

# BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE



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Embracing social enterprise for success

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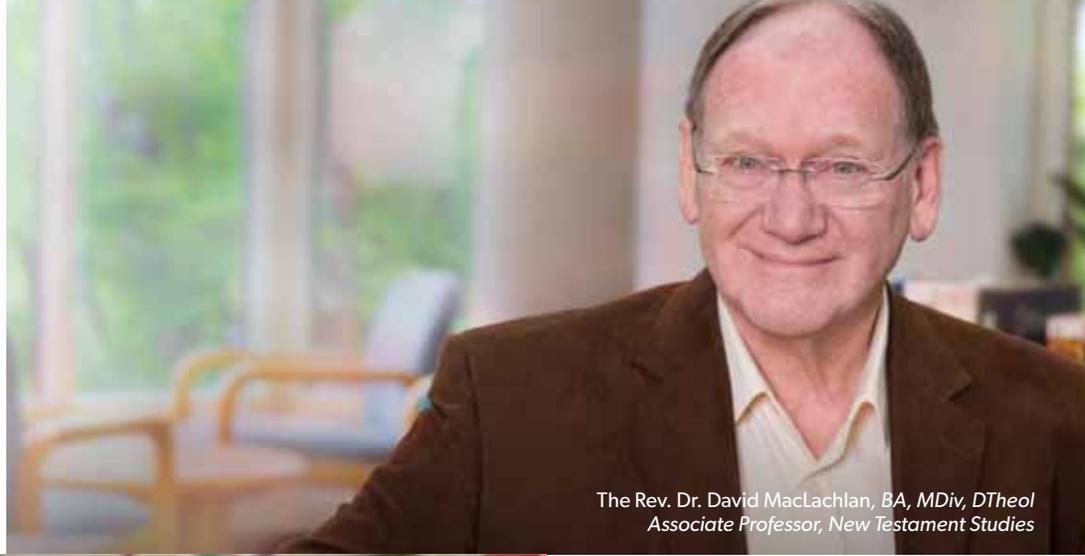
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Five most popular ergonomic trends in 2018 **Pg 28**

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# LEADERS



The Rev. Dr. David MacLachlan, BA, MDiv, DTheol  
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Dr. David Deane, BA, MA, PhD  
Associate Professor, Systematic and Historical Theology

# SHAPING

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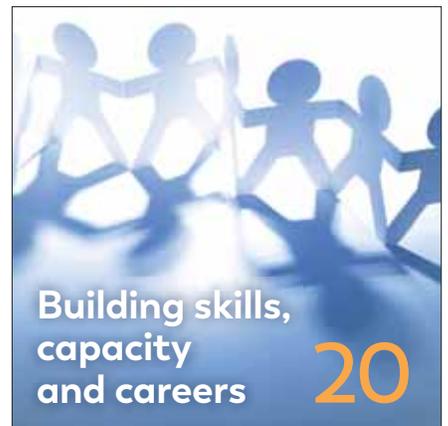
*When you ask someone why they want to stay in Halifax, the word they always come back to is love.”* 16

— Demetrius Ferguson, Manager, Courtside Sneakers



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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 FOR SUCCESS SEMINAR

PRESENTED BY: **Fairwinds Training & Development**  
 DATE: December 4  
 TIME: 11:30 am – 1:30 pm  
 LOCATION: Halifax Chamber Office

## CHAMBER HOLIDAY PARTY

SPONSORED BY: **HFX Broadcasting**  
 DATE: December 4  
 TIME: 4:30 – 7 pm  
 LOCATION: Halifax Chamber Office

## WONDER WOMEN

PRESENTED BY: **BOYNECLARKE LLP**  
 DATE: December 7  
 TIME: 8 am – 3 pm  
 LOCATION: Delta Halifax

## CHAMBER 101

DATE: December 12  
 TIME: 12 – 1:15 pm  
 LOCATION: Halifax Chamber Office

## LUNCH AND LEARN

**The Three Dimensions of Brain Health**  
 DATE: December 14  
 TIME: 12 – 1:30 pm  
 LOCATION: Halifax Chamber Office

## SAVE THE DATE:

### BUSINESS AFTER HOURS:

JANUARY 2019  
 LOCATION: The Exchange on Hollis

### CANNABIS 2.0:

FEBRUARY 2019

### ANNUAL STATE OF THE PROVINCE ADDRESS:

FEBRUARY 2019

### AGM:

APRIL 18, 2019

### SPRING DINNER:

MAY 2, 2019

## 2019 HALIFAX BUSINESS AWARDS

PRESENTED BY: **RBC**  
 DATE: January 24, 2019  
 TIME: 5 – 9:30 pm  
 LOCATION: Halifax Convention Centre

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# Let's get uncomfortable and make change

Start 2019 off with a new challenge for yourself and your team

@prezhfxchamber



**PATRICK SULLIVAN**  
PRESIDENT & CEO

I'm excited to bring you our seventh annual Agents of Change *Business Voice* issue this month. Given all the excitement throughout our city this fall, it's a natural fit to profile some of Halifax's risk-takers and change-makers. Check out our cover story on page 16.

In case you missed some of the excitement on Nov. 1, 800 Chamber members and guests gathered in the Halifax Convention Centre for our Annual Fall Dinner. This year, we profiled the startup community and engaged Malcolm Fraser, President and CEO of Innovacorp to share his insights on how Halifax can encourage

and grow a startup environment. Throughout the evening we scratched the surface of what some of these near-500 Nova Scotian startups are contributing to the global economy and why they're choosing to keep their roots right here.

I commend Malcolm's goal of making Nova Scotia one of the top 10 startup ecosystems in the world — yes, the *world*. Halifax has access to the resources to achieve this goal; venture capital, post-secondary institutions and talent, engaged government, strong private sector companies and incubators like Volta Labs and Creative Destruction Lab all play a key role in our startup ecosystem's success. Malcolm challenged the audience to partner with a startup, innovate within our own organizations, engage with a university or college and connect with other Chamber members to build networks. Are you up for this challenge?

Just a few weeks prior to our annual dinner, we partnered with BDC to celebrate Small Business Week through a variety of events, training and our first "Shop Local" campaign on Friday, Oct. 19. Leading up to this event, our team reached out to volunteers to storm the city in preparation for Small Business

Week. We divided and conquered and I am proud to say we visited close to 300 small and medium-sized businesses on Oct. 5, sharing the campaign to promote local throughout Halifax. You can see some of our results through our hashtag, #ShopLocalHFX on Facebook, Twitter and Instagram.

Excitement for our 19th annual Halifax Business Awards is building and I encourage you to watch out for some of our inspiring business community leaders in January's edition where we profile 30 businesses and leaders as finalists.

As 2018 draws to a close, I encourage you to review some of your goals you set for yourself and your business at the start of the year and take stock. Did you have a successful year? Did you challenge your team to achieve more?

Heading into 2019, I would like to challenge you to set some scary goals for yourself. For example, is there a new product or service you can add? Could a co-op student help with this? What about a technology that can help streamline your business? I wish you the best in finishing 2018 as strong as you started and head into 2019 with clear goals to help your business (and Halifax!) thrive. ■

## CONGRATULATIONS TO OUR 2019 HALIFAX BUSINESS AWARDS FINALISTS!

### NEW BUSINESS OF THE YEAR:

Compass Distillers  
Nanuk Technologies Inc.  
New Scotland Brewing Co.  
Tart & Soul Café  
Vandal Doughnuts

### SMALL BUSINESS OF THE YEAR:

Appili Therapeutics Inc.  
New Scotland Clothing Co.  
Obladee, A Wine Bar  
Pineapple Bytes  
Totally Raw Pet Food

### EXPORT BUSINESS OF THE YEAR:

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Novonix  
REDspace

### INNOVATIVE BUSINESS OF THE YEAR:

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TruLeaf Sustainable Agriculture

### BUSINESS OF THE YEAR:

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Joyce Carter - Halifax International  
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Karim George - InTouch  
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Myrna Gillis - Aqualitas  
Tony Nahas - Mezza Lebanese  
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We welcome our new Chamber members

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# MEMBERS IN THE NEWS

How our members are growing Halifax



## HOPE BLOOMS CELEBRATED AT FALL DINNER

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Less than one in 10 Canadian youth are eating the recommended amount of fruits and vegetables. With funding from Heart & Stroke and Canadian Institutes of Health Research and leading edge research led by Dr. Sara Kirk of the Dalhousie Healthy Populations Institute,

**WeUsThem** designed a fun, creative solution that ensures families maintain a healthy diet. The gamified nutrition tracking app, Froogie, has since received a Davey Award that honours creative works from media, marketing and PR agencies.



**MANAGEMENT CONSULTING GURU APPOINTMENT**

Kevin Schwenker, FCMC, ROES, principal, **Schwenker & Associates**, has been appointed adjunct professor with the Sobey School of Business at Saint Mary's University. He has been an instructor of advanced practical MBA courses at the Sobey School since 2001 and has been consulting to management for more than 30 years. Kevin assisted Saint Mary's in developing the first industry-approved MBA in management consulting in Canada in 2002. That concentration, now combined with project management, is part of the new Sobey MBA program (launched September 2016). He teaches the cornerstone management consulting and project management courses, as well as an advanced course in performance management.

**BABY BOOMERS GAME CHANGER FOR PROVINCIAL LABOUR SHORTAGE**

At a time when 37 per cent of Canadian businesses identify a shortage of skilled labour as a serious business constraint, local startup **BoomersPlus.com** provides access to a hidden pool of semi-retired boomers with senior/executive level experience for organizations struggling to fill critical positions. The tech startup recently secured a \$1-million-venture-capital investment with Innovacorp as lead investor to expand into Ontario where it recently opened an office. They also signed an MOU with the Centre for Entrepreneurship, Education and Development (CEED) to connect boomers as mentors for early stage businesses, encourage senior entrepreneurs and as a potential investor pool.



**LOOKING BACK TO CELEBRATE THE FUTURE**

In 2017, **WeUsThem** partnered with Global Affairs Canada and the Government of Canada to create and execute a campaign that brought people together to celebrate Canada 150. The Canada 150 campaign opened up a space for Canadians and Americans to share

messages of what Canada means to them through their own voices and memories of events, places, friends and family across the country. This year, the campaign was awarded with a Gold Hermes Award, an international competition for agency professionals.



### ILNS HOTELWORX PARTICIPANTS GRADUATE

After nearly seven months at **Independent Living Nova Scotia**, our Hotelworx program participants successfully graduated at the Future Inn on Thursday, Sept. 13. These individuals completed 12 weeks of technical classroom training so they could easily

transition into a 12-week work placement within various hospitality and tourism-related businesses throughout the HRM. Furthermore, some of these individuals secured permanent jobs after they completed their work placements.



### BIONOVA UNVEILS PLAN TO GROW BIOECONOMY

In October, **BioNova** released BioFuture 2030, the first industry-led economic strategy to grow Nova Scotia's health and life sciences sector. BioFuture 2030 leverages the expertise and resources within the sector to deliver the tools entrepreneurs need to commercialize life-changing research, attract investments, create jobs, access new markets and improve the quality of life of Nova Scotians. View the BioFuture 2030 plan here [www.BioNova.ca/BioFuture2030](http://www.BioNova.ca/BioFuture2030).

### NEW PARTNERSHIP BETWEEN CATAPULT AND SACRED HEART SCHOOL

Thanks to a unique partnership between **Catapult Leadership Society** and Sacred Heart School of Halifax, tuition support from the school's bursary program was provided to a student in the Catapult program. Catapult accepts nominations from schools throughout Nova Scotia who identify high-potential students with natural leadership qualities, but limited opportunities. With many shared values that include service to community and a desire to see youth succeed, the partnership is a natural one.



### COMMUNITY, COLLABORATION AND CHARITY OF CHOICE!

**Dress for Success Halifax** was the recipient of the proceeds of this beautiful LIVE painting by Holly Carr at the 15th anniversary celebration of the East Coast Endodontic Study Club at Dalhousie University. Pictured above are: Suzanne Balcom (far left), Co-founder of the study club, Holly Carr, Artist (centre) and Brenda Saunders/Todd, Executive

Director, Dress for Success Halifax. "These collaborations make it possible to contribute financially to the sustainability of our organization and enable us to continue to serve the women in our community for which we are grateful," says Julie Wisen, Board President. [www.dressforsuccess.org/halifax](http://www.dressforsuccess.org/halifax)

### METRO TURNING POINT'S NEW KITCHEN

Renovations at **Metro Turning Point**, an emergency shelter for men and those who identify as male, are complete. A few finishing touches to be added and the newly named Murphy's Kitchen will be fully operational by mid-November. The kitchen features a bigger physical space, new equipment (thanks to Feed Nova Scotia) and more storage space for food donations. We're grateful to J&W Murphy Foundation for helping fund these renovations. Going from a galley kitchen to an open concept with space to move around and cook makes it easier to recruit volunteers and in turn, allows for nutritious meals to be served.



**A.P. REID PARTNERS WITH FEED NS**

**A.P. Reid Insurance Stores**, under Storm Insurance Group, is happy to announce its corporate partnership with Feed Nova Scotia. Beginning with a \$10,000 donation in support of the organization’s work within our communities, Storm offices across the

province, including A.P. Reid, will also be permanently designated Feed NS donation drop-off locations. A.P. Reid and companies of Storm Insurance look forward to the future in supporting Feed NS’s much-needed initiatives.



**TOWER INTERIORS WINS THREE PRESTIGIOUS AWARDS**

It was a very exciting evening at the Peter Kohler Peak Awards for the Canadian Home Builders Association Nova Scotia when **Tower Interiors** walked away with three prestigious awards! The Most Outstanding Whole Home Renovation was awarded to Tower Interiors and Leasehold Improvements. The Most Outstanding Bathroom Renovation

was awarded to Tower Interiors and Shirebrook Developments. And the Special Project award went to Tower Interiors for the renovation of an entire condominium suite. We want to thank our amazing clients who supported us in these submissions. You made this all possible! And, of course, to our contractor partners who made our design plans a reality.



**WELCOME TO GERALD COLEMAN**

**Cushman & Wakefield Atlantic** is pleased to announce that we’ve added commercial real estate advisor Gerald Coleman to our roster of advisors in the Atlantic Region. His arrival has grown the firm to 20 professionals, 10 in the Halifax market. Gerald joined the firm in September upon successful completion of the Nova Scotia real estate licensing process. He is a results-oriented and engaging professional who is dedicated to achieving maximum value for his commercial real estate clients.

**COPYWRITER MARK CAMPBELL NAMES NEW SHOW**

Mark Campbell of **Words’ Worth Communications Consulting** is delighted to share the news that one of his creative concepts was chosen as the name for Bravo Media’s new show *Get a Room with Carson & Thom*. The show, featuring former *Queer Eye* gurus Carson Kressley and Thom Filicia, debuted Oct. 19 in the United States. An NBCUniversal Cable Entertainment Brand, Bravo is available in 92-million homes across the U.S.

**TAKE THE RADON WORKPLACE CHALLENGE!**

Did you know that exposure to high levels of radon gas is the leading cause of lung cancer in non-smokers? Radon is a naturally occurring radioactive gas that comes from the ground and it can enter any building. The only way to know how much radon is indoors is to test for it. Register your business for the **Radon Workplace Challenge** and receive two free test kits and educational materials to inform your staff and networks about radon. Visit [www.RadonWorkplaceChallenge.ca](http://www.RadonWorkplaceChallenge.ca) for more details.



**JOURNEYMAN EVOLVES AS CONTENT AGENCY WITH LNG CANADA PARTNERSHIP**

A mix of right place, right time and right story led **Journeyman** into a fascinating and long-term content partnership with LNG Canada. Over a five-year period, Journeyman created video content to help build support and engagement with First Nations, local communities and stakeholders on the construction of a liquefied natural gas facility in

Northern British Columbia, which was approved in October. The partnership continues through 2024, charting the construction story and is a catalyst for Journeyman’s vision to become a leading national video content agency, attracting top talent and clients from around the globe. Connect with Journeyman at [www.journeyman.global](http://www.journeyman.global).

**GROWING THE FOREST LAKES TEAM**

**Forest Lakes** has welcomed Elaine Stutley as the new administrative assistant. Elaine has just finished a very rewarding 30-year career as a senior account representative with *The Chronicle Herald*. In this role, she was responsible for the advertising needs of many clients of varying degrees in real estate, property management and retail. One client in particular was Forest Lakes Country Club. She is thrilled to continue this wonderful relationship and to be a part of such an exciting and unique development.

**ANDREW KING JOINS PETE’S!**

**Pete’s Frootique & Fine Foods** is pleased to welcome Andrew King as the new operations manager for our Bedford location. Andrew is a familiar face in our city as co-owner (with his wife, Tanya) of daMaurizio’s in downtown Halifax. A graduate of the Culinary Institute of Canada and with more than 20 years’ experience in the restaurant industry, he is excited to take on this new challenge. Andrew has shopped with Pete’s for many years and stands behind the quality of our products. Stop by and say hello!



**BECAUSE YOU’RE BUSY ...**

**Rapid Wheels** is a mobile automotive service startup that comes to your home or place of work for vehicle maintenance services. They do on-site tire switchovers, oil changes, batteries and more. Owner Rafael Tomas has worked in various dealerships and garages in Halifax and

saw what hoops customers had to go through for simple services required on their vehicles and decided that customers deserved an alternative. Rapid Wheels’ mission is to bring convenient car care to busy people.

**IMTEEN RECEIVES A CHIA AWARD**

In May, the imTEEN project team consisting of **WeUsThem**, Dr. Stan Kutcher, The Sandbox Project and TELUS Health was awarded the prestigious Canadian Health Informatics Award in Patient Care Innovation. Presented by Digital Health Canada and ITAC Health, the Canadian Health Informatics Award in Patient Care Innovation recognizes a for-profit health care ICT company and client team that has successfully implemented a health-IT solution that has positively impacted patient care in innovative ways.

**Are you launching a new business or product? Celebrating a new partnership?**

*The Halifax Chamber invites you to share your Members in the News story in Business Voice. Upload your content here: [halifaxchamber.com/business-voice](http://halifaxchamber.com/business-voice) \*Note: we do not publish event promotions.*

AGENTS OF

# CHANGE

7.0

Five local entrepreneurs  
who embrace social enterprise for success



# YOUR 2018 AGENTS OF CHANGE

By Jon Tattrie • Photos By Paul Darrow

Like our Agents of Change, the Art Gallery of Nova Scotia encourages people to connect, grow and share their ideas. The Maud Lewis exhibit showcases a homegrown artist who overcame challenges to follow her passion — an inspiring role model for dreamers everywhere. We'd like to thank the Art Gallery for hosting us and encourage our readers to visit as often as possible.

“Halifax has been lit the past two years,” Demetrius Ferguson says, leaning into the packed table as the espresso machine hisses at PAVIA cafe inside the Art Gallery of Nova Scotia.

“Halifax has been booming, so people are staying here, taking risks on themselves. That’s one thing I love about this city. When you ask someone why they want to stay in Halifax, the word they always come back to is love.”

Ferguson made plenty of astonishing life changes to find himself in the city he loves and those efforts made him one of *Business Voice’s* Change Agents for 2018. All five gathered in November to talk about risk taking, rewards and ways to change this city for the better.

Ferguson’s journey started in the Bahamas. His mother died when he was 12. Ferguson found a job on a construction site, despite being pigeon-toed and worked his way through school. “I felt when my mom died, a lot of people forgot about me. I had to do a lot of stuff by myself and grew up really fast.”

He also started to run really fast, developing an athletic talent that scored him a basketball scholarship to a United States high school. Back in the Bahamas, he learned a Holland College rep was recruiting on the island, so Ferguson knocked on his hotel door — at 2 a.m. “That’s how determined I was to have a chance to leave the Bahamas again.”

Taking risks has always seemed the



“When you ask someone why they want to stay in Halifax, the word they always come back to is love.”

— Demetrius Ferguson, Manager, Courtside Sneakers and Co-Founder, Feet for Phoenix



*“I thought, this is nice, but I don’t know any of these people. So I started hosting photo-meets.”*

— Sean McMullen,  
Co-Founder,  
Halifax Social Network

safest path for him. “Where I’m from in the Bahamas, if it’s not the worst neighbourhood, it’s the second-worst,” he says. “Kids from where I’m from don’t get those opportunities. We don’t get second chances. I had to accept that challenge.”

He earned a football scholarship to Prince Edward Island and then secured a place studying business and playing football at St. Francis Xavier University. He started My Father’s Bowtie Collection and today, manages the Quinpool Road branch of Courtside Sneakers. He helped

start Feet for Phoenix, collecting good footwear for young people struggling with homelessness and employment issues.

But making connections can be hard. Sean McMullen faced the same problem as he tried to bring more meaning into his life. He has a full-time job that he enjoys and that pays his family’s bills, but it doesn’t fire his passion. A few years ago, he returned to his love of photography and videography and posted images on Instagram. “I thought, ‘this is nice, but I don’t know any of these people.’

So I started hosting photo-meets,” McMullen says.

Ferguson joined one of the first meetings on McNabs Island and the two became fast friends. They evolved the photo-meets into the Halifax Social Network, which takes online connections into the real world. The first gathering at the Gahan House drew 30 people and 10 months later, their October 2018 gathering brought about 100 people to the Halifax Distilling Company.

McMullen says all share the bond

*“My work’s about aligning with my personal values and beliefs. I grew up here — African Nova Scotian to the bone. I grew up in a community [Uniacke Square] where we don’t get even a first chance.”*

— Rodney Small,  
Social Enterprise  
Development Manager,  
Common Good Solutions  
and Owner, Ascension  
Grooming



“It’s a blessing to wake up every morning. We’re not guaranteed another minute, another hour, on this Earth,”  
 — Ross Simmonds,  
 Digital Marketing Strategist,  
 Foundation Marketing and Co-Founder,  
 Hustle And Grind

of choosing (and loving) Halifax. They tend to be under 40 and working hard to build a dream life in Nova Scotia. “You don’t know how many cool and incredible things people are doing in this city until you put everybody in the same room,” Ferguson says.

Rodney Small listens intently, nodding at the story. “My work’s about aligning with my personal values and beliefs. I grew up here — African Nova Scotian to the bone,” Small says. “I grew up in a community [Uniacke Square] where we don’t get even a first chance.”

Small struggled to find his path in life. One incident led him into trouble with the law and a stint in the Waterville youth facility, while another saw him win a landmark ruling at the Supreme Court of Canada. That *RDS vs Crown* case, fought by the late, great Rocky Jones, changed the justice system.

When Small began studying entrepreneurship at Dalhousie University, he found his life’s calling. “I was an entrepreneur from the day I came out of my mom’s womb. I remember being 12 years old running around the bars, dancing for money. I’d get a group of the cutest kids in the neighbourhood and ask [people], ‘Would you like us to dance and rap for you?’ Whatever it took to get that dollar.”

His Christian faith led him to the social enterprise world. He owns and operates Ascension Grooming on the Dal campus. “In my barber shop, it’s not simply about making profit. It’s about providing a new venue for those young



men in my community who are in some way trapped inside of a box,” he says.

The young men come to get a haircut. They stay to explore campus life. Small is also the social enterprise

development manager for Common Good Solutions, a group that helps social enterprises start and grow.

Small’s work brought him into contact with Ross Simmonds. “This young



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OUR 2018 AGENTS OF CHANGE:  
Left to right: Demetrius Ferguson,  
Sheena Russell, Rodney Small,  
Sean McMullen & Ross Simmonds.

man is definitely a gem in the community and he has a lot to offer young men like myself. He can show them what that reality is,” Small says.

Simmonds wrote *Stand Out: The*

*Content Guide for Entrepreneurs and The Hustle Manifesto*. “It’s a blessing to wake up every morning. We’re not guaranteed another minute, another hour, on this Earth,” Simmonds says.

He started his career blogging about video games from his parents’ basement in Preston, N.S. The blog evolved to cover fantasy sports and later marketing. Under the Hustle And Grind banner, he found a

“*Entrepreneurship was never on my radar at all, but I was totally bitten by the bug.*”

— Sheena Russell,  
Co-Founder,  
Made with Local



huge global audience interested in what he had to say.

Today, when businesses want to connect with new customers, they call Simmonds. He helps them understand what potential clients want and how that connects to the company's identity. "And then crafting those stories in a narrative that is easy for them to receive," he says. "Use that to build a strong and meaningful relationship."

He points to Made with Local's online presence. The Halifax-based company, started by Change Agent Sheena Russell and her business partner Kathy MacDonald, began making healthy snack bars in 2011. "They bring together the human element of marketing, which is speaking to the heart, but they also bring a sophistication to marketing where they connect with you at a head level," Simmonds says.

Intellectually, people want to eat healthy food. Made with Local tells that story. Emotionally, people want to help others. Made with Local tells that story, too.

Russell says it was a story she longed to tell. Before launching Made with Local, she worked for the city. "I got a job with solid-waste resources — a very sexy department," she laughs. "I was doing education for recycling programs. It was a cool job."

But it wasn't her passion. She grew up on a Prince Edward Island farm and watched her baker father at work. She started a food blog and then, with MacDonald, began selling healthy snacks at the farmers market.

"Entrepreneurship was never on my radar at all, but I was totally bitten by the bug."

As the business grew, they considered switching to mass production at a factory. But that didn't sit well with heart or mind. Instead, they hired four women at the Flower Cart Group in Kings County. It employs adults with intellectual disabilities in meaningful, paid work. "Flower Cart is our OG partner," she says. Today, about 25 people work full time producing Made with Local.

Small distills the collective wisdom of the 2018 Change Agents by calling to mind the Serenity Prayer he starts each day with. "God, give me the serenity to accept the things I cannot change, the courage to change the things I can and the wisdom to know the difference," he says. It's solid business advice, too. ■

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# Building skills, capacity and careers

stillfx/123rf

Halifax's not-for-profit sector plays a key role in workforce development **By Erin Elaine Casey**

**H**ealthy communities mean healthy economies and the non-profit sector plays a vital role in ensuring that people in greater Halifax have access to the programs and services they need to live safe, productive lives. What you might not realize is just how much charities and non-profits contribute to the labour market, providing career opportunities and skills development that align with personal values and community and workforce needs.

"In terms of creating a healthy and strong society, the not-for-profit sector is holding this community together," says Heather Byrne, Executive Director of Alice House, an organization that provides transitional housing for women and children escaping intimate partner violence. "We work hand-in-hand with the government, private and higher education sectors."

Approximately 6,000 non-profits and charities in Nova Scotia employ more than 35,000 people and generate annual revenues of approximately \$2 billion every year. In 2015, \$135.8 billion was spent by Canadian registered charities on salaries and other compensation expenditures.\*

\* The Non-Profit Sector In Nova Scotia: A Statistical Portrait. Imagine Canada for the Volunteerism and the Non-Profit Sector Division of the Department of Labour and Advanced Education, Government of Nova Scotia <http://novascotia.ca/NonProfitSector/documents/The-Nonprofit-Sector-in-Nova-Scotia-A-Statistical-Portrait.pdf>. † [https://www.globalphilanthropy.ca/blog/key\\_statistics\\_on\\_canadas\\_charity\\_and\\_non\\_profit\\_sector](https://www.globalphilanthropy.ca/blog/key_statistics_on_canadas_charity_and_non_profit_sector)



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*"In terms of creating a healthy and strong society, the not-for-profit sector is holding this community together."*

— Heather Byrne,  
Executive Director,  
Alice House

## WHY CHOOSE TO WORK IN THE NOT-FOR-PROFIT SECTOR?

Innovative and entrepreneurial thinking is not limited to the private sector. In fact, creativity and the ability to improvise are key to success in not-for-profits. It's a bit like working for a startup: you have to

design and implement responsive services, products and programs with limited financial and human resources.

Liam O'Rourke is Executive Director of Lake City Works, a social enterprise that provides skills training, programs and transition services to community employment for people with mental illnesses. He points to "the opportunity to be creative and take on more responsibility and develop leadership skills," even in an entry level role.

"The not-for-profit sector is a great stepping stone for youth to acquire business skills and we should be encouraging this career opportunity for university and college grads," says Chair of the Board for the Halifax Chamber of Commerce, Cynthia Dorrington. "These organizations are core to the foundations of our economy. Starting or ending your career in this area provides you with a true understanding of what it takes to move a mandate."

"You end up getting a really broad experience," adds O'Rourke. "You might get hired for one position, but take on bits of several other positions. We have to work really hard and make use of the resources available, so sitting down with employees and identifying the skillsets that are hidden there is really important."

A career in non-profit can mean an opportunity to see gaps and expand your

role to fill the space available. “We don’t have an IT person, a marketing person or someone coming in and changing the light bulbs!” says Byrne. “Employees here need to problem solve, duck and weave and function outside the roles defined by jobs.”

“It’s an excellent sector to learn about the social condition if you feel strongly about your social justice values and the vulnerable in society,” adds Joanne Bernard, President and CEO of Easter Seals Nova Scotia, which works to improve mobility, accessibility and inclusion for people with disabilities. Working in not-for-profit also offers a level of flexibility that is difficult to find in other industries.

Jessie Jollymore is Executive Director of Hope Blooms, a social enterprise focused on youth in Halifax’s North End. She sees the unparalleled leadership, conflict resolution, coping and activist skills that come from taking part in the sector from a young age. “Youth start with us when they’re five and graduate when they’re 18. They develop a strong work ethic, a sense of their own skill capacity, find out what they’re interested in and find mentors. By the time they reach Grade 12, they’re on a path to figuring out what they want to do for a career.”



Contributed

*The not-for-profit sector is a great stepping stone for youth to acquire business skills and we should be encouraging this career opportunity for university and college grads.”*

— Cynthia Dorrington,  
Chair of the Board,  
Halifax Chamber of  
Commerce

**PROFESSIONAL, REWARDING CAREERS THAT KEEP PEOPLE AND SKILLS HERE**

“Young people are looking for something inspiring that can have a direct impact on their community,” says Adrienne Malloy, recently retired President and CEO of the Dartmouth General Hospital Foundation. “Strategic approaches that are measurable are the only way we can succeed in this sector. Fundraising is a profession employing proven methods and approaches. You have to know what you’re doing.”

Post-secondary education in fundraising and philanthropy is available across the country, including right here at Mount Saint Vincent University’s Nonprofit Leadership program and there are national and international accreditations.

Bernard agrees. “It takes a lot more than just wanting to help people. I run a multi-million-dollar business — I’m responsible to government and donors and my staff. I see a shift in the professionalization and sophistication of skills in what are often very complex organizations with all the issues of a for-profit



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company, but with intense pressures like compassion fatigue and vicarious trauma. It's not just bricks and mortar and the administrative side. It's what it means to be a person and help people through the most difficult times of their lives."

People often come to non-profit from the private and public sectors because they're looking for something more, even taking a pay cut so they can do work that aligns with their purpose and values. "You have to worry about two bottom lines: the clients are as important as the organization being sustainably run. It can be tricky, but when it works, it's really cool and awesome!" says O'Rourke.

"The not-for-profit sector is one of the biggest employers in the country," adds Malloy, describing it as a "wonderful career path" that can keep skilled, young people here in Nova Scotia. The Foundation recently secured a communications officer through the province's Graduate to Opportunity program, which helps organizations hire recent post-secondary graduates into career-track roles by providing wage subsidies.



Contributed

*It's an excellent sector to learn about the social condition if you feel strongly about your social justice values and the vulnerable in society."*

— Joanne Bernard,  
President & CEO,  
Easter Seals Nova Scotia

## CHALLENGES AND OPPORTUNITIES

It's no secret that salaries and benefits in the not-for-profit sector are often not competitive with those in the private and public sectors, even though the skill level required is the same or higher. This poses a number of challenges to recruitment and retention: workers spend a certain amount of time developing in the sector, then move on to other things. And the sector, while providing a flexible place for women to find employment, also often underpays those women, creating a gendered wage gap that is difficult to address.

Byrne believes that a key priority should be making the sector more desirable for the long term so qualified, educated people will come and stay. "If we could be competitive with the salary, benefits and pension, then the organizations would be stronger and do better," she says.

It's not all bad news. Malloy believes the wage and benefit gap is starting to close because the recognition of the skills required for fundraising and social justice work is growing. "This career path is very appealing to millennials, who want to have an impact in their community. It's the connection to cause and people are paid more fairly than they used to be. It's a very competitive market and salaries are reflecting that more and more."

## WORKING FOR A BETTER HALIFAX

It's often said that nothing worth doing comes easily. A career in non-profit offers the opportunity to solve problems in innovative and creative ways and put your values into practice every day. It also means finding ways to manage challenging community problems with limited resources.

"These organizations do a lot with very little money," says Dorrington. "For-profit organizations can learn from them. I would encourage businesses to look at how they can use their corporate social responsibility strategies to lend support to move the yardsticks for these community organizations."

"Our sector sheds a light on our shared humanity. In the not-for-profit world you have to dig deep and that's where the richness is!" says Jollymore. "The sector is prime for disrupting! Remember that you're never standing alone. We're always better together, we belong to each other, we look after each other." ■

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# Turn 'busy' into a positive

Basic project management tools are key for successful outcomes



**LINDSAY BURNS, PMP**  
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When you run into a business associate you haven't seen in a while and you ask them how they've been, an all-too common response is, "busy." Well, sometimes being busy is welcome

because it equates to productivity. Other times, busy is viewed negatively, where everything feels chaotic all of the time. Is 'busy' a bad word?

Let's dig down a bit further and reflect on why we are all so busy. Are the emails coming in non-stop? Do you schedule so many meetings that there is no time to get the 'work' done? Many people find themselves occupied with work that is really issues arising from their lack of planning. If your work is to be achieved by a certain date and results in something (tangible or not), it can be called a project. The foundation of any project is planning and it's worth taking the time to map out your projects before you dive in deep.

Given the time of year, let's do some reflection. Take a few moments to think about the projects you've worked on in

2018. For each, think about what was challenging and what worked really well. Then take a few more moments and think about the work you have on the horizon in 2019. What can you do now to make your current and future projects run smoothly? Can you picture yourself working more productively and things running better already?

This advice is not brand new. It's rooted in the foundations of project management and has proven positive results for countless organizations. "Formalized project management has been helping organizations be more productive and is giving them a competitive advantage in the marketplace. When you organize your work as a project, you and those you work with know what to expect when and how changes will be handled. Things run much more smoothly!" says Brenda Fay, President, BrenDaniel Productions Corp.

Where to start? You can start by asking yourself (and documenting) the responses to these questions.

1. Why are we doing this work?
2. What do we want the end result to be?
3. What are the 'parts' of the work?
4. Who will be involved? Who do we need to communicate with?
5. What could go wrong and what are we going to do about it? How will we deal with inevitable changes?
6. How will we get to the end result?

From here you can start to define your project team and who will be tackling which pieces of the project. The team will work together to define the deliverables (scope), the budget (cost) and schedule (time). These three elements impact the project quality, so they are worth keeping a very close eye on as the project progresses.

No project goes according to plan perfectly. Change is absolutely inevitable. The hope is that what is keeping you busy is managing changes according to your plan and working toward your end result. Instead of feeling 'busy' all day and getting nowhere, the plan is to be 'busy' moving toward the final goal.

HALIFAX CHAMBER OF COMMERCE

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# Flipping the cannabis culture



Turn cannabis and workplace safety education into a competitive advantage



**STEPHEN SAYLE**  
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The prohibition of cannabis has been nearly a century long. Changing the perceptions and attitudes around a belief that has been engrained in us over an entire generation (and then some) is no small task. And, even though a switch was flipped on cannabis' legality on Oct. 17, the shift in opinion will be a slow burn. While there has been decades of education around impairment by alcohol, through such great organizations as MADD, there has been a relative vacuum of education on cannabis safety.

For the purpose of this article, I suggest there are three schools of thought regarding cannabis legalization (there are obviously many deviations within these groups and everywhere in between):

- Unapologetically in favour of legalization
- Unapologetically opposed to legalization
- Accepting of the change but cautious and concerned

Let me first state that, no matter what group you think you fit within most, legalization has happened. So, whatever your feelings and thoughts may be, we all have to abide within this cultural shift. However, the groups matter because they will impact how each of us personally interprets our new reality.

**E** *Ensure your organization is comprehensively prepared for this new landscape of legalized off-duty cannabis use through education. Knowledge is power."*

If you fall within the "in favour" camp you are most likely pleased to see the end of cannabis prohibition. You may even be pushing for more freedom of use and less regulation.

Maybe you identify more with the "opposed" crowd. If so, it goes without saying that you are not happy with the change and may even hope to see the decision repealed some day.

Or, you may consider yourself a moderate on the issue — you don't have strong opinions for or against and all you really care is that things run smoothly.

Wherever our allegiances lie, we must fend off our belief systems and realize there is an opportunity to set a socially responsible example without letting feelings get in the way of the safety and well-being of people.

If you're an employer who is against legalization — feel free to rant and rave at the living room TV as they discuss the topic, but then go to work and put the safety of your employees above your opinions. If you're a supervisor who is a supporter of legalization and you can't stand when people put cannabis use in a negative light, choose to contribute to a positive cultural shift by ensuring no one under your supervision is injured because of workplace impairment. If you don't have a strong opinion on legalization, make the choice to have strong opinions in support of workplace safety.

There may never be an abolishment of a prohibited substance like this again in our lifetimes. Even if there is, it will not likely garner as much attention as this precedent-setting legalization. As this is such a rare occurrence, there is also a huge opportunity to take the lead and

stand out from the competition. Within this narrow window, where there is a seemingly endless amount of buzz surrounding the topic — articles and features on cannabis legalization in the news every day — there is a chance to foster positive corporate social responsibility (CSR) for your business. Take steps to show that your organization is proactive for a success case post-legalization. After all, unlike all the buzz around Y2K crashing computers back in 2000, Oct. 17, 2018 was the "beginning." It's our hope that more employers choose education instead of doing nothing (or not enough) and catching negative press when they do not know how to properly handle workplace impairment scenarios, or worse, someone in their organization gets injured as a result of the lingering effects of off-duty cannabis use. Many aspects of this issue are being feverishly studied with new learning every week it seems. One thing for sure, educating employees on both the knowns and unknowns is the sign of a strong safety culture.

See the bigger picture. OHS Acts require training your workforce on potential hazards, but don't just interpret education on cannabis and workplace safety as a due diligence legal requirement. Interpret it as something you want to provide, not only because it is the right thing to do for your workforce, but because it is also a humongous opportunity to draw positive attention to your business. If you want to lead your industry and leave your competition behind, now is the time. Ensure your organization is comprehensively prepared for this new landscape of legalized off-duty cannabis use through education. Knowledge is power.



# Is your office ergonomic?

Five most popular ergonomic trends, tools and accessories in 2018 **By Office Interiors**

Those that work in an office can spend upwards of seven hours per day sitting in the same spot, leading to postures and behaviours that may cause ergonomic injuries.

Ergonomic injuries are one of the most common chronic injuries sustained in the office. We've put together this list with some of the most popular products from the past year.

## 1. Sit/stand desks for greater flexibility

The amount of time office workers spend sitting throughout the day has become a major health concern and researchers now suggest that **office workers should spend 50 per cent of their time standing and only 50 per cent of their time sitting.** Unfortunately, that's just not feasible in most traditional workstations.

This is why the sit/stand desk is so important for office ergonomics. These desks allow employees to seamlessly move from sitting to standing without interrupting workflow or disturbing the people around them.

## 2. Reach new heights with laptop/monitor stands and arms

Another common ergonomic hazard in the workplace is poor seated posture, such as slouching or leaning forward.

Often, this is caused by incorrect monitor height or position.

Ideally, the **centre of your monitor should be just below eye level so that the first line of text is aligned with your eyes.**

Laptop stands and monitor arms help bring the display you are using to eye level. As a result, you can sit with proper posture while still being able to easily view your display.

## 3. Get a keyboard and mouse tray

You have a perfectly good desk right in front of you, so it only makes sense to use it for your keyboard and mouse, right?

The truth is that many desks are too high or too low for a keyboard and mouse. An adjustable pull out tray that attaches to the desk will allow you to sit with a posture comfortable for both your back and wrists.

**Ideally, you want your arms to rest easily with a 90-degree bend at the elbow when typing or scrolling.** A desk that's too high or too far away can cause you to reach for the mouse and keyboard, causing neck and shoulder pain.

## 4. Relieve carpal tunnel pain

Carpal tunnel can be anywhere from a mild annoyance to severe impediment for people who work in an office all day. Worst of all, the pain can last long after you clock out for the day.

## Stretching and strengthening the muscles in the wrist and forearm is the best way to avoid chronic pain.

If you are already experiencing carpal tunnel pain, then you may want to consider a wrist splint and reusable ice packs to help relieve the pain. Wearing the splint throughout the night can reduce pain throughout the day.

## 5. Light up your life

If you work with both a computer monitor as well as paper documents, you may find yourself straining your eyes or developing headaches when alternating from one to the other. This is because your eyes require significantly different light levels when viewing a back lit monitor compared to a physical piece of paper.

**Our eyes prefer a lower or more moderate light level when reading from an illuminated computer screen, but they require bright and clear light to read a paper document.** This variance in optimal light levels can lead to eye strain and headaches.

A task light is one of the most important ergonomic accessories as it helps reduce eye strain while working. Without these lights you may notice headaches, eye fatigue and other symptoms after a long day of work.

# A bright way to boost sales

Energy efficient lighting sparks record-breaking profits **By Heather Laura Clarke**

After recently upgrading to energy efficient LED lighting in his Dartmouth store, Qing Chen was thrilled to see his power bill go down — and his sales figures go up. “We had the lighting replaced in July and then we had record-breaking months in August and September because of it,” says Chen, the owner of Hometown Furniture & Mattress. “The old lighting made the store feel dark and not inviting. Now, our furniture looks much better and our customers are enjoying their shopping experience.”

Chen had been paying steep energy bills just to keep the lights on in his 10,000-square-foot store and the ancient lights were dim and dreary. It was his friend — a fellow small-business owner — who suggested he reach out to Efficiency Nova Scotia (ENS). “When I heard I could switch to energy efficient LED lighting



and Efficiency Nova Scotia would cover up to 60 per cent of the cost, I couldn't believe it,” says Chen. His business saw a savings of more than 13,000 kWh, which equates to an estimated savings of just more than \$1,200 per year — cutting the power bill nearly in half.

Chen's employees love the new lighting, too, since it makes for a more

comfortable environment and allows them to work more safely. “They thought I'd spent a lot of money to make everything so nice and bright,” says Chen. “They were so surprised to hear the new lights were actually saving us money because the store has never looked better.”

He's so happy with ENS that he's talking them up whenever he meets another small-business owner. “I went to a convenience store the other day and the owner and I got to talking about power bills,” says Chen. “He was paying what I used to pay and his store is maybe 1,000 square feet and mine is 10,000 square feet. I said, ‘That's not right. You have to call Efficiency Nova Scotia!’” Chen is preparing to open a second Hometown Furniture & Mattress in Bayer's Lake and he's already contacted Efficiency Nova Scotia to help with upgrades there, too.

**You created a successful business. Let us help you create a more efficient one.**

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# Learning together

Delmore “Buddy” Daye Institute brings communities together for collaboration and education **By Denise Surette**

As the business community in our region reflects growing diversity and inclusion, organizations that advocate for and implement culturally relevant initiatives and programs are essential to the social and economic health of our communities. With deep roots in the African Nova Scotian community, the Delmore “Buddy” Daye Learning Institute (DBDLI) in Halifax has been doing important work in this regard and achieving success both in and out of the classroom, locally, provincially and nationally.

The namesake of the Institute, Delmore “Buddy” Daye, a former Sergeant at Arms at the Nova Scotia Legislature, reflects what the Institute still stands for today: strong ties and commitment to African Nova Scotian communities, deep connections with youth and a thoughtful voice sought out by many, including government and community leaders. However, the Institute, grounded firmly on the shoulders of those who can’t, while reaching beyond our grasp using innovative engaging approaches and programs, strives to do more.

Sylvia Parris-Drummond, CEO of the DBDLI for the last three years, explains the Institute has evolved from what was first envisioned. In the early 1990s, the Black Learners Advisory Committee (BLAC) was established to respond to the systemic barriers existing in education and other sectors, provincially. It provided a structure for African Nova Scotian communities to share their stories. In its culmination, it made recommendations to government on how to best address systemic issues within the education system and beyond. Responding to racial tensions in HRM, a report was developed and delivered to government officials recommending changes that would address systemic social and economic inequalities from deep within the foundations of bureaucracy.

The DBDLI grew from a subcommittee of the Council on Canadian Education (CACE) to a distinct organization. It was officially established in 2012 after many years of work, evolving

**“** *We have a phrase that we try to model — Ubuntu — which recognizes that ‘my humanity is because of your humanity; my success is your success and ‘I am’ because ‘we are.’”*

— Sylvia Parris-Drummond, CEO, Delmore “Buddy” Daye Learning Institute



from the initiatives outlined and recommended by the BLAC.

“Based on community engagement and input, one of the recommendations was to establish an Africentric learning institute,” says Parris-Drummond. “In framing-up the Institute’s key tenets, participatory action research for us and by us — the community — was and continues to be a core component of what we do, which aims to advise and inform education policy, along with curriculum resource publication and community engagement and outreach.”

The Institute continues to grow with educational programming, the creation of institutional publications and reference books, youth leadership initiatives and

the support of African Nova Scotian entrepreneurs and artists.

“The mandate of the Institute is to provide practical and meaningful opportunities — academic and economic — for Nova Scotian learners of African ancestry,” says Parris-Drummond.

This year has been an important one for the Institute, their 12 board members, seven staff and the African Nova Scotian community. In September, they officially moved into a new, much larger space on Cornwallis Street, a few blocks from their former home-base. The new office is much more than desks; it holds a gallery for African Nova Scotian artists, a welcoming foyer for guests and visitors with Africentric publications and books and a spacious community gathering area for meetings and forums.

The DBDLI’s Africentric initiatives are continuous and growing. Flagship events include the African Nova Scotian History Challenges, open to all students across all schools in the province, highlighting contributions of African Nova Scotians to our community, province and beyond; the African Nova Scotian communities Ancestral Roots Awards, recognizing young adult leaders; the Kuumba Project, inviting elders to share stories with youth and the YOUbuntu Youth Mentorship Project.

At the heart of the Institute, Parris-Drummond says their philosophy is communal and collaborative.

“It acknowledges the core philosophy of Africentricity. We have a phrase that we try to model — Ubuntu — which recognizes that ‘my humanity is because of your humanity; my success is your success and ‘I am’ because ‘we are.’”

In the spirit of Ubuntu, the Institute looks forward to further collaboration with surrounding communities through internships, mentoring, providing education opportunities, guiding discussions with businesses on how to create more inclusive spaces and expanding their array of resources through publications and research.

For more information on Delmore “Buddy” Daye Learning Institute, visit [www.dbdli.ca](http://www.dbdli.ca) ■

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