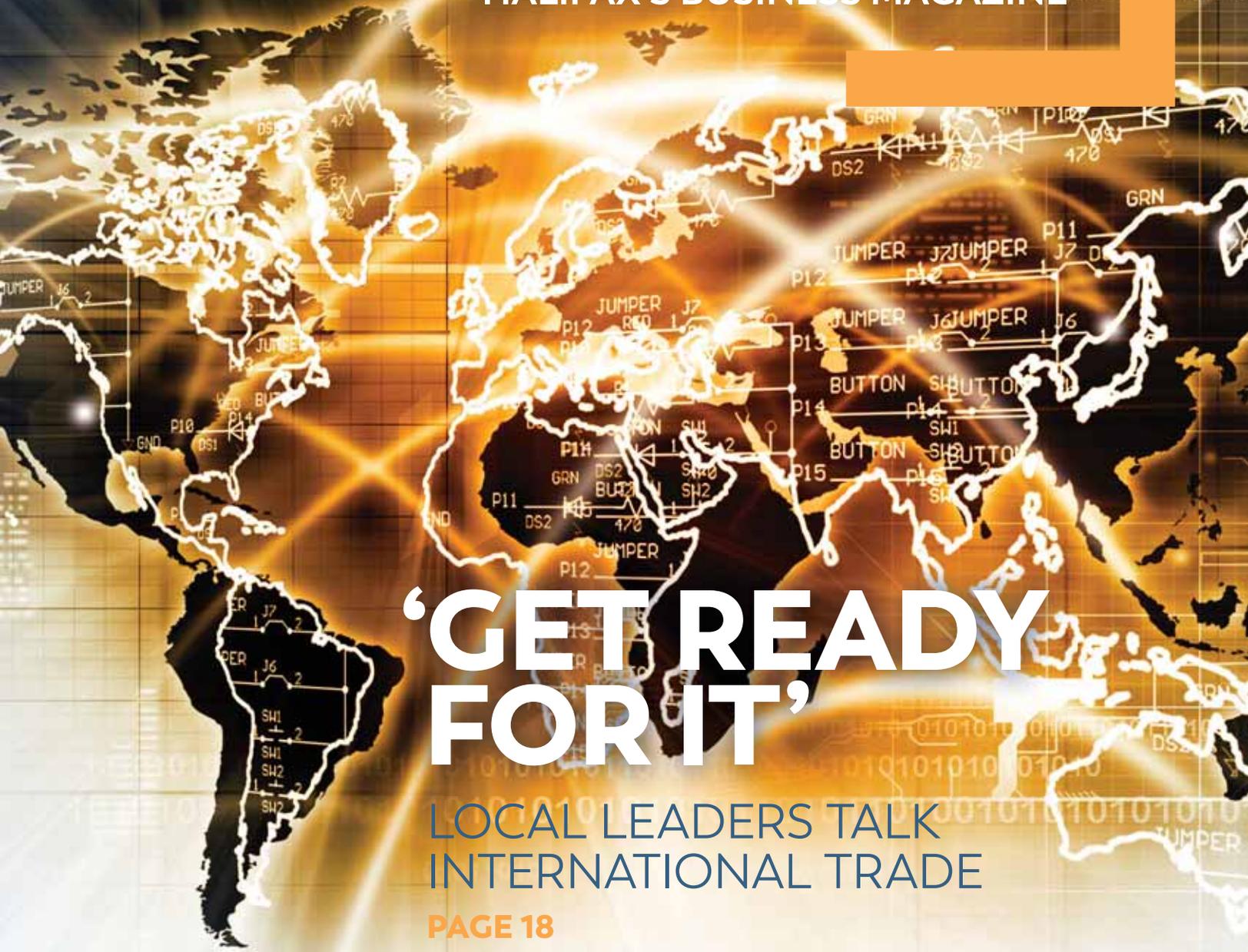


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# BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE



## 'GET READY FOR IT'

LOCAL LEADERS TALK INTERNATIONAL TRADE

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HIAA bolsters provincial economy through ongoing evolution **Pg 24**

### VALUABLE CONNECTIONS

Providing newcomers with opportunities to network **Pg 29**

### LOUD AND PROUD

Chamber, members collaborate for better business **Pg 31**



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

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*We are a facilitator of business.  
We are always looking forward with a wide lens."*

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

**COVER STORY:**

**'GET READY FOR IT'**  
LOCAL LEADERS TALK  
INTERNATIONAL TRADE



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# CHAMBER EVENTS

For a full and up-to-date list of our Chamber events, please visit [www.halifaxchamber.com/events](http://www.halifaxchamber.com/events)

## NETWORKING FOR SUCCESS SEMINAR

DATE: September 5  
TIME: 11:30 am - 1:30 pm  
LOCATION: Halifax Chamber of Commerce

## SMALL BUSINESS SUMMER SCHOOL:

**Corporate Culture**  
DATE: September 12  
TIME: 3:30 - 5 pm  
LOCATION: Stubborn Goat Gastropub

## LUNCH & LEARN

(formerly Business Development Network)  
DATE: September 14  
TIME: 12 - 1:30 pm  
LOCATION: Halifax Chamber of Commerce

## GLOBAL POSSIBILITIES A HALF DAY EXPORT SESSION

DATE: September 19  
TIME: 8:30 am - 1:30 pm  
LOCATION: Halifax Convention Centre

## CHAMBER 101

DATE: September 19  
TIME: 12 - 1:30 pm  
LOCATION: Halifax Chamber of Commerce

## BUSINESS AFTER HOURS

HOSTS: **Therault Financial & Avis Budget Group**  
DATE: September 26  
TIME: 4:30 - 6:30 pm  
LOCATION: 157 Wyse Road, Dartmouth

## LUNCHEON:

**Worker's Compensation Board**  
SPEAKER: **Stuart MacLean, CEO, Worker's Compensation Board**  
SPONSORED BY: WCB  
DATE: October 4  
TIME: 11:30 am - 1:30 pm  
LOCATION: Halifax Marriott Harbourfront Hotel

## CHAMBER 101

DATE: October 10  
TIME: 12 - 1:30 pm  
LOCATION: Halifax Chamber of Commerce

## SMALL BUSINESS WEEK

DATE: October 15 - 19  
[www.HalifaxSmallBusinessWeek.com](http://www.HalifaxSmallBusinessWeek.com)

## BUSINESS AFTER HOURS

HOSTS: **Hotchkiss Home Furnishings**  
DATE: October 18  
TIME: 4:30 - 6:30 pm  
LOCATION: 121 Ilsley Avenue, Dartmouth

## LUNCH & LEARN

(formerly Business Development Network)  
DATE: October 26  
TIME: 12 - 1:30 pm  
LOCATION: Halifax Chamber of Commerce

## LUNCHEON:

**The airport as an economic enabler for the region**  
SPEAKER: **Joyce Carter, President & CEO, Halifax International Airport Authority**  
DATE: November 29  
TIME: 11:30 am - 1:30 pm  
LOCATION: Delta Halifax

## KEEP AN EYE OUT FOR:

### FALL DINNER

NOV. 1, 2018

### HOLIDAY PARTY

DEC. 4, 2018

### WONDER WOMEN

DEC. 7, 2018

### HALIFAX BUSINESS AWARDS

JAN. 24, 2019

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## ANNUAL

# FALL DINNER

### Date

Thursday, November 1, 2018

### Time

5:00 p.m. - 9:30 p.m.

### Place

Halifax Convention Centre

Join us for an exciting look into the vibrant start-up community and their significant local impact.

For event information contact:  
Ashley Stobo (902) 481-1236

For sponsorship opportunities contact:  
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# A new era

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**PATRICK SULLIVAN**  
PRESIDENT & CEO

We're experiencing a busy and turbulent time in global affairs and international trade. News stories focus on the status of immigration and international trade, often as "breaking news." Canadian exports and tariffs might not be a daily thought for most, but with the increasing discussions on NAFTA and international trade, they may be a more common topic of conversation at work and home. Country leaders are making decisions profoundly impacting export/import businesses and consumers. The price of cars made in the US could rise, our grocery bills may increase and gas could see more price fluctuations over the coming months. The Chamber will continue to monitor these discussions and update our members as needed.

I am part of the Canadian Global Cities Council, a coalition of Presidents and CEOs of the eight largest urban regional Chambers of Commerce and Boards of Trade in Canada: Brampton, Calgary, Edmonton, Halifax, Montreal, Toronto, Vancouver and Winnipeg. Representing 52 per cent of Canada's GDP and more than half of the country's population, CGCC collaborates on international and domestic issues impacting our regions' competitiveness. In January 2018, together with 11 American Chambers and eight Mexican Chambers, we met in Montreal to ask their respective governments of the three member-states to renew NAFTA, modernize it and maintain open access to the American market.

International trade is not just a "Canada" issue. It affects each province and territory. When you think about Nova

Scotian exports, I'm sure seafood, tires and maybe Christmas trees come to mind. You may be surprised to know that our list of exports is long and varied, including services like marketing, advertising, data metrics and financial analysis. This means many Halifax-based businesses will see the effects of trade wars. Many of our board members export their services and goods globally. Saeed El-Darahali, Founder and President of SimplyCast, has clients in more than 175 countries. Lori Barton, Principal at Beaumont Advisors Limited, could do work for any global investor that allocates to hedge funds, private equity funds, long only mandates and managed accounts and Faten Alshazly, Principal and Chief Creative Officer at WeUsThem, talks to customers of clients in 138 countries, and works with clients in every continent, save Antarctica.

We are lucky in Nova Scotia to have

so many natural resources to export, and in Halifax our people are one (of them). Services and the export dollars they provide globally come from their ideas, their creativity and their hard-work. We have and will continue to support our members who export as a part of their business. Keeping their businesses here in Halifax furthers economic growth for our city. Exporting is especially important in a small province like Nova Scotia and despite the current international challenges, we at the Chamber hope to see more and more companies turning to exporting.

This month's issue will delve further into international trade, our advocacy work with our members and how to embrace diversity and inclusion in your workplace. If your business is facing exporting issues, please let us help you find the right person to talk to. We're in your corner and we're in this together. ■



## CONNECTING MEANS THE WORLD

Hear from Joyce Carter, President and CEO of Halifax International Airport Authority and a panel of experts on how the airport, an economic engine for the region, creates opportunities for all of us through tourism, trade, investment and immigration.

Learn how to leverage these economic advantages for your business on November 29<sup>th</sup> at 11:30 am.

PURCHASE TICKETS AT  
[WWW.HALIFAXCHAMBER.COM](http://WWW.HALIFAXCHAMBER.COM)



HalifaxStanfield

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We welcome our new Chamber members

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# MEMBERS IN THE NEWS

How our members are growing Halifax



## BOYNECLARKE LLP WELCOMES ALEXANDRIA J. BARNES

**BOYNECLARKE LLP** is pleased to announce and welcome Alexandria J. Barnes to the firm. Alexandria first joined BOYNECLARKE LLP as a summer student in 2016, then as an Articled Clerk in 2017-18. Alexandria will practice as an associate on our business and family law teams. Alexandria was called to the bar on June 15, at Pier 21, and officially began at BOYNECLARKE LLP as an associate on June 18.



## HARDING REAL ESTATE PARTNERS WITH GLOBAL COMPANY ENGEL & VÖLKERS

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**THE ARTHRITIS SOCIETY WELCOMES NEW COMMUNITY EDUCATION COORDINATOR**

The **Arthritis Society's Nova Scotia Division** is pleased to welcome Denise DeLong as our new Community Education Coordinator for N.S. and N.B. Denise brings a wealth of experience as an adult educator, trainer and program manager to her new position. She received her masters of education from the University of Alberta and has a strong background in the non-profit sector. Denise is already delivering programs to the one in four Nova Scotians living with arthritis in communities throughout the province. Her energy and passion for helping people make her a wonderful asset to our team. To learn more about our free education events and programs, visit [www.arthritis.ca](http://www.arthritis.ca).

**WISE CRACKS WINS FOURTH CONSECUTIVE CONSUMER CHOICE AWARD**

We are pleased to announce we are now four-year winners of the Consumer Choice Award, having won again for the fourth consecutive year. **Wise Cracks** is a franchise network of concrete, foundation and waterproofing specialists, born and bred out of Nova Scotia with 20 units across Canada. In April 2016, we received the Canadian Franchise Association's "Franchisees Choice Designation." This award is presented to franchisors who are rated by their franchisees and achieve a score that exceeds the benchmark established by the CFA and have demonstrated excellence in franchisee relations, teamwork and communications.



**ELSIE MORDEN RECOGNIZED AS HONORARY ROTARIAN**

Honorary Rotarian: "Persons who have distinguished themselves by meritorious service in the furtherance of Rotary ideals and contributions to society. Honorary membership is conferred only in exceptional cases." On June 13, **Mud Creek Rotary** recognized Elsie Morden

as an official Honorary Rotarian. Famous Honorary Rotarians include Sir Winston Churchill, Thomas Edison, Walt Disney, John F. Kennedy and Neil Armstrong, to name a few. The Rotary International theme for 2018-19 is "Be the Inspiration" and that is exactly what Elsie intends to do.

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**TIC TALKERS TOASTMASTERS CLUB ANNOUNCE PATHWAYS PROGRAM**

**TIC Talkers Toastmasters Club** is thrilled to announce the newest track of Speaking and Leadership training, Pathways. This recently launched educational program features online learning, cutting-edge content, interactive tools, strong mentoring and evaluation components, with a multitude of options. Congratulations to Allen White, Catherine Gabriel and Brenda

Saunders/Todd, who are our first three members to complete their Ice-Breaker speech in this program, says President Anne Marie Drake. If you are interested in developing your speaking or leadership skills, please join us for a sample meeting on Tuesdays from 12 p.m. to 1 p.m. as a guest at 1 Research Drive, Dartmouth or to find out more information, email: [contact@tictalkers.ca](mailto:contact@tictalkers.ca).

**CITIGROUP PROPERTIES LAUNCHES REBRAND — REAL ESTATE 360 REFLECTS FULL SPECTRUM OF SERVICES**

CitiGroup Properties has evolved and rebranded as **Real Estate 360 Property Advisory**. The newly rebranded Real Estate 360 has strengthened its offerings in project management, real estate advisory services, sales and leasing, including the addition of a new, full-service brokerage team — well known in the industry regionally as Team Retail Atlantic. The descriptive name and visual identity reflect the spectrum of management and advisory services provided and the fresh contemporary look serves to differentiate Real Estate 360 in the marketplace. Real Estate 360's goals remain — to create long-term value for our clients and facilitate further growth and prosperity in the Atlantic real estate market.

**DISCOVERY CENTRE OPENS NEW OCEAN GALLERY**

The **Discovery Centre** has announced the opening of the Bill & Janet Murphy Ocean Gallery. It is home to a saltwater touch pool, filled with intertidal invertebrates like starfish, snails, shellfish, sea urchins and sand dollars. The gallery also dives into topics like the water cycle, deep-sea exploration, climate change and ocean literacy — the understanding of how the ocean influences us and how we influence the ocean. The Bill & Janet Murphy Ocean Gallery is now open to the public.



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**MARITIME ENTREPRENEUR BRINGS WI-FI TECHNOLOGY THAT CONNECTS BUSINESS OWNERS WITH THEIR CUSTOMERS**

No matter where you go, it appears everyone has their cell phones in their hands. In most cases, your prospects and customers are looking to connect to free Wi-Fi access points in order to surf free of data charges. For digital marketing professional and Atlantic Canadian entrepreneur, Shaun Whynacht of **Blue Cow Marketing Inc.**, it was this trend that motivated him to partner with San Francisco-based company Zenreach to bring their technology to Eastern Canada. According to Shaun, “This technology is collecting valuable data and engaging with customers as they enter and exit your business.”

**NORTHWOOD LAUNCHES NEWSPAPER TO SHARE STORIES FROM ACROSS ITS COMMUNITY**

**Northwood** has launched a community newspaper sharing the stories from the wide range of programs and services offered by the not-for-profit. Ten thousand copies of Northwood’s Live More newspaper have been printed. The community paper is available in racks at both campuses and the corporate office in Dartmouth. The newspaper will be replacing a former magazine-style publication, which saves costs and allows for that money to go toward other initiatives. Ad space is sold in the newspaper, which helps to offset the cost. The newspaper is scheduled to be printed quarterly and is available online.



**FOREST LAKES WELCOMES A NEW MEMBER TO THE TEAM**

**Forest Lakes** is happy to have Nancy Densmore join the team as a Sales and Lifestyle Consultant. Nancy has lived in neighbouring community, Lakelands, for more than 20 years and knows the project well. With Nancy’s previous sales

experience and vast working relationships with both local and international clients, Forest Lakes is thrilled to have her on the team! To learn more about Forest Lakes, call Nancy at 902-482-1394 and have a latte in the Welcome Lodge.

**FEMALE LEADERS AND DIVERSITY CHAMPIONS AT DIGITAL NOVA SCOTIA’S THIRD DIGITAL DIVERSITY AWARDS**

Recognizing women in a traditionally male-dominated sector, **Digital Nova Scotia** announces their 2018 Digital Diversity Award winners. More than 110 people came to celebrate and applaud female leaders and diversity champions in ICT through the Digital Diversity Awards, held in partnership with the Centre for Women in Business Spring Finale and sponsored by Maplewave. By highlighting diversity, we are encouraging and inspiring Nova Scotia’s next generation of women ICT leaders. The Digital Diversity Awards were presented to winners in the following categories: Power IT Up: Next Generation Leadership, Women Leaders in the Digital Economy and Diversity Champion of the Year.

**NATIONAL CONNECTOR PROGRAM ANNOUNCES LAUNCH OF PITTSBURGH CONNECTOR PROGRAM**

The National Connector Program, led by the **Halifax Partnership**, is pleased to announce the launch of the Pittsburgh Connector Program by All for All in Pittsburgh, Pennsylvania. The program is a network of Connector communities across Canada and internationally that address workforce needs by connecting immigrants to local business and community leaders in their field. The program will make connections in some of the region’s high-demand industries, including healthcare, finance, engineering and technology. The program will allow Connectees to gain valuable insight into the local job market while providing established professionals with an opportunity to play a direct role in opening doors for newcomers.



**BLACK STAR GROUP WELCOMES AMBER THOMAS-JOHNSON**

**Black Star Group** is delighted to announce that Amber Thomas-Johnson is joining us on our mission to change 1,000,000 lives. Amber brings more than 10 years of experience in client relationship management and strategic planning. As a One Number Solution™ Specialist, Amber is looking forward to helping clients achieve an amazing life today while planning for a wonderful life tomorrow with less stress around money. She is taking on new clients and would love to hear from you, she can be reached by email at [amber@blackstarwealth.com](mailto:amber@blackstarwealth.com).



**CANADIAN SPACE AGENCY (CSA) ANNOUNCES FUNDING AGREEMENT WITH AETHERA TECHNOLOGIES**

On May 25, the Canadian Space Agency announced a funding agreement with Aethera to assist the “Development of Variable Specific Impulse Magnetoplasma Rocket (VASIMR) RF Power Processing Unit.” Aethera is one of six companies outside Ontario and Quebec to receive funding under AO-4, published by CSA in 2017. Aethera is developing RF PPUs with extremely high-energy conversion efficiencies and mass density. The RF-PPUs being developed will support the upcoming 100-hour, continuous high-power firing test of the VASIMR VX-200SSTM engine scheduled for Q4 of 2018 under NASA’s NextSTEP partnership with Ad Astra.



**NIMBUS PUBLISHING CELEBRATES 40 YEARS AND A NEW HOME**

**Nimbus Publishing**, Atlantic Canada’s largest book publisher and distributor, is having a banner year. Celebrating its 40-year anniversary, the company, co-owned by Heather Bryan and Terrilee Bulger, recently moved to a modern new home at 3660 Strawberry Hill. The

building offers increased warehouse space and a light-filled interior with ample room for its 18 employees. Soon it will also be home to Open Book Coffee, a coffee and book shop featuring Nimbus’s published and distributed titles. Here’s to the next 40 years, and then some!

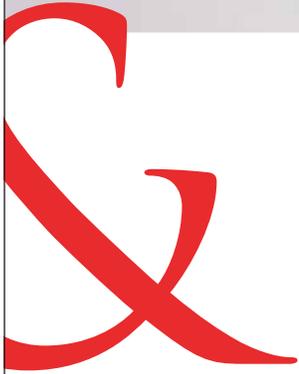
**THE “GRANDE HALIFAX” CHRISTENED IN HALIFAX**

The Pure Car & Truck Carrier, **Grande Halifax**, owned and operated by the Grimaldi Group, has been christened in Halifax. Godmother of the new vessel was Ms. Karen Oldfield, President and CEO of the Halifax Port Authority. A ceremony took place at Halterm/Autoport with the presence of a distinguished delegation composed of representatives of civil and maritime authorities, among which the mayor of Halifax Mike Savage, Members of Parliament, the honorary consul of Italy in Halifax Marilisa Benigno, port operators, shippers, managers of the Grimaldi Group and of its daughter company ACL (Atlantic Container Line).

**INTERTALK WINS AWARD FOR INNOVATION IN BUSINESS**

**InterTalk Critical Information Systems** is happy to announce that we have been named the “Innovation in Business Champion of the Year” at the 2018 Nova Scotia Business Inc. (NSBI) Export Achievement Awards on June 12. It was a great event for InterTalk, as we were also finalists in the “International Market Champion of the Year” category. The Export Achievement Awards is NSBI’s most prestigious event of the year, with this being the 34th presentation of the awards. InterTalk is honoured and humbled to be recognized among the best and brightest companies the province has to offer.

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# ‘GET READY FOR IT’

## LOCAL LEADERS TALK INTERNATIONAL TRADE

BY JON TATTRIE

Not so long ago, Canada seemed poised to have free-trade agreements in place with about 1.5 billion people around the world. The alphabet soup of deals like NAFTA, TPP and CETA would give Canadian companies strong access to markets across North America, the Pacific region and the European Union.

But then some of those populations voted for leaders staunchly opposed to such deals. U.S. President Donald Trump

has imposed tariffs on his country’s traditional trading partners, including Canada, and talks about turfing NAFTA in favour of separate deals with Mexico and Canada.

The Comprehensive Economic Trade Agreement (CETA) with Europe took force in 2017, giving Canadian companies better access to European Union countries. It means some 98 per cent of Canadian goods can enter the

EU without tariffs — on a provisional basis. Cracks started to show when the parliament of Wallonia, Belgium, briefly rejected it. Still, more than two dozen EU countries must vote on CETA. Latvia was first to approve it in 2017, but in 2018, Italy said it might reject CETA. It’s not clear when (or if) CETA will be cemented as a permanent trade deal.

Canada was ready to sign the Trans-Pacific Partnership to reduce tariffs and



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Rajesh Rajendran Nair/123RF

increase trade in that region, but Trump's America pulled out. The remaining 11 countries signed the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) this year. Even without the U.S., CPTPP creates a market of about 500 million people with national borders on the Pacific Ocean. Canada has yet to ratify the deal.

Reached in his Glace Bay office, Geoff MacLellan said Nova Scotia's top

concern right now is securing NAFTA. MacLellan holds cabinet positions covering trade, tourism and business — all areas affected by the trade deal. "Clearly, NAFTA is of a critical nature because it is an agreement that's already in place. We're looking at the expansion of markets, the expansion of opportunities with the trans-pacific [deal] and with CETA as well. But given that NAFTA has been in place so long, and that the U.S. is our

number one trading partner, that one is critical," he said. "The looming pressure of NAFTA is being felt, and we're hopeful. There are some signals of progress that we can get this behind us and we can put together a NAFTA agreement all three nations can live by."

MacLellan travelled to Washington in late 2017 to talk to American lawmakers about NAFTA. While he didn't land a meeting with Trump, he did talk to



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“Clearly, NAFTA is of a critical nature because it is an agreement that’s already in place. We’re looking at the expansion of markets, the expansion of opportunities with the trans-pacific [deal] and with CETA as well. But given that NAFTA has been in place so long and that the U.S. is our number one trading partner, that one is critical.”

— Geoff MacLellan,  
MLA for Glace Bay,  
Minister of Trade

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governors, members of Congress, and other leaders of states that do significant business with Nova Scotia.

“For myself to sit with a number of critical state governors and hear their reassurance and their appreciation that the NAFTA discussion is very much a two-way street — they don’t want major changes,” he told *Business Voice*. “Knowing we’ve got alliances on the other side of the border, it’s good to have it from an advocacy perspective.”

The idea is he bends the ear of his counterparts in the U.S., and they bend the ears above them, and eventually it reaches the White House by decision time.

He thinks the newer CETA and CPTPP deals will increase trade for products made in Nova Scotia, such as tires and seafood. “Seafood is a product that is highly regarded for its quality, for



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the processes by which it's harvested and processed and the fact that the shipping routes are increasingly becoming more efficient," he said. "We have open opportunities for expansion in those markets."

While Halifax clearly stands to benefit from increased international trade entering and exiting its ports, MacLellan hopes rural Nova Scotia will also profit. He points to Michelin Tire's three Nova Scotia plants employing 3,700 people, Oxford Frozen Foods and fisheries operations across the province as sectors poised for big expansions under the new trade deals. IT and high-tech companies will also grow, he predicts.

But NAFTA, CETA and CPTPP all leave out one giant player on the international scene: China. MacLellan travelled to China in late 2017 and saw the expansion there of Nova Scotia's seafood,

lumber and related products.

The sheer size of the market thrills people, as 18 per cent of the global population — about 1.4 billion people — call China home.

"They have fallen in love with Nova Scotia, from our tourism complement and what we are as a destination, to the world-class level of our seafood, our natural resources — anything that has a Nova Scotia label is highly sought after in China," MacLellan said.

The province has hired an in-house tourism liaison in China to represent Nova Scotia at travel trade shows, seek development opportunities and improve relationships with governments over there.

The federal government has been meeting with China to discuss a free-trade agreement. In April, China rejected

an attempt by the Trudeau government to include higher labour standards and other such issues into a trade deal. In 2012, Stephen Harper's government signed the Canada-China Foreign Investment Promotion and Protection Agreement (FIPA). It was designed to protect and promote Canadian investment in China, and to promote Chinese investment in Canada.

Dennis Campbell worked to get a foot in the China market for years. As CEO of Ambassatours, Gray Line, he sought to attract Chinese tourism agencies to try his fleet of touring buses. "We tried to convince them to put their group on a double-decker bus, or one of our other products. We just didn't have anything they wanted," he said.

That changed when Ambassatours merged with Murphy's on the Water in

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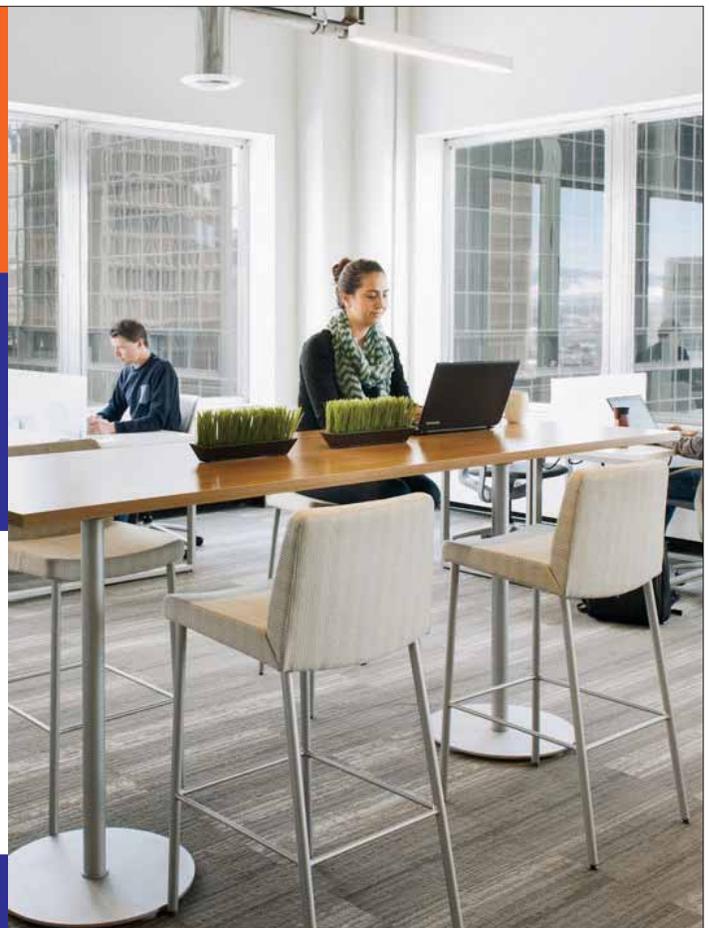
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**“** We heard many Chinese officials speak to us at various events throughout the week, and they all had very similar messages: We love Canada, we want to send more people to Canada and it’s important to get ready for it.”

— Dennis Campbell,  
CEO, Ambassatours,  
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2014. “They absolutely love lobster and they love the Harbour Hopper,” he said of Chinese travellers.

Campbell quickly realized that Chinese tourists had been playing a big part in Murphy’s success and sought to increase it. “Murphy’s didn’t have any Mandarin-speaking staff. Today we have seven Mandarin-speaking staff on call all season long,” he said. “They’re all university students. It’s really made an amazing difference. We get a lot of Mandarin-speaking groups.”

He thought he understood a bit about China, but that changed on a recent one-week trip to the ancient country on a trade mission that saw him stop in Beijing and Hangzhou (two cities that are home to roughly the population of Canada).

“It was amazing. For me as an entrepreneur in a tourism business, I thought I had a good idea of what China is really all about and wow — you have to go there to see it and believe it,” he said.

“Being there, in among many other people in the same [tourism] industry on the other side of the planet, you start to understand much better why it is that the Chinese are coming to Canada



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in the numbers they are, which is very significant.

“The trajectory is amazing, and yet they’re telling us they’ve only opened the doors a little bit. They’re saying to us: get ready for it.”

Campbell founded Ambassatours in the 1990s. It’s now the largest sight-seeing company in the region. He thinks it can grow even more by tapping into the Chinese market. While in China, he learned how many Chinese families send their children to school in Canada — grade school and university. “We heard many Chinese officials speak to us at various events throughout the week, and they all had very similar messages: We love Canada, we want to send more people to Canada and it’s important to get ready for it,” he said.

English is not widely spoken in China, and many Chinese tourists in Canada don’t speak English. “So whenever they’re at a place where someone speaks their language, you can see it — they love that.”

Campbell was stunned by the natural beauty of China and stung by Beijing’s notorious smog problem. “When you say, what are some of the features you like [about Canada], they say the blue sky and the clean air,” he said. “I didn’t quite get it until I was there. We love fresh air and blue skies, but you really value it when you don’t have it.”

He also learned Chinese people tend to like long trips abroad, including older Chinese people. The number eight is lucky in China, so 88 days is a popular target. That means when they come to Canada to visit their children at university, or friends and relatives who have moved to Canada, they can be persuaded to tour the Maritimes or other regions. And maybe even hop on a double-decker bus.

MacLellan said while the highest levels of national governments work on the big trade deals, business continues to expand. “And that’s just the beginning,” he said. “While the formal agreements take place and materialize over time, in the meantime trade continues to grow in China.” ■

## What’s the big deal?

Canadian companies trade with hundreds of countries, but the three big trade deals cover most business. Here’s a look at what they entail.

### CETA

The Comprehensive Economic Trade Agreement between Canada and the European Union was signed in 2016 and came into effect in 2017. The 28 countries of the EU (27 if you remove the Brexiting U.K.) make up Canada’s second-largest trading partner, after the U.S. The government of Canada says the EU’s annual imports are worth more than Canada’s GDP. Before CETA, 25 per cent of Canadian goods entered the EU duty-free. Now, 98 per cent do.

Tariffs are basically taxes applied at national borders. It meant the cost of Canadian frozen mackerel rose by 20 per cent when it entered the EU, thus increasing the cost to the consumer and stifling demand for Canadian goods. The deal is expected to benefit Canadian companies, but it was written in what could turn out to be disappearing ink. National parliaments in the EU, plus some regional ones, must approve CETA for it to take full effect for the EU’s 500 million people.

### NAFTA

The North American Free Trade Agreement was big news when Prime Minister Brian Mulroney signed it with U.S. President George Bush and Mexican President Carlos Salinas de Gortari in 1992. By 1998, it had eliminated tariffs on a wide range of goods traded between Canada and the U.S., and with Mexico in 2008.

The Canadian government still calls it a deal that creates economic growth and job creation for the 480 million people living in North America. It says trilateral trade grew three-fold under the deal, reaching US\$1 trillion in 2016. But the U.S. government has been talking about tearing it up and replacing it with different deals for Canada and Mexico, or with a short-term deal.

### CPTPP

Canada signed the Comprehensive and Progressive Agreement for Trans-Pacific Partnership with 11 other countries in March 2018. It created one of the largest trading blocks in the world, covering some 495 million people. It was supposed to have one more country: the U.S. But Trump ditched that plan within days of taking office. Canada had some concerns, too, but signed the re-branded deal.

It creates a free-trade agreement among Canada, Australia, Brunei, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore and Vietnam.



chuttersnap/Unsplash



# In a constant state of change

Halifax International Airport Authority bolsters provincial economy with ongoing evolution **By Jordan Parker**

Recognizing the sheer amount of work being put into renovations and projects at the Halifax Stanfield International Airport can be daunting.

But Joyce Carter, Halifax International Airport Authority CEO and President, says the work is necessary for the airport to continue to be “an economic enabler” in the province.

“We are a facilitator of business. We are always looking forward with a wide lens and the greatest part of my job is long-term planning,” said Carter.

“We deal with all the things happening in the moment at the airport, but we are constantly also looking at where our airport is, and where the community and industry are going.”

With a rotating, evolving 20-year master plan document, 10-year capital and financial plans, five-year strategic plans and annual plans, there’s always

something happening.

“There are always things mapping our way, but we know we need to plan and do construction, as we’re Atlantic Canada’s principal full-service airport,” said Carter.

She adds 52 per cent of Atlantic Canadian passengers and 70 per cent of exports go through the Halifax hub.

“We need to constantly see evolution and change, and we always look at our role and take seriously new things we need to do or regulations we need to put in place,” she said.

“Based on growth, we see that capacity at the airfield and terminal will get larger, and we need to be able to handle that.”

Last year alone, \$30 million was spent on renovations to the airport and airfield, and since 2000, half a billion has been spent.

“Throughout 2017, travellers witnessed many changes to our concessions program,” she said. “We changed our offerings, and we have A&W and Pannizza now,” she said.

“Post-security, we have new offerings also. Vino Volo, our wine bar, was added. Our travellers wanted somewhere high-end to sit down. We also opened Bia Mara as well, to cater to those customers.”

The first phase of the 10-year Airfield Restoration Program also began in August. The south apron was restored, a section of the taxiway alpha was restored and work on the runways was also completed.

“We were constantly looking at our airfield and how to keep things operational, safe and secure,” she said.

Washroom upgrades were also included in the 2016 business plan for the

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*“We need to constantly see evolution and change, and we always look at our role and take seriously new things we need to do or regulations we need to put in place.”*

— Joyce Carter,

President and CEO, Halifax International Airport Authority

airport, as part of a \$54-million spend to help travellers. It included non-gender labelled individual restrooms and sewage system updates. There was also work on the terminal expansion project, specifically when it came to passenger processing.

In addition to pre-board screening expansions, there is work being done on the terminal building.

“With walls up now, we are expanding out 11 metres onto the airfield. We are doing that on the second level, too, providing additional comfort and room. This helps passenger experience, gives people a clean line of sight to food and other options available, show where gates are and allows people to enjoy their time before a flight.”

In December 2017, security kiosks and eDeclaration machines became available at Halifax Stanfield. The Canada

Border Service Agency announced the news along with the airport.

Primary Inspection Kiosks (PIK) and the eDeclaration kiosks could be used to verify travel documents and do facial authentication for international travellers, among other things.

“We are continuously looking for innovative ways to improve the airport experience of our passengers. Employing the latest technology to expedite the customs process aligns with our strategic priority of maximizing airport efficiency. We were delighted to collaborate with the Canada Border Services Agency and launch this enhancement for the benefit of returning residents and arriving visitors,” said Carter at the time in a release.

Among other things already completed in the Airport Improvement Plan are the improvements to domestic and international arrival areas and south end

hold rooms, expansion of the public parking lot, construction of a water treatment facility and creation of a new roadway system.

“The roadway system was important. It was expanded because of our growth, and the number of vehicles and people coming in,” said Carter.

The reconstruction of the North Tunnel gave passengers ground access to the parking lot at the north end of the terminal, created separate roads for pick up and drop off and included the creation of a split curb to separate traffic so U.S. bound passengers and commercial traffic wouldn’t get congested, according to a Stanfield press release.

A one-way loop was also constructed to help with capacity, said Carter.

“It made it easier to drop your passenger off, keep going and go around in a loop. Initially, it was to help with safety



Contributed

and congestion,” said Carter.

“It also really unleashed the land in the commercial core, with the Jiffy Lube, Subway, Irving and created space for future development. 5,300 people work here and passengers can use these services, too.”

Security infrastructure upgrades began in March 2018, and include the upgrading and expansion of passenger screening, domestic gate area and exterior curb security infrastructure.

“We just needed to enhance security, the curbside project in general means safety barriers for pedestrians and those inside the building,” said Carter.

Hoarding walls beside pre-board screening have caused The Ale House to be temporarily rearranged and the upper observation deck is closed until 2019, but Carter says work is always going forward.

“When the observation deck opens back up, it won’t look a whole lot different, but the view over the second level will be on the airfield. It will be enhanced for sure,” she said.

“This has been going on for a little while, with extensive construction. It’s a busy area, and we hope to have things completed by next year.”

*“This airport employs 5,600 people and our capital developments help expand the airport. We are seeing more people come through and, directly and indirectly through construction or otherwise, it accounts for 30,000 provincial jobs. We are just making sure we get the infrastructure needs right.”*

— **Joyce Carter**,  
President and CEO,  
Halifax International  
Airport Authority

One area set for a major improvement is the arrivals area, where baggage claim is in need of a revamp.

“We wanted to improve the experience, because upon arrival you want to feel warm and welcome and have clean, new washrooms,” she said.

“It’s an area we haven’t looked at in a while. It feels dark, and we want to raise the ceilings, have it be more open, brighter and cleaner.”

These improvements are paid for by borrowing money, investing surplus back into the airport and by having an Airport Improvement Fee. As of January 2018, the fee became \$28, which goes on a departing passenger’s ticket price.

“We are using all these methods strategically, and setting the price at the right level for the community. We are looking at all three factors and making sure funding makes sense,” said Carter.

“This airport employs 5,600 people and our capital developments help expand the airport. We are seeing more people come through and, directly and indirectly through construction or otherwise, it accounts for 30,000 provincial jobs. We are just making sure we get the infrastructure needs right.” ■



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# Making key progress

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**IAN MUNRO** CHIEF  
ECONOMIST, HALIFAX  
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Halifax is now two years into its *Economic Growth Plan* for 2016-21. We can see and feel the energy and momentum of our growing city. Retailers are selling more goods and increasing volumes of people and cargo is moving

through the Halifax Gateway. Cranes dot the city's skyline and new construction projects continue to come online.

In the spring, the Halifax Partnership launched two reports that show and measure progress toward the *Economic Growth Plan's* long-term vision: grow Halifax's population to 550,000 and its GDP to \$30 billion by 2031.

The *Economic Growth Plan: Years 3-5 Action Plan* — developed collaboratively by the Partnership and HRM — builds upon the previous action plan, with the same four five-year strategic goals:

- 1. Promote and Maximize Growth:** grow Halifax's GDP to \$22.5 billion by 2021
- 2. Attract and Retain Talent:** grow Halifax's labour force to 271,000 by 2021

- 3. Make Halifax a Better Place to Live and Work:** grow Halifax's population to 470,000 by 2021
- 4. Align Economic Development:** increase alignment and collaboration

The *Halifax Index 2018* is a definitive look at Halifax's economic and community progress across four themes: people, education, economy and quality of place. The Index measures Halifax's progress toward the *Economic Growth Plan* goals in the previous year.

Here are some key findings from the *Index* relating directly to the *Economic Growth Plan* goals:

- Halifax had another great year for population growth in 2017, growing by 1.6 per cent to 431,701. This puts us on track to meet our population goals. Today, there are almost 14,000 more people living in Halifax than in 2015.
- Overall, we are making progress in the area of GDP growth, but not enough to reach our targets. The Conference Board of Canada estimates that Halifax's GDP grew by 1.7 per cent in 2017 to \$18.9 billion, with annual growth forecasted to remain in the range of 1.5 per cent to 1.9 per cent out to 2022.
- We are seeing increases in the number of youth ages 20 to 29 who are choosing to stay in Nova Scotia. In the past couple of years, the net number of young people leaving Nova Scotia for other provinces dropped from a long-term average of around 1,300 to a figure just over 200 — that is a tremendous improvement. We also have seen growth in the number of international students studying at our universities and community college, up 666 from 2015, and increases in net international immigration, with 4,544 newcomers coming to Halifax last year.

We have had a great start on our journey, but we must remain focused on achieving our long-term targets.

To download the *Economic Growth Plan: Years 3-5 Action Plan*, visit [HalifaxGrowthPlan.ca](http://HalifaxGrowthPlan.ca).

To download the *Halifax Index 2018*, visit [HalifaxIndex.com](http://HalifaxIndex.com).

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# Creating valuable connections

Halifax Chamber of Commerce Spring Dinner provides newcomers with networking opportunity **Contributed**

ISANS has supported the Halifax Chamber's strategic plan on driving diversity at the Spring Dinner for the past four years. This year, ISANS came on board as the Diversity Partner for the Halifax Spring Dinner. Thirty five new immigrants were invited to the dinner as guests, the majority of which were sponsored at corporate tables.

Xiaoyun Qin was nervous when she arrived at the Halifax Chamber of Commerce Spring Dinner on May 2, 2018. As a newcomer to Canada who has only been here for four months, it's been a while since she's been to a formal social occasion. While Xiaoyun was excited about being invited to the dinner as a Driving Diversity guest, her first reaction when she walked into the event was one of uneasiness.

"I knew I would meet ISANS staff members and other diversity guests like myself there," she says. "But, when I entered the pre-reception spot and saw the crowd and no familiar faces, I felt lonely, wondering who I could meet and would I make some meaningful connections here on my own?"

At the pre-dinner reception, Xiaoyun met a woman named Regina, who attended last year's dinner as a diversity guest. "Last year, she also attended as a new immigrant seeking jobs and was a diversity guest with ISANS just like me, but this year she joined this dinner with her employer!" says Xiaoyun. "Isn't it fantastic? Yes, within one year she participated in various training programs and shifted her career path to a new direction and now she's successfully integrated herself to the new environment."

Regina gave Xiaoyun some much-appreciated advice: "ISANS provides tons of courses, possibilities and opportunities to [immigrants]. Just stay positive and open-minded, keep learning, trying new stuff and reaching out to make connections. Go for it and you can make it!"

"What an enlightenment and inspiration to me," says Xiaoyun. Keeping Regina's words in mind, she went into



*ISANS works with newcomers to help them build a future in Canada.*

the dinner with a friendly smile and a positive attitude. "Nothing was as hard as I'd imagined and I even started to enjoy the occasion."

Entrepreneur Madhurima Asthana was also in attendance as a Driving Diversity guest. Madhurima runs a small entity called Hast Shilp (meaning hand-crafted in Hindi).

"It's a social enterprise for immigrant women focused not only toward integrating them into the existing society fabric but also guiding and creating opportunities toward their economic independence," she says. Seeing the difficulties many immigrant women face because of either culture inhibitions or language barriers is what gave Madhurima her business idea. "Hast Shilp will give [immigrant women] a much-needed environment to learn new skills, hone their existing ones, while integrating them into the society at large," she says.

Madhurima used the dinner as an opportunity to network with industry professionals and promote her business.

"The dinner was an excellent

opportunity to network and understand some nuances governing businesses in Nova Scotia," she says. "As a newcomer to Canada, the event was a great opportunity for me to network and learn about working in the Nova Scotia business industry. I met people from a number of organizations, including the Community Foundation of Nova Scotia and the QEII Foundation. Two of these people I met have been extremely forthcoming, offering me related information ... and offering me their support toward my venture."

Although the women have different backgrounds — one an employment seeker, the other an entrepreneur — attending the dinner has been beneficial to both. It's allowed them to make connections and develop an understanding of the business landscape in Nova Scotia.

"As a lone immigrant it would have been an uphill task and such networking events are a boon to newcomers," says Madhurima. "I am very grateful to ISANS and the Chamber for their support and hope to be on their list of participants for future events as well."

# Putting your best foot forward

What does the appearance of your business say about your brand?



**PAM TOWER** FOUNDER,  
INTERIOR DESIGNER,  
TOWER INTERIORS

The brand of your business is more than your logo, business cards and website. A large part of corporate branding is the physical appearance of your work space, which must align with your company's vision and values.

A customer's impression of a company is formed within the first few minutes of walking into your space. Ask yourself, "What do I want my customers to feel when they walk into our space?" Does your message say that you are a successful business? And how successful do you want to portray? Do you want to be lavishly successful or modestly successful? Do you want your business message to be fun, colourful and energetic or tailored, conservative and strong? These questions are best answered by knowing your target market.

Keeping your decor up to date makes a big impact on a customer's experience. It lets the client know that your company is in touch with recent trends and that you are current in your knowledge and product offerings. Potential clients will get the impression that they have made the right choice and showing your creativity lets them know that you are willing to think outside the box on their behalf.

Branded interior design is a critical tool to strengthen your business, re-enforcing your customer bond and



Contributed



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**“***The professionally branded office boosts employee satisfaction, engagement and creativity levels as well as the company's ability to attract and retain talent. It ignites passion, emotional connection and a sense of belonging, improving productivity at all levels.***”**

improving the overall experience. A company's brand communicates their strengths, what makes them unique and how they stand out against their competition.

The interior brand also has a profound impact on the corporate culture, something that nurtures employees' well-being and encourages their work habits. The professionally branded office boosts employee satisfaction, engagement and creativity levels as well as the company's ability to attract and retain talent. It ignites passion, emotional connection and a sense of belonging, improving productivity at all levels. Happy employees who are excited and energized when they go to work, will result in happy customers.

If the interior design of your space is well thought out, it becomes an extension of your customer experience by communicating your attention to detail and efficiency. The physical office space can enhance a positive customer experience and loyalty and lead to business greatness. Gain a powerful competitive advantage for your business through great interior design.

Get our free pdf, "Six Tips to Make Your Home a Relaxing Retreat" on our website at [www.towerinteriors.ca](http://www.towerinteriors.ca).

Pam Tower, a Registered Interior Designer and owner of Tower Interiors, has won numerous awards for her design projects. She may be reached at 902-455-1544 or [pam@towerinteriors.ca](mailto:pam@towerinteriors.ca).

# Advocating for you and your business

The Halifax Chamber of Commerce ensures members' voices are heard



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

The Halifax Chamber of Commerce's policy and advocacy team works year-round to ensure our members' voices are heard by the right people. That could mean government decision makers, an industry leader, a business coach or maybe even an international think tank. We also provide members a chance to hear about emerging issues at events, such as our luncheons and the Fall and Spring Dinners. We value the opportunity to provide our members with a forum to talk to us about their issues, with other like-minded members and future members. Diverse views are always helpful.

To further our objectives, there are many annual initiatives aligned with the Chamber Strategic Plan that the volunteer and staff team work on to further the goals and initiatives of our member businesses. For example, the policy and advocacy team submit annual pre-budget submissions to both the provincial and municipal governments. We appear before the Federal Standing Committee on Finance. In these documents and discussions, we focus on the issues our members have told us matter to them. Red tape, reduced taxes, the size of the public service and work-integrated learning opportunities are just a few of the areas that are continuously on our agenda. Other issues, like electoral

boundary reviews and internet connectivity, are one-time concerns that we focus on when they impact our members. We also capture these short and long-term issues in yearly issues notes to government to inform and remind our governing officials of the issues that affect our membership.

You might be asking yourself how we create these submissions. Through a lot of research, engaged discussions with our task forces and members and dedicated writing time, our policy team uses the resources necessary to create a thoughtful narrative of our members concerns.

Overview for our policy and advocacy approach:

- **Emerging Issues:** Found either through research or through member discussions.
- **Research:** Finding out as much as possible about the issue/problem/goal.
- **Task Force Discussion:** Our volunteer task members are involved with many issues we work on. These members come from a variety of backgrounds and bring with them a multitude of opinions and expertise.
- **Draft Email/Letter/Document:** The policy team will utilize whatever resource makes most sense for that issue.
- **Send to the appropriate respondent/government contact.**
- **Wait for response (not long) and go from there!** Followup can include meetings and communications on the issues and social media. The Chamber has its own highly valued communications vehicles — *Business Voice* magazine, weekly e-bulletins and a monthly insert in *The Chronicle Herald*. All effective tools for raising the profile on issues for our members.

This past year, our municipal notes and pre-budget submissions focused heavily on the tax burden for commercial properties. Commercial businesses often pay three times the tax rate that residential properties pay without seeing a similar level of services, such as garbage collection or snow removal. Our members are willing to pay a reasonable share but should see some alignment with taxes paid and services received. To give city council its due, during budget discussions, considerable attention is given to the tax burden, particularly for the small business commercial taxpayer. (However, increased property assessments, which can drive up taxes fall under the purview of the province.)

Provincial notes and the pre-budget submission focused on fiscal sustainability and tax burden. We have seen success from our work — an increased small business tax threshold and balanced budgets. We continue to ask our provincial government to live within its means and manage expenditures to ensure the viability of our province for many generations to come. We have a \$15-billion debt that costs almost \$900,000 to service every year. Even with today's low interest rates — this is our tax dollars not going to education or community service. As well, the province needs a well-thought-out, long-term plan to grow the economy.

You will see our volunteer task forces often profiled in policy communication pieces because they are pivotal to our government relations work and communications with all members. The Task Force teams meet regularly to discuss emerging issues, take away tasks for the next meeting and go over the goals for the City of Halifax, the Province of Nova Scotia and Halifax Chamber businesses.

If you would like to learn more or join one of our Task Forces, please contact Nancy at [Nancy@halifaxchamber.com](mailto:Nancy@halifaxchamber.com) or Kathleen at [kathleen@halifaxchamber.com](mailto:kathleen@halifaxchamber.com).

# Do I belong?

Tips to help your organization and its employees to be more inclusive



**KATHLEEN MACEACHERN**  
POLICY ANALYST, HALIFAX  
CHAMBER OF COMMERCE

Do I belong? It's a question most, if not all of us, have asked ourselves on the first day of school. Who do I sit next to? Who will share their dessert with me? Who will play with me at lunch? Now imagine if you had to ask yourself similar questions as an adult starting a new job. For many minority groups, this is the reality they face, daily. The Halifax Chamber of Commerce welcomed Deloitte's Chair, Duncan Sinclair, as a guest speaker at a luncheon event on May 9th to present his research, titled *Outcome over Optics*. Their research focused heavily on Canada's commitment to inclusion and the benefits diversity has for businesses, globally.

There is a great deal of value in diverse and inclusive workplaces, but the value comes from knowing the difference between a diverse workforce and an inclusive workforce. Imagine you



*Cynthia Dorrington (centre), Halifax Chamber Board Chair, pictured here with members of the Preston Area Board of Trade and audience members at the Halifax Chamber's event with Deloitte on inclusion in the workplace on May 9.*

Contributed

are invited to a party with people from different countries in attendance. This party would be a diverse party. If only the people from England can dance, when everyone wants to dance, then this party is not inclusive. There is a dramatic difference between the two and when workplaces are inclusive and everyone can be different and still feel that they belong, value is realized. Benefits of inclusiveness can include:

- Lower turnover
- Higher job satisfaction
- Higher productivity
- High employee moral
- Improved creativity and innovation
- Improved problem solving

A welcome and open business is good business and even produces global leaders. Many of you may be asking the same question: Where is my organization now

in terms of inclusiveness and how can I do better? It will take courage on your part to be open and honest about your starting point and to focus on the growth of your current and future employees. Your goal should be to make an impact that matters through uniting everyone.

Here are a few ways that you can help your organization and its employees to be more inclusive:

- Set a vision for your organization
- Walk the walk: do what you set out to do
- Hold people accountable for their actions and provide the appropriate training when needed
- Avoid tokenism as this isn't true inclusion and you will miss out on the benefits listed above
- Support underrepresented groups
- Embrace positive conflict
- Have empathy and aim to achieve a deeper understanding of your employees/coworkers
- Let all employees have a voice
- Engage all employees in discussion

Your organization wouldn't want to miss out on talent, so promote each other's ideas, be inquisitive and unite with a purpose for the betterment of your team, your office and your community.

Thank you to Deloitte for the excellent information and presentation.

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# Three big reasons to shop small

Keep Halifax's economy strong, vital and relevant **By Abigail Murrin**

Small Business Week is fast approaching and we want everyone in Halifax to get involved. The Halifax Chamber and BDC are teaming up with local organizations to promote the importance of shopping small this October (and all year long!).

From breakfast networking to a shop local contest on Twitter, Facebook and Instagram, the 2018 Halifax Small Business Week will have something for everyone. If you're still not convinced, here are three big reasons to shop small:

## 1. LOCAL BUSINESSES GIVE A COMMUNITY ITS FLAVOUR

The combined presence of a city's local businesses makes it different from every other city in the world. They become part of the fabric and define its character. Keep our city unique by checking out what Halifax has to offer.

## 2. SUPPORTING YOUR LOCAL ECONOMY

Keep your dollars in the community and those dollars will further local development. Shopping at chain and box stores can be convenient, but your hard-earned money will go out of province, out of country and even out of continent. Buy local and those local shops will put their money right back into the community. You can see the results in your blossoming neighbourhood.

## 3. BUILDING A SUSTAINABLE HALIFAX

Small business is a pillar of the Canadian economy. Locally owned businesses tend to purchase from other local businesses, stimulating the economy, increasing tax revenue and creating jobs. Local shops rely on the community's support to thrive and they give back by supporting local themselves. Shopping small directly translates to building a Halifax we can enjoy for a long time.

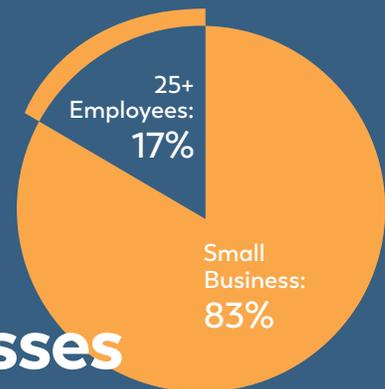
Abigail Murrin is a Public Relations Co-op Student at the Halifax Chamber of Commerce

## Small Business: Backbone of the economy

source: Statistics Canada — Innovation, Science and Economic Development Canada

# 83%

of Halifax Chamber Members are small businesses



Only **50%** of small businesses survive their fifth year in operation.

Did you know:

Small business makes up **30%** of Canada's GDP.



**Small Business Week – October 15-19**

Check out: [HalifaxSmallBusinessWeek.com](http://HalifaxSmallBusinessWeek.com) for full event and contest details.

# Meet a few of our new board members

Recently the Chamber welcomed three new members to the Board of Directors. As representatives of the membership, they will help lead the Chamber's strategic direction and work toward being one of the top three growth city economies in Canada by 2020. Take a look at who is new, and say "Hi" to them at an upcoming Chamber event.



**BRAD PROCTOR**  
MCINNES COOPER

Brad Proctor is the leader of the Labour and Employment Practice Group as well as the Regional Lead Partner — Labour and Employment based out of the Halifax office. Brad advises clients to take a proactive approach to management labour and employment relations through the formulation and implementation of employment contracts, workplace policies as well as the creation of training programs for managers and supervisors with respect to performance management, workplace accommodations, harassment prevention and health and safety.

Brad's dedication to his clients and his practice has earned a number of accomplishments. In 2015, he was named one of Lexpert® Rising Stars: Leading Lawyers under 40. Brad has also been listed in the Best Lawyers® in Canada directory since 2016. Brad also actively volunteers for various community groups and is currently a Director of Safety Services Nova Scotia.



**MICHELE PEVERIL**  
NOVA SCOTIA  
DEPARTMENT OF BUSINESS

Michele Peveril is the Managing Director of Special Projects (Policy & Program Initiatives) with the Nova Scotia Department of Business and is on secondment from the Halifax Port Authority. At HPA, Michele was most recently the Director of Strategy and Corporate Secretary and previously held management positions with HPA in the areas of public and government relations. Previously, Michele worked with Emera and in the health and construction industries and in the non-profit sector. Michele studied Business and Public Relations at Mount Saint Vincent University and has since completed executive education courses through Dalhousie University, Saint Mary's University and York University.

Michele has been actively involved in the community as Co-Chair of Women United with Halifax United Way, as President of the International Association of Business Communicators, Maritime Chapter, served on the Mount Saint Vincent University Capital Campaign Cabinet, Bluenose Marathon Steering Committee and acted as a student mentor, facilitator, awards judge and coach.

Michele lives in Fall River with her husband and children.



**RICHARD BUTTS** CLAYTON  
DEVELOPMENTS LIMITED

Richard Butts is President of Clayton Developments Limited, the largest land development company in Atlantic Canada and a subsidiary of The Shaw Group Limited. He joined the company in 2016 after five years as the Chief Administrative Officer for Halifax Regional Municipality. For 13 years prior to that, he served as the General Manager, Solid Waste Management and then the Deputy City Manager for the City of Toronto.

During his time as CAO of Halifax, Richard served on the boards of the Halifax Partnership and the Halifax Water Commission and was a member of the Halifax Police Commission. Richard holds a master degree in Public Administration from the University of Western Ontario. He has been an active volunteer for many years, particularly with the corporate United Way campaigns for both Toronto and Halifax.

# Designed to SucCEED

CEED rolling out new, innovative programming for entrepreneurs **By Heather Laura Clarke**

Training and professional development courses can propel entrepreneurs towards their goals, and now the Centre for Entrepreneurship Education and Development (CEED) is rolling out brand-new programming that's focused on taking action.

CEO Craig MacMullin says the CEED team decided to create a new programming lineup after they sat down and evaluated where they were with regards to a state-of-the-art entrepreneurial education on a worldwide basis, and the unique needs of the province.

"We completely reconfigured a lot of our programming by taking a 'life cycle approach,'" says MacMullin. "We want to give people the practical skills they need to hit the ground running and take meaningful action."

In "Designed to SucCEED," which rolls out this month, participants focus on the earliest stages of the innovation space.

"Long before you have a business, you have an idea — and this is for the people who are really at the preincubation stage," says MacMullin. "It's for the people who think they have built a 'better mousetrap'; the innovators and developers. The question is could the 'neat idea' become a viable product."

He says until they're coming up with innovative solutions to problems — addressing people's pain points — they don't have a market. The 18-hour program is designed to help people expand on their good ideas and start turning them into business opportunities.

Each session is limited to between six and 10 participants, who meet for three hours a week to present and discuss ideas MacMullin says because the program is "completely experiential," there is very little lecturing.

For those who wish to continue — or for those who didn't need the innovation-focused sessions — CEED also offers Fit To SucCEED, a six-week program focusing specifically on building and validating a sustainable business model.

"The problem with many ventures is that people are writing business plans without enough primary research, and

**“It's not about trying to turn them into accountants — but they absolutely need to learn how the money flows in their business.”**

— Craig MacMullin,  
CEO, Centre for  
Entrepreneurship  
Education and  
Development



there are too many assumptions," says MacMullin. "This course beats up the business model in real-time by talking to potential customers and assessing the risks and assumptions. By the time you're finished, you have a validated business model you can really start working with."

Every business plan needs a financial projection, but MacMullin says many of them aren't based in reality and remain "a bit of a mystery" to the hopeful entrepreneurs.

"We knew we needed to teach people how to build a real financial model instead of just filling out a spreadsheet with assumptions, so we're going to be offering a two-day experiential seminar on building a financial model," says MacMullin. "It's not about trying to turn them into accountants — but they absolutely need to learn how the money flows in their business."

He says many people intuitively understand profit and income statements, they often don't grasp the concept of living and dying by the business's cash flow.

Later in the fall, MacMullin says to watch for an additional new program, Financial Intelligence for Entrepreneurs.

"A lot of people struggle with numbers,

but numbers are the language of a business," says MacMullin. "This program will focus heavily on arming entrepreneurs at all stages of development with the skills and tools required to deeply understand the financial side of their business and how to work collaboratively with their accountant and financial advisors to operate and scale their business."

He says the CEED team also decided they could expand their sales training, so they partnered with Mary Jane Copps (The Phone Lady) to put together a solid six-hour program full of fresh strategies and best practices that can help develop sales competence and confidence.

MacMullin says CEED has also been working closely with a number of strategic partners, like CBDC, Volta, BBI and others to create a network where people can access services easily from all providers.

In order to help more Nova Scotians who live outside of Halifax, MacMullin says CEED has just signed a memorandum of understanding with Momentum Cape Breton (operated by Innovacorp) to deliver on-site programming in Sydney at least two days per month.

# Hiring young talent

Fresh grad brings fresh thinking to small business **Contributed**



A recent graduate from Dalhousie's Mechanical Engineering program is making his mark at a small smart energy company in Dartmouth.

Maigoro Yunana was hired as a Building Energy Modelling Specialist with Green Power Labs, and supports the deployment of Predictive Building Control technology, a unique software service that regulates building energy control systems in real time.

"Maigoro brings thoughtfulness and a new way of looking at things, which is of real value to the team," says Marlene

Moore, VP of Marketing, Green Power Labs.

A funding incentive offered by the Province helped Green Power Labs hire the recent graduate.

Graduate to Opportunity (GTO) provides eligible Nova Scotia employers with up to 35 per cent of a grad's first year salary and 12.5 per cent of a grad's second year salary.

"The GTO program has brought to us a capacity to hire this really excellent young graduate who brings to the team a diversity of opinion, a different way of looking at the world, and a real sense of new ideas," says Marlene.

Maigoro's new role is rewarding for his professional development. "I am getting the opportunity to learn from very talented and experienced people. I get to work on building this project from the ground up, while learning how to

successfully run a start-up business", says Maigoro. "It is very important for me to be with a company that is building a product I completely believe in, while being given the responsibility to see it through to success."

Not only is Maigoro thriving in his work, he is happy to have made Nova Scotia home.

"The beauty of Atlantic Canada is that it is big and small at the same time," says Maigoro. "Here in Nova Scotia students need to understand that a lot of companies do not have huge recruiting budgets. Graduates should try to network to find hidden job opportunities. The government helps by offering GTO."

To learn more about program eligibility and requirements please visit: <https://novascotia.ca/programs/graduate-to-opportunity/>

**“Jeehan has had a great impact on the company by improving efficiency and helping us to access new, international markets.”**

**BLUELIGHT ANALYTICS INC.**

Diversity and youthful perspectives can energize a workplace. The Graduate to Opportunity Program provides salary contributions of up to 35% to Nova Scotia employers who hire recent grads for new jobs. To breathe new life into your workforce, visit [NOVASCOTIA.CA/GTO](https://NOVASCOTIA.CA/GTO)

**Jeehan Javed,**  
Sales Manager, BlueLight Analytics Inc.

**NOVA SCOTIA**

# Safety training saves lives

Businesses committed to providing courses for all levels of organizations **By Heather Laura Clarke**

When you're bringing in experts to teach your employees the latest social media tricks or sales techniques, don't forget to allot some of their time to training that could save their lives.

Construction Safety Nova Scotia has more than 40 different training and professional development courses related to occupational health and safety.

Chief Safety Services Officer Damon Alcock says construction company employees can access much of the training online at no cost. There are also classroom training sessions across the province and opportunities to send a trainer directly to your workplace.

Some of the courses are specific to certain job sites and work descriptions. Not every workplace is going to require awareness or practical courses for working in confined spaces, with

scaffolding, or with fall protection, but many of the courses are useful for workers in all sorts of industries.

Construction Safety Nova Scotia offers a one-day emergency first aid course in CPR, AED and basic emergency skills. The WHMIS 2015 course, offered online and in the classroom, is a requirement for many employees, as they learn how to safely use and store hazardous materials in the workplace.

There are also management training programs designed for company owners, supervisors and administrative professionals.

"We assist members in identifying workplace safety strategies with respect to the health and safety of their team, their rights and responsibilities and how to implement a Joint Occupational Health and Safety (JOHS) Committee," says Alcock.

He says the courses are designed to be accessible so participants can acquire the practical information they need and return to work and implement an effective safety program.

"We're running 98 per cent positive feedback, which is fantastic," says Alcock. "We ensure our courses hit all the key points, while incorporating regular breaks so participants are not overwhelmed and feeling like we're wasting their time. People appreciate that."

Alcock says every business should be committed to regular training and professional development in occupational health and safety.

"We encourage people to keep learning because things are always evolving," says Alcock. "The more knowledge you have, the better informed you are on how to work safely."



## Construction Safety Nova Scotia

### Testimonials

- ▶ "Excellent instructor with great knowledge of the industry."
- ▶ "After this course, I will do everything differently in order to be safe."
- ▶ "The instructor was a pro!"

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# Nova Scotia's new business community

No more 'old boys club' for the region's business environment



**CYNTHIA DORRINGTON**  
CHAIR OF THE BOARD

In the last few years the Halifax Chamber has seen some distinct changes. Our events are getting bigger. The member benefits are growing. The Chamber's advocacy efforts to government at all levels is making a difference for small business in Nova Scotia. The biggest change I've noticed, however, is in the crowds.

If you attended our annual Spring Dinner this year, you would have seen it, too. We had more than 750 people in the new Halifax Convention Centre. We had 30+ immigrants in the room, thanks to our Driving Diversity Initiative that sees corporations hosting a newcomer as their guest for the evening.

I gave a welcome to the room as the new Chair of the Board. I looked out at the crowd and saw a sea of opportunity and diversity. Each table boasted a variety of students, entrepreneurs, both new and established, minorities, immigrants, and women. As the first African Nova Scotian and only the fourth woman to hold my current position with the Halifax Chamber, I swelled with pride.

Nova Scotia's economic climate for minorities and women has never been stronger. Leaders in our region like the Black Business Initiative, ISANS and the Centre for Women in Business create opportunities for our marginalized communities to succeed in their ventures.

The Black Business Initiative is

**“**We need a business community that is actively recruiting members of underrepresented groups with varying backgrounds. ... local leaders can step up and create an inclusive environment.”

launching their TD Spark Mentorship Program aimed at creating a networking, mentorship and leadership training platform for African Nova Scotian and other racially visible minority post-secondary youth.

ISANS' Immigrant Women Entrepreneurship Program (IWEP) provides valuable training in business skills. This 48-hour certificate program offers a flexible approach for immigrant women to gain hands-on knowledge of starting and running a business.

The Centre for Women in Business joined forces with RBC to create the RBC Alliance of Young Women Entrepreneurs (AYWE). This initiative encourages students to think in an entrepreneurial mindset before graduating. Students represent a key asset to the region and programs like AYWE show them the possibility of creating a life for themselves in Nova Scotia.

My experience in the province as a black woman in business has shown me the gaps in our business community. We have a plan to fill those gaps. The Halifax Chamber membership is growing and increasingly becoming more diverse, and one of our strategic goals is to increase our membership to reflect our changing demographic. This doesn't mean increase by numbers only — this is a chance to ensure that we not only reflect the varying industry sectors found in our city, but we are inclusive in reflecting the changing face of our businesses in Halifax. From business sector to ownership, we want a membership wholly representative of our rich and varied diverse community.

The Halifax Chamber cannot do it alone. We need a business community that is actively recruiting members of underrepresented groups with varying backgrounds. Whether it's mentoring a minority and/or immigrant-run start-up or working with a group of students on a case study, local leaders can step up and create an inclusive environment.

It is important to note that an inclusive environment not only comes through one's recruitment strategy, it can be driven through one's procurement strategy. Buying goods and/or services from diverse businesses not only helps to build the economic fabric of our city, it grows and strengthens Halifax's SME business community. Ultimately, inclusive procurement is a way to engage with a new, growing and varied set of suppliers that have started business right here in our city.

Our province is not growing at the rate we need. Our aging population is (rightfully) slowing down and our students continue to move out of province for lower taxes and bigger opportunities. Let's encourage an entrepreneurial ecosystem for all Nova Scotians with accessible funding, training, mentorship, procurement opportunities and support. Let's celebrate our strength in both diversity and community. Let's make Nova Scotia the global centre of mosaic entrepreneurial talent. ■

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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