



# 25!

## Annual Report 2020-21

**HALIFAX**  
**PARTNERSHIP**  
GROWING HALIFAX TOGETHER

**25**  
YEARS



# WE ARE HALIFAX

**Halifax is taking its place alongside the world's greatest cities.** You can feel it on our streets and see it in the faces of the people who call Halifax home. There's an energy and excitement borne of the knowledge that we are part of something special.

Halifax is Canada's Atlantic gem – a place of education, opportunity, innovation, science, and culture. There's a magnetism that draws newcomers who want to experience Halifax's collaborative community, its natural beauty, and a lifestyle that provides the best of both urban and rural living. Halifax's name is getting out there and companies and people want to be a part of it. Our economy is growing, and so is our population.

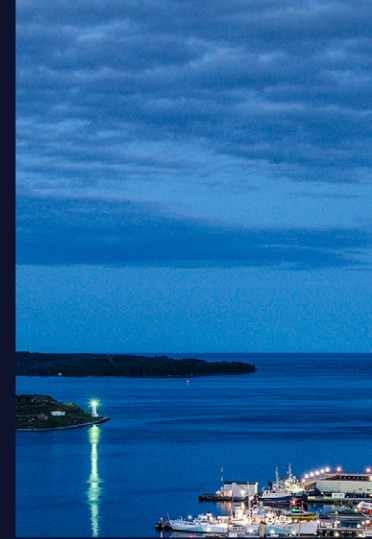
At Halifax Partnership, our role is to help make this happen. Together with our Investors, partners and supporters, we are growing Halifax in a way that provides inclusive prosperity for people and businesses. We bring a diversity of perspectives and a shared passion for Halifax. This is the strength of our Partnership, and it is the energy driving the success of our city.

Our future is limitless and is being shaped by our communities, businesses and partners.

Join us in creating the vibrant and prosperous Halifax of tomorrow.

**Together, we are Halifax.**

**WEAREHALIFAX.CA**  
**#WEAREHALIFAX**





CELEBRATING

# A QUARTER CENTURY OF PARTNERSHIP

Even as we emerge from the COVID-19 pandemic, Halifax has a palpable energy, excitement, and vibrancy. “You feel it when you walk down the streets, you feel it in the new businesses that are being created. There’s this incredible momentum,” says Wendy Luther, President & CEO of Halifax Partnership.

Halifax is taking its place alongside the best cities in the world, thanks to the collaboration, vision and hard work of engaged individuals, organizations, and companies. Halifax Partnership is proud to have helped guide this growth for the past 25 years. We know this city about as well as anybody can, and we settle for nothing less than a vibrant and prosperous Halifax for all.

“There is a role for everyone to play here,” Wendy says.

What does Halifax have to offer? Strong post-secondary institutions, an enviable geographic location, and proximity to global supply chains, a robust startup ecosystem, and lower cost of living compared to major Canadian and global cities. What really elevates Halifax, however, is a quality of life that is hard to find elsewhere.

“We have a connection to community that is unique,” Wendy says. “You feel like you’re really a part of something meaningful and exciting.”

When we launched as a team of five in 1996, the economic outlook was bleak: Halifax was still in a recession, key industries were declining, and there were deep government cuts. The Partnership was formed after a few business leaders stepped forward to propose a public-private model, led by the private sector, where business and government would share the responsibility, accountability, and cost of economic development for Halifax.

From that beginning, Halifax Partnership has matured into an internationally recognized and accredited economic development organization. “This accomplishment cannot be attributed to any one person, but to the many individuals, Investors, and partners from government, business and the community who championed and supported our goals,” says Ruth Cunningham. Ruth started at the Partnership in 1996 and is now our Senior Vice President, Programs & Operations.

For a quarter century, Halifax Partnership has taken a leading role in selling Halifax to the world, attracting and retaining talent, tracking economic progress, and helping Investors and stakeholders shape and drive the vision for Halifax’s future.

What we have collectively achieved in our first 25 years is evident in some of our greatest successes, including:

- Leading the development and execution of Halifax’s economic growth strategy for more than 15 years to grow our population and GDP and make Halifax a competitive and attractive place for people and business.
- Working with Halifax Regional Municipality, NSBI, and other partners to attract more than 100 businesses to Halifax.
- The Game Changers youth retention initiative, which helped to turn the tide on chronic youth migration.

- The annual Halifax Index, which has reported on Halifax’s economic and community progress for 10 years.
- The Halifax Connector Program which since 2009 has helped thousands of newcomers and recent graduates build their business networks and succeed in our city.
- The SmartBusiness Program which has helped hundreds of businesses expand and overcome obstacles to growth.
- The 2019 launch of the Innovation District which supports Halifax’s innovation ecosystem.
- The 2020 Road to Economic Prosperity Action Plan, which focuses on supporting the African Nova Scotian community in building new pathways to economic inclusion and prosperity.

Thanks to the progress we have achieved together, Halifax is now enjoying record economic growth, population growth, and business confidence. We are welcoming new immigrants, retaining international students, and attracting new companies. “Halifax’s name is getting out there. Companies and people are curious, and they’re exploring how to be a part of this, how to move or expand here,” Wendy says.

It is not surprising, though, that growth and opportunity come with challenges, such as the availability of attainable housing, business access to skilled labour, and workforce attachment for underrepresented groups. “We must address these challenges to ensure growth in the city is sustainable, affordable, and includes all Halifax residents regardless of income or background,” Ruth says.

It’s not about growth for growth’s sake. We need to ask the right questions. What types of businesses do we want to attract? What sectors are they in? What type of employers are they? Do they align with our values as a city around diversity, climate action, and inclusive prosperity for all?

Smart planning and a commitment to a shared long-term vision for our city are vital to ensuring that what makes Halifax great isn’t eroded by unfettered growth. Together, we are most certainly up to the challenge.

“We have a culture of collaboration; that’s just how we roll,” Wendy says. “As a community we work to help companies, talent, and individuals be successful — this is who we are.



Annual Report 2020-21

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# MESSAGE FROM THE MAYOR

MIKE SAVAGE

Reflecting on the past 25 years of growth in Halifax, there is evidence all around of the passion, vision, and hard work of business, government, and community to build a prosperous Halifax. You can see it in Halifax's changing skyline, in our growing and diverse population, and in our innovative business community.

For a quarter of a century, Halifax Partnership has brought the collective voice and strength of private, public, post-secondary, and community partners together to invest in and drive economic development in Halifax. The theme of the Partnership's 25th Anniversary is We Are Halifax which aptly speaks to our strong ties, our collaborative spirit, and our capacity to weather tough times and achieve great things together.

Since 1996, Halifax's population has grown by almost 97,000 people, largely driven by immigration as we attract and retain more newcomers and international students each year, while real GDP has grown by 31% over the past couple of decades. Coming into 2020, Halifax was experiencing record economic growth and momentum resulting from our combined efforts to propel Halifax's bright future. We welcomed more than 9,000 new residents last year, making Halifax the second-fastest growing city in the country and keeping us on track to exceed our growth targets of 550,000 people by 2031.

Like most of the world, the global pandemic has had considerable economic and social impacts. Fortunately, Halifax has fared well compared to other parts of the country and the world, for which we feel much gratitude and appreciation. Our economy is forecasted to rebound strongly with GDP growth of almost 5% in 2021. However, sectors like tourism, retail, and hospitality have been dealt a severe blow and will continue to need our support for some time.

There are certainly things to celebrate, but we also face challenges that come with growth such as issues related to affordability, inequity and inequality, and the long-term sustainability and resiliency of our city. We are committed to addressing these critical issues as we work to build a more inclusive and diverse Halifax where all residents can enjoy an excellent quality of life. A competitive Halifax that is attracting new companies, investment, and talent. An innovative Halifax that is supporting the growth of startups and scaleups and helping to mitigate the local and global impacts of climate change.

Together, Halifax Partnership and Halifax Regional Municipality are working with stakeholders throughout the municipality to envision and plan for Halifax's future as we develop the next Economic Growth Plan for 2022-2027. I encourage you to connect with Halifax Partnership and share what a more inclusive Halifax looks like and means to you.

Thank you and congratulations to Halifax Partnership and its Investors and partners for 25 years of investment and collaboration to make Halifax one of Canada's fastest growing and best loved cities.

# MESSAGE FROM THE BOARD CHAIR

RON L'ESPERANCE

Serving as the Chair of Halifax Partnership's Board of Directors over the past two years has been an incredible and unexpected journey. I could never have imagined how quickly the world would change and the immense impact it would have on our business community and our city.

The global pandemic has been challenging for us all, affecting every aspect of our lives. I am proud to say it is a challenge that Halifax Partnership has met head on, helping our businesses survive, and even prosper, in the face of adversity. The Partnership has worked with its Investors, all orders of government, and its many partners to ensure that Halifax emerges from the pandemic as strong and as successful as it was before.

Halifax Partnership grew out of the vision from a group of business leaders who proposed approaching economic development in a new, collaborative way that would harness the strength of the private and public sectors investing and working together to grow Halifax's economy. Since 1996, the Partnership has engaged the private, public, and post-secondary sectors in developing and executing a shared economic vision and strategy for Halifax which has helped put our city on the world stage and enabled us to achieve record economic and population growth.

As we mark Halifax Partnership's 25th Anniversary, the Board of Directors would like to thank our more than 100 Investors and our numerous partners for your commitment to economic development and growth in Halifax, particularly over the last year and a half when we needed your support and collaboration more than ever. A special thanks to our founding Investors who have supported the Partnership's work for a quarter of a century: Bell Aliant, Cox & Palmer, Develop Nova Scotia, Encore Global, Eastlink, EY LLP, MariNova

Consulting Limited, Manulife Financial, Municipal Group of Companies, Narrative Research Inc., National Public Relations, Nova Scotia Power, RBC Royal Bank, Saltwire Network, Scotiabank, and TD Canada Trust.

I would also like to thank members of the Board of Directors whose guidance and commitment has supported Halifax's economic response and recovery. It's been a great pleasure being the Chair for the past two years. Also, thank you to Wendy and the Partnership team for their dedication and excellent work and achievements over the past year, proving the immense value of the Partnership to our city.

The private sector plays a critical role in shaping and bringing to life the vision for our growing city. As Halifax Partnership and Halifax Regional Municipality work to develop the next five-year Economic Growth Plan there is a renewed opportunity for the private sector to actively engage in envisioning what's next for Halifax. What kind of city are we creating for our residents and business community? What is the legacy we want to leave? These are big questions that require big ideas and a diversity of perspectives.

As we look ahead to the next 25 years, I know the Partnership will continue to be a strong leader in bringing our community together to build a Halifax we can all be proud to call home. Halifax has unlimited potential, and the future is ours to create.



# MESSAGE FROM THE PRESIDENT & CEO

WENDY LUTHER

At Halifax Partnership we settle for nothing less than a vibrant and successful Halifax, even in the middle of a global pandemic. Thanks to the dedication and hard work of our Board, staff, Investors and partners, Halifax Partnership experienced a successful year attracting, retaining, and growing business, talent, and investment in Halifax.

Just as we began our fiscal year, and COVID was taking hold throughout our city and province, we worked with the Halifax Regional Municipality to respond quickly. We developed Halifax's COVID-19 Economic Response and Recovery Plan which has been guiding our actions and programming since April 2020.

As always, responding to Halifax businesses' most urgent needs was our number one priority. We connected businesses to COVID-19 resources while standing up multiple new programs and tools to help them survive and thrive including ShopHERE powered by Google, Virtual Adviser with Boomers, Access Local with vLife, and the Business Continuity Toolkit with KPMG.

We launched the COVID-19 Economic Recovery Tracker and Economic Dashboard and released the 2021 Halifax Index to keep our community up to date on Halifax's economic performance and progress.

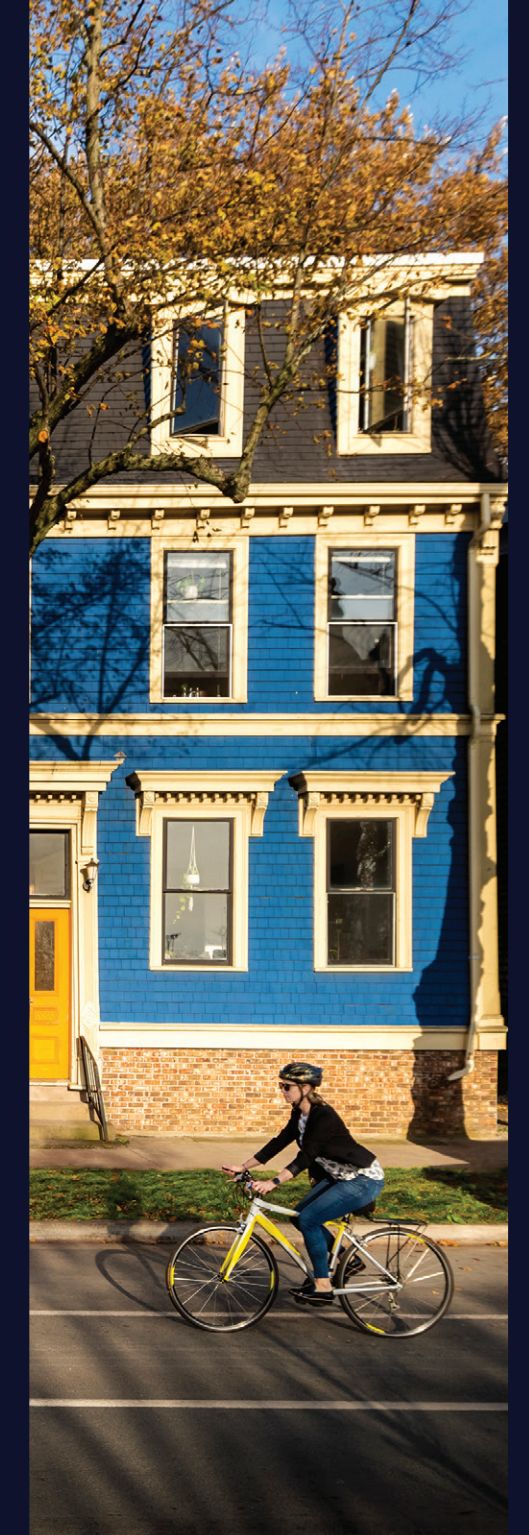
With our ecosystem partners, we brought Halifax's Innovation District to life and are now included among the leading Innovation Districts in the world through the Global Institute on Innovation Districts. Through the Halifax Innovation Outpost, we led a number of pilot projects to help startups, scaleups, and community organizations test and evolve ideas, products and services with public, private, post-secondary, and community partners. These pilots tackled real issues related to climate change, food security, and combatting the spread and impact of COVID-19.

We were proud to support the African Nova Scotian community in developing and launching the Road to Economic Prosperity Action Plan, a five-year economic development strategy which lays the foundation for long-term growth and success for African Nova Scotians.

We continued to promote and sell Halifax's talent, location, cost, and innovation advantages with our local, national, and international partners, resulting in a significant uptick in interest from global business and talent. Our team helped 17 new companies establish or expand their operations this year, creating over 1,000 new jobs, while Halifax welcomed more than 9,000 new residents.

As we celebrate our 25th Anniversary, there is so much to be proud of and so much more to do. The largest milestone will be the development and implementation of Halifax's next five-year Economic Growth Plan for 2022-27. Working with our Investors, businesses, partners, residents, and communities throughout Halifax, we aim to build a more inclusive, sustainable, resilient, and prosperous Halifax.

Together we are Halifax, and we look forward to the next year – and 25 years – of charting the course for inclusive economic development and growth in our city.





# PROSPERING IN THE FACE OF ADVERSITY

Coming into this year, Halifax Partnership, Halifax Regional Municipality (the municipality), and private, public, and post-secondary partners were focused on executing the final year of Halifax's Economic Growth Plan for 2016-21 and planning for the next five-year strategy.

This plan is the roadmap toward an ambitious long-term vision to grow Halifax's population to 550,000 and its GDP to \$30 billion by 2031 through four strategic goals:

**1 PROMOTE AND MAXIMIZE GROWTH: GROW HALIFAX'S GDP TO \$22.5 BILLION BY 2021**

**2 ATTRACT AND RETAIN TALENT: GROW HALIFAX'S LABOUR FORCE TO 271,000 BY 2021**

**3 MAKE HALIFAX A BETTER PLACE TO LIVE AND WORK: GROW HALIFAX'S POPULATION TO 470,000 BY 2021**

**4 ALIGN ECONOMIC DEVELOPMENT: INCREASE ALIGNMENT AND COLLABORATION**

This report highlights how the worldwide COVID-19 pandemic abruptly changed the course of Halifax's five-year Economic Growth Plan, leading the municipality and Halifax Partnership to develop and, with the community, implement Halifax's COVID-19 Economic Response and Recovery Plan. The Partnership realigned its business plan and focused its resources on tracking the economic impacts of the pandemic, supporting residents and businesses, continuing its efforts to attract businesses and retain talent and, as always, celebrating Halifax's successes as we work to get back to our long-term growth trend and chart a path forward for a stronger, more resilient city.

## HALIFAX IN 2020

- Halifax was hit hard by COVID-19 but also rebounded strongly, leading all Canadian cities in employment growth in early 2021.
- Business confidence hit a record high, although sectors like tourism, restaurants, and retail suffered deeply.
- Halifax added more than 9,000 new residents in 2020, making it the second-fastest growing city in the country.
- Immigration to Halifax also saw its second-best year ever in 2020.
- House prices saw steep increases, but 2020 also marked a record high for new housing starts.





# 2020-21 RESULTS

## PERFORMANCE FRAMEWORK RESULTS 2020-21

Halifax Partnership's 2020-21 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.

### PROMOTE AND MAXIMIZE GROWTH

**5/5** TARGETS ACHIEVED

### ATTRACT AND RETAIN TALENT

**4/5** TARGETS ACHIEVED

### ALIGN ECONOMIC DEVELOPMENT

**3/3** TARGETS ACHIEVED

### PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE

**6/8** TARGETS ACHIEVED

### OVERALL YEAR-END RESULTS

**18/21** TARGETS ACHIEVED = **86%**



2020 WAS UNLIKE ANYTHING ANY OF US HAVE SEEN OR COULD HAVE PREDICTED AND MANY BUSINESSES AND SECTORS SUFFERED DEEP LOSSES. ALMOST AS SURPRISING AS THE ARRIVAL OF THE PANDEMIC HAS BEEN OUR ABILITY TO PERSEVERE AND WEATHER THE STORM.



**IAN MUNRO**  
Chief Economist,  
Halifax Partnership

*For insights into the economic impacts of COVID-19 and the pace of Halifax's recovery view the [2021 Halifax Index](#)*





# PROMOTE AND MAXIMIZE GROWTH

## HALIFAX A STRONG DRAW DURING THE PANDEMIC

Halifax Partnership and Mayor Savage lead the Sell Halifax Program to attract new investment and business to the municipality. Throughout the pandemic our Investment Attraction team continued to sell Halifax's talent, location, cost, and innovation value proposition to high-wage, high-growth businesses across the country and around the globe. Our successful strategy uses an enhanced digital marketing toolkit, strategic digital campaigns, and the strength of collaborative relationships with partners including NSBI and Invest in Canada.

**17** COMPANIES CHOSE TO  
ESTABLISH OR EXPAND  
OPERATIONS IN HALIFAX

**1181** NEW JOBS  
PROJECTED

## HELPING HALIFAX BUSINESSES SURVIVE AND THRIVE

Halifax Partnership's SmartBusiness team met with business owners across the city to provide COVID-19 support and to connect them to resources for export development, commercialization and R&D, and talent recruitment.

**528** COMPANY CONSULTATIONS  
INCLUDING 18 IN RURAL HALIFAX

**776** REFERRALS MADE TO CONNECT BUSINESSES  
TO ACTION TEAM MEMBERS AND RESOURCES,  
INCLUDING:

**25** EXPORT REFERRALS

**204** COMMERCIALIZATION AND R&D RESOURCE REFERRALS

**145** ATLANTIC IMMIGRATION PROGRAM REFERRALS



HALIFAX'S TIME ZONE IS RIGHT IN  
THE MIDDLE OF LONDON AND  
CALIFORNIA, NATURALLY IT MADE  
SENSE TO SET UP OUR HEAD OFFICE  
IN HALIFAX. THE LIFESTYLE BECAME  
A VERY INTERESTING VALUE PROP  
IN RECRUITING TOP TALENT AROUND  
THE WORLD.



**GEORGE PALIKARAS**  
President and CEO  
of Metamaterial Inc.





In addition to using its [website](#) to provide a single, trusted source for federal, provincial, and municipal COVID-19 programs, Halifax Partnership launched programs specifically designed to help our local businesses survive and thrive during the pandemic.

**ShopHERE powered by Google:** Designed to help businesses expand their customer base and markets, participants received a customized website, hands-on assistance, and training and tools to build, launch, and manage their online store, all at no cost.

As of March 31st, 2021

**TOTAL NUMBER OF BUSINESSES ENROLLED:** **58**

**TOTAL NUMBER OF WEBSITES LAUNCHED:** **18**

**Virtual Adviser:** The Virtual Adviser Program, offered in partnership with BoomersPlus connected 27 companies with an experienced professional to help them overcome a new challenge created by the pandemic.

**Access Local:** Halifax Partnership formed a partnership with [vLife by Quantum Link](#) to boost marketing and sales support for 80 small businesses in Halifax. The Access Local Program provided businesses with a complimentary online storefront on the vLife platform and customised assistance to develop and deploy online marketing campaigns, to help them reach customers interested in buying local.

**Business Continuity Toolkit:** COVID-19 has certainly shown us how quickly businesses can be disrupted. Some experienced dramatic downturns, while others experienced surges in demand for their products and services. Working with KPMG, and with support from ACOA, our SmartBusiness team introduced a [toolkit](#) to help small and medium sized businesses prepare for unexpected disruptions and get back on track quickly.

## SUPPORTING THE AFRICAN NOVA SCOTIAN (ANS) COMMUNITY

In January 2021, the ANS community launched and began implementation of the [African Nova Scotian Road to Economic Prosperity Action Plan](#), a five-year collaborative strategy developed and owned by the community to advance economic development in collaboration with the Halifax Regional Municipality, Halifax Partnership, and other private, public, and community partners.



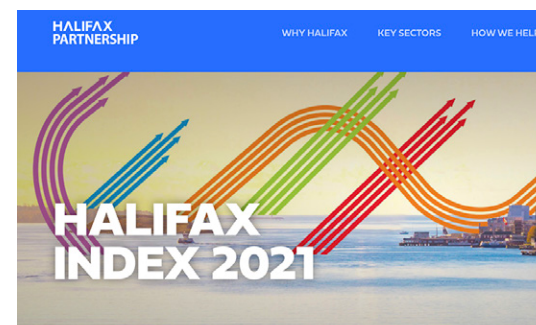
“BECAUSE OF HIS KNOWLEDGE OF MARKETING AND SALES, MY ADVISOR HELPED DETERMINE THE BEST WAY TO GET IN FRONT OF OUR TARGETED MARKETS, HONE OUR MESSAGING, AND THINK ABOUT HOW WE CAN TARGET OUR ADDRESSABLE INTERNATIONAL MARKETS MORE EFFECTIVELY.”

MAUREEN FARMER  
CEO & Founder, Westgate Executive Branding & Career Consulting Inc.



“THIS ACTION PLAN CONTINUES THE WORK THAT AFRICAN NOVA SCOTIAN COMMUNITIES HAVE BEEN DOING FOR GENERATIONS AND PROVIDES AN ACTIONABLE ROADMAP FOR REALIZING FUTURE OPPORTUNITIES FOR PEOPLE OF AFRICAN DESCENT. WHEN WE ARE SUCCESSFUL, WE WILL HAVE ADDRESSED DECADES AND CENTURIES OF SYSTEMIC AND INSTITUTIONAL BARRIERS THAT HAVE PREVENTED GROWTH IN OUR COMMUNITIES.”

DOLLY WILLIAMS  
AND IRVINE CARVERY  
Co-chairs, ANS Road to Economic Prosperity Advisory Committee



## HALIFAX'S INNOVATION OUTPOST ESTABLISHED AT VOLTA IN HALIFAX'S INNOVATION DISTRICT

[Halifax's Innovation District](#) has a high concentration of people, businesses, organizations, and resources that are fostering innovation and growth and creating a culture of collaboration and ingenuity.

This year several pilot projects were undertaken through the Halifax Innovation Outpost's City as a Living Lab initiative – supported by Halifax Regional Municipality, Halifax Partnership and the Province of Nova Scotia – which is helping startups and scaleups beta test and evolve their products and services with public, private, post-secondary, and community partners.

- The Municipality's [HalifACT](#) team is supporting the evolution of the top ideas that were pitched through a climate action hack-a-thon to reduce GHGs and with partners completed a Green Delivery Service pilot that used electric vehicles to deliver products for retailers and provided food delivery services in rural areas.
- [Davis Pier Consulting](#) launched the Food Security Innovation Initiative through the Outpost to help individuals and community organizations prototype, test, and apply new thinking and solutions to food insecurity. [Mealful, Akoma, Hope Blooms, and a mobile food market](#) were chosen from 51 expressions of interest to receive ideation, prototyping, and piloting support.
- RIMOT Inc.'s contact-less COVID-19 screening kiosk has been piloted throughout the pandemic at Volta and at Halifax Partnership where we have included the kiosk and its screening protocol in our COVID-19 Return to Office Safety & Operational Plan.

## NOBODY KNOWS HALIFAX LIKE WE DO!

Halifax Partnership provides the most up-to-date, relevant economic information on Halifax to help businesses locate, grow, and succeed.

- Launched the [2021 Halifax Index](#), our annual report on Halifax's economy that measures progress towards Economic Growth Plan goals and this year, reports on the continuing economic impacts of the COVID-19 pandemic and highlights indicators regarding recovery.
- Launched the [COVID-19 Economic Recovery Tracker](#) which measures the pandemic's impact on Halifax's employment, industries, and debt.
- Launched the new [Economic Dashboard](#), an interactive overview of Halifax's economy at a glance, with up-to-date statistics and key performance indicators.
- [Tracked and reported](#) on the progress against the Economic Growth Plan goals, enabling partners and the community to measure our collective success.



# ATTRACT AND RETAIN TALENT

## CONNECTOR PROGRAM CONTINUES TO GROW DURING PANDEMIC

Presented by RBC Future Launch and supported by the Province of Nova Scotia, the Halifax Connector Program helps immigrants, international students, and recent graduates rapidly build their local professional network and connect with career opportunities.

**73** NEW CONNECTORS

**409** CONNECTEES

**161** JOBS FOUND BY CONNECTEES

Since 2009, the Connector Program has matched more than 4,000 Connectees with over 1,500 Connectors to grow their professional networks. Over 1,600 participants have found jobs in Halifax.

Halifax Partnership has established an African Nova Scotian stream under the Halifax Connector Program and is in discussions to launch an Indigenous Connector stream. The addition of these programs increases participation of Connectees in these communities, creating more opportunities for businesses to connect with and benefit from the skillsets and diverse perspectives these individuals will bring to their organizations.

## CONNECTOR+ APP - A NEW WAY TO NETWORK

We've got an app for that!

With support from the Province of Nova Scotia, the Connector+ app creates opportunities for business leaders to develop professional networks with recent graduates across Nova Scotia, leading to greater retention in the labour force.



“WE WORKED WITH MORE THAN 400 PARTICIPANTS OVER THE LAST YEAR, AND MORE THAN 160 FOUND JOBS IN THEIR FIELD — AND THAT’S DURING A PANDEMIC. IT’S PROOF THE PROGRAM WORKS.”



**ROBYN WEBB**  
Director of Labour Market Development and Executive Director of the National Connector Program, Halifax Partnership



**DONNA ALTEEN, PRESIDENT AND CEO AT TIME + SPACE, SAYS SHE’S EXCITED BY THE POSSIBILITIES OF THE ATLANTIC IMMIGRATION PILOT - BOTH FOR HER BUSINESS AND THE PROVINCE. “WE’VE BEEN ON BOARD WITH IMMIGRATION FROM THE BEGINNING. NOVA SCOTIA NEEDS WORKERS TO GROW.”**



## NATIONAL CONNECTOR PROGRAM SUPPORTS IMMIGRANTS ACROSS CANADA

The National Connector Program (NCP), funded by Immigration, Refugees and Citizenship Canada, positions Halifax and Nova Scotia as national and global leaders in immigrant retention. The Partnership actively promotes this award-winning program and welcomes new partner communities from across Canada and around the world.

This year the National Connector Program developed new training materials, including instructional videos and a new website to support the work of 31 Canadian and 7 international Connector communities. In 2020, NCP communities worked with 1,086 Connectees. More than 814 Connectors met with these newcomers and provided referrals and introductions, resulting in 469 Connectees finding jobs in their field, even during the pandemic!

## MAKING IT EASIER TO HIRE SKILLED INTERNATIONAL TALENT

Now in its fifth year, the Atlantic Immigration Pilot (AIP) Program, supported by the Province of Nova Scotia and the Government of Canada, continues to support businesses in hiring international graduates and internationally trained professionals to fill labour gaps in high growth industries. Halifax Partnership’s AIP team provides support to businesses navigating the designation process and beyond.

**125** COMPANY MEETINGS

**71** COMPANY REFERRALS

**129** JOBS PROJECTED



# 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 to our city. That collaboration to achieve shared goals accelerates economic development and drives collective impact.

## MUNICIPAL

- Development, approval, and implementation of Halifax's COVID-19 Economic Response and Recovery Plan.
- Launch of the Halifax Innovation Outpost at Volta.
- Joint planning for Halifax's next five-year Economic Growth Plan.
- Convened the Halifax Marketing Group with the Municipality, Discover Halifax, Halifax Chamber of Commerce, Develop NS, and the Province of Nova Scotia to jointly deliver campaigns that build business and consumer confidence throughout the recovery from the COVID-19 pandemic.

## 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.
- Joint virtual mission organized and delivered between Halifax and Portsmouth, UK.
- Member of a 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.

# 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.

**↑ 9.8%** INCREASE IN SOCIAL MEDIA FOLLOWERS  
*2,852 new followers for a total of 30,938*

**↑ 93%** INCREASE IN POSITIVE EARNED MEDIA MENTIONS  
*93% in 2020-21 vs. 48% in 2019-20*

**↑ 22%** INCREASE IN NEW WEBSITE USERS

## EVENTS

Due to COVID-19 many of our events took on a virtual or hybrid (virtual with some people attending in-person) style. At the beginning of the pandemic, we held weekly CEO Councils to share knowledge, resources, and experiences with governments and each other. We were delighted to be among the first organizations to offer in-person meetings, following all safe-meeting and public health protocols, beginning with our Annual General Meeting last October. 2020-21 may have forever changed the way we plan and execute events here at the Partnership.

## BUSINESS CONFIDENCE SURVEY

80% of businesses surveyed were completely or mostly favourable of the Halifax Partnership, a 11% increase from the previous year.

## AWARDS AND RECOGNITION

In 2020 Halifax Partnership was reaccredited as an Accredited Economic Development Organization (AEDO) through the International Economic Development Council.



“CONGRATULATIONS ON THE HALIFAX PARTNERSHIP'S AEDO REACCREDITATION SUCCESS! EARNING THE AEDO ACCREDITATION TELLS THE COMMUNITY AND PROSPECTS THAT THE HALIFAX PARTNERSHIP ATTAINED A MEASURE OF EXCELLENCE ASSURING THAT THEIR TRUST IS WELL PLACED, AND THEIR BUSINESS IS IN GOOD HANDS.

”  
INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL



# FINANCIAL OVERVIEW

## REVENUE

Total Revenue: >\$5.7M

## ACCUMULATED RESERVE

The accumulated Partnership equity position as at March 31, 2021 > \$1.2M

### YEAR ENDED MARCH 31, 2021

#### REVENUE

HRM	\$2,138,384
Private Sector	
Cash	594,600
In-kind	183,175
Funded projects – in support of Core Activities	2,602,498
Government subsidy	233,733
Other	6,393
<b>Total Revenue</b>	<b>5,758,783</b>

#### TOTAL EXPENDITURES

Promote and Maximize Growth	2,242,805
Attract and Retain Talent	810,029
Make Halifax a Better Place to Live and Work	209,515
Organizational Excellence	485,907
Salaries and Benefits	1,168,492
<b>Total Expenditures</b>	<b>4,916,748</b>
	<b>\$842,035</b>

# BOARD OF DIRECTORS

AS AT MARCH 31st, 2021

## Ron L’Esperance Board Chair

Group ATN

## Rob Carruthers Vice Chair

Deloitte

## Beste Alpargun SEAMARK Asset Management

## Donna Alteen Time + Space Media

## Cory Bell Lindsay Construction

## Margaret Brigley Narrative Research

## Patrick Fitzgerald Cox & Palmer

## Monica Foster Nova Scotia Community College

## Louis Lawen Lawen Group

## Winston Morton SimpTek Inc.

## Chris Ronald RBC

## Anita Swamy Medavie Blue Cross

*Representing Halifax Regional Council*  
**Shawn Cleary**  
Halifax Regional Municipality

## Waye Mason Halifax Regional Municipality

## Observers to the Board of Directors

## Jacques Dubé Halifax Regional Municipality

## Chuck Maillet Atlantic Canada Opportunities Agency

## Mayor Mike Savage Halifax Regional Municipality

## Captain A.S. Williams Maritime Forces Atlantic



# OUR INVESTORS

AS AT MARCH 31st, 2021

## DIRECTING - \$20,000+

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

## PRESENTING - \$10,000 TO \$19,999

- Arcurve
- Axis Capital
- Beaumont and Company
- Bell Aliant
- Bulletproof Solutions Inc.
- CN Rail
- Cox & Palmer
- CPQi
- Dalhousie University
- Deloitte
- Dixel Developments
- Eastern College
- Events East
- Gerald Walsh Associates Inc.
- Halifax Chamber of Commerce
- Halifax Marriott Harbourfront
- Halifax Port Authority
- Halifax Stanfield International Airport
- Halifax Water Commission
- HRO Core
- HuMetis Technologies
- Irving Shipbuilding Inc.
- Jonas Software Solutions
- Killam Apartment REIT
- Knightsbridge Robertson Surette
- LED Roadway Lighting Inc.

- Lindsay Construction
- Lockheed Martin Canada
- M5 Group/Group ATN
- Manulife Financial
- Medavie Blue Cross
- Mount Saint Vincent University
- Municipal Group of Companies
- NEOCON International Incorporated
- NorthBay Solutions
- Nova Scotia Association of Realtors
- Nova Scotia Community College
- Nova Scotia Gaming Corporation
- NSCAD University
- Office Interiors
- Planetary Hydrogen
- Rank Inc.
- REDspace
- Revolve Branding Inc.
- Royal LePage Atlantic
- Royer Thompson
- Saint Mary's University
- Sandler Training
- Scotiabank
- TD Canada Trust
- The Westin Nova Scotian
- Time & Space Media
- Vigilant Management
- Warehouse Transport Group

## 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
- BoomersPlus
- Bounty Print Ltd.
- Canadian Museum of Immigration at Pier 21
- CIBC
- Clayton Developments Limited
- CloudKettle
- CPA Atlantic School of Business
- Davis Pier
- Develop Nova Scotia
- Eastlink
- Encore Global
- ExxonMobil Canada Ltd.
- EY LLP
- FIN Atlantic Film Festival
- Fire Inside Leadership Inc.
- Halifax-Dartmouth Automobile Dealers Association
- IBM Canada Ltd.
- Innovacorp
- Journeyman Film Company
- KPMG MSLP
- MariNova Consulting Limited
- Maritime Paper Products Limited
- Moore Executive Suites/Oceanstone Inn
- Narrative Research Inc.
- NTT Data
- Scotian Materials
- Tangent Strategies Inc.
- The Prince George Hotel
- Uber
- Workers' Compensation Board of Nova Scotia