

OUR NEW ERA



ANNUAL REPORT
2022 - 2023



HALIFAX
PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.

THIS IS MORE THAN JUST A GOOD YEAR

Or a passing phase. This is Halifax's new reality.

It is the culmination of years of hard work, ambition, and vision. And Halifax Partnership has been there every step of the way as Halifax has grown into its greatness.

We have built networks. Fostered connections. We have nurtured ideas and welcomed fresh talent, new perspectives, and innovative leaders—never losing sight of the fact that inclusivity and passion are what ultimately drive our success.

We have helped build the foundation for our future. It's strong. It's sustainable. And it's bringing energy and excitement to every corner of HRM.

That's not to say there aren't challenges to overcome or barriers to break down. But now is the time to build on our foundation with intention, focus, and clarity. This is more than a moment.

This is our new era. **And it's just getting started.**



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LAND ACKNOWLEDGEMENTS

Halifax Partnership is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaw. We are all Treaty people.

We also acknowledge the histories, contributions, and legacies of the African Nova Scotian people and communities who have been here for over 400 years.

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MESSAGE FROM THE MAYOR



Last year’s record-breaking population growth was the largest population increase the city has ever seen, bringing our population to just over 480,000 people. Not only did we break records for international and interprovincial migration in 2022, but we’re also getting younger!

Of new residents to Halifax, 74.4% were ages 15-44, the largest share in this age group ever recorded. Halifax looks and feels different, we hear more languages spoken, we see more cultures represented. This is as it should be in a modern, thriving city.

Without a doubt, this success also brings growing pains and housing is our most challenging issue. This challenge extends across the housing spectrum – from those who are unhoused, to attainable housing, to market rental, and home ownership. I am heartened by the increased cooperation across orders of government, and the collaboration with private sector partners and others who are committed to working together to resolve this issue.

The continued success of our city is contingent on solid planning for sustainable growth from our downtown streets to our rural communities. When Council approved *People. Planet. Prosperity. Halifax’s Inclusive Economic Strategy 2022-27*, we recognized this strategy focuses on growth while creating opportunities for everyone to benefit and embracing the green economy. Developed with Halifax Partnership, our economic plan’s triple bottom line marks a significant turning point in how we plan to be a Halifax that aims to be not simply bigger, but in fact better.

Embedded within the strategy is the African Nova Scotian Road to Economic Prosperity. Reflecting deep conversations with community, it emphasizes the importance of land title and improvements to education, employment, and entrepreneurship opportunities. Led by community, the plan is enthusiastically supported by the Halifax Regional Municipality and Halifax Partnership, and we are making meaningful progress.

If there’s one thing we know it’s this: our future must be green. I’m proud to work alongside Halifax Partnership and private sector leaders to stand up the CEO Climate Action Charter. Taking



Over the past year Halifax continued to experience remarkable growth and opportunity. People are Halifax’s greatest opportunity; without population growth we cannot begin to meet our ambition.



deliberate, sustained, and meaningful action will drive our economy more sustainably and help us be better prepared for the future.

Around the world and here at home, cities drive the economy, deliver on national climate commitments, build social equity, and support vital population growth. I believe we can be the best city in Canada to live, to work, to study, to invest, or to visit. As we move forward, to what I believe is a new era of prosperity, we will demonstrate that People, Planet, and Prosperity are not mere words on the cover of a report but our guideposts as we continue to build a Halifax that we’re all proud to call home.



MIKE SAVAGE

MAYOR,
HALIFAX REGIONAL MUNICIPALITY

MESSAGE FROM THE BOARD CHAIR



It's been a remarkable year and as Chair of Halifax Partnership's Board of Directors I've been fortunate to have a front row seat to Halifax's record-breaking economic growth. During its first year of implementing *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022-27*, Halifax Partnership, working with the Halifax Regional Municipality, Investors, and partners saw improvement in all four key strategic measures. GDP grew by 3.3%, population grew by 4.5%, labour force grew by 2.0% and an improvement was made in the benchmark well-being score. More than ever, focused attention has also been paid not only on the economy but on well-being, affordability, and environmental impact, issues that are top of mind for our Board and all of us across the city.

I'm particularly proud of our Board's collaboration on the development, and approval of *Future Focused*, Halifax Partnership's first five-year strategic plan. Fully aligned with *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy* and public sector

partner mandates, this strategy clearly defines the Partnership's goals and actions for financial and operational stability, developing a culture of excellence where people see themselves belonging and growing, leveraging its unique public-private model, and ensuring leadership excellence to manage challenges and pursue opportunities. With these two strategic plans in place, I have every confidence the Partnership has the direction it needs to lead Halifax into its new era of continued economic growth.

One of the highlights this year was working with the inaugural Emerging Leaders and Innovators Advisory Board. Established to provide leaders in our community (40 and under) an opportunity to act as an advisory council to the Board of Directors, providing the Board with new and diverse perspectives. Of note was the Advisory Board's strategic input which helped inform the development of Halifax Partnership's new vision as part of the strategic plan. I'd like to thank Rob Carruthers, Halifax Partnership's Past Board Chair, for his instrumental contributions in standing up and chairing the Emerging Leaders & Innovators Advisory Board over the past year. I'm looking forward to seeing the Advisory Board's continued work and development as they further engage with the Board of Directors on strategic priorities.

As both Board Chair and an Investor in Halifax Partnership, I see firsthand the value of the work the Partnership does to build a vibrant, prosperous, and inclusive Halifax. Part of the Partnership's success is a result of the relationships it fosters, both across the municipality and globally, enhanced through its network of more than 100 private, public, and post-secondary Investors. Investors have a seat at the table as Halifax pursues opportunities and tackles the growing pains of housing, transportation, and an ever-tightening labour market. I invite business leaders with innovative ideas and a passion for Halifax's success to join us in this work.



As Halifax moved through recovery from the pandemic into a year of significant economic growth, Halifax Partnership kept its attention focused on building a prosperous, growing Halifax that puts the well-being of people and planet first.



There is no better time to be in Halifax and to be part of building its future. I want to thank my colleagues on the Board of Directors for their time, commitment, and leadership, and Wendy for her steadfast commitment to leading Halifax into a new era of prosperity.



CORY BELL

BOARD CHAIR,
HALIFAX PARTNERSHIP

MESSAGE FROM THE PRESIDENT & CEO



As I reflect on the past year, I am so proud of Halifax Partnership’s contributions to our collective success across the region. We have:

- Connected our 100+ private, public and post-secondary Investors to engagement and growth opportunities for themselves, and for Halifax,
- Grown our reputation as the go-to-source for economic data and intelligence, offering a suite of economic data tools and services,
- Supported close to 100 companies looking to relocate or expand operations in Halifax,
- Connected 400 people and 375 Halifax businesses to the resources needed to help them develop, grow, and succeed,
- Supported the African Nova Scotian community in implementing Year 2 of the ANS Road to Economic Prosperity Plan, and in developing their plan for years 3 to 5,
- Positioned Halifax on the world stage as a location of choice for global business and talent,

- Ensured diversity, equity, inclusion, and accessibility are embedded in all we do internally and externally, including launching *Belonging*, the Partnership’s first DEI strategy,
- Launched the CEO Climate Action Charter with 18 signatories and more to be added, and,
- Provided funding and support to more than 30 startups and community organizations to prototype and test climate and food action solutions with potential customers and within our community.

Thank you to my colleagues at Halifax Partnership whose focus and teamwork have resulted in these accomplishments. You’ll find details on these initiatives as you read through this report.

I’d also like to acknowledge our colleague Ruth Cunningham, who retired in June 2023. Ruth has been an integral part of our team since our beginning, 27 years ago. Her deep expertise in economic development, passion for our work, wisdom, and camaraderie will be sorely missed by our team and the many partners who had the opportunity to work closely with her. We wish her well as she explores this exciting new chapter of her life.

April 2023 marked a year since the launch of *People. Planet. Prosperity. Halifax’s Inclusive Economic Strategy 2022-27*. I’m pleased with what we’ve accomplished over the past year as we work in partnership with the Halifax Regional Municipality to implement the 73 actions identified in the strategy. Together we are building upon our competitive advantages and fostering inclusive, sustainable economic growth across our municipality and beyond.

“We are leading Halifax into a new era of prosperity. We have the expertise, connections, and passion to create economic opportunities today and provide a strong, inclusive, sustainable foundation for tomorrow. We settle for nothing less than a vibrant, successful Halifax, for all.”

This bold statement sets the vision embedded in *Futured Focused*, Halifax Partnership’s first five-year strategic plan. Approved by the Board in 2022, this strategy was developed in tandem and alignment with *People. Planet. Prosperity. Halifax’s Inclusive*



Halifax is abuzz with a palpable energy as more people and businesses discovered and embraced what our city has to offer, and as local businesses thrived.



Economic Strategy 2022-27 and was informed by key insights from community consultations, working groups, and with discussions with our Investors, funders, partners, and staff. I thank our Board of Directors for their collaboration and guidance that resulted in this plan which will guide our work and our growth in the coming years.

I often hear from our Investor community and clients of our programs about the impact our work is having across the municipality. Hearing this feedback fills me with confidence that our strategies are sound and fuels my motivation to continue our work at pace.

In Halifax, we’re coming into our own. There’s a sense that this is more than a moment in time; that we can accomplish things as never before and face challenges head on. I look forward to what’s next and invite you to join us in this work. Together, we are creating a more vibrant, inclusive Halifax that is poised for a new era of prosperity.



WENDY LUTHER
PRESIDENT & CEO,
HALIFAX PARTNERSHIP

STRATEGIC ALIGNMENT



**PEOPLE.
PLANET.
PROSPERITY.**

HALIFAX'S INCLUSIVE ECONOMIC STRATEGY 2022-27

As Halifax's lead economic development organization, Halifax Partnership develops, leads, monitors, and reports on *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022–27*. This strategy, developed and implemented in partnership with the Halifax Regional Municipality (the municipality), has been informed by and is in alignment with public sector partner mandates and provides the framework that guides our work. It is a roadmap for collective impact with partners across the region. Together we are working toward "A prosperous, growing Halifax that puts the well-being of people and planet first."



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

PROMOTE AND MAXIMIZE INCLUSIVE
& SUSTAINABLE GROWTH

Together with the municipality, our private sector and post-secondary Investors and other partners, Halifax Partnership’s work is aimed at continuing to support economic recovery from COVID-19; making it easier to start and grow a business; helping companies compete here and abroad; supporting investment in innovation; and finding the best way to leverage Halifax’s competitive advantages and growth opportunities.

ATTRACTING BUSINESS

Our Sell Halifax Program led by Halifax Partnership and Mayor Savage continued to attract new business and investment to Halifax in 2022-23. No longer Canada’s best kept secret, Halifax continues to be a sought-after location for business expansions and relocations. Our talent, location, cost, and innovation (TLC+I) advantages provide the right elements for businesses to grow and be globally competitive. Our Investment Attraction team continues to work closely with partners, including Invest Nova Scotia and Invest in Canada, to put forward a collaborative Team Nova Scotia approach to awareness building and business attraction efforts.

➤ 10

COMPANIES CHOSE TO ESTABLISH
OR EXPAND OPERATIONS IN HALIFAX
CREATING 285 JOBS.



Halifax Partnership has been key in our journey to expand our services in Halifax. We have a really unique ecosystem where Halifax Partnership is able to bring multiple organizations and businesses to the same table to talk about challenges we might be facing within the Halifax community and look for solutions in terms of how to address those.



DORA JONAH
Delivery Centre Leader (Canada)
Cognizant

Throughout 2022-23, Halifax Partnership fostered new and existing national and international partnerships including:

- Halifax’s formal sister cities agreement with Portsmouth, England was signed in January 2023, paving the way for building business and trade opportunities in areas such as shipbuilding, oceanology, satellite applications, and maritime small businesses.
- World Energy Cities Partnership
- Consider Canada Cities Alliance
- Global Institute of Innovation Districts



STRATEGIC ALIGNMENT

SMARTBUSINESS

Through their meetings with over 300 small and medium-sized businesses across the municipality, our SmartBusiness team has heard common challenges affecting operations and growth, including access to labour, lack of housing, and transportation. In rural Halifax, succession planning has become an emerging issue for small business owners approaching retirement. Working through our Halifax Partnership programs and with our SmartBusiness Action Team, we are connecting businesses to the resources they need to respond to and resolve these issues.

The team continued promotion of the Business Recovery and Continuity Toolkit designed to help small and medium-sized businesses prepare for unexpected disruptions and navigate through an ever-changing business environment. Since this toolkit was launched on our website in 2020 as part of our COVID-19 Economic Response and Recovery Plan, over 3600 people have viewed toolkit website pages, nearly 500 have watched the webinar tutorials and 1600 copies have been downloaded.

To support rural-focused business retention and expansion outreach and tourism, last year Regional Council provided funding for two Account Executive positions: one at Halifax Partnership and the other at Discover Halifax. These professionals have been working to establish and nurture relationships with community members, business owners, non-profit associations, and economic development partners, to understand and help address both individual and shared challenges of rural businesses across the municipality.

➤ 176

TARGETED CONSULTATIONS
WITH BUSINESSES IN HALIFAX

➤ 90

TARGETED CONSULTATIONS
WITH STARTUPS AND
SCALEUPS

➤ 87

TARGETED CONSULTATIONS
WITH BUSINESSES IN RURAL
HALIFAX

➤ 31

COMPANIES PROVIDED
AFTERCARE

➤ 25

STARTUPS/SCALEUPS SUPPORTED THROUGH THE VIRTUAL
ADVISER PROGRAM POWERED BY HALIFAX PARTNERSHIP
INVESTOR SEASONEDPROS



I cannot speak highly enough of my experience working with the Halifax Partnership Virtual Adviser program. It was truly one of the best decisions I made for my business. The entire process was quick and easy, and the benefits to my business are still being realized thanks to the insightful suggestions and recommendations my adviser provided.



REBEKAH STREETER

Co-Founder,
Voda Retreats

STRATEGIC ALIGNMENT

ACCELERATING INNOVATION-DRIVEN ENTREPRENEURSHIP

Halifax is emerging as one of Canada’s most exciting technology and innovation hubs and our work in 2022 focused on developing innovative solutions to social, environmental, and civic challenges; creating the conditions and connections to support startups and scaleups and advance corporate innovation; and fostering inclusive entrepreneurship-driven innovation and growth. This work has been supported by the Province of Nova Scotia and the Halifax Regional Municipality.

INNOVATION CHALLENGES

Through the Halifax Innovation Outpost, Halifax Partnership and the municipality co-led four Climate Action and Food Action Challenges which supported 32 pilot projects and generated significant results, including an additional \$2.2 million in revenue and investment secured, 90 jobs, 50,000 meals, and significant energy savings annually.

CORPORATE INNOVATION

Halifax Partnership’s Corporate Innovation Pilot Program was launched to support Halifax companies in building their internal innovation capabilities and developing partnerships to advance their innovation agendas. An educational workshop on Corporate Innovation was held with more than 30 business leaders to provide guidance on how to foster innovation internally. Five companies (Halifax Partnership Investors Deloitte, Manulife, Lindsay Construction, Nova Scotia Power, and United Way Halifax) were further supported in advancing their corporate innovation goals.

GREEN ECONOMY

The Partnership is developing and advancing green and circular economy innovation opportunities with public, private, and post-secondary partners in priority sectors such as cleantech, ocean tech, IT, fisheries, agri-food, life sciences, and construction.

Circular Economy in the Construction Sector: Halifax Partnership has been collaborating with COIL in Ontario and the Vancouver Economic Commission to run the National Construction and Demolition Circular Innovation Challenge which aims to identify and support new, innovative, climate-smart circular ideas in the construction, renovation and demolition sector. Selected applicants receive funding, mentorship, and education to prototype their idea, innovation, or approach. One successful team will move forward in a 6-month pilot project to demonstrate the viability and scalability of their idea.

CleanTech Cohort with Volta: Halifax Partnership and Volta have partnered to support local CleanTech startups in all stages of growth. This collaboration gives six startups access to the Volta residency program as well as tailored support from the Volta and Partnership teams to help them grow and succeed in the clean technology sector.



Halifax Partnership's Innovation Outpost Climate Action Challenge allows businesses to take risks, learn, and improve. The support provided by Challenge mentors and the network of industry professionals was wonderful. It's 5/5 for any new environmental startup or product concept that needs a little extra push and support.

LIAM COOK
Clean Energy Navigator,
Navigate Energy Inc.



STRATEGIC ALIGNMENT

FOR US. BY US. WITH US.

Fostering Economic Growth and Prosperity for African Nova Scotians

Launched in 2021, the African Nova Scotian (ANS) Road to Economic Prosperity (REP) Plan is a five-year economic strategy developed and owned by ANS communities to address systemic and historic barriers and improve economic and quality of life outcomes for African Nova Scotians. The first plan of its kind, the Road to Economic Prosperity is delivered in partnership with the Halifax Regional Municipality and Halifax Partnership, with support from Halifax Partnership Investor RBC and the Province of Nova Scotia.

In the past year, the ANS REP team at Halifax Partnership has supported the Advisory Council, Elder Council, Youth Council, and working groups to advance all 30 actions in the Years 1-2 Road to Economic Prosperity Plan. Key highlights include:

- Established the Youth Council, comprised of 11 members from Black communities within the province. Working closely with the Elder Council, the Youth Council provides intergenerational perspectives and support and plays a key role in envisioning a new future for African Nova Scotians.
- Worked with the municipality to host roundtables on zoning, boundary reviews, and community action planning in ANS communities. As a result, the municipality has committed to working with ANS communities to create Community Action Plans and incorporate them into municipal planning policies and by-law regulations.

- Zoning changes for Upper Hammonds Plains were unanimously passed by Halifax's Regional Council in January 2023.
- Launched The Spark: Igniting Conversations Speaker Series presented by RBC, holding three sessions over the course of the year. The series was created to bring private, public, and post-secondary leaders together with ANS community leaders to help increase African Nova Scotian participation in education, employment, and entrepreneurship.
- The Partnership's Research team provided the latest ANS economic data which will be used to develop benchmarks and will be incorporated into the ANS Well-being and Prosperity Index.
- The annual Community Summit in October 2022 drew more than 130 community members, partners, and stakeholders together to celebrate two years of work on the Road to Economic Prosperity.
- Continued development of the ANS Connector Program designed to help retain talented post-secondary and college graduates, and skilled trades workers, and increase the representation of African Nova Scotians in the workforce. Twenty-seven new participants joined the program.
- On March 30, 2023, the Province of Nova Scotia's African Nova Scotian Affairs announced funding to support the implementation of the next three years of REP work, with a focus on building unity and capacity in ANS communities outside of the Halifax region.
- *The African Nova Scotian Road to Economic Prosperity Years 3-5 Plan* was unanimously endorsed by Regional Council on April 4, 2023, including annual funding for 2023-2026 implementation.



Over the past two years we have made significant progress on our plan including developments in leadership and capacity building, land development and infrastructure, education, entrepreneurship and employment.



IRVINE CARVERY

Co-Chair,
Road to Economic Prosperity Advisory Council



Our communities have the knowledge and skills to lead our own economic development. Systemic racism has prevented us from this. This work has to be done for us, by us and with us.



DOLLY WILLIAMS

Co-Chair,
Road to Economic Prosperity Advisory Council



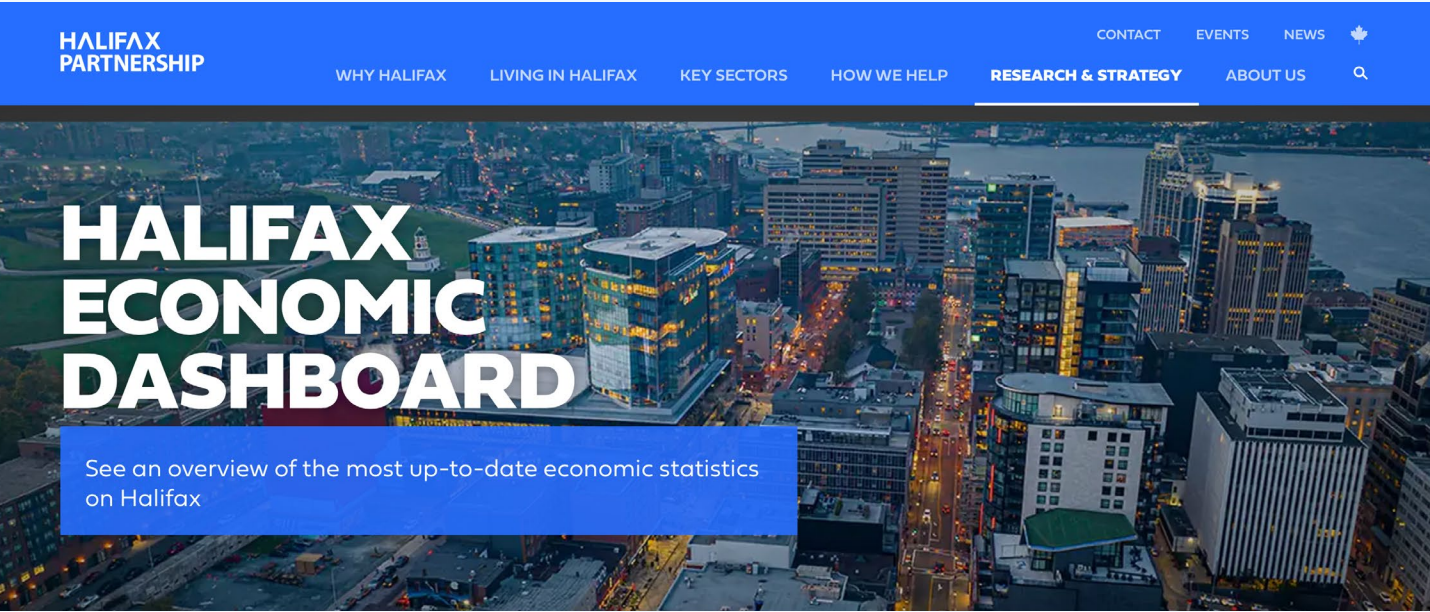
IRVINE CARVERY AND DOLLY WILLIAMS
CO-CHAIRS OF THE ROAD TO ECONOMIC PROSPERITY ADVISORY COUNCIL

STRATEGIC ALIGNMENT

NOBODY KNOWS HALIFAX LIKE WE DO

As Halifax’s economic experts, we are the go-to source on Halifax’s economy. Halifax Partnership’s Research team measures the city’s growth by tracking key economic indicators that detail trends affecting the business climate.

The interactive [Halifax Economic Dashboard](#) provides at-a-glance and up-to-date statistics on Halifax’s economy. Updated as new source data are released, the dashboard provides the economic data businesses need for decision-making.



Now in its 12th year, [Halifax Index 2023](#), presented by Halifax Partnership Investor TD Bank Group, measures Halifax's growth in 2022 across a wide range of key indicators and progress towards the goals in [People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022-27](#).

Traditionally, the Index has compared Halifax against five other similarly sized Canadian "benchmark cities". However, Halifax has garnered significant attention for its rapid growth, vitality, and attractiveness to people, businesses, and investors, thus a new set of ten benchmark cities for 2022-23 has been established. The new set keeps some previous peers, provides broad regional representation, and firmly establishes Halifax as a player in the big leagues. There is a growing confidence here and a recognition that Halifax must – and can – compete with not only similar-size communities, but with Canada’s major cities, including Toronto, Vancouver, and Montreal.



Presented by



HALIFAX INDEX 2023 HIGHLIGHTS

- Population growth smashed previous records as international and interprovincial migration each broke their own records. The addition of almost 21,000 people to Halifax in 2022 was close to double the previous annual record and just shy of the total number that arrived here over the entire 2008 through 2015 period.
- GDP growth in 2022 was elevated as Halifax continued to ride the wave of recovery from the pandemic and its associated shutdowns in 2021.
- Halifax appears happier in 2022 than it was in 2021. The mean score in our life satisfaction survey rose and the share of Halifax residents reporting low levels of satisfaction dropped.

STRATEGIC ALIGNMENT

SHOWCASING HALIFAX LOCALLY, AND AROUND THE GLOBE

Halifax Partnership’s Marketing & Communications team builds awareness locally, nationally, and internationally of Halifax as a destination of choice for business and talent and of Halifax Partnership as the city’s economic development organization.

Digital campaigns, social media channels, and platforms generate leads for the Partnership’s programs and services and engage our Investors, business community, and numerous partners and communities in driving inclusive economic development and growth in our city.

Halifax Partnership continued to implement a multi-year Integrated Marketing, Communications, and Engagement Plan to support the achievement of the Partnership’s business objectives.

Halifax Partnership’s social media platforms saw excellent follower and engagement results in 2022-23.

➤ 13.4%

INCREASE IN SOCIAL MEDIA FOLLOWERS
(38,445 ON LINKEDIN, FACEBOOK, AND TWITTER COMBINED)

➤ 95.1%

INCREASE IN SOCIAL MEDIA ENGAGEMENTS
(4.66% AVERAGE ENGAGEMENT RATE)

LIVING IN HALIFAX

As one of Canada’s fastest growing cities, Halifax offers something for everyone. Through our Living in Halifax toolkit (available to anyone at no cost) and Instagram, we continued to showcase the countless reasons people are choosing Halifax as the best place to live and work. The 2022-23 fiscal year marked the first full year of our Living in Halifax Instagram, which was launched in February 2022. It continues to draw new followers who share this engaging content that showcases Halifax’s vibrancy, natural attractions, and quality of life.

➤ 105%

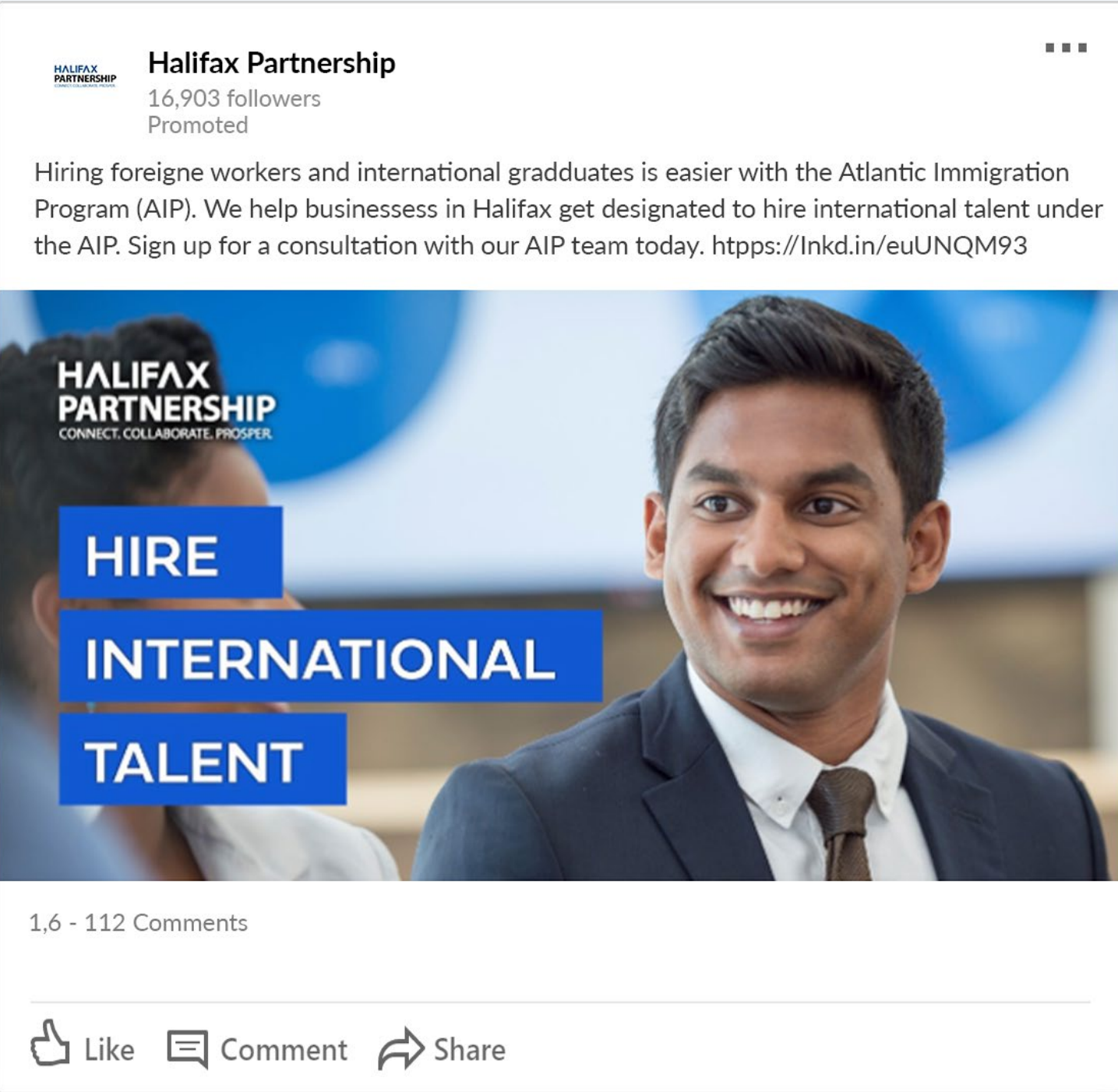
INCREASE IN FOLLOWERS
(TOTAL OF 2,220 AS AT MARCH 31, 2023)

➤ 48.3%

INCREASE IN ENGAGEMENT TO A RATE OF 4.5%

Campaigns promoting our labour market programs and the Halifax Index 2022 resulted in over 900,000 impressions and more than 4,000 clicks to our website.

Overall, our marketing efforts resulted in more than 600 leads being generated through the website for our programs and initiatives.



ATTRACT, RETAIN & DEVELOP TALENT

Talent is the foundation of Halifax’s growth and success. Having a highly skilled, diverse, deep, and inclusive workforce is not only critical to existing businesses but also those that are considering locating in Halifax. As newcomers continue to flock to the city and Halifax’s youth graduate from its educational institutions, it only makes sense to find the most productive ways to develop their skills and careers.

GOING GLOBAL: CONNECTING COMPANIES WITH INTERNATIONAL TALENT

At Halifax Partnership, we meet with hundreds of businesses of all sizes across the municipality who tell us that attracting and hiring skilled talent is their most pressing challenge. This challenge isn’t unique to Halifax – we’re in a global fight for talent and the competition is fierce. It’s more important than ever that we expand our search for talent globally.

In November 2022, a member of Halifax Partnership’s Labour Market team, joined the Nova Scotia delegation at the annual Destination Canada Mobility Forum organized by the Government of Canada held in-person in Paris, France, and Rabat, Morocco and online.

TOOK **85 JOB POSTINGS**

FROM PARTNERSHIP INVESTORS AND ATLANTIC IMMIGRATION PROGRAM CLIENTS

MET OVER **330 CANDIDATES**

5,925 APPLICATIONS

FOR NOVA SCOTIA JOBS AS A RESULT OF THE EVENT

Halifax Partnership collaborates with the provincial and federal governments to help local employers hire international workers through the Atlantic Immigration Program (AIP) and Global Talent Stream. These government support programs are a critical tool to help businesses more easily and quickly recruit and hire international talent to fill immediate labour needs.

ASSISTED **172 EMPLOYERS** IN HIRING SKILLED INTERNATIONAL TALENT

87 AIP REFERRALS

7 GLOBAL TALENT STREAM REFERRALS



It’s a tight labour market. On any given day, we’re managing between 20 to 50 position vacancies. We look forward to using the AIP to continue to add to the diversity of our team.



JENNIFER MULLIN

Director of Human Resources,
The Shaw Group



Learn more about The Shaw Group's AIP journey:

[Work Force Diversification Key to Future Growth](#)

With the municipality’s funding support, we are developing a program focused on attracting skilled international talent to Halifax – particularly those working in the construction sector. This initiative involves participating in national and international recruitment fairs, in collaboration with our Provincial and Federal government partners, with job postings from Halifax-based employers in-hand.

STRATEGIC ALIGNMENT

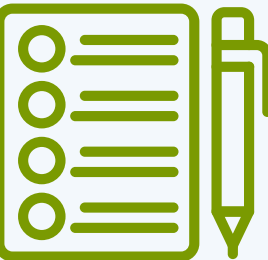
CONNECTOR PROGRAM

The Connector Program, presented by Halifax Partnership Investor RBC and supported by the Province of Nova Scotia, helps newcomers and recent graduates, called Connectees, grow their professional network in Halifax by putting them directly in touch with Connectors – business owners and operators, managers, civil servants, and community leaders – who work in the same field.



55

NEW BUSINESS LEADERS
BECAME CONNECTORS



440

NEW CONNECTEES JOINED
THE PROGRAM



205

JOBS WERE FOUND

Since the program began in 2009:

MORE THAN
1,646 CONNECTORS
HAVE WORKED WITH OVER
4,855 CONNECTEES

RESULTING IN OVER
**2,065 JOBS FOUND
WITHIN SIX MONTHS**
OF PARTICIPATING IN THE PROGRAM



Everyone knows it's harder for immigrants to land jobs. I would encourage anyone immigrating to Halifax or seeking support for their job search to use the service. They can help you understand different industries, the Canadian work culture and how best you can fit in.



OLUYEMI OLANIYI

Connectee



Read Oluyemi's story and learn how the Connector Program helped prepare him for a successful career in Canada:

[Creating Community Connections: Connector Program Helps Newcomers Build Networks And Find Jobs](#)

STRATEGIC ALIGNMENT

NATIONAL CONNECTOR PROGRAM

Celebrating its 10th anniversary in 2023, the National Connector Program (NCP) is led by Halifax Partnership and supported by Immigration, Refugees and Citizenship Canada. Existing in 32 communities across Canada and six communities internationally, the NCP provides a solution to newcomer underemployment and retention, based on the Partnership's award-winning Connector Program.

NCP is a true community of practice. Every community operates the same general program, but tailors it to best benefit their area. Some communities focus more on connecting newcomers to the labour market, while others emphasize community integration. This year, NCP welcomed WestMan Immigrant Services located in Brandon, Manitoba which will work with the Winnipeg Connector Program to cover the entire province of Manitoba.



780

NEW COMMUNITY LEADERS
BECAME CONNECTORS



1,780

NEW CONNECTEES JOINED
THE PROGRAM



518

JOBS WERE FOUND



If newcomers are successful, the entire community benefits. They use their skills and knowledge to make the community better. We want to see the whole community thrive, and immigrants coming through the program help to attain this goal.



EDMONTON CONNECTOR PROGRAM



MAKE HALIFAX A BETTER
PLACE TO LIVE AND WORK

The ultimate objective of economic development is to make people’s lives better and ensure residents have equal opportunity to participate in and benefit from a city’s prosperity and quality of life. Improving and highlighting our quality of life to attract and retain residents, workers, and visitors includes increasing Halifax’s environmental sustainability and resiliency; improving cultural assets, mobility, and inclusiveness; and promoting a strong, clear, and consistent message about Halifax’s excellent quality of life.

A SHARED COMMITMENT TO CLIMATE ACTION

The establishment of the private sector-led CEO Climate Action Charter is action #53 in *People. Planet. Prosperity. Halifax’s Inclusive Economic Strategy 2022-2027*. Co-created in partnership with business leaders across Halifax, this Charter encourages signatories to take meaningful climate action using the unique operational levers of their respective organizations, while demonstrating leadership to our community. The role of the private sector in advancing climate action is imperative to increase Halifax’s environmental sustainability and resiliency and reach our collective goals.



Aligning with the municipal, provincial, and federal climate action plans, the Charter will support the growth of the green economy and the material reduction of carbon emissions. Through fostering collaboration between business and municipal leaders, it will play a significant role in achieving the goals set out in HalifACT, one of the most ambitious climate action plans in Canada, with a goal to achieve net-zero emissions by 2050.

To our knowledge, this Charter is the first of its kind and will position Halifax as an economic and climate change leader in North America. In February 2023, we held the initial signing for the CEO Climate Action Charter which includes 18 Charter signatories. More signatories are anticipated as discussions with other Halifax leaders continue.

CHARTER SIGNATORIES TO DATE ARE:

- Dalhousie University
- Davis Pier
- Deloitte
- Eastern College
- Eastward Energy
- EfficiencyOne
- Emera Inc.
- Events East
- EY
- Halifax International Airport Authority
- Halifax Partnership
- Halifax Port Authority
- Halifax Regional Municipality
- LED Roadway
- Lindsay Construction
- Nova Scotia Community College
- Nova Scotia Power
- St. Mary’s University



PARTNERSHIPS AND COLLABORATION

At Halifax Partnership, we believe in the power of partnership and are committed to working collaboratively, exchanging experiences, information, knowledge, and finding solutions. 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.

PARTNERING TO SECURE INTERNATIONAL OPPORTUNITIES

Halifax Partnership, together with partners Invest Nova Scotia, Atlantic Canada Opportunities Agency (ACOA) and the Centre for Ocean Ventures & Entrepreneurship (COVE) submitted a proposal for the Halifax Regional Municipality to host the North American Regional Office of the North Atlantic Treaty Organization's (NATO) Defence Innovation Accelerator for the North Atlantic (DIANA). DIANA is a new NATO body that will create a network of innovation sites in North America and Europe, coordinated through one regional office in North America and one in Europe.

In November 2022, the Canadian Government announced it is proposing Halifax as the host city for the North American Regional Office. The NATO DIANA Board is currently considering the Government of Canada's proposal.



As home to several major universities and research centres, hundreds of science and technology startups and Canada's Atlantic naval fleet, Halifax is well-positioned to support DIANA, as well as innovators and industry across North America.

THE HONOURABLE ANITA ANAND

Minister of National Defence

CEO Councils are engagement and networking opportunities hosted by Mayor Mike Savage and Wendy Luther for the CEOs of our top tier Investor companies. These events engage leaders in dynamic roundtable discussions on topics of importance to our city. Since 2020, we've hosted 15 CEO Councils focused on COVID-19 response and recovery initiatives, topics that informed the development of *People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022-27*, and on identifying solutions for common concerns that affect businesses across our city including attracting and retaining talent, housing, and immigration.



Halifax Partnership's **MOU with the Black Business Initiative** continues to encourage business development, and promote entrepreneurship, jobs, and community economic growth through established and emerging new businesses.

The Partnership's **MOU with United Way Halifax** focuses 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.

The **SmartBusiness Action Team** is comprised of senior-level, decision-capable, individuals at over 25 organizations who we connect businesses with to access programs, funding, R&D, and support for workforce and regulatory challenges. The SmartBusiness team connects to over 70 additional organizations for specialized support.

Given the global competition for talent, Halifax Partnership works closely with **local and national talent attraction partners**, including Nova Scotia Department of Labour, Skills and Immigration, Immigration, Refugees and Citizenship Canada, Halifax Local Immigration Partnership, and Immigrant Employment Councils of Canada.

PARTNERSHIPS & COLLABORATION

The **Halifax Marketing Group** that Halifax Partnership convened as part of the COVID-19 Response and Recovery Plan continued its work throughout 2022-23. Together with the municipality, Discover Halifax, Halifax Chamber of Commerce, Build Nova Scotia, and Events East, we continued to use the power of our collective budgets, resources, relationships, and communications channels to support and amplify marketing efforts to attract residents and visitors and encourage business and consumer confidence across the municipality. The group’s collaboration as Halifax prepares to host and celebrate the North American Indigenous Games (NAIG) in July 2023 builds awareness and encourages participation in what will be Halifax’s largest ever sporting and cultural event.

NAIG 2023 will bring together more than 5,000 athletes, coaches, and team staff from 756+ Indigenous Nations celebrating, sharing, and reconnecting through sport and culture in Kipuktuk (Halifax), Dartmouth and Millbrook First Nation. There are 3,000 volunteers supporting this event.



PEOPLE CENTRED



People are at the heart of Halifax Partnership. Our team of skilled professionals show up each and every day to create a more vibrant and inclusive Halifax so that all businesses, residents, and communities can prosper. As an organization, we strive to cultivate a diverse, inclusive, and nurturing culture where everyone has a sense of belonging and opportunities to learn, grow, and contribute. Our diversity of backgrounds, thoughts, and experiences foster a vibrant workplace and a dynamic team-spirit that lead to our collective success.

Halifax Partnership is a signatory to Canada’s 50-30 challenge which seeks to harness 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. In 2022, Halifax Partnership’s senior management team had 72.7% of its members identify as women and/or non-binary persons and 9.1% identify as other equity deserving groups.



In 2022, we launched *Belonging – Halifax Partnership’s Diversity, Equity, and Inclusion Strategy, 2022-25*. This strategy outlines our path to ensuring diversity, equity, inclusion, and accessibility are embedded in everything that we do. This is a learning journey focused on:

1. Creating an inclusive workplace where all employees are afforded the same rights and opportunities, are treated fairly and respectfully, feel safe expressing themselves authentically, and are inspired to contribute their best.
 - Conducted an employee survey to establish a benchmark of the current demographic makeup, employees’ sense of belonging, and level of cultural competence in the workplace.
 - Completed team training sessions including a Blanket Exercise Workshop led by Mi’kmaw Elder Debbie Eisan and an Indigenous cultural awareness training session led by Indigenous Treaty Partners.
 - Team visits to Africville & the Mi’kmaw Native Friendship Centre.

2. Attracting, retaining, and developing a high-performing workforce that reflects the communities we serve
 - Engaged Halifax Partnership Investor Royer Thompson to update Halifax Partnership’s employee handbook through a lens of diversity, equity, inclusion, and accessibility.
 - Updated job profiles and job postings to use inclusive language.
3. Developing and sharing compelling messages that encourage all employees to see the importance of diversity, equity, and inclusion (DEI) to their personal success and the success of Halifax Partnership.
 - A DEI lens has been applied to our internal and external communications strategies and materials, including expanding who we follow and amplify across our channels.
 - Recognized and celebrated Halifax’s rich and diverse culture on our social channels.

FINANCIAL & OPERATIONAL STABILITY



Ensuring the financial growth and operational resiliency of Halifax Partnership includes being accountable and transparent to our stakeholders, keeping a sharp focus on economic trends that affect our Investors and partners, maintaining strong relationships built on trust, and working together to achieve long-term strategies and goals. It also means using technology to improve efficiencies and business performance.

FINANCIAL OVERVIEW

REVENUE

Total Revenue: > \$5.5M

ACCUMULATED RESERVE

The accumulated Halifax Partnership equity position as at March 31, 2023: > \$1.8M

FINANCIAL RESULTS

YEAR ENDED MARCH 31, 2023

REVENUE	
HALIFAX REGIONAL MUNICIPALITY	\$2,486,268
PRIVATE SECTOR	
CASH	652,698
IN-KIND	214,760
FUNDED PROJECTS – IN SUPPORT OF CORE ACTIVITIES	2,052,549
OTHER	99,983
TOTAL REVENUE	5,506,258
EXPENDITURES	
PROMOTE AND MAXIMIZE GROWTH	2,051,141
ATTRACT AND RETAIN TALENT	847,532
MAKE HALIFAX A BETTER PLACE TO LIVE AND WORK	346,677
ORGANIZATIONAL EXCELLENCE	545,956
SALARIES AND BENEFITS	1,456,893
TOTAL EXPENDITURES	5,248,199
EXCESS REVENUE OVER EXPENDITURES	\$258,059

FUND BALANCES

YEAR ENDED MARCH 31, 2023

FUND	
UNRESTRICTED	\$1,148,643
RESTRICTED	432,650
INVESTED IN CAPITAL ASSETS	303,772
FUND BALANCES, MARCH 31, 2023	\$1,885,065

LEADERSHIP EXCELLENCE



OUR BOARD OF DIRECTORS

(AS AT MARCH 31, 2023)

Cory Bell, Board Chair

Lindsay Construction

Donna Alteen, Vice Chair

Time + Space Media

Sarah Buckle

Deloitte

Carrie Cussons

Events East Group

Patrick Fitzgerald

Cox & Palmer

Andrea Forbes-Hurley

KBRS

Mike Johnston

REDspace

David Landrigan

Nova Scotia Power

Louis Lawen

Lawen Group

Winston Morton

Climative

Vinita Savani

RBC Royal Bank

Anita Swamy

Medavie Blue Cross

REPRESENTING HALIFAX REGIONAL COUNCIL

Waye Mason

Halifax Regional Municipality

Cathy Deagle Gammon

Halifax Regional Municipality

OBSERVERS TO THE BOARD OF DIRECTORS (EX-OFFICIO)

Scott Farmer

Nova Scotia Department of
Economic Development

Captain (Navy) A.W. MacKenzie, CD

Canadian Forces Base Halifax

Chuck Maillet

Atlantic Canada
Opportunities Agency

Cathie O'Toole

Halifax Regional Municipality

Mayor Mike Savage

Halifax Regional Municipality

OUR EMERGING LEADERS AND INNOVATORS ADVISORY BOARD

(AS AT MARCH 31, 2023)

Rilla Banks

Municipal Group of
Companies

Alyssa Hill

KPMG

Peter Gale

ReelData Inc.

Tianshu Huang

Climative

Sharon Ishimwe

MacPhee Centre for
Creative Learning

Jeff Kielbratowski

Harbr

Mitch MacLellan

Owens MacFadyen Group Inc.

Nicole MacNeil

Irving Shipbuilding

Katie Newcombe

Davis Pier

Mrugakshee Palwe

Atlantic Blockchain Company

Beth Smith

Alexander Keith's Brewery



OUR TEAM

(AS AT MARCH 31, 2023)

EXECUTIVE TEAM

Wendy Luther
President & CEO

Ruth Cunningham
Senior Vice President,
Programs & Operations

Alison Gillan
Vice President, Marketing,
PR & Communications

Ian Munro
Chief Economist

Nancy Phillips
Vice President, Investment
& International Partnerships

Karen Reinhardt
Director, Corporate Services

Tanya Walters
Corporate Liaison

AFRICAN NOVA
SCOTIAN COMMUNITIES

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

Jenée Jarvis
Project Coordinator, African
Nova Scotian Initiatives

Terry Dixon
Program Coordinator,
African Nova Scotia
Connector Program

CORPORATE SERVICES

Angela Cochrane
Accounting Coordinator

Amy Ronald
Office & Events Coordinator

INNOVATION DISTRICT
& INNOVATION OUTPOST

Patrick Farrar
Director, Innovation Halifax

INVESTMENT, TRADE
& INTERNATIONAL
RELATIONSHIPS

Jason Guidry
Director, Trade & International
Partnerships

Minder Singh
Senior Account Executive,
Commercialization,
SmartBusiness Program

Hector Fraser
Senior Account Executive,
SmartBusiness Program

Al Tek
Account Executive,
Business Attraction

Dolores Atwood
Account Executive, Rural
SmartBusiness

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

Alida Campbell
Manager, National
Connector Program

Celia Deer
Account Executive, Atlantic
Immigration Program

Lindsay Morley
Employment Engagement
Specialist

Angelina Simmonds
Program Coordinator,
Connector Program

Thomas Martin
Program Coordinator,
Connector Program

MARKETING &
COMMUNICATIONS

Krista Juurlink
Director, Marketing
Communications & Strategic
Initiatives

Kelly MacDonald
Communications Manager

Sarah Boutzis
Social Media &
Communications Coordinator

RESEARCH & ECONOMIC
ANALYSIS

Paul Jacob
Economist & Policy Analyst

Jigme Choerab
Economist & Business
Attraction Researcher



OUR INVESTORS

(AS AT MARCH 31, 2023)

DIRECTING (\$20,000+)

Clothesline Media
Emera Inc. & Nova Scotia Power
Halifax Stanfield International Airport
NATIONAL Public Relations
Pattison Outdoor Advertising
RBC Royal Bank
Saltwire Network
Stingray

PRESENTING (\$10,000 TO \$19,999)

Accu Solutions
Arcurve
Atlantic Lottery Corporation
Axis Capital
Barrington Consulting Group
Bear Head Energy
Beaumont and Company
Believeco
Bell Aliant
Bulletproof Solutions Inc.
Carpedia
Charbone Hydrogen Nova Scotia Inc.

Clayton Developments Limited
CN Rail
Cognizant
Cox & Palmer
Dalhousie University
Deloitte
Dexel Developments
Eastern College
Eastward Energy
EfficiencyOne
Gerald Walsh Associates Inc.
Halifax Convention Centre
Halifax Chamber of Commerce
Halifax Marriot Harbourfront
Halifax Port Authority
Halifax Water Commission
HuMetis Technologies
IBM Canada Ltd.
Iris Communications
Irving Shipbuilding Inc.
Killam Apartment REIT
KBRS
LED Roadway Lighting Inc.
Lindsay Construction
Lockheed Martin Canada
m5 Group of Companies
Manulife Financial
Magnet Forensics
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
NSCAD University
Office Interiors
Planetary Technologies
Rank Inc.
REDspace
Royal LePage Atlantic
Royer Thompson
Saint Mary’s University
Sandler Training
Scotiabank
Selectpath Benefits & Financial
Simply Blue Group
Steele Auto Group
Stewart McKelvey
TD Canada Trust
The Westin Nova Scotian
Time + Space Media
Virtusa

SUPPORTING (\$5,000 TO \$9,999)

Advanced Systems
Agenda Managers Inc.
Arrow Electronics Inc.
BMO Bank of Montreal
Build Nova Scotia

Canadian Museum of Immigration at Pier 21
Casino Nova Scotia
CIBC
CloudKettle
CPA Atlantic School of Business
Davis Pier
Eastlink
Encore Global
EY LLP
FIN Atlantic Film Festival
Fire Inside Leadership Inc.
Invest Nova Scotia
KPMG LLP
Maritime Paper Products Limited
Moore Executive Suites
NTT Data
SeasonedPros
The Prince George Hotel
Uber
Workers' Compensation Board of Nova Scotia

EMERGING (\$2,500)

EnPoint

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