

NEW LOOK!

THE **VOICE** OF BUSINESS IN MISSISSAUGA

CONNECT

VOLUME 12 ISSUE 1 **WINTER 2017**

STIRRING THE POT
MEDICAL MARIJUANA
IN THE WORKPLACE **22**

TRANSITIONING
YOUR BUSINESS TO
MILLENNIALS 14

A NOVEL WAY
TO SOLVE THE
**BUSINESS
SUCCESSION
CRISIS 11**

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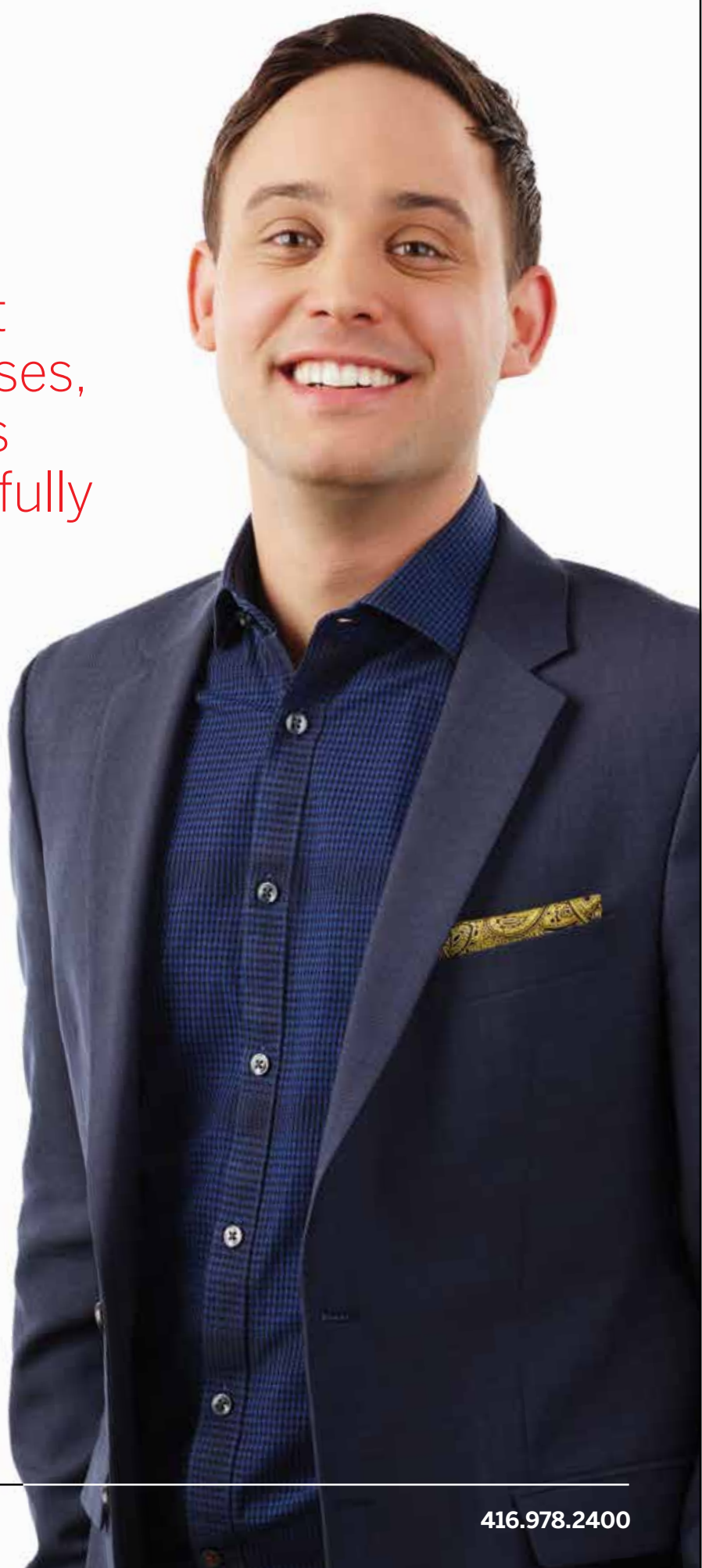
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ADVERTISING INQUIRIES: Sonia Ojha at sojha@mbot.com

EDITORIAL INQUIRIES: Bahaar Sachdeva at bsachdeva@mbot.com

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CONNECT

THE **VOICE** OF BUSINESS

IN MISSISSAUGA

Established in 1961, Mississauga Board of Trade proudly serves as a Chamber of Commerce for the sixth largest city in Canada – the third largest city in Ontario. Mississauga Board of Trade represents all businesses in Mississauga. MBOT's large, diverse and active membership has made us one of the most vibrant business associations in Canada. As the "Voice of Business" we advocate on policy issues that impact local business at all levels of government, and are influential in helping to shape policy decisions. MBOT also offers a wide variety of valuable business services and professional development programs, networking events and marketing opportunities, to help business grow, prosper, and get connected.

Publisher:

David Wojcik
President & CEO
ceo@mbot.com

Editor:

Bahaar Sachdeva
Brand & Communication Manager
bsachdeva@mbot.com

Design & Layout:

Bahaar Sachdeva
www.bahaarsachdeva.com

Advertising Inquires:

Sonia Ojha
Advertising & Promotion Manager
sojha@mbot.com

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701-77 City Centre Drive
Mississauga, ON L5B 1M5

T: (905) 273 6151
E: info@mbot.com
W: www.mbot.com

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CONNECTING, CHAMPIONING & ADVANCING

THE NEXT GENERATION OF MISSISSAUGA BUSINESS LEADERS

As the recently appointed Chair for the Mississauga Board of Trade, I am delighted to be working with an organization which truly is there to give back to Mississauga businesses and the community as a whole.

Having supported businesses for the majority of my financial services career, most recently as the RBC Vice President of Commercial Financial Services in Peel, I am excited about taking forward our mission to connect, champion and advance businesses in Mississauga.

An area of particular importance to both the Board of Trade and to me is how we support our next generation of business leaders. Millennials are the most educated, tech-savvy generation in history. They thrive on change, value social collaboration, and bring new ideas and new ways of addressing existing problems. Yet they face challenges of the new economy, including youth unemployment. Yes, today's youth have a lot to learn from previous generations. But they are also

teaching us to be - and work - more agile. We need to embrace these future leaders and learn from them just as they learn from us. It's our responsibility to create an environment where today's youth can connect and engage with business professionals to provide them with support, and there are few better opportunities than the many networking events hosted by the organization. By engaging young professionals and attracting new young entrepreneurs, MBOT can elevate Mississauga's young talent, connect them with established and successful business and community leaders and entrepreneurs, and ultimately contribute to Mississauga's thriving local economy for years to come.

No matter what generation we are from, we should all be looking to learn, develop and build our network at every opportunity. I hope to see many of the next generation at our next event.



V. White

Vivi White
2017 MBOT Chair,
Royal Bank of Canada



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Thursday

**JAN
19**

Markland Wood Golf Club
7:30 a.m. - 9:30 a.m.

Member: \$55

Non-Member: \$75

www.mbot.com





David Wojcik
President & CEO
Mississauga Board of Trade

I am extremely excited to introduce our new "Connect" magazine. Our commitment for the future, is to present leading and bleeding edge articles and provide trending topics that are important for you to guide your business passed the obstacles that challenge your company on a day to day basis.

Our lead article "Stirring The Pot" by Susan Balpataky, Partner at Spiegel Nichols Fox LLP, is an example of what you can expect. The article helps business owners understand what they need to do today, to prepare their organization for sweeping changes which have been proposed by the Federal Government with respect to marijuana.

Congratulations to Amy Blake of Dale Carnegie Business Group and Mike Mecredy of Mecredy IT Management for proposing the name "Connect" for our magazine. It was fortuitous that the name presented by Amy and Mike coincided with our new mission statement: **Connect, Champion, Advance**. Also, a thank you to all the individuals who took the time to provide the 80 submissions we had to choose from. A big congrats to Bahaar Sachdeva of MBOT for the brilliant cover design for this inaugural issue.

We're also proud to announce the launch of our completely new website which was built from the ground up by Arti Sharma of Measure Marketing and her team. You will find this site much easier to navigate and locate the information you have told us is important to you.

MBOT TV continues to be a strong communication vehicle for us and we look forward to expanding the content to include interviews and advice segments with some very unique ways to promote your business.

I hope you enjoy the new look, feel and content of "Connect" magazine. Please feel free to let us know what you think.

Finally, we are always looking for great articles and opinion pieces for the publication. Be brave and unleash that budding journalist within you.

Please know, we will continue to examine your business needs of the future and strive to always be forward thinking.

UPCOMING EVENTS CALENDAR

Event Details & Registration: www.mbot.com

JANUARY

Wednesday
11
**Good Morning
Mississauga (GMM)**
7:30 a.m. to 9:30 a.m.
Centre for Health & Safety Innovation (CHSI)

Monday
16
Long Term Energy Plan
11:30 a.m. to 1:30 p.m.
Mississauga Convention Centre
Keynote: Minister Glen Thibeault

Thursday
19
Growth & Power
7:30 a.m. to 9:30 a.m.
Markland Golf Club
Keynote: Massimo Capra

Thursday
26
**2017 Ontario Budget
Highlights**
11:00 a.m. to 1:00 p.m.
Hilton Mississauga/Meadowvale
Keynote: Minister Charles Sousa

FEBRUARY

Wednesday
01
Membership Matters
7:30 a.m. to 9:30 a.m.
MBOT office

Wednesday
08
**Good Morning
Mississauga (GMM)**
7:30 a.m. to 9:30 a.m.
Novotel Toronto Mississauga Centre

Thursday
09
Business Learning Series
8:00 a.m. to 11:00 a.m.
Centre for Health & Safety
Innovation (CHSI)
Topic: Talk is Cheap

Thursday
16
CPA Event
7:30 a.m. to 9:30 a.m.
MBOT Office
**New Advanced Certificate in
Accounting & Finance is Right
for You**

Thursday
16
NGen (Under 40) Event
5:00 p.m. to 7:00 p.m.
Venue: TBD. Visit www.mbot.com

Wednesday
22

**A Conversation with
Patrick Brown** Leader of Progressive
Conservative Party of Ontario
11:30 a.m. to 2:00 p.m.
Port Credit Yacht Club

Thursday
23

**Cyber Attack Threats
To Your Business**
8:00 a.m. to 1:00 p.m.
Microsoft Canada

MARCH

Wednesday
01

Membership Matters
7:30 a.m. to 9:30 a.m.
MBOT Office

Thursday
19

Growth & Power
7:30 a.m. to 9:30 a.m.
Markland Golf Club
Keynote: Gil Blutrigh

Wednesday
08

**Good Morning
Mississauga (GMM)**
7:30 a.m. to 9:30 a.m.
Sky Zone Trampoline Park

Thursday
26

**Good Evening
Mississauga (GEM)**
5:00 p.m. to 7:00 p.m.
Venue: TBD. Visit www.mbot.com

Wednesday
08

**International Women's
Day Open House**
10:00 a.m. to 11:30 a.m.
Venue: TBD. Visit www.mbot.com

APRIL

Wednesday
05

Membership Matters
7:30 a.m. to 9:30 a.m.
MBOT office

Thursday
18

Politicians Reception
4:00 p.m. to 6:00 p.m.
TBD. Visit www.mbot.com

Wednesday
12

**Good Morning
Mississauga (GMM)**
7:30 a.m. to 9:30 a.m.
Microsoft Canada

Thursday
27

Chair's Luncheon
11:30 a.m. to 2:00 p.m.
Glen Erin Inn & Spa

Thursday
13

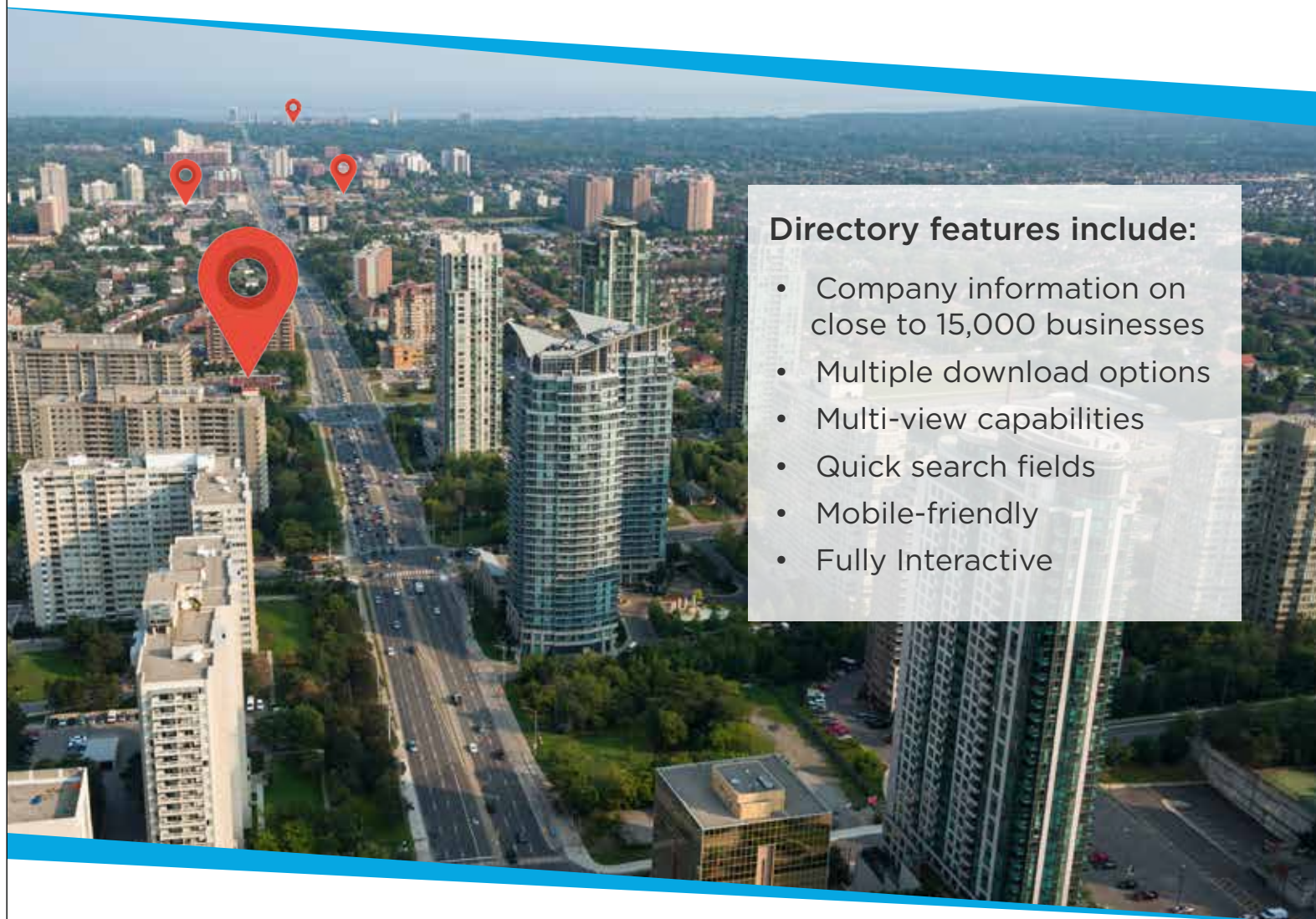
**Business Learning
Series**
8:00 a.m. to 11:00 a.m.
Centre for Health & Safety
Innovation (CHSI)



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ECONOMIC
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A NOVEL WAY TO SOLVE THE BUSINESS SUCCESSION CRISIS



Ken Tencer
CEO
Spyder Works Inc.

One of the biggest risks in the economy is the fumbled hand-off of family businesses from one generation to the next. The expression “shirtsleeves to shirtsleeves in three generations” sums this up nicely: the first generation builds a successful business, the second generation carries on in a diminished way, and the third generation inherits a mess and then starts over again.

Better planning, documentation and family communication are among the usual remedies prescribed to relieve the succession crisis. But none address the real problem. As the patriarch of one business family once said to me, “The hardest part is figuring out whether your children are worthy or capable of following in your business footsteps.”

Internships and family councils won’t bridge this generation gap. But now a Montreal foundation has come up with an innovative new approach to help business families come together.

Olivier de Richoufftz is president of the Business Families Foundation, set up twenty-six years ago by Philippe de Gaspé Beaubien (the former CEO of Telemedia) and his wife and business partner, Nan-b; formed the foundation to help other business families manage this common problem.

The parents running a business tend to assume their children will take over some day, but they rarely communicate their intentions until too late. Some issues faced are:

- When and how will the senior generation give up power?
- With equal numbers of shares, how will the next generation work together?
- How will they resolve disputes?
- How do family-owned businesses hire and retain talented senior employees if they know the kids are going to come along and supplant them, or at the very least shake things up?

The foundation’s new approach, which is now being workshopped by a dozen business families in Quebec, addresses all these problems. It does so by changing the basic assumptions behind family succession. Instead of seeing the founders’ children as the inheritors and future executives of mom and dad’s business, this

approach encourages them to become entrepreneurs – but with internal advantages. “We are turning business families into intrapreneurial families,” says Mr. de Richoufftz.

The foundation’s 100-day Intrapreneur Program, works like a business incubator. Its first cohort includes 15 intrapreneurial projects, each team including one or two intrapreneurs as well as a business mentor, to hone their plan and help figure out the best way to work with the family business. “Instead of startups, our aim is to create spinoffs,” says Mr. de Richoufftz. “The family business is not here to give you a cheque, but to support your dream. After 100 days you’ll know if you’re qualified for this.”

“We are turning
business families
into intrapreneurial
families

The program offers seminars, lectures and candid conversations on business plans and family dynamics. The intrapreneurs conclude the program by making a formal business presentation to their parents or first-generation business leaders, identifying the opportunity they see, and the resources (e.g. capital, facilities, or HR expertise) they wish to tap into from the family business. Mom and dad can push back, ask questions, or negotiate the family’s involvement

in the new venture.

Result: the second-generation leaders access business experience and resources without disrupting the family business. Siblings can pursue their personal ambitions without getting in each others’ way. Richoufftz notes that some of these new “enterprises” may become “way larger” than the primary business: “In some cases, we see the intrapreneur taking over the core company.” But such cases would see the intrapreneur as an experienced business leader moving in with a proven business model – not just a young amateur with kooky ideas. Such successful entrepreneurs would be better able to buy their parents’ businesses than they might have been as employees, thereby solving the financial-succession problem that often leashes together siblings who would rather not work together.

The Business Families Foundation plans to launch a second cohort in February, and hopes to include family companies from Toronto and Vancouver. “We are looking at partners to help us scale it up.”

Originally published in The Globe and Mail. Edited for MBOT use.

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GIVING BACK TO *Community* IMPROVES BUSINESS PERFORMANCE

Is your company looking for ways to give back to the community? Not only can charitable projects engage staff in important causes, it can also increase employee motivation which positively impacts business performance. One of the most common and impactful ways to give back is by hosting a third-party event (an event hosted by an individual or organization to raise money for a charitable cause). Here are some tips to get you started on giving back through a third-party event.

Start by identifying a cause your organization cares passionately about (consider taking suggestions from your staff and allowing them to vote). Determine what format the event will take, e.g., golf tournament, bowl-a-thon, run/walk, etc. Allow ample planning time; different events will require different timelines. Once you have selected a date for your event, create a timeline of all key dates. Involve staff champions in creating, planning and overseeing the event. Having a great team of champions will not only make each person's responsibilities easier, but it will also keep the team motivated right up to the day of the event. Determine the event objective, for example, how much you want to raise. Assign tasks to your volunteers and organize the materials needed. Set a budget and solicit sponsorships to keep costs low (consider reaching out to your suppliers and clients as well as to your individual networks). Contact the organization you plan to support, they may be able to help in many ways, for example, speaking to your employees so they understand the cause they are supporting, setting up an online fundraising tool to accept pledges and donations, etc. Get the word out to your employees and your extended networks and consider having a committee member in charge of social media to help promote the event. Your charity may also have resources to help you get the word out.

On event day, arrive early to set up your venue and have a greeter to welcome guests/participants. Open the event with an enthusiastic greeting and provide an overview of the day. Close the event with a big thank you to sponsors, attendees, participants, volunteers and

so on. But most of all, have fun!

Once the event is over, recognize your top fundraisers. Plan a debrief with the organizing committee to review the event and document details to make next year's event easier to plan and more successful. Be sure to thank everyone who helped make your event a success. Share any photos from the day with your employees and on social media. Celebrate everyone's hard work with a post-event gathering and inviting the charity for a cheque presentation.



In two months, she'll be diagnosed with cancer.

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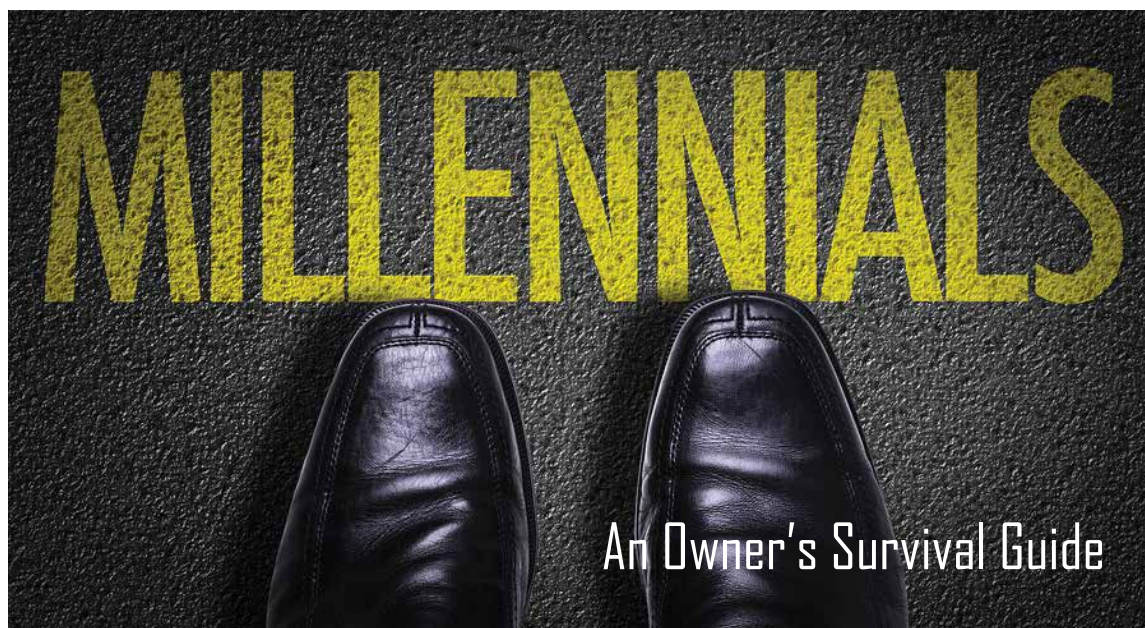
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TRANSITIONING YOUR BUSINESS TO



"When I retire, I plan to..." After all the time spent daydreaming about retirement, it's finally approaching and...WAIT! There's so much preparation yet to do from both a personal and business perspective.

If you're a business owner, the succession process can be even more complex. Looking for and/or grooming a successor to effectively run your business and carry on your legacy is not a quick or easy process and requires in-depth planning.

Let's Talk About Tomorrow's Leaders

Are you a baby boomer? It's just a guess. Of the millions of existing businesses in Canada, most were founded and are still run by baby boomers on the verge of retirement. Many are unaware of just how much working knowledge they are taking with them.

It seems like only yesterday we started talking about millennials in the workplace. In truth, they are already a major part of our work culture. By 2025, millennials will make up 75% of the global workforce – which means organizations are considering an entirely new challenge: preparing millennials for executive roles. As the next generation of leaders, they need to be integrated

seamlessly into the team. Are you equipped to help them do that?

Identify leadership potential within the company

Perhaps you already have young and innovative talent on your team. If so, assess their capabilities of taking on a leadership role and find opportunities to mentor them in order to develop the skills and experience needed to succeed as a leader.

Bring them into the fold

Spark intellectual curiosity by ensuring the work you offer is meaningful and challenging. If you're looking to develop the next generation of leaders, offer them opportunities that will enable you to see if they're suited for the role and help them develop the skills needed to succeed. Include them in management meetings so they are able to get a good understanding of the business and begin visualizing where to take it next.

Use them to get up to speed

Generally speaking, millennials are a tolerant, curious, positive, connected and flexible generation. Their up-to-the-minute

understanding of innovative solutions, round-the-clock availability, and global engagement will keep your organization ahead of the curve in today's constantly shifting technological landscape.

Looking Forward

Achieving success in business is hard work. After all the sacrifice, risk and commitment, what's next? How do you secure your business so you can exit and retire on your own terms? Passing the torch can be a difficult step, but when you've given tomorrow's leader the foundation they need to grow your legacy, that same foundation will provide you with a clear path to the future.



Dave Thorman,
CPA, CA
Partner
MNP LLP



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For more information contact:

Dave Thorman
Partner, Private Enterprise
T: 416.641.4950
E: dave.thorman@mnp.ca

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VG Engineering

LARGE BUSINESS OF THE YEAR

Kids & Company

YOUNG ENTREPRENEUR OF THE YEAR

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EMPLOYER OF THE YEAR

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Rick Menassa

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A STRONG AMERICA IS GOOD FOR CANADA

Now that the reality of President Trump has set in, what can Canada expect, and how can it be positive for our country?

Trade, Jobs and the Economy

Many Canadian politicians and pundits have voiced their concern over President-elect Trump's commitment to review and renew NAFTA. It would behoove these individuals to tone down the rhetoric, since it is highly unlikely that President Trump will be concerned about Canada's role in that agreement and more concerned about Mexican aspects of NAFTA. In fact, it is an opportunity to reconfirm the close and mutually beneficial aspects of that relationship. We share concerns – we want fair trade with countries that share similar approaches and laws. Currency manipulators are the problem. Canada is not one of them.

Homeland Security and Defense

Over the past eight years the US has been perceived as a weak and feckless nation that cannot be counted on to keep its word (e.g., the red line in Syria). When the US is not strong, a vacuum is created in the free world which has been filled by a number of bad actors including ISIS and Iran. This situation is NEVER good for Canada, which in reality could not fully defend itself without

help from its closest neighbour and ally. President Trump will revitalize the US military and will rebuild respect for the U.S. with a more muscular foreign policy. This can only make Canada and the free world a safer and better place.

Natural Resources and the Environment

The false narrative that republicans and conservatives do not care about the environment has permeated Canadian thinking. In fact, the key difference between the Trump government thinking and more "liberal" thinking is that they do NOT believe that the greatest issue facing the world today is global warming.

They believe there are ways to save our planet without destroying the world economy. Canada can benefit from this American environmental approach because our oil, uranium, gas and other resources can be moved safely by pipelines that will be approved by the Trump Administration. Canada can work credibly with the US on environmental issues by speaking their language, i.e. talking about clean air and water, protecting our land, and eliminating buzzwords such as "sustainability" and "carbon tax" from the conversation.

A Conversation with

PATRICK BROWN

**LEADER OF THE
PROGRESSIVE
CONSERVATIVE
PARTY OF
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Hear about the future of
the provincial economy
and job markets.

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Wednesday

FEBRUARY 22

11:30 a.m. - 2:00 p.m.

Port Credit Yacht Club

115 Lakefront Promenade
Mississauga

MISSISSAUGA
BOARD OF TRADE'S

BUSINESS LEARNING SERIES

Thursday

February 9, 2017

8:00 a.m to 11:00 a.m.
at Corporate Event Centre at CHSI

**Talk is cheap but
good advice is priceless**

In this session, we focus on the advisory community and help business owners to answer questions like:

- When is the right time to seek outside help and support?
- What is the difference between a coach and a consultant?
- How do you select and get value from professional advisors like lawyers and accountants?
- What is an advisory board and who should it be made up of?

Speakers include:

Sawsan Selwyn
Pallett Valo

Maurice Dutrisac
Mastermind Solutions Inc.

Paula Hope
Booked Solid

Rita Trowbridge
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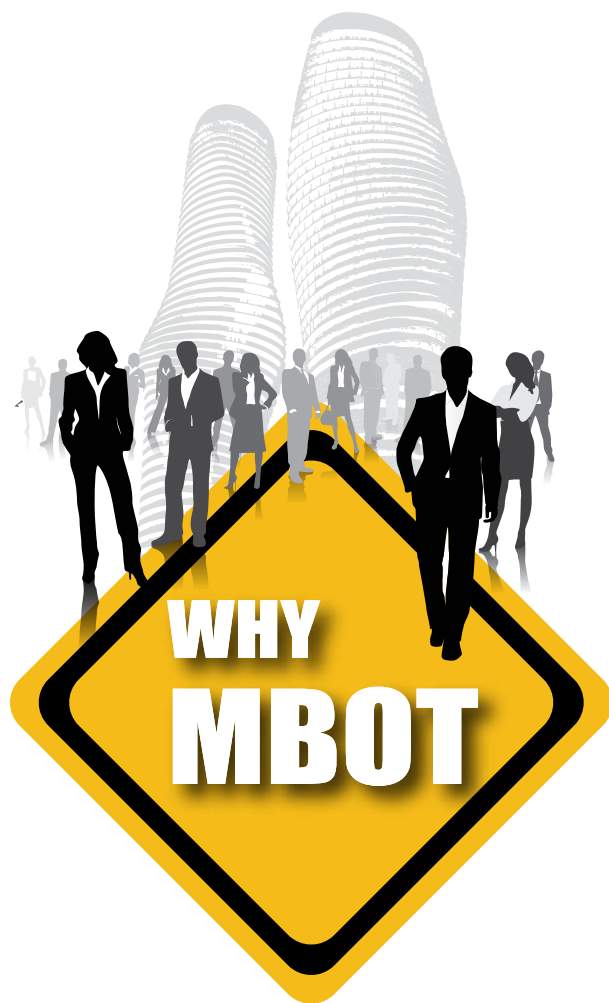
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Play Smart

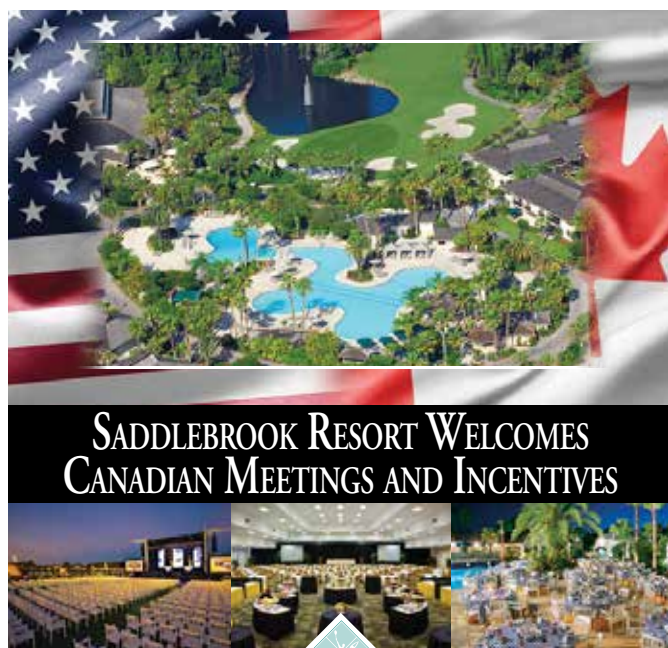
AT WOODBINE RACETRACK

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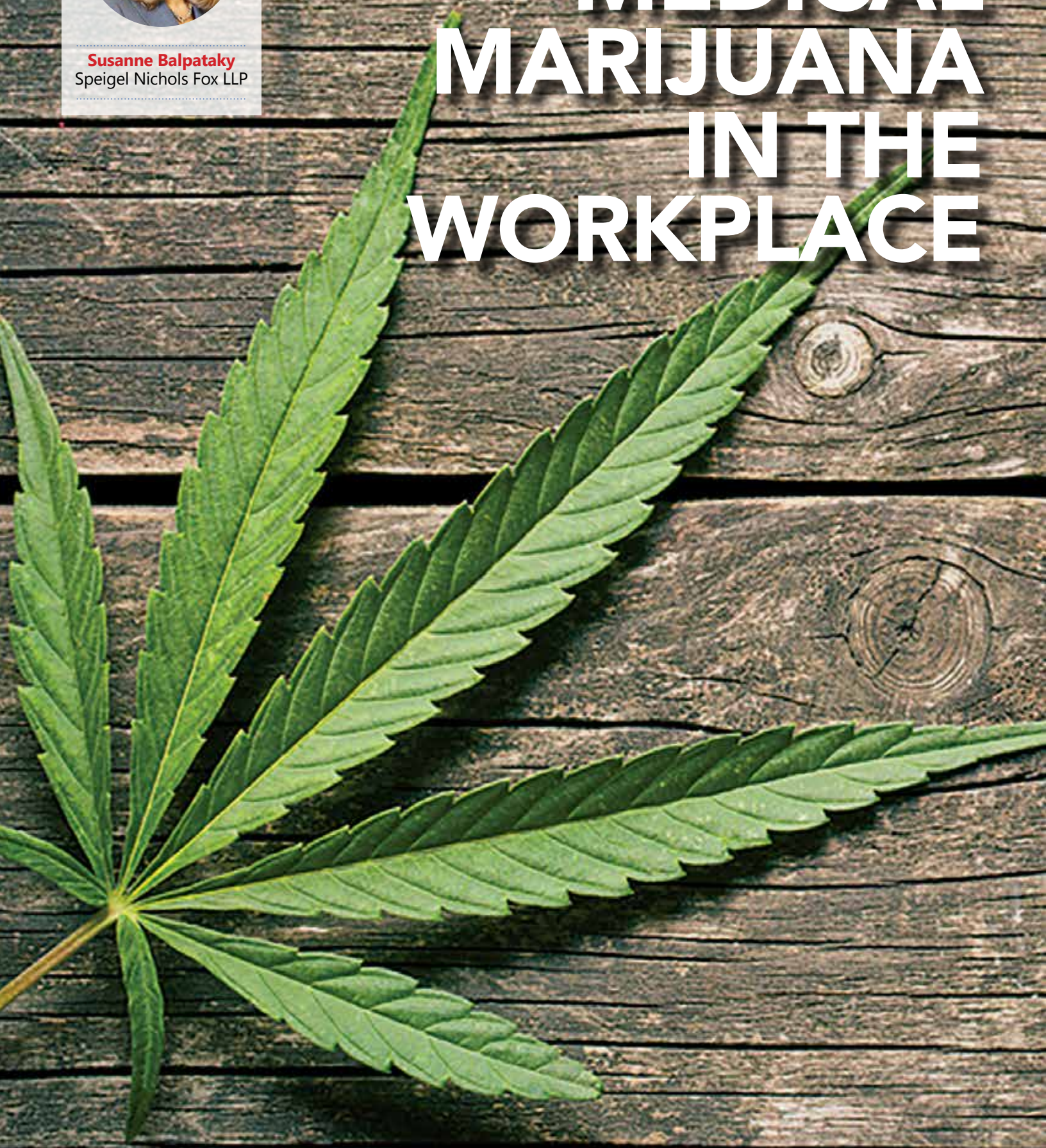
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Susanne Balpataky
Speigel Nichols Fox LLP

STIRRING THE POT MEDICAL MARIJUANA IN THE WORKPLACE



The use of medical marijuana continues to rise across the country and employers must increasingly find ways to deal with this new reality. Until June 2015, the only legal method of consuming medical marijuana was to smoke it. However, in the Supreme Court of Canada decision of *R v Smith*, 2015 SCC 34, the Court held that a medical access regime that only permits access to dried marijuana unjustifiably violates the guarantee of life, liberty and security of the person contrary to s. 7 of the *Canadian Charter of Rights and Freedoms*. Users of medical marijuana may now ingest the drug in a variety of ways. Despite the controversy surrounding its use, employers should treat medical marijuana like any other prescription medication.

Simply because an employee has a prescription for marijuana does not entitle him to use it unfettered in the workplace. Employees have never had the right to work while being knowingly impaired or unable to perform the duties of their job, for example, because of powerful pain medication they are using. That has not changed.

Section 5(1) of the *Ontario Human Rights Code*, R.S.O. 1990, c.H-19, however, provides an individual with the right to equal treatment with respect to their employment without discrimination because of disability. Medical marijuana may be prescribed for a variety of conditions such as chronic pain, arthritis, cancer and multiple sclerosis, all of which fall within the definition of "disability" contained in the Code and engage an employer's duty to accommodate to the point of undue hardship. Which begs the question: what constitutes undue hardship?

Answering this question requires a consideration of three factors:

1. The cost of accommodation.
2. Any outside funding available to subsidize the cost of accommodation.
3. Any health and safety concerns with respect to accommodation.

The third factor will likely be the most relevant when dealing with medical marijuana use on the job. In certain safety-sensitive environments, an employer will still be justified in enforcing a zero-tolerance policy for drug use, including marijuana. A heavy-equipment operator, even one with debilitating back pain, for example, will almost certainly be prohibited by her employer from using prescribed medical cannabis on the job. The use would likely (i) impair her ability to perform her job and (ii)

would pose a safety risk to the other employees on site. However, except in this type of safety-sensitive environment, a blanket zero-tolerance policy for marijuana use and possession is no longer enforceable.

It is important to note that employers must be proactive in ascertaining whether accommodation of an employee is required on grounds of disability. The duty to accommodate, however, is a joint responsibility and an employee therefore has an obligation to inform the employer of the need for accommodation. It is further incumbent on an employee to cooperate in providing adequate information to substantiate the employee's limitations and the impact of his disability on his ability to perform the essential duties of his position. The employee's refusal to cooperate in the accommodation process will be taken into account when assessing whether an employer has met its duty to accommodate.

When confronted, therefore, by an employee who asserts the right to use marijuana for medical reasons, an employer, as part of the accommodation process, can and should request medical documentation detailing whether the medical marijuana use affects the employee's ability to carry out his assigned duties. If that documentation reveals a significant impairment of the employee's ability to safely perform his duties, the employer would not be required to accommodate the employee's medical use of marijuana. In our heavy-machine operator example, accommodating the use would cause the employer undue hardship in light of the safety concerns involved. The employer's obligation to accommodate, however, is not then at an end. The employer would likely be obligated to consider reassigning the employee to different duties that do not engage safety concerns, or alternatively, allow the employee to take a leave of absence.

Use of medical marijuana in the workplace also engages the employer's responsibilities under the *Occupational Health and Safety Act*, R.S.O. 1990, c.O-1, specifically s. 25. Pursuant to that section, employers have an obligation to "take every precaution reasonable in the circumstances for the protection of a worker". In addition to accommodating an employee with a disability, the employer must also have regard to the safety of other workers, for example from second-hand smoke caused by an employee who seeks to smoke medical marijuana in the workplace.

In light of the broadening impact of medical marijuana use in the workplace, employers should review their current drug and alcohol policies to address the legitimate use of medical marijuana in the workplace and establish well-defined parameters for that use.



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MANAGE YOUR BUSINESS DEVELOPMENT TO INCREASE SALES



Linda Kern
Sales Growth Strategist
The Kern Group, Inc.

There are four best practices that you can implement now to improve the way you manage your sales (or business development) activity:

MEASURE ACTIVITY. MEASURE RESULTS.

Measure activity. Measuring and monitoring raises performance...period! In general, the best activity to track is the number of sales meetings that are set up for the coming weeks. Set a target number of meetings you'd like to get each week and ensure you hit that goal.

Measure results. Measure year-to-date sales on a frequent basis (weekly, bi-weekly, monthly) so that you and your sales people know how much they have left to sell in the quarter or year. You also want to measure pipeline/funnel value (the total value of active opportunities) and keep those numbers front and centre

in your minds.

HOLD YOUR TEAM (OR YOURSELF) ACCOUNTABLE

Now that you've decided on your metrics, you need to hold yourself and your team accountable to hitting those numbers. Find someone you trust such as a colleague, co-worker, or friend to meet with on a regular basis to keep your feet to the fire.

SET UP A PIPELINE AND MONITOR IT

When analyzing your pipeline ask yourself:

- When is the next active step booked in your and your prospect's calendar to advance this sale?
- How did the last meeting end? What is the prospective customer expecting?
- What is your next step? What do you need to do to prepare for the next

meeting?

- What, if any, are the obstacles you face in closing this deal?
- What about competition?

PREPARE FOR EACH SALES CALL IN ADVANCE

Ask yourself these questions:

- What is your sales call objective? What do you want to have happen at the end of this meeting?
- How are you planning to open the meeting and lay out the agenda?
- What questions have you prepared to engage the prospect?
- What will you do if the prospect throws a lot of information at you and you can't keep up?
- How will you explain the ways in which you might be able to help this prospect's company?
- What is your plan to advance the sale and get a next step?

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ENGAGE *Professionals*

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To learn more about NGen initiative or to join the committee, please contact Bahaar Sachdeva at bsachdeva@mbot.com

WHY IS IMMIGRATION IMPORTANT TO OUR ECONOMY

ACCESS
YOUR
WHOLE
TALENT
POOL

"In all scenarios, the main factor in Ontario's population growth is international migratory increase." (Statistics Canada 2015-06-29)

Since 2006, Peel Region has experienced significant population growth, mainly from residents born outside of Canada. Our Region's substantial rise in foreign-born residents has come with some interesting effects.

More than 56% percent of Mississauga's residents are new Canadians, which rises to 66% Brampton. They are experienced and well educated; Mississauga claims more post-secondary academic credentials per capita than any other large city in Canada. Many had a professional career before coming to Canada, but now are underemployed.

The big question is: "What more can be done to maximize the contribution of immigrant professionals to Ontario's economy?"

In 2015, the Peel Halton Workforce Development Group surveyed employers (*Workforce Trends in Peel Halton: Local Labour Market Plan Update 2015*), and learned that 41% percent of firms in Peel and Halton already rely on newcomers as a source of new hires.

This is more the case in larger firms and is consistent with other researcher's conclusions that SMEs are less confident about hiring immigrant talent. Most SMEs recognize that bad hiring is bad business and they do not have the capacity or know-how to test for capabilities and assess foreign qualifications and experience. As a result, they are cut off from much of the available talent pool, and, given the numbers of SMEs in our Region, this is a serious disconnect.

The Workforce Development Group also reported that for entry-level service and production jobs, most employers do hire newcomers, but about 1/3 said they would

not hire newcomers for sales and marketing, supervisory and managerial positions, nor as senior leaders and executives.

The dominant issue for employers is soft skills, now more commonly called core skills. Core skills are those needed for success across most occupations and include interpersonal communications, analysis and problem solving, and ability to work both independently and in teams. Concerns regarding these core skills were twice the concern about technical skills.

Employers' cautiousness is understandable. But ways must be found to resolve it.

Assessing non-Canadian academic credentials is the easy part. Agencies such as the University of Toronto Comparative Education Service provide a reliable authentication of academic credentials and a clear statement of their equivalency to Canadian degrees and diplomas.

Gaining needed core skills is a bit more complex. Typically, newcomers need training specific to the Canadian workplace. Without this training, they are much more likely to flounder and even fail in the job.

The University of Toronto, School of Continuing Studies offers highly respected courses in understanding workplace culture, professional communications, critical thinking and problem solving, and a host of related areas. Employers who are competing for talent would be wise to consider investing in such training of their new hires, whether in a classroom, online or hybrid format combining the best of both. Just go to learn.utoronto.ca for more information on academic credential assessment and see the array of core skills training, professional/technical programming that is also offered.

These investments can pay off quickly providing greater workforce stability, enhanced productivity and increased employee loyalty.

More than **56%** percent of Mississauga's residents are new Canadians, which rises to **66%** in Brampton.

They are experienced and well educated; Mississauga claims more post-secondary academic credentials per capita than any other large city in Canada. Many had a professional career before coming to Canada, but now are **underemployed**.



Phil Schalm
Associate Director
University of Toronto -
School of Continuing
Studies



IN THIS INAUGURAL EDITION OF CONNECT, MISSISSAUGA BOARD OF TRADE (MBOT) IS PROVIDING IT'S POLITICAL ROUND UP DESIGNED TO GIVE BUSINESS PEOPLE A HEADS UP ON ISSUES FORTHCOMING AS WELL AS DETAIL MATTERS OF INTEREST AT ALL THREE ORDERS OF GOVERNMENT.

LOCAL & REGIONAL

Brad Butt
President
Building Stronger
Communities

Mississauga Storm Water Tax

In 2016, the City of Mississauga introduced a new levy to all property owners to set up a system for storm water operating and capital works. The levy is based upon the size of hard surface of a property and converted into "billing units." Therefore, large commercial properties with both roof area and parking lots pay a disproportionate share of the total levy.

MBOT has been active on this since its inception and held two forums for members so they could better understand the impact of this new tax and qualify for all rebates available. In some cases, if properties make changes, they could qualify for up to a 50% credit against the levy.

Mississauga Waterfront Development

At the Annual Meeting of MBOT on December 13, 2016, Ward 1 Councillor Jim Tovey presented the City of Mississauga's vision for the waterfront on parcels of land yet to be developed in the south-eastern portion of the City. These lands have enormous potential as the plans call for various mixed use developments, cultural centres and activities and great places for people to live and work.

MBOT has been very supportive of this vision and looks forward to seeing the developments progress. Very recently, an announcement was made on the new joint ownership of the former Imperial Oil lands south of Lakeshore Road West and west of Mississauga Road which is due to close in March 2017. This will then be the start of some significant development work on Mississauga's waterfront in the future which will last the next 10-15 years.

Hurontario-Main LRT

There is always lots of buzz around plans for the Hurontario-Main Light Rail Transit (LRT) project that will go from the Port Credit GO station to Brampton. Last year was focused on information and consultations while 2017 will start to see land acquisition and design progress on the plans for the LRT.

MBOT will be very involved in this process over the next number of years. One of the concerns is the impact on businesses during construction which has been shown to cause major hardship in other jurisdictions in the past. The LRT must also be complimentary to vehicular traffic as options for people to get to and from work. And, the link into the City Core must be functional and reliable so it is a viable option for people to use as they employment both here and throughout the Hurontario corridor increases.

PROVINCIAL

Energy & Electricity

The Ontario Government just concluded its consultations on a Long-Term Energy Plan where it heard loud and clear the need for affordable, reliable, and predictable electricity. Mississauga-Streetsville MPP Bob Delaney, who also serves as the Parliamentary Assistant to the Minister of Energy has appeared before the Policy & Government Affairs Committee of MBOT and led the province-wide consultations on the Energy Plan.

Changing Workplace in Ontario

On November 29, 2017, MBOT was host to the Hon. Kevin Flynn, Minister of Labour for a breakfast meeting where he outlined the Province's review and consultations on the Changing Workplace in Ontario. An expert panel has already released its Interim Report making dozens of options available to the government on amending both the Employment Standards Act and the Labour Relations Act.

FEDERAL

Innovation Agenda

On October 7, 2016, MBOT hosted a breakfast with the Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development where he outlined Canada's Innovation Agenda. The roll out of this will take place in 2017 and MBOT will be very involved in ensuring Mississauga businesses can take advantage of any opportunities.

International Trade

The Government of Canada remains fully engaged in ensuring that the Comprehensive Economic Trade Agreement (CETA) is fully enacted with the European Union despite a couple of hiccups along the way. The Korean Free Trade Agreement is proceeding to implementation as yet another opportunity for Canadian businesses in the world.



JOIN THE CONVERSATION

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@David_MBOT @Sonia_MBOT @Bahaar_MBOT
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MBOT brings together business minds of like and differing skill sets to provide insight on the many critical issues facing business today. From human resources and education to government affairs and international trade, MBOT continues to provide a venue for members to collaborate on ideas and shape the Mississauga business landscape.



GET INVOLVED | SHARE IDEAS | LEARN MORE

Contact: info@mbot.com, (905) 273-6151

Policy & Government Affairs

Contributes to developing MBOT's policy positions and advocacy strategies.
Chair: Alvin Tedjo, Sheridan College
Staff Liaison: David

Ambassadors

Welcome new members, plan and execute networking events and new member orientation.
Chair: Ted Morgan, SpeedPro Imaging
Staff Liaison: Sonia

Next Generation (NGen)

Networking and education series for young professionals aged 40 and younger.
Chair: Yianni Soumalias, Closing The Gap
Staff Liaison: Bahaar

Growth & Power

Plan and organize C-level series of interviews with influential Founders & CEOs.
Chair: Imran Hasan, Transglobal Systems of Canada
Staff Liaison: Jabeen

International Trade

Support and resources for business community involved in trade or trade-related services.
Chair: Syd Martin, Affimex Customs and Trade Services (ACTS) Inc.
Staff Liaison: David

Women's Leadership

Encourage advancement of leadership skills, knowledge, and the personal confidence of women with careers in both the private and public sectors.
Chair: Alex Miller, ARI
Staff Liaison: Sonia

Health & Wellness

Uncovers opportunities to work together and inform on best practices in the Health & Wellness industry.
Chair: Addie Greco-Sanchez, AGS Rehab Solutions.
Staff Liaison: David

Golf Classic

Dedicated to the planning and organizing the 9-hole signature event.
Chair: Irving Fox, Spiegel Nichols Fox LLP
Staff Liaison: Jabeen

Human Resources

Dedicated to uncovering and informing members on the best HR policies and practices.
Chair: Aline Ayoub, Aline Ayoub HR Consulting
Staff Liaison: David

Business Learning

Develop and deliver business workshops and learning opportunities to business leaders and professionals.
Chair: Adrian Herschell, Plutus Consulting Group
Staff Liaison: Jabeen

Awards of Excellence

Plans and organizes the annual business awards programming, including the nomination and judging in the set categories.
Chairs: Jared Bourne & Alice Bolton, MNP LLP
Staff Liaison: Jabeen

Information Communication Technology (ICT)

Collaborative force in support of education/awareness and solutions for members related to IT.
Chair: Mike Mecredy, Mecredy IT Management
Staff Liaison: David

Environmental

Education and support for business community in areas of environmental sustainability and corporate social responsibility.
Chair: Ted Creighton, Focal Point Coaching
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WOMEN'S LEADERSHIP EVENT



Encouraging the advancement of leadership skills, knowledge, and the personal confidence of women with careers in both the private and public sectors. Cisco Canada's President Bernadette Wightman was the keynote speaker, followed by an engaging panel discussion moderated by Stefanie Batcho-Lino of Bloomberg News.



MEMBERSHIP MATTERS

Complimentary to both new and current members looking for a refresher and designed to make sure you are making use of everything that your Board of Trade has to offer and to expose you to some of the important privileges that come with membership.



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Canada's Minister of Innovation, Science & Economic Development



The Honourable Kevin Flynn
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MP Sven Spengemann at MBOT

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"MARRIED WITH CHILDREN, BUT NO WILL?" READ ON

Are you married with children, but do not have a Will? If you were to be crushed by a meteor tomorrow do you know who would get your money? Keep reading and find out.

If you are married with children and were to die without a Will (called dying intestate) your surviving spouse does not simply inherit the residue of your Estate (i.e., what is left over after your Estate has paid all your debts). Instead, your surviving spouse would be put to a choice, either a) claim an equalization payment from your Estate, or b) claim a "preferential

share" from your Estate. If he or she takes an equalization payment then the remaining residue of your Estate, in most cases, gets distributed to your children equally. If he or she takes the preferential share option, then the residue of your Estate is distributed as follows.

A spouse claiming a preferential share is entitled to the first \$200,000 from the residue of the Estate, and depending on how many children you have, up to 50% of the remaining residue. If you have one child, then your spouse and child would split the remainder

on 50/50 basis. If you have two or more children, your spouse would get 1/3 of the remaining residue with the balance to be split equally amongst all of the children. If your Estate has less than \$200,000, your spouse gets the entire residue and your children get nothing.

If you do not want your Estate distributed in this manner, give us a call. We are always happy to take a few minutes to talk with anyone about their Estate planning options. The call is free, so you have nothing to lose. Your future self will thank you. We promise.



Dennis Van Sickle
Keyser Mason Ball, LLP

Residue	# Children	\$ to Spouse	\$ to each
\$300,000	0	\$300,000	N/A
\$200,000	4	\$200,000	\$0
\$500,000	1	\$350,000 + \$150,000	\$150,000
\$500,000	4	\$300,000 + \$100,000	\$75,000

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Anne MacPhee
President & COO
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- *Inside Silicon Valley's struggle for diversity – Mashable.com*
- *How Silicon Valley is trying to fix its diversity problem – PBS.org*
- *It's Time for Silicon Valley to Stop Making Excuses on Diversity – Inc.com*

Silicon Valley's level of diversity – or lack thereof – has been a hot topic in the media, with many tech companies being criticised for their homogeneity and inability to cultivate a diverse workforce.

Considering Silicon Valley's diversity challenges, it's worth asking the question:

Is Mississauga taking full advantage of the benefits that diversity and inclusion bring to the workplace?

BENEFIT #1 INNOVATION

Employees who come from diverse backgrounds bring a greater variety of experiences and ideas, which can be incredibly valuable when it comes to brainstorming, problem-solving, and challenging the status quo. If your company is focused on innovation, it is worth investing in diversity and inclusion initiatives.

BENEFIT #2 CUSTOMER SERVICE

Employees that are part of a particular

cultural group have greater insight into the needs of that group's needs and expectations. This also builds credibility and trust among a company's client base.

BENEFIT #3 EMPLOYEE RETENTION

When employees feel like they belong, they are more likely to stay with their company. This preserves institutional knowledge and contributes to higher levels of employee morale.

Whether you represent a large enterprise or a growing startup, the

business case for investing in diversity and inclusion is profound, and goes far beyond those mentioned above. If you're looking to develop or enhance your talent sourcing strategies, there are organizations that can help steer you in the right direction when it comes to attracting and recruiting diverse candidates.

The next time you have a position available, cast a wider net by working with organizations that specialize in diversity recruitment. They can help you find the right candidates for your organization, while enabling you to leverage the benefits of a diverse, vibrant team



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