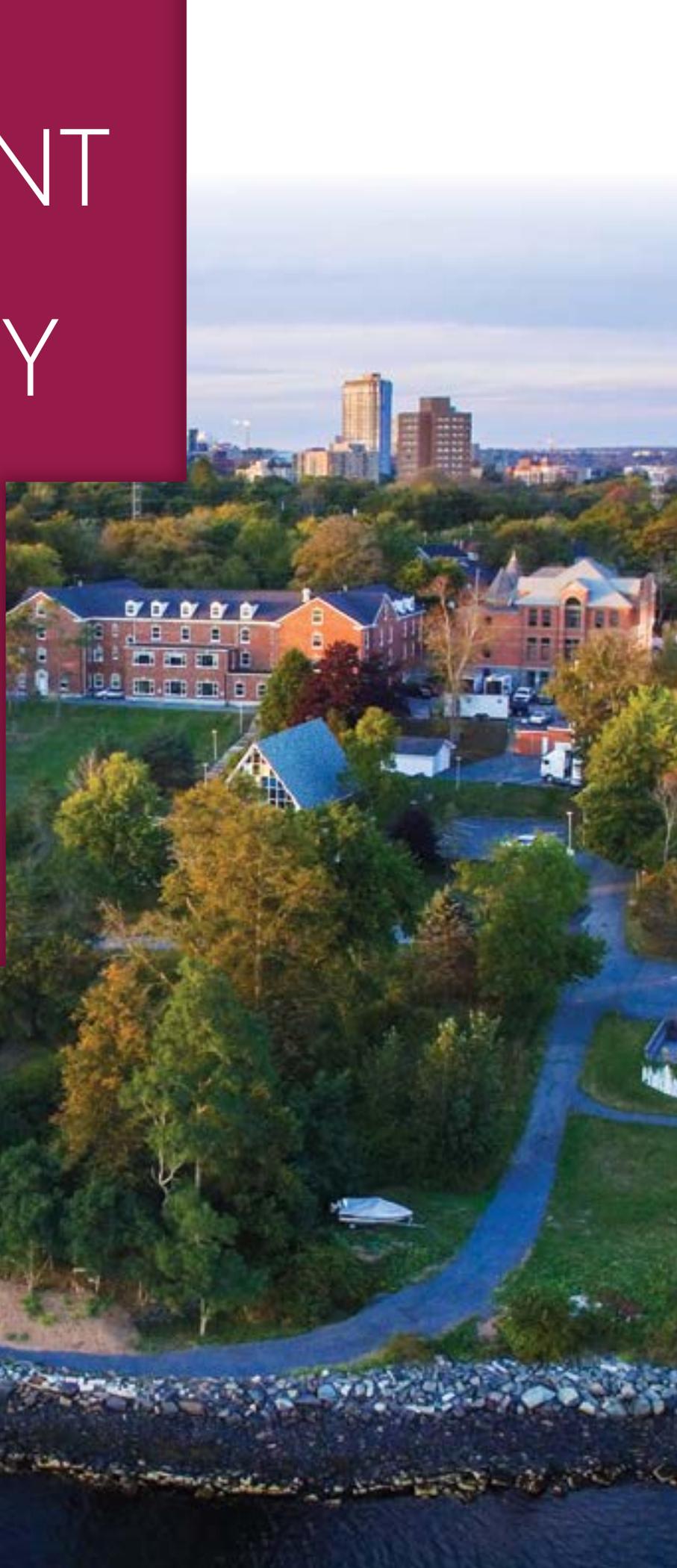


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We need to meet learners where they are, help reduce barriers, and provide clear pathways to employment.”

— Don Bureaux, President, NSCC

COVER STORY:

**NOW OR NEVER,
5 YEARS LATER**



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CHAMBER EVENTS

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

ANNUAL STATE OF THE PROVINCE WITH PREMIER STEPHEN MCNEIL

PRESENTED BY: **NATIONAL**

DATE: February 6

TIME: 11 am – 1:30 pm

LOCATION: Halifax Convention Centre

BUSINESS AFTER HOURS

HOSTED BY: **Big Eric's**

DATE: February 12

TIME: 4:30 – 6:30 pm

LOCATION: 171 John Savage Ave., Dartmouth

CHAMBER 101

DATE: February 21

TIME: 12 – 1:15 pm

LOCATION: Halifax Chamber office, 32 Akerley Blvd., Dartmouth

NS CO-OP SUMMIT

DATE: March 8

TIME: 8:30 am – 3:30 pm

LOCATION: Halifax Marriott Harbourfront Hotel

BUSINESS AFTER HOURS

HOSTED BY: **DoubleTree by Hilton**

DATE: March 27

TIME: 4:30 – 6:30 pm

LOCATION: 101 Wyse Rd., Dartmouth

LUNCHEON

Glenn Cooke, CEO of Cooke

Aquaculture Inc.

DATE: March 28

TIME: 11:30 am – 1:30 pm

LOCATION: Halifax Marriott Harbourfront Hotel

SAVE THE DATE

AGM: April 18

Spring Dinner: May 2

Wonder Women Conference: June 7

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Celebrating progress

The *Now or Never Report* is celebrating its fifth anniversary this month — how are we doing?

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PATRICK SULLIVAN
PRESIDENT & CEO

The Outlook issue of *Business Voice* is an opportunity to celebrate how far we've come as a region, and to explore where we're heading next. With the *Now or Never Report's* 5-year anniversary this month, we felt it was the perfect time to delve deeper into the report's goals and progress. Led by Ray Ivany with a group of outstanding Nova Scotians, including Irene d'Entremont, John Bragg, Susannah Fuller and Dan Christmas, they delivered a report that doubled as an urgent call to action to all Nova Scotians. The report's daring goals would catapult Nova Scotia to stand among the provinces leading the country in economic growth. When I spoke to the commissioners at the time of release, I heard even if we get the majority of the way there, we will have made significant progress!

It was a clarion call to move us out of our comfort zone and do better. At the Chamber, our Strategic Plan and key goals were well aligned with the goals of the report. Attraction and retention of skilled labour, immigration, job creation by the private sector, and red tape reduction were key focus areas for the Chamber and remain so in our new Strategic Plan.

In five years, we have seen significant improvements in a number of areas. Immigration numbers have grown due in part to strong communications initiatives by this Chamber, Boards of Trade and other Chambers of Commerce across this province. We reminded our members about the urgent need for not only increased demographics, but the

While Ray Ivany and his colleagues challenged our province, which we accepted and acted on, the journey is just beginning. The progress we've seen in the last five years is tremendous, but it can never really slow down."

exceptional value and richness diversity would bring to our province. Taking a similar approach to encouraging our members to hire, train and seek out opportunities to retain talent in this province has delivered good results.

The Chamber was an advocate for a dedicated approach to championing red tape reduction and the establishment of the Office of Regulatory Affairs and Service Effectiveness. We are pleased to see the department's measurable results.

Government was not going to achieve the goals on their own, nor force Nova Scotians to achieve these goals. Government needs to put the conditions in place to enable the private sector (including companies, associations, and membership groups), to step up and succeed. To give government its due, it has made some progress on the report's goals through programs and services put in place to support this important work and they should be recognized for this leadership.

In the last year, the NS Collective was set up to track the progress of the goals in the *Now or Never Report*. The Chamber welcomed the opportunity to

be part of this work. You can see more on the report's status in our main feature on page 14.

While Ray Ivany and his colleagues challenged our province, which we accepted and acted on, the journey is just beginning. The progress we've seen in the last five years is tremendous, but it can never really slow down. The collaboration and investment in start-ups, innovation and the oceans sector is just beginning to unfold. Our post-secondary institutions brought their A game to the table with unprecedented collaboration, and with an eye on the future of this province.

At the Chamber, we will continue to voice the need for our province to remain on its course of fiscal sustainability and to ensure that every tax dollar provides true value for each Nova Scotian. To continue to hire and invest, our business community needs competitive taxes, smarter regulations and an open-for-business environment. These improvements, combined with the culture of change we have seen since the report, will ensure our businesses grow and thrive in the next 5 years and beyond. ■

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ARROW EXPRESS SPORTS (THE NATIONAL LACROSS LEAGUE)

The National Lacrosse League (NLL) is fast, hard-hitting and fun. The Halifax franchise will play at the Scotiabank Centre with two teams (each consisting of five players plus a goalie) starting in December of 2019. With four 15-minute quarters and lots of goals, there's plenty of time for fast play, hard hits and good times.

Stuart Brown

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DOODLE Lovely is a Nova Scotia company that creates products designed to inspire creativity and mindfulness. The DOODLE Lovely products address the needs of people — especially women — when it comes to bringing balance and relaxation into their busy minds and lives. Each beautifully-designed item takes the reader on an artful wander to visit those playful, curious, creative places that live inside of all of us. To learn more about DOODLE Lovely products — which are perfect gifts for all occasions — please visit www.doodlelovely.com.

Melissa Lloyd

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EDUCATION & PROF.
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Seminars/Speakers

**FIRAS ZAYTOUN -
INDIVIDUAL MEMBER**

Firas is an HR professional with more than 10 years' international corporate experience in multiple industries. During his career, Firas managed end-to-end talent processes and led transformation projects of organizational cultural change. He recently relocated to Halifax and is looking forward to making it home.

Firas Zaytoun

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902-412-1567
firaszaytoun@yahoo.com
HR, EMPLOYMENT & STAFFING -
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**GREY SEA ARTIST & EVENT
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Grey Sea Artist & Event Management Inc. is an artist management company that represents singer/songwriter John Gracie, Toronto-based actress/singer/songwriter Samantha Gracie and hip-hop artist Jay Mayne, and provides management consultation to a variety of entertainers. We also have a full-service event management division that offers one-stop shopping in the production of major events. We create and produce events, provide sound production, and also offer marketing/communication and public relations services. We specialize in cultural events. Clients have included the Government of Canada, AFN, APTN, ECMA, the province of Nova Scotia, the territory of Nunavut and Sobeys — just to name a few.

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**HALIFAX HURRICANES
BASKETBALL CLUB**

The Halifax Hurricanes Basketball Club is the professional basketball team for the city of Halifax. They are locally owned and operated and play out of Scotiabank Centre. The team competes in the National Basketball League of Canada (NBL) and has won a National Championship, as well as three Atlantic Championships, in their first three seasons.

Kevin Sanford

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MEMBERS IN THE NEWS

How our members are growing Halifax



SOUTHWEST PROPERTIES WINS BIG

Gordon Laing, President & CEO of **Southwest Properties**, was excited to spread the wonderful news of their most recent awards and express congratulations to all employees. Their Executive Chairman, Jim Spatz, was named one of Canada’s Most Admired CEOs for 2018, and Southwest Properties was named one of Canada’s Most Admired Corporate Cultures for 2018. Both awards were for the mid-market size category. The award will be presented in Toronto at Waterstone’s Human Capital Corporate Culture Summit in 2019. The team is very excited about these accomplishments.



NEW \$10 BILL ENTERS CIRCULATION

On Nov. 19, the **Bank of Canada** issued the new \$10 bank note featuring a portrait of Halifax businesswoman and civil rights icon Viola Desmond — as well as an image representing a map of the north end of Halifax, where she lived and had her business. The theme of the bank

note is “social justice and human rights.” The new vertical \$10 will be rolled out gradually and circulate alongside other \$10 bills in circulation. To learn more, visit www.bankofcanada.ca/banknotes/vertical10.

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ULRIKE BAHR-GEDALIA WINS WXN AWARD

Digital Nova Scotia's President & CEO, Ulrike Bahr-Gedalia, has been named one of Women's Executive Network's (WXN) Canada's Most Powerful Women: Top 100, and was inducted into the WXN Hall of Fame. The list of Top 100 winners was announced in November, paying tribute to the outstanding women across Canada who have advocated for diversity in the workforce, and who serve as an inspiration for the next generation of leaders. Congratulations, Ulrike!

HUNGRY TO HELP!

Nutri-Lawn would like to thank all of their customers who generously supported Feed Nova Scotia and Food Depot Alimentaire as part of their Fall Aeration promotion at their Halifax and Moncton Nutri-Lawn locations. Nutri-Lawn was able to proudly donate a total of \$550 to local charities. In Nova Scotia, \$350 was donated to Feed Nova Scotia. In Moncton, \$200 was donated to Food Depot Alimentaire.

DRESS FOR SUCCESS EXECUTES INAUGURAL FUNDRAISER

Dress for Success Halifax is thrilled to announce the success of their inaugural fundraising event, Holiday Magic 2018, which took place at the Spatz Theatre on Dec. 1. More than 400 attendees enjoyed the performances of silk painting artist Holly Carr, fiddler Richard Wood, and many other young artists. "The success of these events makes it possible for us to continue to do our work in the community," says Julie Wisen, Board President. "Thank you to RBC for contributing both volunteers and financially to the event." www.dressforsuccess.org/halifax



OCEANSTONE WINS AT TOURISM SUMMIT

The team at **Oceanstone Seaside Resort** was thrilled to receive the Tourism Business of the Year Award at the Crystal Tourism Awards. Susan Wilson and Lizzie Moore were delighted to receive the award from Minister McLellan at the 41st annual TIANS Tourism Summit. They would like to thank all of their employees, suppliers and community supporters who made this happen.

TWIST BUYS BITS

Twist by Trampoline, a subsidiary of Trampoline Branding, has purchased Halifax marketing and website development company, Bits Creative Agency. The new agency — co-branded Twist & Bits — is now one of the region's largest direct-to-execution marketing partners. "We have worked with many web development shops over the years and Bits impressed us right from the start," says Trampoline CEO Mark Gascoigne. "It was obvious to us that they were best-in-class in their space, and we knew we were very good at what we did best, so we said 'Why don't we team up and make one kick-ass team?'"

CBCL ACQUIRES CONQUEST ENGINEERING

CBCL Limited is pleased to announce the acquisition of Conquest Engineering Limited — a 30+ person geotechnical and materials testing firm based out of Saint John, NB with offices in Saint John, Fredericton, Moncton and Halifax. This is exciting news and is consistent with CBCL's strategic plan objectives for both growth and expansion.



BARRINGTON STEAKHOUSE WELCOMES NEW GENERAL MANAGER & SOMMELIER

Barrington Steakhouse has welcomed a new General Manager and Sommelier. Ilaria Rimessi joins their team with years of experience in Michelin Star restaurants and a vast knowledge in wine. Ilaria has worked in London, Dubai, New York and Italy — and is now calling Bedford home! Ilaria says choosing the wine industry for her career has been one of the best decisions of her life. She is excited to be living and working in Halifax, and can't wait to meet all of Barrington Steakhouse's guests.



SALESFORCE.ORG INVESTS IN NOVA SCOTIA'S ICT & DIGITAL SECTORS

Digital Nova Scotia and the Discovery Centre announced the launch of a pilot program to increase exposure of the ICT (Information and Communications Technology) and digital technologies

sector to educators, with the help of \$180,000 USD committed by Salesforce.org. This is the first time Salesforce.org has invested in a Nova Scotia initiative.



MONK RENOVATIONS RECOGNIZED BY CANADIAN HOME BUILDERS ASSOCIATION

MONK Renovations was awarded the prestigious recognition of Renovator of the Year by the Canadian Home Builders Association - Nova Scotia (CHBA-NS) during the annual Peter Kohler (Kohltech) Peak Awards on Nov. 30. MONK was also awarded Most Outstanding Addition and Kitchen Renovation in 2018. Owner Dan Monk would like to thank the association for the honour and give recognition to all of their employees, suppliers, subtrades and wonderful clients.



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**SMU PRESIDENT NAMED
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The Canadian Bureau of International Education (CBIE) announced Dr. Robert Summerby-Murray's appointment as Board Chair, effective January 2019, for a term of two years. CBIE is the national organization focused on the internationalization of education and the expansion of educational partnerships between Canada and countries around the globe. "I am delighted with the opportunity to lead an organization committed to priorities that so closely align with those of **Saint Mary's University**," says Dr. Summerby-Murray. "I am proud that our collective work underpins the objectives of Halifax, and both the provincial and Canadian governments in your unified efforts to attract young people from around the world to study, live and thrive."

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AeroVision Canada Inc. (AVCI) is pleased to announce it has been endorsed by Lloyd's Register after having been successfully assessed in accordance with the requirements of Lloyd's Register Procedures for Approval of Service Suppliers. Class accredited inspections and surveys using Remote Inspection Techniques (RIT), specifically with Unmanned Aerial Vehicles (UAV's) or "drones," of the interior and exterior structure of ships and mobile offshore units can now be conducted for Bulk Carrier and Tanker Ships as well as Mobile Offshore Units. AVCI is Canada's only ISO 9001 certified UAV operator, providing complex flight operations around the world for inspection of high-value assets.

**ALWAYS HOME HOMECARE
ANNOUNCES NEW STAFF**

Always Home Homecare is pleased to announce that Jennifer Ruelland was promoted to Client Services Manager. Jennifer joined the company six years ago. As Client Services Manager, she makes the perfect match between clients and caregivers. Rosanne Burke also came aboard as Business Development Manager and Certified Dementia Trainer. She's responsible for marketing and for training staff in Positive Approach to Care™ techniques, and brings with her a passion for improving dementia care.



**SIXTY NOVA SCOTIANS
QUIT SMOKING**

The **Lung Association of Nova Scotia (LANS)** is pleased to announce that 60 Nova Scotians from across the province have been able to kick their cigarette habit for 30 days, after participating in the fourth annual Quit Cold Turkey program — a smoking cessation program offered by LANS. One hundred and seventy-seven people from across the province signed up for the program, which challenges smokers to quit smoking for 30 days. If successful, participants are rewarded with a free turkey. For more info, visit ns.lung.ca.

In 2014, Ray Ivany told Nova Scotians it was time to act — now or never. Five years later, the results show the province is making progress on 10 of the 19 goals outlined in the report.

The OneNS.ca tracking website says Nova Scotia is gaining ground on more than half of the key areas:

- Inter-provincial migration
- International migration
- Retention of international students
- Youth employment
- Post-secondary education and training
- Research and development partnerships
- Venture capital
- Tourism expansion
- Fisheries and agriculture exports
- Province-wide plan

But the province is listed as not progressing on nine areas:

- New business startups
- Value of exports
- Firms participating in export trade
- Labour-force participation rate
- Employment rate for African Nova Scotians
- Post-secondary education research and development
- Domestic market for agriculture
- Municipal stability
- Net debt to GDP

Don Bureaux is President of the Nova Scotia Community College and the convener of the One N.S. website. He says it's important to remember that the report was written for Nova Scotians, not the government.

"This is something that we have to be committed to for the long term, so therefore over the long term we're going to see changes."

He credits programs like EduNova's Study and Stay with keeping more international students in the province after graduation. The program, and others, connects the students to suitable companies while they are studying, which can often lead to employment after graduation.

"There's an increased realization that there's a skill set that international

students bring to the workplace that's invaluable," he says. "That cultural competency, those international connections, those worldly views."

It also helps that a shortage of qualified workers remains one of the biggest concerns for businesses in Nova Scotia.

"When you ask business leaders what keeps them up at night, it's will they have access to the human capital they require to allow their businesses to prosper in the economy of tomorrow," Bureaux says.

He thinks the province's universities and colleges can do more to focus on getting more African Nova Scotians and Mi'kmaq Nova Scotians into the workforce.

As a parallel, he points to the Women Unlimited program. It gathered women interested in jobs like welding and gave them a 14-week tour of the different trades. They could then apply to study their chosen trade and many ended up working at the Irving Shipyard.

"We need to meet learners where they are, help reduce barriers, and provide clear pathways to employment," says Bureaux. "That will increase that labour-force participation in the future."

Bureaux says the education sector can help drive up the new-business startup figures, too. He thinks the question should switch from focusing on what field you want to innovate in, to what type of innovator you want to be.

"What type of entrepreneur do you want to be? That's rooted in the belief that all of us have an entrepreneurial spirit in us," he says.

He sees students use that approach to become social entrepreneurs driving community development. He thinks focusing on the self-starting mindset of an entrepreneur will eventually lead to more new businesses in Nova Scotia.

Bernie Miller, the Deputy Minister of Business, says one of the biggest successes of the first five years is also one of the hardest to achieve: population growth.



one
NOVA SCOTIA
SHAPING OUR NEW
ECONOMY TOGETHER

S LATER
goals



We need to meet learners where they are, help reduce barriers, and provide clear pathways to employment, that will increase that labour-force participation in the future.”

— Don Bureaux,
President, Nova Scotia
Community College

For generations, Nova Scotia shrunk with a net outflow of about 2,000 people a year. Since 2015, it’s steadily increased — and Miller says Nova Scotians aren’t having more babies or cheating death.

“It was a very definitive focus on immigration and the creation of new immigration streams,” Miller says. “There was a focus on reversing youth outmigration.”

He credits programs like Graduate to Opportunity, Innovate to Opportunity and the Connector programs in Halifax and Cape Breton. All connect people to work, and that’s a strong factor in attracting and retaining new Nova Scotians.

And he takes a more positive account of exports not increasing in value.

“In fact, Nova Scotia led the country in export growth,” Miller says.

The numbers don’t reflect that because the big offshore oil-and-gas sector has struggled, while there’s been a 44 per cent growth in non-energy exports. That’s things like fisheries, agriculture and manufactured goods like tires.

“The province has experienced steady GDP growth since the Ivany report with a real GDP growth rate of 1.5 per cent last year,” he says. “Nova Scotia’s trade is diversifying, with about 11 per cent of our exports now going to China. Tourism growth has been record-setting.”

For business start ups, high-growth companies (defined as 20 per cent employment increase or 20 per cent revenue growth) have created about 6,500

new jobs. “The data is lagging. It isn’t capturing the more vibrant high-growth startups that are creating lots of opportunity,” he says.

He adds that the province has had a string of balanced budgets and “is tracking to” the Ivany target of a debt-to-GDP ratio of 30 per cent. The province’s credit was recently upgraded to AA-, the best in Atlantic Canada.

Like Bureaux, Miller wants to see more African Nova Scotians and Mi’kmaq Nova Scotians getting better jobs. “More targeted approaches, more targeted policies. I think employers could have an impact,” he says.

Many of those jobs could come in the growing Oceans supercluster, information and communication technology and entrepreneurship. “The biggest change is that the province and participants in the economy seem to have a new focus on areas of competitive advantage.”

He says venture capital investment has risen by 323 per cent in the last five years.

“The government just lowered the cost to incorporate, so Nova Scotia has the lowest incorporation fee in Canada. This, plus incubators like Volta, Cove, Ignite (Yarmouth) and Momentum (Sydney), together with focused effort of post-secondary, business, venture capital and entrepreneurs will build on the 4,500 jobs created in start ups since the Ivany report.”

Patrick Sullivan, the CEO and president of the Halifax Chamber of Commerce, has a pleasant suggestion

for how individual Nova Scotians can do their part. “Maybe I think it’s my personal responsibility to try every micro-brewery in the province,” he says with a laugh. “By trying these, I’m employing Nova Scotians. I’m buying products made by Nova Scotians.”

He spent Boxing Day shopping in downtown Dartmouth and Halifax, which strengthens existing businesses and encourages others to open.

The government can help wine producers by listing them at the NSLC and giving them good shelf space. They can give grants to plant new grapes. But they can’t plant the grapes and turn them into wine. And they can’t make people decide to buy locally, rather than internationally. “It’s not up to government to solve these things for us. It’s up to us,” Sullivan says. “Frankly, if we leave it to government, it won’t get done.”

He does want the provincial government to cut spending down to rates on par with inflation and population growth. “They’ve been spending faster than inflation and spending faster than our population has been growing,” he says. “Long term, we need to think about how we can reduce those kinds of things to reduce taxes to attract those new businesses and ensure people are enthusiastic about staying. And that goes for folks in every income category, not just higher-income earners.”

He also points to IBM, which in 2013 employed 65 people locally and by 2018 employed 518. He puts a number on the venture capital increase: it went from

“Nova Scotia’s trade is diversifying, with about 11 per cent of our exports now going to China. Tourism growth has been record-setting.”

— **Bernie Miller**,
Deputy Minister
of Business, Province
of Nova Scotia

\$15.9-million in 2013 to \$77-million in 2017. “We’re seeing many more start ups — in the Halifax area in particular,” he says, adding that 16 per cent of the startups generate more than \$1-million in revenue.

He says the Ivany report stands the test of time as an overall view of the state of the province in 2014. He cites population and immigration as two bright areas that will bring long-term benefits. He puts a positive spin on the areas marked as “not progressing” in the report. That means we’re not on track to meet the targets, but it doesn’t necessarily mean we’re not progressing.

The One N.S. website backs him up. It calls the goals “visionary, ambitious and difficult to achieve.” It defines progressing as “moving substantially closer to the target” while not progressing means “the indicator is moving away from the target or not moving substantially.”

The Ivany report calls for 7,000 new immigrants per year. Nova Scotia had 5,500 last year.

“If we only get 75 per cent of the way to say a significant increase in youth employment, or labour-force participation, that’s a significant accomplishment,” Sullivan says.

That will be especially important as our aging population continues to retire. He says companies may want to “overinvest” in attracting and retaining younger staff to smooth that transition period.

“We’re going to have over 75,000 people who are going to turn 65 in the next 10 or 12 years. That’s a significant



Contributed

number of people who may decide that they’d rather not work,” he says. “We need to replace them.”

As a final point, Sullivan says the Chamber’s 2019 strategic plan focuses on key Ivany report goals: entrepreneurship,

youth retention and immigration. With a widespread focus on those key areas, he’s confident the 10-year anniversary of the Ivany report will see a prospering Nova Scotia getting closer to the overall goal of building a new economy. ■

An advertisement for the Halifax Chamber of Commerce AGM. The background is a night-time aerial view of Halifax, Nova Scotia, showing the harbor and city lights. Overlaid on the image is the text "HALIFAX CHAMBER OF COMMERCE" in white, with a large white L-shaped graphic element. Below that, "AGM" is written in large, bold, orange letters. Underneath, "APRIL 18, 2019" is written in white. At the bottom, "Register at halifaxchamber.com" is written in white.



Nick Pearce, Dalhousie University

Co-ops provide ‘endless value’ for employers

Work-integrated learning benefits everyone involved, but it takes effort **By Heather Laura Clarke**

You might say Krista Martin specializes in creating win/win situations.

As a Senior Recruiter with Early Talent Acquisition for RBC, she connects students looking to jump-start their careers with the companies looking to bring in fresh, talented professionals.

“Many students are stuck in the ‘no experience, no work’ cycle where they aren’t able to get a job without experience and can’t get experience without a job,” says Martin. “But work-integrated learning — which includes co-ops — allows students to apply their skills from the classroom to real-life work.”

Martin says these co-op programs also provide “endless value”

to employers, giving them access to up-and-coming talent and bridging the gap between educational institutions and the workforce. RBC hired more than 35 students across Atlantic Canada in 2018, and Martin says their goal is to hire even more in 2019.

“Co-op students can help employers fill a variety of needs, from specific project support or long-term recruitment, to just shaking things up with a new point of view,” says Martin. “They also bring inquisitive minds, fresh new diverse ideas and great energy to the workplace.”

Halifax accounting, tax and business consulting firm MNP has been engaging co-op students for more than 15 years

now. MNP’s Regional Human Capital Advisor, Norma Melancon, says they typically hire 4-6 each year and everyone enjoys working with them.

“They’re very inquisitive and innovative, and they challenge us,” says Melancon. “When you’ve been doing a job the same way for years, you don’t always question if it’s the most efficient way, so it’s wonderful to have them come in, observe, and make suggestions on how we might be able to improve.”

Shawn Smith, Regional Marketing Manager with MNP, agrees that co-op students offer a uniquely youthful outlook.

“They’re often able to look at new information, think outside of the box

“Co-op students can help employers fill a variety of needs, from specific project support or long-term recruitment, to just shaking things up with a new point of view, they also bring inquisitive minds, fresh new diverse ideas and great energy to the workplace.”

— Krista Martin,
Senior Recruiter, Early
Talent Acquisition, RBC

and create new opportunities for your business,” says Smith. “You might have been stuck on something for weeks or months, but they’re coming at it from a fresh perspective.”

While it’s true that students benefit from co-op terms, Melancon says employers have a lot to gain, too. They’re essentially getting a sneak peek at what their future employees value, how they think, and how their talents can be harnessed.

“It’s a fantastic opportunity for them to be introduced to different thought processes, innovations and skill levels — and to understand the new generation as they’re coming up through school,” says Melancon. “The wants and needs of employees are changing, so this helps a business adapt their processes to better fit the growing generation.”

Peter Moorhouse has spent decades working towards making Halifax a place where young professionals can thrive.

During his time with the Halifax Partnership, he was heavily involved in projects to attract and retain young professionals in Halifax — which led to his founding Fusion Halifax, a non-profit organization working to empower young leaders. He then spent four years with T4G putting “a much more formatted approach” to hiring co-op students — some of whom are still enjoying a career there.



Danny Abriel, Dalhousie University



Nick Pearse, Dalhousie University

But Moorhouse says the true test came when he joined Atlantic Canada’s Better Business Bureau (BBB) as President & CEO in 2014.

He was now part of a tiny non-profit organization with no more than a dozen employees at most. Despite their small size, they began hiring marketing and PR students for co-op terms — and recently offered one a full-time, permanent position.

“If we, as a small non-profit organization, can commit to helping young people find that first role in their career and get them on-the-job work experience, anyone can,” insists Moorhouse. “There isn’t a single organization out there with an excuse. It’s a fantastic experience on

both sides, if it’s done right — and there are a lot of people out there to make sure it is.”

He says everyone at the BBB found their students’ help “absolutely invaluable” as they went through a reinvention and needed the perspective of the younger generation.

Sometimes employers are wary of what it might cost to hire a co-op student, but Moorhouse says it’s “an excellent value” thanks to government subsidy programs that sometimes cover as much as half of the student’s salary.

“You’re getting a bright, talented university student who’s committed, hard-working and eager to learn — all for a subsidized cost,” says Moorhouse.



Danny Abriel, Dalhousie University

“I’ve heard far too many stories about talented co-op students who were stuck filing papers or tidying meeting rooms. That’s not what they should be doing all day long, if you don’t give your student opportunities to provide value and take ownership over projects, they’re really not going to learn anything.”

— **Peter Moorhouse**, President & CEO, Better Business Bureau of Atlantic Canada

“They’re going to bring new ideas and new ways of thinking to your organization, and it may not cost you much more than minimum wage.”

The Now to Next Nova Scotia Co-operative Education Summit is set for March 8 at the Marriott Harbourfront Hotel in downtown Halifax. Participants will learn about the logistics of finding and hiring a co-op student, explore funding options (nscoopsummit.com) and even meet potential candidates.

When Moorhouse spoke at Now to Next last year, he covered the importance of creating a positive co-op experience on both sides.

“I’ve heard far too many stories about talented co-op students who were stuck

filing papers or tidying meeting rooms. That’s not what they should be doing all day long,” says Moorhouse. “If you don’t give your student opportunities to provide value and take ownership over projects, they’re really not going to learn anything.”

He says he’s seen a lot of companies struggle because they jumped into nabbing a co-op student without first doing their homework. He believes the onus is on the employer to develop a solid, realistic job description that includes what the organization has to offer and how the student can add value — as well as how they will be supported during their co-op term. Only once these details are finalized should an employer apply for subsidies or approach a school’s co-op coordinator to

begin hunting for candidates.

Martin agrees that hiring a co-op student takes some time and effort — including interviews, onboarding and orientation. She suggests looking into resources that can make it easier, like hiring support through schools and education partners, as well as wage assistance like the Cooperative Education Incentive (CEI).

“When you hire a co-op student, you bring in someone with fresh energy who is eager to prove themselves and make an impact,” says Martin. “Their contributions will quickly add up, outweighing any of the time spent getting the program off the ground.”

“It’s easier than many realize, and the benefits are endless.” ■

Building Halifax's innovation district

Innovation and inclusion are the driving forces for the city's global expansion



JOHN ROGERS INTERIM
PRESIDENT & CEO,
HALIFAX PARTNERSHIP

As we enter 2019, we have the opportunity to reflect on successes from the past year and look ahead to what we need to accomplish for our businesses and our city. The five-year anniversary of the One Nova Scotia Report allows us to do both. Its calls to action have been answered by business, government and community leaders across the province and it is influencing how we grow our city.

Halifax's Economic Growth Plan 2016-21, led by the Partnership and HRM, includes shared goals with the One Nova Scotia Report. One driver in achieving our shared goals is accelerating innovation driven entrepreneurship.

There is a concerted and collective effort across the province to: increase the number of start-ups, scale-ups and exports; grow industry clusters; and increase entrepreneurs' connections and access to physical space, networks, mentors, research, risk capital, and the private sector. The Partnership is working with public, private and post-secondary partners to achieve this by developing Halifax's Innovation District.

Brookings Institution defines Innovation Districts as geographically dense areas in cities where anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators to facilitate the creation and commercialization of new ideas.

While we are in the early stages of planning for Halifax's Innovation District, we are not starting from scratch. The Partnership has researched and developed a deep understanding of our city's innovation ecosystem and rich collection of economic, physical and networking assets concentrated in the heart of our city.

The good news is that Halifax has the elements of a successful district — a density of assets, innovative firms, cool spaces and highly-educated talent. But Innovation Districts are more than just geographic areas where these things co-exist. The magic happens when there is knowledge-sharing, collaboration and a "synergistic relationship between people, firms, and places".

Developing a globally recognized, highly energized and engaged Innovation District is a long-term project that will require vision, commitment, and a global view on the art of the possible from corporations, risk capital, entrepreneurs, academia and governments.

As a province, we are halfway through the timeframe to drive the changes identified in the One Nova Scotia report. It is time now to recommit to its implementation. The Partnership's focus on advancing the Innovation District means businesses can take advantage of opportunities to get involved. We invite you to join in. Watch HalifaxPartnership.com for details.

Today, Halifax's emerging Innovation District is home to:

2,000 companies, including 360 professional, scientific and technical services firms, 80+ software development and IT services firms, two-thirds of Halifax's 40 life and health sciences startup companies, and 18 R&D organizations.

Four universities, a top community college campus, and multiple startup incubators and accelerators.

One of the most concentrated talent pipelines in Canada: 29,000+ people enrolled in universities and colleges, including 5,500 international students.

23,000 residents who are young (40% are ages 20 to 40); highly educated (71% are university graduates); multicultural (more than 70 languages spoken); and tech savvy (nearly one in five have post-secondary education qualifications in science, technology, engineering and math disciplines)

Places and spaces that can be used in new and interesting ways to support innovation and collaboration.



*Rustum Southwell,
founding Chief Executive Officer
of the Black Business Initiative*

Contributed

A billion-dollar impact

The Black Business Initiative plays a significant role in the province's economy **By Cynthia McMurray**

Halifax is a city deeply rooted in culture — both old and new. It is a big part of what makes it so attractive to newcomers and entrepreneurs hoping to add to what is quickly becoming a world-class hub for diversification and innovation. And no one understands this better than Rustum Southwell, the founding Chief Executive Officer of the Black Business Initiative (BBI), an organization that is also truly unique in its own right.

“The BBI was founded as a way to meet the particular needs of the black business community,” says Southwell, who came to Halifax 45 years ago from Saint Kitts. Since its inception in 1996, Southwell and the BBI have helped launch or expand hundreds of black-owned and operated businesses that continue to have a significant economic impact in the community.

“We play a vital role in business

development and we provide a full gamut of services in terms of business skills development, coaching and networking to the black community,” Southwell adds.

Southwell, whose resume is an impressive culmination of decades of giving back to his community, actually retired in 2012. But two years ago, he came back to help usher the BBI into a new phase of what he hopes will be another 20 years of positive growth for what is becoming a growing community of young, black leaders. His relentless passion and deep understanding of the unique needs of the community has helped create more than 1,000 jobs and trained another 1,000 people that have gone on to become key players in some of the top-performing companies in the province and Canada. In fact, Southwell's efforts through the BBI have contributed combined sales of more than \$1 billion to

the economy he says, a truly impressive number by any standards.

Since the Ivany Report was released in 2014 as a means to help kick start and revitalize Nova Scotia's fledging economy, it has become the benchmark in terms of its recommendations and objectives for the province's economic leaders, entrepreneurs and businesses. The iconic report set 19 ambitious goals for businesses to strive to meet by 2024, including such things as increasing the province's exports and immigration, as well as fostering an environment for business startups, innovation and even doubling tourism revenues.

“We have not only had a significant impact on the Nova Scotia economy but we believe we have made significant strides in 11 of the areas recommended in the Ivany report,” Southwell says, one of those key areas being tourism.

“We play a vital role in business development and we provide a full gamut of services in terms of business skills development, coaching and networking to the black community.”

— Rustum Southwell, Chief Executive Officer, Black Business Initiative

“Only a few years ago we had only one option — the Black Cultural Centre. Now, five years later, the Black Cultural Centre has had a complete refurbishment and the Africville church has been reconstructed, which was a million-dollar job that contributed significantly to the economy,” he explains.

For Southwell though, his real passion lies with the youth of the province. “We place a strong emphasis on youth training and development through our Business is Jammin’ program [BIJ],” he says. BIJ is a key and a vital program run through the BBI that is aimed at reaching what Southwell says has historically been a particularly vulnerable sector of the population.

The program’s goal is to instill a comprehensive entrepreneurship learning strategy in school-aged kids by teaching them the necessary business skills they will need to become future leaders in the community. “We found that the youth we became involved with when they were 10 or 11 are more successful later on,” Southwell says, who adds that in the last 10 years alone, they have helped inspire thousands of kids to stay in school who may have otherwise fallen through the cracks. These kids have gone on to hold key positions within the workplace and even become some of the communities leading entrepreneurs.

“When looking back at our accomplishments we found that in 2001 until 2006 that 56 per cent of the companies [in Nova Scotia] were employing [on average] four of our youth,” he adds. And those numbers can only increase since participation in the BIJ program in just the past two years has grown by more than 60 per cent, which is why Southwell says one of his key agendas moving forward is to create a youth leadership academy that will mentor school-aged kids and follow them through on their path to what he believes will be a successful future.

“I think I was just lucky to be chosen as the person honoured to work with the organization and to take it in the direction that it seems to be going,” he says. “My leadership style is to spend more time listening to what people have to say

and then do what is needed to resolve the issues in need,” something that has obviously been working for Southwell whose decades of dedication and commitment to advocating for the African Nova Scotian community has resulted in the economic prosperity for many Nova Scotians and the province in general.

“One of the things that we don’t speak about much, apart from the actual businesses development skills and opportunities we offer through the BBI, is the confidence we provide our community members. We play a significant part in that, always trying to live up to the best standards, always trying to put our community members into situations they may not necessarily like or feel comfortable in, but ones that will make them better,” he explains.

As we celebrate Black History Month, it is important to look at the

contributions this culturally vibrant community brings to the province. “I don’t think most people realize that black folks play a significant role in the economy and the companies [in the province],” demonstrated in the more than \$1 billion in sales they are directly and indirectly responsible for, according to Southwell.

While statistically, about 25 per cent of the businesses in the province are black owned or operated, Soutwell says those numbers are realistically much higher and something he hopes will continue to grow as the BBI evolves and reaches out to more community members. And while Southwell thinks he was lucky to be involved with the BBI since its beginnings, he says we are all very lucky to be able to attract the many bright, young minds of those in the black community. ■



Join the Chamber, build your network, and make your business goals a reality. Learn more at halifaxchamber.com

**HALIFAX
CHAMBER OF
COMMERCE**

Still room to improve

On the value and power of engaging with women of colour in business



ANN DIVINE CEO,
ASHANTI LEADERSHIP & PDS

Nova Scotia is becoming increasingly diverse, and that is something to celebrate. Our community is beginning to recognize the underrepresented groups and understand the value each segment has to offer in support of our province's economic growth and development.

With all the great work being done to advance our minority groups, there is still room for improvement. Women of colour in Halifax have been contributing significantly to our economy for years, but they are rarely in the spotlight. Like other entrepreneurs, they find their niche, they hone their craft and they work hard. It's time to take the diversity and inclusion conversation and turn it into more opportunities for women of colour in business.

Cynthia Dorrington, a successful international businesswoman and a champion of her community, is the first woman of African descent to be appointed as Chair of the Halifax Chamber of Commerce, a 200-year-old institution. Cynthia is only the fourth woman to hold the position of Chair of the Halifax Chamber of Commerce and comes to the chamber after a distinguished career that includes Chairing the Black Business Initiative for a number of years and most recently being appointed a Nova Scotia Human Rights Commissioner.

"During my time in the Nova Scotia business environment, I have seen increasingly diverse entrepreneurial talent in our region thanks to more opportunities for underrepresented groups," says Cynthia Dorrington, Chair of the Halifax Chamber Board and President of Vale and Associates

“During my time in the Nova Scotia business environment, I have seen increasingly diverse entrepreneurial talent in our region thanks to more opportunities for underrepresented groups, but we still have work to do.”

— **Cynthia Dorrington**, Chair of the Board, Halifax Chamber of Commerce, and President, Vale and Associates Human Resource Management

Human Resource Management. "But we still have work to do."

In Canada, there are 950,000 self-employed women business owners and 16 per cent are micro-enterprises of 1 – 4 people. It is difficult to find statistics on women of colour entrepreneurs or small business owners (Centre for Women's Foundation). Despite a lack of reporting, we know women of colour are making a significant contribution to our ever-growing economy in various sectors and industries.

In 2012, I founded the Black and Immigrant Women's Network at the behest of other women, and I have been privileged to engage with many who are business owners or have a small business in addition to their professional career.

The little-known facts are that women of colour have always been industrious, owning their small home-based businesses, selling their products in their community and earning an income for themselves, to supplement their income or to gain independence and to raise their families.

Women of colour have always used their skills, talents, intellect, creativity and innovativeness for the advancement of themselves, their families and communities. A great example of this most recently given nationwide acclaim is Viola Desmond on our Canadian \$10 bill.

However, we often face insurmountable barriers and are not adequately represented in business for a variety of reasons. Consciously or unconsciously, systemic discrimination has been the major obstruction.

Today in Nova Scotia, the landscape is changing as we take entrepreneurial risks by engaging in various business sectors previously unoccupied by women of colour (including: technology, export and import, publications, accounting, education, catering, pharmacy, online products, quantity surveying, hair salons, dry cleaning, management consultancy, automotive industry, fashion, medical and legal professions, and many others).

Some of the challenges they're facing ring true for all entrepreneurs, including finding appropriate funding sources to start their business, building mentoring relationships, approaching the right networks and contacts, understanding procurement, access to contracts, research, and how to bid for contracts. As entrepreneurs, we have to understand the competition and how to use one's competitive advantage to find your own unique selling proposition. There's an added barrier for these women, however, due in part to biases, a limited network and less perceived opportunities.

The good news is that we are a growing network, who are not only providing for ourselves and our families but have international business connections and are employing men and women in other countries. Those who have online businesses are selling their products to a global market. We are finding new marketplaces and ways to collaborate, building allies, and aligning ourselves with like-minded people.

We need to surround ourselves with women from all industries, all colours, and together lift our collective horizons for our mutual benefit.

Add your voice

Chamber launches advocacy email tool



KATHLEEN MacEACHERN
POLICY ANALYST, HALIFAX
CHAMBER OF COMMERCE

In January, we launched our first advocacy campaign using our new easy and targeted online email system. We reached out to our members through our standard media platforms to gauge public opinion and garner support for an issue we felt needed more attention.

Through this advocacy tool, we can engage with our members, government officials, decision-makers and stakeholders to raise awareness and promote positive change for businesses in Halifax. What exactly is this tool, and how can you utilize it for the betterment of your business and community? Well, I am glad you asked.

The email tool is an online campaign wherein the Halifax Chamber writes a letter in support of a project (or against a potential change) and you get to send this letter to the stakeholders making the decisions. You can edit the letter to better reflect your views or add in a personal touch. The goal is to show decision-makers that an issue may come with potentially unintentional consequences for a business — or opposingly, have a positive impact.

The email tool provides smart targeting, ranging from local officials to national targets. It's quick and easy, integrating new and current technologies to monitor real-time engagement. It provides a sense of community and sparks meaningful relationships with stakeholders and our Chamber members.

Our advocacy team works diligently to stay abreast of the issues that may impact your business and community. We attend numerous workshops, conferences and economic growth briefings, and we meet with the people who know what's happening — and, more importantly, what the outcome will be.

This email tool will mean further engagement: a chance for our members to use their own voice and collectively speak to those who can make change. You might see other tools in the future, like Twitter polls or Facebook campaigns, one-click calling and maybe even a few letters to the editor, but for now we are focusing on creating and sustaining a voice for our members that can create value for their business and community.

Here are a few ways to be more involved with advocacy at the Chamber:

- Sign up for our weekly bulletin through our website for policy updates and events
- Read through the “Working for You” section of *Business Voice* magazine, which often offers policy tips and information
- Join one of our task forces, “Fostering Private Sector Business” or “Accessing a Skilled Workforce”

Issues like taxes and electoral boundary reform, regulatory change and by-law policies are always in the forefront of discussions at the Halifax Chamber, but we would like to diversify to ensure we tackle your issues.

If you have an issue affecting your business and you think other members are facing the same problem, don't hesitate to contact us. Reach out to Nancy Conrad (nancy@halifaxchamber.com) or Kathleen MacEachern (kathleen@halifaxchamber.com). We would be more than happy to discuss your advocacy issue. Remember, the Chamber is in your corner!

If you would like to learn more about the email advocacy tool for your own business, you can find it on the New/Mode website: www.newmode.net/email-your-rep.

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Advocacy asks for government

New strategic plan brings new asks



NANCY CONRAD
SENIOR VICE PRESIDENT,
POLICY, HALIFAX CHAMBER
OF COMMERCE

“Our submissions focus on a wide variety of topics, and provide both levels of government with input prior to creating their budgets for the 2019-2020 year. We track post-budget releases and responses against our asks for future follow-up as part of our advocacy initiatives.”

Each year, the Halifax Chamber of Commerce submits, at minimum, two foundation documents to the provincial and municipal government: issue notes and pre-budget submissions.

These documents bring focus to the issues our members face on a day-to-day basis, and provide our collective voice to bring about positive change for the business community.

This year, our advocacy asks were aligned with our new 2019-2023 Strategic Plan, and objectives will be met through the help of our two task forces: Fostering Private Sector Growth and Accessing a Skilled Workforce.

Combined, the task forces strive to:

- Optimize the size of government
- Create a frictionless business environment
- Support export development
- Reduce the tax burden
- Promote immigration
- Increase student retention
- Increase entrepreneurship training
- Promote the growth of Halifax as a major city

Our submissions focus on a wide variety of topics, and provide both levels of government with input prior to creating their budgets for the 2019-2020 year. We track post-budget releases and responses against our asks for future follow-up as part of our advocacy initiatives.

Advocacy Asks for the Municipal Government:

We requested the municipality balance the budget through expenditure reductions, rather than tax increases. Our members want any proposed commercial tax reform to be implemented without raising taxes on the commercial sector. As well, we feel costs for the

implementation of cannabis regulations should try to be within the current spending envelope, rather than funding additional by-law officers. Finally, we expect that projects, whether municipal run or in partnership with other stakeholders, are transparent and allow the public to provide input and to review the projects that affect their business and life in Halifax.

Advocacy Asks for the Provincial Government:

We have asked the provincial government to manage taxation through effective and efficient spending, and to consider new revenue sources. Our members would like to see departmental spending aligned with population growth and inflation. We, as well, want to see the province provide greater autonomy for HRM — i.e. natural person powers. HRM is almost 50 per cent of the provincial GDP and should have greater flexibility in managing its business. A clear long-term vision for the future growth for the province and an overall plan for fiscal sustainability (debt, debt service costs, unfunded teachers’ pension) will provide greater predictability and support for our business community.

The Chamber’s submissions provide key officials in government, as part of our government relations approach, a heads-up on what is important to our members of the Halifax business community. The submissions also stress how decisions on various topics — such as tax increases — can have unintended consequences for those that provide our province with economic growth and stability.

If you would like to chat about the issues affecting your businesses, contact me at nancy@halifaxchamber.com.

For the love of Learning

Recent graduate's career journey comes full circle **Contributed**

The Administrative Coordinator at Halifax Learning Centre knows all about the challenges that face many marginalized youth at school — she's experienced them herself.

Shakisha Downey and her employer are using that insight to help more young people across HRM set themselves up for academic success and good jobs.

Shakisha is a sociology graduate of Dalhousie University. She was hired by Halifax Learning Centre (HLC) as an administrator, but her role soon expanded to involve outreach and partnerships within communities such as North Preston. She works to assess youth literacy needs and deliver programs to help youth reach their full learning potential.

The Executive Director of HLC, Sarah Arnold, says, "Shakisha has been making an impact since the start."

"Her ability to manage projects and

upgrade technology has taken us to a whole new level — and this was just in the first year. Now she is actively developing outreach programs in HRM," Arnold said. "As someone who is a shining example of a successful, young African Nova Scotian, who used education as a foundational building block, she brings intelligence and insight into her role, connecting and engaging the community in a strategy to educate youth."

Hiring well-educated post-secondary graduates like Downey is made easier for employers with the help of a provincial funding program, Graduate to Opportunity (GTO).

Eligible employers can receive 25 per cent of a graduate's first year salary (35 per cent if the graduate identifies as diverse) and 12.5 per cent of the graduate's second year salary from the government.

Downey is one of three recent

graduates HLC has hired with the support of GTO. This hiring has been essential to the growth, reach and longevity of the Centre, and invaluable to its outreach efforts.

"I am continuously inspired by my coworkers, who challenge me to want more." Downey says. "I am in a position where I have colleagues to support what I am doing. In many ways I learn from them and they learn from me too."

It is amazing that now I am in a position to help it come together for others."

Employers are eligible for GTO if they are small businesses with fewer than 100 full-time employees, start-ups, non-profits, registered charities or social enterprises.

Interested in learning more about the available funding to hire talented graduates like Downey? Check out the GTO program at novascotia.ca/GTO.

“Nova Scotia youth are on par with any in the world. As a small company with global reach, we benefit from that talent and energy everyday.”

JORDAN KYRIAKIDIS, CEO
QRA CORP

The Graduate to Opportunity Program provides salary contributions to small businesses, start-up companies, social enterprises, and non-profit organizations to help hire a recent grad. To breathe new life into your workforce, visit NOVASCOTIA.CA/GTO

NOVA SCOTIA

ARTHUR RECALDE,
DEV OPS SYSTEM ADMINISTRATOR
QRA CORP

Showcasing Halifax homes

Engel & Völkers in Halifax is leading local market 'into the future' **By Heather Laura Clarke**

A change was in the air. Donna Harding and her husband, Sebastien Latulippe, had been successfully running their own independent brokerage, Harding Real Estate Inc., for eight years. But they felt a pivot was necessary to support their clients in a rapidly-shifting real estate market.

"The influence of international buyers from Europe, Britain, south of the border, and those from across Canada moving east to settle in a slower-paced lifestyle city required a more robust marketing model," explains Harding. "It was something we simply weren't able to offer as a mom-and-pop brokerage."

When Harding and Latulippe were approached by global luxury real estate brand Engel & Völkers last January, they knew the timing was right. Immigration was up, the housing market was growing, and there had never been more buzz

about moving to Halifax. Partnering with Engel & Völkers would mean they'd be able to serve their clients in a way they never could before.

"Listing with Engel & Völkers means we can showcase our clients' properties on more than 55 websites around the world that get more than 200 million hits each month," says Latulippe. "If you're going to list your home, you want as much as exposure as possible."

Latulippe says it's critical for homes in Halifax to be listed internationally because it's quickly becoming a No. 1 destination for international buyers, retirees and those looking to downsize to cottage homes.

"Buyers are attracted to Halifax because of its spacious landscape, proximity to the beaches and blend of country and downtown living," says Harding. "Investors are starting to see that other

areas across Canada just can't compare. It's still affordable to buy a home in Nova Scotia."

Since Engel & Völkers opened its doors across from Citadel Hill in June, it's almost tripled in size. Harding says the plan is to expand Engel and Völkers over the next few years, opening branches in Chester, Wolfville and Cape Breton.

Engel & Völkers operates a global network of more than 10,000 real estate professionals in more than 36 countries. Harding attributes the company's growth to its "emphasis on ensuring luxury service at every price point."

"We list homes of all prices — it isn't about how much they cost. It's about the service we provide, and the unparalleled, global exposure we're able to offer our clients," says Harding. "It all comes together to allow us to lead the Halifax marketplace into the future."



International Scope, Community Roots

Engel & Völkers is a 38-year old global luxury real estate brand with a network of brokerages in 37 countries — and a special commitment to the distinctive communities in which we operate. We know community-based business is the best business and we offer any local charity or small business access to our Community Room, located in our office on Gottigen Street in Halifax, to support their endeavours.

The Engel & Völkers standard of luxury service for all clients extends to our community roots, working together to support, inspire and lead the Halifax marketplace into the future.

Engel & Völkers
1901 Gottingen Street · Halifax, NS B3J0C6 · Phone: + 1 902-422-5552 · www.halifax.evcanada.com



Your best investment

Property management made easy **By Heather Laura Clarke**

Real estate is often the largest investment you'll ever make, so it's important to know the right people are in your corner — working hard on your behalf to make it a success.

“We manage our clients' property as if it were our own,” says Judith Thompson, Vice President Operations with Real Estate 360 Property Advisory. “Our goal is the same as our clients — to create long-term real estate value.”

While the majority of Real Estate 360's business is in the Halifax area — where they run offices in Dartmouth and Halifax — they also have a New Brunswick office in Fredericton and serve clients across the Maritimes.

The locally owned and operated firm offers a full spectrum of real estate services, from investment management, property management, leasing and brokerage to development and project management.

For some clients, Real Estate 360 acts as “substitute owners,” performing all of the activities required to manage their properties and sending in reports and surplus funds at the end of the year. For others, Thompson says they work closely with the owner/asset manager in sharing the management responsibilities of the properties.

“Some clients prefer hands-on management while others don't want as much involvement, and that's why we're scalable,” explains Thompson. “We work with clients to give them exactly what they need, when they need it.”

Thompson says Real Estate 360's knowledge, extensive experience and strong relationships in the regional real estate market enables them to invest successfully in those markets for our clients — and to manage their investment properties wisely.

This includes advising on rental rates to maximize revenues, reviewing annual and capital budgets together with market conditions to make the best recommendations for their clients, and recommending expansion, renovation, acquisition and development opportunities in efforts to maximize their clients' regional investments.

Real Estate 360 is proud to count Team Retail Atlantic as part of our group of real estate experts. They specialize in all areas of real estate, including expert site selection, market analysis and negotiation.

Since it began more than 30 years ago, Real Estate 360 has expanded its portfolio of properties managed to nearly 100 — including commercial properties, apartment buildings and condominiums — with an estimated market value of close to \$1B.

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REAL ESTATE 360
PROPERTY ADVISORY

Supplier diversity — why does it matter

In today's business world there are two words that you need to familiarize yourself with, and fast — Supplier Diversity



CYNTHIA DORRINGTON
CHAIR OF THE BOARD

Supplier Diversity is a strategic business process aimed at providing minority-owned companies an equal opportunity to become suppliers to major corporations across Canada and the US. It is an initiative launched by companies to ensure they are being inclusive in their supply chain practices to suppliers of diverse backgrounds and to enhance community economic development and prosperity.

Many companies spend millions, and some, billions, of dollars each year on goods and services. Historically though, minority-owned business enterprises (MBEs) and women-owned business enterprises (WBEs) have struggled in procuring supplier contracts with large organizations. It is for that reason that supplier diversity programs have become increasingly popular in companies of all industries and areas. Today, some companies are going beyond MBEs and WBEs by also considering LGBT-owned and veteran-owned businesses in their procurement process.

Supplier diversity is gaining traction, and more and more Canadian businesses are incorporating this process. TD Bank, RBC, Telus, and the City of Toronto (just to name a few) have made a significant impact in Canada and are proud leaders in this field. In comparison though, to our neighbours in the south, we are still in the infant stages of this business practice.

With roughly 97 per cent of the Fortune 500 companies engaged in supplier diversity, Canada has some catching up to do.

Minority owned businesses are vital to Canada's economic prosperity. Diverse, well-developed supply chains can help these companies reduce costs, enhance innovation, successfully integrate acquired businesses, and reach new markets. However, many of these businesses have had difficulty gaining access to the supply chains of leading Canadian businesses and government organizations. Reinforcing this challenge is the fact that the benefits of diverse supply chains are not widely known in Canada, even though they create a win-win opportunity for both the supplier and the producer.

There is a strong business case for leveraging businesses owned by minorities and women in larger organizational supply chains. Beyond corporate social responsibility, diverse supply chains may help corporations to:

- better represent a corporation's diverse customer base, thereby increasing customer satisfaction and revenues;
- better reflect the diverse backgrounds of employees, thereby increasing their job satisfaction and retention;
- build more robust supply chains by identifying a wide range of qualified suppliers and reducing the risk associated with streamlined supplier pipelines;
- open new markets (e.g., in the United States), which can lead to economic development for the corporation and the local economy;
- build and maintain a competitive advantage;
- win new business and retain customers; and
- reinforce their brand and expand brand recognition.

Although many of these programs were formed to promote a positive public image, many corporations are now realizing that maintaining diverse suppliers can also help the company improve its bottom line in countless ways.

Growing a diverse supplier base only makes sense given the increasingly diverse markets that most companies serve in this global age. Partnering with a diverse range of suppliers to provide products and services that meet or exceed customer needs enables a company to serve its consumers to the best extent possible.

So what exactly does this mean to you? In Canada, a business can qualify as a diverse supplier if they are 51 per cent owned, operated, and controlled by one or more of the following: minority, woman, aboriginal, LGBT and veteran. If your business fits this description, we encourage you to get involved so that national organizations, like the Canadian Aboriginal and Minority Supplier Council, can start promoting your goods or services to businesses across the world.

In the coming months, initiatives at a Federal level in Canada will start implementing many of these supplier diversity initiatives in their procurement, which will commence a movement of such an initiative to roll-out to big businesses in Canada. It's time to start thinking beyond just employee equity and public image. Supplier Diversity is a win-win for all involved.

So what are you waiting for, be the organization your employees are proud to work at. ■

Cynthia Dorrington is Chair of the Board of Directors of the Halifax Chamber of Commerce and President of Vale & Associates Human Resource Management and Consulting Inc.



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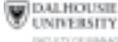
On November 1, 2018, the Halifax Chamber welcomed over 800 guests to the Halifax Convention Centre for our annual Fall Dinner. We were delighted to host Malcolm Fraser, President and CEO of Innovacorp and three successful entrepreneurs making it happen right here in Nova Scotia. Malcolm told the audience of his goal to make Nova Scotia one of the top 10 startup ecosystems in the world, and we're ready to support it. Thank you all for an incredible evening of entrepreneurship and local inspiration.



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