

BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE

'A QUIET CRISIS'

Students are critical
in driving business
change and innovation

Pg 16

REINVESTING LOCALLY

Social enterprises build strong
economies **Pg 10**

LABOUR GAPS

Fill holes with international
talent **Pg 25**

START WITH COLLABORATION

Building culture among
staff is key **Pg 30**

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Business Voice is published 11 times a year for members of the Halifax Chamber of Commerce and Metro Halifax's business community. Views expressed in Business Voice are those of the contributors and individual members, and are not necessarily endorsed by, or are a policy of, the Halifax Chamber of Commerce.

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Students bring ideas, new ways of thinking, a curiosity and an energy level we need."

— John Stackhouse, Senior Vice President (Office of the CEO), RBC

COVER STORY:

'A QUIET CRISIS'

Students are critical in driving business change and innovation



16

TABLE OF CONTENTS:

04 Events

05 President's message

06 New & noted

10 Members in the news

16 'A quiet crisis'
Students are critical in driving business change and innovation

20 Reinvesting in our community
Social enterprises build economies, communities and opportunities



20

24 Profile:
Compliance in Motion

25 Halifax Partnership

26 Trends

31 Working for you

SPECIAL FEATURES:

32 Beer, wine and spirits

33 Financial services

CHAMBER EVENTS

For a full and up-to-date list of our Chamber events, please visit www.halifaxchamber.com/events

INDIA TRIP 2019 INFORMATION SESSIONS

DATE: Wednesday, April 3
TIMES: 12 – 1:30 p.m. and 4:30 – 6 p.m.
LOCATION: Halifax Chamber of Commerce
CONTACT: kayla@halifaxchamber.com

LUNCHEON: Canada's Economic Future: An Exclusive Conversation with David McKay

HOSTED BY: RBC
SPONSORED BY: RBC and Rogers
DATE: Thursday, April 4
TIME: 11:30 a.m. – 1:30 p.m.
LOCATION: Halifax Marriott Harbourfront
Hotel

LUNCHEON: Janet Knox, CEO, NS Health Authority

SPONSORED BY: Medavie
DATE: Friday, April 12
TIME: 11:30 a.m. – 1:30 p.m.
LOCATION: Lord Nelson Hotel

CHAMBER 101

DATE: Wednesday, April 17
TIME: 12 – 1:30 p.m.
LOCATION: Halifax Chamber of Commerce,
32 Akerley Blvd.

ANNUAL GENERAL MEETING

DATE: Thursday, April 18
TIME: 10:30 – 11:30 a.m.
LOCATION: Halifax Chamber of Commerce,
32 Akerley Blvd.

BUSINESS AFTER HOURS

HOSTED BY: Workspace Bayers Lake
DATE: Thursday, April 25
TIME: 4:30 – 6:30 p.m.
LOCATION: 145 Hobsons Lake Drive,
Suite 405, Halifax

2019 SPRING DINNER

PRESENTED BY: Oland Brewery
DATE: Thursday, May 2
TIME: 5 – 9 p.m.
LOCATION: Halifax Convention Centre

SAVE THE DATE:

MINISTER CASEY: MAY 21

SCOTT BALFOUR, CEO,
EMERA: MAY 28

WONDER WOMEN
CONFERENCE: JUNE 7

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Spring Dinner

Work-Integrated Learning:
Bloom where you're planted

How do we strengthen the conditions to create,
attract and retain talent in Nova Scotia?

MAY 2, 2019 | 5:00 PM - 9:00 PM
HALIFAX CONVENTION CENTRE

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It's time for a call to action: Hire students

Offer students a reason to stay

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PATRICK SULLIVAN
PRESIDENT & CEO

Every April, we feature our Spring Dinner speakers in Business Voice. We do this both as a promotional opportunity and to showcase our theme to our readers. This year, with spring in mind, we've titled the event Work Integrated Learning: Bloom where you're planted.

I'm sure most of you have heard the term Work Integrated Learning (WIL), the term given to an education that combines the academic learning with its practical application in the workplace. This includes work placements, co-ops and other on-the-job training. The provincial government, BIDs and business associations have identified student and immigrant retention as a key factor in growing our aging and migrating population. Yet WIL remains a nice-to-have and not a need-to-have in our business community.

John Stackhouse, Senior Vice-President, Office of the CEO at RBC and one of our Spring Dinner's keynote speakers spearheaded a critical report titled 'Humans Wanted.' The report looks at the 'coming skills revolution' and explains that while we have the jobs and potential in Canada, we are lacking the skilled labour.

All too often we hear "there are no jobs here," or "I'm not qualified for the available jobs." From both employers and prospective employees, we're hearing there's a disconnect — a mismatch. Lucky for us, there's a solution.

Nova Scotia and Halifax alone, is home to several world-class universities and colleges. Halifax's student population is approximately 40,000, including more than 4,000 international students from 153 countries. This sounds like an impressive number, but how many of those students graduate and stay in Nova Scotia? How many would if they found meaningful work in their field?

The provincial statistics tells us more students are staying, but at an incremental rate. It's encouraging news, but it shows us where the gaps are and that we can be doing more to entice the students to make a life in Nova Scotia.

One of the Chamber's task forces, Accessing a Skilled Workforce, is focused on bridging the gap between employers and talent, and applied skills. We've quickly discovered WIL is the solution to our members' concerns of labour shortages and a shrinking population.

Students enrolled in WIL during their education are introduced to the local business community and can take advantage of opportunities unavailable in larger cities. It's simple: students are more likely to stay if they have a positive learning experience with a Nova Scotia business.

There are two sides to WIL: students

and employers. It's time for a call to action to all Nova Scotia businesses: hire students! There are plenty of resources to help businesses of all sizes hire a student. The Nova Scotia government can offer incentives covering about half of a student's salary.

Start with small steps toward hiring a student. Contact a local university or college and ask them about their process. Ask them for resources on a student work plan and how to get the most out of a WIL experience. Head to novascotia.ca/programs/co-op-education-incentive to find out if you're eligible and how to apply for funding. Take part in our Driving Diversity initiative at our Spring and Fall Dinners, where we pair students with corporate table holders to foster an important connection for both the business and the student.

Let's work together as a business community to offer students a reason to stay and work in the province. Sign your business up for WIL and commit to growing our population and strengthening our economy, for generations to come.

Join us for Spring Dinner on May 2 at the Halifax Convention Centre to hear from business leaders on how we can strengthen the conditions to create, attract and retain talent in Nova Scotia. ■



AOPA
Atlantic Office Products Association
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Consumer Showcase
Thursday, May 9, 2019 - Halifax Forum
Corner of Windsor & Almon St. - Maritime Hall Entrance
10 am - 3 pm

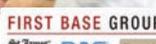
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NOMINATIONS ARE OPEN!

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MEMBERS IN THE NEWS

How our members are growing Halifax



HAMMOND DENTAL PLEASSED TO WELCOME DR. MELANIE DOMINIC

Dr. Melanie Dominic grew up in Sydney, Nova Scotia. She attended Dalhousie University, graduating with a Biology degree in 2005 and a Doctor of Dental Surgery (DDS) degree in 2009. After graduating, Melanie practiced five years in St. John's and three years in Calgary before moving back home to raise her family. Melanie enjoys all aspects of general and family dentistry, with a special interest in cosmetic dentistry and Invisalign orthodontics. She focuses on meeting patient goals while providing the highest level of comprehensive dentistry and is accepting new patients.



WELCOMING NEW TENANTS TO W&BB CAMPUS

Wright & Burnside Business Campus is growing! Congrats to two tenants who have joined the office/retail development in Burnside Park. Princess Auto's new home meets customers' needs with a larger building and expanded parking area. Also located on the lower campus, Peppereka offers delicious,

high-quality meals/snacks at a great value for people on the go. It's convenient food done right with eat-in, take-out and catering services available. For more information about Wright & Burnside Business Campus, contact Cheryl at The Hardman Group Limited by calling 902-476-8752 or visiting www.hardmangroup.ca.

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OFFICE INTERIORS NAMED A TOP DEALERSHIP

Haworth Inc. leadership announced that Office Interiors has been designated as a 2019 Best In Class dealership. The Best In Class distinction is awarded to dealerships based on exceptional performance in market development, sales, customer satisfaction and operational excellence. Only 30 of Haworth's 600 dealerships are designated Best In Class. "The Best In Class distinction is a testament to our team members and the exceptional work they perform everyday to ensure that we are satisfying our customers and achieving organizational excellence," says Jim Mills, CEO, Office Interiors.

HALIFAX STANFIELD GROWTH REACHES NEW HEIGHTS, 4.3 MILLION PASSENGERS SERVED IN 2018

Halifax Stanfield continued to experience steady growth in 2018, achieving a new record of 4,316,079 passengers served. This is an increase of 5.7 per cent over the previous year of 4,083,188 passengers served, which was the first time the airport surpassed the 4 million passenger milestone. "We're really pleased to see more and more passengers choosing to use Halifax Stanfield as their destination, point of departure or preferred transfer airport," says Joyce Carter, President & CEO, Halifax International Airport Authority. "We believe this achievement is in part due to our ongoing focus with airline, government and tourism partners to provide the right connections for travellers to get to and from their destination of choice — and making smart infrastructure investments to accommodate our growing service offerings."

AST ANNOUNCES NEW STAFF

Atlantic School of Theology is pleased to announce that Allie Crawley has joined the team. Allie is the new Marketing and Communications Coordinator. As a Marketing and Communications Coordinator, she is responsible for developing materials to promote the university and interacting with internal and external clients to deliver AST's message to the public and media.

PROPELLER OPENS NEW BAR AND ARCADE IN GOTTINGEN BREWERY

The Propeller Arcade will be just off the original Propeller Brewery in the basement on Gottingen Street. Propeller staff member and pinball veteran Ian Matheson has taken on the project of curating the machines. "The coolest thing for me about the arcade is that 95 per cent of the games down there were originally in an arcade, some over 40 years ago," says Matheson. "Some still have high scores carved into the side from 1978. I ask myself what someone would think knowing their high score from '78 is still trying to be beaten by a generation in 2019."



TEAM LUNG RUNNERS

The Lung Association of Nova Scotia (LANS) is signed up for the 2019 Blue Nose Marathon's Scotiabank Charity Challenge, being held June 6-9, 2019. This is the third year LANS will be participating in the Blue Nose, with a goal of raising money for lung health. Funds raised by their amazing team will help send kids with asthma to summer camp, provide sleep apnea machines to those who cannot afford them, support local lung health research, assist in providing support groups and help people overcome their addiction to smoking. They'd love to have you join their team. For more info, visit www.ns.lung.ca.

SCIENCE EXPLAINS THE UNBELIEVABLE AT THE DISCOVERY CENTRE'S NEWEST FEATURED EXHIBIT

Believe It or Not!®, it's here! The Discovery Centre is pleased to announce the opening of its newest featured exhibit, The Science of Ripley's Believe It or Not!®. This exhibit offers visitors to the centre a science-filled adventure into the extraordinary world of legendary cartoonist, entrepreneur and explorer, Mr. Robert Ripley. "The excitement is real," says Jennifer Punch, Director of Marketing & Sales at the Discovery Centre. "This exhibit is irresistible and educational which is how we knew it would be the perfect fit for families. It's guaranteed fun for all and does what we do best here at the centre: inspires a greater understanding of the world around us."

MURPHY HOSPITALITY GROUP OPENING NEW RESTAURANT

Murphy Hospitality Group is pleased to announce the opening of a new restaurant — Pickford & Black Fresh Seafood & Oyster Bar — as well as the relocation of Gahan House Harbourfront in Halifax, Nova Scotia. Pickford & Black Fresh Seafood & Oyster Bar will operate at 1869 Upper Water St. (the original location of Gahan House Harbourfront) with plans to be open for April 2019. Gahan House Harbourfront will close for a transformation to become Pickford & Black, effective March 18, 2019. Pickford & Black will highlight local seafood, local craft beer and incredible views of the Halifax Waterfront from its waterfront patio.

CREATING AN ENVIRONMENTALLY SENSITIVE NEIGHBOURHOOD

Did you know all homes in the Woodlands neighbourhood at Forest Lakes are designed to conserve water using rainwater harvesting? This method collects and stores rainwater, thus reducing the strain on groundwater, benefiting the environment and in turn, your pocketbook. With more than 40 per cent of the lots in the Woodlands sold, you won't want to miss your chance at building your dream home in nature while making an environmental impact. For more information on how Forest Lakes incorporates this and other environmental practices — and to book your tour — please email info@forestlakescountryclub.ca.



THE LOFT (BY BLENDED ATHLETICS)

Blended Athletics is excited to announce the opening of its newest fitness space. The Loft (by Blended Athletics) is located at 580 Wright Ave. in Burnside. “We wanted to create a fitness experience that was energizing, exciting, inspiring and motivational,” says David Rafuse, CEO/founder. “The Loft features cardio equipment not normally found in your conventional gym. We use High Intensity Interval Training (HIIT) combined with MyZone Heart Rate Technology, which allows us to measure effort no matter your age, gender or fitness level — burning upwards of 1,000 calories in a single class.”

AVISON YOUNG ANNOUNCES NEW ACQUISITION

Avison Young is excited to announce the acquisition of U.K.-based GVA, one of the U.K.’s leading and most diverse real estate advisory businesses. It’s now 5,000 strong, with 120 offices in 20 countries — with the ability to provide clients with whatever they need, wherever in the world they need it. That combination increases their scale and presence, expands their global talent pool and reach and enhances the breadth and balance of their services. Together, they bring additional resources and innovation to keep their clients ahead of the curve.

CATAPULT “ILLUMINATES” HALIFAX

Catapult is thrilled to announce the success of its recent fundraiser, “Illumination,” held at Halifax Public Libraries on Jan. 18. The event included a spectacular showcase of singer/songwriter talent, featuring guest performers Rose Cousins, Makayla Lynn, Port Cities and Bruce Guthro — but it was the Catapult youth speakers that stole the show! Catapult is grateful to Bloom Wealth and Legacy Planning for creating an incredible night of inspiration and entertainment with all funds going directly toward supporting Catapult’s programs for youth in N.S. www.illuminationforcatapult.com

FLORIA LAUNCHES NEW PODCAST

Introducing "Attitude of Altitude, Mindset of Happiness," a brand-new podcast from Recognize Your Potential. Every Wednesday, Floria shares practical tips, research and inspiration which you can use leading your team, in your business, at the workplace or in life. You can listen to Floria's podcast on Anchor, Spotify, Google Podcast, Podcast Atlantic or iTunes. Let her know what you would like to hear. She'd love to hear your ideas and gifts of feedback. She looks forward to helping you improve engagement, leadership, productivity and innovation for a positive workplace culture.

JOLCAR'S BIG MOVE

JOLCAR Security Services Inc. is excited to announce that they are all moved into their new office, located at 1333 South Park St., Suite 105. They are a security guard service, providing uniformed security guards and VIP/corporate protection. They think BIG and serve all of their clients "like a mom-and-pop" with an emphasis on customer service and brand experience. The company runs on its three guiding principles of Attitude, Integrity and Service. "Pop in and say hi!"

DEMENTIA EDUCATION FOR FAMILIES

Caring for a family member with dementia can be challenging. Always Home Homecare is the leader in dementia care at home and they're excited to announce free dementia education workshops for family caregivers. Join them at the Bedford Public Library to learn the Positive Approach™ to Care and the difference it can make for you and your loved one. You will leave with practical tips for how to communicate and connect with a person living with dementia. For more information, call Always Home Homecare at 902-405-4400.

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COVER STORY

'A QUIET CRISIS'

Students are critical in driving business change and innovation

By Heather Laura Clarke

Around 5,000 Baby Boomers are retiring each month across Canada, yet the jobs they're leaving behind are already starting to evaporate. The shrinking labour force and rapidly-changing job market are part of what John Stackhouse, Senior Vice President (Office of the CEO) at RBC, calls "a quiet crisis."

"As we move towards intelligent machines — which are creating enormous opportunities for every sector — we need different skills and talents to take advantage of it," says Stackhouse. "Canadians entering the workforce over the next decade are going to need a foundation of skills that sets them up for many different jobs and roles, rather than a single career path."

"We're shifting from a 'jobs economy' to a 'skills economy.'"

Stackhouse is one of the speakers lined up for the Halifax Chamber of Commerce's 2019 Spring Dinner on May 2. He'll be discussing the future of work, the skills revolution and how work-integrated learning can help.

"Employers have the opportunity to invest in talent and be a part of the skills revolution in order to be more competitive — both locally and globally," says Stackhouse.

He believes students really do have the power to drive change in a business — but they must be used as critical players in an innovative ecosystem, not charity cases or backfill labour for menial tasks. He envisions a "circularity" existing between classrooms and workplaces.

"Students bring ideas, new ways of thinking, a curiosity and an energy level we need," says Stackhouse. "We need to try to plug that into what we're doing in our companies and send the student back to school where they hopefully continue to develop those ideas — and then come back to us."

Work-integrated learning is something that Don Bureaux, President of

NSCC, firmly supports. As we enter what many are calling "the fourth industrial revolution" — an economy defined by data, analytics, robotics and automation — he says post-secondary institutions and the business community will need to team up to create a different talent pool.

"In order to compete in the economy of tomorrow, the input of talent will

until after graduation — it needs to happen early on in their education."

Bureaux says work-integrated learning opportunities help students understand and appreciate what's happening in the business community, while exposing employers to the region's up-and-coming talent.

"Nova Scotia is blessed with 11 world-class post-secondary institutions, so we have a large supply of local talent. Collectively, we're going to work to create opportunities for that labour supply and that labour demand to be connected," says Bureaux. "Only together can we ensure that the economy has the human capital it needs to be successful."

Bureaux says there's such a diversity in work-integrated learning opportunities, from co-op terms and internships to applied research and innovation labs. He feels experiential learning "can almost be customized to the needs of the business" because post-secondary institutions are willing to be flexible and responsive to those needs.

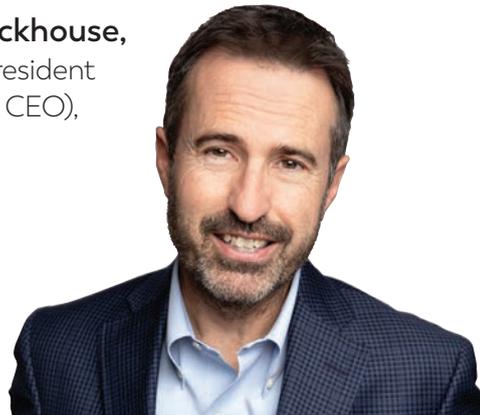
"We're going to require a continued close

relationship with our business partners to make sure our students are given the opportunities to interact and to partner with the business community on a multitude of work-integrated learning opportunities," says Bureaux. "Our talent must be able to compete with the best in the world — and I believe that it can."

Sarah Young, Managing Partner with NATIONAL Atlantic and Talent Lead with AVENIR GLOBAL, says attracting the best people is a top

Students bring ideas, new ways of thinking, a curiosity and an energy level we need, we need to try to plug that into what we're doing in our companies and send the student back to school where they hopefully continue to develop those ideas — and then come back to us."

— John Stackhouse,
Senior Vice President
(Office of the CEO),
RBC



be more critical than ever — and in order to provide the human capital we need for the economy of the future, it's going to require closer ties between the post-secondary sector and the business community in the form of work-integrated learning," says Bureaux, who is also speaking at the Spring Dinner on May 2.

"Students are the future supply of our human capital and their connection to the business community cannot wait

challenge for any business — and it's a competitive advantage for companies who excel at it.

"Businesses in Halifax are fortunate because we have access both to organizations that attract global citizens and to those that cultivate local talent," says Young, who will also speak at the Spring Dinner on May 2. "Businesses who are attracting and developing top talent have strong relationships with universities and colleges, as well as connector organizations like the Halifax Partnership, Immigrant Settlement Association of Nova Scotia (ISANS), Black Business Initiative, YMCA and the Province."

Young empowers her teams to be on the lookout for potential new relationships and new ideas. She says it takes constant effort and focus to get beyond incrementality to fully embracing the opportunity and potential of a young, diverse workforce — but the companies who do are rewarded with an agile, engaged culture.

Primrose Watson moved from Sri Lanka to Canada 11 years ago, when she was 25. Despite having experience in sales, accounting and advertising, she spent her first few years in Canada working at a coffee shop.

"I came across a requirement from potential employers that I needed to have 'Canadian work experience' in order to be considered for a position and it was very disheartening," says Watson. "Don't discount someone's work experience just because it's not Canadian work experience, or else you may miss out on someone who's incredibly talented."

Watson eventually completed undergraduate and law degrees at Dalhousie University and is now articling at McInnes Cooper — where she was recently told she's got a full-time job there after she finishes articling. During her speech at the Spring Dinner on May 2, Watson will express gratitude for the employers who have welcomed her onto their teams.

"I appreciate that I am different. I have different ideas, suggestions, problem-solving abilities and perspectives — and they all add value to what I have to offer," says Watson. "Imagine a workplace that embraces difference — and the unlimited potential for that workplace to continuously grow."

While law firms are committed to hiring summer students as well as articling students, Young says there are many different ways to approach work-integrated learning opportunities — no matter your industry or the size of your business.

material, engaging with different audiences — possibly prospective customers — and playing in an innovative space. Perhaps, most importantly, this is an opportunity for you to scout and attract your future talent."

So how can business owners in Nova Scotia improve the way they create, attract and retain local talent? Stackhouse says they should start by developing a clear understanding of the skills they'll need today, next year and five years in the future. They should also determine which foundational skills are valued in their organization, since

hiring won't always revolve around credentials or the ability to do a certain task as jobs change and disappear.

Rapid transformation in the electricity sector — new renewable energy and digital technologies, changes in public policy and evolving customer expectations — mean new career opportunities at Nova Scotia Power, says Karen Hutt, President & CEO of Nova Scotia Power.

"Acquiring the talent and building the team we need to serve customers today and into the future means broadening the skillsets and the perspectives of our workforce," says Hutt. "We're building those strengths by hiring recent graduates and promoting diversity and inclusion in

our workforce. Having employees who reflect the diversity of our customers helps us better serve our customers. Our company and our sector wouldn't be alone in this."

Nova Scotia Power is purposely growing its corporate culture in this regard. NSP has a Diversity & Inclusion Network comprised of more than 80 of its 1,700 employees and has rolled out training to its employees across the province. Cultural occasions are celebrated at the company and passersby will notice the Mi'kmaq, Pan-African and Pride flags flying outside its waterfront offices during various diversity events.

"I appreciate that I am different. I have different ideas, suggestions, problem-solving abilities and perspectives — and they all add value to what I have to offer, imagine a workplace that embraces difference — and the unlimited potential for that workplace to continuously grow."

— Primrose Watson,
Articled Clerk,
McInnes Cooper



"I sometimes hear misgivings that co-ops or internships are too time consuming to manage, or don't produce enough tangible benefits — but companies who learn to do these right will swear by them," says Young.

She suggests business owners look at each work-integrated learning placement as an opportunity for your organization and then at what you're providing for a student.

"A keen individual with a fresh perspective is going to come into your organization. How are you going to make the most of this precious time?" says Young. "They are likely reading different



“We’re building those strengths by hiring recent graduates and promoting diversity and inclusion in our workforce. Having employees who reflect the diversity of our customers helps us better serve our customers. Our company and our sector wouldn’t be alone in this.”

— **Karen Hutt**,
President & CEO,
Nova Scotia Power



To attract young and diverse talent, Nova Scotia Power has revamped its post-secondary scholarship program this year to better reflect diversity and inclusion in its criteria and categories. The company is also a steadfast participant in co-op and summer student programs, hiring 67 in 2018 and has approximately 90 apprentices in a variety of trades including Power Line Technicians, Power Engineers and a variety of other Red Seal and in-house apprenticeships.

Additionally, in 2017, NSP launched a newly designed program for junior engineers. To date, the company has hired 21 Engineers-in-Training working toward their professional engineering designations, 12 of whom are female. The program provides each participant with a mentor and supports them in growing key leadership and business skills.

“It’s a journey and we have more road

ahead of us, but we have more employees under 30 and greater diversity — ethnic, cultural, gender, sexual — than we would have had a decade ago,” Hutt says. “We have women in positions they didn’t occupy previously, including my office, but this evolution of our workforce didn’t

begin in my office and it doesn’t end there. Our commitment to change extends to our Board of Directors and our parent company Emera.”

Young believes local businesses need to elevate the focus on human capital as a central part of business planning in order to maintain a competitive advantage for what is coming next in the global knowledge economy.

“Top talent is more mobile than ever and the best people are choosing organizations and locations that offer the conditions for them to thrive, professionally and personally,” says Young. “We have students,

newcomers and underserved communities in our midst with adaptability, in-demand skills, global insights and perspectives, digital fluency and intellectual agility.”

“If we can think about talent differently and re-organize ourselves, we can benefit from what they have to offer.” ■

ammmentorp /123rf

REINVESTING IN OUR COMMUNITY



Tending the gardens at HopeBlooms.

Social enterprises build economies, communities and opportunities By Erin Elaine Casey

Social enterprise is all around us. Whether it's a small business that reinvests a portion of its profits back into the local community, or a charity that runs a business with both human and financial goals for growth, social enterprises play an important role in a caring and inclusive city.

According to the Social Enterprise Network of Nova Scotia, "a social enterprise is a business or organization operated for the purpose of addressing social, cultural, or environmental challenges. The majority of profits and surpluses are reinvested to support community needs."

"A social enterprise can be anything,

do anything," says Dave Rideout, President and CEO of MetroWorks, an organization that has helped thousands of people overcome obstacles and realize their employment and educational goals. Most MetroWorks clients are dealing with a lack of opportunity or education, a mental health difficulty, involvement with the criminal justice system, or addictions. "Social enterprises contribute as any other businesses contribute. The only difference is that we have social outputs attached to our business model."

"There's a lot of buzz right now, but SEs have been around since business has been around," adds Rideout. "A lot of

businesses would like to impact the community, but don't know how to do that; social enterprises provide a mechanism for them to do that."

MetroWorks has been around since 1978 and offers a range of programs to help clients upgrade their education, improve their skills and find work in the community. The organization couldn't meet client needs without their social enterprises: Stone Hearth Bakery, winner of two Halifax Chamber Business Awards; Stone Hearth Café on Sackville Drive; and the Mobile Food Market, which brings fresh, affordable food to 12 locations across Halifax.



Photos contributed

“As the employer, we can take a bit more time to work with our clients to make sure they get the skills they need to be part of the broader employment market,” says Rideout. “The bakery, for example, has all the expectations of any business, so the people going through that program have all those same experiences they would have in any business environment. So their new employer only has to focus on job specific skills, because the employability skills are already there.”

About 50 to 60 per cent of MetroWorks clients go on to employment in the community. The more revenue



MetroWorks Food Service & Customer Service Programs prepare for Graduation.



Nia Gray prepares food service in the kitchen.

the social enterprises generate, the more people can participate in these life-changing programs.

Brenda Saunders/Todd (“Always a slash, never a dash!” she laughs), is Executive Director of Dress for Success Halifax. An international movement with affiliates in more than 150 cities around the world, the mission of Dress for Success is to promote the economic independence of women by providing work-appropriate attire, a network of support and career development tools. In addition to helping women look and feel ready for that all-important job interview and their first weeks of work, the

organization offers programs to support job retention and career growth.

“It’s putting women into the workforce so they have financial independence,” explains Saunders/Todd. “At the end of the day, it’s so they can put food on the table for their children and pay taxes. Providing women with work-appropriate attire levels the playing field. If all they own are track pants or jeans, it doesn’t matter how skilled or smart they are, they won’t get through the door.”

Dress for Success accepts donations of gently used professional clothing, but not all donations are work-appropriate. “I use the example of a brand new



Brenda Saunders/Todd,
Executive Director,
Dress for Success Halifax

“ Providing women with work-appropriate attire levels the playing field. If all they own are track pants or jeans, it doesn’t matter how skilled or smart they are, they won’t get through the door.”

— Brenda Saunders/Todd, Executive Director, Dress for Success Halifax

sweater that came in with a \$300 price tag on it,” Saunders/Todd says, “and it wasn’t interview appropriate. It then went out the door to another charity and I thought: Why are we doing this?”

The Social Boutique was born. Located 936 Bedford Highway, across from Sobeys’, the boutique opened in 2016 and sells high quality pre-loved and new clothing at great prices. The boutique is 100% volunteer run and all proceeds go back to Dress for Success programs. This has been transformative, because Dress for Success doesn’t get any other funding. Their 3,000-square-foot space is donated by landlord Larry Swinemar and Saunders/Todd emphasizes that the Social Boutique couldn’t have achieved its “phenomenal success” without him.

The benefits extend far beyond revenue. A roster of 27 volunteers runs the store, many of them women who want to re-enter the workforce themselves. “It’s a triple win: for us, for you the shopper and for the women we serve.”

The triple win is a common theme with social enterprises and the organizations they benefit. Louis Brill is Executive Director of Prescott, an organization in Halifax’s North End that’s been around since 1961. It supports 160+ adults with an intellectual challenge by helping them develop life and work skills and find jobs in the community. Social enterprises including a bakery, canvas bag manufacturing, mailing service and online auction play a key role in meeting Prescott’s goals.

“Our product is building people,

helping them grow and live better lives,” says Brill. “We look at each person as an individual and help them become more independent.”

According to Brill, although the human factor is the most important, social enterprise contributes to the local economy in many other ways. “With the flow of money and the purchase of product and us as a buyer: canvas, food, second-hand products through our online auction. We have staff and clients making money, we pay taxes. There are all kinds of ways we help the cycle of money flow in the city.” Prescott also employs more than 40 people and is one of the largest employers in the North End.

“We’re learning more and more about what people are capable of doing,” adds Brill. “Our clients have a strong



Louis Brill (third from left) with clients modeling Team Prescott apparel.



Client Danielle sews at Prescott Custom Bags

“Our clients have a strong desire to work and we’re going to work to find the right niche so we’re adding to the economy.”

— Louis Brill, Executive Director, Prescott



Client David in screen printing at Prescott

desire to work and we’re going to work to find the right niche so we’re adding to the economy. The general public sees a great value in including everyone and so many business leaders have purchased our products, or hired one of our clients. There’s an understanding that there’s a responsibility to help others in order to have a vibrant community.”

Saunders/Todd, Rideout and Brill agree: Social enterprise is the way of the future and the benefits are clearly not just social. The enterprise part is just as important.

“There’s a misconception that social benefit has a cost attached to it and that social enterprise is more expensive than other businesses,” says Rideout. “It can be just as competitive as any other business.”

Brill agrees. “There are many people who include the social piece in their buying decisions and this group is growing. We need to remain competitive in our quality and in our pricing to keep that business. I think the vast majority of people would buy from a social enterprise if they’re competitive. Our tagline is ‘Building people; building Halifax.’ As a business in the city we have an obligation to give back. People can work together to get business done and grow the city — we take that obligation very seriously and we engage each of our clients in it.”

Social enterprise just might be the secret sauce to keeping young people in our city. Younger people are looking for more than just a paycheck — they want to make a difference. “Having

organizations with social values that they can look at as potential employers will provide them with the opportunities they’re looking for,” says Rideout.

Saunders/Todd sees social enterprise as great option for young entrepreneurs. “Social enterprise inspires them to do something new on their own. Years ago, entrepreneurship was what people did if they couldn’t get a job. Now, there is much more support and it’s the same with social enterprise. It’s a respectable option.”

“More and more young people are making the decision about where they live based on the quality of life and the heart of the community,” says Brill. “When you have vibrant social enterprise and people have the opportunity to help others, it makes for a better place to live.” ■

'It's like a Nexus card for cargo'

zhudifeng/123rf

Authorized transportation makes processes more efficient By Carol Dobson

In this post-9-11 world, undergoing more intensive screening has become commonplace among the traveling public. But, what about the billions of tonnes of cargo that are also transported by air? Does the average traveller ever consider that, even if there is cargo in the belly of the plane taking them on their trip?

"In 2015, a new Canada-wide program was coming into effect that began October 16, 2016 and expanded the entire secure supply chain's authority to screen all cargo that would be carried aboard passenger carrying flights to prevent and detect threat items in the form of improvised explosive devices and hidden dangerous goods from entering the air cargo supply chain endangering the flying public's safety," Shawn Quinn, the President and Chief Instructor of Dangerous Goods Atlantic Consulting and Shipping, says. "This federal counter threat program affected all cargo types, not only dangerous goods."

This created an opportunity for Quinn's firm to create a spin-off, Compliance in Motion, headed by his business partner, Elizabeth Villanueva. Compliance in Motion works with the shipper to ensure that goods leaving their place of origin have been pre-screened to comply with Transport Canada's standards, are shipped by authorized transportation companies and when the goods arrive in the airport, they have already been cleared and are able to be loaded onto scheduled cargo flights without delay.

"It's like a Nexus card for cargo," he says. "So, basically, companies that are part of this program are working in partnership with Transport Canada, under its protective umbrella and the goods have been declared to be secure."

“The lobster industry isn't the only one we represent, we deal with perishable goods, pharmaceuticals, live animals, electronics and even human remains.”

— **Shaun Quinn,**
President and Chief Instructor of Dangerous Goods, Atlantic Consulting and Shipping, Compliance in Motion



This is crucial to the product most closely connected to our province's export industry, lobster.

"CIM under Elizabeth's direction, represents close to if not over 50 per cent of lobster exports daily, to name just one export industry," Quinn says. "There were two triggers for the lobster industry to become participants — one being cost, as screening fees add 15 to 20 cents per kilogram. Also, once lobster has been packed, it can't be opened to be physically scanned. There are no x-ray machines in Halifax that can accommodate the volume of lobster we ship and because it's a perishable product, exporters are on a tight clock to get the product to market."

As a result, CIM has trained more than 400 Nova Scotians involved in the lobster market, at all levels, in this protocol. While he says, the potential for hiding an IED in a live lobster is highly unlikely, training 'just in case' is important for the security of the industry and they've established close connections with this important part of the supply chain.

"Last fall, I was fortunate enough to go and visit these clients on the South Shore," Villanueva says. "It was a wonderful way to become connected with them."

As it is, those monster 747 cargo jets that leave Halifax Stanfield several times a week can't keep up with the demand, with Toronto and Montreal picking up the rest of the approximately \$1 billion in exports. The recent announcement of an increase in cargo capacity is good news to Villanueva and Quinn.

"The lobster industry isn't the only one we represent," he says. "We deal with perishable goods, pharmaceuticals, live animals, electronics and even human remains." ■



Hire international talent

Hire international talent Fill your company's labour gaps



JOHN ROGERS INTERIM
PRESIDENT & CEO,
HALIFAX PARTNERSHIP

Finding the perfect candidate for a vacant job is a challenge faced by employers across many industries.

The Atlantic Immigration Pilot (AIP) — created in partnership by the Government of Canada and the four Atlantic provinces — is a fast-track employer-focused program that supports businesses in filling labour gaps. Through AIP, local employers of any size and in any industry can hire international graduates and skilled foreign nationals, bringing the best talent to their team.

The first step in the process of accessing a global pool of talent through AIP is to become designated by the provincial government. This means that an employer commits to working with

a settlement services provider to help applicants (international graduates and foreign nationals) and their families be successful in Canada.

Nova Scotian employers are embracing AIP and using it to find the best talent for their labour needs. There are currently 744 designated employers in Nova Scotia — and in 2018, our province exceeded its allotted 800 AIP placements, welcoming 872 foreign nationals.

AIP aligns with Halifax's Economic Growth Plan 2016-2021 vision of a population of 550,000 and a GDP of \$30 billion by 2031. Halifax's population is not increasing at a high enough rate to sustain our growth toward this goal. In order to maintain strong economic growth for our region, we need to ensure more immigrants are coming into our city every year to build their lives and careers here and support business growth.

The Halifax Partnership, with support from the Nova Scotia Office of Immigration and ACOA, is helping businesses navigate the AIP designation process. Our AIP Account Executives meet with employers, address concerns and myths about immigration and connect them to contacts and resources at the Nova Scotia Office of Immigration. They continue to support employers after they find a candidate to help them navigate the next step of AIP, the endorsement process.

Key benefits of becoming a designated employer:

- International graduates from Atlantic Canadian universities and colleges can be hired immediately following graduation
- AIP speeds up processing at the federal level and provides candidates a work permit while waiting for Permanent Residency
- Employers can skip the Labour Market Impact Assessment
- Employers gain access to a dedicated account manager at Immigration, Refugees and Citizenship Canada (IRCC)

To date, the Partnership has referred 169 companies for designation, 70 of which have already been designated. Two companies we've worked with directly, POLYCORP and Scotiabank, have completed the full AIP process and have hired foreign national employees who have obtained their Permanent Residency. The feedback we have received so far is that the AIP process is faster and easier than expected.

If your company is struggling to find talent, AIP may be the solution. The Partnership's Account Executives would be happy to meet with you and discuss the AIP and designation process.



Immigration key to filling the gap

How ballet and business can improve the labour shortage Contributed

Igor Dobrovolskiy and his wife came to Canada in 2000 to escape the economic collapse in Ukraine. He didn't speak the language, but today the very ballet he has created is part of the opening night of the Atlantic Immigration Summit.

Today, he's the Artistic Director and Co-Founder of the Atlantic Ballet Atlantique — a professional company of international dancers. He has a very successful immigration story that's made a big impact on the community.

So what do ballet and the banking business have in common? Both industries face labour shortages and rely on immigrants to fill the gap.

Scott Belton, TD Vice President Atlantic and Susan Chalmers-Gauvin, Co-Founder and CEO of Atlantic Ballet Atlantique, have joined forces — along with a committee of business and community leaders in Nova Scotia — to co-host the provincial Atlantic Immigration Summit May 7-8 in Halifax.

The Atlantic Immigration Summit is a region-wide event series designed to engage people across all sectors on the

topic of immigration.

The summit, held in all four Atlantic provinces, will feature dance, expert panel discussions and roundtable discussions led by both newcomers and business/community leaders. They will share best practices and develop actionable outcomes focused on the following four questions:

1. How can we strengthen partnerships to enhance the immigration process?
2. How can we address labour force shortages through immigration?
3. How can we increase understanding of immigration and identify critical issues to workplace and community integration?
4. How can we share and evolve best practices that can contribute to policy and business priorities?

This summit follows on the heels of the inaugural summit last year — held in Moncton in May of 2018 — with more than 400 attendees from 23 communities and 30 industry sectors. Thirty working groups and five projects were launched as a result.

Why create ballet on immigration? Chalmers-Gauvin says it felt like the right fit.

"Each year, we receive over 400 applications seeking work with our company — but only one or two from Canada," Susan Chalmers-Gauvin. "More than 50 per cent of our employees are newcomers to Canada. Our viability as a business depends on foreign workers and we have to pay very close attention to our people to ensure they are happy and integrating into both our business and our community."

The ballet has captured — in a very poignant way — the experiences many newcomers face and the business community is taking note.

"As a business community, we also need to recognize the economic imperative and add our voice to the discussion. Labour shortages and population declines are on the horizon in the near future in Atlantic Canada. Business has to step up and be part of the solution," says Belton. "We need to invest, we need to share best practices and we need to advocate for more effective immigration policy."

Reports by the Atlantic Provinces Economic Council, The Conference Board of Canada and The Report of the Nova Scotia Commission on Building our New Economy have all warned of imminent and significant labour shortages. Statistics Canada reports that the region had more than 20,000 jobs to be filled.

The Atlantic Canada Opportunities Agency (ACOA) is the lead sponsor of the Atlantic Immigration Summits. According to President Francis McGuire, the labour shortage is masked by unemployment rates higher than the national average. McGuire notes that many local residents either don't have the skills or can't move to where their skills are needed.

Belton says the impact affects large and small businesses and reaches across all sectors and rural and urban communities.

"There is a need to bring our leaders, municipalities, sector representatives together to work together on solutions and to share our knowledge and ideas," says Belton.

Meanwhile at Atlantic Ballet Atlantique, Chalmers-Gauvin says there



are many companies "doing good work" on immigration.

"At the ballet, we have successful practices that we know other employers can benefit from. We've been bringing immigrants to Atlantic Canada for 18 years," says Chalmers-Gauvin.

Belton agrees, adding that TD's interest in this "is not only economic in nature."

"We believe strongly that immigration will achieve better economic outcomes for the region," says Belton. "We are also committed to being a diverse and inclusive workforce."

For more information on the Atlantic Immigration Summit or to register, please visit www.immigrationsummit.ca.



“Our viability as a business depends on foreign workers and we have to pay very close attention to our people to ensure they are happy and integrating into both our business and our community.”

— Susan Chalmers-Gauvin, Co-Founder and CEO, Atlantic Ballet Atlantique

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Is your business dementia-inclusive?

Simple steps for providing a safe, inclusive space for your customers

“Together as a business community, we can take powerful steps in helping people who are living with dementia continue to be active members within their community, maintain as much independence as possible and participate in everyday activities that they’ve always enjoyed.”



ROSEANNE BURKE
CERTIFIED DEMENTIA
TRAINER, ALWAYS HOME
HOMECARE

Every three seconds, someone in the world is diagnosed with dementia.

Did you know that in Nova Scotia, about 17,000 people are currently living with dementia? This number is expected to increase as Baby Boomers continue to age. For every person diagnosed with the disease, countless more family members and friends are also affected.

What does this mean for you, as a business owner? If you are a service provider, you will likely have customers who live with dementia. You may have employees who are caregivers to parents or loved ones with dementia. If you employ older people, you may have an employee who receives a diagnosis of dementia.

When it comes to your customers, can your staff recognize the warning signs of someone who is living with dementia? Do they know how to adapt their communication and behavior to help someone who may have challenges in communicating what they want?

Here are 10 warning signs of dementia to keep in mind ...

1. Memory loss that affects day-to-day abilities (i.e., being able to order from a menu)
2. Difficulty performing familiar tasks (i.e., paying a bill)
3. Problems with language, like forgetting words
4. Disorientation in time and space (i.e., not knowing the day or year)
5. Impaired judgement (i.e., banking transactions that are out of the norm for the person)
6. Problems with abstract thinking (i.e., not understanding numbers)
7. Misplacing things and putting things in strange places
8. Changes in mood and behaviour
9. Changes in personality, like becoming confused, suspicious or fearful
10. Loss of initiative and interest in friends, family and favourite activities

What can you do to help your business become more inclusive of people living with dementia?

Here are a few ideas:

- Distribute information on the warning signs of dementia to your staff
- Host a 20-minute lunch-and-learn with a Certified Dementia Trainer to learn more about dementia and communication tips
- Ask people living with dementia (and their families) how you can help them
- Encourage your staff to be patient and kind if they suspect someone has dementia
- Create a physical space that is friendly, welcoming and inclusive of people living with dementia

Why does it make sense to have a heightened awareness of dementia as a business owner? Nova Scotia has one of the oldest populations in the country with 19.9 per cent of the population being over the age of 65. As age is the greatest risk factor for developing dementia, this is a condition that you will see more of with the people that you help.

Most of the actions you can take to becoming a dementia-inclusive business cost very little. The benefits to your business however, can be widespread and may include better customer interactions, greater employee satisfaction, being a community leader, helping to reduce senior isolation and knowing it is the right thing to do. There is no downside in taking small steps to include people with dementia.

Begin today to learn more about dementia and what you can do to become more aware and knowledgeable. Together as a business community, we can take powerful steps in helping people who are living with dementia continue to be active members within their community, maintain as much independence as possible and participate in everyday activities that they’ve always enjoyed.

Rosanne Burke is a Certified Dementia Trainer with Always Home Homecare. To learn more about their services, call 902-405-4400 or visit www.alwayshomecare.ca.

Workplace integrated learning

What's in it for me?



JENNIFER WEATHERHEAD
DIRECTOR OF TRAINING AND
MARKET DEVELOPMENT,
SANDLER TRAINING

Entering my first year of the business program at Mount Saint Vincent University, I had a well-intentioned plan: complete my undergrad with an honours average, write my Law School Admissions Test (LSAT) and then apply to law school.

However, what transpired took me by surprise.

At the end of my second year, I began Workplace Integrated Learning (WIL) in the form of a Cooperative (Co-op) Education program: a 16-week paid, work term providing direct links between educational learning and practical industry experience. Over the duration of three placements, my classroom knowledge, coupled with hands-on learning, shifted my interest to marketing — a very different discipline than law.

Co-op is one area of WIL that is driving relationships between post-secondary schools and the business community by providing students with learning opportunities like internships, field experience, applied research projects and service learning.

Many schools across Canada offer WIL, including ones here in Nova Scotia. At the Nova Scotia Community College (NSCC), students can combine service to the community with learning through class projects. At Saint Mary's

University, students can venture to international markets to integrate into a business culture. Dalhousie University MBA students have access to industry-level professional training using practical application.

These post-secondary schools, amongst many others, partner with industry to enhance traditional curriculum-based learning with a link to transfer classroom knowledge to practical application.

As a post-secondary instructor, I have always felt that even with all the strategies I utilized to bring the business environment to the classroom, there's no substitution for practical application gained with a live company.

“In retrospect, WIL saved me years in a professional career that was not the right fit for me.”

It's certainly great for the student, but what's in it for the company? The initial thought of having the additional headcount can seem daunting to most employers. Is there budget for this new position? Who will manage the student? What work will we have them do and will there be enough to keep them engaged? Do we have time to spend with the student? Is the timing right for our organization?

Although those are valid concerns, our youth unemployment rate is creeping higher than the national average — even though we have a greater share of graduates with high education and skill requirements, according to the OneNS dashboard.

There are many reasons for employers to participate in a WIL program:

- You're tapped into a funnel for entry level positions, which reduces future recruiting costs
- You and your employees will gain knowledge from a generation of learners who are in touch with today's technological landscape — full of fresh insight and new ideas!
- It's a great opportunity to trial a student with limited risk in a permanent hire
- You can improve your corporate image by supporting educational development and the future workforce for Nova Scotia
- You can develop industry-specific skills and knowledge to enhance the pool of candidates for future human resource requirements
- Lower costs and new energy to execute a key project or area of discipline requiring short-term attention

In the end, there are several avenues and reasons to employ a student at the post-secondary level. Financially, it is an investment for the future — and in some cases, the budget is NIL which is a bonus for access to a skilled individual.

Although I wrote my LSAT as planned, I never became a lawyer. In retrospect, WIL saved me years in a professional career that was not the right fit for me.

Jennifer Weatherhead is the Director of Training and Market Development at Sandler Training, a globally-recognized sales and leadership training organization. She has also taught at the post-secondary level and is an active coach in community sports.

Workplace culture starts with collaboration, caring

Today's employees seeking flexibility, wellness, purposeful work



TAMMY BRAZIER
SENIOR DIRECTOR OF
CORPORATE AND BUSINESS
DEVELOPMENT,
GOODLIFE FITNESS

There's a lot of talk about demographics in the workplace and how work styles are changing. What employees expect from a job has evolved in recent years to include much more than just a paycheck.

Today's workforce isn't content to just show up and do what they're told — they're looking to connect with a purpose. They want to do work that inspires them with a team of people who care about each other.

The 2018 Mercer Global Talent Trends study of HR managers and employees (across 21 industries and 44 countries) revealed most employees are looking for three main things in a job: permanent flexibility, a commitment to their health and well-being and the opportunity to work with a purpose.

This is good news for organizational leaders, but it can be challenging to know how to adapt workplace culture to suit these changing expectations. It's not enough to just talk about organizational purpose, offer flexible work options and say you have an inclusive, diverse workplace. You need to find meaningful ways to make these concepts real.

You've defined your organizational purpose. Now what?

While many organizations have gone to great lengths to determine the WHY of what they do, the next step is to translate the company's WHY into the HOW of your daily work routine. That's where your purpose and your work culture intersect and where it's critical to establish an authentic work culture.

Want a culture of engagement? Cultivate leadership at all levels.

To create an engaging, rewarding work culture that reflects who you are as an organization, it's vital that employees be part of the process. Employees at all levels and with diverse backgrounds should be encouraged to influence business planning and processes. Take a close look at your team and identify employee strengths. Not only does this build engagement, but it helps develop leaders at all levels of your business.

Creating balance and inviting feedback from influencers throughout the company is the surefire way to build engagement and ensure your organizational culture is authentic. You need to be willing to hear some tough truths along the way. What you think is best may not always be what your employees want or deem effective.

Recognize employees for more than their work

It's no surprise that most employees want their managers to consider them as multi-dimensional humans with personal lives and diverse backgrounds that influence what they do at work. Unfortunately, many employers have considered their staff only in the work context for too long. Customized, employee-driven workplace wellness programs and initiatives can show employees you're interested in more than just what they accomplish at their desks.

Organizations that offer programs and resources to support mental and physical wellness for their employees generally create a happier, more productive workplace. Flexible work hours, in-office wellness programs, access to corporate gym memberships and employee assistance programs are great examples.

Take care of your team

Launching workplace wellness programs and hoping for employee engagement can't be done in isolation. Managers need to deliberately encourage and make room for their teams to use and benefit from these supports. For example, if you offer lunch and learn wellness sessions, don't schedule a mandatory lunchtime meeting that will prevent interested employees from attending.

In some cases, team members have trouble balancing their work with their personal lives. Don't forget to communicate why you're making workplace wellness programs available and how they should be used alongside day-to-day work performance. Remember, you don't always have to solve problems. Sometimes the best way to influence is to just listen and be more curious.

Tammy Brazier is the Senior Director of Corporate and Business Development at GoodLife Fitness. Watch her present live at the GoodLife Fitness Health & Wellness Leadership Summit in Halifax on May 7, 2019. Seating is limited, so visit www.goodlifeatwork.com to register today.

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Nominations for the 2020 Halifax Business Awards ARE OPEN! Nominate at halifaxchamber.com.

The Tide's in

Tidal Bay, Nova Scotia's signature wine, is getting Nova Scotians to raise a glass **Contributed**

Nova Scotian wineries have created their own registered distinction, putting a label on their crisp, aromatic white wines. The name, Tidal Bay, is synonymous with the coastal vineyards of its origins and the ever present influence of the sea on the growing grapes and finished wines. Since its debut in 2012, the Tidal Bay Appellation has become Nova Scotia's signature wine.

Tidal Bay is produced from a blend of 100 per cent Nova Scotia grown grapes, primarily L'Acadie Blanc, Seyval, Vidal and Geisenheim, all North American hybrid grapes tested to endure heartier winters. Additional white wine varietals grown in Nova Scotia are used in smaller percentages to add certain aroma and taste characteristics based on the vision of each winemaker. The result of

this blend is a crisp, clean taste, refreshing acidity and saline minerality, that is delicious on its own and pairs beautifully with any summer cuisine, local seafood and soft cheeses.

Appellations are blended wine styles characteristic of the region in which the grapes are grown. If we look to the major wine regions of the world, it's said what grows together, goes together and that is exactly what this appellation has done. Nova Scotia now has a wine worth celebrating alongside its world renowned lobster and scallops.

With an increasing awareness and developing palate for Nova Scotia wines amongst locals, the wine industry

in Nova Scotia has experienced tremendous growth, which has enabled the industry to take the Nova Scotia wine story to the world, attracting an ever growing audience beyond the province's borders. Thanks to the export development activities of the wineries and the rising popularity of culinary tourism, Nova Scotia wineries hosted more than 110,000 visitors to the province in 2016. Visitors are learning of the high quality of Nova Scotia wines, the passion of the winemakers and the influx of talented wine professionals from all over the world, all of which position Nova Scotia as an exciting emerging wine region.

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.



*One story.
Many authors.*



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DAY 2: DELHI

On arrival at Delhi International Airport you will be met by your tour guide and transferred to your hotel.

DAY 3: DELHI - AGRA

Morning tour of Old and New Delhi visiting the Raj Ghat and the India Gate. View the Presidents House, the Baha'i Lotus Temple, and the Qutub Minar.

DAY 4: AGRA

Enjoy the sunrise at the Taj Mahal. Visit the Agra Fort in the afternoon. In the evening, enjoy a Marble Craftsmanship Demonstration.

DAY 5: AGRA - JAIPUR

Drive to Jaipur and visit the Fatehpur Sikri, an eerily abandoned capital from the Mughal Empire. Enjoy a Special Dinner of authentic Rajasthani Cuisine at a local restaurant.

DAY 6: JAIPUR

Start your day at Amber Fort. Take a royal ride on an elephant and visit the Jagmandir. In the afternoon, view the Hawa Mahal, City Palace, and Jantar Mantar. In the evening, enjoy a Demonstration of Gem-Cutting & Polishing.

DAY 7: JAIPUR - PUSHKAR

Enjoy a walking tour of the holy city of the God, Brahma. Visit the holy Pushkar Lake and the famous 8th century Brahma Temple. Experience a special Pooja Ceremony on the banks of Pushkar Lake.

DAY 8: PUSHKAR - UDAIPUR

Journey to Udaipur. Experience a Sunset Cruise on Lake Pichola and stop at the island of Jag Mandir, a 17th century palace on the water.

DAY 9: UDAIPUR

Begin your day at the City Palace, overlooking the blue waters of Lake Pichola. Explore the Old City and its bustling streets lined with art shops, spice vendors, tailors and more. Enjoy a Special Dinner at 1559 Restaurant.

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Succession planning 101

It is a process, not an event, a formal exit strategy should be in place **Contributed**

The number one priority for small businesses getting ready to sell should be replacing (at least partially) the management time, skills and relationships of the owner-manager with non-owner employee management. This will reap significant benefits when trying to sell the business.

Succession planning is the process of developing a formal exit strategy for business owners looking to remove themselves from the business. Developing a succession plan can take up to a year or more, with the implementation and orderly transition of the business taking as long as three to five years. This time horizon makes it tempting for business owners to put succession planning on hold and deal with day-to-day business matters first, but effective succession planning should start sooner than later.

A succession plan determines how a business will be transferred and outlines

the steps necessary to prepare for the transition. The succession should be tailored to the business owner, as every business and personal planning situation is different. A well-thought-out succession plan will help ensure business continuity and maintain the confidence of customers, lenders, employees and suppliers of the business. It may include implementing an estate freeze, creating a holding company, writing a shareholders agreement and purchasing life insurance products.

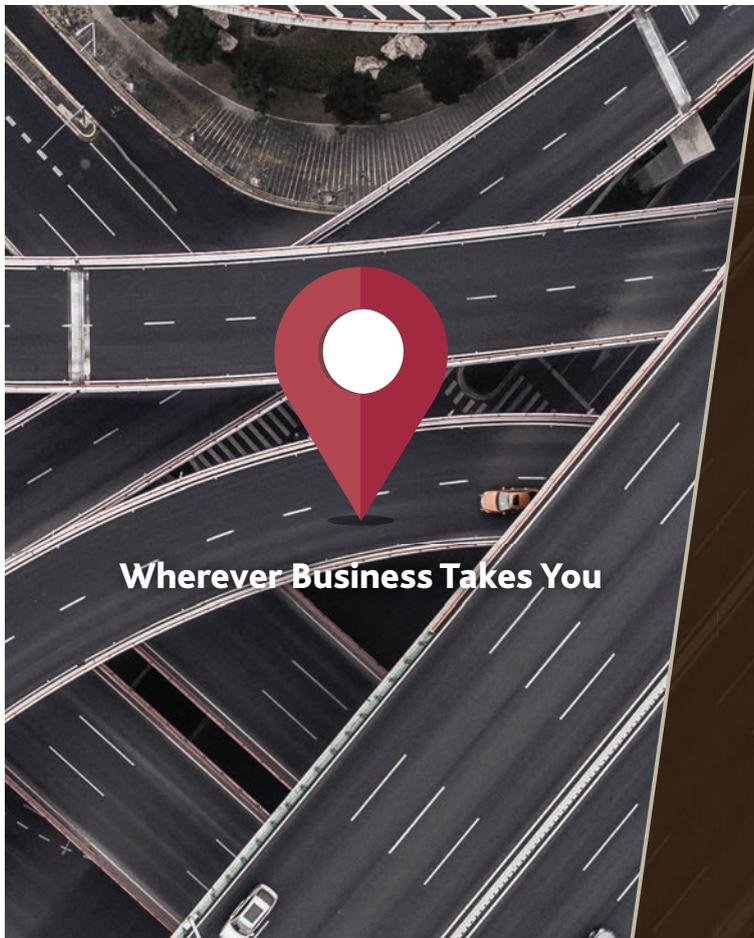
A succession plan must also consider the business owner's financial goals, legal requirements and set a desired date for the exit from the business. This date will help to guide and schedule the steps in the succession process. Some of the steps of the succession plan include:

- Updating (or establishing) a business plan.

- Researching and considering the list of potential successors.
- Transferring the role(s) and responsibilities of the owner.
- Determining the value of the business.
- Determining the tax implications and how to structure the succession plan in a tax efficient manner.

Independent professionals bring objectivity, specialized skills and experience and can help to expedite the planning process while the management team remains focused on the important day-to-day business issues. And remember, succession planning is a process, not an event.

Craig Maloney, MBA, CPA, CA, CBV, is a Partner with MNP's Corporate Finance, Valuations and Litigation Support groups. He can be reached at 902.493.5430 or Craig.Maloney@mnp.ca



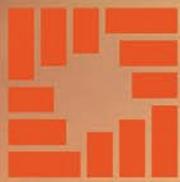
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Business is a journey filled with twists and turns, risks and opportunities. When you're wondering if you should stay the course or take a detour, we can help you plan the best route now and for wherever business takes you.

Contact Craig Maloney, MBA, CPA, CA, CBV, Partner, Corporate Finance, at 902.493.5430 or craig.maloney@mnp.ca

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