

HALIFAX **25**
PARTNERSHIP YEARS



THE HALIFAX PARTNERSHIP **ADVANTAGE**

2021-22 ANNUAL REPORT



THE HALIFAX PARTNERSHIP ADVANTAGE

**OUR CITY HAS
MOMENTUM.
IT'S GROWING.
ATTRACTING
BUSINESS
AND TALENT.
ACCELERATING
INNOVATION.**

We know the players and the innovators.
We are connected and collaborative.
We understand what business needs.
And we make it easier for them to succeed.

Our city is becoming more diverse,
inclusive, and young.
You can feel the energy.
New visions, strategies, and ideas.
It's time to build new networks.
To welcome and meet new leaders.

What an exciting time to live and work here.
To form partnerships and build for the future.

We're your Halifax Advantage.
**Together, we can make our city better,
for everyone.**

HALIFAX TOP 10 IN 2021/22

- 1

Fastest growing downtown in Canada
(STATISTICS CANADA)
- 2

Top 5 among Mid-sized Cities in the Americas for Best Human Capital and Lifestyle.
(FDI AMERICAN CITIES OF THE FUTURE)
- 3

Top 10 in the 2021 list of the “Next 25” up-and-coming North American tech markets.
(CBRE)
- 4

Halifax’s real GDP increased by 6.0% to \$21.9 billion, the 7th largest economic recovery across all 41 Canadian CMAs
(HALIFAX INDEX)
- 5

Record High Business Confidence
(HALIFAX INDEX)
- 6

Record \$307.5 million in equity investment raised by startups.
(HALIFAX INDEX)
- 7

Halifax Port Authority cargo throughput hit 595,751 TEUs—a new record.
(HALIFAX INDEX)
- 8

According to CBRE's 2021 Tech Talent report, the number of tech jobs in Halifax has grown by 24% over the past five years.
(CBRE)
- 9

Population grew 2.1%, the highest increase across benchmark cities.
(HALIFAX INDEX)
- 10

Largest-ever number of interprovincial migrants, representing 60.4% of growth.
(HALIFAX INDEX)

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LAND ACKNOWLEDGEMENT

The Halifax Regional Municipality is located in Mi’kma’ki, the ancestral and traditional lands of the Mi’kmaq people. The municipality acknowledges the Peace & Friendship Treaties signed in this Territory and recognizes that we are all Treaty People.

MESSAGE FROM THE MAYOR

Together, we continue to chart the course ahead for Halifax, a city of prosperity, growth, resilience, and inclusion. I remain optimistic about our future, buoyed by our progress, and confident in our ability to meet our challenges.

It's remarkable to me that even during the pandemic, more than 21 new businesses and over 9,200 new people chose Halifax last year, and many more chose to stay and contribute to our city. That speaks clearly to the advantages Halifax offers, and the work of Halifax Partnership to attract businesses and talent—growing our community while benefitting our existing companies and residents.

The pandemic created new disparities in our world, but it has also shone a disquieting light on other longstanding issues of equity and social exclusion. That's why I'm so proud of *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy* for the next five years. *People. Planet. Prosperity.* is a plan about growth, confidence, and ambition. First and foremost, however, it is a plan for everyone who calls Halifax home.

Halifax Partnership has shown vision and determination in guiding this strategy to completion, through the leadership of Wendy Luther and her team, the Advisory Committee chaired by Cory Bell, the board chaired by Rob Carruthers along with Halifax Regional Council, which supported it unanimously. Many more participated in the creation of this road map for the next five years—people who care about this city, and who share worries about the cost of housing, climate change, and economic inclusion.

Together, we are focused on making sure we are not just a bigger city, but a better city. That means recognizing, understanding, and working together to remove historic and systemic barriers to economic, educational, and employment opportunities.

The African Nova Scotian Road to Economic Prosperity is an integral piece of the economic strategy that reflects the community's collective strength and commitment to building a better future for African Nova Scotians, led by them for them with wholehearted support from the Halifax Regional Municipality and Halifax Partnership.

Even as we work to redress historic imbalances, we know the only true future is a green future. Integrating the actions of our landmark HalifACT plan into the economic strategy enables us to reduce the impacts of climate change and take advantage of the economic opportunity from clean and green technology.

I truly believe that Halifax is a city of today, but even more a city of tomorrow. A city for those who have been here for centuries and those who are just arriving now. Congratulations to Halifax Partnership on another successful year, and I look forward to working together to build a more inclusive, sustainable, resilient, and prosperous Halifax for all.



MIKE SAVAGE
MAYOR, HALIFAX REGIONAL
MUNICIPALITY

MESSAGE FROM THE BOARD CHAIR

The past year has been an inspiring and rewarding time to serve as Chair of Halifax Partnership's Board of Directors. I am immensely proud of the Partnership's steadfast commitment and work to support our businesses, residents, and communities through the pandemic, and the power of its Investor and partner network to respond to challenges and position our city for a strong recovery.

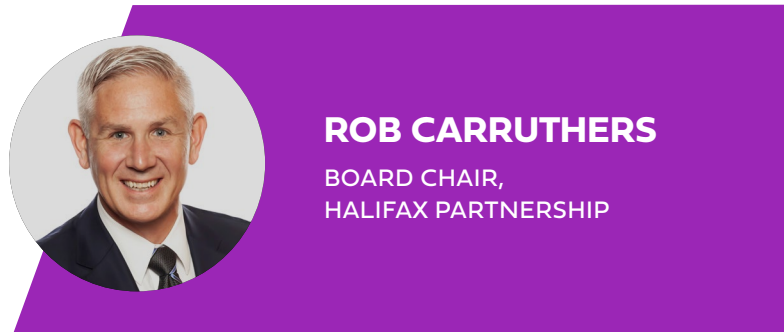
I passionately believe in the role of the Partnership as a connector and a catalyst in building a more inclusive, prosperous, and collaborative Halifax. Through their strategies and relationships with private, public, post-secondary, and community partners, they are strengthening and promoting Halifax's advantages for business, talent, and investment. Their Investors play a critical leadership role in our community and are committed to making our city a better place to live and do business for everyone.

Halifax is perfectly positioned as a sought-after location based on our ability to attract, develop, and retain high-quality talent, companies, and technology. Our post-secondary strengths and progressive immigration programs enable employers to access skilled talent which is key to success. We have a broad base of industries, a robust supply chain, and a strong military community and assets which greatly contribute to our economy and Canada's defence and security forces. Our city and province have an ardent aspiration and untapped

potential to redevelop our energy landscape and be ahead of the curve in transitioning to a green economy. All told, the opportunities to build a business and a life in Halifax have never been greater.

I would like to thank the Partnership team, their Investors and partners, and the Board of Directors for their ongoing leadership in making our city a more globally competitive and welcoming place to live and work. The Partnership is an expert on Halifax, and I encourage you to tap into and benefit from their extensive network, economic insights, and programs.

As we set our sights on the future with Halifax's new Inclusive Economic Strategy, *People. Planet. Prosperity.*, I am excited by the extraordinary energy and potential before us, and I look forward to what we will achieve together.



ROB CARRUTHERS
BOARD CHAIR,
HALIFAX PARTNERSHIP

MESSAGE FROM THE PRESIDENT & CEO

Halifax Partnership is built on a foundation of leadership and boldness. Of partnership and collaboration. Of inclusion and engagement. These are the values and advantages our Investors, partners, and team bring to building a vibrant, prosperous Halifax, each and everyday.

Reflecting on the past year, I am struck by the strength and commitment of our Partnership network in helping our businesses and city persevere and thrive during one of the most challenging times in our history. I am incredibly proud of how we collectively supported Halifax's economic response and recovery efforts for the benefit of businesses and residents throughout our municipality.

Our SmartBusiness team worked with partners to assist over 400 companies this year, responding to their immediate needs and facilitating R&D, commercialization, exports, and digital adoption. Our business development team saw record levels of interest and investment from global companies looking to locate or expand in Halifax, with over 2,300 jobs projected.

Amid the pandemic, Halifax welcomed more than 9,200 people this year and had the third highest growth rate across all major Canadian cities. Our labour market specialists helped businesses connect to our local and global talent, while connecting talent to industry leaders and career opportunities.

Through the Halifax Innovation Outpost, co-led by Halifax Partnership and the Halifax Regional Municipality with support from the Province of Nova Scotia, more than 30 startups, scaleups, and community organizations were engaged in prototyping and piloting innovative ideas and solutions to address social, environmental, and civic challenges.

Significant progress was also made on the African Nova Scotian Road to Economic Prosperity Action Plan, the five-year economic development strategy developed and owned by the African Nova Scotian community to increase economic opportunities and improve quality of life outcomes for African Nova Scotians. The Road to Prosperity Advisory Committee and Working Groups have advanced many of the plan's 30 actions and Halifax Partnership is honoured to support this critical and historic work.

The development and launch of *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022-2027* was a momentous achievement this year. This new strategy is Halifax's shared roadmap for economic development over the next five years. It is an ambitious and aspirational plan that will inform Halifax Partnership's annual business plan and guide our work with Investors, partners, communities, and residents throughout the municipality.

Thank you to everyone who shared their experience, expertise, ideas, and time over the past year in developing the economic strategy. A special thanks to Chair of the Economic Advisory Committee, Cory Bell, to members of the committee and working groups, to our Board of Directors, to Mayor Savage and Regional Council, to Halifax Partnership and HRM staff, and to our Investors, partners, and residents for their contributions. It will take all of us working together to achieve our shared vision of an inclusive, sustainable, and prosperous Halifax for all.



As we embark on implementing the economic strategy, we need to continue to support businesses and communities in rebounding from the pandemic's impacts. At the same time, we need to tackle growing pains such as housing and affordability while creating and maximizing new opportunities that will drive inclusive growth and strengthen Halifax's competitive advantages.

I want to acknowledge and thank everyone who has supported Halifax Partnership this past year. Our private, public, and post-secondary Investors and partners and our team have demonstrated incredible leadership, passion, and dedication to our city. We are the Halifax Partnership, and together we are your Halifax advantage.



WENDY LUTHER
PRESIDENT & CEO,
HALIFAX PARTNERSHIP

PEOPLE. PLANET. PROSPERITY.

Halifax's Inclusive Economic Strategy for 2022-27

BUILDING ON STRENGTHS & OPPORTUNITY

Halifax has undergone a great deal of change since the 2016-21 economic plan. We are growing, more young people are staying, immigration is increasing, startups and scaleups are energizing innovation, and our skyline has been transformed. Even during the uncertainty of a global pandemic, and the accompanying economic challenges, Halifax has entered a period of growing prosperity, and with prosperity comes challenges and opportunity.

This marks an important turning point: how can we ensure that Halifax's prosperity benefits the many and not the few, and how do we harness it to create the kind of city we want future generations to inherit? Because prosperity isn't our only priority, putting the needs of our people and planet first will shape the way we think about prosperity: inclusive, holistic, and focused on well-being as much as the bottom line.

Over the past year, Halifax Partnership has led the development of *People. Planet. Prosperity.*

Halifax's Inclusive Economic Strategy for 2022-27 in collaboration with the Halifax Regional Municipality and our many private, public, post-secondary, and not-for-profit partners, and in consultation with residents and communities throughout the municipality. In total, more than 2,500 contributors helped shape the 2022-27 economic strategy. This work has been done in tandem with implementing Halifax's *COVID-19 Economic Response and Recovery Plan* to support Halifax businesses and residents in responding to and weathering the impacts of the pandemic.

Approved by Halifax Partnership's Board of Directors and Halifax Regional Council, the 73 actions for the first two years have been incorporated into the 2022-23 annual business plans for Halifax Partnership and the municipality, but everyone has a role to play in making Halifax an inclusive, vibrant, and prosperous city for all residents.

ECONOMIC STRATEGIC FRAMEWORK

VISION

A prosperous, growing Halifax that puts the well-being of people and planet first.

By 2037 grow GDP to
\$32 billion
and population to
650,000

VALUE PROPOSITION



Ocean Advantage



Commitment to Climate Action



Educated & Innovative



Excellent Urban, Suburban, Rural Lifestyle

5-YEAR STRATEGIC GOALS



Promote & Maximize Inclusive and Sustainable Growth

Grow GDP to
\$25 billion
by 2027



Attract, Retain & Develop Talent

Increase population to
525,000
and grow the labour force to
310,000
by 2027



Make Halifax a Better Place to Live and Work

Increase residents' well-being on a continuous basis



> To view the full strategy and learn more, visit hfxeconstrategy.com

HALIFAX 25
PARTNERSHIP

HALIFAX

PERFORMANCE FRAMEWORK RESULTS

2021-22 RESULTS

Halifax Partnership’s 2021-22 Business Plan Performance Management Framework sets out the strategic planning framework and performance indicators linked to the Economic Growth Plan and COVID-19 Economic Response and Recovery Plan outcomes.

6/7 PROMOTE AND MAXIMIZE GROWTH
TARGETS ACHIEVED

3/5 ATTRACT AND RETAIN TALENT
TARGETS ACHIEVED

4/4 ALIGN ECONOMIC DEVELOPMENT
TARGETS ACHIEVED

7/8 PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE
TARGETS ACHIEVED

OVERALL YEAR-END TARGETS ACHIEVED

20/24 = 83%



“ The transition from 2021 into 2022 feels like a significant turning point. Halifax is coming out of the pandemic in a strong position. Our economy rebounded well in 2021 and population growth remained strong. Job losses have long been regained and now it is the job vacancy rate, not the unemployment rate, that is the primary labour market concern. Like any city, Halifax has challenges to address and growing pains to manage, but we also have great momentum, a clear sense of what needs to be done, and the collective will to build an ever more prosperous, inclusive, and sustainable community. ”

IAN MUNRO | Chief Economist, Halifax Partnership



> FOR INSIGHTS INTO HALIFAX’S ECONOMIC RECOVERY FROM COVID-19, VIEW [HALIFAX INDEX 2022](#)

PROMOTE AND MAXIMIZE GROWTH

Halifax provides the talent, location, cost, and innovation (TLC+I) advantages that businesses need to be globally competitive. It's not any one of these competitive business advantages, but the combination, together, in one place that is attracting increasing interest and investment from startups to multinational firms across Canada and the world.

Halifax Partnership drives and accelerates economic growth in Halifax by fostering and promoting the city's TLC+I advantages, advancing innovation-driven entrepreneurship, and supporting the growth and success of Halifax's businesses, key sectors, and communities.

ATTRACTING BUSINESS

Halifax Partnership and Mayor Savage continued to lead the Sell Halifax Program to attract new business and investment to Halifax, in collaboration with partners including NSBI and Invest in Canada. Our business development team saw record levels of interest and investment from global companies looking to locate or grow their business in Halifax.

Halifax is top of mind for more companies and prospective residents thanks to strategic marketing initiatives promoting Halifax's advantages for business and talent in target US, European, and Canadian markets. Our marketing campaigns this year generated over 3.69 million impressions, reaching more than 1 million unique users and resulting in more than 16,700 clicks.

Throughout 2021-22 Halifax Partnership also continued its work through national and international partnerships including:

- > World Energy Cities Partnership
- > Consider Canada Cities Alliance
- > Economic partnership with Portsmouth, England, approved by Regional Council in January 2022

21
COMPANIES
chose to establish or
expand operations
in Halifax

2,377
NEW JOBS
projected

LIVING IN HALIFAX

Halifax is no longer Canada's best kept secret. The pandemic has shown that Halifax is a compelling draw for the thousands of people who come here every year seeking exceptional opportunities to build a life and a career.

Our new digital Living in Halifax Toolkit showcases Halifax's diverse and enviable quality-of-life advantages for prospective residents and growing companies looking to attract talent. Explore the [Living in Halifax website](#) and follow us on [Instagram](#).

SMARTBUSINESS

Our SmartBusiness Team understands and responds to the immediate needs of Halifax businesses, helping them navigate and connect to the expertise and resources they need to grow and succeed.

The team continued to help businesses respond to and recover from the pandemic by addressing individual and company common challenges; by facilitating R&D, commercialization, and exports; by helping SMEs build online stores and boost their digital presence; and by providing startups and scaleups with one-on-one support from experienced business advisers.

273
TARGETED
CONSULTATIONS
with businesses
in Halifax

47
TARGETED
CONSULTATIONS
with startups
and scaleups

37
COMPANIES
provided aftercare

26
STARTUPS
AND SCALEUPS
supported through
the Virtual Adviser
Program powered by
SeasonedPros

82
SMES
grew their businesses
online over the past
two years through the
ShopHERE program
powered by Google



Working and living rural is challenging at times. Knowing that there are organizations such as Halifax Partnership to help small businesses reach their potential and help with navigating some issues is very important. I find Halifax Partnership is proactive in reaching out to small business to let them know what is available as far as programs and any upcoming events.

SUSAN MYERS-LEVY
Levy Boats & Sober Island Boat Tours

Without the Halifax Partnership, we'd be wandering around without direction. They've been like a GPS for our expansion.

BABU SAMPATH
COO, HuMetis Technologies



READ THE STORIES

- > [HuMetis Set for a High-Tech Restart in Halifax](#)
- > [Global Leader in Digital Investigations Expands to Halifax](#)

ACCELERATING INNOVATION-DRIVEN ENTREPRENEURSHIP

Halifax's Innovation District is one of Canada's most exciting tech and innovation centres. The District is a technology and research-dense community of entrepreneurs, post-secondary institutions, R&D facilities, startups and scaleups, established firms, and innovation hubs working to develop and commercialize new ideas, products, and services.

Through the Halifax Innovation Outpost—co-led by Halifax Partnership and the Halifax Regional Municipality with support from the Province of Nova Scotia—more than 30 startups, scaleups, and community organizations were engaged in prototyping and piloting innovative ideas and solutions to address social, environmental, and civic challenges.

- > Climate Innovation Challenge awarded seven startups and community organizations \$5,000 each and support to develop and test green tech, green jobs, and green building ideas and prototypes.
- > Food Community Innovation Challenge awarded 10 startups, social enterprises, and community organizations \$5,000 each and one-on-one support to develop and test sustainable, impactful food solutions.
- > The Corporate Innovation Program was developed and launched with Permjit Valia and an advisory group of Partnership Investors to support

Halifax companies in building internal innovation capabilities and culture.

- > A Climate Action Charter is being developed to engage and enroll corporate leaders in incorporating sustainability principles into their business practices.
- > Teamed up with leaders from 20+ global innovation districts to advance innovative models and practices and magnify impact in cities around the world. Halifax benefits from best practices, cutting-edge research, and analysis of the Halifax Innovation District by **The Global Institute on Innovation Districts**.
- > Partnered with ONSIDE, Volta, Slate Asset Management, the Downtown Halifax Business Commission, and Halifax-based artist John McPartland, known as ABSEN, to create a mural at the Maritime Centre celebrating Nova Scotia's entrepreneurial spirit. Entitled **Rising Tides**, the mural has added to the collection of public art in Halifax's Innovation District.

Participating in both the climate and food action pilots through the Outpost, Hope Blooms is developing solar awnings and tech-enabled outdoor workstations, as well as a digital currency platform for the Hope Blooms Community Market to provide more inclusive access to cultural and locally produced food for Uniacke Square and surrounding community.

We want people in the community to be able to work and study outside in our garden with a Wi-Fi Hotspot. A lot of youth do not have Wi-Fi or computers in their houses. We want to offer them a space where they can connect with nature and do their work at the same time.

VERONICA GUTIERREZ
Manager of Growth and Sustainability, Hope Blooms



HALIFAX'S ECONOMIC EXPERTS

Nobody knows Halifax like we do. Halifax Partnership provides the most up-to-date, relevant data and insights on Halifax's economy to help businesses locate, grow, and succeed.

- Launched the **2022 Halifax Index**, reporting on Halifax's emergence from the pandemic and the city's vital signs across seven major themes: people, labour, investment, real estate, rural Halifax, affordability, and living in Halifax.
- Provided at-a-glance and up-to-date statistics on Halifax's economy through the interactive **Economic Dashboard**.
- Introduced measures to track the progress of *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy for 2022-2027* and launched the new **Economic Strategy Scorecard**.



HALIFAX INDEX HIGHLIGHTS

- Despite the pandemic, Halifax added more than 9,200 people in 2021 and had the 3rd highest growth rate across all major cities (Census Metropolitan Areas) in Canada.
- Halifax added a record 11,900 jobs in 2021, reclaiming the 6,700 jobs were lost due to COVID-19 in 2020 and adding 5,200 additional jobs.
- Business confidence in Halifax set a new record high in the Partnership's spring 2022 Business Confidence Survey conducted by Narrative Research.
- Most residents were satisfied or very satisfied with Halifax as a place to live as shown in the Partnership's spring 2022 City Matters Survey conducted by MQO Research.





“ We have over 500 years of experience on the Elder Council. That’s over 500 years of activism, advocacy, and community engagement. We are so grateful to bring that wealth of experience to this work and look forward to the contributions of those elders. ”

DOLLY WILLIAMS

Co-chair of the Road to Economic Prosperity Advisory Committee

ADVANCING AFRICAN NOVA SCOTIAN COMMUNITIES

The **African Nova Scotian (ANS) Road to Economic Prosperity Action Plan** is a five-year economic development strategy developed and owned by the African Nova Scotian community to address historic segregation and discrimination and to improve economic and quality of life outcomes for African Nova Scotians. The Plan is delivered in partnership with the Halifax Regional Municipality and Halifax Partnership with support from RBC and the Province of Nova Scotia. Through this Plan, the community is aiming to:

1. Build Unity and Capacity Among African Nova Scotians.
2. Establish Land Ownership, Develop Infrastructure, and Attract Investment.
3. Increase Participation in Education, Employment, and Entrepreneurship.

The Road to Prosperity Advisory Committee and Working Groups, comprised of representatives from ANS communities and organizations, have advanced many of the 30 actions in the plan.

- Hosted the first Road to Economic Prosperity Community Summit in October, presenting preliminary findings from the first *African Nova Scotian Prosperity and Well-being Index* and highlights of achievements. Read the **Progress Report**.
- Launched the Road to Economic Prosperity **website** and **Facebook** and **Instagram** channels.
- Launched the **Elder Council** in February, comprised of representatives from across the province of African descent from historic communities as well as new immigrants. Members bring valuable lived experience and skills and will act as advocates and guardians of the work in community.
- Delivered a Fundamentals of Wealth Management series aimed at building economic resilience for African Nova Scotians.
- Road to Prosperity Advisory Committee convened roundtables with Mayor Savage and HRM staff, Halifax Partnership, and ANS community members to discuss community action planning boundary reviews and zoning changes in ANS communities.



AFRICAN NOVA SCOTIAN PROSPERITY AND WELL-BEING

INDEX HIGHLIGHTS

- There were 21,915 Black Nova Scotians in 2016, 15,735 of whom were third-generation or more (used as a proxy for the ANS community).
- ANS communities are growing rapidly, outpacing the growth of non-minority groups in the province.
- Average Black incomes are lower than non-minority incomes and 32% of the Black community is defined as being in low income, compared to 16% of the non-minority population.
- The Black community experiences core housing need at more than double the rate of the white population, and higher than other minority groups.

ATTRACT AND RETAIN TALENT

Businesses and residents agree that Halifax provides the right ingredients for success, both in and out of the office. People fall in love with our east coast lifestyle and enviable combination of urban, suburban, and rural living. Our approachable size and commitment to welcoming and connecting newcomers and young professionals helps them get to know the people and places in our tight-knit community and make Halifax their home.

Amid the pandemic, Halifax welcomed more than 9,200 people in 2021 and had the third highest growth rate across all major Canadian cities. Record numbers of people moved here from other provinces seeking the exceptional quality life and exciting career opportunities our city has to offer. With labour force growth of more than 9,600 people, employment above pre-pandemic levels (11,900+ jobs), and the unemployment rate declining to 7.5%

after spiking to 8.6% in 2020, Halifax's labour market has strongly recovered.

Halifax Partnership connects businesses to talent, and talent to opportunity. Our labour market specialists support companies in finding the local and global talent they need to grow and succeed, while helping talent build their local network and connect to in-demand career opportunities.



“The Connector Program helped me find a company that is a really good fit for me. This can only happen with the right networking. I’m always recommending this program to people.”

LIZETTE GONZALEZ
Connectee



READ LIZETTE'S STORY:
Halifax Partnership's Connector Program fosters networking and job connections in Nova Scotia

“Honestly, we can’t say enough about our relationship with Halifax Partnership and would encourage anyone looking for a unique way to engage their employees and/or to recruit qualified, energetic new talent to think about getting involved with the Connector Program. It’s a win-win-win for our newcomers and new grads, employers, and for the city as a whole.”

NICOLE PECKFORD | RBC Associate Director

CONNECTOR PROGRAM BOOSTS BUSINESSES AND CAREERS

Presented by RBC Future Launch and supported by the Province of Nova Scotia, the Halifax Connector Program forges vital professional connections and networks between industry professionals (Connectors) and newcomers and young professionals (Connectees) in Halifax. The Connector Program was in high demand this year, providing opportunities for Connectors and Connectees to network virtually and in-person.

Since 2009, more than 1,590 Connectors have supported 4,412 Connectees (immigrants and international and local graduates) in building their professional networks, resulting in 1,860 jobs found. A remarkable forty-two per cent of Connectees in the program have found meaningful employment through the Connector network.

73 CONNECTORS

411 CONNECTORS

194 JOBS FOUND





“ I support the Connector program because it encourages employers to hire candidates they might not have met using traditional job postings. Diverse teams with a variety of backgrounds get people to think differently about their work, and often leads to collaboration and new ideas.”

CAPE BRETON CONNECTOR PROGRAM

CONNECTOR+ – A NEW WAY TO NETWORK FOR INDUSTRY AND YOUNG PROFESSIONALS

With support from the Province of Nova Scotia, the Connector+ App offers a new way for young professionals and business leaders in Nova Scotia to connect and network. This year saw significant improvements to the Connector+ app technology and user experience which are reflected in the latest version available on the App Store and Google Play. Since launching in March 2020, Connector+ has been downloaded over 7,500 times with more than 2,300 active installs. A Connector+ digital campaign ran on Halifax Partnership’s social channels and through our Investors Pattison Outdoor Advertising, Stingray, and the Saltwire Network from January to March 2022. The campaign, aimed at potential Connectees and Connectors in Nova Scotia resulted in over 1,500 views of the landing page and 1,060 downloads.



READ THE CONNECTOR+ APP STORY:

Networking app matches graduates with influential connectors in Nova Scotia

NATIONAL CONNECTOR PROGRAM STRENGTHENS IMMIGRANT RETENTION ACROSS CANADA

The National Connector Program (NCP), led by Halifax Partnership and supported by Immigration, Refugees and Citizenship Canada, supports immigrant retention nationally and internationally by helping partner organizations develop and deliver the successful Connector Program model in their communities.

This year, the National Connector Program welcomed three new Connector communities—Sudbury Multicultural and Folk Arts Association, Ignite Fredericton, and 3+ Greater Moncton Economic Development Agency—and reengaged with KEYS Job Centre in Kingston, bringing the total number of active Connector Programs to 32 in Canada and seven internationally. NCP communities were supported by the launch of new toolkits and training materials, as well as ongoing sharing among members of best practices, tools, and resources that help build diverse and inclusive communities.

1,104	NEW CONNECTEES
841	CONNECTORS
570	CONNECTEES FOUND JOBS

*Canadian NCP Program Results 2021/22

Meet New Talent in Nova Scotia



AFRICAN NOVA SCOTIAN CONNECTOR PROGRAM SUPPORTS CAREER DEVELOPMENT FOR YOUTH

With support from the Province of Nova Scotia, the African Nova Scotian (ANS) Connector Program welcomed 25 new African Nova Scotian Connectees and 10 new Connectors in 2021-22, resulting in 11 Connectees finding jobs in their field. The program collaborated with partners to offer training and employment opportunities for African Nova Scotian youth including piloting an African Nova Scotian Project Management Course with the Diversity Employment Network and working with the Clean Foundation to offer a training program for African Nova Scotian youth resulting in seven participants securing full-time jobs as Energy Advisors.





> GFL is the fourth-largest solid waste hauler in North America with a growing need for talent.

MAKING IT EASIER TO ATTRACT AND HIRE INTERNATIONAL TALENT

In 2021-22 Halifax Partnership continued to use the Atlantic Immigration Pilot (AIP) Program to help businesses attract skilled international talent.

During the five-year pilot, Halifax Partnership referred 445 companies for AIP designation, of which 173 were designated. Due to the incredible success of the Atlantic Immigration Pilot Program in attracting and retaining immigrants to the region, the Government of Canada launched a permanent Atlantic Immigration Program in January 2022. The Partnership will continue to support Halifax employers in becoming designated to hire immigrant talent under the permanent AIP thanks to support from ACOA and the Province of Nova Scotia.

76+

COMPANY
REFERRALS

23+

ENDORSEMENTS
SUBMITTED

“The AIP gave us the support we needed to find skilled workers and process their applications. I’ve done international recruiting, and the Atlantic Immigration Program is the gold standard.”

ELIZABETH LEVANGIE

Regional Human Resources Manager at GFL Environmental

> **READ GFL’S STORY:**

Atlantic Immigration
Program matches local
demand to skilled talent

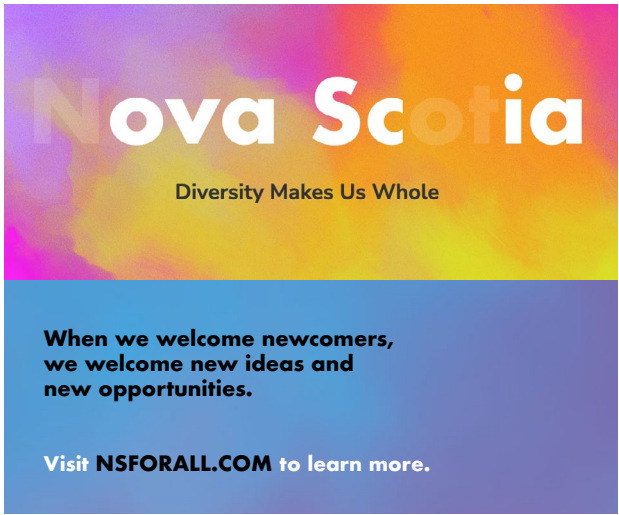


ALIGN ECONOMIC DEVELOPMENT

We work with all orders of government and partners across the economic development sector to retain youth and newcomers, help businesses grow and innovate, and attract new investment and talent to our city. That collaboration to achieve shared goals accelerates economic development and drives collective impact.

MUNICIPAL

- > Continued implementation of Halifax’s COVID-19 Economic Response and Recovery Plan.
- > Developed and received approval of *People. Planet. Prosperity. Halifax’s Inclusive Economic Strategy 2022-27*.
- > Worked with the Halifax Local Immigration Partnership (HLIP) to welcome and help newcomers settle in Halifax. This year HLIP launched newinhalifax.ca.
- > Accelerated development of innovative ideas and solutions through the Halifax Innovation Outpost.



REGIONAL

- > Under the **Black Business Initiative**, MOU continued to encourage business development, and promote entrepreneurship, jobs, and community economic growth through established and emerging new businesses.
- > Signed a MOU with **United Way Halifax** focused on achieving inclusive economic growth across the municipality. United Way Halifax serves as the Partnership’s social advisor and the Partnership serves as United Way Halifax’s research and economic advisor.
- > In partnership with many businesses and community groups, a Positive Messaging Campaign was launched to encourage residents to be open and welcoming to new immigrants. Supporting immigration allows us to build a society with unique perspectives, voices, and lived experiences, which strengthens the social and cultural fabric of our communities.

NATIONAL AND INTERNATIONAL

- > Continued alignment and collaboration with Invest in Canada, Consider Canada Cities Alliance, Global Affairs Canada, and Nova Scotia Business Inc. to promote Halifax/Nova Scotia/Canada as a destination of choice for foreign direct investment.
- > Partnered with Immigration, Refugees and Citizenship Canada and Nova Scotia Office of Immigration and Population Growth to offer employer learning sessions and support international talent recruitment.
- > Continued work in the national immigration coalition led by World Education Services that promotes a national #ImmigrantsWork communications campaign to encourage the inclusion of immigrant talent in businesses’ recovery planning.

THE ADVANTAGE OF COLLABORATION!

The Halifax Marketing Group that we convened as part of the COVID-19 Response and Recovery Plan continued its work throughout 2021-22. Together with the Municipality, Discover Halifax, Halifax Chamber of Commerce, Develop NS, and the Province of Nova Scotia we jointly delivered campaigns to build business and consumer confidence during the recovery from the pandemic.



For us, buying local wasn’t just a slogan, it was an economic imperative.

We continued to use the power of our collective budgets, resources, relationships, and social channels to support and amplify marketing efforts to attract residents and visitors and encourage shop and dine local programs across the municipality. The group’s collaboration on the Never Have I Ever campaign tripled the original budget, enabling it to run from June to December. Halifax Partnership Investors Saltwire, Patterson Outdoor, and Stingray added print, out-of-home, and radio to the digital media mix.

260K

VISITS
to the campaign
landing page

\$15,000

IN GIFT CARDS
purchased from local
businesses

4

MINUTES
average time spent
on the campaign site

8,268

ENTRIES
received for gift
card contest

PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE

Halifax Partnership continued to implement a multi-year Integrated Marketing, Communication, and Engagement Plan to support the achievement of the Partnership’s business objectives. Key among our communications strategies is effectively using social media to support and promote Halifax Partnership, our programs, our Investors, and our partners.

In 2021-22 Halifax Partnership’s social media platforms saw great engagement numbers with over 900,000 post impressions and over 10,000 post engagements on LinkedIn, over 55,000 post views on Facebook and over 330,000 post impressions on our Twitter account. In 2021-22 our reactivated Instagram account, which focuses on the advantages of living in Halifax, reached 1,048 followers.

Providing excellent client service and support to the businesses with whom we work and tracking the number of businesses who rate the Partnership favourably continue to be important measures for us.

- > **12% increase** in social media followers (36,510 on LinkedIn, Facebook and Twitter combined)
- > **10% increase** in positive earned media mentions (102 in 2021-22 vs. 93 in 2020-21)
- > **24% increase** in website users

HALIFAX BUSINESS OWNERS AND LEADERS:

88%
FAVOURABLE

SMARTBUSINESS CLIENTS:

90%
SATISFACTION RATE

CONNECTOR PROGRAM PARTICIPANTS:

90%
SATISFACTION RATE



In November 2021, Halifax Partnership introduced a Hybrid, Flexible Work Policy. Informed by employee feedback, this new policy reflects how the Partnership will achieve its business goals and key performance indicators while incorporating the post-COVID preference for a flexible, hybrid (in-office/home-office) work schedule.

In 2021-22 Halifax Partnership’s Workplace Culture and Community Committee began the development of a Diversity, Equity and Inclusion Strategy. Through open, honest facilitated conversations and staff learning sessions, we are creating a strategy that will lead us to a diverse workforce and an inclusive workplace where all employees feel a sense of belonging. Halifax Partnership’s Diversity, Equity, and Inclusion Strategy is being developed with the support and guidance of Halifax-based Crayon Strategies.

Halifax Partnership is a signatory to Canada’s 50-30 challenge which seeks to harnesses the advantages of the inclusion of different voices at the leadership level. It targets gender parity with 50% women and/or non-binary people on boards and in senior management positions; and through 30% representation of equity-deserving groups.



FINANCIAL OVERVIEW

REVENUE

Total Revenue: >\$5.5M

ACCUMULATED RESERVE

The accumulated Partnership equity position as at March 31, 2022 > \$1.6M

YEAR ENDED MARCH 31, 2022

REVENUE

HRM	\$2,281,456
Private Sector	
Cash	608,296
In-kind	277,326
Funded projects – in support of Core Activities	2,402,991
Other	10,842
Total Revenue	5,580,911

TOTAL EXPENDITURES

Promote and Maximize Growth	2,118,541
Attract and Retain Talent	968,987
Make Halifax a Better Place to Live and Work	399,673
Organizational Excellence	483,487
Salaries and Benefits	1,271,397
Total Expenditures	5,242,085
	\$338,826



OUR BOARD OF DIRECTORS

(AS AT MARCH 31, 2022)

Our Board of Directors

Rob Carruthers, Board Chair
Deloitte

Cory Bell, Vice Chair
Lindsay Construction

Donna Alteen
Time + Space Media

Sarah Buckle
EfficiencyOne

Carrie Cussons
Events East Group

Patrick Fitzgerald
Cox & Palmer

Monica Foster
Nova Scotia Community College

Louis Lawen
Lawen Group

Winston Morton
SimpTek Technologies, Inc.

David Noel
Scotiabank

Vinita Savani
RBC Royal Bank

Anita Swamy
Medavie Blue Cross

Representing Halifax Regional Council

Waye Mason
Halifax Regional Municipality

Paul Russell
Halifax Regional Municipality

Observers to the Board of Directors (Ex-Officio)

Jacques Dubé
Halifax Regional Municipality

Scott Farmer
Nova Scotia Department of Economic Development

Chuck Maillet
Atlantic Canada Opportunities Agency

Mayor Mike Savage
Halifax Regional Municipality

Captain A.S. Williams
Joint Task Force Atlantic and Maritime Forces Atlantic

OUR TEAM

(AS AT MARCH 31, 2022)

Executive Team

Wendy Luther
President & CEO

Ruth Cunningham
Senior Vice President, Programs & Operations

Tanya Walters
Corporate Liaison

African Nova Scotian Communities

Carolann Wright
Director, Capacity Building & Strategic Initiatives, African Nova Scotian Communities

Odane Finnegan
Communications and Engagement Advisor, African Nova Scotian Communities

Jenée Jarvis
Project Coordinator, African Nova Scotian Initiatives

Terry Dixon
Program Coordinator, African Nova Scotian Connector Program

Corporate Services

Karen Reinhardt
Director, Corporate Services

Angela Cochrane
Accounting Coordinator

Lindsay Weeks
Client Services Coordinator

Innovation District & Innovation Outpost

Patrick Farrar
Director, Innovation Halifax

Investment, Trade & International Relationships

Nancy Phillips
Vice President, Investment & International Partnerships

Jason Guidry
Director, Trade & International Partnerships

Minder Singh
Senior Account Executive, Commercialization, Smart Business Program

Hector Fraser
Account Executive, Smart Business Program

Al Tek
Account Executive, Business Attraction

Investor Relations & Service

Amy Stewart
Director, Investor Relations & Service

Labour Market Development

Robyn Webb
Director, Labour Market Development & Executive Director, National Connector Program

Nathan Laird
Program Manager, Connector Program

Celia Deer
Program Coordinator, Connector Program

Nishka Rajesh
Program Coordinator, Connector Program

Alida Campbell
Manager, National Connector Program

Thomas Martin
Business Analyst, Mobile App Intern

Marketing & Communications

Alison Gillan
Vice President, Marketing & Communications

Krista Juurlink
Director, Marketing Communications and Strategic Initiatives

Inzamul Rakib
Digital Marketing Strategist

Mike Brannen
Communications Advisor

Beth Young
Communications Specialist

Sophie Blondin
Communications & Marketing Assistant

Research & Economic Analysis

Ian Munro
Chief Economist

Paul Jacob
Economist & Policy Analyst

Jigme Choerab
Economist & Business Attraction Researcher

OUR INVESTORS

(AS AT MARCH 31, 2022)

Directing (\$20,000+)

Clothesline Media
Emera Inc. & Nova Scotia Power
NATIONAL Public Relations
OKR Financial
Pattison Outdoor Advertising
RBC Royal Bank
Saltwire Network
Stingray

Presenting (\$10,000 to \$19,999)

Accu Solutions
Arcurve
Axis Capital
Beaumont and Company
Bell Aliant
Bulletproof Solutions Inc.
Casino Nova Scotia
Clayton Developments Limited
CN Rail
Cox & Palmer
Dalhousie University
Deloitte
Dexel Developments
Eastern College
EfficiencyOne
Gerald Walsh Associates Inc.
Halifax Convention Centre
Halifax Chamber of Commerce
Halifax Marriott Harbourfront
Halifax Port Authority
Halifax Stanfield International Airport
Halifax Water Commission
Heritage Gas
HuMetis Technologies
IBM Canada Ltd.
Insights Learning and Development Ltd.

Irving Shipbuilding Inc.
Killam Apartment REIT
Knightsbridge Robertson Surette (KBRS)
LED Roadway Lighting Inc.
Lindsay Construction
Lockheed Martin Canada
M5 Group/Group ATN
Magnet Forensics
Manulife Financial
Maple Reinders
Maritime Launch Services
Medavie Blue Cross
Metamaterial Technologies Inc.
Mount Saint Vincent University
Municipal Group of Companies
Narrative Research Inc.
Neocon International Inc.
Nova Scotia Association of Realtors
Nova Scotia Community College
Nova Scotia Gaming Corporation
NPower Canada
NSCAD University
Office Interiors
Planetary Hydrogen
Rank Inc.
REDspace
Revolve Branding Inc.
Royal LePage Atlantic
Royer Thompson
Saint Mary's University
Sandler Training
Scotiabank
Selectpath Benefits & Financial
SimpTek Technologies Inc.
TD Canada Trust
Tehama
The Westin Nova Scotian

Time + Space Media
Virtusa
Vigilant Management

Supporting (\$5,000 to \$9,999)

Advanced Systems
Agenda Managers Inc.
Alscott Air Systems Limited
Arrow Electronics Inc.
Atlantic Lottery Corporation
BMO Bank of Montreal
Canadian Museum of Immigration at Pier 21
CIBC
CloudKettle
CPA Atlantic School of Business
Davis Pier
Develop Nova Scotia
Eastlink
Encore Global
EY LLP
FIN Atlantic Film Festival
Fire Inside Leadership Inc.
Innovacorp
Jonas Software Solutions Inc.
Maritime Paper Products Limited
Moore Executive Suites
NTT Data
Seasoned Pros
Tangent Strategies Inc.
The Prince George Hotel
Uber
Workers' Compensation Board of Nova Scotia

Emerging (\$2,500)

EnPoint





HALIFAXPARTNERSHIP.COM

HALIFAX ²⁵
PARTNERSHIP YEARS