. This is a growth agenda that would nearly double our current population growth rate to 1.7%.

**5 Year Strategic Goals**

Halifax’s Economic Growth Plan identifies four, five-year strategic goals that build upon our competitive advantages - our ocean advantage, our educated and innovative community, and our excellent rural/urban lifestyle.

**PROMOTE & MAXIMIZE GROWTH:**  
**Grow Halifax’s GDP to \$22.5 billion by 2021.**

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

**ATTRACT & RETAIN TALENT:**  
**Grow Halifax’s labour force to 271,000 by 2021.**

This is aimed at holding on to immigrants, international students and recent graduates, and making the best use of our available workforce.

**MAKE HALIFAX A BETTER PLACE TO LIVE & WORK:**  
**Grow Halifax’s population to 470,000 by 2021.**

This hones in on improving and showcasing our quality of life, both for its own sake and to attract residents, workers, and business to the city.

**ALIGN ECONOMIC DEVELOPMENT:**  
**Organize Economic Development Actions.**

This ensures that the city’s and province’s economic development organizations, policies, and programs are in alignment and moving in the same direction toward our shared economic goals for Halifax and Nova Scotia.

**Collaboration is Critical to Success**  
Everyone has a role to play in achieving economic growth and prosperity in Halifax. The Growth Plan is a reflection of many stakeholders who are passionate about our city. The Partnership has launched an engagement plan to build confidence and enthusiasm for the future of Halifax and get residents, businesses and partners involved in implementing the plan.

Download the *Halifax Economic Growth Plan* at [halifaxgrowthplan.ca](http://halifaxgrowthplan.ca)

# Halifax Partnership 2016-17 Business Plan

We have aligned our 2016-17 Business Plan to the *Halifax Economic Growth Plan’s* goals and objectives.

We look forward to working with our investors and partners this year to drive and accelerate economic growth in our city and province.

**PROMOTE & MAXIMIZE GROWTH**

- Lead the implementation of *Halifax’s Economic Growth Plan 2016-21*
- Market and Sell Halifax in key European, Asian and North American markets to attract investment, increase trade, and strengthen international partnerships
- Enhance the Partnership’s Business Retention and Expansion Program (200+ business visitations)
- Provide the most up-to-date, relevant economic information on Halifax
- Expand the Mayor’s Celebrate Business Program
- Produce a 5-Year Strategic Growth Plan for the Halifax Gateway and raise awareness of the Halifax Gateway in key markets
- Capitalize on major project opportunities to attract new foreign direct investment
- Increase the connectivity with, and build capacity of, African Nova Scotian and urban aboriginal organizations engaged in economic development
- Connect businesses with post-secondary R&D capabilities and other resources to increase innovation
- Bolster sector growth

**MAKE HALIFAX A BETTER PLACE TO LIVE & WORK**

- Present trade and investment opportunities, as well as tourism offerings, to conference delegates
- Develop and publish the *2016 Halifax Index*
- Leverage the media and Halifax Partnership’s private sector investor network to promote examples of Halifax’s business culture and success stories

**ATTRACT & RETAIN TALENT**

- Continue the Connector Program to retain immigrants, international students and young professionals and expand to include experiential learning
- Increase the business community’s awareness of, and access to, labour market information and resources
- Through the Game Changers Action Plan, raise the local business community’s awareness of the benefits of hiring young professionals
- Share Halifax’s value propositions with universities, employers and public sector partners working to attract students and employees to Halifax
- Support the roll out of the Connector Program across the province and engage new Canadian communities and industry associations in the National Connector Program
- Support the efforts of organizations working to promote skilled trades and apprenticeship-related career opportunities for youth
- Assess existing programs, services and outcomes related to the workforce attachment of urban aboriginals, African Nova Scotians and other groups at risk of exclusion

**ALIGN ECONOMIC DEVELOPMENT**

- Identify new opportunities for greater collaboration and alignment of economic development priorities with government and the private sector
- Develop an alignment plan for responding to FDI opportunities between municipal, provincial, and federal partners
- Engage stakeholders in implementing the Halifax Growth Plan and report on progress, emerging opportunities and challenges
- Host the Annual State of the Economy Forum to release the annual Halifax Index and galvanize stakeholders around Halifax’s economic challenges and opportunities
- Share best practices in economic development with other partners and agencies in Nova Scotia





# ANNUAL REPORT 2015-16

## The Halifax Partnership Connect. Collaborate. Prosper.

The Halifax Partnership works with over 125 public and private investors and numerous partners to make Halifax a global magnet for business, talent and investment.

### Our Work

- 1. Enable Growth** – we lead the development and execution of Halifax’s Economic Growth Plan to create the conditions and environment for business growth and economic prosperity
- 2. Sell and Market Halifax** – we work with partners to attract new business, investment and people to Halifax. We promote and celebrate our city’s successes and potential in local, national and international markets.
- 3. Connect Business to the Talent and Resources They Need to Grow** - we provide the information, resources and connections businesses need to locate, grow and succeed in Halifax.
- 4. Deliver Economic Insight and Thought Leadership** - we know Halifax. We identify the tough issues, convene and facilitate discussions around economic challenges and opportunities, and deliver economic data and insights to our investors, partners and the community.

### Halifax Partnership Performance Framework Results 2015-16

2015-16 BUSINESS PLAN STRATEGIES	YEAR-END RESULTS
1. Connect Halifax business to the public and private sector resources and talent they need to grow and prosper	3 of 4 Targets Achieved
2. Market Halifax to attract high-value, high-potential business investment	4 of 4 Targets Achieved
3. Strengthen private sector engagement to lead the economic growth of Halifax	1 of 4 Targets Achieved
4. Provide market and competitive economic intelligence, analysis and thought leadership on the Halifax economy	1 of 2 Targets Achieved
5. Pursue an organizational culture of client focus, innovation and excellence	5 of 5 Targets Achieved
OVERALL YEAR END RESULTS 14 of 19 Targets Achieved	



CONNECT

Growing Businesses and Jobs

The Partnership leverages our private public model to help local businesses and prospective investors connect with the economic information, resources and talent they need to locate, grow and prosper in Halifax.

SmartBusiness Program  
– Business Retention and Expansion

- 289 retention visits (204 SMEs, 57 HROs and 91 in rural Halifax)
- 503 business consultations
- Retention and expansion visits with 5 head offices in market (Boston, the Netherlands, and Liverpool)
- 789 referrals (87% closed)

“With SmartBusiness support and interest in my business I was able to make new connections and create opportunities to help Sober Island Brewing Company grow.”

Rebecca Atkinson  
Sober Island Brewing Company Ltd,  
Sheet Harbour

2015-16 Results

- 3 systemic business issues were identified and are being addressed by HRM, the Province, and a public private stakeholder group
- 1 retention
- 39 expansions
- 510+ jobs created and retained
- Supported the Sheet Harbour Area Chamber of Commerce in developing their Strategic Tourism Expansion Program (STEP)

Program Totals to Date:

- Retention visits 3,002
- Referrals 3,638
- Jobs 10,400+

Economic Intelligence, Analysis  
and Thought Leadership

- Halifax Index 2015
- Report: Economic Benefits of Immigration - The Impact of Halifax’s Lebanese Community
- Report: A Generation of Change - Youth as Nova Scotia’s Defining Moment
- CRA Business Confidence Survey (results available in the 2016 Halifax Index)
- 4 Economic Snapshots
- 3 SmartBusiness Reports
- Collaborated with Engage Nova Scotia on the Nova Scotia Attitudes Survey
- Provided economic advice to HRM on commercial property tax incentives
- 15+ media articles

Attracting and Retaining Talent

Connected businesses to the talent they need through our Connector Program, Game Changers Action Plan and labour market partnerships.

Connector Program 2015-16 Results

- 424 Connectees
  - 114 Young and Emerging Professionals
  - 137 International Grads
  - 130 Immigrants
- 106 New Connectors
- 50 Re-engaged Connectors (hosted Connector Celebration event)
- 4 speed interview events: Financial Services & Insurance, Nova Scotia Connects, ‘Pitch It!’, NSCC IT Job Fair
- Supported the Mayor’s Welcome Event for International Students
- 172 Jobs Found

Program Totals to Date:

- Connectees 1,670
- Connectors 869
- Jobs 728

The Connector Program is funded by the Province of Nova Scotia.

Game Changers Action Plan

“I’m young. You’re smart. Hire me.  
Become a Game Changer”



Working with private, public and post-secondary partners, we launched the Game Changers Action Plan - a private-sector driven, three-year initiative to retain young talent in Nova Scotia. Youth retention is both our greatest challenge and our best opportunity for long-term economic and population growth. The goal of the Game Changers Action Plan is to reduce youth out-migration from net 1,300 to net 0 over the next three years.

Through Game Changers, we are asking Halifax businesses to:

1. Hire young talent
2. Offer co-op positions to help youth gain experience
3. Become a Connector to help young people build a professional network

Game Changer 2015-16

- Multi-media advertising campaign executed with media partners: The Chronicle Herald and Pattison Outdoor
- Two events: Launch event and Pitch It!
- Two videos: I’m Young. You’re Smart. Hire Me. and My Heart, My Place
- Four success stories – Dalhousie University, Affinio, Clear Picture and RBC

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

- Chronicle Herald
- NSCC
- Clothesline Media
- Dalhousie University
- Halifax Regional Municipality
- MSVU
- Halifax Marriott Harbourfront Hotel
- RBC Financial Group
- NTT Data
- Scotiabank

“It’s important to understand as a business, that our best employment opportunities can come from co-ops and new grads.”

Scott Murray  
CEO, ClearPicture

“I entered the Halifax Partnership’s Pitch It! event to gain networking experience and hopefully make future employment contacts. The experience and exposure the participants gained from this event was very beneficial. In fact, at two employment interviews following the event the employers mentioned that they had seen my pitch and the ad for the finalists in the newspaper.”

Pitch It! Winner, Sarah Deveau  
Business Development Manager  
at Partner International



National Connector Program

To date, we have helped 26 communities across Canada and four international communities launch Connector Programs. This program is funded by Immigration, Refugees and Citizenship Canada.

New National Connector Programs

- Newfoundland - St. John's Board of Trade
- Manitoba - Winnipeg Success Skills Centre
- Yukon - Yukon Tourism Education Council (YTEC)
- Saskatchewan - Conseil Economique et Cooperatif de la Saskatchewan (CECS)

New International Connector Programs

- Bern, Switzerland
- Sweden

National Pre-Arrival Connector Program

Launched the National Pre-Arrival Connector Program (NPACP) pilot in partnership with the Colleges and Institutes of Canada. The Partnership is a Focal Point Partner (FPP) for the Colleges and Institutes of Canada's Canadian Immigrant Integration Program (CIIP).

The NPACP has grown steadily with over 400 referrals of economic class immigrants from the CIIP facilitators internationally. About one third of these have been introduced to the Connector Program through a virtual pre-arrival intake interview. The NPACP is currently working with communities in Halifax, Calgary, Edmonton, Ottawa, North Bay, Kingston, Waterloo, St. John's and PEI. Several immigrants have arrived in Halifax as NPACP participants and have experienced first-hand the Connector Program's value in building their business network and supporting their job search.

Mayor's Celebrate Business Program

Mayor Savage and Partnership team members met with a number of Halifax companies to learn more about their businesses and to recognize their contribution to the economy. Mayor Savage also participated in several economic development related events including the launch of the 2015 Halifax Index and the Game Changers Action Plan, the Aberdeen and State of Virginia inbound missions, and the WECP meetings in Houston and Rio de Janeiro.

Marketing and Communications

- Launched the Halifax Economic Growth Plan 2016-21
- Game Changers Action Plan development and roll-out
- 39,000+ website users, 17,660+ social media followers
- New investment attraction marketing materials (infographic, "Canada's Ocean City" sector brand, success stories, industry news)
- This is Halifax radio campaign
- In Business, Partnerships Matter ad campaign
- New Why Halifax Infographic
- 10,926 Why Halifax page views and 2,130 Halifax value proposition downloads
- Won two Excellence in Economic Development Awards from the International Economic Development Council (IEDC)



Events

- Halifax Index 2015 release
- 2 Game Changers events
- 8 Halifax Index Roadshow presentations
- 6 Investor briefings
- CEO Council
- SmartBusiness Action Team Appreciation Reception

COLLABORATE

Private Sector Investment

The Partnership welcomed nine new investors this year and achieved a 95% investor renewal rate. Our new investors are:

- Knightsbridge Robertson Surette
- Clothesline Media
- HRO Core
- BP Canada Energy Group
- Boardworks Consulting Inc.
- Alscott Air Systems Ltd.
- NTT Data
- Group ATN
- Canadian Lebanese Chamber of Commerce

Economic Strategy Review and Renewal

Led the review and renewal of Halifax's economic strategy, collaborating with HRM, the Economic Strategy Advisory Committee and the Economic Strategy Working Group to develop and launch Halifax's Economic Growth Plan for 2016-21. See page 26 for an overview of the Growth Plan.

Investment Attraction

- Halifax Foreign Direct Investment Strategy developed in partnership with NSBI and HRM
- 8 Inbound Missions: Texas, Aberdeen, Virginia, Spain, China, Kenya, Taiwan and India
- 8 Outbound Missions: Houston and Rio de Janeiro (WECP), Rotterdam, Zurich and Stockholm (CCCA Europe Mission), Toronto, Chicago, Stavanger, London, Liverpool, Dublin, Glasgow and Aberdeen (Halifax Gateway)
- Facilitated 15 company specific visits to Halifax
- Developed the Ocean Sector Brand in collaboration with the Ocean Sector Marketing Committee

2015/16 Results

- 18 leads
- 6 closes
- 885 jobs created and retained

*"In International business development, having a partner with extended reach who can open doors outside of your traditional network and make strategic introductions is of great assistance. We have found the Halifax Partnership to be just such a partner, introducing us to business contacts in the World Energy Cities, aligning us with other likeminded global businesses in the community and repeatedly drawing interested international investors and credible corporate contacts to visit our Port as part of their introduction to Halifax. The team at the Halifax Partnership is motivated, creative, energetic and always a pleasure to work with."*

Patrick K. Bohan

Director, Supply Chain Solutions, Port of Halifax and Port of Sheet Harbour – Multipurpose Marine Cargo Terminals

International Partnerships

- Managed Halifax's World Energy Cities Partnership relationship. Mayor Savage was elected President of WECP for 2016-18. Halifax Partnership assumed the role of Chair of the WECP working group
- Member of the Consider Canada City Alliance
- Managed Halifax's International Partnerships – Aberdeen, Scotland and Norfolk, Virginia

Halifax Gateway

The Partnership manages the operations of the Halifax Gateway. Halifax Gateway partners - Halifax Stanfield International Airport, Halifax Port Authority, and CN Rail – continued to work together to sell and market the capability of Halifax's transportation assets and to strategically position Halifax as the Gateway of choice for the movement of goods and people. Gateway partners delivered a series of presentations, business-to-business events and strategic meetings in the US, European Union, United Kingdom and Canada. Growth statistics for the Halifax Gateway are available in the 2016 Halifax Index.



Alignment and Collaboration

- Supported the Provincial rollout of the Nova Scotia Regional Enterprise Networks
- Partnered with Engage Nova Scotia to organize and host the Stepping Up Conference
- Led the Ocean Sector Marketing Committee – Halifax Partnership, Dalhousie University, Nova Scotia Business Inc., NSCC, Ocean Technology Council of Nova Scotia, Waterfront Development, Journeyman Film
- Member of the Local Immigrant Partnership Advisory Council
- Member of the One Nova Scotia Coalition Youth Retention working group
- Partnered with Business Retention and Expansion International (BREI) to organize the 2015 BREI Conference held in Bridgewater, NS
- Assisting the Office of Regulatory Affairs and Service Effectiveness in improving regulation and reducing red tape
- Member of the Province's Minimum Wage Review Committee
- Member of the Syrian Refugees Employment Working Group
- Worked with partners to build capacity in the African Nova Scotian Community

PROSPER

Halifax: One of Canada’s Fastest Growing Economies

Halifax’s economy made a strong showing in 2015 with GDP growing by 1.9% to \$18.3 billion and the city’s population growing by 1% to just under 418,000.

The Conference Board of Canada (CBoC) expects another strong year in 2016, projecting growth of 2.8% - the second fastest in Canada among the 28 cities covered in the CBoC’s Metropolitan Outlook. Growth is being driven by \$125B in major projects in Atlantic Canada including shipbuilding, energy and new real estate developments.

In 2016, we are seeing strong starts in construction and consumer markets and a considerable pickup in business confidence. Halifax businesses are showing increased optimism around both current and future prospects, and have improved their rating of Halifax as a place to do business.

The Partnership looks forward to working with the private sector and our partners to implement Halifax’s new Growth Plan and to accelerate economic and population growth.

Halifax Economic Strategy 2011-15 Results

OUTCOME MEASURES	UNIT	2012		2013		2014		2015	
		LEVEL	% CHANGE	LEVEL	% CHANGE	LEVEL	% CHANGE	LEVEL	% CHANGE
Grow Business Tax Base	\$ Millions	\$6,508	6.7	\$6,904	6.1	\$7,400	6.5	\$7,800	5.4
Grow Employment Levels	Thousands	218.7	1.3	221.6	0.3	222.8	0.3	224.1	0.4
Grow Personal Income Per Capita	\$	\$39,769	2.8	\$41,166	3.5	\$42, 121	2.3	\$43,132	2.4
Grow the Population	Thousands	406.8	1.1	410.0	0.8	\$414.4	1.1	417.8	1.0

YEAR END RESULTS

4 of 4 Targets Achieved

Download the 2016 Halifax Index for a comprehensive report on Halifax’s economic and community progress.

halifaxindex.com

Major Projects

Halifax’s strong economy is supporting over \$125B in Major Projects and Developments in Atlantic Canada including these Halifax- based projects:

- \$29.3 billion combat vessel contract
- \$2 billion in oil/gas exploration by Shell Canada and BP
- \$700 million frigate modernization
- \$8.9 billion in residential and mixed-use developments
- \$2.2 billion in retail/commercial developments
- \$812 million in transportation infrastructure including ferry, bus and road services

Board of Directors 2015-16

Representing Private Sector Investors

Robin McAdam, Emera Inc.  
Margaret Brigley, Corporate Research Associates  
Rob Carruthers, Deloitte  
Roger Howard, RBC Financial Group  
Hector Jacques, Halifax Port Authority  
Anita Perry, BP Canada Energy Group  
Maureen Reid, BoardWorks Consulting Inc.

Representing the Community at Large

Erika Beatty, Executive Director, Screen Nova Scotia  
Jennifer Gillivan, IWK Foundation  
Matt Hebb, Dalhousie University  
April Howe, Knightsbridge Robertson Surette  
Ron L’Esperance, Group ATN  
Peter Spurway, Halifax International Airport Authority

Representing Halifax Regional Council

Lorelei Nicoll, Councillor, Halifax Regional Municipality  
Tim Outhit, Councillor, Halifax Regional Municipality

Observers to the Board of Directors

Peter Hogan, Atlantic Canada Opportunities Agency  
Mayor Mike Savage, Halifax Regional Municipality  
Captain Chris Sutherland, Maritime Forces Atlantic  
John Traves, Halifax Regional Municipality



# Thank you to our Investors for their commitment to growing Halifax’s economy

An Investment in the Partnership is an investment in Halifax. More than 125 private and public sector investors are our partners in creating the prime conditions, climate and culture for economic growth and prosperity in Halifax.

**DIRECTING**

- Bell Aliant
- Dalhousie University
- Halifax Regional Municipality
- NewCap Radio
- Nova Scotia Community College
- Nova Scotia Power & Emera Inc.
- Pattison Outdoor Advertising
- Province of Nova Scotia
- The Chronicle Herald
- Government of Canada

**MANAGING**

- Atlantic Business Magazine
- Bell Media
- Bluteau DeVenney
- Clothesline Media
- Eastlink
- Halifax International Airport Authority
- Halifax Marriott Harbourfront Hotel
- Mount Saint Vincent University
- RBC Financial Group
- Scotiabank
- Stewart McKelvey
- Value Improvement Consulting

**PRESENTING**

- Boardworks Consulting Inc.
- BP Canada Energy Group
- ClearPicture

- Clearwater
- Cox & Palmer
- CRESCO
- Deloitte
- Delta Barrington & Delta Halifax
- EY
- Freeman Audio Visual Canada
- Gerald Walsh Associates Inc.
- Group M5
- GWL Realty Advisors Inc.
- Halifax Chamber of Commerce
- Halifax Port Authority
- HRO Core
- Irving Shipbuilding Inc.
- Journeyman Film Company
- Knightsbridge Robertson Surette
- Manulife Financial
- Medavie Blue Cross
- Metro Guide Publishing
- MHPM Project Managers Inc.
- MODE Digital Transformation
- NATIONAL
- Nova Scotia Provincial Lotteries & Casino Corp.
- Office Interiors Group
- Progress Media Group Ltd.
- Saint Mary’s University
- Sandler Training
- The Westin Nova Scotian
- Trade Centre Limited

**SUPPORTING**

- ABM Integrated Solutions
- Admiral Insurance
- Advanced Systems
- Agenda Managers Inc.
- Alscott Air Systems Ltd.
- ArrowAdvantage
- Atlantic Digital Reproductions Inc.
- Atlantic Film Festival
- Atlantic Lottery
- Aviva Insurance Company of Canada
- BDC
- BDO
- BMO Bank of Montreal
- BOYNECLARKE
- Burgess Transfer & Storage Ltd.
- Canadian Lebanese Chamber Commerce
- Casino Nova Scotia
- CN
- Corporate Research Associates
- CREIT Management L.P.
- DRS Pivotal Power
- Export Development Canada
- ExxonMobil Canada
- Fire Inside Leadership
- Grant Thornton LLP
- Group ATN
- Halifax Harbour Bridges
- Halifax-Dartmouth Automobile Dealers Association

- IBM
- I. H. Mathers
- Innovacorp
- Jazz Aviation LP
- Killam Apartment Reit
- KPMG LLP
- Lindsay Construction
- Lockheed Martin
- Mainland NS Building Trades Council
- MariNova Consulting
- Maritime Museum of the Atlantic
- Maritimes & Northeast Pipeline
- Metro News Halifax
- Moore Executive Suites/ Oceanstone Inn
- Municipal Group of Companies
- Neptune Theatre
- Nova Scotia Pension Services Corporation
- NTT Data
- OwensMacFadyenGroup
- Pier 21 Society
- Pomerleau
- Priority Management
- Revolve
- Scotian Materials
- Symphony Nova Scotia
- TD Bank Financial Group
- The Armour Group
- The Prince George Hotel
- The Shaw Group

- Time + Space Media
  - Waterfront Development Corporation Ltd.
  - WBLI Chartered Accountants
  - Workers’ Compensation Board of Nova Scotia
- EMERGING**
- Hampton/Homewood/Silverbirch
  - Junior Achievement of Nova Scotia
  - Lois Lane Communications
  - Word Right Career & HR Consulting



# In her own words

In many ways, **Ruth Cunningham**, Vice President, Program Planning & Operations, embodies the ideals of the Halifax Partnership. Ruth speaks about the past 20 years and what lies ahead.

A lot of the work we do at the Partnership goes on behind doors. Things happen that we don't even realize; we've convened many conversations that have led to business-to-business connections, career opportunities for individuals and the creation and evolution of new programs and organizations.

I get to regularly meet new business leaders. I see them and say 'Wow, that's an amazing young company.' Or I make an introduction. It comes down to the power of partnership, the power of collaboration and the power of conversation. That power can facilitate so much.

When I walk in the door every day, it's my second home. I love my job and I am extremely fortunate to have the opportunity to work with an amazing team. When you work with people over 20 years of your life, you develop strong bonds, solid friendships and respect.

We've had some challenging times but have overcome them. It comes down to values that are really important to me -- trust, commitment, respect, collaboration and honesty -- and those are the values of the Partnership.

“  
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Partnership.  
”

There has been a lot of laughter behind the scenes; there has been a lot of fun. I am extremely fortunate to have so many very happy memories of my time here at the Partnership.

This community has a huge opportunity. It's a beautiful city. It's our responsibility to make it what we want.

Twenty years from now, I'd like to see the city facing challenges of strong economic growth. That more people want to move to Halifax to live, more people want to move to Halifax to work, and more young people want to go to university here. They want to raise their children here and those children stay and have lots of grandchildren. I would love that.

If we've done our job well, this city will be thriving, and it will be the envy of many across the country. And in many ways, I think it is already. It is our greatest asset in Atlantic Canada and a Canadian gem. Halifax is propelling our province and region forward. Together, we are building a better Halifax.







A publication from

# HALIFAX PARTNERSHIP

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