

BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE

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Attracting talent as a
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Recommending steps towards
economic revival

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AFRICAN HERITAGE MONTH 2021

BLACK HISTORY MATTERS



Mathieu da Costa in Nova Scotia with French explorers deMonts & Champlain (first record of a Black man in the region now called Canada).

1605^{CR}

1916-1918

No. 2 Construction Battalion was formed during WWI. Canada's first and only all Black military regiment.



3500 free Black Loyalists arrive in Nova Scotia; the first major group of Black settlers in the province of Nova Scotia.

1783

1918

Glace Bay UNIA (United Negro Improvement Assoc.) Hall was built, founded by Marcus Garvey and is the only one still in existence in Canada.

Canada's first race riot in Shelburne, Nova Scotia.

1784

1920

Hundreds of Caribbean migrant workers venture to Nova Scotia to settle in Cape Breton to work in steel factories and coal mines.

About 1200 Black Loyalists leave Nova Scotia for Sierra Leone, Africa, in response to unfair treatment and hardships, they founded Freetown.

1792

1945

The N.S. Association for the Advancement of Coloured People (NSAACPP) founded.



Around 550 Maroons from Jamaica arrive in Halifax.

1796

1954

Legal segregation of schools ended in N.S.



Many Maroons were removed from Nova Scotia and sent to Sierra Leone in Africa.

1800

1969

The Black United Front of Nova Scotia, a provincial organization, begins operation.

Approximately 2000 Black Chesapeake Bay refugees from the War of 1812 arrive in Nova Scotia.

1813-1815

1983

Black Cultural Centre for Nova Scotia opens in Cherry Brook, N.S.



Britain officially abolishes African Chattel Slavery in entire British Colonial Empire.

1833

1993

Wayne Adams elected first Black cabinet member in N.S. provincial politics.

African United Baptist Association, officially organized, many churches were established around the province that exist today.

1854

1997

Gordon Earle becomes first Black N.S. elected as a member of Parliament in Canada.



William Hall of Horton's Bluff awarded Order of Victoria Cross, first Canadian sailor and first Black person to achieve this honour.

1857

2006

Mayann E. Francis of Whitney Pier, Cape Breton is appointed Lt. Governor of Nova Scotia, the first Black woman in history.



2018

Bank of Canada Releases – Bank note in recognition of Civil Rights Leader and entrepreneur Viola Desmond.



LISTEN • LEARN • SHARE • ACT



For More Information Visit: ahm.bccnswb.com

FOR MORE INFORMATION AND A CALENDAR OF EVENTS DURING AFRICAN HERITAGE MONTH

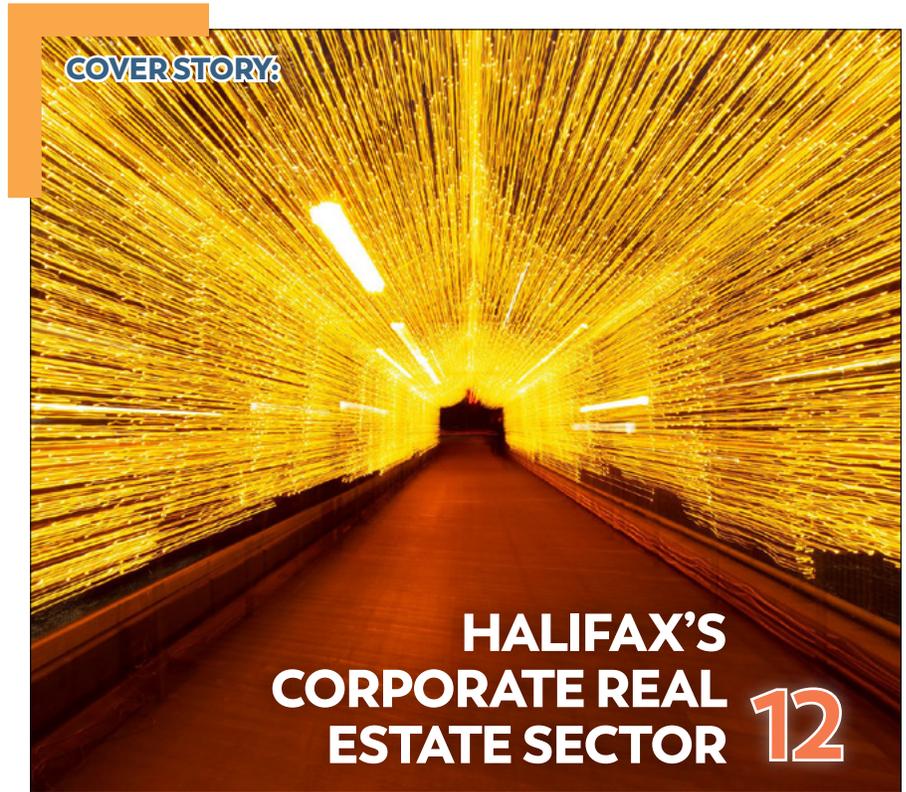
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“ *The work of our office supports employers looking for the skilled talent they need and are unable to find locally.*” — **Shelley Bent James**, Executive Director, Nova Scotia Office of Immigration. **18**



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**HALIFAX
 CHAMBER OF
 COMMERCE**

CHAMBER EVENTS

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

Contact chris@halifaxchamber.com for sponsorship opportunities

WEBINARS

BUSINESS SUPPORT SERIES:
Doing Good is Good for Business

February 9
10:00 AM - 11:00 AM
REGISTER [HERE](#)

BUSINESS SUPPORT SERIES:
Growth Through The Little Things

February 16
10:00 AM - 11:00 AM
REGISTER [HERE](#)

BUSINESS SUPPORT SERIES:
Canada Emergency Rent Subsidy Information Session

February 18
10:00 AM - 11:00 AM
REGISTER [HERE](#)

BUSINESS SUPPORT SERIES:
Your Guide to Selecting the Best E-Commerce Platform

February 23
10:00 AM - 11:00 AM
REGISTER [HERE](#)

BUSINESS SUPPORT SERIES:
Lower the Barriers - An Introduction to Digital Accessibility

February 25
10:00 AM - 11:00 AM
REGISTER [HERE](#)

VIRTUAL EVENTS

Diversity, Equity and Inclusion: The Untapped Labour Market

February 10
2:00 PM - 3:00 PM
REGISTER [HERE](#)

VIRTUAL ANNUAL STATE OF THE MUNICIPALITY

February 11
12:00 PM - 1:00 PM
REGISTER [HERE](#)

Chamber 101
with Cindy and Patti

February 18
12:00 PM - 1:00 PM
REGISTER [HERE](#)

WONDER WOMEN CONFERENCE

February 19
7:30 AM - 11:00 AM
REGISTER [HERE](#)

HALIFAX BUSINESS AWARDS

March 25
5:00 PM - 9:30 PM
REGISTER [HERE](#)

POLICY & ADVOCACY

For more info on Chamber policy and advocacy work, please visit halifaxchamber.com/advocacy

Provincial Pre-Budget Submission

The Provincial Pre-Budget Submission outlines our members' concerns and policy goals for the new budget. While the 2020-2021 budget outlined many issues and projects that aligned with our Strategic Plan, there are still areas of concern for the 2021-2022 budget.

This submission highlights the top priorities of the Halifax Chamber of Commerce's membership, focusing on mitigating the impacts of COVID-19. Our recommendations are based on many conversations with our members over the past year and work on balancing the needs of the Halifax business community with that of the province.

Read the article by **Kathleen MacEachern**, Halifax Chamber Policy Analyst, about the **2021 Priorities** based on the pre budget submission on [page 26](#).

And check out the full [2020-2021 PRE BUDGET SUBMISSION](#).

A clear outlook

Bringing a holistic approach to recovery

president@halifaxchamber.com



PATRICK SULLIVAN
PRESIDENT & CEO

As much as a new year offers that lingering excitement throughout the month of January, I think February has an advantage. We get to have a clearer vision of our fresh goals and plans, able to assess our previous accomplishments and gain a stronger outlook for what's yet to come.

For us here at the Halifax Chamber, that means we are listening more than ever and reflecting on one of our values: Diversity. We strive to have conversations, host webinars and include underrepresented groups at our events with the entire business community top of mind.

With that being said, we sometimes miss the mark, and we can always do more and do it better.

We have the opportunity to work with our Board, a strong representation of the business community, for the Chamber and its members. In the coming months, we have a number of initiatives and projects we look forward to sharing with all of you.

First up is our virtual Wonder Women conference! While we will miss the energy of a live event, we are grateful to our sponsors, speakers, attendees and partners for supporting our idea and helping us pull together the event. We have surprises planned throughout the morning to keep everyone engaged and excited. Hear from a great group of women representing the disability community, immigrants, students,

indigenous community, innovation, business, coaching and leadership in Halifax. We're excited to reach a wide audience and to ensure we do; we have given away over 100 tickets to community groups. Grab your virtual ticket on our [website](#).

February is **African Heritage Month** and we get to celebrate Black culture, legacy, achievements and contributions. This month's theme is Black History: Listen, Learn, Share and Act. And the Chamber is following suit by hosting a panel of experts to speak on the hiring opportunities in the **untapped labour market**. Be sure to check out the African Nova Scotian Affairs' **calendar of events**—there's something for everyone.

Business Voice's interviews this month focus on the outlook of our city and province in 2021. We have a strong handle

on the pandemic in our communities as there are no more known outbreaks or community spread. Now, we are able to formulate a plan for a much-needed recovery.

In the issue, you will read about how a recovery plan can be laid out by our government to ensure rebuilding is strategically underway. With that outlook comes the spotlight on Nova Scotia as a desirable place to live for remote workers and immigrating newcomers. Both are a skilled workforce which will be a major beneficial contributor, amongst many others, to our population growth and economic revival.

Enjoy reading our stories and Trends articles by Chamber members to help you gain a better outlook as well for your 2021.

We're in your corner.

SUBMIT CONTENT TO BUSINESS VOICE
HALIFAX'S BUSINESS MAGAZINE

MEMBERS IN THE NEWS
EACH MONTH YOU HAVE THE OPPORTUNITY TO
SUBMIT UP TO 100 WORDS AND A PHOTO
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TRENDS ARTICLE
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[HALIFAXCHAMBER.COM/BUSINESS-VOICE/SUBMIT-CONTENT-TO-BUSINESS-VOICE](https://halifaxchamber.com/business-voice/submit-content-to-business-voice)

**HALIFAX
CHAMBER OF
COMMERCE**

NEW & NOTED

We welcome our new Chamber members

ATLANTIC HOME BUILDING AND RENOVATION SECTOR COUNCIL

The Atlantic Home Building & Renovation Sector Council (AHRSC) was established in Halifax in 1991 as a regional industrial training committee and became an industry sector council in 2000. The AHRSC is a federally-registered, non-profit corporation dedicated to human resource management and labour market planning and programming on behalf of the 2000 companies and 25,000 trades workers engaged in the new home construction and renovation industry in Nova Scotia.

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www.ahbrsc.com

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Clare MacKenzie

Bedford, NS

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www.edgewoodcommunications.com

COMMUNICATIONS -
Communications Consulting

GRACE ALLEN IMMIGRATION LAW

Grace Allen Immigration Law is a firm that deals exclusively in all legal matters pertaining to Canadian Immigration, Citizenship and Refugee law. Our principal lawyer, Grace Allen, has experience in advocacy at the Refugee Board, the Immigration Division, the Immigration Appeal Division and at the Federal Court of Canada.

Grace Allen

1809 Barrington St Suite 1003

Halifax, NS

(902) 329-4950

grace@graceallenlaw.ca

www.graceallenlaw.com

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Based in Halifax, Nova Scotia, Halifax Real Estate Photography specializes in creating professional and innovative media content. Our services include 3D virtual tours, high quality photography and cinematic videography. Our goal is to provide engaging creative services that help agents, designers, and builders stand out from the competition.

Matt Madden

Halifax, NS

(902) 499-0391

info@halifaxrealestatephotography.com

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KW Commercial Advisors are specialists in the greater Halifax commercial real estate market. Our team provides real estate advisory services to real estate Investors, Developers, Business Owners, Occupiers, Tenants and Financial Intermediaries. We offer expertise in the sales and leasing of Office, Industrial, Retail, Income and Investment properties including Development Land.

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Bedford, NS

(902) 830-1318

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HEALTH CARE - Dental

MARCOSM. INTERNATIONAL BUSINESS

MarcosM. International Business. is an international Consulting Company headquartered in Halifax, Nova Scotia and proposed partners in Europe and Latin America. They began operations in 2010 as ToBe Canada Inc. offering comprehensive and realistic advice on international business and investment opportunities/immigration services. With more than 15 years of international business experience, we support companies and entrepreneurs into international opportunities and business development strategic approaches.

Marcos Miranda

Halifax, NS
(902) 412-5538

m2mglobalbusiness@gmail.com
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NATURE FOLK WELLNESS STUDIO

Nature Folk Wellness is an Infrared Sauna, Massage Therapy and skin care studio located in downtown Dartmouth. Founded by Facialist, Ashley Cluett and Graphic Designer, Anna-Gabrielle Tremblay, this unique studio blends art and wellness, with thoughtful design and unique amenities. The private sauna room features a state-of-the-art, medical grade Infrared Sauna and cold plunge option, offering a mini, urban nordic spa experience. Welcome to your new, favourite, urban oasis.

Ashley Cluett

88 Portland St
Dartmouth, NS
(902) 469-0274

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www.naturefolk.ca

HEALTH CARE - Massage Therapy

NEW BROOKLYN MEDIA INC.

New Brooklyn Media is a production company offering video production, photography, 360° video production and design services. We are a small curated team of industry professionals and are able to give our clients the personal attention they deserve. We take pride in producing content that is authentic,

eye-catching and impactful.

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Strum Engineering Associates Ltd (SEAL) is Atlantic Canada's premier electrical engineering firm, with offices in Dartmouth, Sydney and Saint John. SEAL specializes in bulk electrical power systems, power utility & industrial process automation and instrumentation & controls. We provide electrical engineering studies, design and specification, field services, project management and more to our clients.

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r.oflaherty@strumengineering.ca
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BUSINESS & PROF. SERVICES -
Consulting (General)

VALERIE CORKUM - RETIRED MEMBER

Halifax, NS

vcorkum@eastlink.ca

WEIRD WOLF PRODUCTIONS

Benjamin Stewart, freelance film writer & director, operates his own indie film production company Weird Wolf Productions. He intends to make a stride back to his roots of indie filmmaking, incorporating his broad range of technical & directing abilities he acquired over his 12 year journey. Benjamin is currently employed in a government funded Youth Employment program & developing his first short film.

Benjamin Stewart

Head of Jeddore, NS
(902) 877-3765

benstew.film@gmail.com
www.weirdwolfproductions.com
ARTS, CULTURE &
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FINANCE & INSURANCE - Financial
Services

MEMBERS IN THE NEWS

How our members are growing Halifax

ZATZMAN SPORTSPLEX ANNOUNCES FIRST WOMAN BOARD CHAIR

The **Zatzman Sportsplex** is honoured to announce Catherine Redmond is now entering her second year as the first woman Chair of their Board of Directors. She's the first woman to hold this position of any Multidistrict Facility (MDF) in HRM. An active member of the Sportsplex since 1989, Catherine has over 30 years of experience in human resource management with the federal government. She is a long time Dartmouth Resident, a graduate of Dartmouth High and a recipient of two diplomas in Management Development from SMU and Adult Ed. from St. FX. Growing up with five sisters, Catherine's mother always taught them the importance of giving back to the community. She's a board member of the not-for-profit Dartmouth Housing, which provides affordable housing for low-income families. Congratulations, Catherine, on breaking the glass ceiling!

KEEPING MOVING CLIENTS SAFE

JOLCAR Security Services Inc. has been keeping its clients safe during their moves. Even in this tumultuous time, they can rely on Ben Joly, Owner of JOCLAR, and his team to provide the best security services. "We love to do our part for Shelter Movers," says Joly. "I feel like Shelter Movers aligns directly with our mission." **The company** is a family-owned security company that supports their community through their guiding principles of attitude, integrity and service.



CELEBRATING OVER 100 EPISODES OF THE BRAND BOOTCAMP

'Worried like heck.' That's how Neil Stephen and the team at Downtown Dartmouth **This Is Marketing** were feeling about their clients' businesses two days before Nova Scotia announced its COVID-19 State of Emergency back in March. After choosing to shelve a planned rate increase--adjusting to make payment by credit card possible and updating the companies work from

home rules to prepare for what was coming--the team launched the Brand Bootcamp. Five days a week, at 8 a.m. Neil led business owners through the peak of wave one, lockdown, reopening and eventually the bubble dance. In November, the Brand Bootcamp celebrated its 100th episode! Access is free. Visit thisismarketing.ca to join.

MARINE CONTAINER EXAMINATION FACILITY PROJECT PROPOSED

The Halifax Port Authority is in the planning stages of a new Marine Container Examination Facility (MCEF) and associated access route to Fairview Cove Container Terminal. This project would reduce container truck movements between the existing facility in Burnside Industrial Park, reduce the current time it takes to get a container from a container terminal to the current facility in Burnside and potentially further reduce truck traffic on municipal roadways given

its proximity to FCCT. Overall, this project would provide additional employment opportunities for the local community during construction, enable enhanced security, reduce truck movements through downtown Halifax and across the MacKay Bridge, while reducing port congestion and GHG emissions. Additional information about the project can be found on the Canadian Impact Assessment Registry [website](#).

ELSIE MORDEN MAKES TOP 30 UNDER 30

Elsie Morden has been named one of Atlantic Canada’s Top 30 Under 30 on 2020 by Atlantic Business Magazine in recognition of the positive impact she is making through story and song. She is the founder and CEO of **No Time For That Anti-Bullying Society (NTFT)**. The organization educates and empowers youth through story and song with a focus on bullying prevention and mental health awareness.



BETTER HEALTH FOR 42 NOVA SCOTIANS

The Lung Association of Nova Scotia wrapped up its 6th annual Quit Cold Turkey Challenge in December 2020 with 43 per cent of participants able to successfully complete the 30-day program. The Challenge required participants to give up smoking for a period of 30 days. They were allowed to use nicotine replacement therapy to combat cravings, but they were not allowed to smoke, not even a puff. Participants were provided support through emails, a motivational calendar and an online support group. In total, 42 were able to successfully quit for 30-days, earning the gift of better health as well as a gift card for a free turkey. For more information on the challenge or for tips on quitting, visit ns.lung.ca



EASTER SEALS NOVA SCOTIA IS UNSTOPPABLE™

Though 2020 has been a hard year for many, **Easter Seals Nova Scotia** achieved many wonderful milestones as we reached out and provided support to over 2,500 families through our programs and services. With the help of many individuals, corporations, foundations and service clubs, we stayed #UNSTOPPABLE! We began refurbishment and expansion of Camp Tidnish; we increased

the number of Nova Scotians we provided funding assistance to for help in purchasing health equipment; we expanded our Take PART recreation program to include wheelchair basketball; and we launched a supported employment program designed to facilitate job training and employment opportunities to help young adults living with disabilities.





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HELPING KIDS ACHIEVE LEARNING GOALS

Due to the recent pandemic, and schools abruptly shutting down, students are behind in their academics. Recognizing this setback, **Eye Level Learning Centre** is helping and supporting students to fill their learning gaps. The Centre offers a blended learning model with one-on-one interactions with instructors. Keeping the safety

protocols in mind, its supplemental program for Math & English is available for students from Grade Primary to High School. As a global education program with centres across 21 countries, the program is designed to help students gain confidence and knowledge through self-directed learning.



NSACL IS NOW INCLUSION NS!

The Nova Scotia Association for Community Living (NSACL) has changed its name to Inclusion NS. Although the organization's name and logo has changed, its commitment to ensuring people with intellectual disabilities have the opportunity to live full and inclusive lives in their community remains steadfast. With a rich 65-year-old history, Inclusion NS is a grass-roots association, first formed by parents who joined forces to advocate on behalf of their sons and daughters. Now, Inclusion NS offers a variety of resources, programs and individual support so that people with intellectual disabilities can live, work and thrive. Learn more at inclusionns.ca.



JANE DOUCET'S NEW NOVEL COMING IN 2021

Jane Doucet, principal of **Jane Doucet Content Communications**, is pleased to announce that Vagrant Press, the fiction imprint of Halifax-based Nimbus Publishing, will publish her second novel. Titled *Fishnets & Fantasies*—a funny, heartwarming story about a married couple in their late 50s who open a sex shop in Lunenburg, N.S.— will be published in July of 2021. Jane's first novel, *The Pregnant Pause*, which she self-published, was shortlisted for a 2018 Whistler Independent Book Award. She is currently working on her third novel, which will combine characters and locations from her first two books.

Congratulations

to our Executive Director, Carol Goddard, on the announcement of her retirement.



“The pleasure of working with some of the world’s nicest people doing extraordinary things as if they were simply normal can shape your life and collectively change the world a bit for the young people we serve.”
Carol Goddard

Announcing Co-Executive Directors, effective January 1, 2021
Jonathan Leard Shelda Cochrane



EXECUTIVE DIRECTOR RETIREMENT NOTICE

After 50 years at the helm of **Big Brothers Big Sisters of Greater Halifax**, Executive Director, Carol Goddard, will retire effective January 1, 2021. Carol has led the agency through significant growth, program and fundraising innovation, and numerous milestones, such as being the first agency in Canada to jointly serve Little Brothers and Little Sisters under one umbrella. Her leadership has been felt locally, regionally and nationally throughout the Big Brothers Big Sisters movement. Effective January 1, 2021, the Board of Directors is pleased to announce an organizational structure change that will see Jonathan Leard and Shelda Cochrane appointed as Co-Executive Directors.

MARCOS MIRANDA BACK IN TOWN

After a year away on business in international waters, **Marcos Miranda** an international business professional with more than 15 years of experience is back in Halifax. Leading many fronts towards International Business opportunities always promoting Halifax, Nova Scotia and Canada around the World, Marcos Miranda is offering to support any companies thinking about International Business.

NEW PROGRAM SUPPORTING BLACK AND INDIGENOUS ENTREPRENEURS

The **Black Business Initiative** and **Volta** are launching a four-month program called Boost. Funded by the **Atlantic Canada Opportunities Agency (ACOA)** and led by industry experts, Boost supports the growth and development of Black and Indigenous entrepreneurs in Atlantic Canada. The program is launching on March 15 and will run workshops and skills development

sessions to build the entrepreneurs’ business idea and achieve their professional goals. Five to 10 individuals will be selected for the program and will have access to a working lab in Volta’s Co-Working Space. They will also be receiving an honorarium for their participation. The full program outline is available on the Boost [webpage](#). Applications are now open until February 14.

Give your business idea a **Boost**

Apply by Feb. 14 at voltaeffect.com/boost



In November 2020, the Halifax Chamber of Commerce hosted the Road to Recovery Summit. Two speakers brought forward their priorities for Nova Scotia's economic and community health. Business Voice interviewed **Peter Nicholson**, former Chief of Staff Policy for Prime Minister Paul Martin and retired founding president of the Council of Canadian Academies and **Jeff Larsen**, lead of Creative Destruction Lab-Atlantic at Dalhousie University to dive deeper into their recommendations for the province's plan to bring swift economic recovery. See PolicyWonks.ca for more information.

The year 2020 is behind us. The fleeting excitement of the new year, hopeful anticipation and energizing resolutions of January are dwindling. Now February is half-way gone, and a clearer outlook for this year is beginning to form. Yet we have no concrete plan for recovery.

"We will likely be living with the virus for another year until mass vaccinations have proliferated," says Larsen.

As the provincial plan for vaccine administrations is rolling out in phases, pop-up sites offer an innovative way to screen for COVID-19. It's extremely helpful in containing the decreasing spread and preventing future outbreaks.

"We dropped the Hammer and did the Dance," says Larsen. "The strategy was to first bring the blaze under control; reduce it to a smoulder; contain the perimeter; and then focus on spotting and snuffing out the sparks the moment they appear."

After the state-of-emergency order, along with the famous call to stay the "blazes" home and a multitude of restrictions, Nova Scotians were kept safe and healthy compared to the rest of the country.

"This was a critical first step that many jurisdictions did not do as well," says Nicholson.

The second step was to **protect the border** of Nova Scotia. This procedure should've been adapted by the rest of Canada to strictly keep the pandemic at bay. It quickly became the main objective of sister Maritime provinces as it was evident by the formation of the globally unique strategy of the Atlantic Bubble.

"Perhaps the greatest innovation and entrepreneurship during the pandemic has been the Atlantic bubble and the rapid antigen testing led by Nova Scotia's public health and medical officers of health, and all of those working with them," says Nicholson.

Testing, tracing and repeating was the third step in Nova Scotia's effective plan. The smart **rapid antigen screening** is

POST-COVID OUTLOOK

Planning for the future

By Mina Atia

Photos by James Rapaport

"Perhaps the greatest innovation and entrepreneurship during the pandemic has been the Atlantic bubble and the rapid antigen testing led by Nova Scotia's public health and medical officers of health, and all of those working with them."

— **Peter Nicholson**, former Chief of Staff Policy for Prime Minister Paul Martin and retired founding president of the Council of Canadian Academies

the current strategy to detect the virus in asymptomatic cases. “Screening testing” is necessary in identifying possible spread due to the invisible threat asymptomatic cases pose. This step then becomes test, trace and isolate the spread in groups at higher-than-average risk of exposure and transmitting to others who are vulnerable. The health authority is planning to continue these pop-up test sites and is asking for community volunteers to keep them running.

“We believe that Nova Scotia and Canada can increase screening tests even more,” says Larsen. “But Nova Scotia is ahead of the game by already embracing screening of asymptomatic persons through rapid antigen testing.”

The province’s quick response and tough decisions led to the containment of the spread. But right now, as the vaccination plan is underway with the possibility of it lasting into next year, we need to start planning for the post-COVID world.

“Over the short-term, we need to focus on continued rapid screening, rigorous personal hygiene and physical distancing, smart border strategies and efficient roll-out of the vaccine province-wide,” says Larsen

The Halifax Chamber has been advocating for rapid testing at the airport to help detect the arrival of the virus at our border. This could also help with the long-term strategic plan to eradicate the

virus from the province. We can then focus on the recovery plan and rebuilding our plummeting economy.

“We believe there are six core policy priorities for the medium- to long-term,” says Nicholson.

First off, we need to embrace the digital transformation. We’ve made some strides, but we’re only at the beginning. Universal broadband access is a major priority, one the Chamber has long advocated for, especially considering the digital divide the pandemic brought to the forefront.

“We need equality for students in digital access, and we should consider providing free Chromebooks for students in Grades 3, 7 and 10 plus upgrade digital training for teachers,” says Nicholson.

Healthcare has been and remains the number one priority for our provincial government along with the health and safety of Nova Scotians. It’s only reasonable as an immediate if not natural next step to get ahead of its future by starting to build its digital and virtual footprint.

The second priority in the recovery plan is for the province to offer better and more inclusive care as well as a new economic opportunity by implementing a digital healthcare infrastructure.

“Initially, we should focus on digital

health applications on rural areas and for care of the elderly at home and in care facilities,” says Larsen.

“Then, we must make the Electronic Health Record a top priority. It is another ‘table stakes’ for a digital health strategy.”

Third priority in policy is for Nova Scotia to continue developing and acquiring talent as it is the province’s most valuable resource. A skilled workforce has been a provincial strategy for population growth in the past few years; however, a lot more could be done.

“Nova Scotia could eliminate tuition at NSCC for Nova Scotian residents; skills beyond high school are now ‘table stakes,’” says Nicholson.

“The province should also steadily increase N.S. percentage share of Provincial Nominee immigrants, as long as we can absorb, and proactively identify and recruit individuals with demonstrated entrepreneurial talent: the real job creators.”

Supporting local, or as Larsen and Nicholson like to call it “localhood” promotion, has been a unique advantage for Nova Scotia as a fourth priority to rebuild our local economy.

“The province should create a ‘localhood’ community development fund for main street improvements, local

“We believe that Nova Scotia and Canada can increase screening tests even more.”
— Jeff Larsen, Lead of Creative Destruction Lab-Atlantic at Dalhousie University



The number, but more importantly the quality, of the innovation and entrepreneurship is staggering and impactful."

— **Jeff Larsen**, Lead of Creative Destruction Lab-Atlantic at Dalhousie University

food and cultural attraction as well as recreational spaces and facilities," says Larsen.

Taking climate change more seriously than before, while making a profit from it, becomes a fifth and crucial priority.

"We need to work with the other Atlantic provinces to implement the Atlantic Loop, which is a generational transmission infrastructure project that would enable clean electrification for the future of Atlantic Canada," says Nicholson.

And lastly, but certainly not least, the province needs to catalyze innovation as its ultimate source of social and economic value. This means supporting key innovators and accelerators like Volta and Ignite Labs.

"The number, but more importantly the quality, of the innovation and entrepreneurship is staggering and impactful," says Larsen.

Researchers at Dalhousie's Canadian Centre for vaccinology are **hunting for vaccines**. Dalhousie's Centre for Water resources have implemented innovative **new wastewater testing** as an early

detection warning system against community spread.

The private sector is also stepping up with Rimot Health's **contactless screening system** for employees and SimplyCast developing a simple and safe way for restaurants, stores and other businesses to efficiently **record customers for contact tracing**.

SonaNano has developed a **rapid antigen test** for screening purposes. Takaya has developed a better fitting **N95 mask** that addresses issues with fit amongst health workers. Tenera Care has a **tracking and patient safety wearables** for real-time monitoring and analytics in long-term care facilities, which can be deployed for best-in class contact tracing to protect the vulnerable population.

It's clear we don't have a shortage of innovation in our province to support our communities in containing the spread, providing immunity to our citizens and boosting our economic revival.

"The province can reallocate payroll rebate FDI incentives to "Innovation Vouchers", redeemable at N.S. companies/institutions, and shift

early-stage innovation investment from public to private management as the local "ecosystem" matures," says Nicholson.

"We should also build on the Oceans Supercluster model to create 'proto clusters' in certain sectors like Agrifood, Cleantech and Healthtech."

As an overall outlook, these recommendations provide hope for what's yet to come after vaccination becomes a consistent process in our province. But until then, innovation and entrepreneurship are the natural resource that must be fostered and cultivated.

"We have suggested these policy recommendations for Nova Scotia, recognizing that they would need to be refined and honed before implemented," says Larsen.

The six priorities recommended by Larsen and Nicholson provide a roadmap for the province to transform this post-COVID outlook into a concrete plan to rebuild our economy and communities. They also offer the opportunity to take advantage of our enviable situation as a province and propel ourselves into an immensely farther prosperous future. ■

Halifax's corporate real estate sector

Attracting talent as a community

By Mina Atia



Peggys Cove rendering of the Viewing Deck project

Business Voice reached out to Develop Nova Scotia to weigh in on corporate real estate and its contributions to the province.

For those who are not familiar, corporate real estate is essentially the real property activities undertaken by a company or business enterprise to support its business operations.

“We are interested in trends in global corporate real estate for important reasons related to our work,” says Jennifer Angel, President & CEO of Develop Nova Scotia. “Specifically for the opportunity to support economic growth in N.S.”

A much-needed recovery plan post-COVID relies on economic revival as the cornerstone for rebuilding. To achieve said revival, Nova Scotia needs to attract more people to contribute.

There's a direct and influential relationship between population growth and gross domestic product. To produce

more goods and services, we need more people.

The province has a desirable quality of life, and that's a major value proposition in attracting talented people.

“Our beautiful seacoast, urban/rural proximity, safety and relative affordability, among other factors, all contribute to a strong quality of life as an advantage,” says Angel.

Efforts to attract companies, including corporate head offices, to this province continue among economic development organizations, but the talent first approach is emerging as a high potential strategy for Nova Scotia. “Jobs increasingly follow talent; not the other way around, so doubling down on efforts to attract talent is critical in the new economy.”

The pandemic showcased the effectiveness of remote work from anywhere as a feasible model for a dispersed workforce. So talent attraction

is not only a way to attract companies. Now an employee of a company in Toronto, can work from the shores of Nova Scotia.

“While there are differing opinions on the future of work model post-COVID, it is reasonable to expect that many will continue to work from away,” she says.

“The shift from traditional brick and mortar office environment to a mobile workforce is, we think, a big opportunity for Nova Scotia.”

The opportunity this presents is an emerging area of focus for Develop Nova Scotia along with NSBI, Tourism NS, Innovacorp, Events East and the Province of NS through the [Work From Nova Scotia](#) campaign, in addition to regular economic development activities to attract people and investment to Nova Scotia.

“As talent becomes transient, and one can work from anywhere, why not here?” Typical corporate real estate portfolio

success is measured on things like space efficiency, financial performance, asset appreciation, innovation and employee satisfaction and productivity.

“If companies can reduce real estate costs without loss to productivity or revenue, companies win and employees can enjoy a better quality of life.” says Angel.

“And places like Nova Scotia can realize growth in population and related economic impact by attracting migration from larger centres.”

Such attraction is embodied in creating places of great utility and better quality of experience. In lieu of traditional office space, remote workplaces require amenities, and critical services related to accessibility and connectivity.

“To contribute to quality of place for people, we’re working with local communities to develop and revitalize main streets and working waterfronts and we’re helping to build placemaking capacity so that community is supported

to work together,” says Angel. “The places we build are places for community to come together, to get to know each other, to experience nature, art and culture, to eat and shop, places for business; great places to live.”

Develop Nova Scotia is working on a portfolio of projects planned for 2021 including substantial improvements to Lunenburg’s working waterfront, a revitalization of Peggy’s Cove, key mixed-use projects on the Halifax waterfront including Queen’s Marquee developed by Armour Group Limited and the Cunard project developed by Southwest Properties, a new Arts District, multipurpose waterfront infrastructure in ports around Nova Scotia, and the Internet for Nova Scotia Initiative.

With remote work becoming a critical legacy of the pandemic, a robust internet network across Nova Scotia has emerged as critical economic infrastructure. As businesses are obliged to be e-commerce capable and shift from foot traffic to online customers, working from home

also demands higher digital accessibility. “Lack of internet is a barrier, but we are working hard to solve the problem,” says Angel.

“Together with our partners, we are connecting rural Nova Scotia including rural HRM by delivering reliable, high speed rural internet,” she says. “We believe Nova Scotia will be among the first provinces in Canada to achieve greater than 95 per cent coverage.”

These place-based investments help build on our natural advantage. Place investment is as much about supporting the social fabric of our community as it is about economic development.

“Among the most exciting projects I am aware of on the horizon in Halifax is Wije’winen,” says Angel.

Meaning ‘come with us’ in Mi’kmaq, the **Wije’winen Centre** will be the new home of the Mi’kmaq Native Friendship Centre. An incredible example of inclusive placemaking and reconciliation, a place of community where 45 social and



Halifax Waterfront - Evergreen Festival



The national historic site, Georges Island, reflects the rich and varied heritage of Canada.

cultural programs for the community are delivered and where Indigenous and non-Indigenous people can come together.

The building committee is currently in the process of assembling stakeholders to advance the project for consideration.

“I believe this is exactly the type of project that contributes to building understanding and community, it supports economic development at a community level led by the Mi’kmaq people, and is a place where everyone can belong,” she says.

Nova Scotians have a significant role to play in the corporate real estate development plan. We are a small community with the advantage of knowing that we are in it together, and it’s important we work better together.

“How we talk to each other; our capacity to take risks, innovate and solve big problems through collaboration; how welcoming we are to new people and change; how we treat our most vulnerable community members; the urgency

“ *How we rise to meet opportunities and challenges contributes to our wellbeing and our attractiveness as a place where people want to be or not be.* ”
 — Jennifer Angel,
 President & CEO,
 Develop Nova Scotia

and commitment with which we tackle problems like systemic racism and climate change; say so much about the kind of people we are and the kind of place this is,” says Angel.

“How we rise to meet opportunities and challenges contributes to our wellbeing and our attractiveness as a place where people want to be or not be.”

Corporate real estate is being reimaged with this slew of transformation. Our province is in an enviable position compared to other province and territories. We are a very special place, and the rest of Canada knows it.

“At Develop NS, we think social infrastructure is economic infrastructure,” says Angel.

“And by building it together, we contribute to community resilience, as well as the magnetism of Nova Scotia to attract people who can work from anywhere to live here.” ■

An innovative approach to immigration

Nova Scotia Office of Immigration welcomes newcomers

By Mina Atia



Back in November, Business Voice interviewed Minister of Immigration, Lena Metlege Diab, for a **story** on the significance of immigration. We know that immigration is a priority for government, and we learned through the interview just how significant newcomers are to the health and diversity of our communities across the province.

Newcomers settling in Nova Scotia help strengthen urban and rural communities, increase our diversity, and contribute to the province's economic and population growth.

To be able to attract newcomers to the province, Nova Scotia's Office of Immigration looks at innovative ways to appeal to potential newcomers and to help them make Nova Scotia their home.

Their innovative programming approach is proving successful. The province approved a record number of applications for newcomers in 2020, 3517 compared to 2780 in 2019.

Since many sectors are experiencing persistent labour shortages, immigration remains one of the ways the Nova Scotia Office of Immigration is helping employers hire qualified individuals to fill these needs and often engages with businesses and community partners to identify immigration opportunities.

"Through our Nova Scotia Provincial Nominee Program and the Atlantic Immigration Pilot we have been able to increase immigration and help fill labour shortages," says Shelley Bent James, Executive Director, Nova Scotia Office of Immigration.

The Nova Scotia Nominee Program and Atlantic Immigration Pilot Program address labour gaps in the province and by helping to attract immigrants to fulfill those needs in workplaces and communities across the province.

"The work of our office supports employers looking for the skilled talent they need and are unable to find locally, particularly those working in essential service sectors," says Bent James. "Our Employer Support team is available to speak with any employer about how our programs may help to address to their labour concerns."

"When the COVID-19 pandemic challenged us in March, we adapted very quickly and used technology to continue providing employer and client support," says Bent James. "We continued to

process applications, with a focus on people living and working in Canada, as well as essential services including health care and transportation” says Bent James.

The COVID pandemic has had an impact on immigration. Depending on travel restrictions and federal government immigration processing, skilled workers and their families are expected to arrive in the province over the next few years. These newcomers are key to reinvigorating communities and contributing to the overall provincial economy.

Access to settlement supports aids in the retention of newcomers, and NSOI works with other partners to ensure there is access in communities across the province to provide the support that is needed.

“We work with and support settlement service providers who play an important role welcoming newcomers and ensuring they have the supports they need to build

“*We work with and support settlement service providers who play an important role welcoming newcomers and ensuring they have the supports they need to build their lives here.”*
— Shelley Bent James, Executive Director, Nova Scotia Office of Immigration

their lives here,” says Bent James. Immigration increases our diversity and strengthens our province’s communities. The Nova Scotia Office of Immigration continues to adapt to the needs of the province and encourages people to come to Nova Scotia to start their new lives.

Our province’s economic prosperity and growth will look to immigration to help Nova Scotia’s recovery post COVID-19 as we anticipate there will still be occupations that cannot be filled locally.

While there are challenges with individuals arriving in our province due to current travel and border restrictions, we expect the interest in Nova Scotia to continue, and we look forward to continuing to welcome newcomers to all parts of the province when it is safe to do so. ■



WE MAY NOT SHAKE HANDS, BUT WE ALWAYS LEND ONE.



When the future is defined by uncertainty, be certain that you have a community to lean on. The Halifax Chamber of Commerce is dedicated to supporting local businesses like yours with virtual events, networking opportunities, advocacy on your behalf, and a strong voice in the Halifax business community. We're all facing unprecedented challenges. Chamber members never face these challenges alone. We're with you, every step of the way.

Become a member today.

HalifaxChamber.com

**HALIFAX
CHAMBER OF
COMMERCE**



Marketing principles to bring clarity

Finding new ways to understand marketing



CATHERINE CROSBIE

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Do you ever get confused about the whole marketing thing?

I mean, everyone and their dog thinks they can do marketing. And they're all going around telling you what to do.

"Social media!" "Funnels!" "Pay-per-click advertising!"

Wouldn't it be great if you could cut through all the noise to find a clear way of thinking about this marketing stuff?

Well, it becomes a lot easier to understand marketing and make good decisions when you understand marketing principles.

Remember, a principle is a fundamental truth that serves as the foundation for a system of belief or behaviour, or for a chain of reasoning.

You have to lay a foundation before you can build upon it.

So here are four marketing principles for professional practices. I hope they bring clarity to your efforts:

"A principle is a fundamental truth that serves as the foundation for a system of belief or behaviour, or for a chain of reasoning."

1. Marketing is a top priority. The reality is that intake/sales/conversations (whatever you want to call it) is job #1. No intake equals no business. If you have someone in front of you who is ready to hire you – that's great – but the truth is, that's an unusual situation UNLESS you have effective marketing systems that deliberately funnel these people to you. Marketing is job #2. It's a priority.
2. Be interesting. Some people don't like to hear this: The easiest way to build a successful professional practice, or business for that matter, is to use a personal branding strategy. That means using pictures of you and sharing your thought leadership. You see, people like doing business with people, not faceless organizations. Are there other strategies? Yes. Can they work? Yes. But to avoid commoditization, you at least have to make your business interesting with messaging that sets it apart.
3. The role of marketing is to start a conversation. There is no "buy now" button for most professional services. To evaluate whether your marketing is working, you need to consider whether you're getting initial calls and appointments, and whether these initial calls and appointments are with quality leads. If you're getting calls and appointments with quality leads, but fewer conversions than you would like, your marketing may not be the problem (*cough* sales *cough*).
4. Being "the best" in your profession or field is not a marketing advantage. Being the best at what you do is a great thing, but generally, your clients or patients can't tell whether you're the best or not. They can tell if 1) you appear to be an authority 2) they like you, and 3) they feel well-taken care of. If you know you're darn good at what you do, that's all the more reason to use smart marketing strategies to your advantage. There are people out there who need you, so you'd better help them find you!

If this article about marketing principles resonates and you'd like to learn more about our approach to marketing, email [Hello@CatherineCrosbie.com](mailto>Hello@CatherineCrosbie.com) to request a free mailed information package.

I suggest it will bring more clarity.

Updating your plan? Consider improving resilience as well

Businesses want to be “agile” and “responsive”, but setting the stage for this can prove challenging

MARK FRASER
PRINCIPAL, 440PARK
STRATEGY MANAGEMENT
Twitter: [@Mark_Fraser](#)

The beginning of the calendar year brings award season to Halifax. On the surface, this year is no different from any other: Look at these fantastic organizations and individuals that sit at the top of the heap.

The 2020 LA Dodgers and LA Lakers had a good year too, but it is likely that their awards will carry an asterisk* into the future – thanks to shortened seasons and modified playoff schedules.

The 2021 Halifax Business Award finalists this year should get one too – but not because the global pandemic changed how they were scored in a modified season. They should be celebrated for their ability to, in the face of a novel crisis, prevail.

These organizations used resilience as a competitive differentiator, doing more than just staying open during a global pandemic but thriving in spite of it.

Organizational resilience doesn't get a lot of airtime. On many occasions, teams that have shown that they can “quickly adapt” to meet an unplanned set of circumstances often do so through simple brute force: Very high quality people are being asked to go above and beyond.

This can work, but not reliably over time. Most committed employees have no issue digging in to get through a difficult time.

This past spring revealed exactly how quickly independent retailers *could* set up an e-commerce site, or how offices that *needed you there* could suddenly operate with new technology in a completely different way. But when these moments – crucible moments, as **leadership great Bill George** puts it – come one right after the other, something other than a capable team using brute force is required.

So why not plan for it?

The challenge is that typical strategic planning does not enable organizational resilience as much as it should. Typical strategic planning starts and stops, is owned by a boss, has steps that require hand-off and is generally opaque to the larger organization: Only senior managers get to see the finished product. Strategy management, on the other hand, is continuous, is owned by a team, is part of a smooth cycle and comes with full transparency: The entire company understands strategy.

I admit that saying strategy management is better than typical strategic planning is a bit nuanced. But when teams organize to formulate, visualize, measure and deploy strategy using management frameworks, the results deliver both high performance and organizational resilience.

Typical strategic planning has high adoption (90 per cent of companies have strategic plans) but is **not effective** (89 per cent of companies' plans fail to achieve profitable growth). Strategy management frameworks, on the other

hand, have been shown to be two to three times more **likely to succeed**.

I advocate for the Kaplan/Norton Strategy Management Framework. This is a comprehensive framework. When used properly, it will enable the continuous management of strategy over time, allowing organizations to be much more adept at making changes more easily (at both micro and macro levels) in a shorter time frame and with a greater chance of success.

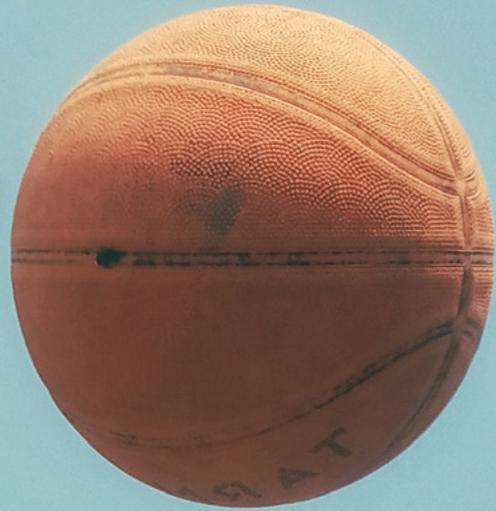
If you have not heard of these gentlemen, I would not be surprised. But you may have heard of their tools. They invented the Balanced Scorecard, a tool that sits in the middle of their comprehensive framework. If you already use that type of a scorecard, you are already familiar with aspects of the larger framework. If not, I strongly suggest you give it a look.

And as we look at our award winners,..... consider that these organizations were not lucky, not in the right place at the right time, or didn't happen to have a good year. They were built for this, with resilience at the core of their business. They may say they were surprised, but my guess is that they were not. They planned for it.

Mark Fraser is Principal at 440park Strategy Management, an independent advisory group, and is a past Chair of the Board of the Halifax Chamber of Commerce. Mark helps companies, locally and globally, connect strategy and execution to drive better performance.

Follow the bouncing ball

Creating a powerful and positive culture in our business



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In the world of sales, the term ‘follow the bouncing ball’ refers to adapting to the client and making adjustments to our sales strategy to fit the client’s needs. The same can be said for running a business; however, that bouncing ball seems to keep ricocheting just as we’re about to grab it.

Who’s kidding who, a ton has been thrown at us as business leaders and owners in the last year. Some have chosen to hope this all goes away soon. Others have been forced to throw in the towel for a multitude of unfortunate circumstances. And yet others have “recalibrated” (the “P-word” has been way overused) their go-to-market strategy to adjust to the changing times. It can be exhausting but we don’t really have a choice.

Narrative Research recently reported that 52 per cent of Atlantic Canadians have been working from home during the Covid-19 crisis, and 51 per cent of these workers would like to keep it that way. This will create an interesting scenario to watch as it continues to evolve.

“Things are not going back to the way they were. We need to accept this and get out in front of it.”

This shift will most certainly present many new challenges in how we lead and manage our people.

In my conversations with dozens of business owners and clients, many are struggling with how to deal with it. “How do I make sure they are working when they are home? Should I mandate them back to the office? How can I keep them motivated and not want to leave? What can I do to be a better leader for my team?”

Every business has a culture – are we creating it or is it happening by default? Is it the culture we want, or is it a culture that we feel needs changing?

I believe this shift is also going to represent a terrific opportunity to reframe our team and organizational culture.

In my experience, leaders want their teams to be accountable and yet our teams want to feel empowered. How do we strike that balance?

My company is in the business of interactive sales, leadership and customer service training and coaching. Fortunately, we have been delivering our services both in-class and online for almost two decades. As a result of the pandemic, we had to transition our delivery to 100 per cent online, to the extent that we’ve moved out of our physical training centre. My team now

permanently works from home, and our culture has never been stronger.

Obviously, this model isn’t a fit for everyone’s business. Regardless, our teams still need to be lead—we want them to be accountable, and they want to feel empowered.

As leaders, we tend to put a lot of pressure on ourselves. We regularly manage, hire, fire, train, supervise, coach, mentor, manage clients, strategize, monitor results...the list goes on. It can be stressful! Wouldn’t it be great if our team Vision, Mission, Core Values, Processes, Accountabilities and Employee Metrics were aligned so that everyone was on the same page? What a stress relief that would be!

All of these elements contribute to creating a powerful and positive culture in our businesses.

My belief is that these uncontrollable market changes are not going away anytime soon. Things are not going back to the way they were. We need to accept this and get out in front of it.

There are a lot of things that are beyond our control. What is in our control? And how can we affect positive change with our teams to drive a sustainable, thriving culture that your employees appreciate, and others will want to be a part of?

Are we following the bouncing ball?

a year in review

2020 BY THE NUMBERS



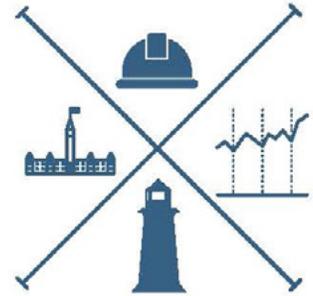
Although we can't shake off 2020 and the COVID-19 pandemic continues its impact on our region and the globe, we can still take a breath and properly welcome this new year. Let's take a look back at positives of 2020.



In 2020, we held **397** team meetings via ZOOM.



We welcomed **260** new members.



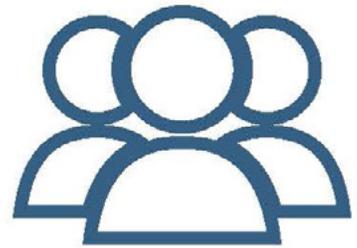
President & CEO, Patrick Sullivan, hosted **67** NSBLEC meetings.



Our COVID-19 Resources page had over **14,000** hits.



We hosted **140** webinars to help businesses navigate through COVID-19.



These webinars had over **3,500** live attendees.



We hosted **47** virtual networking events.



We hosted **39** in-person events.



The Chamber was in the news **79** times this year.

2021 Priorities

Recommending steps towards economic revival



KATHLEEN MACEACHERN
POLICY ANALYST, HALIFAX
CHAMBER OF COMMERCE

The Halifax Chamber of Commerce recently submitted our 2021-2022 Pre-Budget Submission, providing several recommendations to the province. The submission focused on the impact of COVID-19 on our business community and what the government should do to mitigate the impacts of the virus.

There is no way around it. 2020 has been a difficult year for many, especially those working in or owning a business in the hardest-hit sectors like tourism, hospitality and the arts.

This year, the Halifax Chamber is focused on advocating for the optimization of the size of government by publicizing government spending amounts and ensuring grants and supports are delivered with a purpose to those who are in dire need. We must ensure our businesses encounter less friction and see communication and transparency from the government.

We are hopeful for an economic plan from the government and hope the Chamber and its many partners at the Nova Scotia Business Labour and Economic Coalition can provide timely input. The plan should guide employees and employers through these toughest of times with rapid testing that can reduce quarantine times and revive tourism.

We also tasked the provincial government with ensuring the retention of our skilled workforce, and the return to a reliable immigration stream because our valuable human capital is essential to our economic prosperity and growth.

It is also pivotal that we reflect on the disproportionate challenges faced by women and underrepresented groups during the pandemic. Proper changes can guarantee not just their recovery but also their growth and success.

Furthermore, the pandemic has shed a light on issues needing more support and greater awareness, like affordable housing and systemic racism. We want to work even more closely with our partners to create as well as accelerate solutions to ensure positive change really does endure.

Promoting Halifax as a major city can persist through increasing tourism marketing and advertising in addition to funding our transit system for better accessibility by Nova Scotians and travellers. These are only a couple of ways we can work towards a prosperous future after vaccinations are complete.

Such a future can be accomplished through rapid testing at the airport, increasing our tourism budgets and advocating to keep our dwindling air routes in service. This is also a great opportunity to continuously promote Halifax and Nova Scotia as a great place to live while working remotely. It's possible given our success with working from home during the pandemic and accessing high-quality services and products.

It's very evident that downtown areas across the country are still facing an even greater challenge. Many workplaces shifted to remote work and left businesses in those specific areas without patrons. As the economic generator of

Nova Scotia, Halifax businesses need guaranteed supportive resources to adapt to the new reality and jump start their recovery.

The municipal budget process for 2021 to 2022 is currently in progress and, like every year, we will be submitting these recommendations through the Pre-Budget Submission. This year we will be more focused on a variety of other issues such as:

- taxes
- affordable housing and development-approval times
- transit
- pension plans
- federal funding
- by-laws reviews
- and a multitude more

Keep an eye on our Policy Library for the full document and recommendation details.

The road to recovery is long and not a straight line. We don't expect the provincial or municipal government to have all the answers, but we sincerely hope to see a plan in development. We need one for economic growth, consistency for our schools and a way for businesses to remain and/or become sustainable through this pandemic and beyond.

We commend the province on the work they have done so far and appreciate the communication and relationship developed through the Nova Scotia Business and Labour Economic Coalition (NSBLEC). However, there is much to be done still.

Together, we must ensure our business community can indeed grow, flourish and increase the economic capacity of our province.

Check out the full **2020-2021 PRE BUDGET SUBMISSION**.

THANK YOU.

Our members continue to lead the way. They share insights, knowledge and expertise to support businesses. We continue hosting webinars with field experts to keep you informed and provide an outlet where your questions could be answered. Thank you to the following organizations for actively participating and reaching out to keep the business community up to date and prepared.

