

BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE

THE DISRUPTORS

Changing the way
things are done in Atlantic Canada

GRADUATE OPPORTUNITIES

Getting students in the door
Pg 18

HAVE YOUR SAY

Canadians head to the polls
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TAKING FLIGHT

Spotlight on Business Leader Award
winner Joyce Carter **Pg 30**



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**HALIFAX
CHAMBER OF
COMMERCE**



Business is the most nimble institution we have in society and it can make real, substantial change.”

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— Lauren Sears, Co-Founder, Placemaking4G and
Managing Director, Common Good Solutions



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CHAMBER EVENTS

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

BUSINESS AFTER HOURS

HOSTED BY: **Kitchen Door**
 DATE: Tuesday, October 15
 TIME: 4:30 - 6:30 p.m.
 LOCATION: 110 Higney Avenue,
 Dartmouth, NS

POWER LUNCH:

Conflict Management and Resolution in the Workplace
 HOSTED BY: **Conciliation and Mediation Services**
 DATE: Friday, October 18
 TIME: 12 - 1:30 p.m.
 LOCATION: Halifax Chamber office,
 32 Akerley Blvd.

SMALL BUSINESS WEEK

PRESENTED BY: **BDC**
 DATE: October 21 - 25
 *Turn to page 34 for full events calendar

FALL DINNER: DISRUPTORS

PRESENTED BY: **Stewart McKelvey**
 DATE: Wednesday, October 30
 TIME: 5 - 9 p.m.
 LOCATION: Halifax Convention Centre

CHAMBER 101

DATE: Wednesday, October 30
 TIME: 12 - 1:30 p.m.
 LOCATION: Halifax Chamber office,
 32 Akerley Blvd.

ANNUAL STATE OF THE CITY:

Mayor Mike Savage
 PRESENTED BY: **RBC**
 DATE: Thursday, November 14
 TIME: 11:30 a.m. - 1:30 p.m.
 LOCATION: Halifax Convention Centre

LUNCHEON:

Perrin Beatty, CEO,
Canadian Chamber
 DATE: Thursday, November 21
 TIME: 11:30 a.m. - 1:30 p.m.
 LOCATION: Halifax Marriott
 Harbourfront Hotel

WONDER WOMEN CONFERENCE

PRESENTED BY: **BoyneClarke**
 DATE: Friday, December 6
 TIME: 8 a.m. - 3 p.m.
 LOCATION: Westin Nova Scotian

TRADE ACCELERATOR PROGRAM (TAP)

APPLICATIONS OPEN: October 2019
 PROGRAM DATES: February - March 2020
 INFO: halifaxchamber.com/TAP

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PRESENTING SPONSOR:



WEDNESDAY, OCTOBER 30
 5:00 - 9:00 PM
 HALIFAX CONVENTION CENTRE

Turning a new leaf

Mark Brooks/123RF

Fostering innovation in the workplace leads to new ideas and revenue

@prezhfxchamber



PATRICK SULLIVAN
PRESIDENT & CEO

Fostering innovation in the workplace leads to new ideas and revenue.

The leaves are changing and businesses are settling back into regular routines after September's chaos.

For this year's annual Fall Dinner presented by Stewart McKelvey, we bring you: Disruptors. We've spoken with local innovators who are thrilled to share their stories with the business community on October 30.

I'm sure many of you have heard the term "disruptors" in the last couple of years. It's often used in the innovation and tech sectors. When I first heard the term disruptor, I imagined a university student developing a mobile app to save the world. Now, I envision a person who could be local, finding a new solution to an old problem — sometimes with technology, but more often without.

A Forbes article from 2013 titled

“*Disruption starts with you. It can be as big or as small as you see fit. If it shifts perspectives and makes a difference, it's disruptive.***”**

Disruption vs. Innovation: What's the difference? described disruption perfectly: “Disruption takes a left turn by literally uprooting and changing how we think, behave, do business, learn and go about our day-to-day. Harvard Business School professor and disruption guru Clayton Christensen says that a disruption displaces an existing market, industry or technology and produces something new and more efficient and worthwhile. It is at once destructive and creative.”

Finding our Fall Dinner speakers introduced me to a whole new definition of “disruptors.” These individuals are community leaders, passionate about their business and dedicated to improving the world around them and putting Nova Scotia on the map.

They've inspired us to think differently when we hear the almost-tired term of “innovation.” Innovating doesn't restrict you to inventing a new technology or developing advanced medical processes in life sciences. You can implement small changes in your office to encourage new ideas, like switching up a regular staff meeting to a brainstorming session.

We hear “disruptors” and often think of CEOs leading Fortune 500 companies and bringing in enough revenue to fuel a small country. Once we move away from those restraints, we can start to see how innovation and disruption can be used in our everyday work.

Last month, we saw an opportunity for disruption right here in Halifax. We saw an anti-immigration billboard spreading misinformation. We partnered with two local groups, ISANS and EduNova and created new, pro-immigration billboards outlining the positive impact immigrants have on our province.

It wasn't revolutionary, it wasn't a new, advanced technology — but it did the right thing, kept the public informed of the facts and made an impact. Disruption starts with you. It can be as big or as small as you see fit. If it shifts perspectives and makes a difference, it's disruptive.

Read more about the speakers and their impact locally and globally on page 12.

We hope you can join us for our 2019 Fall Dinner on October 30 to learn more. Visit halifaxchamber.com/evets for more details.

NEW & NOTED

We welcome our new Chamber members

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HEALTH CARE – Health and Wellness

SHELTER MOVERS NOVA SCOTIA

Shelter Movers Nova Scotia provides free moving and storage services for women and children fleeing abuse. We collaborate with community partners to support families transitioning to a life free of violence. Shelter Movers is a federally registered charitable organization established in 2016. Our vision is a country where fleeing violence is easy, safe and barrier free.

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www.sheltermovers.com
NOT-FOR-PROFIT GROUPS – Community Service

THE PINEAPPLE SWEETS & CO.

The Pineapple Sweets & Co. is the first gourmet cotton candy cart to introduce a new way of enjoying this classic confection with exciting flavours and toppings that elevates it to a multi-sensory experience, especially appealing to grown-ups. We do on-site spinning at private and corporate events in the HRM, customizable tubs as party favours, cotton candy arrangements and cakes.

Grace Flores-Medrano

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EVENTS – Festivals/Special Events

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V-CARE INTERNATIONAL STUDENT SUCCESS SOCIETY

The V-Care International Student Success Society (V-Care) has been registered as a non-profit organization in Nova Scotia since 2014. The mission of the V-Care society is to engage international students in the local community by getting them involved in various activities to include volunteer activities, social activities and business tours.

Minhao Li

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NOT-FOR-PROFIT GROUPS – Social Enterprise

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MEMBERS IN THE NEWS

How our members are growing Halifax



PHILIPP SCHMID NAMED CTO AT NAUTEL

Philipp Schmid has been named Chief Technology Officer for the **Nautel** group of companies. In his new role, Schmid will lead research teams in the development of new technologies for broadcast, navigation, sonar and high-power RF applications. Schmid will remain active in select engineering projects and will also continue his industry role as a passionate voice for the advancement of digital transmission technologies. Schmid has been with Nautel for 14 years, has garnered multiple industry awards for Nautel in digital broadcast technologies over the past ten years, holds a Masters of Engineering degree and has earned multiple patents.



BERESPONSIVE MEDIA LAUNCHES NEW SYSTEM

BeResponsive Media is thrilled to announce their new marketing approach. In a digital world, businesses must stay on their toes. The BeResponsive Digital System makes getting ahead of the game even easier. “Our system shows our clients their return on investment and uses data to aid in strategic planning so that

they can rank higher in Google and gain more qualified leads,” says BeResponsive Media Co-Owner David Tonen. “When our clients succeed, we succeed.” In addition, they have launched the BeResponsive Insights podcast which educates business owners on marketing in today’s digital-first world.

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KERRY COPELAND NAMED WANS TRENDSETTER

Kerry Copeland was named a 2019 Leadership Trendsetter by Women Active Nova Scotia for her work establishing and leading **Kids Run Club**, a free school-based running program, for the past 15 years. Through a hands-on approach and lots of passion, Copeland has helped to inspire a culture of active and healthy living throughout Nova Scotia schools. Active kids are more likely to be active adults and Copeland wants to make sure Nova Scotia’s future is healthy for generations to come. “Our goal is to be in every elementary school across the province,” she says. “We’re working hard to make this happen.”



CHOICE HEALTH CENTRE IS MOVING!

Big News — It’s no surprise to anyone that **Choice Health Centre** has outgrown our current space in Dartmouth. We are thrilled to announce that in November, we will be moving to a new bright and modern space on the second floor of Station 12 at the corners of Victoria Road and Windmill Road! Choice Health Centre is a multidisciplinary health care clinic offering chiropractic, physiotherapy, massage therapy, naturopathic medicine, orthotics, yoga and more. Choice Health Centre takes pride in working as a team to help resolve the individual needs of their clientele on both sides of the harbour.



HMC WINS NS CO-OP COUNCIL "DRAGONS' DEN"

On June 26, at the NS Co-operative Council’s 70th Anniversary and AGM, **Healthy Minds Co-operative** (HMC) pitched a room full of AGM attendees and four “dragons” at the inaugural NSCC Annual Dragons’ Den. HMC’s presentation titled Bridging the Gap from Mental Illness to Mental Wellness through Technology, was among six other groups

with very commendable co-operative ideas. Judges expressed great difficulty choosing a winner but ultimately awarded the \$5,000 prize to HMC to implement online technology to support members unable to come to the co-op (due to varied barriers) to ensure they still receive mental health support and opportunity to virtually attend workshops.

HIGHER EDUCATION BRINGS CYBERSECURITY AWARENESS TO NOVA SCOTIA CAMPUSES

Nova Scotia post-secondary institutions are investing in cybersecurity awareness and education for faculty, staff and students, while supporting Atlantic Canadian innovation with a new multi-year partnership. Higher Education IT shared services awarded a multi-year contract to **Bulletproof** for the implementation and delivery of the Beauceron cybersecurity awareness and engagement platform along with Bulletproof’s integrated Security Aware managed service. “Bulletproof has had the pleasure of working with the majority of post-secondary institutions in Atlantic Canada,” says Jeff Shaw, Chief Operating Officer with Bulletproof. “We are pleased to have the opportunity to continue that journey — in this case, leveraging world-class made-in-Atlantic Canada technology, combined with dedicated success coaching to help transform university constituents from cybercrime targets to active defenders of their institution’s cybersecurity.”

HALIFAX IS OFFICIALLY CANADA'S NEWEST STOPOVER DESTINATION

Halifax has joined popular destinations such as Iceland, Finland and Lisbon, Portugal as Canada’s newest stopover destination, connecting several North American and European cities to Halifax. The Stopover Halifax program opens the door for arriving and connecting passengers at Halifax Stanfield to enjoy unique and exciting experiences that will leave them wanting more. Designed for travellers with as little as seven hours up to seven days, the program promotes experiences such as strolling along Halifax’s bustling boardwalk, hiking scenic trails and more. “This program will help make our region more accessible, affordable and desirable to visitors who we know are interested in travelling here,” says Erica Pellerin, Vice-President of Marketing and Visitor Experience for **Discover Halifax**.



KITCHEN DOOR WELCOMES NEW SOUS CHEF

Kitchen Door is very excited to announce its newest culinary team member, Megan Bond, in her role as Sous Chef. She is joining Sous Chef, Kevin Webster and Resident Chef and Culinary Instructor Andrew Farrell. Bond brings years of experience to Kitchen Door in creating delicious scratch food, a passion and love for the industry and her support

and leadership to the culinary team! Bond brings her culinary flair to the daily lunch features in the Food Shop and has developed the menus for Kitchen Door's new weekly fresh meal delivery in HRM, Kitchen Door-to-Door. The entire team welcomes Bond and we hope you will stop in and say hello next time you are in the neighbourhood!

HOW THE SPIRIT OF ONE INSPIRED A LEGACY

Each night at **Metro Turning Point**, Shelter Nova Scotia's emergency shelter for men, 55 people aim for a night of rest. Tonight, they can rest a little easier because of Stapells Lodge, the newly named sleeping quarters at Metro Turning Point. Family and a few friends gathered to have lunch with people at the facility and announce a beautiful legacy gift in honor of Robert Stapells (1944-2018). Stapells encouraged others to contribute funds so that new mattresses could be purchased for Metro Turning Point. Now his long-time friend Robert Risley, on behalf of White Point Resort and RCR Hospitality Group, will continue this generosity by providing mattresses for Metro Turning Point for the next decade.

MURPHY HOSPITALITY GROUP OPENS GAHAN HOUSE NOVA CENTRE

Murphy Hospitality Group (MHG) from Prince Edward Island is pleased to announce the opening of Gahan House Nova Centre in Halifax. The restaurant, which is located at 5239 Sackville St., features a 170-seat dining room, a 100-seat seasonal outdoor patio and a five-barrel DME brewing system. The restaurant also features an oyster bar with a variety of fresh, local oysters. The Halifax restaurant and brewery was formerly located at 1869 Upper Water St. in Historic Properties. MHG has since renovated and transformed the Historic Properties location to a brand new restaurant — Pickford & Black, local seafood & craft beer.



MS SOCIETY CELEBRATES NEW LEADERSHIP

The **MS Society of Canada**, Atlantic division is pleased to welcome Louis Adam, who takes on the position of President for the Atlantic and Quebec divisions. This shared leadership model will create more integrated and collaborative cross-boundary work for both divisions. The strong culture of innovation and the dedication of staff and volunteers will contribute greatly to enhancing the organization's ability to serve those affected by multiple sclerosis. Former Atlantic division President, Ben Davis, has taken on a new role within the organization. Working out of the Atlantic region in a new national position, he will be responsible for research, programs, services and advocacy as the Senior Vice-President of Mission.

LAUNCH OF NEW MASTERMIND GROUPS

In a survey of 400 companies with at least 100,000 employees, each cited an average loss of \$62.4 million per year because of inadequate communication to and between employees. Miscommunication costs smaller companies of 100 employees an average of \$420,000 per year. **Power HR** has launched four group-coaching mastermind groups starting in September. Participants can attend via Zoom Video Conference - you can be anywhere! Each mastermind group has limited seating capped at 12 participants.



PEACE BY CHOCOLATE EXPANDS NATIONALLY

Artisanal treats made by **Peace by Chocolate** are now available on Amazon.ca! We have also recently secured a listing with Hudson News at the Halifax Stanfield International Airport and will soon be available at Hudson News outlets countrywide. We are available nationally at Sobeys, Safeway, Thrifty's, Lawtons, Sobeys Express and Needs locations and will soon expand to international markets. Our Peace on Earth Society continues to fund peace building projects around Canada and the world to support important social causes with 5 per cent of all profits providing funding. Through all this growth, we continue to live our slogan: One peace won't hurt!

AST WELCOMES SHERIE HODDS

Atlantic School of Theology is pleased to announce that Sherie Hodds will be joining the team part time as the Director of AST's Leadership Learning Initiative. Sherie Hodds is a certified professional coach (CPCC, ACC) with leadership experience in the private and public sectors. As the Founder and President of Plum Group, Sherie consults with diverse organizations, teams and individuals. As an active community leader, Sherie has volunteered with organizations such as Habitat for Humanity and the Nova Scotia Nature Trust.

NEW FALL CO-OP STUDENT AT CEED

Over the years, some of the most inspired work within **CEED's** walls has been from our youngest employees:



the co-op student. Fresh and innovative, co-op students have supported and helped mold CEED through a period of evolution. With high hopes and higher fives, CEED is happy to announce its newest employee, Keevan Veinot! Hailing from Dalhousie University's commerce program, Veinot is a creative individual with an entrepreneurial mindset. A valuable member of Dalhousie's varsity basketball team, Veinot's strong leadership, collaboration and creative skills will help him fit right into his position as Entrepreneurship Program Co-ordinator. Look forward to meeting him, Halifax.

DIGITAL NOVA SCOTIA AND BLUEDROP LAUNCHING SKILLS FOR HIRE PROGRAM

Digital Nova Scotia and Bluedrop Performance Learning through its subsidiary **Bluedrop Learning Networks Inc.** officially announce the launch of their joint Skills for Hire program. Dedicated to understanding and addressing the information and communications technology (ICT) sector skills gap, the project will develop an online blended ICT skills program and carve out career pathways for recent graduates, incumbent workers, as well as unemployed and under-served populations. Spanning the province of Nova Scotia and expanding into Newfoundland and Labrador, the project has received \$2,496,082 in federal funding from Employment and Social Development Canada (ESDC) to deliver the project over three years.

Are you launching a new business or product?

Celebrating a new partnership?

The Halifax Chamber invites you to share your Members in the News story in

Business Voice. Upload your content here:

halifaxchamber.com/business-voice

**Note: we do not publish event promotions.*

2019 HALIFAX CHAMBER OF COMMERCE FALL DINNER



THE
DISRUPTORS

Changing the way
things are done in Atlantic Canada

BY ERIN ELAINE CASEY



Lydia Bugden
Stewart McKelvey



Ashley Kielbratowski
Harbr



Lauren Sears
Common Good Solutions



Ashley McConnell-Gordon
Benjamin Bridge winery

The 2019 Halifax Chamber of Commerce Fall Dinner will focus on an idea we're hearing a lot about: disruptors. Four women will take the stage to talk about solution-focused thinking, creating meaningful change and blazing your own path:

Ashley Kielbratowski, Co-Founder & Product Development at Harbr; Lydia Bugden, CEO & Managing Partner at Stewart McKelvey; Lauren Sears, Co-Founder at Placemaking4G and Managing Director at Common Good Solutions; and Ashley McConnell-Gordon, Vice-President of Benjamin Bridge winery.

What exactly is a disruptor? In business, it's a person, event or innovation that changes the way we think about or do something — for the better. It's someone who challenges habits and conventional wisdom and finds creative alternatives to how things have always been done. Most importantly, a disruptor is a person who proves the value of that disruption through positivity, action and results.

Business Voice talked to all four fall dinner speakers to learn the secrets to their success.

Focus on solutions, not problems.

For the most part, businesses and entrepreneurs are already well aware of the problems they're trying to solve and clients and customers know what they want. "Identifying a problem only gets you about 40 per cent of where you need to go," says Lydia Bugden, Managing Partner at Stewart McKelvey and the first female CEO of a law firm in Atlantic Canada. "Being solution-focused makes us more simpatico with our clients and it's where we need to be."

Join us for our Fall Dinner

Wednesday, October 30 at the Halifax Convention Centre.
Tickets at: halifaxchamber.com



“*In terms of innovation and transformation, there has to be positive energy and that was missing in the past in terms of our regional outlook.*”

— Lydia Bugden,
CEO & Managing Partner, Stewart McKelvey

Contributed

“As lawyers, we’re trained for resolution instead of just problem-spotting. More than ever, focusing on solutions is how we drive our business and how our clients want to see their service providers giving value. Startups and emerging businesses are also looking for solutions that make things easier or make business more successful.”

A great example is Halifax-based Harbr, a three-year-old tech startup that developed innovative project management software for high-volume construction and store development teams. Ashley Kielbratowski is Co-Founder and heads product development. “We’re targeting a lot of retail brands, including online e-commerce brands that are moving to brick and mortar stores,” she explains. “They don’t want heavy software — they want to manage it on their own, they know what they want and they need to move fast.”

“A big vision for the company is being able to predict construction, which some people think is impossible. Through machine learning, we can now run predictions around different building tasks and generate a very accurate timeline. It’s a lean process to get the data direct from project partners and you, the owner, can see progress and collaborate in real time. Being able to see this in action and practice in an industry that is resistant to change is really rewarding.”

Find your thing and do it well.

Quality is the name of the game at Benjamin Bridge winery in the Gaspereau Valley. In the 10 years since Vice-President Ashley McConnell-Gordon formally joined the family business, wine output has grown from 2,000 to 40,000 cases each year.

“We’ve invested in the people, the growth, the equipment and sustainable practices,” she explains. “Our business growth is always quality-driven first. Our vineyard is certified organic and has been organic since we began 20 years ago, before people were even looking for it.”

“My parents’ vision was to take the time to investigate and research how to align our unique growing conditions along the Bay of Fundy with our stylistic pursuits. If we can do something people can be proud of locally, we’ll be known internationally and really shine a light on this place we love.”

Lauren Sears would agree with that approach. She helps run three businesses from her desk: Common Good Solutions, a consulting and training firm for social-purpose organizations; Placemaking4G, a recruitment company focused on attracting and retaining young talent in Atlantic Canada; and Social Enterprise Institute (SEI), an online learning management system that provides accessible content about building businesses that create impact. SEI has

users in more than 50 countries and 170 universities around the world.

Each of these businesses is a community interest company (a structure that only exists in B.C., N.S. and the UK and requires 60 per cent of profits be reinvested back into the mission of the company). Sears likes to talk about building your “partnership muscle” and seeing strengths where traditionally we’ve seen weakness — particularly rural Nova Scotia.

“A lot of our work involves community engagement and looking at all the stakeholders who touch an issue,” she says. “We have lots of training partners and all our businesses work together. We’re taking a stab at 21st century community development and do a lot of work with not-for-profits and charities, social purpose organizations, purpose-led business and social enterprise business models. We’re pretty agnostic about structure and how people do their work, as long as they’re doing good.”

Take responsibility for your community.

Working together for the common good is key. Whether that’s supporting other women, building up rural areas or making sure enterprises give back, purpose is one thing Kielbratowski, McConnell-Gordon, Sears and Bugden share.

“*If we can do something people can be proud of locally, we’ll be known internationally and really shine a light on this place we love.”*

— Ashley
McConnell-Gordon,
Vice-President,
Benjamin Bridge
winery

“Construction and technology are two male-dominated industries,” says Kielbratowski. “But we’ve done a good job in our company at having women in leadership positions and here at Volta [Innovation Hub] we’re surrounded by companies doing the same thing.”

Bugden emphasizes the positivity that women bring to the table. “In terms of innovation and transformation, there has to be positive energy and that was missing in the past in terms of our regional outlook. I think having more women at the table today builds positivity about opportunities and builds problem-solving capacity. There are a lot of positive men out there as well and you can see the difference in their businesses and their communities.”

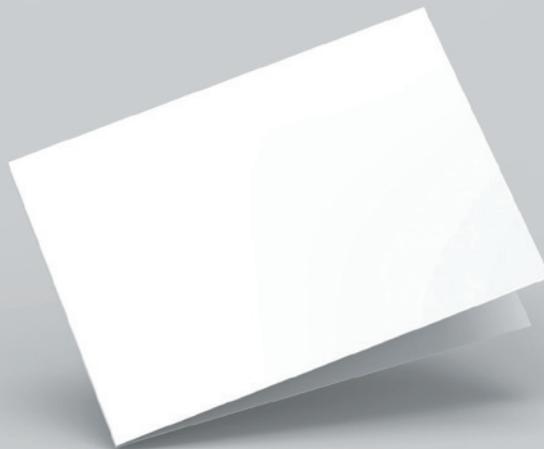
That positivity is also reflected in how we think about where we live. “Businesses need to be rooted in community and have families around them,” explains Sears. “What are those unique assets that each municipality has that will attract and retain young people? Think outside the box. I know that seems cliché but there are so many new models and models that can be tweaked and adapted — there’s always more than one way. People might think you’re crazy, but you should validate how crazy you are,” she laughs.

“I get excited about the idea of rural sustainability, creating meaningful



Contributed

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“*Business is the most nimble institution we have in society and it can make real, substantial change.*”

— **Lauren Sears,**
Co-Founder, Placemaking4G
and Managing Director,
Common Good Solutions



“Always have your end goal in mind but take it one day at a time and one thing at a time and stay connected to your bigger vision.”

— Ashley
Kielbratowski,
Co-Founder & Product
Development, Harbr

careers and bringing people back to the province,” adds McConnell-Gordon, “not disrupting the special ruralness of Nova Scotia. Export is my approach. We need to get our product outside Nova Scotia so we can change local perceptions around our wine. If the Globe & Mail will give us a great review or Gordon Ramsay will list our product in his London restaurant, that changes the local perception, displaces imports and grows the local industry, including wine tourism.”

Start small. Stay focused.

Each of the fall dinner speakers might seem like they’ve “arrived,” but not one is resting on her laurels. Wearing the mantle of disruption means constant learning, evolving and leading both personally and professionally.

Bugden sees passion and focus as key. “When we talk about impact, we use language like ‘start small and scale fast’. I think this applies equally to making an impact locally and globally, at work or in the community. Don’t bite off more than you can chew, but at the same time you can’t pilot and test for 10 years or you’ll lose that momentum. Be laser focused and ready to move quickly.”

For McConnell-Gordon, it’s important to “figure out the quality move” — whatever that means for your business or your life. “Wine is one of the toughest places to do it, because regions are hot or a style is hot for a certain period of time, but you can’t be chasing that. We’re

going to do what we’re naturally suited to do. That’s part of being specialized and doing well at what we do.”

“I always go back to the problem and start small,” says Kielbratowski. “Stay focused on the problem you want to solve, talk to as many people as possible, but stay focused. Find the right customers and align with the right network. Always have your end goal in mind but take it one day at a time and one thing at a time and stay connected to your bigger vision.”

Finally, Sears throws down a serious gauntlet for today’s businesses. “I love when people look at us really confused and say, ‘You’re doing what?!’ when we talk about giving away 60 per cent of our profits. Common Good Solutions put about a quarter-million dollars back into the community last year alone. I can tell you if every other business could do that, we wouldn’t be paying so many taxes and having so many problems to solve. Business is the most nimble institution we have in society and it can make real, substantial change. What would happen if more large, for-profit corporations did the same thing?”

Don’t just sit there. Get going!

Kielbratowski says we should follow our passion, even if it feels daunting. “People ask me ‘How are you doing this?’ I tell them just do it! Find good people and good team members and make sure you’re in it together. If you have a dream, just do and just keep doing it.”

“Success really is about passionate engagement,” agrees Bugden. “You’ve got to love what you’re doing in your day job and in your community. I can now look back and see transformational change in Halifax and in Nova Scotia and think, ‘I was involved in that.’ That doesn’t come if you’re a bystander.”

Sears urges us all to take action about what we’re passionate about — now. “Because we don’t have time. Climate change is here. This is why looking at collaborations and partnerships instead of at competition is critical. I’m so tired of people saying you shouldn’t invest in Atlantic Canada. We have enough resources, enough money and enough talent to make things happen.”



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Rowen Monteiro (left) and Prajwal Pinto, Software Developers at REIN

Photos contributed

The right stuff

Graduate to Opportunity opens doors for recent graduates **By Joey Fitzpatrick**

Having the right people with the right skill sets is critical in any business. For a technology startup in the ever-evolving world of insurance products, human resources can be a company's most valuable asset.

"The availability of highly skilled and educated employees is the very reason we chose to build our team in Halifax," says Rhonda Rodenbaugh, Vice-President of People and Administration with REIN.

With 20 employees in Halifax, REIN solves the complexities of building insurance products in digital ecosystems. In a time of evolving risks, changing customer behavior and unprecedented demand for data-driven and usage-based insurance solutions, REIN's configurable platform empowers insurers and ecosystems to deliver personalized coverage options to consumers where they are, when they need it.

In addition to the region's skilled workforce, the company was also able to take advantage of a Nova Scotia

government program called Graduate to Opportunity (GTO), which provides incentives for employers to hire recent graduates. The program will pay 25 per cent of the graduate/employee's salary in the first year. That number becomes 35 per cent if the employee is from a designated diversity group — Aboriginal, African Nova Scotian, female in a non-traditional occupation, an international student or a person with a disability. In the second year the program covers 12.5 per cent of the employee's salary.

"Stretching the salary dollars allowed us to hire two engineers instead of one and at the same time it allowed us to be intentional in building a team with a more diverse skill set," Rodenbaugh adds. In April REIN was able to hire two employees, Prajwal Pinto and Rowen Monteiro, who had gone through graduate school at Dalhousie University Faculty of Engineering together.

"They knew each other well before they came to REIN, which gave them the confidence to bounce ideas off each

other. Additionally, the shared knowledge they had helped them with problem solving in our organization."

Graduate to Opportunity is open to any business in Nova Scotia that has 100 employees or less. The program is also open to not-for-profits or charities of any size. Jobs have to be new, permanent and full time and pay at least \$30,000 per year to be eligible and the employee must both live and work in Nova Scotia. The recent grad must have graduated within one year of the application. The turn-around time for complete applications is typically five business days.

Besides the benefits to employers, GTO allows recent graduates to kick start their careers in Nova Scotia. Pinto was hired just two days after graduating from Dalhousie as a software engineer, developing new features, fixing existing bugs and assisting with technical issues. As his first job in Canada, the position at REIN provides Pinto with an opportunity to use the full skill set he has acquired at Dalhousie.

“Halifax has been always my favourite, with such welcoming and amazing people.”
 — Rowen Monteiro,
 Software Developer,
 REIN

“I have gained expertise in web development and API development,” Pinto says. “My team at REIN has been extremely supportive and motivational when I wanted to take on new challenges. I was given opportunities on large projects even though I was quite new. The whole experience has helped me gain confidence in what I do and expand my problem-solving skills.”

As a software developer specializing in Javascript, Monteiro says his work with REIN has given him the scope to grow within the IT industry.

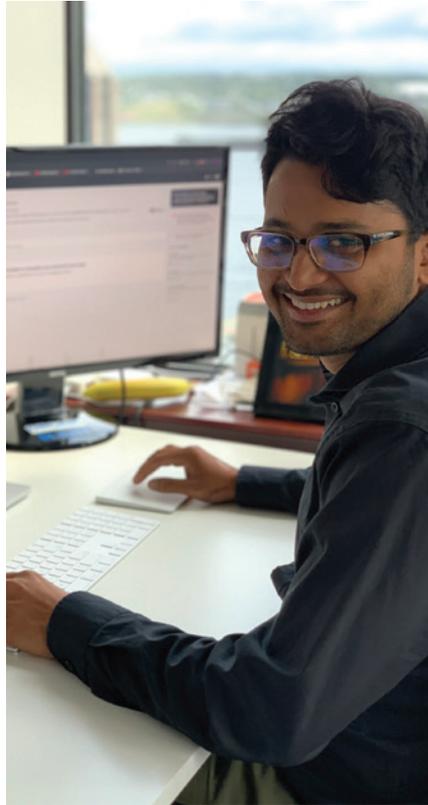
“REIN has provided me with lots of opportunities to grow through different projects,” Monteiro says.

Since its launch in February, 2015 GTO has approved positions in virtually all sectors and industries including jobs like engineers, veterinarians, graphic designers, computer programmers, pharmacists and administrative assistants.

“Being able to bring in more talented individuals to join our team has resulted in an improvement in the way we view our opportunities and challenges as a company,” Rodenbaugh adds. “It has also contributed to improving our company diversity and culture.”

With Nova Scotia’s aging population and large numbers of people retiring from the workforce, succession planning is becoming a major issue across all sectors of the economy. GTO is designed to help attract and retain the next generation of skilled and professional workers, by giving recent graduates the opportunity to build a life and career in Halifax. Pinto can envision a future for himself with REIN.

“The company is growing quickly and that motivates me to take on new and exciting work,” Pinto says. “It has that ‘casual yet corporate’ feel you only see in start-ups, with fun and talented people.”



Based on his experience thus far with REIN, Monteiro can also envision a future for himself in Halifax.

“Halifax has been always my favourite, with such welcoming and amazing people,” he says. “It has really given me a base for my future.”

In addition to the salary incentive, GTO offers employers many tangible benefits, including the numerous positive attributes that recent graduates bring to their jobs. Being able to bring additional talented young people on board has allowed the company to expand its horizons, Rodenbaugh adds.

“More often than not, we find ourselves with more projects or ideas than resources to pursue them,” she says. “Having an extra skilled engineer allowed us to be more flexible and strategic in exploring these opportunities.”

REIN intends to continue to leverage the program whenever possible, she adds.

“In our competitive space, finding great value for our financial investment in the way of engineering talent is essential to us being able to continue to grow and succeed.” ■

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Diversity Adds Strength to Well Established Business

A recent graduate from halfway around the world is opening minds and strengthening business at Atlantic Canada's oldest market research company.

International Sobey School of Business grad Aqsa Zaidi, who grew up in India, recently joined the team at Narrative Research (formerly Corporate Research Associates) as its newest research analyst.

"Aqsa has been a wonderful addition to our team. Aside from her strong educational background, she has brought a contagiously positive attitude to our office. As an international graduate, she also offers a different cultural perspective that can contribute to bolstered creativity and innovation through the sharing of ideas," says CEO & Partner Margaret Brigley.



Aqsa's presence has been lightening the step of everyone in the company, and the team at Narrative Research is having a deep impact on her.

"I have a high-energy personality and I've been completely accepted for who I am and what I can do," says Aqsa. "I come here and I don't have to focus on anything other than how I am going to do the best job I can. That's the beautiful part."

It is this type of environment that allows Aqsa to make an effective contribution to the client projects she is working on and to the development of proposals and presentations.

Hiring Aqsa was made easier for Narrative Research by the Graduate to Opportunity (GTO) program, which provides a salary

incentive that helps small businesses, start-ups, social enterprises, and non-profits hire recent grads for permanent, full-time jobs in Nova Scotia.

GTO offers 25% of a grad's first-year salary – 35% if the grad is diverse – and 12.5% of the second-year salary to eligible employers in the province.

Margaret says the program is a great help for businesses like hers: "In a competitive marketplace, programs like this help businesses take the next step in growing their business. Increasing staff complement has inherent risk associated with it, and the GTO program helps minimize that risk."

The program is also good for Nova Scotia as a whole. Baby Boomers are retiring in larger numbers than they're being replaced, and programs like GTO help bring new talent to the workforce. Hiring new graduates helps retain youth in our province, which is key to growing our economy."

For the first time in 32 years, Nova Scotia has seen three consecutive years where more youth have entered Nova Scotia than left. Well-educated university and college graduates are strengthening businesses like Narrative Research, and the province, every day.

"My generation really cares about the community and environment. Whether it is social innovation or technological innovation, we want the world to get better, we want communities to get better," says Aqsa. "We have this energy and drive to do better for the collective good, and at Narrative Research that drive and enthusiasm is embraced."

If you are interested in learning more about the available funding to hire talented grads, look into the GTO program: <https://novascotia.ca/programs/graduate-to-opportunity/>



Breaking into international markets

Real estate leaders attend training session in Halifax learning how to serve international clientele **Contributed**

From Sept. 16 to 20 REALTORS® from across the continent learned about the province as part of an inbound trade mission. The delegation included representatives from the United States and Canada including Florida, Rhode Island, Utah, Georgia, Texas and the Maritimes.

The trade mission centred around the Certified International Property Specialist (CIPS) Leadership Invitational — only the second CIPS event held outside of the United States. The event was hosted by the Nova Scotia Association of REALTORS® (NSAR). Matthew Honsberger, President of NSAR says, “Throughout the week, REALTORS® focused on international real estate transactions and how best to serve home and property buyers from around the world, while also experiencing the vibrant opportunities Nova Scotia has to offer.”

Course participant and Florida REALTOR®, Betania Valente Nassar, says what enticed her to take the CIPS certification was her personal experience outside of the United States, “I’m from Brazil and my husband is from Turkey and we have many international contacts,” she says, “I believe CIPS is a very good certificate to increase my credibility in other countries.”

Local REALTORS® participated as well. “There is a strong trend in foreign investment for land or recreational homes with a small increase on the European emigration market,” REALTOR® Stefan Seiber says. “Foreign investment brings a lot of spinoff business to the local market.”

A highlight of the week-long event was a Marquee Reception at the Centre for Ocean Ventures and Entrepreneurship (COVE) where Nova Scotia’s economic leaders, government officials and program participants came together to network and discuss potential trade opportunities for Nova Scotia.

“Nova Scotia’s diversified economy and affordable real estate market for both home and commercial development is

very appealing to international investors and those from across Canada,” says Honsberger. “The association recognizes it has a key role in partnering with the province and key stakeholders to grow Nova Scotia”.

Nova Scotia REALTORS® are committed to developing the enterprise and growth potential that exists within the province, as well as highlighting the importance of maintaining dynamic and open trading relationships with international partners that invest and trade with the province.

“As REALTORS® we see first hand the vital role that trade and economic

development plays in creating jobs, supporting entrepreneurs, strengthening our communities and sustaining a strong and balanced real estate market,” says Honsberger.

The Nova Scotia Association of REALTORS® represents over 1,500 members who subscribe to a high standard of service and a strict code of ethics. We act as one voice for real estate in Nova Scotia and serve our members through a wide variety of education programs, training, advocacy and administration of the MLS® system in Nova Scotia.

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Bruce Nelson

Keeping people connected

Rogers Communications has deep roots in Halifax and across Atlantic Canada **By Joey Fitzpatrick**

Major investments in technology, local communities and in people have made Rogers Communications a key economic and social driver in Halifax and across Atlantic Canada.

Rogers employs more than 1,500 people across the region including at its Halifax data centre, Moncton call centre, Rogers and Fido retail stores, as technicians, customer service, sales experts and other corporate positions.

“Rogers has deep roots in Atlantic Canada and we are committed to this region with a growing presence focused on keeping customers, including business customers, connected to the things that matter most in their lives,” said Troy Harnish, Senior Director of Sales for Rogers.

Laying the foundation for 5G

Earlier this year, Rogers announced it had improved wireless service in numerous locations across Nova Scotia, including Halifax, Bedford and the Annapolis Valley, as well as similar upgrades in parts of New Brunswick, including Moncton and Fredericton. The company is building the foundation for 5G in the region, working with long-time partner Ericsson.

5G — the fifth generation of cellular network technology — is expected to deliver faster connections and greater capacity.



Contributed

“Rogers has deep roots in Atlantic Canada and we are committed to this region with a growing presence focused on keeping customers, including business customers, connected to the things that matter most in their lives.”

— Troy Harnish,
Senior Director of Sales,
Rogers Communications

“With speeds faster than ever before, 5G will provide businesses with even more opportunities to collaborate, improve efficiency and productivity and be connected to customers,” said Harnish.

Unlimited data plans

As part of its multi-year plan to improve customer experience, Rogers recently launched its unlimited data plans with Rogers Infinite, giving customers — including businesses — peace of mind so they can use as much data as they want worry free with no overage charges, with 10 GB of max speed data and reduced speeds thereafter.

Also this year, the company unveiled new financing options that allow customers to purchase any device they want at \$0 down, any day of the year. Once their device is paid off, customers will only pay for their monthly service plan.

Rogers for Business

In addition to providing a range of residential and wireless consumer products and services, Rogers also offers unique services for small, medium and large-sized businesses.

“Our Rogers for Business team provides products, solutions and expertise for our customers to help increase productivity and innovation,” said Harnish.

“We offer wireless services, business internet, private networking, data centre co-location and cloud services — and Rogers Unison, a mobile-first business communications system.”

Rogers’ collaboration with the high-profile Nova Centre complex in downtown Halifax has increased customer and business awareness of the company’s investments in the community. In fact, Rogers’ fibre optic and wireless infrastructure have helped make the Nova Centre one of the most technologically-advanced commercial hubs in Atlantic Canada.

As the exclusive telecom provider, Rogers laid down thousands of kilometres of network fibre in the one million square foot building, ensuring private, secure and dedicated network fibre for all tenants, including banks and financial services, the Halifax Convention Centre, restaurants and all future businesses that move into the building. In addition to Wi-Fi for tenants, this investment allows thousands of people to enjoy free high-speed, always-on connectivity inside the building at the same time.

In the community

This spring, Rogers officially opened Rogers Square at the Nova Centre, unveiling a unique outdoor space in the heart of the complex that can hold more than a thousand people at a time for events.

From the recent Raptors run to concerts, festivals, sports, business and other events, Rogers Square has become a hub for Haligonians and visitors to connect. The state-of-the-art Rogers retail store is



Contributed

Rogers Square media event – from left: Mike Savage (Mayor of Halifax), Joe Ramia (Rank Realty), Troy Harnish (Senior Director, Sales, Rogers), Lena Metlege Diab (Minister of Immigration, Acadian Affairs and Francophonie), Andy Fillmore (MP, Halifax), Tom Turner (SVP, Sales, Rogers)

also accessible from Rogers Square. It’s available for organizations and community groups wishing to use the space on its own or as an extension of activities inside the building, creating new opportunities and helping to make Halifax a better, smarter city.

“At Rogers, we believe in giving back to the communities in which we live and work,” said Harnish. “In addition to opening Rogers Square as an outdoor community space, the Rogers team is also committed to helping young people

develop their full potential through investments in education.”

The Ted Rogers Scholarship Fund and Ted Rogers Community Grants were created to help the next generation of young leaders succeed in their educational aspirations. Through this initiative, Rogers is helping to break down barriers that youth face and helping them shine as Canada’s next generation of leaders, including providing youth scholarships and community grants to non-profits supporting youth education. ■



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Your vote is your voice: use it!

Why it's important to exercise your right to vote as a Canadian



JUDITH KAYS DIRECTOR,
GOVERNMENT RELATIONS,
MS SOCIETY OF CANADA,
ATLANTIC DIVISION

“*If we refuse to engage with the political process by voting, then we've just given our voice away. Your opinion matters and your opinion counts.***”**

This month, about 17 million Canadians will go to the polls and vote for how they want to see this country run for the next four years. Voting is a right and a privilege that we as Canadians take for granted. After all, the number above accounts for only about 65 per cent of registered voters.

Voting in a federal election can be a daunting task. Do you vote for the party whose values align with yours; for your member of Parliament, who will ultimately represent your ridings' concerns; or do you vote for the person at the helm, the party leader who you may or may not think is the right choice? It's a tough call for a lot of people and unfortunately many Canadians don't know what to do or feel like their vote won't count, so they don't bother casting a ballot.

When you exercise your right to vote, you are using your voice to help decide who will form government and who will hold them accountable over the next four years. In Canada we cast our vote for the candidates in our federal riding. Ultimately, they will be the ones to represent us in Parliament, even if their party leader doesn't win. However, some people vote based on how closely their own values align with the party's values. And some people vote based on their opinions of the party leaders. How

you choose to decide is up to you. It's best to educate yourself and make your own decision. Taking the time to inform yourself and vote can make a difference. Most importantly, voting is a benefit of being Canadian.

My great grandmother was 22 years old before women were allowed to vote in Canada and even then there were many restrictions. My grandfather came to Canada through Pier 21 over 100 years ago and back then he wasn't allowed to vote. In fact, immigrants didn't have the right to vote, even as Canadian citizens until 1955. For many years, people weren't allowed to vote because of their religious beliefs. Aboriginal peoples weren't given the right to vote until 1960. Unbelievably, it wasn't until 1982 in the Charter of Rights and Freedoms that all citizens were given the right to vote.

Studies have shown that many factors influence a person's decision to vote or not. Characteristics such as socio-economic status, occupation, race and ethnicity, language, age and religious affiliation have been found to affect whether people choose to cast a ballot.

If you're still on the fence, here are a few reasons why you should make the effort to vote:

- Not everyone can vote, so take advantage of this privilege

- It's your right and people fought for that right for you
- Your vote can be a deciding factor – every vote is counted
- Elections have consequences on your quality of life: think health care, taxes, jobs
- Your power is your vote — have a say in how your tax dollars are spent
- It's easy and it really doesn't take much time
- Diversity matters — different voices, experiences and backgrounds help shape our country
- The results affect you, as a Chamber member, as a Nova Scotian, as a Canadian citizen — at least one federal government policy, law, regulation or change will impact you directly

By voting, we are using our experience and wisdom to maintain one of the best democratic countries in the world. If we refuse to engage with the political process by voting, then we've just given our voice away. Your opinion matters and your opinion counts.

Register, educate yourself and exercise your right to vote.

check out halifaxchamber.com/HCCVOTE for more information on voting in the upcoming federal election.

Cheers to 30 years

Digital Nova Scotia continues to grow and thrive three decades later **Contributed**



This year, Digital Nova Scotia celebrates 30 wonderful years in existence.

For those of you who may not know, Digital Nova Scotia has gone by many names and had many important people play a role in its history. What first began as SIANS – the Software Association of Nova Scotia, soon evolved into ITANS – the Information Technology Alliance of Nova Scotia, which then transformed into Digital Nova Scotia. Although we've had many names, our roots have remained in the same. We're grounded in Nova Scotia's tech community and we thrive as our industry thrives.

At almost 140 members, Digital Nova Scotia has grown year after year, just as our industry has. The ICT and digital tech sector has transformed into something that is embedded in our daily lives and in almost every other sector from fishing

and forestry, to transportation, retail, athletics, arts, tourism and banking, to only name a few. Almost every business has become a technology business and with it, digital skills are a growing demand globally.

As the tech industry association for the province, we support our sector and everyone within it – from startups and small and medium-size businesses, to large multinational corporations, universities and colleges, government and non-profits. We aim to address the digital divide at any level with a focus on diversity, inclusion and accessibility, lead skill building and innovative programming, promote our industry, facilitate connections and engage with youth pan-provincially. As a connector and information hub, we are an active voice within our community and everything we do is designed to support the rapid growth of our sector.

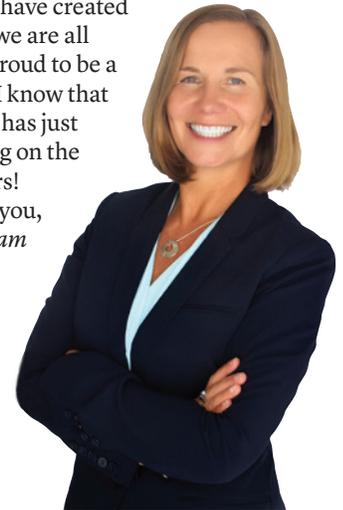
Over the years, DNS has transformed and adapted to meet the needs of our sector and as our sector continues to grow and expand, so must we. Once a volunteer driven organization, Digital Nova Scotia has now grown to eight employees, seeing a 75 per cent growth in this year alone. We've had greater industry reach, membership numbers, learning opportunities

and support from the digital community than ever before. In the past year, we have secured the largest federal project in the organization's history, welcomed 20 per cent more members and established partnerships across the province.

We are so fortunate to work with such an innovative, engaged and collaborative network. Our members, board of directors, funders and partners have allowed Digital Nova Scotia to not only be around for 30 years, but to also have a true and meaningful impact.

Our phenomenal team and board of directors have created something we are all extremely proud to be a part of and I know that our journey has just begun. Bring on the next 30 years!

Thank you,
Ulrike & Team



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Growing your sales' force

The roles and responsibilities of the most talented salespeople

“*I recommend the salesperson you hire be an extension of yourself. Why? Because this salesperson is going to represent you, your company and the best interests of your target markets.”*



PETER SKAKUM
SALES STRATEGIST,
TANGENT STRATEGIES INC.

Two recent studies by Forrester Research headquartered in Cambridge, M.A., show that business-to-business buyers increasingly favour doing research and comparative shopping online and then making purchases online, rather than interacting with or purchasing from a sales representative. In all likelihood Forrester's research might have found the same results if the choice were between poking one's eye with sharp stick or interacting with salespeople. Why?

Because for generations many companies sales-trained their salespeople to conduct themselves in ways most buyers today prefer to avoid. So Forrester Research's findings do not surprise me.

But what if history were different? What if salespeople gave us reason to love interacting with them? What if we respected them? Admired them? What if their guidance was impartial, objective and selfless, in our best interests and contributed to the growth and prosperity of our companies? Would we avoid them or welcome them? Research in anticipation of making a purchase, whether online or off is absolutely necessary. And if a buyer believes avoiding human interaction is in his best interests the results he gets will certainly bear that out. But what better reason for any company to have only the best salespeople representing them and their target markets.

Are you ready to hire a top-tier salesperson?

OK then, let's get started. First, identify your candidates by carefully imagining the roles and responsibilities of a trusted selling professional. There are more than you might imagine. Second, I recommend the salesperson you hire be an extension of yourself. Why? Because this salesperson is going to represent you, your company and the best interests of your target markets. You are looking for women and men who:

- Will increase your company's market share by delivering selling as an advisory, diagnostic, diplomatic, problem-solving customer service.
- Will objectively and impartially help buyers make the most informed and timely buying decisions on behalf of their families or companies.
- Will introduce, sustain and improve your company's brand and reputation.
- Will accurately represent you/your good name and reputation.
- Will consistently represent the stellar reputation of your staff.
- Will regularly attract new and more business to your company.
- Will retain the valuable customers you already have.
- Will be your eyes and ears out in the marketplace.
- Can be trusted to speak on behalf of your company.
- Can calm and appease the occasional upset customer and reconcile differences.
- Will gather competitive market intelligence by conducting daily marketing research.
- Will play an integral role in developing your company's marketing strategy.
- Will deliver selling as an objective, impartial, selfless customer service that can perfectly satisfy a buyer or find someone who can.
- Will become a loyal, experienced mentor to your novice salespeople.
- Will articulate your products and services in the context of buyer need.
- Will objectively and impartially interview prospective customers to accurately diagnose and qualify their need.
- Will speak graciously, intelligently, respectfully and admiringly about your company to their family, friends, peers and colleagues.
- Will attract new and qualified selling talent to your company.
- Will sell in ways that earn respect and admiration not only for your company but for the profession of selling.
- Will work independently, in the best interests of your company, under minimal supervision.
- Is the selling professional who understands that you are their biggest customer.
- Will keep your doors open, lights on, help you meet payroll and keep your staff employed.
- Will help you keep your job as the boss.
- Knows that by putting the satisfaction of customer needs ahead of personal gain, personal, professional and corporate gain will be the result.
- Will operate with an entrepreneurial spirit.
- Has senior management potential.
- Will always have your back.

Talented salespeople are more than the products or services they sell. They help buyers make the most informed buying decisions. They represent the best interests of their buyers and by extension, the best interests of their employers. Will a sharp stick be preferable to your next salesperson or will they become one of the most valuable attractions to your company?

Business plans: fact or fiction?

Is having a well-developed business plan really what your startup needs to succeed?



CRAIG MACMULLIN
PRESIDENT & CEO, CEED

Mike Tyson famously said “Everyone has a plan until they get punched in the mouth.” Who knew that Tyson was talking about startup business plans? For startups, the value of the business plan is indeed questionable. In the earliest stages of the development of a new venture, the life-blood of cash is required but yet uncertainty abounds. In order to solve the cash issue, business plans are produced for the consumption of lenders and investors. These documents are chock-full of aspirational promises with detailed Excel spreadsheets that are nothing more than mathematical relationships between made-up numbers. In short, when it comes to startups, business plans are works of fiction.

So is there any point in producing a business plan for your startup? If the entrepreneur embarks on the quest to develop a plan that accurately reflects their venture’s prospects, then the reward is not in words and figures that make up the final plan, but in the lessons learned along the way. In other words, while the reader must accept that the representations made in the plan document are fictitious, there are two general criteria that are used to assess a startup’s ability to attract financing that can be derived from this work of fiction. Firstly, is the plan so well researched and constructed that it could be true in



the current business climate? Secondly and more importantly, does the reader believe that the author of this work of fiction has the skills and capability to make it true?

As a result of this inherent uncertainty that surrounds startups, there is some spirited debate as to whether business plans should be written at all. Within the venture and angel investing community there is an increasing reliance on pitch decks for instance. However, regardless of form, those two criteria of feasibility and credibility remain and they can only be addressed through in-depth research, testing of hypotheses and using the results to project a possible future for a nascent venture.

Regardless of the form used to support a startup business’ fundraising, the following design criteria should be considered:

- **Identify and clearly articulate your vision and purpose.** Be very clear on the “why” of a business — the bigger goal at hand. What is the problem or unfulfilled need that only you can address for your customers?
- **The team is more important than any idea or plan.** The top three priorities should be people, followed by people and then people.

- **Think big, start small, then scale or fail fast.** Set the right first “start small” milestone; it will usually involve seeing people’s willingness to buy or at least try your product.
- **Focus on a well-defined market sub-segment or niche.** At least to start, think of where you can potentially be the best. This strategy is almost always more successful than being just another player in a massive market.
- **Understand your business model.** How you will make money is more important than pages of Excel showing financials that are simply too hard to predict at this early stage anyway. Understand instead the basic way you will make money — is it through transactions, advertising, subscriptions, etc.?

Business planning executed with the intent of validating assumptions and reducing the uncertainty surrounding a startup is a worthwhile exercise that could lead to very tangible business success. The level of depth, objectivity and self-evaluation that is applied to the exercise defines the difference between charting a realistic path from abstraction to reality instead of making yet another contribution to the field of entrepreneurship theatre. To paraphrase Dwight Eisenhower — plans are of no particular value, but planning is indispensable.

Engaging new technologies

Scientext provides specification consulting services to professional design studios **By David Organ**

Construction specifications help define the quality of the products, systems and assemblies that are incorporated into a building project and serve to protect the interests of all contracting parties should disputes arise.

Specifications are legal documents and as such are critical to the construction process and project outcomes. There can easily be over 100 specification sections for a project, numbering in the hundreds of pages.

Scientext has prepared construction specifications for projects locally and in other parts of Canada such as the Bible Hill Consolidated Elementary School, the Eastern District P-12 School in Sheet Harbour, a 5,000-seat entertainment centre in Niagara Falls, the Green Gables Visitor Centre and the Summerside Seniors Apartments in Prince Edward Island, the Patient Tower for Etobicoke

General Hospital in Ontario and numerous other projects in the Atlantic region and across Canada.

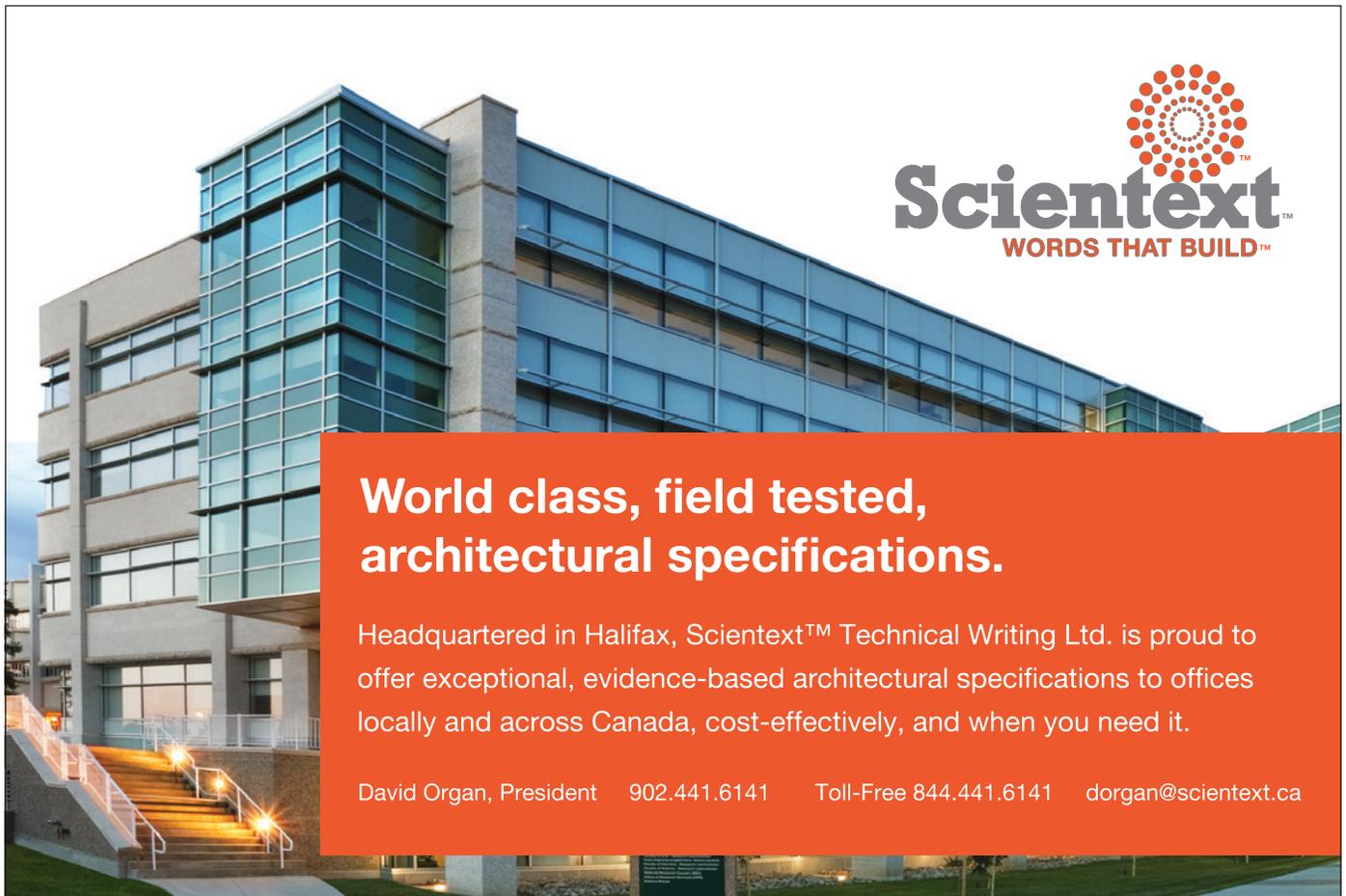
The industry is constantly evolving with exciting new products and engineering solutions introduced each year and new methods of project delivery explored and tested. Staying abreast of legal trends, new products and new delivery methods is part of the obligation of anyone wanting to maintain a leadership role and offer clients the best of recent developments in technology and project delivery methods.

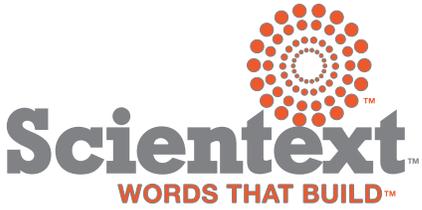
As a case in point, Scientext was hired this year to prepare the architectural discipline specifications for the Ken Soble Tower Passive House Renewal Project, an “EnerPHit” retrofit project to a 20 storey tower commissioned by City Housing Hamilton, Ont. It has been a privilege to help with that project, a first

of its kind at that scale in Canada.

Commitment to continuous improvement and learning is a hallmark of Scientext and in keeping with this pledge, Owner and Entrepreneur David Organ passed exams for the Certificate of Management — Lean Construction and Certified Public-Private Partnerships Foundation in the past two years, adding to his existing credentials as a Registered Specification Writer and Certified Construction Contract Administrator.

Scientext’s vision is to embrace and execute continuous improvement processes as a respected and trusted specifications leader in the construction documents industry, preparing world-class science-based specifications for building design professionals and recognized for a distinctive approach that delivers outstanding results for clients, communities and our environment.





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Headquartered in Halifax, Scientext™ Technical Writing Ltd. is proud to offer exceptional, evidence-based architectural specifications to offices locally and across Canada, cost-effectively, and when you need it.

David Organ, President 902.441.6141 Toll-Free 844.441.6141 dorgan@scientext.ca

Are you ready to sell?

Seven questions to ask yourself when you are considering selling your business **Contributed**

Selling a business can be a very emotional process, especially when the business owner has run the company for decades. I've seen it first hand while helping many business owners sell their businesses over the past 15 years. The business can become integral to an owner's identity and purpose.

Nine questions business owners should ask themselves in preparing to sell their business:

1. Why am I selling my business?

Are you looking to retire, focus on your health or seeking a new challenge?

2. What do I plan to do after I sell my business?

Ensure that you are emotionally and psychologically prepared. Consider your retirement plans and goals, along with your spouse's plans and goals. An advisor experienced in merger and acquisition transactions can help to prepare you.

3. Will selling my business give me enough money to retire based on my retirement plans and goals?

A business valuator can help assess the value of your business and a wealth planner can help with your retirement financial strategy.

4. Am I key to the business, such that it can't operate without me?

This is referred to as personal goodwill. Ideally, you should transition the key customer relationships and general business knowledge to a manager or management team in advance of a sale. Reducing your involvement prior to an eventual sale makes for a smooth transition and maximizes the value of the business.

5. Are my business policies and processes well documented?

Write down the tricks of the trade and keys to success to allow for an easy transition.

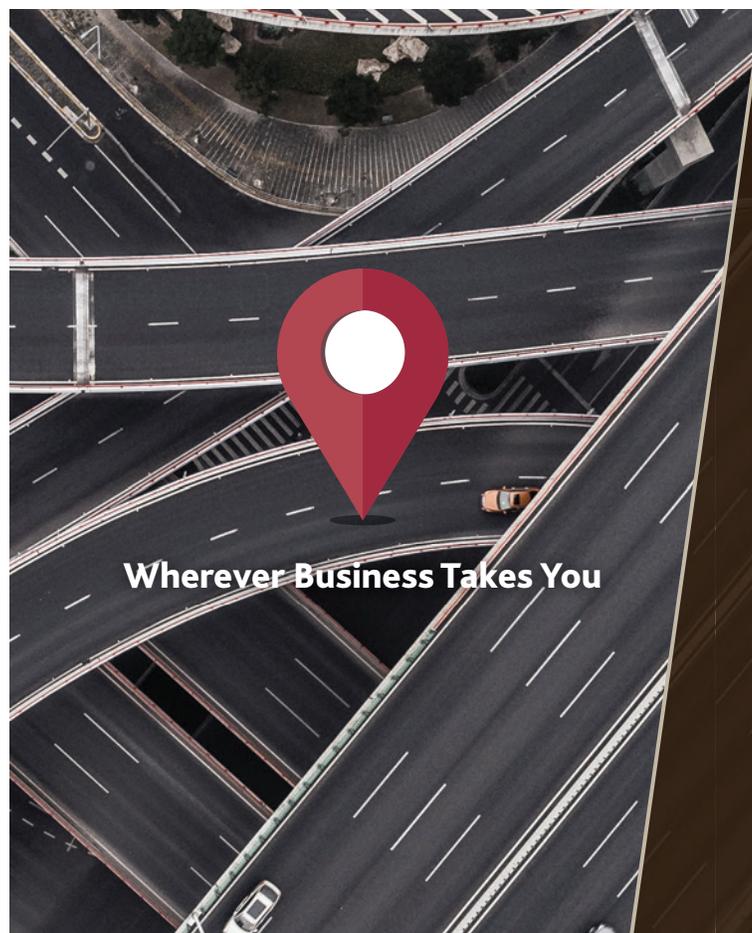
6. Is the business plateauing because I am overly complacent or risk averse?

It is a natural tendency for an older business owner to make more conservative strategic decisions compared to a younger owner.

7. Are my financial statements in order?

It is critical to ensure that your financial records are in good order, easy to understand, follow proper accounting policies and error free. Any errors or lack of clarity in your financial statements will lower the value of the business and can scare buyers away.

If you need assistance in selling your company or want advice regarding a pending transaction, let's start the conversation. Contact Craig Maloney, MBA, CPA, CA, CBV at 902.493.5430 or craig.maloney@mnp.ca



Wherever Business Takes You

MNP

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

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

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Business leader of the year

Halifax International Airport Authority CEO says Halifax Stanfield is going places **By Sara Ericsson**

The Halifax Stanfield International Airport is taking off. Atlantic Canada's largest airport has been recognized as a leading airport in North America and is also being recognized here at home. It is managed,

operated and developed by the Halifax International Airport Authority (HIAA), whose leader was named the Business Leader of the Year at the 2019 Halifax Business Awards.
HIAA President and CEO Joyce

Carter says she was truly honoured to receive the award and says it's reflective of the work that happens at the airport and the people who contribute to its success — a group within which she includes passengers, stakeholders, government

Halifax Stanfield is the largest airport in Atlantic Canada and is consistently recognized as a leading airport. It was named Most International Airport, medium-sized, in North America by the Official Aviation Guide (OAG).



and the surrounding community.

“The support the airport [receives] is palpable ... and it inspires us to grow our passenger services, expand our export opportunities, enhance the terminal building and the airport campus and innovate to better serve existing and new passengers,” says Carter.

THE NUMBERS

Halifax Stanfield is Atlantic Canada’s principal full-service airport and has grown to include client and

passenger destinations across the United States, Mexico, the Caribbean Basin, Europe, Asia and the Middle East.

It is also the only Atlantic airport that offers U.S. preclearance and 24-hour and seven days a week Canadian customs services.

The airport contributed \$3.75 billion to the provincial economy in 2018 and served a record 4.3 million passengers. Last year was also the fifth consecutive year it broke records in air cargo shipments and totalled nearly 37,000 metric

tonnes of freight.

“Halifax Stanfield creates jobs, connects people and transports goods and ideas around the world. We’re the ideal gateway for tourism, trade, investment and immigration,” says Carter.

The airport consistently ranks among the best in the world and was recently recognized as Most International Airport, medium-sized, in North America by the Official Aviation Guide (OAG).

CONTINUED ON PAGE 33 >





Photos Contributed



Halifax International Airport Authority President and CEO Joyce Carter says the Halifax Stanfield International Airport contributed \$3.75 billion to Nova Scotia's provincial economy last year alone. Her organization manages the airport and she was named Business Leader of the Year at the 2019 Halifax Business Awards.



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“We’re the modern-day Pier 21, serving as the entry point for many newcomers.”

— Joyce Carter,
President & CEO,
Halifax International
Airport Authority

Carter says it is also helping through the arrival of more than one third of Nova Scotia’s tourists in 2018 and facilitated immigration as immigrants and international students touch down on its runways.

“We’re the modern-day Pier 21, serving as the entry point for many newcomers,” says Carter.

GOING PLACES

Carter says the airport is aiming to help facilitate the transport of people and goods and grow the region’s economy and has added new non-stop routes to Chicago, Philadelphia, London and Dublin, launched in 2019 alongside added capacity to New York-area airports in Newark and LaGuardia.

She says the airport is also anticipating an increase in demand for Nova Scotia seafood in Asia and Europe and is aiming for the Air Cargo Logistics Park to be completed and opened by early 2021 to facilitate this growing demand.

“I’m continually pushing the airport to grow in support of the city, province and region’s overall economic growth and prosperity,” says Carter.

Also new this year is the CATSA Plus system, which has introduced high-performance lines to improve customer service and passenger flow while also enhancing security effectiveness and Stopover Halifax, which allows travellers to stopover for any time from seven hours to seven days in Halifax via several North American WestJet flights to and from Europe with no additional airfare.

“Stopover Halifax opens the door for visitors to enjoy unique and exciting experiences that will leave them wanting more. Stroll Halifax’s bustling boardwalk, hike scenic trails at the ocean’s edge, dine on fresh lobster, explore beautiful Peggy’s Cove and more,” says Carter. ■

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SMALL BUSINESS WEEK

Discover Halifax

October 21-25, 2019

Official Partner:



WHAT IS SMALL BUSINESS WEEK?

Small Business Week is an annual celebration of entrepreneurship. Events held during the week will bring together entrepreneurs — and those who support them — at workshops, networking events and trade shows. Small Business Week is about showcasing the amazing things being done right here in our own backyard. We want to provide entrepreneurs with opportunities to learn, make connections, share ideas and celebrate all of their hard work.

WHY DO WE CELEBRATE SMALL BUSINESS WEEK?

Small-to-medium sized businesses are the foundation of the Canadian economy, accounting for 99.7 per cent of all businesses. That's a lot of businesses to celebrate!

HOW DO I GET INVOLVED?

You don't need to be a small business owner or even a small business employee to take part in all the Small Business Week fun! Attend events, visit your favourite local small businesses and join the #SHOPLOCALHFX movement throughout the week.

#SHOPLOCALHFX



SPONSORED BY



Schedule of EVENTS:

TUESDAY, OCT. 22

EBAY: THE FUTURE OF RETAIL

Sponsored by: **eBay**
11:30 a.m. – 2 p.m.

Cunard Centre

Visit www.HalifaxSmallBusinessWeek.com for event details

SBW AFTER HOURS

Sponsored by: **Killam Properties**
4:30 – 6:30 p.m.

Brewery Market,
1496 Lower Water Street

With a combination of newly designed open air space, local food vendors and proximity to the city's best bars and restaurants, Killam's Brewery Market offers an impressive list of coveted features for start-ups, small businesses and professional service firms. Join us to explore the new space!

WEDNESDAY, OCT. 23

GROWING YOUR BUSINESS

Sponsored by: **Department of Labour and Advanced Education**
8 – 10:30 a.m.

VOLTA & Four Points

Join us to learn about how LAE can help save you money, improve productivity and keep your workplace safe. This event will feature programs and funding available to Small Businesses through the Department of Labour and Advanced Education including funding to hire staff, information to make your workplace safe and FREE training previews for your employees!

SBW AFTER HOURS

Sponsored by: **Pickford & Black**
4:30 – 6:30 p.m.

Pickford & Black,
1869 Upper Water Street

Check out Halifax waterfront's newest restaurant, focused on seafood, craft beer and overall great times. Network with the business community and enjoy our unique culinary creations.

THURSDAY, OCT. 24

TOURISM IN HALIFAX

Sponsored by: **Discover Halifax**
8:30 – 10 a.m.

Gahan Nova Centre

Did you know that over \$1 billion is spent by visitors in Halifax each year! There are over 4,000 businesses equating to 23,000+ people employed in the tourism industry in our region. Come join us for breakfast where we will recap the year to date results from the 2019 tourism season and provide some tips on how to best position your business in this fast-growing industry.

EXPLORING ENTREPRENEURSHIP

Sponsored by: **BDC**
11:30 a.m. – 2 p.m.

Canadian Museum of Immigration
@ Pier 21

EXPLORING ENTREPRENEURSHIP: Meet the Face behind the business. BDC is excited to celebrate small businesses in our community and explore entrepreneurship — Hear lessons learned and get expert advice from accomplished local leaders. Explore the networking pavilion, connect with new opportunities and learn best practices from local entrepreneurs!

SBW AFTER HOURS

Sponsored by: **Rogers**
4:30 – 6:30 p.m.

Nova Centre, 1626 Grafton Street

Rogers is looking forward to sharing their newest location in the Nova Centre with their valued customers. Join us for refreshments and networking in our downtown hub.

FRIDAY, OCT. 25

SPEED NETWORKING

Sponsored by: **BoyneClarke**
2 – 4 p.m.

Hampton Inn & Suites

Inviting local business owners to mix and mingle over snacks before entering a round of speed networking. Make the most of your time by discussing local business trends and developing new connections.

www.HalifaxSmallBusinessWeek.com

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 - Deluxe bus tours
 - Fluent English-speaking tour guides
 - Entrance fees for attractions

DAY 1: YYZ - BEIJING

Check-in at the YYZ International Airport for an evening flight. Arrive in Beijing, the capital of China, by evening. You will be met by your tour guide and transferred to the hotel.

DAY 3: BEIJING

Bus excursion to the Great Wall of China. The 4,000 mile long and 2,000 year old wall is said to be the only man-made structure visible by naked eye from the moon. En route, you will stop at the 2008 Beijing Olympic venues, visit the Jade Factory and explore one of the fully excavated Ming Tombs.

DAY 4: BEIJING

Sightseeing includes the largest square in the world, Tiananmen Square; the Palace Museum, also known as the Forbidden City, home to 24 emperors with 9,999 rooms; the Pearl Market and the Summer Palace.

DAY 5: BEIJING

Morning sightseeing tour to the Temple of Heaven, built in 1420 A.D. Afternoon visit to the Lama Temple of the religion of Lamaism.

DAY 6: BEIJING - SHANGHAI - SUZHOU

Fly to Shanghai, followed by a bus trip to Suzhou. Visit the West Garden Temple, constructed in the Yuan Dynasty. This is the largest active Buddhist temple in Suzhou.

DAY 7: SUZHOU

Visit the Suzhou Silk Factory. Continue the tour at the centuries old Lingerling Garden. In the afternoon, visit the National Embroidery Institute to see silk embroidery, a local craft with 1,000 years of history.

DAY 8: SUZHOU - HANGZHOU

Morning bus excursion to Hangzhou. Take a boat cruise on West Lake with a relaxing stop over at the beautiful pagodas. A must-see for tourists while in Hangzhou.

DAY 9: HANGZHOU - SHANGHAI

Morning excursion to the Longjing Green Tea Plantation. Afternoon bus tour to Shanghai where you will visit The Bund, Shanghai's famous waterfront park.

DAY 10: SHANGHAI

Visit the Yu Garden, a maze of marvellous pavilions, ponds, rocky works and over arching trees. In the afternoon you will have free time to explore the Shanghai Bazaar and visit the Shanghai Silk Rug Factory.

DAY 11: SHANGHAI - BEIJING - YYZ

Take the morning flight from Shanghai to Beijing. Then depart for YYZ where you will arrive by mid-afternoon the same day.

- Price reflects double occupancy/Add \$500 for single occupancy
- Price includes Chamber visa processing fee
- 11-day all inclusive tour package plus all air travels (from Toronto)
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