

GROWTH

SUCCESS

IDEAS

CONNECT

VISION

OPPORTUNITY



2009-10  
ANNUAL REPORT

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## A CATALYST FOR GROWTH

The logo for GreaterHalifax PARTNERSHIP is located in a blue hexagonal shape with a honeycomb pattern. The text "GreaterHalifax" is in a bold, white, sans-serif font, with "PARTNERSHIP" in a smaller, all-caps font below it, separated by a thin white line.

GreaterHalifax  
PARTNERSHIP

The Greater Halifax Partnership creates the economic conditions for success in our region. We are a key catalyst for economic growth and confidence in Greater Halifax, the economic hub of Atlantic Canada.

The Partnership has deep insight into the city's emerging trends and changing needs because of committed involvement and unequalled private sector investment, and government support. We bring together more than 130 of Greater Halifax's most influential businesses, all three levels of government and various community groups to accelerate economic growth in Greater Halifax.

We do this by:

- Keeping and growing business
- Attracting new investment
- Strengthening our community to create confidence, economic growth and prosperity for Greater Halifax

BUSINESSES, GOVERNMENT AND INVESTORS CONTINUE TO DEMONSTRATE CONFIDENCE IN GREATER HALIFAX, INVESTING OVER \$2-BILLION IN UPCOMING AND ONGOING PROJECTS.



## A MESSAGE FROM PAUL KENT AND J. COLIN DODDS

Greater Halifax has a lot to celebrate.

More people are working, and our labour force is growing. Investment has increased and businesses are expanding. Our diverse and vibrant economy has propelled us through challenging economic times and continues to accelerate growth in Greater Halifax and throughout Atlantic Canada. This is a testament to our community's confidence, economic drive, and desire to see our region succeed.

Growth is evident in Greater Halifax. Several major developments are in construction or planned for this year, including the multi-million dollar King's Wharf project in Dartmouth; a new central library; the Canada Games Centre on the Mainland Common; and the Parks of West Bedford development.

The Greater Halifax Partnership will be bold in our leadership and actions to keep and grow business, attract new investment and strengthen our community - to be a catalyst for economic growth for our city and the entire region.

We want to provide economic well-being in the broadest and best sense. Economic well-being that will enable us to invest in things that are meaningful and make Halifax a better place to live.

Like any diverse and growing region, Greater Halifax has complexities and challenges that need to be understood and addressed collaboratively if we are to succeed. The future will see strategic focus on promoting and marketing Halifax as the Economic Hub of Atlantic Canada; active collaboration between business, government and community; and alignment of public and private interests to drive economic development that creates as much value for others as it does for us. It will also see focus on sectors that will lead our future growth – sectors like insurance, finance, information and communications technology, aerospace and defence, the environment and oceans.

One of the Partnership's key roles is leading the review and renewal of Halifax Regional Municipality's economic strategy. This is the single most important activity we will undertake this fiscal year. The strategy will embody the interests of business, government and the community. So far we are seeing unprecedented cooperation and alignment.



PAUL KENT,  
President and CEO,  
Greater Halifax Partnership



This report is as much about our future as it is a reflection of our achievements over the last year. It highlights our work in areas like talent attraction and retention, the Halifax Gateway, and our SmartBusiness initiative to keep and grow business, but it also gives you an understanding of our priorities for the next year and beyond.

Our success today, and going forward, is the result of the dedication and passion of our Partnership team, our investors, and our partners. We thank you for your support and we look forward to our future together.

J. COLIN DODDS,  
Chair, Board of Directors,  
Greater Halifax Partnership

# LET'S GO!

## DEVELOPING A VIBRANT DOWNTOWN



Revitalizing our downtown is vital to our city and our region's success. Growth starts in the centre with a strong downtown and radiates out. Just as the success of our downtown drives the success of our city, Greater Halifax's growth will help the rest of the Atlantic region.

Together, we must identify ways to accelerate growth and investment in our urban core. For starters, we can support the development of core elements, like the construction of a new convention centre and central library. The Partnership is actively supporting these projects and others, speaking at events like the Downtown Halifax Business Commission's Carmichael Lecture - featuring a prominent proponent of convention centres, and the Canadian Mortgage and Housing Corporation's annual conference.

Revitalizing our downtown core will require leadership from everyone - business, government and citizens. As a catalyst for growth, the Partnership plans to lead the creation and advancement of a downtown strategy and work in collaboration to develop our urban showroom.



## ECONOMIC STRATEGY REVIEW AND RENEWAL

### Planning for Prosperity - Together

This is an exciting time for our city and region. We have an opportunity to profoundly transform the economy of Atlantic Canada's economic hub. How? By creating an economic strategy for Greater Halifax in a way that's never been done before.

Plans are underway to renew the Economic Strategy for 2011-2016 in collaboration with all three levels of government, business, and community. This is the most important economic development initiative before us, and the top priority for the Greater Halifax Partnership.

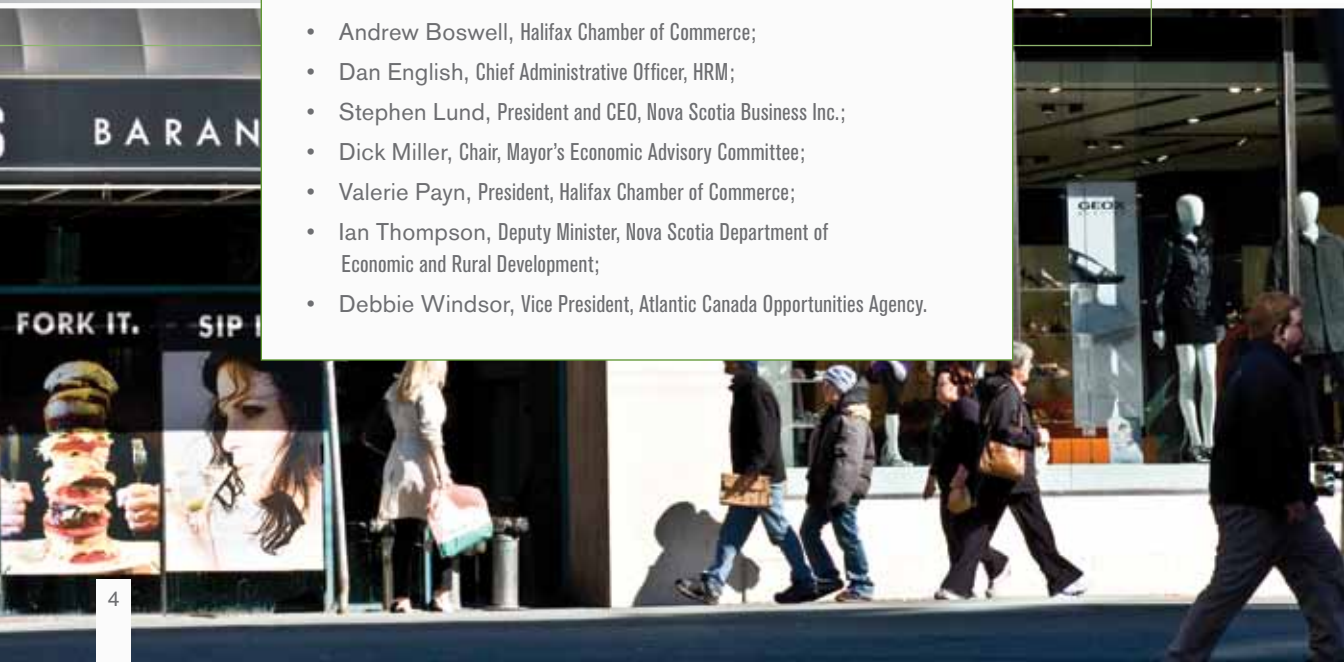
The Partnership is leading the renewal process, working in partnership with the Mayor's Economic Advisory Committee, the Halifax Chamber of Commerce, Halifax Regional Municipality, Nova Scotia Business Inc., Nova Scotia Department of Economic and Rural Development, Atlantic Canada Opportunities Agency, sector representatives, and the community.

Working together, we can achieve economic prosperity beyond what each of us could realize separately. It's time to move beyond competition and divisiveness and look forward to collectively achieving common goals.

Our city – like our future – belongs to all of us. So let's build the kind of city and the kind of future we want together.

A STEERING COMMITTEE, CHAIRED BY PARTNERSHIP PRESIDENT AND CEO PAUL KENT, WILL PROVIDE OVERALL STRATEGIC GUIDANCE AND DIRECTION TO THE PROCESS. MEMBERS INCLUDE:

- Andrew Boswell, Halifax Chamber of Commerce;
- Dan English, Chief Administrative Officer, HRM;
- Stephen Lund, President and CEO, Nova Scotia Business Inc.;
- Dick Miller, Chair, Mayor's Economic Advisory Committee;
- Valerie Payn, President, Halifax Chamber of Commerce;
- Ian Thompson, Deputy Minister, Nova Scotia Department of Economic and Rural Development;
- Debbie Windsor, Vice President, Atlantic Canada Opportunities Agency.



## LEVERAGING OUR HUB CITY ASSETS

Growth in Greater Halifax - the Economic Hub of Atlantic Canada - will make life better in our region, our province and our city. Prosperity for Halifax means better times for Sydney, for Moncton, for St. John's and Charlottetown, and all the areas in between.

Atlantic Canada has significant assets it can leverage for growth. Many of them are here in Greater Halifax. Take the Halifax Gateway, our high-value insurance industry, and our concentration of post-secondary institutions as examples. Companies and residents throughout Nova Scotia and Atlantic Canada benefit from proximity to an international airport, world class R&D facilities, a global port, specialized financial and health services, our universities and highly educated workforce and many other elements that are vital to their success. Our city also has the scale, with a regional population base of over two million people, needed to foster competitive market conditions in the areas of price, quality and innovation.

The Partnership has worked to position and promote Greater Halifax as the economic hub of Atlantic Canada - for the betterment of all Atlantic Canadians. We are now building on the Conference Board of Canada's hub city research to identify Greater Halifax's major hub attributes.

Equipped with a clearer picture of Greater Halifax's role as a hub city, we will develop a comprehensive hub city platform. It will inform public policy and investment decision-making and create better alignment between government and business. This should enable us to generate additional investment in assets like the port, airport, key sectors and downtown.

Because much of the region's economic activity is concentrated in Greater Halifax, our success has a deep impact on Atlantic Canada's ability to be competitive in the long term. By keeping economic activity - particularly high value activity - in the region, companies and individuals all over Atlantic Canada can access niche business services conveniently and at a lower cost. This attracts and keeps high paying jobs and fuels Atlantic Canada's economic growth.

The finance and insurance sector is just one example. In partnership with NSBI, we assessed the state of the insurance industry and its growth potential.

### HALIFAX'S INSURANCE SECTOR: A PREMIUM INDUSTRY ON THE RISE

"AN INSURANCE HUB SINCE THE EARLY 1800s, HALIFAX HAS THE INFRASTRUCTURE NEEDED TO ENCOURAGE AND MAINTAIN GROWTH. BEING CENTRALLY LOCATED BETWEEN TORONTO, LONDON AND NEW YORK, HALIFAX PROVIDES WORKERS THE OPPORTUNITY TO LIVE IN A LOW-COST REGION AND BE JUST A SHORT FLIGHT FROM MAJOR BUSINESS CAPITALS. THAT'S HELPED ENTICE LARGE INTERNATIONAL COMPANIES—INCLUDING ADMIRAL INSURANCE, A BRITISH FIRM—TO SET UP SHOP!"

MACLEAN'S MAGAZINE, APRIL 2010



The INSURECONOMY study confirmed that insurance is big business in Nova Scotia. The industry directly contributed about \$470 million in GDP to the provincial economy in 2008, employs around 4,500 people in high wage jobs, and is expected to grow by 25 per cent in the next three years. Based on this project, we now have an approach for profiling other high-value economic sectors that will drive our future growth.

As Canada's only regional economic hub city, we have a unique opportunity and obligation to exhibit leadership. This does not mean we grow at the expense of other cities. We need to think about the communities in our region as collaborators rather than competitors. Working together we can shift Atlantic Canada's economy into high gear.

## TEN OF THE WORLD'S TOP 15 SHIPPING LINES SERVING OVER 150 COUNTRIES NOW CALL AT THE PORT OF HALIFAX.

### GROWING THE HALIFAX GATEWAY

Every day, Halifax Gateway businesses and organizations welcome the world to our doorstep – by air, sea, road and rail.

The Halifax Gateway is one of our most significant hub city assets. It generates a total economic impact of over \$3 billion a year and employs over 23,500 people in Nova Scotia. Developing it is vital to growing our local and regional economy. The Greater Halifax Partnership takes an active role in marketing the Gateway and manages the Halifax Gateway Council (HGC).

The Gateway Council's new vision and strategic plan will see Halifax become the preferred eastern gateway for North America and the world. We believe that having strong transportation assets on the East Coast is an essential ingredient in growing Canada's economy.

To realize our vision, the Halifax Gateway must be competitive. Over the next five years, the Council will focus on ensuring our supply chain is competitive to meet the demands of moving cargo and people.

To do this we need to:

- Ensure we offer efficient transportation networks
- Work with the government to minimize trade and travel barriers
- Establish the Gateway brand at home and abroad
- Improve Gateway infrastructure
- Support the Atlantic Gateway Strategy

We're confident Halifax can become the preferred eastern Gateway for North America.

"A MORE EFFICIENT GATEWAY REDUCES COSTS AND INCREASES THE COMPETIVENESS OF CANADA'S EXPORTED GOODS, WHILE AN INCREASE IN IMPORTS CREATES JOBS AND BUSINESS OPPORTUNITIES FOR CANADIANS IN HALIFAX AND THE REST OF CANADA." JOYCE CARTER, CHAIR OF THE HALIFAX GATEWAY COUNCIL.

### ATTRACTING AND KEEPING TALENT

Our people are our most valuable asset. Greater Halifax is Atlantic Canada's largest city, home to an estimated 398,000 people. That's over 40 per cent of Nova Scotia's residents and more than 15 per cent of all Atlantic Canadians.

Mass retirements and new job openings are going to generate over 55,000 job opportunities in Nova Scotia over the next few years. Great news, right? It is, except for the fact that Nova Scotia is not growing fast enough to replace its population and fill job vacancies.

Through SmartBusiness – our business retention and expansion initiative – we recognized that the impending labour shortage was not well understood by business. So we developed a talent strategy that builds awareness about the benefits of hiring from untapped labour pools, like immigrants and priority youth. Creating awareness and shifting hiring attitudes is only one piece of the puzzle. We also generate solutions that remove obstacles to employment and help business connect to talent.

In order to attract new investment and grow existing businesses we need to make Greater Halifax a global talent magnet - a place more people call home and tell others is THE best place to live, work and study.



### Immigration

One of the best ways we can grow our population is by attracting and retaining more immigrants. Approximately 1,700 immigrants come to Greater Halifax every year, but only 45 per cent settle here permanently. Their biggest obstacle is finding suitable employment.

Working with Halifax Regional Municipality, Immigration Settlement and Integration Services, the Nova Scotia Office of Immigration, Assisting Local Leaders with Immigrant Employment Strategies (ALLIES) – a project of Maytree and the J.W. McConnell Family Foundation – and our private-sector investors, we developed our Immigration Works in Halifax program. This broad-based awareness campaign aims to educate business owners on the benefits of hiring immigrants and to shift their attitudes around hiring newcomers. With support from RBC Royal Bank and Convergys, the campaign has grown from a single print ad into a multi-media campaign with over 15 million media impressions in radio, television, print, and out-of-home advertising.

The result? We have seen a significant increase in the number of companies who say they are ready to benefit from hiring immigrants.

DESPITE  
JOB CUTS  
THROUGHOUT  
THE COUNTRY,  
Greater Halifax  
continues to create  
jobs and has among  
the highest employment  
and job participation  
rates of any metropolitan  
city in Canada.



“We were impressed with the Partnership’s Connector Program, and the high results of New Canadians finding employment in their industries. We are looking forward to launching our Connector pilot project based on this unique concept in the fall of 2010”.

Corinna Carson,  
Project Administrator,  
Niagara Immigrant  
Employment Council.

The Partnership’s Employer Support Program makes it easier for employers to connect with this skilled talent pool. Over 100 businesses have benefitted from one-on-one and group sessions aimed at demystifying the hiring process. Partnering with the Nova Scotia Office of Immigration, we have sponsored seven information sessions by sectors, including health care and aerospace and defence technology.

The Partnership is also working with the Nova Scotia Office of Immigration to screen potential newcomers, and to support them through their first steps in the immigration process. In the past fiscal year, we have screened 136 requests, resulting in 55 applications being forwarded to the Nova Scotia Office of Immigration.

We collaborated with ALLIES to organize the 2010 ALLIES Learning Exchange held in Halifax this May. Over 160 delegates from 12 communities attended the conference, aimed at sharing successful solutions for immigrant employment.

We also worked with seven post secondary institutions to connect graduates to business; contributed valuable information to publications produced by the Dalhousie School of Planning, the Halifax Chamber of Commerce and Capital Health; and participated in international recruitment activities including the Canadian Technology Immigration Network Stakeholder Advisory Meeting and the Sandown International Recruitment Fair in Cobham, UK.



**The Halifax Connector Program: Opening Doors, Borders and Opportunities**

The Partnership’s Connector Program pairs newcomers to our city with business owners and operators, managers, civil servants, and community leaders interested

in helping immigrants develop a network in Greater Halifax. We work closely with Immigration Settlement and Integration Services which has programs in place to screen candidates and determine immigrants who are ready for employment. Since July 2009, 130 business leaders have become connectors, and 117 immigrants have signed-up to take advantage of networking opportunities. This has resulted in over 100 connections and 28 immigrants finding work in their field of expertise.

Deloitte Halifax is one business that has demonstrated keen support for the program. So far, 13 connections have been made through Deloitte employees, and through the referral process, six newcomers have secured employment in their field. Deloitte has also committed to adopting the program as part of its Atlantic workplace diversity initiative.

The Connector Program has been recognized as a best practice for the attraction and retention of immigrants in a Canadian urban area, and has gained interest from cities across Canada that want to duplicate the Connector Program in their area.



#### Y2E Project: Linking Youth to Employers

With the support of Service Canada, the Partnership launched the Y2E - Linking Youth to Employers Project in October 2008 to develop a framework to make the business connection between priority youth and local employers. Priority youth - those 15-30 years old who face one or more barriers to employment- represent a significant, yet underrepresented, talent pool in our city.

The Partnership worked with over 710 stakeholders to research and build the Y2E Framework: Greater Halifax's Priority Youth Employment Solution. Presented to the community in January 2010, the Y2E Framework addresses key recruitment, development, and retention issues.

This comprehensive priority youth employment solution ranges from matching youth and employers to the right services and opportunities to providing ongoing, long-term, support to improve retention rates.

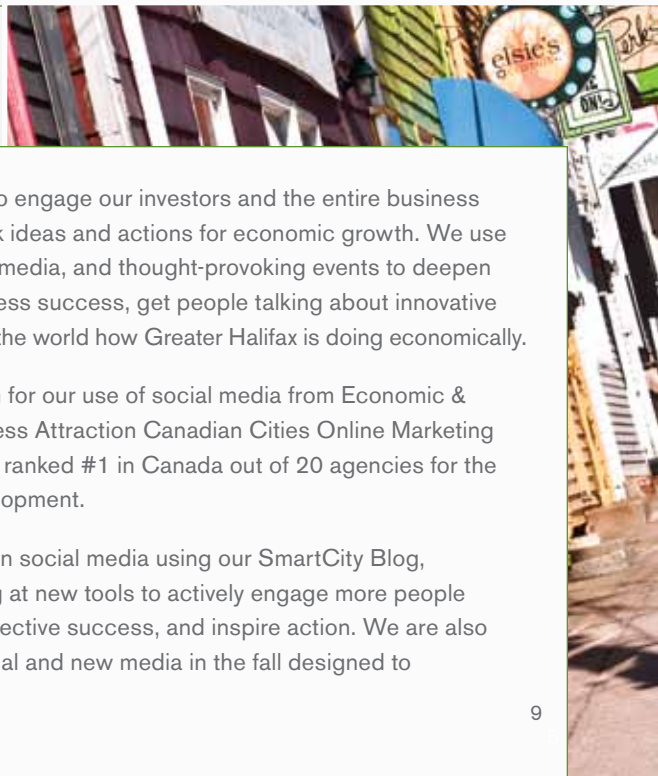
The Greater Halifax Partnership and The Centre for Entrepreneurship Education and Development (CEED) have partnered to design, develop and administer Y2E. Together, we are working to secure funding for the second phase of this project.

### OUT OF 27 CANADIAN CITIES,

Greater Halifax was ranked the 5th best city for the next generation to live and work in.

*Next Cities: The Top Canadian Hotspots for Young, Talented Workers 2009-2010*

## CREATING AWARENESS & CELEBRATING SUCCESS



One of the Partnership's key roles is to engage our investors and the entire business community in conversations that spark ideas and actions for economic growth. We use mass advertising, traditional and new media, and thought-provoking events to deepen business confidence, celebrate business success, get people talking about innovative ways to grow our economy, and to tell the world how Greater Halifax is doing economically.

This year, we won national recognition for our use of social media from Economic & Business DATA's Web 2.0 and Business Attraction Canadian Cities Online Marketing Index (Canadian Premiere 2009). We ranked #1 in Canada out of 20 agencies for the use of social media in economic development.

We continue to build on our success in social media using our SmartCity Blog, Twitter and Facebook, and are looking at new tools to actively engage more people in conversations that highlight our collective success, and inspire action. We are also developing a campaign using traditional and new media in the fall designed to celebrate business success.



### Strengthening Communities

The Greater Halifax Partnership believes that to be successful, all of our communities must be strong. We work in areas where we can have the greatest impact on building community capacity including Spryfield, Sheet Harbour and African Nova Scotian communities.

We have worked closely with the African Nova Scotian communities of East Preston, Upper Hammonds Plains, and Beechville, and the Africville Genealogy Society to build capacity at the community level.

We continue to collaborate with the Black Business Initiative, Nova Scotia Community College (NSCC), and the Nova Scotia Department of Labour and Workforce Development to provide easy access to an array of development services through our Preston office. In consultation with the community and NSCC, we are working to increase service and customized programs in the communities of North Preston, East Preston and Cherry Brook.

This year, the SmartBusiness team brought Halifax Regional Municipality's Business Improvement Districts together to explore ways to improve service to their membership and our clients. As a result of the initial meeting, the group has decided to come together again to forge new partnerships, discuss best practices and to jointly decide on key priorities going forward.

CIBC'S MOST RECENT METROPOLITAN ECONOMIC ACTIVITY INDEX PLACED HALIFAX AS THE TOP PERFORMING METROPOLITAN ECONOMY IN CANADA.



## Ujamaa

Ujamaa is a community development initiative supported by some of Nova Scotia's most influential leaders from the African Nova Scotian community, and the Greater Halifax Partnership. Our aim is to increase and stimulate growth through economic capacity building.



Ujamaa was created in response to the need for large, consistent financial commitments, as well as a broad-based approach that harnesses the strength of the African Nova Scotian community to address challenges. Ujamaa is empowering the African Nova Scotian community to reach its full potential.

Work is now underway to form the independent Ujamaa Association and to secure seed funding for the development of the organization.

## CELEBRATING THE NAVY CENTENNIAL



This summer, Canadians will proudly celebrate the 100th anniversary of the Canadian Navy. Greater Halifax will be the gateway to the world as Canada's Navy hosts an International Fleet Review as part of its Centennial celebrations, welcoming warships and more than 5,000 sailors from various nations.

We recognize and honour the Canadian Navy's significant contributions; it has a direct impact on both the social and economic well-being of Greater Halifax and Atlantic Canada.

- The Canadian Navy's economic contribution in Nova Scotia is over one billion dollars annually.
- Almost 30 per cent of Greater Halifax residents have a direct or indirect link with DND.
- The Canadian Navy also protects the passage of trade upon the seas.

The Partnership is actively encouraging the business community to join us in celebrating the Navy's success.





## HELPING BUSINESSES GROW AND PROSPER

SmartBusiness is the backbone of the Partnership and the pulse of Greater Halifax's business community. Our Smart Business Action Team taps into the acumen and experience of more than 30 senior business and government leaders to help businesses resolve their issues and maximize opportunities.

Over the last fiscal year, SmartBusiness has consulted with nearly 300 businesses, and learned that companies are most challenged by limited access to the talent and capital needed to grow their businesses. Through our SmartBusiness Action Team and talent initiatives, we have connected companies to new labour pools - like skilled immigrants - and financing opportunities.

This past fiscal year, we referred over 200 company specific issues and helped to create over 650 jobs.

Creating awareness and connections in our community are key ingredients to success. A new SmartBusiness program is helping to inform all the major banks about our business retention and expansion services and the potential benefits to their clients. A new multi-media advertising campaign increased business awareness about our SmartBusiness services.

A detailed account of our SmartBusiness findings is available on our website.

"The Nova Scotia Firefighters School has made so much progress as a result of our relationship with the Partnership. They helped us determine our business needs and connected us with funding agencies and strategic planning expertise through Saint Mary's School of Business. I am amazed at how helpful the SmartBusiness team has been. We're years ahead of where we thought we would be."

Nancy Sweeney,  
Nova Scotia Firefighters School.

Greater Halifax  
PARTNERSHIP

**Smart  
BUSINESS**

**SUPPLEMENTS**

full range of expertise and  
Allowance



## SMARTBUSINESS FACTS

SINCE JUNE 2004:

- 1,950 consultations with businesses
- Over 1,350 referrals to the Action Team
- 90 per cent referrals closed
- Created or retained over 6,000 jobs

## SMARTBUSINESS IS THE HUB

The hub connecting CEOs and business owners to existing community resources designed to support businesses in Greater Halifax. Our SmartBusiness team is equipped to provide a full range of expertise and business solutions. We actively work with businesses, helping them break down barriers to growth and act on issues affecting them such as:

- Accessing new markets
- Accessing talent
- Addressing business location and relocation needs
- Accessing financial information
- Assisting with local government

## OUR INVESTORS



The Greater Halifax Partnership's private sector investors represent a cross section of our business community, large and small companies alike. From financial services to corporate real estate, information technology to utilities, our investors continue to find value in their investment decision.

### PARTNER LEVEL INVESTORS (\$10,000 + PER YEAR)

107.7FM Halifax Information Radio  
Airfire Telephone & Data Inc.  
AML Communications Inc.  
Atlantic Business Magazine  
Atlantic Canada Opportunities Agency  
Atlantic Lottery Corporation  
Bell Aliant  
BMO Bank of Montreal  
CBS Outdoor  
CHUM Radio Halifax  
Clearwater Seafoods Limited Partnership  
Cox & Palmer  
Cresco Developments Limited  
Dalhousie University  
Deloitte  
Delta Hotels, Barrington & Halifax  
Export Development Canada  
Extreme Group  
Fire Inside Leadership  
Foreign Affairs and International Trade Canada  
Gerald Walsh Associates Inc.  
Global Maritimes  
GWL Realty Advisors / Purdy's Wharf  
Halifax Chamber of Commerce  
Halifax Harbour Bridges  
Halifax Stanfield International Airport Authority  
Halifax Marriott Harbourfront  
Halifax Port Authority  
Halifax Regional Municipality  
Helly Hansen Canada Limited  
immediaC Worldwide Inc.

I.M.P. Group International Inc.  
Insurance Bureau of Canada  
Integrated People Solutions  
ISL Web Marketing and Development  
IT Interactive Services Inc.  
IWK Health Centre  
Manulife Canada  
MediaBadger  
Metro Guide Publishing  
Metro Halifax  
Mount Saint Vincent University  
MT&L Public Relations Limited  
Newcap Radio/Kool 96.5  
Nova Scotia Community College  
Nova Scotia Gaming Corporation  
Nova Scotia Power Inc., An Emera Company  
Nova Scotia Signature Resorts  
NovaScotian Crystal  
NRC Institute for Marine Biosciences  
Ocean Resources  
Office Interiors Group  
Pattison Outdoor Advertising  
PHI Group  
Progress Media Group  
Province of Nova Scotia  
RBC Financial Group  
Saint Mary's University  
Sandler Training  
Scotiabank  
Stewart McKelvey  
The Chronicle Herald Limited  
The Westin Nova Scotian  
Trade Centre Limited  
xwave, a Bell Aliant Company

INVESTOR LEVEL  
(\$5,000 - \$10,000 PER YEAR)

Advanced Systems  
Aecon Atlantic Group  
Agenda Managers Inc.  
Armco Capital Inc.  
Atlantic Digital Reproductions Inc.  
Atlantic Film Festival  
Atlantica Mechanical Contractors Inc.  
Atlantis Systems Eduplus  
AVW-TELAV  
Basin Basics Office Products  
Black Business Initiative  
Blue Ocean Contact Centers  
Bluewave Energy  
Bluteau DeVenney & Company  
Boyne Clarke  
Bristol  
Burgess Transfer & Storage Limited  
Business Development Bank of Canada  
CCL Group  
CIBC  
Clayton Developments Limited  
Clear Picture Corporation  
Colour  
Convergys Corporation  
Corporate Research Associates Inc.  
Dymaxion Research Ltd.  
Ergoworks Atlantic  
Ernst & Young LLP  
ExxonMobil Canada  
Four Points by Sheraton Halifax  
Fraser & Hoyt Insurance Ltd.  
Grant Thornton LLP  
Halifax Business Parks  
Halifax Mooseheads Hockey Club Inc.  
InNOVAcorp

Junior Achievement Nova Scotia  
Kim squared Inc.  
KPMG LLP  
MariNova Professional, Scientific &  
Technical Services Ltd.  
Maritime Museum of the Atlantic  
Maritime Travel  
Maritimes & Northeast Pipeline  
McInnes Cooper  
Medavie Blue Cross  
Minnikin Consulting Inc.  
Municipal Group of Companies  
Neptune Theatre  
Nova Scotia Business Inc.  
Nova Scotia Health Research Foundation  
Nova Scotia Liquor Corporation  
NSCAD University  
Ocean Nutrition Canada Limited  
PCL Constructors Canada Inc.  
Pier 21 Society  
PricewaterhouseCoopers  
Priority Management  
Research in Motion  
Secunda Marine Services Limited  
SolutionInc Limited  
Symphony Nova Scotia  
TD Bank Financial Group  
The Armour Group Limited  
The Prince George Hotel  
Time & Space Media Limited  
Waterfront Development Corporation Limited  
WBLI Chartered Accountants  
Workers' Compensation Board of Nova Scotia

AS OF JUNE 2010

[Audited financial statements are available on our website.](#)



## BOARD MEMBERS

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

J. Colin Dodds, Ph.D, Chair, President, Saint Mary's University

Chris Huskilson, Past Chair, President and CEO, Emera Inc.

Rick Emberley, Vice Chair, Executive Chair, Bristol Group

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

Greg Grice, Regional President, RBC Financial Group

Chuck Hartlen, Senior Vice President, Customer Experience, Bell Aliant

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

Dick Miller, President, Clayton Developments

Linda Mosher, Councillor, Halifax Regional Municipality

Dale Robertson, President, Enerscan Engineering Inc.

Bill Scott, President, Branded Products Ltd.

Sue Uteck, Councillor, Halifax Regional Municipality

Sarah Young, Principal, MT&L Public Relations Ltd.

### OBSERVERS TO THE BOARD OF DIRECTORS

Dan English, Chief Administrative Officer, Halifax Regional Municipality

Sandra MacKenzie, Chief Operating Officer, Nova Scotia Department of Economic and Rural Development

Peter Kelly, Mayor, Halifax Regional Municipality

Rear Admiral Paul Maddison, Commander, Maritime Forces Atlantic

Deborah Windsor, Vice President, Atlantic Canada Opportunities Agency

PHOTO CREDITS:

Pgs. 1, 2, 3 (Photo of Paul Kent), 4, 5, 9, 10, 12, 13 Timothy Richard Photography

Pg. 3 Nick Rudnicki (Photo of J. Colin Dodds)

Pgs. 6, 7, 11 Nova Scotia Come to Life

Pg. 8 Joseph Robichaud Photography

**GreaterHalifax**  
PARTNERSHIP

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OPPORTUNITY

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