



Year in Review

2007.08

1. OVERVIEW

The Greater Halifax Partnership is a public-private partnership that leads economic growth for Greater Halifax. Since 1996, our innovative business model has enabled us to effectively engage the business community, in partnership with the public sector. We bring all three levels of government together with more than 150 private sector companies and many different community groups to drive the economic growth of our region.

We are committed to innovation, shifting attitudes, partnership, and aligning the many interests involved throughout Greater Halifax. In this way, we can more effectively create jobs and high-quality employment opportunities for our citizens, to create one vision for us all that will actively support the development of local business, residents and communities.

We're working to create a more competitive business climate in Greater Halifax. Most of our focus is on strengthening core skills to keep and grow existing businesses. We're also focusing on initiatives to attract new companies and add volume to our Gateway. We're working to encourage the hiring of immigrants and to find ways to retain our young workers. We're committed to shifting attitudes towards growth. And we're working to build capacity in communities by aligning different community interests.

Simply put, we bring people, business and community together to grow the economy.

This report outlines actions the Greater Halifax Partnership has taken in the past year to support our mandate of driving economic growth in Greater Halifax.

Greater Halifax Economic Performance 1996 to 2007

- » Creation of 44,300 jobs, a 27% increase
- » Increase in population of over 42,000, a 12% increase
- » Decrease in unemployment rate from 8.2% to 5.2%
- » Increase in retail sales of \$2.4 billion
- » 31,717 new housing starts

Mission

The Greater Halifax Partnership works to:

- Keep and grow business
- Attract new investment
- Strengthen our community

...To create economic growth and prosperity for Greater Halifax

Vision

Our people are our community. We will improve and empower the lives of every citizen by building a prosperous, dynamic, globally competitive economy where creativity and risk-taking can flourish alongside a quality of life that's the envy of the world.



2. GREATER HALIFAX TALENT STRATEGY

We created the Greater Halifax Talent Strategy to stimulate ideas on attracting and retaining our best and brightest, and to develop Greater Halifax as a global talent magnet – the best place in the world to live and work. This involves raising awareness among local employers about labour force issues and the role they play in attracting and retaining people. It also involves increasing the size and participation of our labour force. Here are some highlights of what we've been doing the past year:

Immigration

With continued support from RBC Royal Bank and our newest partner, Convergys, the Partnership launched the second phase of its **Immigration Works in Halifax** campaign. The campaign is designed to change perceptions and attitudes of the local business community towards hiring an immigrant. This campaign would not be possible without the support of our media and communications investors, whose **commitments for this project alone total over \$280,000**. We are currently in-market with print, radio, and bus and bus shelter ads; we expect television ads to be ready in September. The campaign is expected to **generate over 10 million media impressions** in the local marketplace.

We also delivered an **Immigration Employer Support Program**. With the support of the Nova Scotia Office of Immigration, our program coordinator visits employers who have recruitment challenges. She provides them with information and highlights the benefits of hiring immigrants. In the past nine months, we have **consulted with over 70 companies**.

The Partnership also screens newcomers based on their Halifax connections and potential labour market and economic contributions, then supports them through the application process. In the past year, we have screened **over 200 requests**, resulting in over **80 applications advanced** to the NS Office of Immigration.

With the Office of Immigration, we presented information sessions on the skilled worker nominee program, the foreign worker program, and the international graduate stream to over **48 companies** in the aerospace, defence and information technology sectors. We are now working closely with the Health Care Human Resource Sector Council and the Nova Scotia Association of Health Organizations to deliver an information session for the health sector in September.

Our work on immigration is working. **Our retention rate of immigrants from the last census period has improved by 1/3 from the previous period**. We will continue our efforts, as our economic future depends on it!



Investor List

The following organizations are investing in the success of our business community and creating opportunities for all of us. We applaud our Investors for their leadership and commitment to the economic growth of our community.

Young Professionals

The Partnership commissioned Rebecca Ryan of Next Generation Consulting (NGC) to survey **nearly 700 young** professionals on seven areas of interest – Vitality, Earning, Learning, Social Capital, Cost of Lifestyle, After Hours, and Around Town.

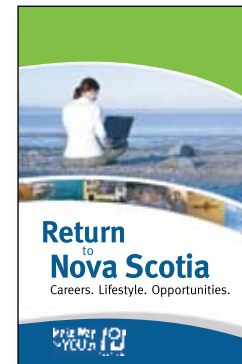
The results and recommendations on how to build the city into a talent magnet for the younger demographic are now being used as a foundation from which to form a youth strategy. One early result is the creation of **FUSION Halifax**, a networking group for young professionals in Halifax who want to make their city a better place to live, work and play. This group grew **to over 1000 members in seven months**, showcasing the desire of young people to get involved in our community.

What else have we done?

- Through career fairs at home or across the country, we have **reached out to more than 3,000 people** interested in opportunities in Greater Halifax.
- In partnership with CORDA, we delivered the **Make Way for Youth Program** to attract youth to rural HRM.
- We have **worked with over 40 youth at risk** on the Eastern Shore, helping them develop effective resumes and find employment, and getting them back into school for the training and education they need.
- In partnership with the Canadian Manufacturers and Exporters (CME), we developed **Best Practices in Employee Attraction, Recruitment and Retention in Manufacturing**. This interactive tool and working guide is now available to businesses through the Partnership's website.
- With Metropolitan Immigrant Settlement Association (MISA), we **co-lead the Immigration Leadership Council** implementing HRM's Immigration Strategy.
- We support the Greater Halifax Partnership Welcoming Communities Committee that presented the Halifax International Potluck and BBQ to **over 200 people in August 2007**. This year's event took place August 16th at Sullivan's Pond in Dartmouth.
- We worked with two cultural groups to support the attraction and retention of immigrants and provided guidance for the development of a non-profit association that will help empower immigrant women to start their own co-ops.
- With HRM, we developed a **Newcomer Welcome Guide** that will offer information on where to bank, how to expand their network, how to start a business and to learn about activities that bring our city to life.
- Work with EduNova, Nova Scotia Business Inc. (NSBI), and Destination Halifax to develop a unified approach to attract international students.
- We were responsible for **17 employment matches** through referrals to MISA.
- Supported Pier 21's Welcome Home to Canada Job Fair, where **20 immigrants** with Nova Scotian employment experience networked with approximately **70 employers**.
- We are part of the Halifax Chamber of Commerce's Immigration and Labour Force Committees.



Fusion Halifax Launch Event



You can be part of an exciting initiative that connects young people to business and employment opportunities in Nova Scotia.

Based on Quebec's *Place aux Jeunes* program that has been successfully connecting young people to opportunities in small and rural communities throughout Quebec for 27 years, Make Way for Youth is a means of ensuring that our communities can attract the innovation and energy they need to remain vibrant and competitive in today's global marketplace.

The Colchester and Halifax regions have been selected to host a two-year pilot project. Through this project, we will work with youth to explore business, employment and career opportunities in rural Nova Scotia. This is also an excellent opportunity to explore and explore career between yourself and your home region.

If you'd like to:

- Connect to employment and employers in this area
- Learn what rural Nova Scotia has to offer you
- Discover business, entrepreneurial and career opportunities
- Make rural Nova Scotia the kind of place you want to live in

... then Make Way for Youth has something to offer!

Exploratory Visits (ages 18-30)

Selected participants are invited to visit Halifax and Colchester regions to explore what their careers have to offer and network with potential employers, community leaders, and local entrepreneurs. The visits provide opportunities to get re-connected, to evaluate and prepare for work future in the region.

High School Activity (ages 18-30)

Make Way for Youth staff visit rural Halifax and Colchester region high schools to educate and inspire young people about potential career, entrepreneurial and lifestyle opportunities that may encourage them to return to their region once they have completed their education.

Make Way for Youth:

- Helps young people make career choices in terms of regional context
- Provides a series of resources to their home region
- Facilitates the creation of contact networks with agencies, leaders and resources in the community
- Gives youth the opportunity to imagine their future in the region and how they can be a part of it!

Individual Support

If you are unable to make contact with Make Way for Youth Nova Scotia through an exploratory or high school visit, staff is available to connect one-on-one to explore how you might return to opportunities in rural Nova Scotia. This is also an excellent opportunity to explore and explore career between yourself and your home region.

Check out www.makewayforyouth.ns.ca/today!

International Potluck & BBQ

Join us for an afternoon full of fun, food and facilities for the whole family! This is a wonderful opportunity for newcomers and residents of Halifax Regional Municipality to come together to meet community leaders, share stories, food and experiences from around the world.

So join us for the 2nd Annual Welcoming Communities Committee International Potluck & BBQ.

Please RSVP by August 14th: Call 490-6449 or email events@greaterhalifax.com

GreaterHalifax
A PARTNERSHIP

The Greater Halifax Partnership Welcoming Communities Committee works with employers to ensure that successful immigrants integrate into Greater Halifax.

Partners:
Greater Regional Authority
Metropolitan Immigrant Settlement Association
MISA Centre for Helping Immigrants

Saturday, August 18th (Rain date August 25th)
11am - 2pm
Flaming Park (The Dingle)
Dingle Road, off Parson's Cove Road, Halifax

New companies that have located in Halifax over the past two years include (denotes projected job creation):

Financial Services:

- Flagstone (150)
- Olympia Capital (150)
- CITCO Financial (350)
- Marsh Management (150)
- Butterfield Bank (400)
- Research in Motion (1,200 jobs)
- Crape Geomatics (75)
- Paragon Advanced Development (150)
- Trihedral Engineering (180)
- IT Interactive (200)

Defence & Aerospace:

- L3 Communications (210)
- General Dynamics (165)
- IMP Group (350)

Distribution/Transload:

- Consolidated Fastfrate (180)
- Armour (20)

Business Process

Outsourcing:

- Symcor (130)
- ADP (175)

The average salary of these positions is more than \$50,000. The Partnership also met with the majority of the existing banks and large insurance firms to encourage their growth in Halifax.

3. BUILDING THE HALIFAX GATEWAY

The Partnership manages the Halifax Gateway Council (HGC) and implements various projects of the Halifax Gateway Business Plan's five areas of focus, including:

- Project development – priority initiatives
- Growth of the transload and distribution hub in Halifax
- Marketing and communication
- Membership development/private sector engagement
- Governance and administration

In June 2008, Stephen Dempsey, President and CEO of the Partnership, succeeded Karen Oldfield, CEO of the Halifax Port Authority, as Chair of the HGC.

In March 2007, the Greater Halifax Partnership released its business case findings on "building the container transload sector in Halifax". This indicated that Halifax had a near-term opportunity to increase container cargo through the Port of Halifax by building and highlighting a robust "transload/distribution" sector to the shipping industry.

The Partnership led a Gateway business mission to Savannah and Charleston, to learn first-hand how best to structure a logistic/transload park to add value to, and increase containerized cargo through the Port of Halifax.

The Partnership works with HRM Business Parks to plan and market the Atlantic Gateway-Halifax Logistics Park. Focusing exclusively on the logistics industry, the Park offers companies an ideal location to conduct transloading, distribution and warehousing activities.



Tenants now include Consolidated Fastfrate and Armour Transportation Systems, which will open over **100,000 sq. ft. of logistics space** in the fall.

The Partnership also provides account management of an active funnel with **over 30 qualified leads** for a transaction team focused on the attraction of transportation/logistic companies. The team is comprised of individuals from the following organizations: Halifax Port Authority; Halifax Gateway Council; HRM – Business Parks Office; Halifax Stanfield International Airport; and, Nova Scotia Business Inc.

4. BUILDING THE FINANCIAL SERVICES SECTOR IN HALIFAX

Greater Halifax is home to the regional offices of all five Canadian big banks. Over 50% of all insurance firms with operations in the Maritimes, and all but one of the region's investment dealers are based here. There are 14,000 people employed in the finance, insurance and real estate (FIRE) sector in HRM. In 2007, the Partnership led the development of **Halifax's Finance and Insurance Industry: An Opportunity**. With the support of NSBI and Foreign Affairs and International Trade Canada, the report now provides competitive intelligence for attracting investment and/or aftercare of new companies locating in Halifax.

5. TAKING ACTION – SMARTBUSINESS

The Partnership developed SmartBusiness to help small, medium and large businesses address the unique challenges of doing business in our city. We go to them and find out what obstacles they may be facing. Then we develop and provide solutions that clear the way for a vibrant, growing economy in Greater Halifax.

In the past year we consulted with close to 400 businesses, generated over 200 referrals and closed 74 per cent of those files. The majority of referrals relate to immigration, expanding a business, workforce development, exporting and municipal assistance.

We also targeted the top 25 high-growth, high wage employers in Halifax, visited 17 and have plans to visit the other eight.

Our SmartBusiness Action Team is made up of more than 30 senior business-people and government officials. When we hear concerns from businesses, our Action Team works to resolve the issue and make doing business in Greater Halifax easier.

Here's an example of how it works:

Companies we interviewed expressed a concern about what kind of community Greater Halifax would become. They mentioned the harbour clean-up, the transportation system, building permits and inspections, the downtown core, downtown parking, and municipal by-laws.

As a result, the Partnership has been a vocal advocate for urban planning and development. We needed to get people in business and government talking to each other about these issues, as well as zoning and land use.

We brought HRM's Planning & Development Services to the table with local developers, which led to collaboration with the Urban Development Institute of Nova Scotia. We are working closely with HRMbyDesign, a public consultation project geared to develop a clear, sustainable plan to build healthy, livable communities in Greater Halifax.

6. BUILDING COMMUNITY CAPACITY

Greater Halifax is made up of more than 196 distinct communities, each exploring different avenues for growth. Some are focused solely on residential growth, while others are fostering a blend of residential and commercial activity. The Partnership can't possibly work in all areas of our region simultaneously, so we have prioritized to work in areas where we believe we can have the greatest impact on building community capacity.

African Nova Scotian Communities (ANS) Within Greater Halifax

The Greater Halifax Partnership works with many organizations in the African Nova Scotian communities that **represent the more than 10,000 African Nova Scotians living and working here**. Here are some examples of what we've been doing:

- The Partnership, Black Business Initiative (BBI), Nova Scotia Community College, and the Nova Scotia Department of Labour and Workforce Development recently partnered to **open a satellite office in Preston**. It provides all HRM residents with easy access to information sessions, business counseling and advice, training workshops, project and organizational development, and other services.
- We've worked closely with the communities of East Preston, Upper Hammonds Plains, Beechville and the Africville Genealogy Society, providing support services including community consultations, organizational development, project planning, proposal development and partnership facilitation.

Referrals: Our three year-total

1,500	consultations with businesses, representing 45 per cent of Greater Halifax's labour force
967	referrals to action team
900	closed files
4,500	jobs created or retained

- Over the past year, we have hosted **four roundtables** on infrastructure, tourism, land development and profiling of African Nova Scotian artisans and vendors. We've held more than 20 community meetings and we are in the process of surveying members of the African Nova Scotian (ANS) community on their needs.
- In partnership with the BBI, we sponsored the Afrikan Village Bazaar at the WTCC on February 15th with more than 25 vendors and close to 200 people in attendance. The event was an opportunity to showcase ANS sculptors, painters, poets, authors and retailers.
- We've created a reference group of 15 individuals representing the ANS community, and created a project charter to support and direct us on the creation of a multi-year process that would lead to consistent financial commitments, as well as a broad-based approach that addresses economic, social, health, justice, training, and community issues.



Satellite office in Preston

Spryfield, Sheet Harbour and Preston

Working with the United Way and the Spryfield and District Business Commission, we are **building the business case** and working to attract new investment and jobs in Spryfield. In partnership with the Sheet Harbour Chamber of Commerce, we are also building the business case for this community. We continue to work with stakeholders on various projects, including the waterfront/streetscape concept plan. We are doing a similar business case for Preston.

We believe that individuals, organizations, community groups and businesses working together to improve economic growth and social vibrancy makes all of Greater Halifax stronger.

Business Workshops in HRM

In September, the Greater Halifax Partnership and the Centre for Entrepreneurship, Education and Development (CEED) signed a memorandum of understanding that will explore and enhance local and regional economic development opportunities in Greater Halifax. Together with the Partnership, CEED and Blue Water Business Development Corporation, we developed a series of start-up business workshops.

The workshops are offered at three levels targeted to a specific stage of business. The aim is a consistent approach to small business education across our region. **Seventeen workshops** took place between January and September 2008, more are planned for later in the year.

Supporting MacTara Employees

In January 2008, the Partnership and the Nova Scotia Department of Education co-chaired a transition team to support laid-off MacTara employees. Support to the 150 employees included:

- Organizational needs assessment
- Information sessions
- Job search analysis
- Strategies for assisting and supporting a multi-county issue
- Other requirements

Halifax – Community Investment Fund

In 2002, HRM announced the Harbour Solutions Project which included a **\$1 million 'Community Integration Fund' (CIF)** for each community where a treatment facility was to be located.

A Community Liaison Committee (CLC) was formed by community volunteers for the area bordered by Cogswell, Agricola, North Park, North and Barrington Streets. Rather than invest in infrastructure, the Halifax CLC created a Community Investment Fund to be a catalyst for positive change in their area.

In summer 2007, the Partnership was brought on to help the Halifax CLC with the Community Investment Fund, and to help recruit a 13-member volunteer Board of Directors. Seventy-five per cent of this Board either lives or works in the community. Four of these board members come from the original CLC to ensure continuity. The Board is now working to launch the program with clearly defined criteria.

7. GO TO SOURCE FOR INFORMATION

One of the Greater Halifax Partnership's important contributions is its role as the "go-to" source of accurate, timely and insightful information. We respond to requests, present events and deliver presentations. The Partnership provides relevant statistical and business-case information, economic data and competitive intelligence to local firms, community groups and potential outside investors.

In the past year we have responded to **over 500 requests for information** from all corners of the globe and have made **over 200 presentations**.

More than **300,000 visitors** have visited our website from all provinces and states in North America and international countries, including China, Russia, Australia and South Africa.



We held **seven major events** this past year featuring Stephen Lewis; The Honourable Peter MacKay, Defence Minister and Minister for ACOA; Peter Hall, Export Development Canada. We've also held Building our Future events featuring Rebecca Ryan, Next Generation Consulting; and Bill Strickland, President and CEO of Manchester Bidwell. **Combined, our events in 2007-08 drew over 2,300 attendees.**

Growth Attitudes Survey

The Greater Halifax Partnership, in collaboration with Bristol Omnifacts Research, conducted a comprehensive survey on HRM's attitudes toward growth, and found results that challenge many myths on how growth is perceived in our region.

The Growth Attitudes Survey was administered early in 2007 to a total **sample of over 1,400 residents age 18+**. These results reveal that HRM residents are very supportive and optimistic of growth in our region, which contradicts previous impressions and certainly busts a few myths. There are now many more developments currently on the council's agenda, or that have already passed through council, partly because of presentations that the Partnership and others have made using this research as a basis for their arguments.

In September 2007, the Partnership was **named one of the Top 10 Canadian Economic Development Groups**. The ranking, developed by **Site Location Magazine**, was designed to recognize the power of local economic development in creating jobs and an enhanced quality of life.

DND in Halifax and Greenwood – Strength and Assets

In spring 2007, with the Department of Economic Development, Department of Intergovernmental Affairs, Department of Finance, and Kings Community Economic Development Agency, the Partnership finished the comprehensive



Goals

We have five goal areas, goals that are shared with *Strategies for Success* – Halifax Regional Municipality's Economic Development Strategy. All of our actions align with these goals.

Supercharge Our Labour Force. The Greater Halifax Partnership works to increase the number of high-quality jobs and new investment that comes to Greater Halifax.

Leverage Our Creative Community. The Greater Halifax Partnership generates economic growth by ensuring communities have a vibrant heart, as strong communities attract and keep, smart, creative, and diverse people that are at the centre of economic prosperity.

Create A Gung-Ho Business Climate. The Greater Halifax Partnership uncovers and addresses challenges, needs, and opportunities that affect the growth or potential loss of jobs for businesses operating in Greater Halifax.

Capitalize On Our Reputation. The Greater Halifax Partnership promotes our community as a centre of excellence and a world-class destination for businesses looking to grow or relocate and people looking for the best place to live and work.

Convert Rivalries Into Partnerships. The Greater Halifax Partnership works in partnership with other organizations that have a role in securing the region's long-term fiscal health and lifestyle.

report **DND in Halifax and Greenwood – Strength and Assets**. It looks at the opportunity to retain and grow the DND presence, given the current political and military context: growing concerns about Canadian and international security and Arctic sovereignty; greater attrition rates within the Canadian Forces; and DND re-organization and expansion that will see greater procurement with emphasis on research and development of new technologies.

With a thorough understanding of defence trends and what Nova Scotia can offer, the Greater Halifax Partnership and its partners can identify specific opportunities for DND retention and expansion.

8. PRIVATE SECTOR INVESTMENT

Last year, the Partnership set a very aggressive **\$5 million over five years** target for the investment fund to demonstrate long-term commitment from our private sector investors. We **have exceeded that target** with all investors renewed so far with the vast majority of those committing support to 2012. Because the multi-year support is still subject to annual review, it is critically important that the Partnership be visible as working actively and aggressively on the issues that will drive economic growth.

9. ONE COMMUNITY, ONE STRATEGY

The Halifax Region Economic Strategy, unanimously endorsed by HRM Council in 2005, outlines the path of future economic development work.

The Partnership bears the responsibility of leading the Economic Strategy, but we are not alone. Many organizations, such as the Halifax Regional Municipality, ACOA, NSED, Destination Halifax and NSBI all play a critical role.

The Halifax Chamber of Commerce acts as the official scorekeeper of the Economic Strategy. In February 2008, the Chamber reported that overall progress in hitting the outcomes had improved, but there is still a lot of work to do.

We agree. That's why we formed the Economic Strategy Committee in 2007. The committee is leading the charge in getting all the organizations dedicated to the economic development and promotion of our city. In 2008-09 the committee will continue to coordinate efforts, identifying gaps and ultimately creating economic prosperity.

Indicator	2007	2006-2007 Growth	2008 Trend
Employment	208,400	1.8%	↑
Population	385,500	0.7%	↑
Unemployment	11,500	5.2%*	↓
Real GDP, \$, millions	12,589	2.2%	↑
Retail Sales, \$, thousands	11,552,000	4.9%	↑

Source: Statistics Canada, The Conference Board of Canada

*This number represents the unemployment rate for 2007

