

# BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE



## CANADA'S OCEAN SUPERCLUSTER

Atlantic Canada as a world-class centre of  
ocean enterprise and excellence

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Increasing accessibility to  
business **Pg 20**

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Finding meaning and purpose in  
the midst of change **Pg 26**



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*How far in the future do you have to look to see Halifax at its full potential? In my opinion we're nearly there."*

5

Patrick Sullivan, President and CEO, Halifax Chamber of Commerce.

**COVER STORY:**

CANADA'S  
**OCEAN**  
**SUPERCLUSTER**

Atlantic Canada as a world-class  
centre of ocean enterprise  
and excellence

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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)



## NETWORKING TRADESHOW

DATE: Wednesday, April 11

TIME: 2 - 4 pm

LOCATION:

Kenneth C. Rowe Hall, Pier 21

## AGM 2018

DATE: Wednesday, April 18

TIME: 10:30 - 11:30 am

LOCATION:

Halifax Chamber of Commerce

## CHAMBER 101

DATES: Wednesday, April 18

TIMES: 12 - 1 pm

LOCATION:

Halifax Chamber of Commerce

## PINTS + POINTERS

DATE: Thursday, April 19

TIME: 3:30 - 5 pm

LOCATION:

Garrison Brewing Company

## Business Development Network

DATE: Friday, April 20

TIME: 12 - 1:30 pm

LOCATION:

Halifax Chamber of Commerce

## ANNUAL Spring Dinner

DATE: Wednesday, May 2

TIME: 5 - 9 pm

LOCATION:

Halifax Convention Centre

## CHAMBER GOLF CHALLENGE

DATE: Thursday, June 14

TIME: 11 am - 8 pm

LOCATION:

Brightwood Golf & Country Club

## LETTER TO THE EDITOR

### Weed worries

New cannabis policies essential as legalization draws near

*In response to the February, 2018 cover story in Business Voice, Going green: The business of cannabis in a complex system of legalities.*

Dear Editor,

My name is Stephen Sayle, CEO of SayleGroup Inc. We are proud winners of the Halifax Business Awards' 2017 New Business of the Year award.

On this challenging topic of cannabis legalization and workplace safety, let me begin by quoting the final statement of the article: "Everyone can agree it's high time Nova Scotians started asking the questions now, so answers will be in place come this summer."

With the legalization of recreational-use cannabis, there are two key competing issues:

- Employers are entitled to implement zero-tolerance policies against impairment in the workplace
- It will be legal to use cannabis off-duty

With all the unknowns of measuring for impairment, how does an employer protect the health and safety of their workplace? The cannabis chemical THC can remain in a person's system much longer than alcohol.



Stephen Sayle,  
CEO,  
Sayle Group.

Contributed

At a minimum make sure your policy is adequate and practical for your workplace and the culture you are looking to achieve and that your workforce is trained on the policy. Many current policies may define cannabis as an illicit or illegal drug. With the planned legalization of cannabis, these definitions may no longer apply. Ensure cannabis is addressed appropriately.

These following best-practices may be helpful for designing your relevant workplace policy:

- Awareness
- Code of behaviour
- Defining roles
- Reasonable suspicion
- Reporting procedures
- Disciplinary measures
- Counselling and support

For those interested in online learning options to prepare themselves and their workforce for this cultural shift, contact [learn@worksafestaysafe.com](mailto:learn@worksafestaysafe.com) or visit [www.worksafestaysafe.com](http://www.worksafestaysafe.com).

Sincerely,

Stephen Sayle, CEO, Sayle Group

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# The time is now

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**PATRICK SULLIVAN**  
PRESIDENT & CEO

**H**ow far in the future do you have to look to see Halifax at its full potential? In my opinion, we're nearly there. Think about it, a handful of years ago we received a confidence boost through the shipbuilding contract, the past few years we've seen an increase in tourism, immigration and retention and most recently, Canada's Ocean Supercluster was announced. We're in our element. We understand what we bring to the table and we aren't afraid to talk about it. We're not taking baby steps anymore — we're running and soon we will be sprinting.

There's potential in this moment. Let's continue to make thoughtful and impactful decisions that benefit us individually and as a greater community. Lucky for us, it doesn't all have to be through multi-million dollar investments.

I am happy to showcase two of the recent investments in Nova Scotia's future in this issue of *Business Voice*, including Canada's Ocean Supercluster, which will create jobs and bring money into our region (keep an eye out: this will be highlighted at our Annual Spring Dinner on May 2). The second is the upcoming accessibility legislation that will remove barriers for many by creating an accessible Nova Scotia.

These stories impact the province as a whole, but I also want for each of you to have tangible ideas of what you can do to make a difference today, so we can see an even brighter tomorrow. Here are five simple things you can today:

## HIRE A CO-OP STUDENT OR A RECENT GRADUATE:

I'm not the first person to remind you of how much talent is pumping out of our post-secondary institutions. Consider your minimum requirements when hiring for a position or see if there's a way co-operative education can elevate your organization. There's also funding opportunities available for new grads, co-op students and even post-grads to make this the best option for your business.

## HIRE OR MENTOR AN IMMIGRANT:

Imagine packing up your life and moving to some place entirely new? It takes courage. Talented people are choosing to come to Halifax because they see where we are headed and they want to be a part of it. You can help make their move easier by considering them for openings at your organization, or something as simple as taking them out to coffee and making connections.

## INVEST IN TRAINING FOR YOUR STAFF:

Your people are what keep the engine of your business running. They are the ones that show up, turn on the lights and keep your customers coming back. The challenge for many small businesses is that there isn't a lot of room for valuable employees to move up, so they risk them moving out. Take advantage of their dedication by developing their skills so they can continue to grow and provide even more value to your team.

**“**The Chamber now has more than 1,600 members. That's more than 1,600 unique and interesting stories that we could all learn something from.”

## LIFT EACH OTHER UP:

Now is the time to look at the long-term gains of supporting each other. Build relationships within your industry so you can better understand where you fit in the market and the exact value you provide. We can grow the entire pie, not just our individual pieces.

## TELL YOUR STORY:

There's something about the culture in Atlantic Canada that leaves people fearful of sounding boastful if they toot their own horn. It's 2018 and we can't afford to continue being afraid. We need to get out of our own way. The Chamber now has more than 1,600 members. That's more than 1,600 unique and interesting stories that we could all learn something from.

I encourage you to learn more about these topics and to get involved in your own capacity. I look forward to seeing the Nova Scotia we can create together. ■



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May 10, 2018 - Halifax Forum  
Corner of Windsor & Almon St. - Maritime Hall Entrance  
10 am - 3 pm

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We welcome our new Chamber members

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### Olga Manzoni

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Family Business Association - Atlantic is a non-profit organization with a mandate to promote the wellbeing, understanding and success of family businesses and entrepreneurs in Atlantic Canada. We provide forums for members to share knowledge and experiences and offer opportunities for members to connect with like-minded peers for economic success.

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# MEMBERS IN THE NEWS

How our members are growing Halifax



## DRESS FOR SUCCESS ATTENDS LEADERSHIP CONFERENCE

The 10th anniversary leadership conference, held in Manhattan Beach, California, impacts the lives of many, including those in Nova Scotia. “I was incredibly honored to be invited by Lisa Marie Platske, CEO of Design Your Destiny Live, to assist with the growth and development of participants, as it is similar to the services we provide at **Dress for Success Halifax**. I was inspired to observe 75-year-old attendee, Florence LaRue (original female lead singer of The 5th Dimension), continue to support young women in the same capacity, as well as expanding her own personal development,” says Brenda Saunders/Todd, Executive Director. For more information, visit [www.halifax.dressforsuccess.org](http://www.halifax.dressforsuccess.org).



## ANTOJO TACOS + TEQUILA OPENS ON ARGYLE STREET

**Legendary Hospitality Group** is excited to announce the opening of their most recent venture, Antojo Tacos + Tequila. Located in the heart of Halifax’s restaurant and entertainment district, Antojo serves vibrant, Mexican-inspired dishes, plus an impressive collection of tequila and mezcal — all in a stunningly designed, eclectic setting. Antojo opened at 1667 Argyle Street on Jan. 15 to much anticipation and has so far received rave reviews from hungry Haligonians who were looking for authentic Mexican food in the downtown core.

## SMARTER SPACES LAUNCHES 3D VIRTUAL TOURS

We are excited to launch our new service at **Smarter Spaces**: interactive 3D virtual tours! This is the only all-in-one reality capture system that gives you realistic, interactive 3D virtual tour and VR experiences. It’s as real as being there. Check out our demo of Antojo Tacos + Tequila restaurant on Argyle Street. Available for homes, office spaces, restaurants, retail locations and more. For more information on our virtual experiences services, visit [www.smarterspaces.ca/virtualexperiences](http://www.smarterspaces.ca/virtualexperiences).

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### NEW MARKETING MANAGER AT SUNNYSIDE MALL

After a frigid winter, we have some warm spring news here at **Sunnyside Mall**. We are pleased to announce that Jess Meldrum has joined our team as our newest Marketing Manager. She will be responsible for creating and executing marketing strategies that drive growth for our mall. In addition, she will help overall brand development and grow our presence on social media. Meldrum's "sunny" personality will be a valuable asset to our mall and we are excited for you to see how much we blossom!



### AIR CANADA SUPPORTS BUSINESS WITH CORPORATE REWARDS

The Air Canada Corporate Rewards program is designed to help your company manage business travel arrangements and expenses while enjoying savings and rewards every time you book travel with Air Canada and Lufthansa Group carriers. What's more, your company will have exclusive access to a comprehensive and easy-to-use online tool tailored to help you make the most of business travel. Enroll at [www.aircanada.com/ca/en/aco/home/book/business-travel/corporate-rewards.html](http://www.aircanada.com/ca/en/aco/home/book/business-travel/corporate-rewards.html).



### LIGHTS, CAMERA, LOCATION! SCREEN NOVA SCOTIA ISSUES CASTING CALL FOR PROPERTIES

Have you always wanted to learn more about the local film industry, even getting the chance to see how a film is made? Now is your chance! With **Screen Nova Scotia's** newly launched Starring Your Property Program, you can include your home or business as a potential filming location in anything from films, television series, music videos and commercials. To find out more about registering your property, please contact Melanie Solomon, Industry Services & Locations Manager, at [melanie@screen-novascotia.com](mailto:melanie@screen-novascotia.com) or 902-229-1499, or visit [www.screennovascotia.com](http://www.screennovascotia.com).

### ISANS PLAYS KEY ROLE IN IMMIGRATION PILOT PROGRAM

**ISANS** is excited to be a settlement partner for the Atlantic Immigration Pilot Project (AIPP). This government program enables employers to address labour gaps by hiring foreign employees, with a focus on skilled immigrants and international student graduates who want to permanently live in Atlantic Canada. To register for our free monthly webinar or to learn more about AIPP, visit [www.isans.ca/aipp-webinar](http://www.isans.ca/aipp-webinar). For more information about AIPP and all of the programs and services we offer to employers, contact Kyle Turner at [ktturner@isans.ca](mailto:ktturner@isans.ca) or 902-406-8850, or contact Cliff MacDonald at [cbmacdonald@isans.ca](mailto:cbmacdonald@isans.ca) or 902-406-8694.

### APPILI THERAPEUTICS LICENSES BIOTERRORISM VACCINE RIGHTS

**Appili Therapeutics Inc.**, an anti-infective drug development company, announced on Jan. 9 that they have signed a license agreement with the National Research Council of Canada (NRC) to develop ATI-1701, a vaccine to protect against *Francisella tularensis*, a potential bioterrorism agent that causes tularemia. They also announced on Feb. 7, that they have raised an additional \$4.3 million in oversubscribed private placement financing, bringing the total equity raised since March 2016 to more than \$11.8 million.

### PEAK EXPERIENCES CONSULTING ADDS TWO SENIOR ASSOCIATES

Peter Spurway ([peter@peak.ca](mailto:peter@peak.ca)) has more than 40 years of corporate reputation management experience, including issue and crisis management and media relations. Spurway also specializes in creating and sustaining organizational cultures of service to increase revenue and foster innovation. David Garner ([david@peak.ca](mailto:david@peak.ca)) specializes in grief coaching and has established a new service offering called Nadir Experiences ([www.nadirexperiences.ca](http://www.nadirexperiences.ca)). Garner helps people cope with loss and trauma in their lives and teaches them how to grow from those experiences, based on his own life experiences.



**ELEANOR BEATON HELPING BOOST NOVA SCOTIA'S ECONOMY**

Eleanor Beaton was appointed to **Invest Nova Scotia's** board of directors recently, on Jan. 22. Beaton is an experienced women's leadership mentor and is the founder of Fierce Feminine Leadership, an organization that helps ambitious professional women and business owners develop the skills necessary for success. As an inventive business owner, Beaton brings a fresh perspective that will strengthen Invest Nova Scotia's mission to fund innovative projects that boost the economy. While her company is based in Windsor, Beaton and her team serve clients from across Canada, the United States, Mexico, Europe and Southeast Asia. Beaton will serve on the board for a four-year term.



**MACFARLANDS REJUVENATES A CLASSIC BRAND**

For more than 50 years the **MacFarlands** brand has provided exceptional service in the event rental space and the industrial equipment field. It's our pleasure to announce that each division has now launched their own respective brands, while remaining true to the trusted MacFarlands core identity and high-quality service they're known for. Whether it's making every moment special for your weddings, parties and festivals or working with rentals, sales and service specialists to get the industrial equipment you need, MacFarlands has the gear to get you there. Contact us today at [www.macfarlands.com](http://www.macfarlands.com).



Daniel J. Towsey

**SEGWAY NOVA SCOTIA IS NOW SEGWAY® AUTHORIZED ATLANTIC CANADA DISTRIBUTOR**

**Segway Nova Scotia** is excited to announce we have been selected as the Segway® Authorized Distributor for Atlantic Canada. This regional approach is a new distribution and sales model for Canada and will provide the best

possible service and support to our customers. In addition to Segway PT tours, we are now responsible for promoting the Segway® brand, sales and business development throughout Atlantic Canada.



**SCOTIABANK BLUE NOSE MARATHON 15 YEARS RUNNING**

**The Scotiabank Blue Nose Marathon** welcomes all ages, abilities and fitness levels to the start line. With the help of more than 1,400 volunteers, the marathon hosts seven races and welcomes more than 13,000 people annually. This year, in celebration of their 15th year,

several races will return to Dartmouth, the Active Living Expo will be at the brand-new Halifax Convention Centre and a brand-new race has been added: the BOYNECLARKE LLP 15KM. To learn more visit [www.blunosemarathon.com](http://www.blunosemarathon.com).



**KNIGHTSBRIDGE ROBERTSON SURRETTE HAS LAUNCHED ITS NEW STUDENT ADVISORY SERVICE**

**Knightsbridge Robertson Surette** has launched its new Student Advisory Service, which is designed for Grades 9, 10, 11, 12, post-secondary students and their parents. The service provides advice, insight and coaching to support academic success and effective academic and career exploration. The four-module program is delivered by experienced and highly qualified educators and advisors. Each module is designed to address a specific formative time in a student’s academic life. Knightsbridge Robertson Surette Senior Consultant, Robert Marchand (BA, Bed, Med, MBA) will be leading this initiative.



**BARTEAUX DURNFORD CHOSEN AS ONE OF CANADA’S TOP 10 LABOUR AND EMPLOYMENT BOUTIQUES**

We are happy to announce **Barteaux Durnford** has been chosen as one of Canada’s Top 10 labour and employment boutiques! Each year, Canadian Lawyer asks readers to rank a long-list of notable firms, which is then reduced to a short-list through votes drawing on input from the editorial team. The ranking criteria for Top 10 Boutiques includes: the law firm’s client base, notable mandates and service excellence. Barteaux Durnford is a homegrown labour and employment boutique in Atlantic Canada representing private and public employers and communities.



**MARITECH ANNOUNCES NEW FACES IN NORTH AMERICAN OFFICES**

**Maritech**, a leading developer of digital seafood software solutions, is delighted to welcome Darryll Gillard as new Sales Manager, based in Halifax and Vergel Clavel as Senior Consultant, based in their Seattle location. “We are very excited to welcome Darryll and Vergel to Maritech,”

says Blair Shelton, Managing Director of Maritech NA. “At a time when Maritech is undergoing significant growth internationally, their addition will be invaluable as we look to define more innovative solutions for our clients and grow our presence globally, especially in North America.”



**TOWER INTERIORS RECOGNIZED AT PEAK AWARDS**

At the recent Nova Scotia Home Builder’s Association Peak Awards, the Most Outstanding Renovation of a Whole Home award was granted to **Tower Interiors** for their outstanding design of an entire home. They were also awarded the Most Outstanding Special Project award for the complete transformation of a condominium suite and the Most Outstanding

Bathroom Renovation award for their design of a serene retreat. As registered interior designers Pam Tower and Nicole LeBlanc excel at combining the functional requirements of the space with the beauty and aesthetics of the client’s dreams. Let us help you unlock the potential in your home. Contact us at [design@towerinteriors.ca](mailto:design@towerinteriors.ca).



**ANOTHER STRONG YEAR FOR THE HALIFAX CRUISE INDUSTRY**

The 2018 cruise season in Halifax will get underway on April 22 with the arrival of Fram, a Hurtigruten vessel. “It is a very exciting time for cruise in Halifax,” says Cathy McGrail, Associate Vice President of Cruise, Operations and Corporate Affairs, **Halifax Port Authority**. “Thanks to strong partnerships with the cruise lines, tour providers in Nova Scotia and tourism industry groups, we are looking at another very strong season.” From April 22 to Nov. 6, the Port of Halifax is expecting 200 vessel calls carrying about 300,000 cruise guests. For local tourism providers, planning for the upcoming season is well underway.

**AUTISM NOVA SCOTIA CELEBRATES 16TH ANNIVERSARY**

Over the years, **Autism Nova Scotia** has grown its employment team with the introduction of such national projects as Ready Willing & Able and Worktopia. These programs enrich the community by supporting inclusive employment. The involvement of employers and the community at large has provided essential employment experiences to teens and

adults with autism, fostering an active agent of change in our community. Join us in celebrating Autism Awareness & Acceptance Month this April by shining blue and becoming an active agent of change in our community (#AgentofChangeNS #ShineBlueNS). Visit [autismns.ca](http://autismns.ca) for more information.

*Are you launching a new business or product? The Halifax Chamber wants to share your story! Please contact Melissa MacDonald at [Melissa@halifaxchamber.com](mailto:Melissa@halifaxchamber.com) or 902-481-1238.*

**INTERESTED IN LEARNING  
MORE ABOUT CANADA'S  
OCEAN OPPORTUNITIES?**

Join us on May 2nd at our ANNUAL SPRING DINNER as we discuss what this opportunity means for Halifax.

# CANADA'S OCEAN SUPERCLUSTER

Atlantic Canada as a world-class centre of ocean enterprise and excellence

**BY ERIN ELAINE CASEY**

Canada's ocean economy presents both immense opportunity and considerable challenges. Industry, business, research organizations and governments are dealing with costly and difficult technical and sustainability issues, many of which are being tackled head-on right here in Halifax.

When a core group from large industry — ocean tech — and the university sector started meeting more than a year ago to put together Canada's Ocean Supercluster proposal, they discovered a great deal of common ground and a spirit of collaboration that could make an enormous difference in the economic future of Atlantic Canada.

## WHAT IS CANADA'S OCEAN SUPERCLUSTER?

The Canadian government created the Innovation Superclusters Initiative to mobilize innovation among business of all sizes, post-secondary and research institutions and governments. The goal is to establish business-led "superclusters" that strengthen the economy and promote growth through partnership and collaboration. The government will co-invest with industry to create a hospitable environment for bold and ambitious projects and technological advancement.

With a promised federal government investment totalling up to \$950 million, nothing like this has been done in

Canada before. After a rigorous two-stage application process, in February Canada's Ocean Supercluster was named one of five winning applicants. This national undertaking is largely based right here in Atlantic Canada.

The key to positioning Canada as a global leader in the knowledge-based ocean economy is investment from companies across the country and partnerships with post-secondary institutions, Indigenous groups and international partners. Collaborations among fisheries, aquaculture, oil and gas, marine bio products, transportation, defence, marine renewables and ocean technology are all on the table. Shared knowledge, tools



*“We want to grow business-enterprise research and development, because we’re punching under our weight in this area.”*

— **Jim Hanlon**,  
CEO, Institute for Ocean Research Enterprise (IORE),  
Centre for Ocean Ventures and Entrepreneurship (COVE)

Herald archive

**The vision of Canada’s Ocean Supercluster** is to grow the ocean economy into one of the most significant, sustainable and valuable segments of Canada’s economy. The supercluster’s mission is to build an innovation-driven ecosystem in which companies across different ocean value chains are well connected to suppliers of enabling technologies. This will be achieved by developing a shared innovation roadmap, and a program of cluster-building activities to improve connections, build new digital capabilities, recruit and develop talent and solve shared challenges.

Source: oceansupercluster.ca

and research will lead to shared solutions to the common challenges and requirements of working on and in the ocean.

What could the Ocean Supercluster funding mean for Atlantic Canada? “Ultimately, it’s GDP growth, which means jobs,” explains Jim Hanlon, CEO of the Institute for Ocean Research Enterprise (IORE) and the Centre for Ocean Ventures and Entrepreneurship (COVE), a collaborative facility for applied innovation in the ocean sector set to open this spring. He and his team have been working with the founding investors as “worker bees” behind the scenes since the beginning of the proposal process.

The objectives of the Supercluster include strengthening links between ocean-based value chains and providers of enabling technologies; developing, deploying and exporting innovative technology platforms applicable to multiple ocean industries; filling capability gaps in the innovation ecosystem through the attraction, recruitment, training and retention of diverse, highly qualified personnel; extending the global reach, attraction, network and market opportunities for Ocean Supercluster partners; and addressing global challenges related to sustainability, reducing carbon footprint and improving energy efficiency. “Exactly how we measure success

will be subject to discussion in the final terms and conditions with the federal government,” Hanlon continues. “The leading indicators will be more dialogue, more interaction, more awareness between tech companies and ocean resource companies. We want to grow business-enterprise research and development, because we’re punching under our weight in this area.”

In addition to developing and commercializing technologies to address shared challenges, ocean sector companies will co-invest and collaborate to develop talent, improve supply chain opportunities and foster more ocean startups.



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**“** *The fishing, oil and gas and aqua industries are all successes, but compared to other jurisdictions we are not doing a good job of extracting the value. If this works, a lot of things will change — and that will begin with forcing collaboration at a level that hasn’t happened in the past.”*

— John Risley, President and CEO, Clearwater

#### WHAT IS THE OCEAN SUPER-CLUSTER’S SECRET TO SUCCESS?

Canada has the longest coastline and the fourth largest ocean territory in the world, but compared to other countries we don’t benefit economically as much as we could. In other words, we’re not living up to our potential in terms of ocean resources and ocean technologies.

A group of four initial private-sector investors in the Ocean Supercluster funding bid decided to change that: energy conglomerate Emera, seafood producer Clearwater, open ocean aquaculture investors Cuna del Mar and Petroleum Research Newfoundland and Labrador (PNLR). In addition to help from COVE, Dalhousie University played an essential role in bringing everyone to the table, supplying hours of staff time and expertise.

Clearwater’s John Risley credits Dalhousie president Richard Florizone as the catalyst in convincing the original four partners to mobilize.

“We were really lucky to count on Dal’s resources because they seconded people to help us do all of this — staff resources and intellectual horsepower,” Risley explains.

Matt Hebb, Assistant Vice President of Government Relations and Economic Development at Dalhousie, helped galvanize the effort by bringing together key partners and demonstrating the potential.

“This is part of Dalhousie’s mission-driven effort to support the growth of the economy in the region,” says Hebb. “As much as this is a business-led coalition, universities are critical partners in these kinds of clusters. They are really important providers of human capital, research and innovation facilities and capacity for science.”

As the proposal process advanced, help came from organizations in P.E.I., Newfoundland and Labrador, New Brunswick, Quebec and British Columbia. According to Hanlon, demonstrating a commitment to co-operation across the board was critical to winning the competition. “If you grow the ocean economy, you grow the Atlantic Canadian economy. It’s an opportunity to further unite Atlantic Canada. We’ve demonstrated our ability to work together this time.”

#### WHAT HAPPENS NEXT?

“The combined federal and private investment will position Canada to be a global leader in the ocean economy of the future,” says Hebb, adding that in the coming weeks and months agreements will be finalized with the federal government and a new not-for-profit entity will be set up to steward the Ocean Supercluster funding. “We want to keep as much momentum and enthusiasm as possible. We also want to ensure we’re taking the time to set it up right to be very successful.”

Hanlon explains that the Supercluster activities will fall into two categories: 80 per cent of funding will go to technical leadership projects and 20 per cent to cluster building activities. “For the projects, funding programs will be approved by a board process, then a consortium will come together and build something. The governance of that is still in flux.”

Regardless of exactly what that governance looks like, Risley emphasizes that collaboration is mandatory. “This money won’t be spent unless other members of the community are participating: a research institution, a small to medium-sized enterprise,” he says. “No one will be able to come to the window, collect a cheque and disappear into the wilderness without anyone knowing what they’re up to. This kind of accountability speaks to the need to involve community.”

#### WHY IS CANADA’S OCEAN SUPERCLUSTER IMPORTANT FOR ATLANTIC CANADA?

There is broad consensus that we don’t get the value we could from our ocean resources. Risley acknowledges that it may surprise some people.

“The fishing, oil and gas and aqua industries are all successes, but compared to other jurisdictions we are not doing a good job of extracting the value. If this works, a lot of things will change — and that will begin with forcing collaboration at a level that hasn’t happened in the past.”

Hebb agrees. “We have all the ingredients in Atlantic Canada to be a world class centre of ocean activity, enterprise and excellence. We have a very diversified ocean economy, one of the largest concentrations of ocean-related PhDs in the world, tech companies who are leaders in their field and unbelievable natural ocean resources.”

Norway, for example, has a population about one-seventh the size of

Canada's, but has an ocean economy seven times larger.

"They have a very thoughtful and integrated approach to their ocean: companies, researchers, universities and government," explains Hebb.

This supports an economy that is sustainable, profitable and benefits both rural and urban areas.

"We have every possible advantage, but historically we have not worked together in as innovative a fashion. The Supercluster can change that. We're learning that companies share an awful lot in common with respect to the things that can make their activities safer, more sustainable and more productive," says Hebb.

What's in this for Halifax? Hanlon posits that many if not most businesses are already, directly or indirectly, part of the ocean economy. "Some portion of income in their pocket is from the ocean economy," he says. "Defence, fisheries, shipbuilding, natural resources — they're all big fundamental drivers."

He points out that within 100 km of where he sits in his office in Dartmouth, there are 50 ocean tech companies. "At the end of the day, what we aim for is that people around the world know that the leading place in the world for ocean economy is Halifax and the Atlantic region — a hotbed of leading edge knowledge-based ocean technology."

Halifax is already a centre of ocean excellence. "It's important that any city with aspirations to grow and be something put up a couple of flags so the rest of the world knows what we're trying to do



Contributed

**“**As much as this is a business-led coalition, universities are critical partners in these kinds of clusters. They are really important providers of human capital, research and innovation facilities and capacity for science.”

— **Matt Hebb**, Assistant Vice President of Government Relations and Economic Development, Dalhousie University

in Halifax other than being a nice place to live,” says Risley. “What’s good for the region is good for Halifax and what’s good for Halifax is good for the region.”

“All Canadians should care about this. The opportunity for us to manage our oceans better is really significant,”

says Hebb. “Seventy-five per cent of Canada’s ocean economy is clustered in Atlantic Canada. We can feel very proud that the federal government has signalled that our strengths have a national role to play in Canada’s future economic prosperity.” ■



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Increasing accessibility to business is a win-win for organizations and customers

By Jon Tattrie

# OPENING DOORS

Nova Scotia's Accessibility Act was announced with much fanfare in April 2017, but it's only now getting its teeth.

Gerry Post was named Executive Director of the Accessibility Directorate in June 2017, putting the long-time advocate for people with disabilities at the head of the 12-member board, which will tell the government what it should do in terms of legislating standards and advancing broader disability-related issues.

The act itself contains no standards and no rules or laws businesses must follow. Post calls it an "enabling piece of legislation" that starts the process for establishing new laws on accessibility standards.

He says the board's first meeting was in March 2018 and by this December, it should have a detailed implementation plan that will suggest standards and enforcement measures. "Some of these standards may well become requirements with business or government agencies," Post tells *Business Voice*.

The Accessibility Directorate will likely use some of the standards set by the Rick Hansen Foundation's Accessibility Certification Program (RHFACP). Similar to the LEED (Leadership in Energy and Environmental Design) standards for environmentalism, it sends trained professionals to evaluate the accessibility of commercial, institutional and multi-family buildings and sites. If it meets the standard, it can declare itself

RHF Accessibility Certified or the higher RHF Accessibility Certified Gold.

The Nova Scotia Community College is offering a 10-day training program, paid for by the province, so architects, engineers and similar professionals can learn how to do those assessments. "By June of this year, we will have 20 people fully trained in that standard. Businesses would engage one of these individuals to do an assessment of their facilities," Post says.

Post says businesses can apply to the provincial government's Small Business ACCESS-Ability Grant Program, which will pay up to two-thirds of the costs for improving the built environment, making websites and other communication services accessible, getting assistive



Andrea De Martin/123RF

devices for employees, training staff in universal design and helping with accessible transportation.

It could end up with businesses being able to have wheelchair-using employees and customers get inside and use all the facilities, websites that are usable by the visually impaired with screen readers, or add brail versions of menus.

Nova Scotia is already ahead of much of Canada, Post says, as only Ontario and Manitoba have similar acts. Nova Scotia's Act set 2030 as the target date for "achieving an accessible Nova Scotia."

"It becomes the norm," says Post, who uses a wheelchair. "I wouldn't have to call ahead and ask if I can get in."



Herald Archive

*“People with disabilities actually make some of the best employees. They’re super-reliable and add tremendous value in places where their skills are allowed to be maximized and applied.”*

— Rick Hansen, Founder & CEO, Rick Hansen Foundation

He hopes the government will start thinking that way, noting he can't access Access Nova Scotia in the winter, as bussing out to Bayers Lake still leaves him facing a boulevard and four lanes of traffic to get to the remote location.

*Business Voice* caught up with the Man in Motion himself, Rick Hansen, in B.C. just before he gave a school presentation. Hansen visited Nova Scotia in February and addressed the Halifax Chamber of Commerce. He says his one-on-one talks with business leaders encouraged him.

"I think attitudes are really starting to shift. Attitudes from a disability is to be pitied, with limited opportunities for quality of life, largely charitable focus, to now clearly as human-rights oriented," he says.

In his Chamber talk, he tossed a metaphorical brass ring in the air and encouraged businesses to use accessibility to grab the growing demographic of people with disabilities and older Nova Scotians with decreasing mobility. Hansen and others note that while the people might not be fully mobile, their wallets certainly are.

"We had a wonderful response and a strong interest in really starting to

exercise that new level of opportunity, which is if we're open for business and including an untapped market, it's going to help drive economies and strengthen communities," Hansen says. "Aging baby boomers will start to make choices not just on a beautiful place to come, but on a beautiful, accessible place to come."

Hansen says polling done by his foundation shows Canadians support accessibility for customers to get to businesses and services, but often have negative ideas about workers with disabilities. He dates the negative attitude to 1970s ideas of a heavy labour workforce and says the modern, technological workforce based on skills removes a lot of the old barriers.

"We have to keep educating employers," he says. "People with disabilities actually make some of the best employees. They're super-reliable and add tremendous value in places where their skills are allowed to be maximized and applied."

Hansen focuses on the carrots that urge businesses to become more accessible, but says there is a role for the governmental stick. "We're waking up to the opportunity. We know it's also an obligation. Can we work together to get there faster?"



Herald Archive

“If we’re on Quinpool Road looking for a restaurant to eat at, the simple fact is if I can’t get in your restaurant, you’re not getting my money — and it’s not just my money, it’s four people.”

— Kevin Murphy, Member of Parliament for Eastern Shore, Speaker of the House of Assembly for Nova Scotia

## ANNUAL SPRING DINNER

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He says minimum requirements for accessibility should be put into law, but says “today’s standards can become tomorrow’s handicaps” as technology changes, as our ideas about accessibility change. Also, if each province enforces different accessibility standards, cross-Canada businesses will struggle to follow them.

“This is a fundamental barrier that Canada can’t afford to take. We need more unified standards, so that a business that does business in five municipalities in Nova Scotia doesn’t have five different expectations of accessibility.”

That is magnified for global businesses. “We need to think about uniting the world in a common platform that allows us to measure where we are,” Hansen says. “What I’m really excited about is that Nova Scotia is stepping up.”

Kevin Murphy started using a wheelchair in 1985, after a hockey accident at 14 left him paralyzed.

“I’m sure I wasn’t the first person with a disability to live in Eastern Shore/Musquodoboit Harbour, but I probably was the most visible one to come along and not accept the status quo,” he says when *Business Voice* caught up with him driving between appointments. “A generation is of the mindset that people want to be empowered, they want to be enabled to participate as much as they can, whereas in the past, persons with disabilities were so used to being looked after.”

Murphy ran his own business for many years, advocating for people with disabilities on his own time, before being elected to represent the Eastern Shore in the Legislature. He’s been the Speaker since 2013.

“As one person with a disability who’s able to contribute to the labour force, to my family, to my community, there’s lots of things that are in place that enable me to do that,” he says.

For him, accessibility comes in the forms of ramps into buildings and technology like his wheelchair. He says the act is about making that access legally binding. “We’re attempting to change a lifetime of inaction. It’s going to be very cautious and measured, because it’s going to have a big impact across all sectors of business and all aspects of life in Nova Scotia.”

Murphy says his government isn’t coming out “guns blazing,” as they know it will take businesses time to figure out what changes they need to make and get the financing in place to make them.

“I come from a business background, so I recognize the power of talking dollars and cents to business owners. That’s a significant customer base, that’s a significant pool of potential labour. It’s really about showing some leadership,” he says.

“Where I go, so goes my family. My immediate family is my wife and children. If we’re on Quinpool Road looking for a restaurant to eat at, the simple fact is if I can’t get in your restaurant, you’re not getting my money — and it’s not just my money, it’s four people.”

Murphy points to Statistics Canada figures showing about 15 to 20 per cent of the population have a disability that hinders their ability to carry out regular life tasks. That adds up to about 200,000 Nova Scotians. Opening businesses to them as customers and as workers benefits everyone, he says.

Don Shiner co-chaired the Built Environment Committee for the Minister of Community Service Task on Disability, for the province of Nova Scotia. He teaches marketing in Mount Saint Vincent University’s business and tourism school.

He’s turning 70 this year and says accessibility is increasingly a deciding factor when older people want to spend their money. “If you can’t get in the door, you ain’t going to go shopping there,” he says. “If you can’t park safely and near the business, you’re not going to go there.”

Backdoor entrances to restaurants where the bathroom soap dispenser is too high to reach from a wheelchair won’t cut it, he says. He praises Neptune Theatre for making the facility more accessible in its recent renovations. “If you can get to the door, you can get to your seat.”

But if you have to park in a parkade and march uphill, you might not get to the door. He says businesses like Neptune could think differently to solve that problem, for example by partnering with the Gottingen Street Staples to let season-ticket holders park there for free and run a show-time shuttle to the theatre.

Shiner had his ear drums blown out by an Israeli attack on an Egyptian army group during the Seven Days War when he was there as a UN peacekeeper, giving him lifelong hearing problems. “We have all kinds of strongly held attitudes that are more subconscious and very difficult to change. It could be fatism, let alone colour or ability,” he says. “A very important part of this is awareness and knowledge building.” ■



*“We have all kinds of strongly held attitudes that are more subconscious and very difficult to change. It could be fatism, let alone colour or ability. A very important part of this is awareness and knowledge building.”*

— Don Shiner Co-Chair, Built Environment Committee for the Minister of Community Service Task on Disability, Nova Scotia, Marketing Professor, Mount Saint Vincent University

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# Developing opportunities in a digital age

Local non-profit encourages economic development in growing industry **By Zack Metcalfe**

@DigitalNS

When people think of Halifax, visions of a boat-littered waterfront, bustling downtown streets and friendly small-town folk are often what comes to mind. But tech and digital organizations hear the word Halifax and think: industry hub.

Not only are innovative tech startups calling Halifax the birthplace of their businesses, established organizations within the digital industry continue to flock to our city. Since 1989 Digital Nova Scotia has been helping this industry take root and grow.

Digital Nova Scotia is a non-profit association that was once made up of volunteers and a few pioneering members with a singular purpose — grow the ICT and digital technologies sector in Nova Scotia. But like the industry it supports, this association has grown leaps and bounds, composed now of more than one hundred members and enjoying the benefits of four full-time employees.

“We were initially created to promote the growth and development of the information technology industry in Nova Scotia by developing industry skills, sharing ideas, building alliances and promoting IT opportunities and events,” says CEO Ulrike Bahr-Gedalia. “It’s rare for an organization to be able to stand by their mandate for 28 years.”

As she explained it, the massive tech growth in Nova Scotia has left the industry in constant need of talent, which provincial education institutions have been working hard to keep up with. In order to help meet the demand, Digital Nova Scotia partners regularly with post-secondary institutions and facilitators to build those skill sets in people. An example would be the One Journey program, offered in partnership with Nova Scotia Labour and Advanced Education and the Nova Scotia Community College. This is a 12-week skills development program aimed at addressing the demand for entry-level programmers across the industry. What’s more, the program



Contributed



Contributed

*Above: Ulrike Bahr-Gedalia at the 2017 Digital Diversity Awards. From left: Ulrike Bahr-Gedalia, President & CEO of Digital Nova Scotia, Lianne Perry, Power IT Up Next Generation Leadership Award, Dr. Nur Zincir-Heywood, Award for Women Leaders in the Digital Economy, and REDspace, represented by Daphne North, Diversity Champion of the Year.*

*Left: Ulrike Bahr-Gedalia, President & CEO of Digital Nova Scotia.*

connects graduates with eager employers.

Beyond that, they promote their industry in a variety of settings, calling attention to local businesses that might be well known on the global stage but are relatively unheard of among Nova Scotians. They also provide their members and the provinces’ \$2.5 billion industry with advocacy and capacity building programs and collaborate on events, opportunities and initiatives. All told, this is one of the fastest growing sectors in the province, thanks in part to this association.

With the continued growth and development of the digital industry all but certain, its role in economic development cannot be overlooked, in

Bahr-Gedalia’s considered opinion. If properly nurtured, it could provide countless employment opportunities for Nova Scotians trained and hired right here and make their work felt in a global market.

The future of this digital industry is difficult to predict, even for those helping to shape it, so for Bahr-Gedalia and her colleagues, preparing for tomorrow means staying on their toes.

“In order to meet the ever-growing, ever-changing needs of our industry, we need to remain dynamic, adaptable and collaborative. We are always working on new projects, proposals, and programs and you’ll have to follow us on social media or sign up for our newsletter to discover more!”

# Capitalizing on Halifax's Innovation District



Focus on our youth, our city and our province



**RON HANLON**  
PRESIDENT AND CEO,  
HALIFAX PARTNERSHIP

The Halifax Partnership has taken the lead on building and growing Halifax's Innovation District. As Halifax's economic development organization, we see the Innovation District as a key factor in achieving our economic growth plan goals of a population of 550,000 and a GDP of \$30 billion by 2031.

One facet of Halifax's Innovation District is connecting the local business community to R&D opportunities, so they can invest in and prosper from them. We want the local business community, as well as businesses outside Halifax, to truly understand the great assets we have here, to increase collaboration and to reach the full potential of these connections through commercialization.

We have a team dedicated to innovation and they have hit the ground running. Miriam Zitner, our new Vice President for the Halifax Innovation District, has been with the Partnership since January and has been consulting with many stakeholders to develop our three-year master plan for the district. Jordan Rogers, our Sales Engineer, is working to deeply understand our universities' research, projects and the capabilities and capacity of each institution. Together, Miriam and Jordan are getting to know Halifax's assets and through this, learning how to best utilize these assets in connection with the business community to increase collaboration, connectivity and commercialization.

**“**Halifax's innovation assets are a draw for investment attraction. Let's make it known that we are open for business as a place to connect, grow and innovate.”

As you think about growing your organization's product pipeline, keep in mind the opportunity to integrate our local universities' existing R&D assets and programs. Currently, only about six per cent of R&D at our post-secondary institutions are being commercialized, which is low when compared to the rest of Canada. There is a significant opportunity here — there is so much happening right now that businesses can tap into. Our innovation team can help you connect with local post-secondary institutions, accelerators and incubators to find out if your idea fits with their research assets or projects and if so, how you can work together.

Our opportunity is to connect more businesses to our innovation assets. First, our assets need to be understood and mapped so the business community knows what opportunities are available to them. That's our job — and it is what Miriam and Jordan are doing right now. Next, businesses need to take advantage of these opportunities.

Halifax's innovation assets are a draw for investment attraction. Let's make it known that we are open for

business as a place to connect, grow and innovate. Halifax's response to Amazon's RFP for HQ2 is one of many we are pursuing to attract large, innovative investment opportunities.

This month, we are submitting Halifax's application to Infrastructure Canada's Smart Cities Challenge, a pan-Canadian competition that encourages communities to adopt a "smart cities" approach to improve the lives of their residents through innovation, data and connected technology. Finalists will be announced in the summer of 2018 and will be granted prize money to develop their proposals. This is a very exciting opportunity that could make a significant economic and societal impact in Halifax — and if successful, will be a win for innovation in Halifax.

Whether you have a business problem that can be solved by research from an academic institution, or need a key element for a new product or service that can be developed by a growing startup, we are here to help you make the connection. If you have ideas or interests that align with our Innovation District, get in touch with us.

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# Fortifying resilience

Finding meaning and purpose through the journey of resiliency



**CATHERINE J. WOODMAN**  
SENIOR CONSULTANT,  
KNIGHTSBRIDGE  
ROBERTSON SURRETTE

Every April I'm awestruck by those tough little daffodils appearing amid snow and slush. Seemingly fragile they break through the harsh, cold winter earth and emerge with yellow smiles and spirited vibrancy. What comes to mind is resilience. Resilience — ability to quickly recover and maintain positive functioning despite stress and change.

Resilience is tenacity, fortitude and agility. Thoughtful parents strive to instill these characteristics in our children knowing they'll be needed during inevitable harsh, cold life challenges.

These skills are equally essential for leaders and employees in our workplaces. The office setting is a fast-paced swirl of continuous change, complexity, ambiguity and even animosity. Now we accept mental illness as a reality but we aren't well equipped to address and support each other or ourselves with clever management.

How do we maintain momentum while caring for individualism? How do we focus on results and cultivate empathy? How do we thrive when life's curve balls derail us?

This year I've had the luxury of contemplating and curating my resilience after a concussion in 2015 derailed my career and re-defined my view of personal success. As I step across a new threshold as senior consultant, Knightsbridge Robertson Surette, I relish the opportunity to join a robust professional team and work meaningfully with resilience, agility and many other forms of true leadership.



Credit: Alexander Rath/123RF

Resilience isn't strictly reserved for the big calamities. It's equally helpful when swimming the day to day lanes of volume, nature, pace of work, balance between work and family and most especially our challenging relationships with co-workers.

Resilience is a poignant, personal journey that starts with the honest look at your own frame of reference, experiences and outlook. Understanding yourself is followed by an assessment of your environment and then appreciating and drawing on the many resources at your disposal.

Finally, and importantly — the resilience muscle needs exercise — it requires action and movement to grow and blossom.

Adopting a spirit of hard optimism and curiosity — which includes recognizing you always have options — are additional vital nutrients.

In *How Resilience Works*, Diane Coutu reaffirms these elements. "Resilient people possess three characteristics — a staunch acceptance of reality; a deep belief, often buttressed by strongly held values, that life is meaningful; and an uncanny ability to improvise. You can bounce back from hardship with just one or two of these qualities, but you will only be truly resilient with all three. These three characteristics hold true for resilient organizations as well. Resilient people and companies face reality with staunchness, make meaning of hardship instead of crying out in despair, and improvise solutions from thin air. Others do not."

Much has been written about how finding real meaning and purpose in our work leads to a full, healthy and happy life. An inspired first step toward discerning that "meaning" is building personal resilience.

In closing, a childhood favourite. The daffodil's resilience and purpose are nicely evoked by A. A. Milne in *Daffodowndilly* — a timely, uplifting reminder these dark, cold days are soon ending.

*"She wore her yellow sun-bonnet, She wore her greenest gown; She turned to the south wind And curtsied up and down. She turned to the sunlight And shook her yellow head, And whispered to her neighbour: "Winter is dead."*

Spring is around the corner and so is the time to tap into personal resilience.

Award winning Leadership Essentials workshops have been designed by global leader Lee Hecht Harrison and are being offered locally by the Leadership Solutions team at Knightsbridge Robertson Surette.

These include:

- Developing Personal Resilience and Resilience for Managers
- Change Solutions for Managers and Change Solutions for Employees
- Coaching for Results

Contact our team to learn more about these programs.

# Why is the last five per cent so hard to accomplish?

Your company's profitably depends on getting it done



**PAUL R. ROY** BUSINESS COACH, MARKETING STRATEGIST, AUTHOR — *IT HAPPENED ON PURPOSE*

Most everyone has those unfinished projects. They exist everywhere from fixing the little things around the house to very important projects at the office. I feel the first 95 per cent is in the “choose to” range while the last five per cent lives in the “have to” range. “Have to” lives where you don't like to go — the sticky, gooey stuff — the little details. “Have to” is like work. “Choose to” is like fun. This is a rather simple observation, but it exists. No one wants to do what they don't like doing.

You know you have to do it if you wish to succeed, but you can't bring yourself to do it. Where does the answer lie? Do the part you don't like to do first. Once that's behind you, it's clear sailing. The very best sales people do this when they have call reluctance — they get those first few calls behind them in the morning, even if the phone feels like it weighs a hundred pounds. Beware of what happens when you leave it to the afternoon: your day becomes busy doing other stuff. Procrastination can be cast aside if you choose to do the hard stuff first.

I believe the best way to approach this is the same, whether it's working toward your goal or chipping away at the to-do list — it's called planning. There are all sorts of experts out there who will help reduce the clutter on your desk, tidy your office and clean up your priority list — all good ideas. Stripped down to the barest,

what needs to be cleared first is your mind. One must understand why the block is there. If you're honest with yourself you will see what it is, but chances are you don't like that part and you are not comfortable in that space. I expect if you study it and get comfortable with it your confidence level will increase. I suggest you look at it this way: all the time spent on getting the first 95 per cent done will go to waste if you do not finish the project — this alone is reason enough to complete the project. Take stock of yourself and learn how to put a value on your time. The really successful people do what the pretenders don't and won't do. It has nothing to do with lazy.

You need to turn the “have to” things into “choose to” things to get those tough unfinished projects behind you. Just think of how your business or your career will take off. Leaders and customers will come to you because you get the job done, done well and on time. The most important factor in all this is the feeling of accomplishment. After all, you are worth it, aren't you?

Interested in growing your business quickly and profitably? We implement and guide you through the proven Five Step Profit Formula ensuring success. Paul may be reached at 902-832-5866 or paul@paulroy.ca.

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# Crunching the numbers

Data management in logistics applications



**PAT D'ENTREMONT**  
SENIOR PARTNER,  
NICOM IT SOLUTIONS

There is absolutely no point in shipping goods if you don't have a clear understanding of the data this activity generates. This article will explain why this is so in the world of logistics, and what we do about it.

The *Oxford Dictionary* defines logistics as, "The commercial activity of transporting goods to customers," and a key word in that definition is commercial. That implies that logistics doesn't merely mean moving things around, it also means tracking them. Logistics would be meaningless without data.

## WHY ALL THIS DATA?

By many estimations, 80 — and some say 90 — per cent of everything we own was once on a ship — and this amount of shipping generates a lot of data. We need to keep this data for a number of reasons. One is for billing purposes. If we are to have modern infrastructure and machinery to handle cargo, we must pay for it somehow. So we have to be able to charge members of the transportation chain for using our facilities. Another reason is to gather statistics. We need to understand how things change over time so we can plan effectively and report progress to stakeholders. There are also security reasons for tracking movements, as well as adherence to government regulations and its need for information. Finally, we keep track of this data so that we can be more efficient and accurate in our operations in an increasingly competitive world.



Anek Suwannaphoom /123RF

## DATA VS. INFORMATION

Note that I use the term "data" more often than "information." Some time around the mid 1980s, we replaced the term "data" with "information." We no longer talked about data processing, but information processing and later information technology. We did this because we were no longer concerned so much with raw data as we were with data that had been transformed into something more useful. Now, we are back to talking about data. Why? Because now we have better ways of gathering and storing this data and we have come to realize that there is huge value in what we are collecting.

That's what big data is all about and there are whole schools of learning dedicated to just dealing with big data. Sensors, scanners and systems such as GPS and AIS (Automatic Identification Systems) allow us to track things in real time, for immediate use and also to store this data for later analysis.

## DATA ON WHAT?

Here in Halifax, as in any port city, we track vessel movements, crew assignments, cargo manifests, container movements, marine pilot assignments, tides, traffic patterns and even fluctuations in bridge heights. Increasingly complex computer systems allow us to understand the past, work with the present and predict the future — and they do this by analysing the data that is being collected.

## CHALLENGES

There are challenges in developing such systems in that there is so much data — and so much of it is unstructured. We are constantly integrating different data sources and working with overlapping data repositories. Also technology is ever evolving and we must be diligent in our work to ensure that different components are compatible with one another as new product releases are being introduced.

## THE FUTURE

For the future, I see tighter integration of data sources and more use of sensors, which will mean even more data. We must understand how to work with these volumes. One example I like to use is that a sensor might be telling us a hundred times a second what the temperature is, but many applications only need to know, say, once every ten minutes.

Organizations like Cisco are developing multi-tiered data collection programs to solve such problems. We are also starting to see how technologies such as blockchain are starting to change the way we think of sharing data. Zim and Maersk are two shipping lines that have announced they are working on this, and I am sure there are others.

Next time you see a ship in the harbour, think of all the data it is generating. Now you know just how much, and why.

Pat d'Entremont is a Senior Partner at Nicom IT Solutions, an IT firm that provides professional advisory services and software products to the seaport industry.

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### Day 3 - 4: Beijing

Visit the **Tian An Men Square**, the largest square in the world, the **Palace Museum**, also known as the **Forbidden City**, home of 24 emperors with a total space of 9,999 rooms, and the **Summer Palace**, featuring the Long Corridor with painted gallery, Kunming Lake and Longevity Hill, Seventeen Arch Bridge and the Marble Boat. Tour to the **Lama Temple** and the **Temple of Heaven**, built in 1420 A.D., where the emperors prayed to the heavens for a good harvest.

### Day 5: Beijing

Bus excursion to the **Great Wall**, the 4,000 mile long and 2,000 year old construction is said to be the only man-made structure visible by the naked eye from the moon. Visit the **Ming Tombs**. One of the 13 Ming Emperors' Tombs is fully excavated and open for exploration.

### Day 6 - 7: Beijing/Shanghai/Suzhou

Fly to Shanghai, followed by a bus trip to Suzhou for the **Lingering Garden**, **Tiger Hill**, **Hanshan Temple** and the **National Embroidery Institute** to see silk embroidery, a local craft with thousands of years of history. Dinner this evening will include a show featuring traditional Chinese music.

### Day 8: Suzhou/Hangzhou

Morning tour bus excursion to **Hangzhou** for a visit to the **Economic Development Zone** and the centuries-old **Lingyin Temple**, featuring a 64.3 foot high camphor-wood carving of Buddha.

### Day 9: Hangzhou/Shanghai

Morning boat cruise on **West Lake** with relaxing stopover at jewellike pagodas and tea houses. Afternoon tour bus trip to Shanghai.

### Day 10: Shanghai

Visit the **Yu Garden**, a maze of marvelous pavilions, ponds, rocky works and overarching trees. Also visit the **Bund**, Shanghai's famous waterfront park. Tour the **Pudong Economic Development Zone**.

### Day 11: Shanghai/Beijing/YYZ

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**HALIFAX  
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# Now you know: regional centre plan edition

Streamlining our city for better logistics



**KATHLEEN MacEACHERN**  
POLICY ANALYST, HALIFAX  
CHAMBER OF COMMERCE

Nova Scotia’s regional centre, Halifax Regional Municipality, holds only 0.6 per cent of the land, but a little more than 24 per cent of the province’s population, with 40 per cent estimated economic growth in the area. The Halifax Chamber of Commerce hosted a luncheon with the municipality in January, where Carl Purvis, HRM’s Planning Applications Program Manager, spoke with member businesses about the positive impacts the regional centre plan would have for those in that 0.6 per cent of land.

We want you to be in the know, so here are five important things to know about the plan.

**1.** The regional centre plan assumptions were based on quantitative evidence and encompassed quality control checks with stakeholders, such as workshops, open houses, pop-up booths, emails and open-to-the-public meetings. Technical studies such as water capacity, housing needs and property assessments were done to ensure that the policy is used properly for direct growth in our city.

**“**To plan for our future and to make sure Halifax continues to grow economically, the regional centre plan will provide not only certainty to residents, businesses and the municipality but also flexibility.”

- 2.** The centre plan is divided into four chapters (and policies) that will guide staff to the core concepts of the plan. Those chapters are:
  - The Human Scale Design: promoting mixed-use development
  - Complete Communities: people working and playing where they live
  - Pedestrians First: this one is self-explanatory
  - Strategic Growth: finding the best use of infrastructure such as parks and traffic
- 3.** The plan will reduce the number of zones from 60-plus to 20, creating benefits that include increased clarity, ease of regulation and faster processing times. It also standardizes and modernizes definitions to reflect new voices and use plain English.
- 4.** Everyone’s favourite topic of conversation: red tape. This will be reduced with the new plan. The plan features fewer land-use by-laws and policies (which will mean more staff efficiency), an increase to “as of-right” processes, a “web-ready” bylaw and a user guide aimed at both external and internal users. The simplified development agreement process will provide a clear framework to guide future plans and bylaw amendments.

**5.** The plan will provide mobility, transportation modernization and growth, focused strategically in areas with current and proposed high-frequency transit. The plan will also allow for business and economic development, increased housing affordability and focus on urban design.

**WHAT DOES THIS ALL MEAN?**

The city is growing, that’s not difficult to see. New buildings, like the Nova Centre and the construction on the Halifax waterfront are visual examples of the changes happening in our city. To plan for our future and to make sure Halifax continues to grow economically, the regional centre plan will provide not only certainty to residents, businesses and the municipality but also flexibility. Developers will have shorter approval times, entrepreneurs will know where best to locate with the most pedestrian traffic and commutes may shorten based on new housing in economic centres.

The Chamber would like to thank our event sponsors: Cox & Palmer, Efficiency NS, Halifax, Cushman & Wakefield and Halifax Water. We would also love for you to check out the regional centre plan on the municipality’s website to see how it will impact your life, visit [centreplan.ca](http://centreplan.ca).





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# A taste of excellence

Nova Scotia's Tidal Bay solidifying global reputation **Contributed**

Nova Scotia wineries have burst onto the world stage in recent years, garnering acclaim and awards for the quality and character of their wines. Often thought to be on the fringe of the wine world with a challenging growing environment, the consistently excellent results produced by Nova Scotian wineries have led to the province developing its own identity for producing high quality, crisp, aromatic white and sparkling wines with distinctive minerality.

The Tidal Bay appellation, launched in 2011, is Nova Scotia's signature wine, with a rapidly growing local market share and a growing audience beyond the province's borders, thanks to the export development activities of the wineries and the rising popularity of wineries as tourism attractions. As Nova Scotians catch on to the high quality wines being produced in the province, they are recommending winery tours and taking guests on tours with them. In 2016, Nova Scotia wineries hosted more than 110,000 visitors to the province, building awareness far and wide of the quality of Nova Scotia wines.

This May, guests at the Best Sommelier of the Americas competition in Montreal, will dine on Nova Scotia seafood paired with Tidal Bay and sparkling wines. This event, hosted by the Canadian Association of Professional



Contributed

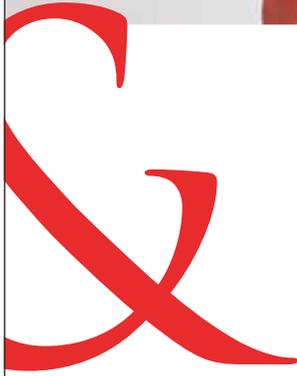
*L'Acadie Blanc, one of Canada's wine grape varieties almost exclusive to Nova Scotia, and is a star ingredient in Tidal Bay.*

Sommeliers (CAPS), is a testament to the maturity and excellence of the wine industry in Nova Scotia.

As you plan your travels around Nova Scotia this summer, or if you are hosting visitors, take time to stop in wine country and taste the great wines being produced here at home.



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# Sharing a vision: our clients are the key

When Collins Barrow Nova Scotia and Jain & Company Chartered Professional Accountants started talking about a merger, it was clear these likeminded, locally owned firms had a great deal to offer one another. “Our clients were growing, which created an issue of capacity,” says Jain & Company founder Rakesh Jain. “Fortunately, Collins Barrow had the capacity we were looking for, both to serve our clients and give our professionals room to advance their careers. They were open to creating a one plus one equals three scenario.”

As Collins Barrow Nova Scotia managing partner Grant Galbraith sees it, both firms bring a great deal to the table. “On our side, there’s a depth of service offerings, including data analytics and valuation services, as well as a breadth of tax services, both domestic and cross border,” he explains. “Jain & Company is a valuable addition to our firm because they are very strong on the consulting side, offering strategic planning for their clients, an area where we were looking to expand our services.”

For Jain & Company, using assurance work as a way to give clients business advice has always been a fundamental principle. “We use the assurance work to discover more

about the client and create a deeper insight regarding what’s keeping them up at night. We ended up creating a business advisory practice within our assurance practice, and that’s what Collins Barrow really liked about our model.”

“

*This merger puts us in a better position to serve all the clients of the combined firm*

”

Galbraith underlines this point, highlighting the merger’s new emphasis on strategy. “Every time we approach a client engagement, we want to look at their strategic objectives and develop a good depth of knowledge of their business,” he reveals. “It’s a unique trait, and it’s one of the greatest strengths of Rakesh’s team.”

For any merger to thrive, a degree of compatibility is necessary. Fortunately, Jain had positive feelings about Collins Barrow from the beginning. “What I immediately liked was the chemistry and the likability

factor,” he explains, predicting that this will have an influence on future success.

This merger only came into effect at the beginning of 2018, but Galbraith is already feeling optimistic. “We found common ground very quickly,” he says. “When you go through that, you align the ways each firm does things and hopefully learn from each other. That was our goal from the outset.”

The merger has also exceeded Jain’s expectations. “I trusted Collins Barrow would be open-minded and approach this as a merger of two equals, even though there’s a size difference. There have been the typical challenges related to technology and the integration of systems and software, but the big picture has been a huge success.”

Of course, the most important variable in this merger is the client. With that in mind, Galbraith is determined to maintain a clear line of communication. “Since the merger was announced, we’ve been talking to our clients, explaining what we’re doing and why we think we’re going to provide better service to them,” he explains. “This merger puts us in a better position to serve all the clients of the combined firm – and that’s what matters most. Our clients are the key.”

# 9 ways to attract buyers for your business

If you are an entrepreneur and want to sell your business for the best possible price, you should start preparing long before you make a deal – and keep these 9 suggestions in mind.

## 1. Understand your priorities

Taking time each year to think about priorities, goals and next steps will ensure you take the right actions to get the most out of your sale.

## 2. Develop business and financial plans

If you can demonstrate a history of growth resulting from well-laid plans, the buyer will have more confidence the business will drive the results they're looking for.

## 3. Develop a succession plan

By creating a succession plan early, you can identify any gaps and hire or train the right management team to lead the company into the future.

## 4. Secure your customers and suppliers

Put long-term contracts in place with key customers and suppliers, giving your buyer confidence they will stay long after you're gone.

## 5. Secure your intellectual property

If there are any gaps in protecting your intellectual property (IP), get the necessary patents, copyrights and trademarks.

## 6. Update premises, equipment and inventory

If you want your business to be ready for sale, you need a process for handling outdated inventory and disposing of outdated, redundant or obsolete equipment.

## 7. Get your documentation in order

An organized file system will give potential buyers assurance that key records are readily available, and quality financial statements will prevent you from needing significant due diligence work.

## 8. Document your processes

The new owner will want to know your company has well-documented processes in place, ensuring a smooth transition.

## 9. Resolve legal problems, improve public relations

If your company has failed to resolve negative media attention or litigation, buyers will see a level of risk that could reduce your purchase price.

# Sometimes 1 is greater than 2

This is one of those times

Effective Jan. 1, 2018, Jain & Company Chartered Professional Accountants joined Collins Barrow Nova Scotia Inc., amplifying the value of Nova Scotia's largest locally owned accounting firm. This merger brings together two entrepreneurially minded enterprises to provide unparalleled audit, tax, valuation and business advisory services.

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RawPixel

# Building solid foundations

CEED offers workshops, skill development and financing for entrepreneurs **Contributed**

CEED, The Centre for Entrepreneurship Education & Development, has been committed to advancing and supporting the spirit of entrepreneurship for more than 20 years.

CEED considers itself to be Nova Scotia's premiere resource for business support, delivering innovative programs and services that empower individuals and communities to achieve their full potential. CEED's broad mandate encompasses social and economic principles, working towards a vision of a vibrant and entrepreneurial Nova Scotia.

"Whether it's via financing, business development support, business skills training or business advisory services, CEED helps individuals take an idea or a concept from the earliest stages of just being a dream to a reality," says Paul McGinn, CEED's Senior Manager, Small Business and Entrepreneurship Development. "CEED also provides support and expertise to entrepreneurs who are looking for new and innovative ways to grow their existing businesses and achieve growth."

CEED's suite of business skills development workshops are for those

who are just starting out and need to learn all of the basics or those that feel the need to upgrade an existing skillset. The experiential-based workshops are available to anyone, regardless of what stage the entrepreneur is at.

"It's amazing how much a person can learn in a three-to-four hour workshop when it's taught in a space that is vibrant and positive — and facilitated by an engaging and knowledgeable consultant," he says.

One of the cornerstones of building a business is financing the endeavour. CEED offers financing for both start-ups and those looking to expand their business. With loans from \$5,000 to \$20,000, competitive interest rates and flexible repayment terms, CEED is able to support the purchase of small equipment, inventory, leasehold improvements, working capital and many other needs of a small business.

In an attempt to respond to both customer demand and current best practices in the field, this year CEED will pilot two programs: the six-week WKI Program and the 12-week Lean Launchpad Cohort. These fee-for-service programs ensure

we engage the widest possible demographic of services for clients province-wide, both rural and urban. The WKI Program is based on Wendy Kennedy's "Design Thinking Tools." WKI essentially follows an idea from the genesis and incubation stage to prepare it for execution, while the Lean Launchpad, based on Steve Blank's Business Model Canvas, helps the entrepreneur follow a series of pre-tests prior to the execution of the business model itself.

CEED provides the entrepreneur with not only business skills development, financing and support, but also the opportunity to be part of a unique community of peers. Networking opportunities, a database of CEEDlings and attending CEED's workshops allows small business owners to build friendships, share ideas and exchange valuable experiences with other small businesses owners.

"Being able to provide a space to entrepreneurs, whether they are just starting out or looking to scale their existing business," McGinn says, "is something CEED strives for and achieves everyday".

# Stressing the importance of self-care in business

Martina Kelades cautions against culture of busyness **By Heather Laura Clarke**

Martina Kelades is a passionate advocate for mental health awareness and the importance of self-care, but she's the first to admit she hadn't been following her own advice.

As far as the local business community was concerned, Kelades had it all together. She'd co-founded Shattered Silence, a Halifax-based organization focused on raising awareness about mental health, reducing the stigma of mental illness and connecting people impacted by mental health problems. She was even nominated for the Business Leader of the Year award at the 2017 Halifax Business Awards.

But while Kelades was grateful for the exposure that helped her continue to grow Shattered Silence, the long hours were starting to catch up with her.

"I was doing so much — working full-time at another job, and growing this organization — and I just kept pushing myself," says Kelades, who's worked for Futureworx for the last six years, and accepted a promotion as a corporate trainer last spring. "It came to the point when I realized I wasn't OK. I had poured my last drop."

She was spending her lunch breaks rushing to meet prospective partners for Shattered Silence, then hurrying back to Futureworx for her next meeting or training session.

Despite her frantic pace, Kelades was juggling both worlds so well that many people were surprised to hear Shattered Silence wasn't her sole focus.

"More and more people were saying 'That's not your day job?!' and that's when I started thinking about the fact that I had taken on a lot," says Kelades. "Shattered Silence is a passion project and completely volunteer. I was doing everything I could to keep up with the momentum, and it was growing faster than anyone expected."

Once she acknowledged she was taking on too much and neglecting her own mental health, Kelades says she was "in a clearer headspace" and better able to manage her time.



Contributed

**“I certainly believe in working hard, but I also believe in working hard on our own personal growth — and self-care is a large part of that.”**

— Martina Kelades, Co-Founder, Shattered Silence

She and her Shattered Silence co-founder, Katelyn Whittaker, decided it was too much work for them to handle while maintaining their own careers. They're planning to put together a board of directors that can help Shattered Silence with fundraising and establishing new partnerships.

"We've always had a running list of volunteers who have reached out to say they want to help in some way, so we're going to be taking some of them up on the offer," says Kelades.

Shattered Silence's site currently reaches people across Canada and the U.S. as well as overseas. Kelades says it's nice that what started as a small community initiative here in Halifax has expanded to a worldwide resource. She's looking forward to see how Shattered Silence continues to grow, especially now

that she's mindful of the time and effort she pours into the project.

"Our society certainly pushes us to go, go, go — that hustle, hustle, hustle equals success," says Kelades. "I think we need to reframe that a bit. I certainly believe in working hard, but I also believe in working hard on our own personal growth — and self-care is a large part of that."

For Kelades, self-care is a hot bath or relaxing with a good book — she's loving Brene Brown these days. In the warmer months, she'll drive to the beach and sit with her feet in the sand, gazing out at the ocean.

"It's easy to get caught up in the culture of 'busyness' and get completely wrapped up in work," says Kelades. "Every day, you have to take the time to do something that fills you up. Self-care always needs to be a priority."

# There are no guaranteed investments... except this one

Diversity is good business, it pays

@mark\_fraser



**MARK FRASER**  
CHAIR OF THE BOARD

All businesses need to make periodic, if not continuous investment in their operations in order to sustain or grow. In this issue of *Business Voice*, there are stories about how businesses in Nova Scotia are investing — from reimagining the future of a province that is accessible, to taking advantage of the untapped opportunities that the ocean sector may provide, or to simply supporting one another as members of a community.

There are many ways that business in our region can make investments with the intention that a return will follow. Sometimes it is in research and development related to new product. With other businesses it is an investment in a physical space, through new facilities or equipment. And with others, it is investment in people — new and diverse talent that can create value for both customers and shareholders through capability, ingenuity and good old-fashioned service.

It's the latter that holds the most significant and immediate opportunity for our region.

Diversity represents an unrealized opportunity for businesses in Halifax. I am fond of saying, "Diversity always wins" and I am not the only one that believes this.

In 2015, a report by McKinsey ([www.mckinsey.com](http://www.mckinsey.com)) investigated more than 350 publicly traded companies and found that companies that led in gender, ethnic and racial diversity outperformed

their industry peers by up to 35 per cent.

But it's not just the outcome that improves, there is science that proves that how you get to the outcome is also dramatically different. In a study published in the *Personality and Social Psychology Bulletin* ([www.journals.sagepub.com](http://www.journals.sagepub.com)), Katherine Phillips of Northwestern University shows that diverse teams consider facts more carefully, leading to less errors and more corrected errors when they were made.

A barrier to embracing diversity is the discomfort that comes from newcomers (whether they are gender, ethnic or racially diverse) who are joining already established teams. In the *Harvard Business Review* ([www.hbr.org](http://www.hbr.org)) David Rock concludes that diverse teams function at a higher level, not in spite of this discomfort, but because of this discomfort. Teams that are more "comfortable" make decisions that are "easier," which often come with a productivity or effectiveness cost. Highlighting differences in teams and embracing the initial discomfort that may come with that, will deliver better results.

Chamber member Sarah Young from National Public Relations recently pointed out some obvious benefits of gender diversity in business and governance ([www.business.financialpost.com](http://www.business.financialpost.com)) that remains absent from many companies in our region. "Trust, co-creation, diversity and empowerment are now driving forces behind successful organizations and strong leaders. And it just so happens that these are skills and attributes that many women possess."

Agreed.

There are few investment options that can deliver productivity and performance boosts with such certainty and effectiveness. We have work to do when it comes to gender, ethnic and racial diversity in leadership and creating the teams within our businesses. But this means the opportunity in front us is dramatic.

Invest in diversity. It is a sure thing.

## THANK YOU!

This column signals the end of my tenure as Chair of the Halifax Chamber of Commerce Board of Directors. It is amazing how quickly a year can go by — and what a year.

We are coming to the end of our current 2013 - 2018 strategic plan and will be launching a new one later this year. The Halifax Convention Centre opened and the streets surrounding it have been transformed. Many members were thrilled to be winning proponents in the Ocean Supercluster initiative and the launch of the Innovation District has shone an even brighter light on the amazing work being done in this city. The Halifax Business Awards saw our largest crowd ever and we need a new room for the State of the City address by Mayor Savage — we sold out that event. Member retention is near 90 per cent (well above average among our large city peers) and member satisfaction is up.

The Board and Membership are in good hands with Incoming Chair, Cynthia Dorrington, who will be sworn in at our AGM on April 18, 2018. We hope to see you there, as well as at the Spring Dinner in May where members that don't know Cynthia will get to meet her.

We are not without challenge, but it was a good year. And it was a pleasure to have a front row seat for it.

Thank you. ■

Mark Fraser is Chair of the Board of Directors of the Halifax Chamber of Commerce and Executive Vice President at T4G Limited. Follow Mark on Twitter at @mark\_fraser

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