

# BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE



## HERE TO HELP HALIFAX GROW

Future successes can come from supporting existing projects, says new Halifax Chamber of Commerce Chair

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### THE CIRCULAR ECONOMY

Reducing, reusing and recycling  
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Building bigger, better businesses  
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Soccer success story  
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— Phil Otto, Founder & CEO, Revolve Branding and Marketing



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# CHAMBER EVENTS

For a full and up-to-date list of our Chamber events, please visit [www.halifaxchamber.com/events](http://www.halifaxchamber.com/events)

**NOTICE:** PLEASE CHECK OUR WEBSITE [HALIFAXCHAMBER.COM/COVID-19](http://HALIFAXCHAMBER.COM/COVID-19) FOR THE MOST UP TO DATE EVENT INFORMATION.

## LUNCHEON:

**Minister Karen Casey**

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DATE: Wednesday, April 1

TIME: 11:30 a.m. - 1:30 p.m.

LOCATION: Westin Nova Scotian

## POWER LUNCH:

**Identifying Your Ideal Customer**

HOSTED BY: **Business Coach Atlantic**

DATE: Thursday, April 2

TIME: 12 - 1:30 p.m.

LOCATION: Halifax Chamber office, 32 Akerley Blvd.

## CHAMBER 101

DATE: Wednesday, April 15

TIME: 12 - 1:30 p.m.

LOCATION: Halifax Chamber office, 32 Akerley Blvd.

## LUNCHEON:

**The Future is Green**

DATE: Thursday, April 16

TIME: 11:30 a.m. - 1:30 p.m.

LOCATION: Halifax Marriott Harbourfront Hotel

## PINTS + POINTERS:

**Succession Planning**

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DATE: Thursday, April 16

TIME: 3:30 - 5 p.m.

LOCATION: Garrison Brewing

## HALIFAX CHAMBER'S ANNUAL GENERAL MEETING

DATE: Thursday, April 23

TIME: 10:30 a.m. - 11:30 a.m.

LOCATION: Halifax Chamber office, 32 Akerley Blvd.

## SAVE THE DATE:

### SPRING DINNER:

**Reimagining Health Care**

PRESENTED BY: **Oland Brewery**

DATE: Tuesday, May 19

TIME: 5 - 9 p.m.

LOCATION: Halifax Convention Centre

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# Business is blooming

Spring brings fresh opportunities and initiatives to Halifax

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**“**With the spring comes a feeling of renewal. The new hospital projects in Halifax and Cape Breton will bring new jobs and usher us into the future of health care.”



**PATRICK SULLIVAN**  
PRESIDENT & CEO

**C**ongratulations, Halifax! We have once again survived the brunt of winter. And although it was a cold, snowy season, we will soon see our rewards with those first signs of spring.

Here at the Chamber, we're gearing up for a busy spring, starting with a luncheon with the Honourable Karen Casey on April 1. On April 16, we're hosting an important conversation on energy with some key players in the industry. Then, we'll host our Annual General Meeting on April 23 to update our Board and our stakeholders on all of our progress in the last year.

The provincial budget was released in late February, and the Halifax Chamber was pleased to see a focus on stimulating the economy. Minister Casey cut business taxes — excellent news for our members — and is spending more than \$1 billion on capital projects. The Chamber has long advocated for a 14 per cent corporate business tax rate, and we're looking forward to seeing new projects and investments thanks to this change.

With the spring comes a feeling of renewal. The new hospital projects in Halifax and Cape Breton will bring new jobs and usher us into the future of health care.

Speaking of health care, ACOA, BioNova, Nova Scotia Health Authority (NSHA), VOLTA and the QEII announced their exciting new pitch competition series last month. They are pooling their resources to provide an opportunity to medical technology companies with a focus on cancer care that are market ready and regulation compliant to win \$100,000.

If that wasn't enough of a prize, the winner will also have their tech adopted by the NSHA to begin improving the

province's cancer care as soon as possible. We're thrilled to see this level of collaboration and innovative thinking in our health-care system. By fast tracking this technology, these organizations will improve our processes, our long-term costs and most importantly, patient outcomes.

The series includes five competitions this year, with the first one focused on cancer care, and the others to be announced at a later date. If you're a medical technology company or know of one who may qualify, let them know about this opportunity! The series is a huge first step in prioritizing health in Nova Scotia.

Finally, I'd like to officially welcome our new Chair of the Board, Gavin MacDonald, Partner with Cox & Palmer. MacDonald's leadership and support on our Board has been invaluable and we're looking forward to the year ahead. His passion for growing Halifax will strengthen our commitment to building a diverse and vibrant city.

Meet him at the Spring Dinner on May 19 at the Halifax Convention Centre. We're focusing on health-care innovations and some incredible projects happening here in Halifax. Happy reading! ■

**Congratulations to Joe Gillivan on being recognized with the Robert Nourse Award, TEC Canada's most prestigious National Chair award.**

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With over 30 years of experience in leadership roles, Joe Gillivan has been committed to developing high-performance teams and senior executives so that they can identify their true purpose and effect transformational change in their business and personal lives.

Since joining TEC Canada as a Chair in 2011, Joe has been an accomplished executive coach, who leads Halifax-based CEOs, business owners and executives as they navigate the uncertain journey of business ownership.

TEC Canada is thrilled to honor Joe Gillivan and his accomplishments with our most distinguished award, the Robert Nourse Award.

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### Solitha Shortte

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Maya Sloan is the owner of Body Speech Mind Therapy, located in the west end of Halifax. Sloan is a Counselling Therapist and a Speech-Language Pathologist (SLP). She specializes in working with children, youth and families using play-therapy modalities including client-centred and sand tray therapy. She helps children and parents, foster parents and adoptive parents with their attachment bond, and assists children with regulating outbursts and processing trauma. As an SLP, she works with children with dyslexia using the Orton-Gillingham approach, and assists people who stutter.

### Maya Sloan

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The Halifax Rifles (RCAC) is Halifax's namesake Canadian Army regiment celebrating 160 years in 2020. We are an armoured reconnaissance regiment comprised of part-time and full-time soldiers based in Halifax and Kentville, N.S. Our Army reserve members are also students, tradespeople and professionals from all walks of life serving Canada in uniform.

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GOVERNMENT – Government

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# MEMBERS IN THE NEWS

How our members are growing Halifax



## ETHAN KIM & ASSOCIATES WELCOMES EMMA

We are celebrating the arrival of Emma Wilson who has recently joined our law firm, **Ethan Kim & Associates**. Wilson is thrilled to be practicing in Halifax where she has expanded her practice areas to include corporate law, family law, real estate, immigration law and wills and estates. An avid hiker, skier and traveller, Wilson also loves spending time with her dog, Keallum. Wilson looks forward to joining us for Chamber events, and we are happy to have her!



## HAVE A BUSINESS PROBLEM TO SOLVE?

At the **Sobey School of Business**, our Master of Technology Entrepreneurship & Innovation (MTEI) students are keen to secure meaningful internships in 2020. Both start-ups and larger organizations can benefit from our six-month internship within this entrepreneurial city. Our students bring an innovative mindset, brimming with expertise and a global

perspective with backgrounds in marketing, finance, engineering, software development and information management to name a few. Whether you are creating new innovative product lines, exploring commercial avenues or enhancing strategies, these innovators can help bring you to the next level! For more information contact [SobeyGradCareerServices@smu.ca](mailto:SobeyGradCareerServices@smu.ca).

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**BOYNECLARKE LLP WELCOMES NEW LAWYERS**

**BOYNECLARKE LLP** is pleased to announce and welcome Scott McGirr and Cassie Taylor to the firm. McGirr joins BOYNECLARKE LLP as an Associate and his practice includes all aspects of Canadian immigration, refugee and citizenship law, serving both individuals and businesses. Taylor joins BOYNECLARKE LLP as an Associate on our estates team. She practices in the areas of estate planning and estate administration, where she assists executors and administrators with navigating both the probate and estate-administration processes.

**M5 EXPANDS TO SAINT JOHN MARKET**

Atlantic Canada’s largest marketing agency announced an expansion to Saint John, N.B., through a deal that will transition Revolution staff to **m5**. To keep operations seamless for clients and staff, **m5** will take over the former Revolution office space at 86 Prince William St. This new office will complement **m5**’s other Atlantic-Canadian offices in Moncton, Halifax, Charlottetown and St. John’s. “For over 20 years, Revolution Strategy has been a quality player in the agency business on Canada’s East Coast and we’re thrilled to be adding these talented team members to our growing firm,” said Heather Dalton, Partner with the **m5** group of companies. “Saint John has been a target for us for a long time and we’re looking forward to being part of the Saint John business community in a meaningful way.”



**IWK AUXILIARY AND AMOS PEWTER RAISING FUNDS FOR THE IWK HEALTH CENTRE**

Thanks to a partnership with **Amos Pewter**, volunteers from the **IWK Auxiliary** have become a fixture at Halifax’s Cruise Ship Pavilion where they have been raising valuable funds for the health centre. “As we prepare to enter 2020, we have many reasons to celebrate this very special partnership,” said Catherine Davison, Chair of the

Biggs and Littles Gift Shoppe at the IWK. “We celebrate not only the incredible amount this partnership has raised, which is nearing half a million dollars, but also the wonderful partnership and friendship with the Amos team, the amazing support of our volunteer teams and the opportunity to put a very public face on the volunteer efforts of the IWK Auxiliary.”



**TOTALLY RAW PLANT GRAND OPENING**

The **Totally Raw** team is proud to announce the opening of their newly designed, state-of-the-art, lean industrial processing plant in the Burnside Industrial Park in Dartmouth. The new facility features over 10,000 square feet and includes office space, industrial processing equipment and

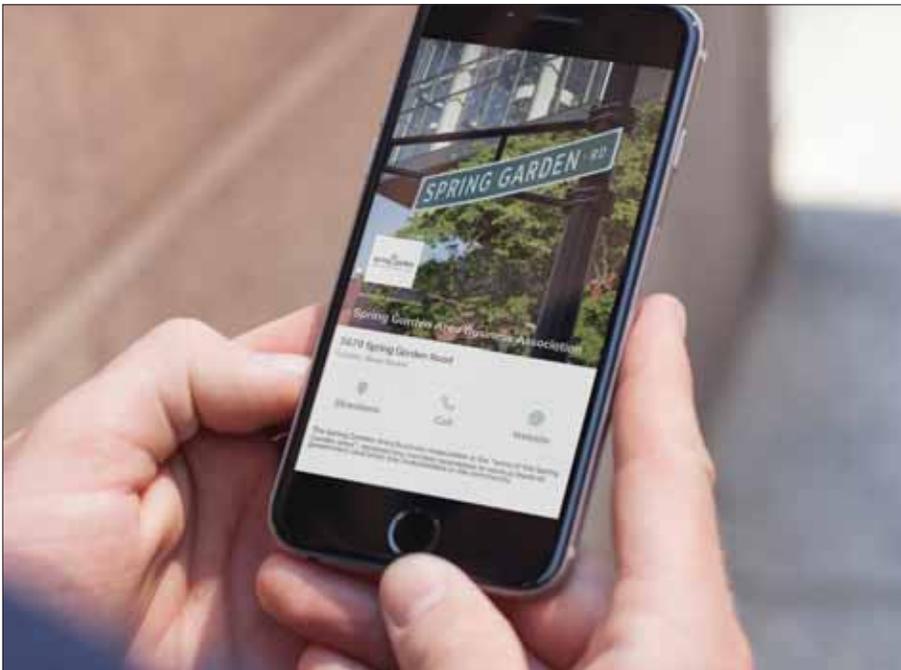
4,000 square feet of freezer space. The **Totally Raw** team gathered with district Councillor Tony Mancini, MLA Sue LeBlanc, friends, colleagues and family to celebrate the opening. With the cut of a ribbon, the team was thrilled to start production and provide **Totally Raw** to more happy pets across Canada.



**RUSSELL WNUCK WINS FRANK H. SOBEY AWARD**

Russell Wnuck, **Mount Saint Vincent University** business student and member of the Halifax Chamber’s fostering private sector growth task force, is among eight students who will be finishing the school

year with a major scholarship. Wnuck is a dedicated member of his community and a leader amongst his peers. Each of the students has been awarded \$25,000 for their excellence in business studies.



**GETINTHELOOP PARTNERS WITH THE SGABA**

**GetintheLoop** Halifax is excited to be partnered with the **Spring Garden Area Business Association**. Several restaurants, shops and services from the area are now featured on GetintheLoop’s mobile marketing platform in a special

Spring Garden-area category or “Loop.” This will make it easier for visitors and locals to discover the variety of exciting local businesses, one-of-a-kind products and unique experiences available in the Spring Garden area.



**DRESS FOR SUCCESS INAUGURAL CONFERENCE**

**Dress for Success Halifax** is pleased to announce that CEO, Brenda Saunders/Todd and Executive Director, Mary Tersigni-Paltrinieri of Dress for Success Ottawa, have been appointed as the National Co-chairs of the first-ever annual Dress for Success Canadian National Conference taking place in Ottawa in September, 2020. “This has been a long time coming and we are incredibly proud to have Nova Scotia participating as a lead for this first-annual conference that will bring together 14 affiliates across the country for continued growth and development that will serve our community,” says Julie Wisen, Board Chair and President of Dress for Success Halifax.

**HALIFAX STANFIELD SERVES MORE THAN 4 MILLION PASSENGERS FOR 3RD CONSECUTIVE YEAR**

“Halifax Stanfield continues to be an important Eastern-Canadian hub and we’re well positioned for future growth,” said Joyce Carter, President and CEO of **Halifax International Airport Authority**. “Last year, we welcomed additional non-stop services to a record four new destinations. These flights played a key role in helping us surpass our four-million milestone again and we appreciate the continued confidence our airline partners have in us by introducing these new services.” In 2019, 4,188,443 passengers chose Halifax Stanfield as part of their travel plans. An exciting area of growth was U.S. air travel, primarily as a result of new services added to Chicago through United Airlines and Philadelphia through American Airlines, as well as increased capacity by both airlines to New York. Total U.S. air travel grew by 19 per cent compared to 2018 — a trend that’s set to continue in 2020.



## NETWORK TEST LABS REBRAND TO CYBERCLAN

**Network Test Labs** announced their rebranding and renaming to **CyberClan**, expansion into the American market as a new U.S. company and the appointment of Mary Beth Borgwing as their new Executive Director. These significant changes reflect the firm’s desire to be globally recognized for delivering exemplary cybersecurity services to its clients, including expansion into U.S. markets. “When Network Test Labs started, we were unaware of how rapidly the industry would evolve. It is important that we continue to evolve as well — CyberClan is a result of that. We strive to provide our clients with a personal touch,” said Richard D’Souza, CyberClan President and CEO, “I strongly believe CyberClan will make waves in this industry.”



## ATLANTIC LOTTERY BOARD APPOINTS NEW PRESIDENT AND CEO

The Board of Directors of **Atlantic Lottery** is pleased to announce the appointment of Chris Keevill as the organization’s next President and Chief Executive Officer. Keevill brings to the position more than 20 years of experience in digital transformation, innovation, marketing and media at the regional, national and international level. “It is an honour to be selected to lead the outstanding team of employees at Atlantic Lottery who are firmly committed to delivering on the corporation’s core strategy of growing its player base, improving player experience in a digital world and modernizing the corporation’s capabilities to deepen its relationships with players,” said Keevill, “I’m looking forward to embracing the opportunities ahead.”



## ASHBURN CELEBRATES COURSE REOPENING

**Ashburn** is a classic course located in the heart of the city, updated with new greens and bunkers. But if you prefer to feel as though you’ve escaped for the perfect round of golf, their second course is located just far enough outside of the city to feel removed. That’s what Ashburn Golf Club is — two great courses and one historic club that’s played an

important role in Halifax for nearly a century. This year the club approaches its 100th anniversary of its name change from Halifax Golf and Country Club to Ashburn, and there’s plenty to celebrate ahead of that incredible milestone. The club’s old course will be reopened with 18 rebuilt, state-of-the-art greens and new bunkering.

## MARCH PROCLAIMED AS EASTER SEALS MONTH

On March 5, Mayor Mike Savage came to **Easter Seals Nova Scotia’s** centre in Burnside and proclaimed March as Easter Seals Month! In celebration of Easter Seals Month, our Paper Egg campaign was launched. The campaign is one of our annual fundraisers and greatly supports our many programs and services for Nova Scotian children, youth and adults living with disabilities. As part of our New Leaf Enterprises program, our New Leaf Cafés around the HRM provide skill building and workplace training for our clients. We invite you to come try our food at 22 Fielding Ave. and support Nova Scotians with disabilities!

## PERFECT PARTNERSHIP

Joey Moreno of **Ufind.ca** and Maria Caines of **Bay to Main Consulting** recognized that their businesses were excellent complementary products to cultivate sales growth for their clients. Last fall, they decided to partner to provide a complete customer acquisition, engagement and retention service package. Businesses offering free Wi-Fi will appreciate the newfound ability to direct market to their clientele and reward their customers for their ongoing support. Moreno and Caines combine their marketing skills for increasing sales within the retail, hospitality and tourism sectors and will be venturing into other areas, like sporting events, in the near future!



*We're not the loudest voice, but we're one of — if not the most — effective voice in terms of advocating for this city.”*

— Gavin MacDonald,  
Chair, Halifax Chamber of Commerce

# HERE TO HELP HALIFAX GROW

Future successes can come from supporting existing projects, says new Halifax Chamber of Commerce Chair

BY SARA ERICSSON  
PHOTOS BY PAUL DARROW





**N**umbers add up for Gavin MacDonald. The lawyer and newly named Chair of the Halifax Chamber of Commerce knows a thing or two about budgets, banking, finance and how to proceed should things go wrong. MacDonald understands both sides of the process and can see where an issue lies and what should be done to fix it. He also knows that the answer to a problem is not always spearheading a new initiative or getting rid of an existing one, but identifying successes that have worked and championing those before racing after others.

He chaired his first committee at the Chamber in 2007, and over the last decade has remained involved in the organization as a Committee Chair and later Board Member before being named the Chamber's Vice-Chair.

Now, he's taking on his new role as Chair with the mindset of cementing successes before venturing out into uncharted territory to ensure the Chamber and its community can identify what led to those successes and how they can be replicated in the future.

"We've seen great success with economic and population growth, but now we must keep our eye on the ball. We need to maintain focus on the things we've done over the last few years that led to this success ... instead of assuming this will still continue to happen. As a business community leader, I can help encourage that focus," he says.

#### **EARLY INVOLVEMENT**

MacDonald first joined the Chamber as a volunteer on the Provincial Affairs Committee and later served as its Chair from 2007 to 2010. After taking a few years to focus on family, MacDonald found himself encouraged to apply to the Chamber's Board of Directors ahead of 2015. He applied to the board and became a Board Director in 2016. He soon began serving as Board Director on the Audit and Risk Committee and was also named Board Director of the Human Resource and Governance Committee, where he served until being named Vice-Chair of the board in 2019.

Outside of the Chamber, MacDonald works as a Partner at the Cox & Palmer law firm and has worked in several of the firm's practices, including business and finance, corporate and commercial, mergers and acquisitions and restructuring and insolvency — further evidence that his strength really does lie in numbers.

MacDonald says this experience has given him an extremely strong working knowledge of good corporate governance and how to effectively run a board, as well as knowledge of the corporate

finance side and an awareness of the financial side of public spending, which means he is well-positioned to advocate on behalf of the Chamber in this area.

"I want to support our advocacy there. We've had some success and have seen the province announce tax changes based in part on what the Chamber has been advocating for during the last few years. We know it works and that they're listening to us, so I think there is even more we can do here," says MacDonald.

#### **ALL ABOUT ADVOCACY**

MacDonald will begin his term as Chair following the Chamber's AGM on April 23, 2020 and says he aims to build on successful initiatives and their successes rather than implement a flurry of new ideas during his tenure.

"I see my role as a supporter and advocate for the good things we've started over the last couple years," he says.

MacDonald sees this supporting approach as more important than ever in Halifax, as the city wraps up one of its best years to date that saw impressive economic and population growth as youth retention rose for the first time in years and immigration numbers came in at an all-time high.

"For a lot of our history, we've faced challenging economic conditions, but now we're seeing success. The key is to identify how these successes happened to ensure they keep happening," he says.

MacDonald will also continue the Chamber's focus on advocating to government on behalf of Chamber members and Halifax's business community as a whole, which he says remains a key component of the Chamber and among the top advantages it offers to its members.

"There are other advocacy groups, but what the Chamber has been able to do is a combination of effective advocacy and a collaborative philosophy: it gets more done by working with government, not against it. We're not the loudest voice, but we're one of — if not the most — effective voice in terms of advocating for this city," he says.

Gavin MacDonald is the new Chair of the Halifax Chamber of Commerce and plans to focus on sustaining current successes and advocating for business in his new role.



“When I look around now, the amount of growth and opportunity I see is breathtaking. It’s hard to not get excited.”

— Gavin MacDonald,  
Chair, Halifax Chamber of Commerce

### CONNECTING WITH COMMUNITY

Encouraging good business in Halifax happens naturally at the Chamber, says MacDonald, as it advocates on behalf of its membership.

“We try to be the voice of business in Halifax ... I think there’s an understanding that now, whether we’re speaking to the city, the municipality or the province, we are speaking for the [more than] 1,700 businesses that are our members,” he says.

Membership at the Chamber has remained strong in the last few years — something MacDonald says stems from a diverse list of reasons that are different for each business that becomes a member. With there being many ways a membership benefits businesses, MacDonald says it can be multiple reasons they choose to get involved.

“There are tangible savings, access to programs and services and advocacy opportunities that come with being a member. When you pool your voice with 1,700 others, you can have an impact,” he says.

MacDonald says another key of the Chair’s role is ensuring to not only advocate on behalf of businesses, but to ensure all directors on its board feel they are able to make effective contributions.

He says this is what ensures the voices that are heard properly represent the board’s diversity of people, experience and expertise.

“There’s no point of having people on your board if they feel the environment is one where they can’t make a contribution. We want them to succeed and, as Chair, it’s my role to ensure that they can,” he says.

### WHERE IT’S WORKED

Ensuring all voices are heard has led to successes past and present, says MacDonald, pointing to one that comes to mind for many when thinking of red tape and business: the change to Sunday shopping rules in Nova Scotia, which he says came after repeated conversations the Chamber had with governments of all levels starting as far back as early 2000. It’s an area he says the city, municipality and province have continued listening to the Chamber on as more and more red tape is lifted to foster better business conditions.

“This change came after a long time spent highlighting redundant regulations and how they hold back businesses. The Chamber led the charge and showed government that changing Sunday shopping hours would result in red tape reduction,” says MacDonald.

“This showed that our advocacy works — that we’re being listened to.”

MacDonald says the Chamber has been an effective voice in Nova Scotia, Premier Stephen McNeil’s announcement in February that the province will cut its corporate tax rate beginning in April by two points, bringing it down to 14 per cent. The announcement also revealed the small business tax rate was cut by 0.5 of a point from three to 2.5 per cent.

“This number is more in line with the national average and recognizes we need a tax and regulatory structure that reflects the 21st-century world. I’m not saying we alone caused all of that to happen, but this shows we are part of the dialogue in our community,” he says.

MacDonald says the city and its business development is a far cry from the Halifax he first moved to in 1993. With a record-breaking year under its belt and a focus on both crunching numbers and supporting ventures to grow future successes, MacDonald sees no reason why this year should be any different.

“I remember sleepy old Halifax with no buildings, no development and nothing going on. When I look around now, the amount of growth and opportunity I see is breathtaking. It’s hard to not get excited,” he says. ■



# The right thing to do

Prioritizing the environment key to responsible, sustainable business **By Sara Ericsson**

One man's trash is another man's reusable, reducible or recyclable material. Just ask Chris Willison, Co-owner and Director of Junk Works Halifax, which he started with the idea of one day passing it onto his son and daughter. He says he knew from the moment he thought of the idea that there'd be no point in starting it unless it operated under what he's dubbed "the proper and right way" to run a business: focusing on being environmentally responsible so that the business can sustain itself and the environment.

"There was no way I was going to start a business [otherwise]. I wanted to start a business that my children [Andrew and Emma] could one day run — it wouldn't have been right if it wasn't environmentally responsible," says Willison. "There's a lot of waste going on in the world. But the more we can divert and keep out of landfills, the more we do our bit, the more normal it becomes. This is a fundamental pillar of our business."

*I wanted to start a business that my children [Andrew and Emma] could one day run — it wouldn't have been right if it wasn't environmentally responsible."*

— **Chris Willison,**  
Co-owner & Director,  
Junk Works Halifax

## A CIRCULAR APPROACH

Willison runs Junk Works, a full and self-service junk hauling and removal for both residential and commercial customers alongside his fellow Co-owner, Director and wife, Sherry. Willison says that despite many of his industry competitors claiming to recycle much of the materials they collect, the evidence he's seen doesn't back that up. The Junk Works business utilizes a warehouse space outside its facility, where the items its trucks have collected are brought and then separated into materials that can be reused, repurposed or recycled. Willison says the percentage of materials he is able to repurpose in some way can reach as high as 90 per cent as its staff sort materials into categories like metal, paper, textiles, furniture and appliances.

The Junk Works website states raw materials from these collections can later be used to manufacture items including car bumpers, paper towels, newspapers, steel cans, laundry detergent bottles,



Contributed

Chris Willison is the Co-owner and Director of Junk Works Halifax, a full and self-service junk hauling and removal business for both residential and commercial customers. As they work to divert materials from landfills, Willison says he's able to reuse, repurpose or recycle up to 90 per cent of a truckload of materials.

plastic, aluminum and glass containers.

Willison also aims to donate all items — common items include books, pots and pans and clothing — that are fit for reuse.

“You can begin to see ... that by the time you’ve diverted the things into different avenues, there’s very little that goes into the landfill,” he says.

This approach of reusing or repurposing items is one that Ecology Action Centre Community Energy Co-ordinator Meghan McMorris says forms part of the basis of the circular economy concept, within which reused, repurposed and recycled materials remain circling within an economy instead of new materials being processed into new items.

“It’s cutting down on the carbon footprint that comes along with processing new materials,” she says.

While such an economy has not yet caught on locally, McMorris says the Halifax Regional Municipality has been honing its focus on environment

“You can begin to see ... that by the time you’ve diverted the things into different avenues, there’s very little that goes into the landfill.”

— Chris Willison,  
Co-owner & Director,  
Junk Works Halifax

and climate action in another way — the development of a climate plan for the whole of HRM called HalifACT 2050: Acting on Climate Together. The municipality’s website states this plan will aim to reduce emissions through energy conservation and converting to clean energy sources and will include a series of public consultations where people can offer their thoughts on how to make the HRM a low-carbon municipality.

McMorris says all businesses and community members should feel encouraged to engage in such consultation processes, as it is their opportunity to have their voices heard. She also commends the province for its work on passing the Sustainable Development Goals Act, or Bill 213, which aims for Nova Scotia to reduce its emissions and become net-zero by 2050.

“This sets Nova Scotia businesses up to ... participate in a sustainable, circular economy, or what I call the climate business,” she says.

**CHALLENGING, BUT REWARDING**

McMorris says seeing government develop plans and specific targets to prioritize the environment is something that is coming at a time when an unprecedented acceleration of climate change is being seen. The time to act is now and she is hopeful such targets help lead the way for more businesses and organizations to follow.

“We need such a framework in place. Through HalifACT 2050 [and its consultation process], businesses can come to the table, show how they and their bottom dollar are impacted and specify what they need going forward to ensure their business and the economy as a whole is sustainable and continues to thrive,” she says.

McMorris says such systemic changes are not typically easy for businesses to implement, as their respective approaches must sometimes be completely reworked to create a strategy that fits with the province’s goals and municipality’s soon-to-be finalized environmental plan targets. But with these governmental bodies leading the way and providing a framework within which they can plan their approach, there is hope that many will further hone their focus and see the benefit of buying into climate action and decreasing their carbon footprints.

“It’s important to acknowledge that business as usual is very different from how we need to be doing business going forward,” says McMorris. “Historically, society has always talked about business and environment in a way that it’s business versus the environment, but economists worldwide, particularly last year, acknowledged that an economy that degrades the environment is an unsustainable economy. We must look at this and look at changing our ways.”

While the theory behind environmental responsibility is a great one, Willison says it is not always simple for businesses to prioritize it above all else. He also says this reason is why much of his industry competition doesn’t.

“It’s easier to get what we collect and take it straight to a dump and it’s definitely more work to do what we do. Separating, recycling and donating materials takes work, investment and time. It’s a constant balancing act between the cost of labour, the time required to separate materials and the money we get from diverting materials,” he says.



Ecology Action Centre Community Energy Co-ordinator Meghan McMorris says the HRM and province are both taking climate action through plans to lower their carbon footprints and eventually become carbon neutral.

“Through HalifACT 2050 [and its consultation process], businesses can come to the table, show how they and their bottom dollar are impacted and specify what they need going forward to ensure their business and the economy as a whole is sustainable and continues to thrive.”

— Meghan McMorris,

Community Energy Co-ordinator, Ecology Action Centre



Chris Willison says newspapers are among the many items that are made from recycled or repurposed materials.

But Willison says Junk Works will continue persisting, as he and his team members are passionate about doing their part for the environment and see prioritizing it as the right and proper thing to do.

“We can go on consuming items, but eventually we’ll run out of everything we want. So it just makes sense that rather than continuously taking everything for granted, that we stop and think,” he says. ■



The 40-member team at Revolve work to provide scalable, nimble and digital-first solutions for enterprises of all sizes.

Photos Contributed

# Building brands

Revolve helps clients communicate clearly with customers **By Erin Elaine Casey**

**“B**randing is about helping an organization determine their secret sauce.”

Phil Otto is Founder and CEO of Revolve Branding and Marketing. “Brand is a combination of reputation and expectation,” he continues. “Your vision, mission, values and purpose are the soul of your brand. Your name, logo and advertising are the skin of your brand. Get your business objectives right and your brand strategy writes itself.”

Otto is sitting in his office overlooking the Bedford Basin with newly-minted Revolve Vice-President Mike Bardsley. “It’s important to work from strategy first,” adds Bardsley. “Our clients have something they need to communicate, but they don’t always have the expertise or skills to do that professionally and effectively. We’re a partner who’s focused on their objectives and success.”

“Our strength is that we’re brand strategy first, and that informs our creative approach,” says Otto. “We were the first to start practicing branding 25 years ago when everyone else was still talking about advertising.”

**“***We have that wisdom and we are always complementing that with youth. And stickiness with staff is what leads to stickiness with clients.*”

— **Phil Otto,**  
Founder & CEO,  
Revolve Branding  
and Marketing

Today, Revolve is a full-service branding and marketing firm with 40 communications professionals offering scalable, nimble, digital-first solutions for every size of enterprise, from small local businesses to multinational corporations.

“We are very nimble and able to quickly adapt to the way society consumes information,” explains Otto. “We believe that small business is the backbone of the Canadian economy, so we want to make ourselves accessible to a wide range of clients, from start-ups to U.S. brands needing a Canadian lens on their marketing.”

“We are a small business ourselves, so we never lose sight of how difficult that growth process is,” adds Bardsley. “We add value for each of our clients, no matter the size. There’s always an objective we can work together to reach, whether it’s revenue growth, sustainability or reaching new markets.”

Values are what makes Revolve tick, whether it’s serving clients or serving the community. “Our values are strategic, creative, uncomplicated, initiative and caring,” says Otto. “We believe that the measure of a society is how well it takes

care of its weakest citizens. We invest heavily in making Halifax and Nova Scotia a better place.”

If you’ve been to a major event in Halifax in recent memory, you probably have a sense of how those values are put into action. Revolve supports the IWK Foundation, Hospice Halifax, Halifax PRIDE, the Children’s Wish Foundation, the Arthritis Society, the Mental Health Foundation, Junior Achievement, the TEMA Foundation and long-time client TIMBER MART’s Timberkids Charitable Foundation, of which Otto is Board Chair — just to name a few.

In addition to supporting causes important to clients and the community, Revolve encourages its team to get involved in changing the world. It’s a great way to build a healthy corporate culture. “It’s a very informed and engaged group of smart people who care,” says Bardsley. “We often match donations contributed by our staff.”

It’s all part of creating a cohort of people who work together to bring the best possible strategy and solution to the client. “Being able to work with people you like and respect, and understanding each other’s skill sets so you can set each other up for success is so important,” he continues. “The attention on building our culture and making sure this is a good place to work is never complete.”

The strength of a diverse team is key to Revolve’s own secret sauce, according to Otto. “We have lots of staff in their 20s, 30s and 40s. We’ve got good stickiness with staff, which means we’ve had people here for 20 years or more, which is kind of unheard of in this industry. We have that wisdom and we are always complementing that with youth. And stickiness with staff is what leads to stickiness with clients.”

“We have to be able to pivot based on how society consumes information — it’s a digital world. We have social media content creators, strategists, writers, developers, photographers, videographers and animators. We get it.”

Bardsley agrees. “Our clients need to look good in their digital spaces more than ever, and it changes so quickly — we need the right people to add value, and we have them.”

Revolve’s client list includes an impressive array of local, national and international businesses. “We like working directly with decision-makers to make things happen,” says Bardsley. “The two clients I started with 16 years



Phil Otto, Founder and CEO and Mike Bardsley, Vice-President of Revolve Branding and Marketing.

**“***The attention on building our culture and making sure this is a good place to work is never complete.*”

— Mike Bardsley, Vice-President, Revolve

ago I still deal with: TIMBER MART and Kohltech Windows & Entrance Systems — I’d take a bullet for them. We’ve had a wonderful relationship with Supplement King, and helped this small local business become a national player with 55 stores across North America.” Supplement King Founder Roger King recently won Gold in the Business Leader of the Year category at the Halifax Chamber’s Business Awards.

“We look for clients who see us as a partner, not a vendor, who are nimble and entrepreneurial in their own style and process, have an element of trust and are in it for the long run,” adds Otto. “We’re fortunate to work with some big brands like Deloitte, Red Wing Shoes and Polaris. We also work with local businesses like SONA, a merchant services company that won Silver in the Chamber’s Small Business of the Year category this year, and companies like Dogtopia, Trim Landscaping, Meta and CBCL.”

Revolve continues to evolve. Bardsley just came in as an equity partner and Vice-President in December, a natural evolution from his strong

working relationship with Otto over 16 years. “When I started this business, I wanted it to be a 100-year business, not just about me or my lifespan,” says Otto. “Part of it is legacy. The other part is you don’t hire a bunch of staff and give an end date to that. We’ve got a lot of talented people who’ve put their hearts and souls into this, and we have a responsibility to them and to our clients.”

“My time with the Revolve crew has been filled with growth and change,” says Bardsley. “This fuels my growth and Revolve’s growth. Phil and I balance each other out. We have similar values but a different way of doing things.”

At the end of the day, both Bardsley and Otto believe in the power of effective branding to transform. “Effective branding comes from a solid business strategy and healthy business culture, not design and not advertising,” says Bardsley. “It’s foundational to your operations and your ethics. It’s who you are and how you do everything.” ■

Learn more about Revolve at [revolve.ca](http://revolve.ca).

# A growth mindset

Cultivating positive thoughts to harvest optimism and improve business



**FLORIA AGHDAMIMEHR**  
RECOGNIZE YOUR  
POTENTIAL

Our mindset is our mental inclination or our frame of mind. A collection of our thoughts form our beliefs and our beliefs form our attitude, which results in how we act and feel. Research points to attitude as the secret ingredient that gives us the power we need to change our minds.

Most people want to grow but are not so keen on change. But the change can be simple if you stop practicing a fixed mindset and start practicing a growth mindset.

That means changing tunes a bit. Instead of saying, “this is how we have always done it,” try saying, “this is how we’ve always done it, but let’s see if there is a better or a different way of looking at things.”

Traditionally, workplaces tend to have an adversarial “us versus them” culture. Most people and workplaces focus on who is to blame when trying to resolve why things are not working, or maybe believe a resolution is too difficult to achieve — but this is the fixed mindset.

Instead, we must try practicing the growth mindset — we can’t have a happy life with a negative mind, and this applies in both a workplace setting and our personal lives. It is vital to enjoy the journey from where we are to achieving our goals. Assigning blame kills inspiration and does not build trust, try to cultivate positive thoughts and soon you will learn that you have harvested optimism.

“Instead of saying: “this is how we have always done it,” try saying “this is how we’ve always done it, but let’s see if there is a better or a different way of looking at things.”

Seek to understand, learn and grow rather than defending, blaming or protecting. As long we are focused on how we got where we are, how painful it was to get here or how difficult it is to get ahead, our ability to see all the solutions that may be readily available become clouded.

It is important to acknowledge challenges, but then start to focus on where you want to be or what you want to achieve. Research confirms complaining rewires our brain to become negative.

Choose the mindset of optimism rather than pessimism, collaborate instead of competing. Build more trust with your team and customers. Be less judgemental and more appreciative. Be enthusiastic instead of complaining or comparing. Successful leaders are doing things differently, by choosing their thoughts carefully, deliberately and consciously being more confident, rather than feeling threatened — and those leaders are the ones who find the solutions!

Carol Dweck, from Stanford University has devoted over 40 years to growth-mindset research initially for the education system. However, her ideas have since made their way to Fortune 500 companies and have seen great success upon proper implementation.

Many workplaces talk about a

positive culture, but it needs to be woven into the fabric of how a company does business. It is about looking at new ways of thinking or doing things and less about same old routine. It is how you train your team — problem solve, communicate, reward or promote. It is how we view failure and success. Over the years, I have developed my own dictionary omitting phrases that do not serve me, and frankly, I’d love to omit the word “failure” from all of our vocabularies because failure is only a stepping stone to your success!

By changing the way we speak and think, we change our mindset and attitude. Before you know it, things start changing in business, at work and in life. Don’t be a statistic, create new statistics.

Floria Aghdamimehr is your catalyst from information to transformation and has solutions-based focus and offers gratitude at work online training. She has developed the performance unleashed program, enhancing trust and respect for engaged teams that collaborate working towards productivity and innovation. She is the leading expert and your co-creative partner in helping you create new habits, in order to create your own success!

# The balancing act

123RF

How establishing work-life boundaries can improve business



**LINDA LEWIS-DALY**  
GOODLIFE WORKPLACE  
WELLNESS CONSULTANT

In today's work environment, it's difficult for employees to achieve and maintain good health. High calorie, sugar-laden and fatty food is cheap and easily accessible, green spaces are dwindling and most jobs unknowingly promote chronic stress. For many employees, especially senior leaders, there's an expectation they will travel frequently for their jobs, which can take a toll on their health.

Working Canadians spend up to nine hours a day being sedentary, whether it's sitting at their desks, behind the wheel or on a plane. The remainder of time they're caring for kids, doing housework or socializing. This leaves very little time for healthy habits.

Companies that invest in the overall well-being of their employees create a supportive workplace culture. These companies have greater customer or stakeholder satisfaction. But it only works if senior managers take the lead in a visible way.

## Why should senior leaders embrace their own health?

Consider the last time you flew on an airline. In the unlikely event of cabin decompression, all passengers are instructed to don their own oxygen mask before aiding the person sitting beside them, even if that person is a child. In other words, you are no good to anyone else if you are overcome by smoke inhalation.

The same holds true for the health and well-being of a leader.

By taking care of yourself, you can take care of others. By taking care of yourself, you can influence others to do the same. You can better lead others and make wiser decisions for the business.

We all have multiple roles in life. Being a senior leader is no exception. In addition to their work responsibilities, they may be partners, parents, sons or daughters, community leaders, mentors, volunteers and more. Just as the combination of these roles differs from one person to another, so too does each individual's concept of work-life harmony. Work-life harmony is about how one feels at any given moment and can be very subjective.

We all have our own ideas as to what is comfortable, tolerable and acceptable. We all have our own unique balance. What it takes to strike that balance is bound to shift and change. What we need to achieve work-life harmony is different at different stages of our lives and careers.

## So, where does work-life harmony begin for our senior leaders?

It begins with a calendar to help set work-life boundaries.

Using a calendar to simply schedule meetings is limiting. Yet using an integrated work-life calendar allows one to also include time to exercise, important events to attend with children or even that hour on Sunday evening to prepare for the upcoming work week. Having this time visible — to yourself and others — helps protect important time for family, work and leisure. An integrated work-life calendar lets you create boundaries around what is negotiable and non-negotiable to achieve better balance.

Seeing leaders actively participate in their organization's wellness programs shows employees it's OK for them to take advantage of these programs. It can also encourage other managers to make time at work for their own health improvement.

A healthy work-life balance starts at the top. Senior leaders play a powerful role as role models for healthy habits in the workplace and they are better equipped to lead when they are caring for their own mental and physical well-being.

Learn more about leadership, innovation and emerging workplace wellness trends at the GoodLife Fitness Health & Wellness Leadership Summit in Halifax May 12, 2020. Seating is limited. Visit [goodlifeatwork.com/leadership-summit/events](http://goodlifeatwork.com/leadership-summit/events) and register today.

# Embracing changes

Is it time for your business to adapt to 21st-century technology?



**GORDON HASLAM**  
PRESIDENT & CEO,  
LEDGERS CANADA

Some things never change, or they change very slowly. Take for instance your bookkeeping and financial reporting. Sound familiar? You have a bookkeeper, perhaps a relative or friend, and that individual enters transactions, creates payments, post invoices, etc.

You also have a payroll service provider that calculates payroll, remits taxes and produces various payroll reports.

This is the routine throughout your fiscal year, you then box everything up, take it to your accountant and wait. Then, several months later, you receive your financial statements, tax returns and a big bill.

This system has been around for decades and has not changed. It is what bookkeepers and accountants are used to — and why fix a system than isn't necessarily broken?

But sometimes things that aren't broken can still use a bit of change. Why?

**Reason 1:** This system is inefficient, prone to error and does not provide you with timely financial information.

**Reason 2:** This system is not cost effective — you are essentially paying three different people for providing similar services.

**Reason 3:** Technology is frightening to many individuals, whereas this system works — sort of.

However, things do change and people do adapt. Remember when debit cards were first introduced? Nobody would use them — now, hardly anyone carries cash.



**“Yes, change can be frightening, but change is inevitable. So what are you waiting for?”**

So, perhaps it is time for the accounting industry to change and time for your business to start benefiting from the advantages of cloud technology.

Here are just a few of those benefits:

1. The ability to access your financial information from virtually anywhere.
2. It allows you to automate common processes and save a tremendous amount of time.
3. Through this technology you are able to mitigate the risk of missing and lost information.
4. It allows you to receive timely financial information and your data is virtually always up to date.
5. You'll be able to eliminate the need for data backups, software installations and upgrades.
6. And most importantly — you'll save money. Automation speeds up the bookkeeping process, and saving time always means saving money.

Do you fear cloud technology? Don't — you're already using it! If you use online banking, download utility bills, use email or the internet, you are already using cloud technology. In fact, if you are reading this, you might have received it via cloud technology.

Think about it, when online banking first came about, you likely feared it too. But now, could you imagine not having the ability to pay bills online? What about your debit card? Do you even carry cash anymore?

Yes, change can be frightening, but change is inevitable. So what are you waiting for?

If you are ready to bring your business into the 21st century, call us today at 1-855-LEDGERS or email [clientcare@ledgers.com](mailto:clientcare@ledgers.com) for more information. Our team of specialists will make your transition to the cloud painless.



# Research your market

Discovering the differences between anecdotes and data

**“**While there are many inexpensive ways to do ‘DIY’ research, it’s important to consider that professional researchers are experts in designing questions, developing a methodology, creating a sample of individuals to speak to and most importantly, analyzing data in an objective way.”



**MARGARET CHAPMAN**  
COO & PARTNER, NARRATIVE  
RESEARCH, CHAIR OF THE  
BOARD, HALIFAX CHAMBER  
OF COMMERCE

I’m often asked what market research is and when is the right time to take on a project. I typically tell businesses and organizations that market research is the art of understanding what people think, feel and do. Timing and methodologies vary widely depending on an organization’s needs, but it’s an essential tool to validate or refute assumptions about a market or target audience, and to gain a deeper understanding to guide data-based decisions. A favourite saying of mine is that “the plural of anecdote is not data,” and indeed, it is important to understand if a powerful anecdote or two is actually reflective of a target group or not and realize that making decisions

based on an anecdote or two can be risky for any organization.

Another important point for any company or organization to consider is the difference between measuring reputation and experience. Perceptions of reputation are often broad and influenced by a number of factors, a reflection of “water cooler,” social media and media discussion, and these common perceptions may not tell the whole story. For example, we have regularly tracked perceptions of health care in Nova Scotia. Results show that the majority of people believe the health-care system is in bad shape — indeed, three quarters say the quality of health care in Nova Scotia is only fair or poor and over half think it’s getting worse. However, when we ask people about their own experiences in the health-care system in the last year, the majority — three quarters — are satisfied with the services they experienced. Taken as a whole, these individual positive experiences of the health-care system offer an important perspective, in addition to the broader views of the health-care system’s reputation. It tells us that anecdotes about negative experiences spread quickly and are very convincing. But individual experiences tell a different story, where many have a positive view of their own interaction.

I’m also often asked about the difference between qualitative and quantitative research. The basic difference is

that quantitative research collects the numbers, providing a measure of opinion, while qualitative research captures the “why” questions at a deeper level. There are many ways we can capture both of these types of information. Whereas in the past there may only have been telephone interviews and in-person focus groups, today researchers have a huge variety of methodologies they can employ to gather feedback and perceptions, from online focus groups, engagement and consultation sessions, mega focus groups with hundreds of participants online, individual in-depth interviews, online bulletin boards, online surveys and yes, even telephone surveys. The thing to remember is that qualitative research digs deep to really understand people’s views. Moderators have a variety of ways of asking questions and crafting a session to uncover true perceptions. For some, quantitative research may be the best way to find out what’s really going on — what the market looks like, how many people feel a certain way and what views exist.

While there are many inexpensive ways to do “DIY” research, it’s important to consider that professional researchers are experts in designing questions, developing a methodology, creating a sample of individuals to speak to and most importantly, analyzing data in an objective way. Ultimately, market research can help you make smart decisions, avoid pitfalls and better understand your customers.



# Best business, best fans

Fan-favourite soccer club Halifax Wanderers kicking into high gear **By Sara Ericsson**

Halifax knows how to have fun, especially at HFX Wanderers FC soccer matches. The organization had a great first year as it introduced fans to the city's new Canadian Premier League soccer team and received the award for New Business of the Year at the Halifax Business Awards. Corporate Partnership and Retail Director David Finlayson says the organization's stellar first year and award win wouldn't have been possible were it not for the fans supporting as they have with sold-out games full of energetic crowds and loud cheers.

"Our success has been fan-led — they pushed for the team to get here and their passion for the team is what drives this all forward," he says.

## GROWING A LEAGUE

Finlayson says winning the award was a big moment for the organization, as it recognized what it's so far accomplished in Halifax. Among its biggest achievements to date is the amount of business it has brought to downtown Halifax on game days, when the more than 5,000

fans visited shops, restaurants and other businesses before and after attending one of the 17 matches it hosted.

"We're successful, which means the businesses around us became more successful. Each game helped spike business development downtown and we expect to see even more of that this season," he says.

The organization finalized its game schedule and held a kick-off event to release its new jerseys in March. Its players arrived in Halifax on March 1 to immediately begin training in the two months before the season's start. Finlayson says this is also when things hit the ground running and remain that way until October, when playoffs start. Finlayson says that the league currently has eight teams across Canada and that, as it grows, so too does Halifax's level of compete.

"Last year we didn't end up well in the stats, but we did well in our field set up and fan areas. We have the best fan base, the most excitement and the best events in the league," he says. "The league's

momentum is really starting to ramp up. Our first home game is April 25 and we're striving to sell out to 6,000 fans each game. I think we can definitely make that happen."

## THE WORLD STAGE

One thing fans can look forward to this year is some new faces that will grace the Halifax field as the organization continues adding top talent to their roster — something Finlayson says fan support, alongside local and league sponsorship partners, has ensured is possible.

He says this support has also allowed for additions to the stadium, which now features a new family seating section at its grounds, as well as a separate premium bar and cabana section.

As its stadium and wider profile grow, Finlayson says the team is bringing visibility to Halifax on both national and international scales, as its players travel across Canada and the league attracts worldwide attention. Finlayson says with the renowned soccer club Athletica Madrid buying into the league's Ottawa



Photos: Trevor MacMillan/HFX Wanderers FC



HFX Wanderers FC player Alex De Carolis drives the ball at a game in Edmonton.

team shows it's on the radar of top clubs and that Halifax could soon garner more interest.

"We're talked about in the conversations of people around the world who are looking for the sport's next hot location," he says. "We've also had people fly in from the [United Kingdom] to watch a game, so we're looking forward to that happening more often."

Finlayson says the league is looking to add more teams in Canada to in turn further grow opportunities for tourism and investment. He says these areas will also grow thanks to Canada being named host for the 2026 FIFA World Cup and that this announcement, combined with the Wanderers' arrival in Halifax, has already contributed to a soccer registration increase in Nova Scotia.

"We want more kids playing the sport and know this will help build that number up. We want these kids to love soccer and for more people to check out the sport as we lay a foundation for all of our fans to have an amazing time at our games," says Finlayson. ■

# Simple solutions

How one cup of coffee could help retain graduate talent in Halifax



**WENDY LUTHER**  
 PRESIDENT & CEO,  
 HALIFAX PARTNERSHIP

Halifax is fortunate to have a wealth of young talent; the city is full of both local and international graduates with drive and enthusiasm, making an incredible impact on our businesses, community and economy.

Every year, 35,000 students study at Halifax's post-secondary institutions, including 7,500 international students. More than 7,300 graduate annually with a world of opportunities before them. And Halifax is competing with cities globally that offer attractive career options, an excellent quality of life and cost advantages — all things that are important to young professionals.

Attracting and retaining young

talent is the key to reaching Halifax's economic growth target of 550,000 residents by 2031. Fortunately, according to a study done by Narrative Research on graduate retention, 82 per cent of our post-secondary graduates want to live in Nova Scotia if provided the right opportunities and support.

Imagine how Halifax would look and feel if more of these young people stayed and put down roots. Our talent pool would be broader and deeper, supporting business development and growth. There would be greater demand for goods and services, providing new customers and clients for our businesses. We would continue to see record population and youth retention numbers and increases in GDP growth.

Halifax has the potential to become one of the best cities for young talent to start and grow their careers. Together, we can make this happen.

Our collective job is to help young talent connect to our business community so they can find meaningful career opportunities. The Halifax Partnership's Connector program is a simple and highly effective way to achieve this. This intentional networking program matches young talent (Connectees) with established business and community leaders (volunteer Connectors) in their field who help them build their local network.

Connectors are you and me. They're business owners and operators, managers, civil servants and community leaders. It's as simple as having a cup of coffee and a chat with a Connectee, and then introducing them to three of your contacts.

The program has been so successful in retaining talent over its 10-year history that it has been replicated in 33 Canadian communities, including regions throughout Nova Scotia (Western REN, Valley REN, Northern Region and Cape Breton).

Through the Halifax Partnership's new Connector+ app, we are expanding the reach of our face-to-face Connector Program, which currently works with hundreds of graduates a year. Our goal is to connect thousands of post-secondary graduates to business communities and career opportunities throughout Nova Scotia.

If you're not already a Connector, I encourage you to become one. Sharing your knowledge and network with graduates makes a significant and meaningful impact on their lives and our city and province.

You can download Connector+ from the Google Play or Apple App Store or join the face-to-face program at [www.halifaxpartnership.com](http://www.halifaxpartnership.com).

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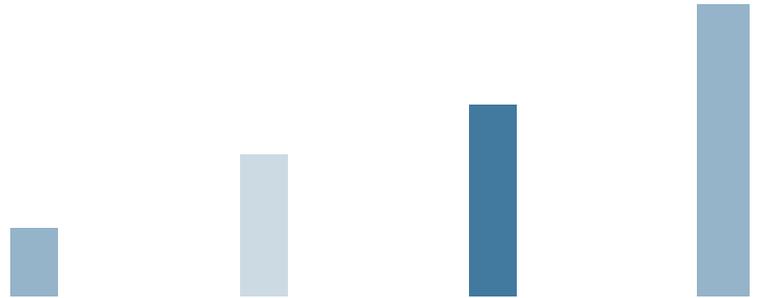
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