

SCHEDULE M

**Halifax Partnership “Corporate Sector Overview –
CFL Focus” Oct. 2017 Memorandum**



Halifax Corporate Sector Overview – CFL Focus

OCTOBER 2017

This memorandum provides a very brief overview of the corporate environment in Halifax and the surrounding area.

Comparisons to other CFL cities of a roughly similar size – Hamilton, Regina, and Winnipeg – also are provided.

We would be pleased to provide additional assistance if there are further questions.

Please contact:

Ian Munro
Chief Economist, Halifax Partnership
(902) 490-6043
imunro@halifaxpartnership.com

Halifax Overview

Halifax is the largest city in Atlantic Canada and the capital of Nova Scotia. Halifax represents 45% of Nova Scotia's population and 56% of its Gross Domestic Product. The city is the regional hub of Atlantic Canada as people, goods, and business deals in the region flow through Halifax. Halifax is known for being a centre for post-secondary education, having major head and regional offices, and serving as a transportation and logistics hub. Halifax's economy is driven by several major industries including:

- Finance & Insurance
- ICT & Gaming
- Oceans Technology
- Transportation & Logistic

Macroeconomic Measures

The table below provides a few high-level economic statistics for Halifax and the other cities. Data are at the CMA (Census Metropolitan Area) level and come from the Conference Board of Canada's Fall 2017 *Metropolitan Outlook*.

City	Population (2017)	Personal Income Per Capita (2017)	GDP (\$B) (2017)	GDP Per Capita (2017)	GDP Growth Forecast (2018-21)	Retail (\$B) Sales (2017)	Retail Sales Per Capita (2017)
Halifax	434,000	\$ 44,883	\$ 18.6	\$ 42,857	2.1%	\$ 7.5	\$ 17,378
Hamilton	787,000	\$ 48,645	\$ 29.4	\$ 37,357	1.9%	\$ 11.1	\$ 14,067
Winnipeg	829,000	\$ 44,857	\$ 40.0	\$ 48,251	1.4%	\$ 12.4	\$ 14,908
Regina	253,000	\$ 53,038	\$ 14.4	\$ 56,917	2.2%	\$ 5.9	\$ 23,209

While smaller than Hamilton and Winnipeg, Halifax is substantially larger than Regina in terms of population.

Halifax falls in the middle of the rankings for the income, GDP, and retail sales per capita figures, and is just behind Regina in terms of the strongest GDP growth forecast.

Population

Rough approximations of population figures for broader surrounding areas are provided below.

As there are no CFL franchises east of Quebec, Halifax presumably would wear the mantle of “home team” for not only the city and the province of Nova Scotia, but also the Maritime/Atlantic provinces more broadly.

Definition	City	Approximate Population
Halifax	CMA	434,000
	~100 km Surrounding Area	600,000
	~200 km Surrounding Area	750,000
	~300 km Surrounding Area	1,084,000
Nova Scotia		924,000
Maritime Provinces (NS, NB, PEI)		1,814,000
Atlantic Provinces (NS, NB, PEI, NL)		2,334,000
Hamilton	CMA	787,000
Winnipeg	CMA	829,000
	~100 km Surrounding Area	985,000
	~200 km Surrounding Area	1,102,000
	~300 km Surrounding Area	1,196,000
Manitoba		1,278,000
Regina	CMA	253,000
	~100 km Surrounding Area	327,000
	~200 km Surrounding Area	765,000
	~300 km Surrounding Area	855,000
Saskatchewan		1,098,000

For Halifax, the 100 km and 200 km circles are approximated by adding the populations of the Nova Scotia counties that roughly fall within those radii. Extending to 300 km brings in all of mainland Nova Scotia, the bulk of the population of the province of Prince Edward Island, and Westmorland County in southeastern New Brunswick, which includes the city of Moncton.

Only the CMA figure is provided for Hamilton as a 100 km range would encompass the massive population of Toronto.

For Regina and Winnipeg, populations are approximated by inclusion of census divisions within Saskatchewan and Manitoba, respectively, that roughly fall within the boundaries of the 100 km, 200 km, and 300 km circles. That is, while a 300 km circle drawn around Winnipeg may cover territory in Saskatchewan, that population is excluded on the assumption that this would belong to the Roughriders’ market, and vice versa.

Business Enterprise Counts

Statistics Canada provides figures for the number of business enterprises with employees across a variety of geographies. Figures (as of December 2016) for the census divisions comprising Halifax, Hamilton, Regina, and Winnipeg are below.

	Enterprise Counts by # of Employees					
	Total	1-9	10-49	50-199	200-499	500+
Halifax	10,212	7,581	2,080	438	68	45
Hamilton	13,001	10,261	2,252	387	70	31
Winnipeg	17,807	12,986	3,863	766	106	86
Regina	7,307	5,517	1,457	273	30	30

As a provincial capital and regional centre, Halifax compares well to larger cities in terms of the number of larger firms. Halifax has 26 firms with 200 or more employees per 100,000 in population, above Regina and Winnipeg at 24 and 23, respectively, and far ahead of Hamilton at 13.

The percentage composition in terms of firm size is similar across the four cities: roughly three-quarters have fewer than nine employees, another twenty percent have between 10 and 49, just under five percent are between 50 and 199, and the remaining one percent of firms, approximately, have more than 200 employees.

	% of Enterprise Counts by # of Employees					
	Total	1-9	10-49	50-199	200-499	500+
Halifax	100%	74%	20%	4%	0.7%	0.4%
Hamilton	100%	79%	17%	3%	0.5%	0.2%
Winnipeg	100%	73%	22%	4%	0.6%	0.5%
Regina	100%	76%	20%	4%	0.4%	0.4%

In terms of industry composition, across all enterprises with employees, the largest sectors in Halifax are: administrative and support services (14%); construction (11%); arts, entertainment, and recreation (10%); and professional, scientific, and technical services (8%). The other cities are reasonably similar in their breakdowns.

Focusing only on the very largest (500+ employees) enterprises, professional, scientific, and technical services and administrative and support services share the lead with 12% each, followed by manufacturing, retail trade, and finance and insurance, all with 7% each. Examples of major employers in Halifax include:

- Agrifood/Alcoholic Beverage/Food Retailing/Seafood – Clearwater Fine Foods, Oland Breweries
- Construction/Development/Property Management – CRESCO, Northwood Homecare, Shaw Group
- Finance/Insurance – Admiral Insurance, BMO, CIBC, Credit Union Atlantic, Manulife, RBC, Scotiabank, Sunlife, TD
- Manufacturers – I.M.P. Group, Irving Shipbuilding, Lockheed Martin, Ocean Nutrition, Pratt & Whitney
- Professional Services/Information Technology/Media – CGI, Deloitte, DHX Media, IBM, Stantec
- Public Sector/Education/Healthcare – Capital District Health Authority, Dalhousie University, Department of National Defence, Halifax Regional Municipality, Halifax Regional School Board, Nova Scotia Community College, Province of Nova Scotia, Saint Mary's University
- Retailers/Retail Support – Canadian Tire, Empire (parent of Sobeys), Staples Contact Centre, Walmart
- Telecommunications/Broadcasting/Media – BellAliant, Chronicle Herald (SaltWire Network), Eastlink
- Transportation – Air Canada/Jazz Aviation, Armour Transportation System, Halifax Port Authority, Halifax Stanfield International Airport
- Utilities/Energy – Encana, Emera

When the focus is extended beyond Halifax itself to other parts of Nova Scotia and into the other Maritime provinces, the numbers of larger firms expand as depicted below.

Geography	Enterprise Counts by Size		
	200-499	500+	Combined (200+)
Halifax	68	45	113
Mainland Nova Scotia	104	59	163
300 km Radius (includes PEI and Moncton area)	147	89	236

Corporate Sponsors

We have done a brief review of the higher-level corporate sponsors listed on the websites of the Tiger-Cats, Blue Bombers, and Roughriders. Below we categorize some of these companies and note analogous firms present in Halifax, just as some examples. Not included below are major national and international firms like Budweiser, Pepsi, Tim Horton's, or Nissan that have a presence across Canada already, including Halifax.

Sponsoring Company	Industry	Team(s)	Halifax Equivalent(s)
SaskTel, BellMTS	Telecommunications	Roughriders, Blue Bombers	BellAliant, Eastlink
Manitoba Liquor & Lotteries, Saskatchewan Lotteries	Alcoholic Beverage Distribution	Blue Bombers, Roughriders	Nova Scotia Liquor Commission
	Gaming		Atlantic Lottery Corporation
Manitoba Hydro	Utilities	Blue Bombers	Emera
DeGroote School of Business	Education	Tiger-Cats	Sobey School of Business, Dalhousie Faculty of Management
Winnipeg Free Press	Media	Blue Bombers	SaltWire Network, Halifax Chronicle Herald
Capital Ford Lincoln, Capital GMC Buick Cadillac	Automobile Dealerships	Roughriders	O'Regans Group, Steele Group
Winnipeg Airports Authority	Air travel	Blue Bombers	Halifax Stanfield International Airport Authority
Monsanto	Agrifood	Blue Bombers	Clearwater Seafoods, Irving, Cavendish Farms, McCains
Bench Brewing	Craft beer	Tiger-Cats	Garrison Brewing, Propeller Brewing
First Ontario Credit Union	Finance	Tiger-Cats	Credit Union Atlantic