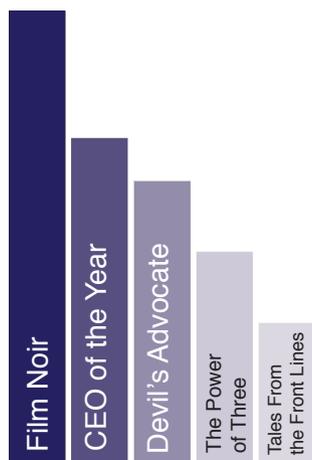


**Most popular Facebook posts
[July-August, 2016]**



[twitter]

RE: Do Nlers have the guts?

[@anhicken](#) In #pei the big cuts should be to the 1% millionaires club who want #Centralization #CorpWelfare w/no transparency

RE: Tales from the Front Lines

[@VictoriaLCraig](#) Great article and highlight of [@PaulaMorand](#)!

RE: Top 50 CEO photo feature

[@LynnHammondNL](#) Everywhere I go I see Dustin Angelo! If you didn't know he's the third CEO In the second row [@dkangelo77_gold](#)

[@weustheminc](#) A shout-out to our CEO [@ideolocator](#) from his alma mater [@PurdueKrannert](#) on being named a #Top50CEO by [@AtlanticBus](#)

[@Terry_Hussey](#) Received a lovely letter from [@PremierOfNL](#) [@DwightBallMHA](#) on our #Top50 win from [@AtlanticBus](#). Class move and much appreciated!

RE: Int'l Tabbie award

[@PaulAntleNL](#) Huge congrats to [@AtlanticBus](#) for making TABPI's Big 95 and being selected for 5 [@TabbieAwards](#). You make Atlantic Canada proud! #TheBig95

RE: Film Noir

[@BrendanPaddick](#) Great [@AtlanticBus](#) article on demise of #NovaScotia film industry. [@allanhawco](#) [@markcritch](#) keep NLFDC funded/alive.

RE: CEO of the Year

[@MitchelmoreMHA](#) Congratulations Larry Puddister of Pennecon for being [@AtlanticBus](#) CEO of the Year! [@BTCRD_GovNL](#)

RE: Best in Class

[@BioTalentCanada](#) It was an honour meeting Mathieu-Marc, and sharing the positive global impact that Atlantic #biotech has!

RE: Working it Out

[@Canada_Company](#) Thx [@AtlanticBus](#) for featuring Canada Company Atlantic Ch. Chair [@DCGough](#) and the first ever #HalifaxMET conference

RE: Eyes on Asia

[@EC_Kosters](#) [@AtlanticBus](#) sure, as if our #fish stocks aren't already collapsing or our #forests pulped into oblivion. #madness. #NovaScotia #environment

[atlanticbusinessmagazine.com]

RE: Devil's Advocate

[Wilfred Zerbe, Dean, Faculty of Business, Memorial University](#) Thank you, John, for your direct, sincere, and constructive message. I agree completely!

[Bill Fenton](#) Clearly a concise and well-reasoned essay but you could have gone much further. A collapse, or even worse, a continuation of the Muskrat Falls project (boondoggle) will relegate NL to an endless era of "have nots". It is not a question of "what were they thinking" but were they even thinking at all? Nova Scotia will not come out of it unscathed either and our power bills will follow an upward trend. What did we do to have such inept leadership thrust upon us?

RE: How sports will help your daughter

[Steve O'Connell](#) Our two daughters participated in sports through grade school and were fortunate to receive university athletic scholarships. Adding to your list:
6. Sports shows the relationship between practice, effort and results.
7. Sports during school years teaches superb time management skills.

RE: What she said

[Ann Divine](#) I've just picked up Atlantic Business magazine and read your article. I was fascinated with the content. It was very informative and inspiring too.

RE: Pumped and primed

[Chris Long](#) Thanks for your economic leadership in greater Saint John and your commitment to our community. You inspire our youth and business community that we can compete in this global economy.

[email]

RE: Why Halifax needs a history lesson

[Len Canfield](#) I agree with Stephen Kimber regarding Halifax's controversial founder Edward Cornwallis. Let's frame the conversation around a range of recognized historical sources so we have a clearer understanding of significant events prior to, during and following his three years as Governor of Nova Scotia 1749-1752. We need to focus on facts and context, avoid misinformation and half-truths and engage historians, professional researchers and others knowledgeable about 18th century Nova Scotia. Some of the conversation may not be pleasant but necessary, including the deaths of non-combatants. Speaking of the importance of facts and reference to Cornwallis "...as the first Governor of Nova Scotia," he wasn't the first. Following the British capture of Port Royal in 1710 he was preceded by several governors and lieutenant governors operating out of Annapolis Royal.

RE: Call to action

[Brian Bedford, Business Edge Consulting Inc.](#) I happened across your magazine in the Windsor, N.S. public library. I think I read almost every article and was very

Did you know...

We post calls for story ideas and interview subjects on social media. Join the conversation: follow us on Twitter; like us on Facebook

impressed by virtually all aspects of its content, layout, design and overall professionalism. I have met one of your contributors (Eleanor Beaton) and I'm very aware of her abilities and successes.

However, I couldn't help wondering: where are the stories of the "little ones"? Does your magazine get into the issues that affect the day-to-day lives of those small entrepreneurs who make up the majority of business owners in Atlantic Canada? Does it provide space for stories of the successes, but almost more importantly, the struggles and failures and trials and tribulations of the people with their life savings on the line?

Right or wrong, good or bad, an entrepreneur who is struggling is willing to do almost anything to keep the doors open. More often than not, the one thing they "try" is to hold off paying their taxes or HST as long as possible in hopes of improvement. Usually that is when the government gets involved. Not to help – to demand payment. If things weren't already bad enough now they can add the stress of the "wrath of g... (government)" coming down on them.

Those government employees may be wonderful at their job but they've never felt the true sense of urgency that comes from having your life savings on the line! They really don't know what it's like to wake up at night in a cold sweat wondering how, when, where will they find the answers required to get their business "above zero" on the operating income line!

There is a better way – and I have the answer. Remove the red tape. Cut the layer upon layer of

bureaucracy and ACT! Bring onboard some retired entrepreneurs to go out and "share their knowledge" with every struggling business owner. Help them fix their bottom line then help them grow! Small Business grows Atlantic Canada.

RE: Tax Dodgers, the ugly truth

In our May/June edition, Stephen Kimber's Just Sayin' column – which talked about Canadian tax revenue lost to offshore accounts – referenced K.C. Irving's move to Bermuda. James K. Irving (K.C.'s son) was offended by the column and requested that his point of view be put on the public record. In the interest of fairness and the permission of both parties, we are publishing the full conversation between Mr. Irving and Mr. Kimber.

June 6, 2016

Dear Mr. Kimber:

I am disgusted by the false information and the complete misrepresentation of my father, K.C. Irving, which was published by you in the May/June edition of Atlantic Business Magazine. As a journalist, and a professor at Kings College in Halifax – educating the next generation of journalists – the diligence in sourcing the facts, and the other side of this story were sorely lacking.

You made no effort to seek comment from us to verify the serious errors that you have misrepresented as facts. Respectfully, readers and journalism students deserve more diligent reporting. The current article should be immediately removed from the web site and a correction issued in the next print edition of Atlantic

Business Magazine which should also include publication of this letter.

The facts:

- My Father died at the age of 93 on December 13, 1992 (not in 1989 at the age of 89 as stated in your article).*
- The J.D. Irving, Limited group of companies are owned and controlled by entities and Canadian citizens resident in Atlantic Canada, and pay all taxes due and owing in Canada.*

- You have wrongly alleged that the Irving family and its companies are engaged in unlawful and unethical conduct, improperly siphoning funds from Canada to offshore tax havens. This false allegation has no basis in fact.*

Sincerely,

*J.K. Irving,
Chairman,
J.D. Irving, Limited*

(via email)

Dear Mr. Irving,

Thank you for your letter of June 6, 2016, which the magazine has passed along to me.

While I will leave it to the magazine's editors to respond directly to your specific requests concerning the article, and whether and how to publish your response, I do want to personally apologize for my error in mis-stating the year of your father's death and his age at the time. There is no excuse for that. I am sincerely sorry.

That said, let me respond to your other complaints about the quality of my journalism in this opinion column. Your argument that I made "no effort to seek comment from us or to verify the serious errors that you have misrepresented as facts" misunderstands my particular role as an opinion columnist for the magazine. I don't, generally speaking, do original interviewing or reporting when I'm preparing an opinion piece; I research, using primarily previously published material from a variety of reputable sources, and then shape the results into a commentary that offers my point of view on the issue at hand. Although you point out I didn't

Web exclusives...



Critic in charge

Why Stan Marshall was the CEO Nalcor needed, and what that means for Muskrat Falls



Star lords

C-Core goes extraterrestrial: it's not their first Space Agency contract – and it won't be their last

contact you for a response, let me also suggest the Irving companies have a long track record of not responding to requests for comment from the media on stories, including especially those relating to their tax situation. Noted the *Globe and Mail's* Report on Business Magazine in February 2016 when it published "Company Province, Provincial Company": "While no one at the Irving companies would be interviewed about these and other issues, Irving Oil's director of public affairs, Andrew Carson, was one of two Irving officials who responded, mostly obliquely, to e-mailed questions."

When I find material such as the report published by Diane Francis in the *Financial Post* of April 5, 2013, I do my due diligence to make sure there have been no additions, or corrections made to the original post. Given that its veracity hadn't been challenged, and given the *Financial Post* is considered a reputable source, I quoted Ms. Francis in the column.

Your lawyer now argues her statement — the accuracy of which he acknowledges was never legally challenged — is false. If he provides us with specific information to counter Ms. Francis's public characterization of the role played by "a series of tax-free Bermuda trusts on behalf of the Irving family," I'm sure the magazine would be happy to correct the record.

Finally, let me say I do appreciate your passionate defence of your father's "motivation and purpose" when he left for Bermuda in 1971. That is certainly fair comment on the facts as you state them. But I believe

my comments — based on the broader history of the evolution of the use of tax havens by wealthy Canadians, and your father's pioneering use of them — is also responsible, fair comment on a matter of legitimate public interest.

Thank you again for taking the time to make your opinions clear.

Sincerely,

Stephen Kimber

July 28, 2017

Dear Mr. Stephen Kimber

Thank you for your recent letter. I do appreciate your sincere apology, acknowledging your errors in the date and age of my father at the time of his death. These errors highlight the unfortunate result of relying on and repeating dated, inaccurate published material.

Your letter indicated that you did not call to verify the facts because you assumed a reply would not be forthcoming. Respectfully, this is a very disappointing excuse for both the subject and the reader of your column. Had you called, accurate information would have been provided.

Atlantic Business, in the interest of balanced reporting, is affording this opportunity to respond. The fact is the J.D. Irving, Limited group of companies are owned and controlled by entities and Canadian citizens resident in Atlantic Canada, and pay all taxes due and owing in Canada.

On a more personal note, I believe

you have misrepresented my father's painful decision to leave this country.

My father was passionate about "making thing go and grow" from Atlantic Canada and New Brunswick specifically. His life's work and greatest reward was focused on doing it from home; building and employing a great team of people in Atlantic Canada, investing to produce an excellent product, and reinvesting again here at home.

Your article does nothing to address the "why" my father left for Bermuda. In 1971, proposed new and existing duties and taxes that were expected to be levied upon an individual's death, were highly uncertain and could have been up to 80%. This would have been devastating to the businesses as they would have had to have been sold to pay the anticipated death duties and taxes. The collapse of a life's work of growing jobs and enterprises in Atlantic Canada, and seeing these businesses close or become 'branch plants' was not acceptable to my father. He would move to Bermuda to ensure the survival of the companies and the related jobs.

Leaving New Brunswick was very tough for him - and for us. We would have much rather had him around. Understanding his love of the Province, his energy and enthusiasm to make things go, I know how very difficult it was for him to leave. His tough choice in 1971 made it possible for companies to grow in Atlantic Canada, sustaining thousands of jobs.

Because of his decision, New Brunswick is still home for my family and the business. I wouldn't have it any other way.

Growing opportunity in this region is still our priority. Working with the talented men and women in Atlantic Canada whose ideas and enthusiasm make it happen is still the best reward.

Sincerely,

James K. Irving
Chairman
J.D. IRVING, LIMITED

FEEDBACK

✉ dchafe@atlanticbusinessmagazine.com
 @AtlanticBus; @ABM_Editor;
 /atlanticbusinessmagazine

In the next edition...



ECONOMY
From one island to another

P.E.I. is building commercial bridges to the United Kingdom. Who are they partnering with? Which sectors are they hoping to develop?



EDUCATION
Classroom Catalysts

Atlantic Business Magazine investigates the region's post-secondary sector and its unofficial role as an engine of economic development



INNOVATION
Dating game

Investors and researchers tell us what they're looking for in a potential partner. Could these profiles lead to long-term relationships? Fingers crossed!