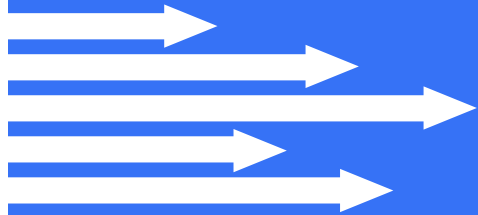
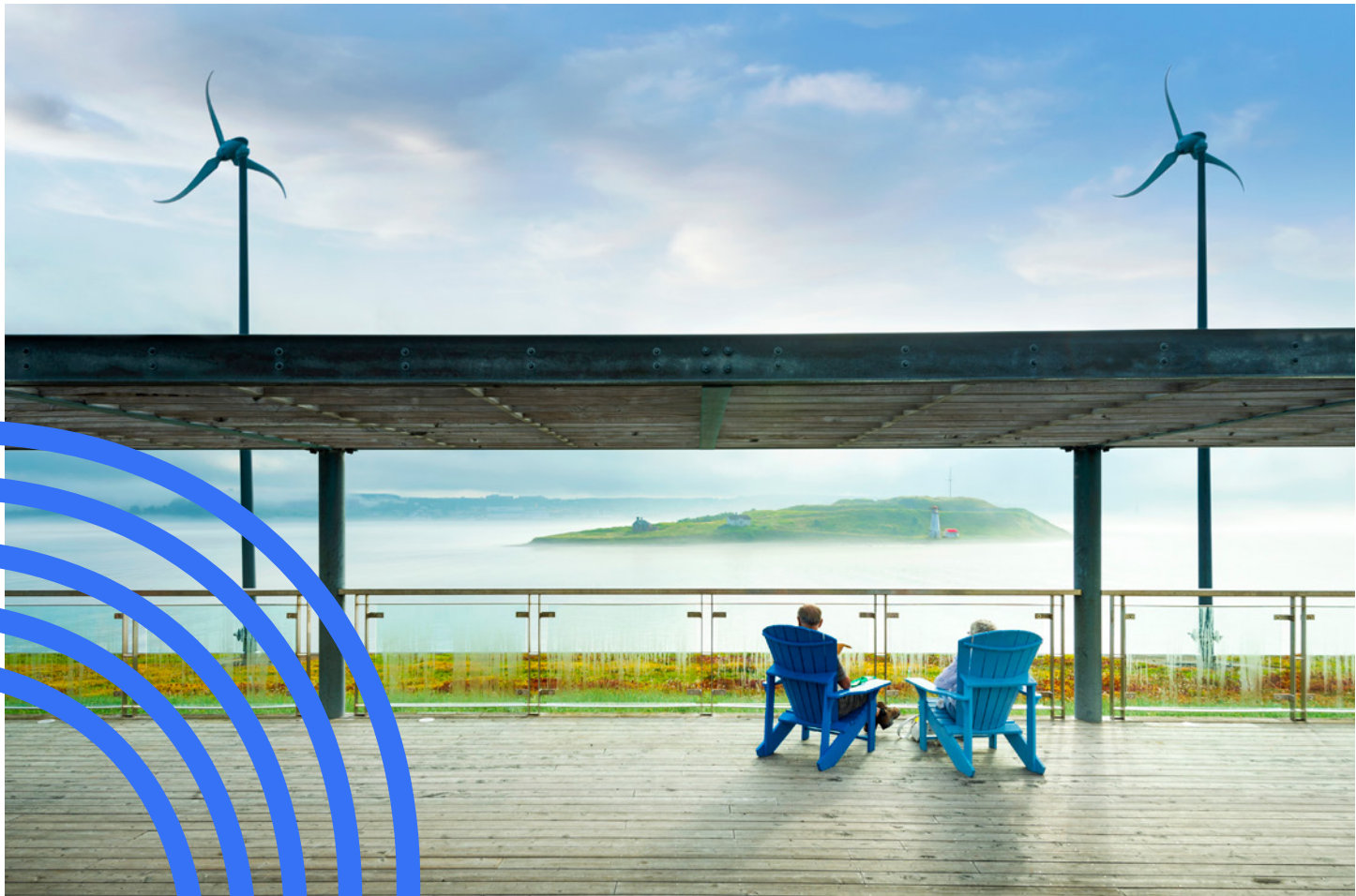




HALIFAX
PARTNERSHIP

REIMAGINE
HALIFAX

19—20
ANNUAL REPORT



REIMAGINE HALIFAX

19-20 ANNUAL REPORT

Halifax’s residents and businesses are resilient. This has never been clearer than in the face of the worldwide pandemic, COVID-19.

The economic impacts have been severe, but our collective actions to minimize the spread of the virus have put Halifax in a fortunate position compared to many cities around the world.

We have a unique opportunity to reimagine Halifax – how we work together, how we do business, how we support local, and how we support each other. It’s time to look forward to see how we can not only get back to normal, but to a better, stronger city.

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MESSAGE FROM MAYOR MIKE SAVAGE

IN THIS CITY, WE KNOW HOW TO ADJUST TO A CHANGING TIDE.

When I asked Halifax Partnership if they would take on the Halifax COVID-19 recovery challenge, I knew they were up for the task. They have an experienced team, a dedicated group of Investors behind them, and a city that would play to its strengths through tough times.

We went into this crisis with strong performance indicators, including record population growth, a boom in construction, year-over-year gains in tourism, and big ambitions for our Port. We had attracted and kept more young people than at any time in our history, and we were seeing new companies choose Halifax like never before. This has been a bruising time, and it's not over, but Halifax will demonstrate its resilience.

We will again welcome newcomers and tourists from around the world. We will still be a centre for research and innovation. Continue to be a centre of shipbuilding excellence. Regain the successes of our Port and our international airport. Support startups and entrepreneurs.

I hope that as we do, we also carry with us a few lessons from these difficult days and months. Tough times have a way of forcing us to dig deep, to reflect meaningfully, and to rise to the occasion. They make us question our values and value our questions: What matters most to us? What can we do better? What are our strengths as a community?

So, let's commit to working as hard as we can to safely return to the life we knew. And, while we're at it, let's also commit to ensuring more people from more diverse communities and backgrounds have greater opportunities to be a welcome and vital part of Halifax's success. We were one of the strongest city economies in Canada when COVID-19 hit, and we will be again as we recover.

Congratulations to Halifax Partnership on another successful year, and although it ended on a difficult note, I look forward to working together to bring Halifax back to the thriving city I know it will become once again.

MESSAGE FROM RON L'ESPERANCE

BOARD CHAIR

LAST YEAR, I WAS HONOURED TO ASSUME THE ROLE OF BOARD CHAIR FROM MY ESTEEMED COLLEAGUE MATT HEBB, FORMER CHAIR OF THE HALIFAX PARTNERSHIP.

I transitioned into this role at the same time our new President & CEO, Wendy Luther, joined the organization, and have had the pleasure of working closely with her, our Board, and the talented Halifax Partnership team through a period of both strong economic growth and unexpected challenges due to the COVID-19 pandemic.

Halifax's Economic Growth Plan for 2016–21 set out an ambitious long-term vision for Halifax – population growth to 550,000 and a \$30 billion GDP by 2031. By March 2020, we were on target to reach our population goal, and tracking very well with respect to GDP.

Like other organizations, the pandemic changed everything – not just our progress, but, in some cases, a rethinking of the way forward and what we should be progressing toward. As a result, Halifax Partnership, with Halifax Regional Municipality and our partners and Investors, seamlessly pivoted to develop a new plan of action to respond to, and address, Halifax's new and evolving needs.

The Economic Growth Plan work transitioned into Halifax's Economic Response and Recovery Plan, a plan which considers inclusive growth and the need for innovation, including social innovation, in how best to respond to the unprecedented situation in which, collectively, we find ourselves.

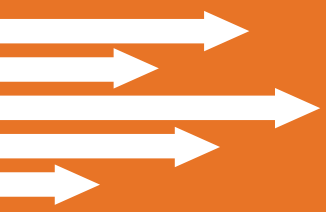
This strategic shift has aligned the work of the Partnership, HRM, and partners across the city to

animate and support restarting our economy. In June, we moved out of the crisis response phase of the plan into the recovery phase. It is heartening to see so many businesses reopening and resuming operations, both in person and virtually where necessary, while continuing to follow public health directives that are keeping the spread of the virus in check and our residents and businesses safe.

Most importantly, we cannot continue to do this work without the support of Team Halifax – our Investor community. We depend on the collective efforts of our Investors who believe in and support Halifax Partnership's mission. There has never been a more important time for an economic development organization like ours to work with our private sector partners and community leaders to guide and support Halifax's economic recovery.

I thank our Board of Directors who continue to provide strategic guidance as Halifax Partnership implements Halifax's Economic Response and Recovery Plan. On behalf of the Board of Directors I thank our Investors for their ongoing commitment to the Partnership and I especially thank Wendy and her team for their excellent work last year and through the pandemic response. I look forward to seeing, and being a part of, what Halifax Partnership will accomplish in 2020–21.





MESSAGE FROM WENDY LUTHER

PRESIDENT & CEO

I'M PLEASED TO PRESENT HALIFAX PARTNERSHIP'S ANNUAL REPORT FOR 2019–20, WHICH ALSO MARKS THE END OF MY FIRST YEAR AS PRESIDENT & CEO.

Joining the Halifax Partnership team and leading through this unprecedented time has been exciting and challenging. I am honoured to share with you the progress we made, together with our partners, to grow our city and economy.

Looking back on the 2019–20 year truly feels like a different time for Halifax. Before our team transitioned operations to our home offices, before we learned how to host all of our meetings and discussions online, and before we knew anything about COVID-19 and how it would close our borders and impact our businesses, Halifax experienced a banner year for economic growth. Halifax Partnership had a successful year helping our businesses thrive and our young talent connect to opportunities in our city. You'll see throughout this report that our team achieved or exceeded the vast majority of our targets, despite the last few weeks of the year marking the beginning of COVID-19's significant effects.

Last year was a tremendous year for Halifax with record population and labour force growth, as well as the best GDP growth in a decade. Halifax Partnership's Connector and Atlantic Immigration Pilot Programs worked to connect businesses to new residents and recent graduates looking to find their place in Halifax's workforce. Our work, in close collaboration with Halifax Regional Municipality, to support the African Nova Scotian Community's Road to Economic Prosperity Action Plan sets the framework for economic development and growth based on ANS community priorities. Our Investment Attraction and SmartBusiness teams supported businesses as they moved or expanded their operations to our city and connected them to the resources they needed to grow through export, commercialization, or hiring top talent. Halifax's Innovation District also made significant strides. The Innovation District team officially launched the District, and with the Halifax Regional Municipality, launched Halifax's Innovation Outpost at Volta to help startups improve their products and services by connecting them to HRM expertise and assets.

Of course as we celebrate the success both Halifax Partnership and Halifax achieved and experienced in 2019–20, we can't ignore that the last few weeks of the fiscal year began a new reality that is continuing to affect us now and into the foreseeable future.

The silver lining, however, is that we have seen countless businesses pivot and adapt, either by retooling their services to adjust to the new environment or by offering their support to COVID-19 efforts.

Halifax Partnership and Halifax Regional Municipality have pivoted too. 2020–21 was expected to be the last year of implementation of Halifax's five-year Economic Growth Plan with development of the next five-year plan well underway. In late March we switched our efforts to developing Halifax's COVID-19 Economic Response and Recovery Plan. Approved by Regional Council in early May, this plan now serves as the framework for our collective actions for Halifax's economic recovery. It is the mechanism that will enable Halifax to get back to our long-term growth trend and chart a path forward for a stronger, more resilient city.

I've been inspired everyday over the past year by our Halifax Partnership team, Board members, Investors, and partners – especially through these challenging COVID-19 months – by their unwavering collaboration and passion for our city.

We expect we'll continue to see the impacts of COVID-19 for the short- to medium-term, but Halifax Partnership is committed to ensuring nothing less than a vibrant and successful Halifax. In fact, our banner year leading up to the pandemic has put Halifax in what I believe is the best possible position to bounce back quicker and stronger than ever.



Halifax Partnership had a successful year helping our businesses thrive and our young talent connect to opportunities in our city.

FROM ECONOMIC GROWTH TO ECONOMIC RECOVERY

HALIFAX PARTNERSHIP, HALIFAX REGIONAL MUNICIPALITY (HRM), AND OUR MANY PARTNERS MOBILIZED AND LED OUR COMMUNITY IN EXECUTING HALIFAX'S ECONOMIC GROWTH PLAN FOR 2016–21. THIS PLAN WAS OUR ROADMAP TOWARD AN AMBITIOUS LONG-TERM VISION TO GROW HALIFAX'S POPULATION TO 550,000 AND ITS GDP TO \$30 BILLION BY 2031.

It set out a focused and measurable plan of action to make Halifax a more vibrant, thriving, and welcoming city. It leveraged Halifax's unique strengths – our ocean advantage, our educated and innovative community, and our excellent urban/rural lifestyle – 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

Halifax Partnership's Business Plan aligns with the objectives of the Economic Growth Plan. This report highlights the Partnership's 2019–20 activities and impact in achieving the strategic goals.

It also highlights how the worldwide COVID-19 pandemic abruptly changed the course of Halifax's five-year Economic Growth Plan in March, leading to the development and implementation of the COVID-19 Economic Response and Recovery Plan. We are implementing that new plan, tracking the economic impacts of the pandemic, supporting residents and businesses, and, as always, celebrating Halifax's successes as we chart a path forward for a stronger, more vibrant city.

HALIFAX IN 2019

3 THIRD FASTEST GROWING CANADIAN CITY

RECORD HIGHS IN QUALITY OF LIFE

2.6% INCREASE IN LABOUR FORCE

STRONG GDP GROWTH TO \$20.9 BILLION

2019–20 RESULTS

In Year 4 of the Economic Growth Plan, Halifax experienced yet another impressive year of development and growth. View the 2020 [Halifax Index](#) for details.

PERFORMANCE FRAMEWORK RESULTS 2019–20

Halifax Partnership's 2019–20 Business Plan Performance Management Framework sets out the strategic planning framework and performance indicators linked to these Economic Growth Plan outcomes.

PROMOTE & MAXIMIZE GROWTH

6 OF 6
TARGETS ACHIEVED

ATTRACT & RETAIN TALENT

4 OF 6
TARGETS ACHIEVED

ALIGN ECONOMIC DEVELOPMENT

2 OF 2
TARGETS ACHIEVED

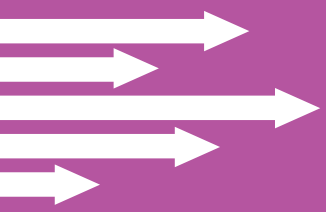
PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE

2 OF 4
TARGETS ACHIEVED

OVERALL YEAR-END RESULTS

14 OF 18 = 78%
TARGETS ACHIEVED

Note that Make Halifax a Better Place to Live and Work is not reflected here, as deliverables for this goal are managed by HRM. Three of Four metrics not achieved have been deferred for completion in the 2020–21 fiscal year. The 2019–20 financial targets not met due to COVID-19 have been addressed through the recast 2020–21 budget.



PROMOTE AND MAXIMIZE GROWTH

MAKING IT EASIER TO DO BUSINESS IN HALIFAX AND CAPITALIZE ON OUR BEST ECONOMIC OPPORTUNITIES.

SUCCESSFULLY SELLING HALIFAX TO THE WORLD

Halifax Partnership and Mayor Savage lead the Sell Halifax Program to attract new investment and business to the city. Last year, our team continued to sell Halifax’s TLC+I (talent, location, cost, and innovation) value proposition to high-wage, high-growth businesses around the globe looking for their next location to open or expand.

- 1. **322 leads** expressing interest in Halifax
- 2. **16 companies choosing to establish or expand operations in Halifax**, including 8 in the Innovation District
- 3. **1,027 new jobs** projected as a result

“FROM OUR LENS, HALIFAX IS THE PLACE TO BE. A THRIVING ECONOMY, A DIVERSE AND GROWING POPULATION, AND A SOPHISTICATED, MODERN PORT TRANSLATES INTO ONE WORD: SUCCESS.

To WTG, success occurs when preparation intersects with opportunity, hence success is ‘knocking on our door’ in Halifax. The compassionate, hard working, innovative people in Nova Scotia demonstrate genuine happiness that we don’t find elsewhere.”

– Ryan Burrowes, Warehouse Transport Group

HELPING HALIFAX BUSINESSES THRIVE

Halifax Partnership’s SmartBusiness team met with business owners to pinpoint obstacles impeding growth, identify systemic issues across companies, and find solutions related to export development, commercialization and R&D, and talent recruitment.

“HALIFAX PARTNERSHIP MADE THE CONNECTION WITH NSCC, AND IT’S A WIN-WIN SITUATION FOR US.

It helps students in our community, and it’s a low-risk way to grow and improve our business, make our processing operations more efficient and cost-effective, and keep it local. Halifax Partnership’s expertise in identifying funding sources was invaluable. It gave us the confidence to put the effort into growing our business, knowing we’re taking the right steps to succeed.”

– Lincoln Ellsworth, Atlantic Sea Cucumber Ltd.

- 1. **174** company meetings
- 2. **451 export and commercialization referrals made** (see page 15 for talent recruitment results):
 - » **67 export** referrals
 - » **185 commercialization and R&D** resource referrals
 - **32 post-secondary** institution referrals

HALIFAX’S INNOVATION DISTRICT: A HOT BED FOR RESEARCH AND STARTUPS

With support from the Province of Nova Scotia, Halifax Partnership successfully launched **Halifax’s Innovation District** in November 2019. 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.

“WE FOUND THAT THE ECOSYSTEM IN ATLANTIC CANADA FOR A STARTUP COMPANY WAS VERY GOOD, SO WE PACKED UP AND MOVED.

There seems to be a good vibe of us all being in this together, and we find that people are happy to make recommendations and build relationships. When everything you need is here locally, you’re no more than two or three degrees of separation from the person you need to talk to.”

– Dr. James Wylde, Greenlight Analytical

- » Launched **Halifax Innovation District** website and social media channels.
- » Launched the Halifax Innovation Outpost at Volta in partnership with Halifax Regional Municipality.
- » Through the Outpost, initiated three pilot projects supporting the growth of startups in Halifax, to be completed in 2020–21.
- » Implemented a collective impact approach to developing a program that will engage and invite Indigenous youth in the entrepreneurial ecosystem, to be completed in 2020–21.
- » Based on our work to date, the Halifax Innovation District has been lauded by the Global Institute of Innovation Districts (GIID) as one of the leading innovation districts in the world.

KICKSTARTING E-COMMERCE WITH HALIFAX BUSINESSES

The eBay Retail Revival Halifax Program, launched in partnership with the Government of Canada, the Province of Nova Scotia, ACOA, NSBI, Saint Mary’s University, and other local stakeholders, helped 60 brick and mortar businesses harness the power of eBay’s global marketplace to reach new customers around the world.

The program helped participants export their products to new markets outside of Nova Scotia and Canada and understand the value of taking an omni-channel approach to selling. Sellers were able to diversify their customer base and reduce the seasonality or cyclical nature of their sales and were well positioned to use their e-commerce stores to continue to reach customers and markets when COVID-19 affected local sales.

“HALIFAX PARTNERSHIP IS THERE TO SUPPORT, GUIDE AND DIRECT BUSINESSES.

They were integral to our success in strengthening our e-commerce sales. We’re working on a project now where we’re completely overhauling both of our websites and connecting them to an inventory management system. We’ve certainly become a lot more technological and have broadened our business and our scope.”

– Emily Tregunno, Halifax Seed



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 [2019 Halifax Index](#), our annual report on Halifax’s economy that measures progress towards Economic Growth Plan goals. The Index was downloaded more than 1,100 times, and more than 1,500 copies were distributed physically and digitally.
- » Launched the new [Economic Dashboard](#), an interactive overview of Halifax’s economy at a glance, with up-to-date statistics and key performance indicators. The dashboard was viewed more than 2,300 times.
- » Revamped the Halifax Investment Profile and the IT, Oceans, Transportation & Logistics, Life Sciences, and Financial Services sector profiles, materials that are critical to marketing and selling Halifax to businesses and talent globally.
- » [Tracked and reported](#) on the progress against Economic Growth Plan goals, enabling partners and the community to measure our collective success.

SUPPORTING THE AFRICAN NOVA SCOTIAN (ANS) COMMUNITY

[The Road to Economic Prosperity Action Plan](#) is a collaborative plan developed and owned by the African Nova Scotian community, in partnership with Halifax Regional Municipality and Halifax Partnership, to advance ANS economic development and community priorities. The plan focuses on building unity and capacity among African Nova Scotians, establishing land ownership and developing infrastructure, and increasing participation in education, employment, entrepreneurship, and advocacy for policies that restrict ANS community growth.

Consultations have been held with ANS communities throughout Halifax to identify key issues and prioritize the actions that will address historic and present-day economic prosperity challenges and opportunities.

The ANS community will launch and begin implementation of the Road to Economic Prosperity Action Plan in 2020.



ATTRACT AND RETAIN TALENT

ATTRACTING AND KEEPING IMMIGRANTS, INTERNATIONAL STUDENTS, AND RECENT GRADUATES BY CONNECTING THEM TO OPPORTUNITIES IN OUR BUSINESS COMMUNITY.

CELEBRATING 10 YEARS OF CONNECTING BUSINESSES AND TALENT

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

Since 2009, the Connector Program has matched more than 3,100 Connectees with nearly 1,500 Connectors to grow their professional networks. More than 1,500 participants have found jobs in Halifax.



Halifax Partnership also made progress towards establishing an African Nova Scotian stream under the Halifax Connector Program. We are in early discussions with the Mi'kmaq/Indigenous Peoples to launch an Indigenous Connector stream as well. The addition of these

streams would increase participation of Connectees in these communities, creating more opportunities for businesses to connect with, and benefit from, the skillsets and diverse perspectives these individuals would bring to their organizations.

118
NEW CONNECTORS

443
NEW CONNECTEES

190
JOBS FOUND
BY CONNECTEES

CONNECTOR+: USING TODAY'S TECH TO BUILD ON SUCCESS

We are working with the Province of Nova Scotia to use the latest technology and tools to expand and enhance the Connector Program with the development of the Connector+ networking app. It will connect more business and community leaders with recent graduates across Nova Scotia, helping them build their professional networks and enter the workforce.

The Connector+ app is in the final development phase, with an anticipated rollout to Nova Scotia Connector communities in fall 2020.

HALIFAX'S BENCHMARK PROGRAM GROWS NATIONALLY

The National Connector Program, 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.

- » Welcomed the Northern Nova Scotian Connector Program, supported by Truro & Colchester Partnership, Pictou County REN, and Cumberland Business Connector.
- » Hosted 15 communities at the National Connector Learning Exchange to share lessons learned and best practices.
- » Provided annual training and support to the 33 Canadian and eight international Connector communities.

EXPERIENTIAL LEARNING BENEFITS STUDENTS AND BUSINESSES

In 2017, with support from the Province of Nova Scotia, Halifax Partnership launched the Experiential Learning Initiative to connect Halifax businesses to experiential learning programs offered by universities and colleges across Nova Scotia. Students were provided with job-specific learning, while benefitting from the new skills and insights they brought to their business.

Although the program officially ended on March 31, 2020, we continue to promote experiential learning to employers to support youth retention, and businesses continue to welcome students into their workplaces.

143

STUDENTS PLACED
IN EXPERIENTIAL LEARNING
OPPORTUNITIES

62

NEW BUSINESS
PARTICIPANTS

19

REPEAT BUSINESS
PARTICIPANTS

MAKING IT EASIER TO HIRE SKILLED INTERNATIONAL TALENT

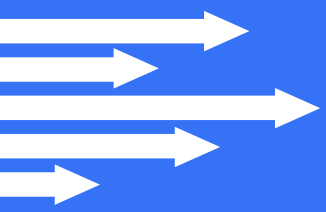
Now in its fourth year, the Atlantic Immigration Pilot (AIP) Program, funded by ACOA and the Nova Scotia Office of Immigration, continues to support businesses in hiring international graduates and internationally trained professionals to fill labour gaps in high-growth industries. Halifax Partnership's AIP team provides support to businesses navigating the designation process and beyond.

1. 231 company meetings
2. 129 companies referred to the Nova Scotia Office of Immigration to proceed in the designation process
3. 52 of these companies became designated through working with Halifax Partnership

**"THE AIP PROCESS WAS EASIER, FASTER,
AND WITH LESS PAPERWORK THAN EXPECTED.**

There were also support systems in place – you could call up and speak to someone to get help with your questions. Working in hospitality, diversity is so important. Different people enrich the values we have with their culture and experience. They share it with us, we celebrate it, and we learn more. We become more because of it."

– Carol Logan, Prince George Hotel



ALIGN ECONOMIC DEVELOPMENT

ACHIEVING SHARED MUNICIPAL, PROVINCIAL, REGIONAL, AND NATIONAL ECONOMIC GOALS.

When we all work together to retain youth and newcomers, help businesses grow and innovate, and attract new investment to our city, everyone benefits. It accelerates economic development and drives collective impact. The Economic Growth Plan emphasizes alignment of efforts across groups working on economic development initiatives and measurement of results and progress toward shared goals.

MUNICIPAL

- » Continued to participate as a member of the Halifax Immigration Partnership Advisory council.
- » Led the management of the Halifax Gateway Council with Halifax Stanfield, Port of Halifax, CN North American Railways, Port of Sheet Harbour, and Halifax Logistics Park.
- » Collaborated with and supported the Business Improvement Districts, the Greater Burnside Business Association, the Sheet Harbour Chamber of Commerce, and the St. Margaret's Bay Community Enterprise Centre.

PROVINCIAL

- » Working in partnership with NSBI, attracted 11 companies that chose Halifax to establish or expand operations.
- » Shared expertise and supported the Municipality of East Hants' Business Retention and Expansion Program and the redevelopment of their Economic Plan.
- » Actively participated in the One Nova Scotia Collective steering and sub-committees. Visit onens.ca for results.

REGIONAL

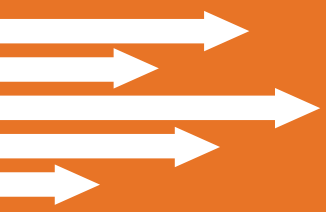
- » Participated in the 4th Atlantic Canada Economic Council (ACEC) meeting to bring Atlantic Canada's major cities together with the common goal of growing the region.
- » Supported the Newfoundland and Labrador, Prince Edward Island, and New Brunswick province-wide Connector Programs.

NATIONAL AND INTERNATIONAL

- » Worked in partnership with Invest in Canada, Global Affairs Canada, and the Consider Canada Cities Alliance to attract foreign direct investment.



When we all work together to retain youth and newcomers, help businesses grow and innovate, and attract new investment to our city, everyone benefits.



PURSUE AN ORGANIZATIONAL CULTURE OF EXCELLENCE

Halifax Partnership executed Year 2 of a multi-year Integrated Marketing, Communication, and Engagement Plan to support the achievement of the Partnership's business objectives.

» Launched the revamped [Halifax Partnership website](#) in June 2019. More than 60,000 visitors have viewed the new site.

↑ **LinkedIn**
65.0% increase

» Increased awareness of Halifax and Halifax Partnership in 51 local, national, and international earned articles and interviews (print, online, TV, and radio).

↑ **Facebook**
8.7% increase

» 29,169 total social media followers (17% YOY increase)

↑ **Twitter**
3.7% increase

EVENTS

During the fiscal year, Halifax Partnership hosted and collaborated with partners on 35 events that offered our Investors and the broader business community insights and opportunities to connect and collaborate.

BUSINESS CONFIDENCE SURVEY

70% of businesses surveyed were completely or mostly favourable of the Halifax Partnership, a 3% increase from the previous year.

AWARDS AND RECOGNITION

The International Economic Development Council (IEDC) Awards for Excellence recognize the world's best economic development programs. In 2019, the Partnership won the following IEDC Awards:

- » Digital Media Campaign – Gold (We are all Connectors)
- » Talent Development and Retention – Silver (Game Changers Youth Retention Action Plan)



We work one-on-one with our Investors and businesses across the city to understand their needs and help them grow.

LOOKING FORWARD REIMAGINING HALIFAX

THERE'S NO QUESTION COVID-19 HAS IMPACTED OUR REGION.

At the onset, we all responded to minimize the spread of the virus and keep people safe. The economic impacts have been severe and Halifax Partnership and Halifax Regional Municipality quickly turned our attention to recovery through the development and implementation of Halifax's [Economic Response and Recovery Plan](#) (ERRP).

The plan is grounded in following public health directives while working collaboratively with many private, public, and post-secondary partners and stakeholders across the city, province, and country with a common goal to get back on track with Halifax's long-term growth trend.



PHASE 1: URGENT

Urgent Health Care Crisis

Follow public health directives and respond to the urgent needs of businesses and residents.



PHASE 2: STABILIZATION

Getting Back to Business

Support businesses planning for reopening or resuming full operations; prepare for public health restriction if COVID-19 resurges.



PHASE 3: RECOVERY

Open for Business

Support businesses in resuming full operations; build local business and consumer confidence; ramp up national and international investment attraction.

Moving from one Phase to the next will not be based on a fixed timeline, but will be aligned to public health criteria and measures. Actions and activities may overlap between phases.

Immediate actions in Phase I included consulting with and connecting 900+ businesses to resources, developing the COVID-19 Resource Hub on our website, and launching the Virtual Adviser Program for business. In June, we began Phase II of the plan focused on helping businesses and our city safely reopen and resume operations. We added [additional resources on our website](#) to support businesses in their planning and recovery.

As businesses and public spaces reopen, Halifax once again has much to offer. With careful attention to physical distancing, and with safety measures in place, locally produced events, experiences, products, and services are being actively promoted to Halifax residents, fellow Nova Scotians, and across the Atlantic region.

Halifax Partnership is working closely with Discover Halifax, Develop Nova Scotia, HRM, Halifax Chamber of Commerce, and the Province of Nova Scotia to promote reopening and buy local programs and campaigns, encouraging consumers to vacation here, buy here, and enjoy being here.

Every time we choose to dine, shop, and experience local, we help strengthen our community; when we buy local, we build Halifax.

**Buy
Halifax!**
#ImOnBoardNS

**heart. soul.
Halifax!**



Photo credit: Michelle Doucette Photography





Photo credit: Michelle Doucette Photography



HALIFAX'S COVID-19 ECONOMIC IMPACTS

While 2019 was a banner year for Halifax, 2020 is a very different story. Our research team is continuing to track the economic impact of COVID-19 – something we will continue to do over the coming months and years.

We also know there will be an impact on population growth and migration, but to what level of severity, we cannot yet be sure. Our partners in international education and from the Nova Scotia Office of Immigration have told us that the demand to come to Nova Scotia is still there, and is still high, but there are significant barriers for travelling to Canada from international destinations at this time. We remain hopeful that any decrease in new arrivals is just a delay because of current restrictions and we will have a strong rebound as soon as travel and immigration processes allow.

COVID-19 DRIVES INNOVATION ACROSS OUR CITY

One thing that we, as Atlantic Canadians, excel at is adapting in the face of adversity. COVID-19 forced immediate and significant changes to how businesses operated. Some were required to close under government public health directives. Some reduced operations as customer demand precipitously dropped. Some shifted operating and delivery models, product lines, and strategies – and thrived.

BEAUMONT & CO

Early in the COVID-19 outbreak, **Beaumont & Co.** – a local company specializing in tradeshow exhibits, displays, and experiential events – saw parallels between fabrications for the events industry and the type of fittings needed to create safe workspaces and pop-up locations for medical personnel.

Using existing high-quality materials and their expertise and experience in building easy-to-construct temporary spaces, Beaumont & Co. designed and prototyped rapid deployment containment/screening booths and rooms for frontline workers, and then pivoted again to help businesses get back to work with protective dividers and screens for office settings.

STINGRAY RADIO

To support local businesses with advertising needs, **Stingray Radio** announced the Stingray Stimulus Plan via their 104 radio stations across the country to provide radio advertising grants for businesses. More than \$15 million in grants were awarded, ranging from \$1,000 to \$100,000 each, to provide businesses in Nova Scotia and across the country the opportunity to continue to promote their products and services at a time when advertising budgets were significantly decreased or non-existent.

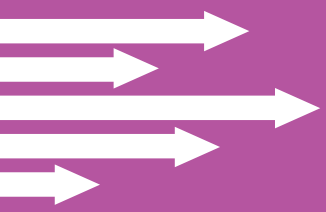
NEOCON INTERNATIONAL

In addition to retooling a portion of its facility to produce N95 compliant masks, **Neocon International**, an automotive designer and manufacturer, has collaborated with Sixth Wave Innovations Inc. to design and produce a face mask incorporating a virus detection technology currently under development. Sixth Wave's SmartMask™ is awaiting patent, and in the meantime, Neocon has already produced several versions of an N95 mask to serve as the foundation of the product prototype.

ACE MACHINING

Ace Machining makes custom orders from metal and plastics for customers across North America. With a background in the fast-food industry, company president Ron Wallace has a keen sense of what that industry needs to keep operating while keeping customers and employees safe. Ace Machining quickly designed stands to hold large jugs of hand sanitizer and created tools to make drive-through point of sale operations safer.

"A few of our innovative products are taking off. When we saw people duct taping debit machines to hockey sticks, we manufactured a product for that," said Wallace, adding that they have created products for Tim Hortons, McDonald's, and A&W restaurants. "But the one that is getting the most traction is trays for Dairy Queen. We made a service tray with holes in it for passing ice creams and Blizzards to customers in the shape of the iconic DQ spoon. We rolled that out across Canada and now we're working within the States too."



FINANCIAL OVERVIEW

YEAR END MARCH 31, 2020

REVENUE	
HRM	\$1,920,289
Private Sector	
Cash	390,748
In-Kind	234,618
Funded Projects – In Support of Core Activities	2,863,769
Other	47,691
TOTAL REVENUE	5,457,115
EXPENDITURES	
Promote and Maximize Growth	2,030,757
Attract and Retain Talent	1,077,920
Make Halifax a Better Place to Live and Work	374,223
Organizational Excellence	667,435
Salaries and Benefits	1,397,290
TOTAL EXPENDITURES	5,547,625
Deficit	(\$90,510)

The Partnership recorded a deficit of \$90,510 for the year ending March 31, 2020 , compared to a surplus of \$40,181 last year. This deficit was the net result of an increase in the allowance for doubtful accounts over the previous year of \$115,000 less savings in the 4th quarter resulting from lower activity related to the pandemic.



As businesses and public spaces reopen, Halifax once again has much to offer. Every time we choose to dine, shop, and experience local, we help strengthen our community.



OUR BOARD OF DIRECTORS

AS AT MARCH 31, 2020

Ron L'Esperance (Chair)

Group ATN

Rob Carruthers (Vice Chair)

Deloitte LLP

Beste Alpargun

SEAMARK Asset Management Ltd.

Donna Alteen

Time + Space Media

Cory Bell

Lindsay Construction

Margaret Brigley

Narrative Research

Councillor Shawn Cleary

Halifax Regional Municipality

Patrick Fitzgerald

Cox & Palmer

Monica Foster

NSCC

April Howe

Nova Scotia Public Service Commission

Hector Jacques, OC

Board Director & Past Chair,
Halifax Port Authority

Councillor Wayne Mason

Halifax Regional Municipality

Winston Morton

SimpTek Technologies, Inc.

Chris Ronald

RBC

OBSERVERS TO THE BOARD OF DIRECTORS

Mayor Mike Savage

Halifax Regional Municipality

Jacques Dubé

Halifax Regional Municipality

Captain (N) David E. Mazur, CD

Joint Task Force Atlantic and
Maritime Forces Atlantic

Chuck Maillet

Atlantic Canada
Opportunities Agency



OUR INVESTORS

AS AT MARCH 31, 2020

DIRECTING (\$25,000+)

Dalhousie University
Emera Inc. & Nova Scotia Power
Government of Canada
Halifax International Airport
Authority
Halifax Regional Municipality
Pattison Outdoor Advertising
Province of Nova Scotia
RBC
Saint Mary's University
The Saltwire Network

MANAGING (\$15,000+)

Atlantic Business Magazine
Bulletproof Solutions
Clothesline Media
Halifax Chamber of Commerce
Scotiabank
Stingray

PRESENTING (\$10,000+)

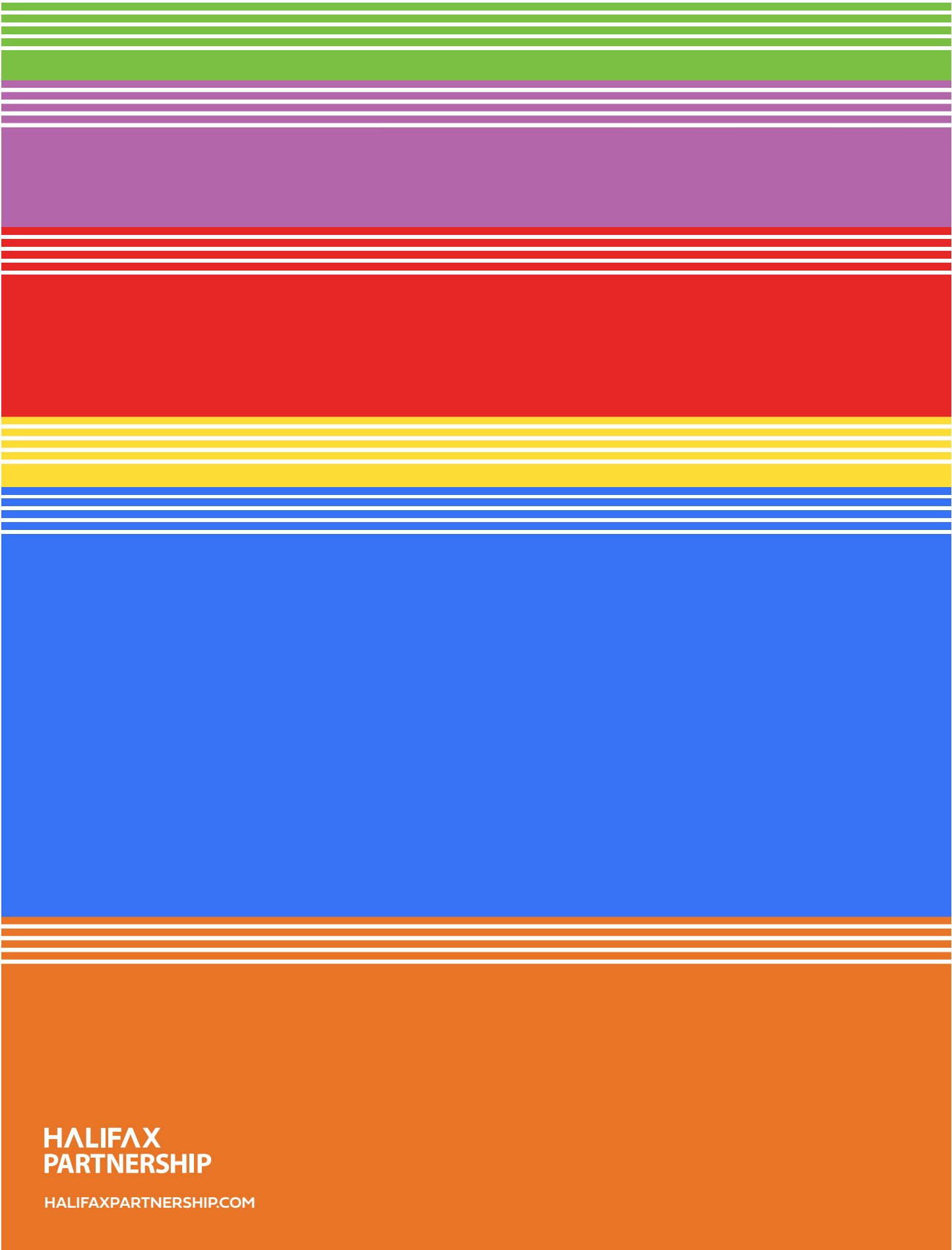
Beaumont & Co.
Bell Aliant
CN
Cox & Palmer
Deloitte
Dexel Developments
Eastern College
Events East
Gerald Walsh Associates Inc.
Halifax Marriott Harbourfront
Hotel
Halifax Port Authority
HRO Core
Irving Shipbuilding Inc.
Killam Apartment REIT

Knightsbridge Robertson
Surrette
Lindsay Construction
Mount Saint Vincent University
Manulife Financial
Medavie Blue Cross
m5/Group ATN
NATIONAL Public Relations
Nova Scotia Association of
REALTORS®
Nova Scotia Community College
Nova Scotia Gaming
Corporation
NSCAD University
Office Interiors
Rank Inc.
Royer Thompson
Sandler Training
TD Canada Trust
Time + Space Media
The Westin Nova Scotian
Warehouse Transport Group
WM Fares

SUPPORTING (\$5,000+)

Advanced Systems
Agenda Managers Inc.
Alscott Air Systems Ltd.
Arrow Electronics Inc.
Atlantic Lottery Corporation
BMO Bank of Montreal
BoomersPlus
Bounty Print Ltd.
Burgess Transfer & Storage Ltd.
Business Development Bank of
Canada (BDC)
Canadian Museum of
Immigration at Pier 21

CPA Atlantic School of Business
Davis Pier
Develop Nova Scotia
Eastlink
Encore Canada (formerly
Freeman Audio Visual Canada)
ExxonMobil Canada
EY
FIN Atlantic Film Festival
Fire Inside Leadership
Halifax-Dartmouth Automobile
Dealers Association
IBM Canada Ltd.
Innovacorp
Journeyman Film Company
KPMG LLP
Lockheed Martin
MariNova Consulting
Maritime Museum of the
Atlantic
Maritime Paper Products
Moore Executive Suites/
Oceanstone Seaside Resort
Municipal Group of Companies
Narrative Research
Neocon International
NTT Data
Premiere Executive Suites
The Prince George Hotel
Scotian Materials
The Shaw Group
Uber Canada
Workers' Compensation
Board of Nova Scotia



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PARTNERSHIP**

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