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# GreaterHalifax

PARTNERSHIP

07/08 Annual Report

## MISSION:

The Greater Halifax Partnership works to:

- Keep and develop businesses
- Attract new investment
- Strengthen our community

... creating 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.

**GreaterHalifax**  
PARTNERSHIP

07/08 Annual Report

[www.greaterhalifax.com](http://www.greaterhalifax.com)  
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## A MESSAGE FROM STEPHEN DEMPSEY AND CHRIS HUSKILSON

“Greater Halifax - a city on the move.”

As we reflect upon the past year and think about what we wanted to accomplish, we can separate the year into two somewhat distinct components - the successes we have achieved, and those facets of our vision that, through our efforts this year, will be realized in the future.

First, we are proud of what we have been able to accomplish by working together in what we in the economic development business refer to as “alignment”. We have brought the efforts of more than 50 organizations involving a great many dedicated people to focus on one single plan - the Halifax Region Economic Strategy.

This allows us to work toward reaching the same objectives, and helps us make the most of our people and our budgets. It also gives us the means to measure our progress through the Halifax Chambers’ economic strategy scorecard - one of the most publicly visible evaluation processes in the country.

We are proud that Greater Halifax continues to have the lowest unemployment rate in the region. More people are working now than at any time in our history. And good jobs and greater opportunity mean more of our people can stay here, start their families and put down roots.

Our growth in housing starts, retail sales and GDP all reflect the profound success our diverse business sector has had in meeting the competitive pressures of the global market place. Many international financial services firms have selected Greater Halifax as the best place to expand their global businesses, because they are learning what we already know - Greater Halifax has the best-educated workforce in the country.

More new immigrants are choosing Greater Halifax to get their start in Canada, and we have gotten better at keeping those that are already here. It is essential to our growth to make sure immigrants have the opportunities they need to stay here in our communities.

We are proud of the fact that we have started to make Greater Halifax a mecca for young professionals and a true talent magnet city.

We have worked hard with our partners on many initiatives during the past year that will sow the seeds for future growth. We invite you to read about these initiatives in the rest of this report, and to visit our website [www.greaterhalifax.com](http://www.greaterhalifax.com) to view our financial information.

Looking ahead to 2008 and beyond, there are clear issues we need to focus on.

By working together on a long-term, multi-sector strategy for the African Nova Scotian community, we will substantially improve the prospects for better health, better education, and better employment opportunities in this vital and vibrant community. Success is critical.

Given our unique geography, our city is, and always will be, a gateway to the world. The Halifax Gateway Council is a public-private initiative, led by the Partnership, that is working hard to dramatically increase our share of national and international trade by combining the strengths of our port, airport, road and rail assets.

Our city is about to realize significant change in our downtown. We are poised for several modern office buildings as well as a new convention centre and a new central library. We expect to see more new construction in the next few years than we have had in a generation.

We are both excited by the future and the role that we all play in its success. We are not passive residents, we are engaged citizens looking to build a better city and a better future for our children. We want growth. Growth so that our children have the opportunity to stay. Growth so that our businesses have the opportunity to prosper. Growth so that we can all be proud of the Greater Halifax that we have built - together.

The success we have realized in Greater Halifax is because of the vision and ideas of the people who work at the Partnership and those who support the organization. They give us the opportunity to drive the growth of our community. We applaud all of you for your passion and dedication to this wonderful place we call home.

Sincerely,

Stephen Dempsey  
President and CEO

Chris Huskison  
Chair

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## A DESIRE FOR **GROWTH: TAKING OUR PLACE IN THE NEW CENTURY**

Halifax is a modern, historic city that has grown steadily and fueled the growth of the province and the region. It has a long, proud tradition of taking its place on the world stage. Through the golden age of sail, industrialization, global conflicts and economic prosperity, Halifax has been an engine of progress.

Now more than ever we need to ensure this legacy thrives in the new century. The Partnership has worked with business, government and other partners to drive progress and growth.

We have enjoyed success. There is now a recognition among most residents that growth, properly managed, will lead to a brighter future for our community and for our citizens. We see a future in which the best minds of the younger generation won't have to leave to find fulfilling careers; a future where opportunity will come here, to them.

### Making room for the next generation

Greater Halifax is blessed with an abundance of post-secondary institutions that produce the best educated workforce in the country. If we continue to work hard and create opportunities for growth and development, all road maps will lead East. Our students are tomorrow's leaders and we need to make sure that their energy, their brainpower and their unlimited potential stay in Greater Halifax.

**A Fresh Outlook** Most residents of Greater Halifax understand the need for growth. They know that change is inevitable – it can drag us kicking and screaming into the future, or we can manage it and make it work for the betterment of the city, the province and the region. We're not talking about free-for-all chaotic growth. We're talking about smart growth; about growth that will ensure a better future for our community.

We love to look back in Greater Halifax, but we often appear tied to our past and that can stymie growth. There is a fine line between being a community that holds traditional values and one that is tradition bound. But our ancestors who came here and built this city built it for us. Now, it's our turn to leave a dynamic, confident Greater Halifax for our children and their children.



FUSION HALIFAX DREAMWALL

## ONE COMMUNITY, ONE STRATEGY: THE POWER OF PARTNERSHIP

The Halifax Region Economic Strategy, unanimously endorsed by HRM Council in 2005, outlines the path of future economic development work in Greater Halifax. The strategy's vision seeks to empower and enrich the lives of all our citizens and lights the road that's ahead of us as we continue to grow into a city that's prosperous, dynamic, creative, and globally competitive.

The responsibility of leading the economic strategy has been tasked to the Greater Halifax Partnership and our Board of Directors. Of course, we are not alone. Many organizations play a critical role, but the Partnership is responsible for the majority of the actions identified in the strategy.

**A Shared Vision** As with any sound plan, it must be based upon a strong foundation. The Partnership's plan mirrors HRM's. By working together, we can bring strength and prosperity to our community.

### OUR GOALS:

**Supercharge our labour force.** We have to generate upscale, well-paying jobs to provide opportunity for recent grads, well-qualified immigrants and mid-career achievers who would like to come home.

**Leverage our creative community.** Creativity is crucial for businesses to adapt to changing economic conditions. It is also critical in designing a community that serves its citizens and demonstrates that Greater Halifax is one of the best cities in the world in which to live.

**Create a gung-ho business climate.** We need to keep developing and investing in smart, risk-taking companies. We need to promote technology and encourage innovation. We need competitive taxes, less red tape and better infrastructure.

**Capitalize on our reputation.** We need to promote a fiercely business-friendly image to go along with our reputation for friendliness, beauty and superb lifestyle.

**Convert rivalries into partnerships.** Getting everyone pointed toward our shared vision of the future requires teamwork. The Partnership has been instrumental in getting businesses, government agencies, non-profits, and colleges and universities to put their combined strength toward managed growth.

**Measuring Progress** The Halifax Chamber of Commerce acts as the official scorekeeper of the Economic Strategy, measuring how well we are doing at achieving the goals set out in the 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. This Committee is leading the charge in getting all the organizations dedicated to the economic development and promotion of our city pointing in the same direction. They will be relentless in 2008-09 in coordinating efforts, identifying gaps and, ultimately, creating economic prosperity for our residents.



HALIFAX REGION  
ECONOMIC STRATEGY

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## A GATEWAY TO NORTH AMERICA, THE WORLD AND THE FUTURE

Greater Halifax has always been a natural gateway. Today, it's more important than ever to capitalize on this strategic strength.

By ship, we're a day closer to Europe and, via the Suez Canal, India and Southeast Asia than any other major port on the East Coast. Our intermodal railway and trucking connections can get goods to the heart of North America within a day. Our airport is one of the busiest in Canada and offers direct flights to many North American and European destinations.

We're a destination and a vital gateway for people and goods from around the world entering and leaving North America.

### **Economic Impact**

The Halifax Gateway employs about 27,000 Nova Scotians, directly and indirectly. It provides a payroll of more than \$1 billion and a total economic impact of \$3.7 billion.

Over \$200 million in new private investment by such companies as Macquarie Infrastructure Partners, Ceres/NYK, Consolidated Fastfrate, CN and Armour Transportation Systems will create more opportunity, more jobs and a stronger community.

### **The Triple-Threat Gateway**

#### **By Sea: Port of Halifax**

Greater Halifax is Canada's only East Coast post-Panamax container port and is situated on the Great Circle Route, the preferred route for vessels going between Europe and eastern North America.

#### **By Land: Rail and Trucking**

Greater Halifax provides seamless intermodal connections. The CN rail link



makes Greater Halifax a very attractive entry point to the whole continent. Between the rail link and a well-developed trucking system, goods can reach 40% of the North American population within 24 hours.

**By Air: Halifax Stanfield International Airport**

Halifax Stanfield International Airport is one of Canada's fastest growing airports and contributes \$1.15 billion to the economy. With seamless US customs preclearance and the largest cargo facilities in Atlantic Canada, the airport can move people and cargo across the country, the continent and the world.



[WWW.HALIFAXGATEWAY.COM](http://WWW.HALIFAXGATEWAY.COM)

**Transload Sector: New Opportunities**

We have everything it takes to become a world player for a hybrid distribution system called container transloading.

We're already moving on this. Consolidated Fastfrate opened a new 90,000 square foot facility in 2007 and the Armour Transportation Group is currently building another. They are working closely with major Canadian retailers that ship through Canadian ports.

**A Focus on Excellence**

In a modern, interconnected global economy, it isn't always necessary for a city to do every single thing to create economic benefits. Concentrating on essential strengths to provide best in class services can lead to significant growth. We do shipping and transportation very well, and the world recognizes us for this.

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## BUILDING THE FUTURE: SMARTBUSINESS FOR A STRONG COMMUNITY

For Greater Halifax to take its rightful place in the future of the province, the

region, the country, and the world, we must grow. Economic growth comes from attracting new business and keeping existing businesses here.

There are challenges to operating a business in every market, and Greater Halifax is no exception. The Partnership developed SmartBusiness to help local businesses – small, medium and large – 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.

### SMARTBUSINESS: OUR SUCCESS

**1,500** consultations with businesses representing 45% of Greater Halifax's labour force

**967** referrals to action team

**900** closed files

**4,500** jobs created or retained

**First, we listen** The Partnership goes out into the business community and talks to business owners and CEOs about their particular situation. From a one-person business in Upper Musquodoboit to our community's largest employers in downtown Halifax, we've heard it all.

They have talked to us about recruitment and training, government regulations, and infrastructure and municipal concerns.

They have told us that sometimes issues arise that, if not adequately addressed, could make them consider leaving Greater Halifax, and that they need more support in many aspects of their business.

**Then we take action** 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 gets to work to resolve the issue and to make doing business in Greater Halifax easier.

Let's take a look at some of the concerns businesses mentioned and what we did about them.

**Recruitment and retaining skilled staff.** More than half of the firms we interviewed said they had some issues with recruiting staff, and almost a quarter of them with keeping workers. This is particularly true for our manufacturing companies.

SmartBusiness, in collaboration with Canadian Manufacturers and Exporters, researched global best practices in recruitment and retention

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and produced a working guide and assessment tool for manufacturers. These have helped more than 500 employers anticipate problems and create solutions.

**Provincial Government Regulations.** Regulations are made to protect the community, but even the best intentions can get caught up in bureaucracy. We asked Greater Halifax employers how they rated Nova Scotia's regulations.

SmartBusiness delivered these ratings, along with comments, to the Provincial Government. The Province came back with a Better Regulation Initiative. This is a process which will result in simpler, more effective regulation that reduces the burdens on local businesses. We are a member of the advisory committee and we monitor progress closely.

**Top Municipal Concerns.** 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.

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.

So 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. Now we are working closely with HRMbyDesign, an 18-month public consultation project geared to develop a clear, sustainable plan to build healthy, livable communities in Greater Halifax.

**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 Scotia communities within Greater Halifax.** The Greater Halifax Partnership works with many organizations in the African Nova Scotian communities in Greater Halifax that represent the more than 10,000 African Nova Scotians living and working here. Building on the work that has been done over the years, the Partnership, Black Business Initiative, Nova Scotia Community College, and the Nova Scotia Department of Labour and Workforce Development recently partnered to open a Satellite Office in the Preston area. All residents now have easy access to information sessions, business counseling and advice, training workshops, project and organizational development, and an array of other services.

We are now focusing on the need for large, consistent financial commitments, as well as a broad-based approach that addresses not only economic issues, but social, health, justice, training, and community-based issues. Our community roundtables continue, and so does our commitment to strong leadership and grassroots change. Working in partnership is the key to success.

**Spryfield** West of the Halifax peninsula, the community of Spryfield has over 4,000 residents and a number of assets that make it an ideal location for new and expanding businesses:

- strategically located between the urban core of Halifax and the fastest growing suburban residential areas
- home to a distinct and relatively untapped labour pool
- competitive operational costs
- an excellent transportation infrastructure
- available commercial real estate space that can easily meet the needs of back office operations and IT companies, among others.

Working with the United Way and the Spryfield and District Business Commission, we are building the business case to quickly respond to interested investment opportunities.

**Sheet Harbour** Much like our work in Spryfield, we are working in Sheet Harbour, a distinct community on the eastern shore of HRM. Together with the Sheet Harbour Chamber of Commerce, we are building the business case for the community. We continue to work with stakeholders on various projects including the Waterfront/Streetscape Concept Plan for Sheet Harbour.

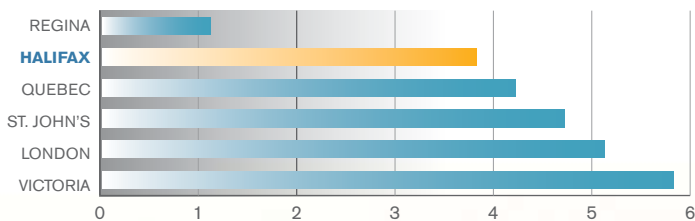
Our goal is to work in partnership to promote Sheet Harbour's value proposition to attract investment from near and far. Because we believe that individuals, organizations, community groups and businesses working together to improve economic growth and social vibrancy makes all of Greater Halifax stronger.

# BEING PREPARED: BRINGING SKILLS AND OPPORTUNITY TOGETHER

In case it needs to be said one more time,  
here it is:

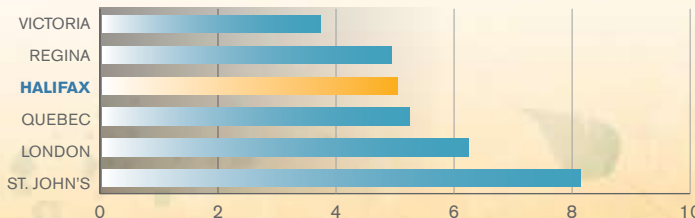
We cannot succeed without having a labour pool with the skills and education necessary to compete in the global economy. We need the labour force to be strategic partners in building the growth of Greater Halifax. And, we need to have enough people in the labour force to meet increasing demand.

POPULATION GROWTH, % 2001-2006



SOURCE: STATISTICS CANADA

UNEMPLOYMENT RATE, % 2007



SOURCE: STATISTICS CANADA

**The crunch is coming** Greater Halifax has one of the lowest unemployment rates in the country. That means many people have to look elsewhere for jobs and to start careers. Ironically, the Baby Boomers will be retiring en masse over the next 10 years, leaving a gap at the senior level. Soon we won't have enough people in our workforce to meet the demands of economic growth.

So what can we do about it? In short, keep our talented people from leaving, keep the jobs and employers we have, and encourage more people to come here.

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 all the world to live and work. This involves raising awareness among Greater Halifax 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.

**If we build it, they will come** We believe that a strong economic future is closely tied to attracting jobs that have a higher than average weekly salary in high growth sectors. This means we must create strategies that address the needs of these sectors' businesses.

HRMs Economic Strategy proposed a focus on Financial Services. The Partnership followed up with a profile of the Financial Services Sector and produced a strategic approach to expand the sector. The sector has been growing rapidly over the past two years with companies like Citco, Butterfield, and others creating a strong beachhead for the future growth of the financial services sector in Nova Scotia.

GREATER HALIFAX HAS QUIETLY – AND QUICKLY – BECOME CANADA’S NEWEST AND FASTEST GROWING FINANCIAL SERVICES CENTRE

- an existing cluster of financial services firms
- more than 2,600 companies employing almost 14,000 people or 6.8% of Greater Halifax’s labour force
- highest concentration of insurance industry workers in Canada (NS)
- second highest concentration of “Big 5” bank employment in Canada (NS)
- 8th highest concentration of FIRE (finance, insurance and real estate) sector workers in Canada
- FIRE sector makes up almost 21% of provincial GDP
- most of the top national and international firms have regional offices here
- many national industry associations have a presence in Greater Halifax

We are also supporting investment to attract organizations and increase trade activities in other high growth sectors like information technology, life sciences, and aerospace and defence.

Just as important, is the work we do to provide aftercare to new companies locating in Greater Halifax, because keeping these companies thriving here means retaining the kinds of jobs we need for Greater Halifax to take its place in the new economy.

**Investing in People:** When a community continually sees its young people leave, it is in decline. The choices are to keep them or replace them. Or both. The Partnership believes strongly in the enormous potential of our younger people.

We must fuel the economic growth that will provide them with the opportunities they need and crave.

**Young Professionals.** Last year we surveyed more than 700 young professionals and asked them to measure the livability of our city in the following areas: Learning, After Hours, Vitality, Social Capital, Around Town, Cost of Lifestyle and Earning.

The good news is Greater Halifax does pretty well in all categories, but especially well in the lifestyle categories.

That needs to be tempered with the fact that too many young people don't believe they can afford to live and work in Greater Halifax as easily as they could elsewhere.

We continue to work with our partners to implement the insights we gained from our research that will make Greater Halifax a magnet for the young and the innovative of all ages.



FUSION Halifax is a broad-based organization created to provide networking opportunities for Greater Halifax's young professionals. In 2007, the Partnership helped launch the new organization that now boasts a membership of more than 1,000. We continue to work with FUSION Halifax on issues that matter most to our 20 to 40 year old residents.



[WWW.FUSIONHALIFAX.CA](http://WWW.FUSIONHALIFAX.CA)

**Ex-Pats and New Recruits.** During the past year, we reached out to more than 3,000 people from here at home to across the country who are interested in opportunities in Greater Halifax. From high school and university students through to seasoned professionals, we worked tirelessly to spread the good news stories about Greater Halifax and build awareness of opportunities that exist here.

**Youth Counselling** recognizes that Greater Halifax has disadvantaged youth who, with a little support, can become successful in the workforce or back in school. We worked with more than 40 at-risk youth, helping them develop effective resumes and find employment, and getting them back into school for the training and education they need.

**Immigration** Greater Halifax needs immigration. Period. End of story. Even if every young professional stayed here, we would not have enough people to meet the employment demands of tomorrow. How do we attract more people?

First, we work with many groups involved in immigration to attract more immigrants because we believe that they are vital to our community. We work with our government counterparts to build on the foundation of Federal legislation and Nova Scotia's Immigration Strategy.

Second, we must fully integrate newcomers already here and make them feel entirely welcome and valued as members of our community. Happy immigrants encourage others from their home countries to come here. That's why we support initiatives like the Welcoming Communities Committee, International Potluck and BBQ, and the creation of the HRM Newcomer Welcome Guide.

Third, we need to demonstrate to potential immigrants that Greater Halifax will provide them with sustainable employment, business, professional, cultural and community relationships.

The Partnership is active on many fronts:

**Employer Support Program** helps companies find and hire immigrants by navigating employers through the NS Nominee Program, focusing on the international student and skilled worker streams. We also partner to deliver the Pier 21 Welcome Home to Canada Job Fair and host information sessions for employers to help them hire immigrants.

**Leadership Council.** The Partnership works with the Metropolitan Immigrant Settlement Association to advance the Halifax Region Immigration Strategy.

**Awareness Campaign** was created to change the perception and attitudes of the business community toward hiring immigrants. Phase II of this award-winning campaign was launched in May 2008.

**Community Identified Provincial Nominee Program.** Our involvement has allowed us to respond to more than 130 requests and forward 53 applications to the NS Office of Immigration. This will translate into more people calling Greater Halifax home in the near future.

These are just a few of the initiatives the Partnership is undertaking. You'll find many more on our website at [www.greaterhalifax.com](http://www.greaterhalifax.com). We are committed to finding and keeping our best and brightest. Together, we build a better future.



[WWW.IMMIGRATIONWORKSINHALIFAX.CA](http://WWW.IMMIGRATIONWORKSINHALIFAX.CA)

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## JOINING FORCES: PUTTING YOUR INVESTMENT TO WORK FOR OUR COMMUNITY

Halgionians are passionate about their city. But we stand for economic development and growth.

Smart growth, but growth none the less. If you are an investor in Greater Halifax Partnership, you agree with that vision. If you share this vision and you're not an investor, this is the time to become one.

Thanks to our investors, we have made a lot of progress in promoting growth and development for Greater Halifax. But much still needs to be done.

It is your support that will allow Greater Halifax to take its rightful place in the world. It is your support that has, and will continue to help all of Greater Halifax – the downtown and the rural – to thrive. It is your support that will keep our own sons and daughters here and attract the people of the world to our shores.

**Helping yourself and your company** In addition to making an investment in the economic growth of Greater Halifax, your involvement in the Partnership also opens up a number of opportunities for you and your business.

- Powerful networking opportunities and events
- Business development opportunities
- Represent your industry in the Greater Halifax Partnership
- Help guide the Partnership's direction

However you choose to look at it, investing in the Greater Halifax Partnership is investing in the future: yours and the community's. Since 1996, private sector investors have contributed more than \$11 million to support our economic growth mandate, the highest per-capita private sector contribution in North America.

**Board Members** A board of directors, drawn from community, public and private sector leaders, governs the Greater Halifax Partnership.

**Chris Huskison, Chair**  
President and CEO, Emera Inc.

**W.H. (Bill) Scott**  
President, Branded Products Ltd.

**Steve Adams**  
Councillor, Halifax Regional Municipality

**Krista Snow**  
Councillor, Halifax Regional Municipality

**Dr. J. Colin Dodds**  
President, Saint Mary's University

**Sarah Young**  
Principal, MT&L Public Relations Limited

**Cynthia Dorrington**  
Vice President, Vale & Associates Human Resource Management and Consulting Inc.

**Observers to the Board of Directors**

**Rick Emberley**  
Executive Chairman, Bristol Group

**Dan English**  
Chief Administrative Officer,  
Halifax Regional Municipality

**Greg Grice**  
Regional President, Atlantic Provinces,  
RBC Financial Group

**Peter Kelly**  
Mayor, Halifax Regional Municipality

**Thomas McInnis**  
President, Sheet Harbour & Area  
Chamber of Commerce

**Rear Admiral Paul Maddison**  
Commander, Maritime Forces Atlantic

**Richard (Dick) Miller**  
President, Clayton Developments

**Paul Taylor**  
Deputy Minister, Nova Scotia  
Department of Economic Development

**Karen Oldfield**  
President and CEO, Halifax Port Authority

**Deborah Windsor**  
Vice President, Atlantic Canada  
Opportunities Agency (NS)

**Dale Robertson**  
President, Enerscan Engineering Inc.

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## BUILDING A COMMUNITY FOR THE 21ST CENTURY: HONOURING OUR PAST, FOCUSING ON OUR FUTURE

As you can see, it has been an eventful year. What encourages us the most are the changing attitudes towards development and growth. We are seeing smart growth and development as a positive force for our community and our people.

That evolution comes at a time when we are perfectly poised to capitalize on our strengths and the reality of our place in the global economy. We would encourage those who use history to speak against growth to read history a little less selectively.

**Greater Halifax: A Hub City** Canadian economists are now saying that economic growth will occur fastest in “hub” cities. In most of Canada, these are provincial juggernauts such as Toronto, Vancouver, Calgary, and Montreal. But east of Quebec, it means that Greater Halifax is the hub city for all Atlantic Canada. What a truly incredible opportunity.

But the only thing new in that scenario is on a much greater scale than ever before. Because Halifax has always been a regional hub. It was upon its founding, throughout the 19th century, through two world wars and through the development of the global economy.

That's why our partnerships among business, government, citizens and non-profits are more important than ever. Only through all of us working together toward clearly defined and attainable goals will this city achieve the greatness it truly deserves.

Get involved and stay involved for the tomorrow we all want. It's your Partnership. It's your city. It's your future.

#### HALIFAX GROWTH TRENDS

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	11,662,000	4.9%	↑

SOURCE: STATISTICS CANADA, THE CONFERENCE BOARD OF CANADA  
 \*THIS NUMBER REPRESENTS THE UNEMPLOYMENT RATE FOR 2007.

150 INVESTORS INVEST  
 \$1.5 MILLION ANNUALLY

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**Our Investors** 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 Greater Halifax.

Investors as of June 1, 2008

**PARTNER LEVEL INVESTORS**

- 97.9 Halifax Information Radio
- Airfire Telephone & Data Inc.
- Aliant Inc.
- Atlantic Business Magazine
- Atlantic Canada Opportunities Agency
- BMO Bank of Montreal
- CBS Outdoor
- CTV
- The Chronicle Herald
- Chum Radio
- Clearwater Seafood Limited Partnership
- Colour
- Corporate Express
- Corporate Research Associates
- Cox & Palmer
- Credit Union Atlantic
- Cresco
- Cushman & Wakefield LePage
- Dalhousie University

- Deloitte
- Delta Hotels Barrington & Halifax
- Ergoworks Atlantic
- Export Development Canada
- Extreme Group
- Floors Plus
- Gerald Walsh Associates Inc.
- Global Maritimes
- The Globe and Mail
- Halifax Chamber of Commerce
- Halifax International Airport Authority
- Halifax Marriott Harbourfront
- Halifax Port Authority
- Halifax Regional Municipality
- Helly Hansen Canada Ltd.
- IBM Canada Ltd.
- ING Insurance Company of Canada
- ISL
- IT Interactive Services Inc.
- IWK Health Centre

immediaC Worldwide Inc.  
Integrated People Solutions  
International Trade Canada  
Ledgehill, The Corporate Learning  
Centre Inc.  
Linx Strategies  
MT&L Public Relations Limited  
Manulife Financial  
Maple Trade Finance  
Metro Guide Publishing  
Mount Saint Vincent University  
NRC Institute for Marine Biosciences  
Newcap Radio / Kool 96.5  
News 95.7  
Nova Scotia Community College  
Nova Scotia Gaming Corporation  
Nova Scotia Power Inc., An Emera  
Company  
NovaScotian Crystal  
Ocean Resources  
Office Interiors  
PHI  
Pattison Outdoor Advertising  
Progress  
Province of Nova Scotia  
Purdy's Wharf / GWL Realty Advisors  
RBC Royal Bank  
Saint Mary's University  
Sandler Sales Institute

Scotiabank  
ShiftCentral  
Stewart McKelvey  
Tiger Lily Coaching Services Inc.  
Trade Centre Limited  
The Westin Nova Scotian  
Yellow Pages Group  
xwave

#### **INVESTOR LEVEL**

AML Communications Inc.  
AVW-TELAV  
Advanced Systems  
Aecon Atlantic Group  
Agenda Managers Inc.  
The Armour Group Limited  
Atlantic Digital Reproductions Inc.  
Atlantic Film Festival  
Black Business Initiative  
Bluteau DeVenney and Company  
Boyne Clarke  
Bristol  
Burgess Transfer & Storage Limited  
Business Development Bank of Canada  
CIBC  
Certified General Accountants  
Association of NS  
Clear Picture Corporation  
Colliers International (Atlantic) Inc.

need

growth

needs

success

needs

vision

Convergys  
DownEast Communications  
East Port Properties Limited  
Enterprise Rent-A-Car  
Ernst & Young LLP  
ExxonMobil Canada  
Four Points by Sheraton Halifax  
Fraser & Hoyt Insurance Ltd.  
Grant Thornton LLP  
Halifax Business Parks  
Halifax Mooseheads Hockey Club  
Hoyt's Moving & Storage Ltd.  
InNOVAcorp  
Jacques Whitford  
Junior Achievement of Nova Scotia  
KPMG LLP  
Kerr & Nadeau  
Kim Squared Inc.  
MariNova Consulting Ltd  
Maritime Digital Colour Inc.  
Maritime Museum of the Atlantic  
Maritime Travel  
Maritimes & Northeast Pipeline  
McInnes Cooper  
Medavie Blue Cross  
Municipal Group  
NSCAD University

Neocon International  
Neptune Theatre  
Nova Scotia Liquor Corporation  
PCL Constructors Canada Inc.  
Peapell & Associates / Supertemp  
Pier 21 Society  
T4G  
The People Bank  
The Prince George Hotel  
Purolator Courier  
RCR Hospitality Group  
Robertson Surrette  
Scanwood Canada Limited  
Secunda Marine Services Limited  
The Shaw Group  
SolutionInc Limited  
Southwest Properties  
Symphony Nova Scotia  
TD Bank Financial Group  
Terrain Group Inc.  
Time & Space Media Limited  
Transcontinental Inc.  
WBLI Chartered Accountants  
Waterfront Development  
Corporation Limited  
Workers' Compensation Board  
of Nova Scotia

**GreaterHalifax**  
PARTNERSHIP

07/08 Annual Report

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