

June 4, 2012



Honourable Maureen MacDonald  
Department of Finance  
Province of Nova Scotia  
1723 Hollis Street, 17<sup>th</sup> Floor  
PO Box 187  
Halifax, NS B3J 2V3

Dear Minister MacDonald:

The Halifax Chamber of Commerce would like to congratulate you on your appointment as Nova Scotia's Minister of Finance. Your dedication to the province is remarkably strong and admired. We would also like to thank you for your dedication as Minister of Health.

As you know, the mission of the Halifax Chamber of Commerce is to be the "Voice of Business" for Halifax, and we are strongly committed to making Halifax a more attractive and competitive place for businesses large and small.

The two areas in particular that the Halifax Chamber of Commerce is focused on are competitiveness, and helping our members take advantage of major projects, such as, the Irving Shipbuilding bid, Muskrat Falls, and the Shell offshore oil project.

Moreover, we applaud the government's recent actions on reducing the small business corporate income tax, in addition to eliminating the Large Corporation Capital Tax. However, more work is required to make Halifax a more attractive business district, and the Chamber continues to advocate for a corporate income tax of 12%. Former Minister Steele's leadership with this portfolio has been acknowledged by the Chamber on many occasions and we are confident that your financial management practices will garner our support in bringing the province *Back to Balance*.

The Chamber supports the efforts of the province on its *Ships Start Here* campaign. The \$25 billion injection of revenue to the province has the potential to revive the province's industries from shoreline to shoreline.

We welcome any questions and are always willing to meet with you or your staff.

Sincerely,

A handwritten signature in cursive script that reads "Valerie".

Valerie A. Payn  
President & CEO

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656 Windmill Road, Suite 200  
Dartmouth, Nova Scotia, Canada B3B 1B8



June 4, 2012

Honourable Leonard Preyra  
Department of Communities, Culture and Heritage  
Province of Nova Scotia  
World Trade and Convention Centre, 6th Floor  
1800 Argyle Street,  
P.O. Box 456  
Halifax, Nova Scotia B3J 2R5

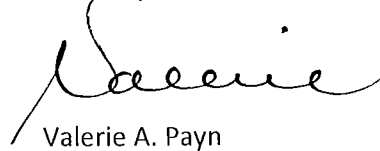
Dear Minister Preyra: *Leonard*

The Halifax Chamber of Commerce would like to take this opportunity to congratulate you on your appointment to the Communities, Culture and Heritage portfolio.

The Communities, Culture and Heritage file is an important file to us here at the Chamber. Preserving our prominent heritage is as important as making our communities more diverse through increased immigration strategies.

We welcome any questions you may have and we are always willing to meet with you or your staff.

Sincerely,



Valerie A. Payn  
President and CEO

June 4, 2012

Honourable Maurice Smith  
Department of Transportation and Infrastructure Renewal  
2nd Floor, Johnston Building  
1672 Granville Street  
P.O. Box 186  
Halifax, Nova Scotia B3J 3Z8

Dear Minister Smith:

The Halifax Chamber of Commerce would like to congratulate you on your appointment as the Minister of Transportation and Infrastructure Renewal.

As you are aware, the Chamber is heavily involved in transportation initiatives via its volunteer Transportation Committee, which monitors transport policy that affects the region and, in doing so, affects the business environment for members of the Halifax Chamber of Commerce. We assess the impacts of decisions at the federal, provincial and municipal level on behalf of members of the Chamber and take leadership positions on issues of importance to this region in particular areas impacting our air and sea ports.

We are active participants with the province and city on the Strategic Joint Regional Transportation Committee that is looking at a possible governance model for a Regional Transportation Authority. All of these initiatives are critical to maintaining and attracting businesses to Halifax.

We welcome any questions you may have, and are always willing to meet with you or your staff.

Sincerely,



Valerie A. Payn  
President and CEO

June 4, 2012

Honourable David Wilson  
Department of Health and Wellness  
Province of Nova Scotia  
Joseph Howe Building, 1690 Hollis Street  
PO Box 488  
Halifax, NS B3J 2R8

Dear Minister Wilson:

The Halifax Chamber of Commerce would like to extend its congratulations to you, as the new Minister of Health and Wellness. Your background in Emergency Services will serve you well as you step up to this portfolio for all Nova Scotians. The Chamber would also like to thank you for your commitment to the Communities, Culture and Heritage portfolio.

The most recent census results present significant challenges for the province, many of which were forecast well before these results were issued. However, there are also numerous opportunities to seize.

Challenges include our aging population; we have the highest percentage of seniors in the country and the lowest percentage of immigrants. Questions at the top of mind for citizen are: Do we have enough doctors and nurses to support the growing number of senior citizens? Does our health care system need to be revamped? Are our current facilities in a state to provide quality health care?

Conversely, even though our population is aging, our seniors are living longer healthier lives and many are staying in the workforce longer providing additional time to implement smart policies in response to the concerns raised above. Most importantly, collaboration with your colleagues in other departments and the business community can assist in alleviating the enormity of our demographic challenges and also aid in embracing opportunities.

The Halifax Chamber of Commerce will continue to monitor, analyze and look to work with you to provide proactive solutions to challenges relating to this portfolio, in attempt to create an attractive and healthy business environment and province.

We welcome any questions and are always willing to meet with you or your staff.

Sincerely,



Valerie A. Payn  
President and CEO

June 5, 2012

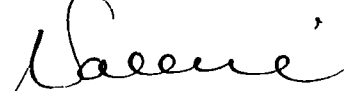
The Honourable Bill Estabrooks  
MLA Timberlea-Prospect  
1492 St. Margaret's Bay Road  
BLT Recreation Centre  
Lakeside, Nova Scotia B3T 1B3

Dear Mr. Estabrooks: *Bill*

The Halifax Chamber of Commerce would like to pass on a sincere thank you for your years of dedication to the province as an MLA and your years spent with the transportation portfolio. Your leadership, knowledge, and compassion to the province are admired and will be greatly missed.

We wish you and your family all the best in your lives outside of politics and mostly we wish you the best of health.

Sincerely,



Valerie A. Payn  
President and CEO