

THE **VOICE** OF BUSINESS IN MISSISSAUGA

CONNECT

VOLUME 13 ISSUE 3 **SUMMER 2018**

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POLITICAL
ROUNDUP

18
PAST EVENTS
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27
REGULATE
SMARTER

**DOUG
FORD**
ONTARIO'S
26TH
PREMIER
25

SUPER SOUTH AFRICA

With Optional Extension: **DUBAI**

DEPARTURE:

24

October, 2018

TOUR DAYS: 11 DAYS

TOUR TYPE:

SMALL GROUP TOUR (Only 24 Seats)

TOUR PRICE:

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- Arrival and departure transfers
- Transportation in a luxury air - conditioned coach
- Sightseeing & entrance fees as per the itinerary
- All taxes and fuel surcharge

TOUR HIGHLIGHTS:

- Soak up the atmosphere in Cape Town
- Visit Soweto, a vibrant township that offers a fascinating glimpse into South Africa's political history
- Take in a game-drive through the breathtaking Kruger National Park in search of the BIG FIVE



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23
milestones
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MISSISSAUGA BOARD OF TRADE

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.

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www.jamnikgraphics.com

Distribution:

Katika Integrated Communications Inc.
www.katika.com

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INTERNATIONAL TRADE & E-COMMERCE

I am so honoured to be the Chair of the Mississauga Board of Trade, representing a vibrant and diverse city. Mississauga is now recognized as Canada's 6th largest and fastest growing major city with residents from around the world acting as connectors to their places of origin. The mosaic of cultures and people help to shape the economy and allow businesses to grow.

E-commerce is also a connector that has continued to transform Canadian businesses. Consumers are given more choice in the shopping process and are able to access items not only locally but from across the globe. Free trade agreements (FTAs) help to reduce trade barriers and tariffs, providing businesses with greater opportunities to move products across borders making cross global transactions possible. Presently, Canada has implemented 13 FTA's involving over 45 countries. The Canada-European Union Comprehensive Economic and Trade Agreement (CETA), as an example, is an agreement between Canada and the EU. CETA opens new markets for Canadian businesses in the EU, the world's second largest importing market for goods. Also, CETA provides access to a market of 500+ million people by eliminating 98% of tariffs to boost trade. Free trade agreements unlock doors of opportunity for Canadian businesses and create more

transparent conditions. Simply put, FTA's create a level playing field for companies to compete in international markets.

With the increase of buying power from around the world, it is important for Canadian businesses, particularly small and medium-sized enterprises (SMEs) to be ready and open to a global mindset. The consumer, can now be from any part of the world and use their devices to make online purchases. SME's need to be ready to accommodate these online consumers. According to the 2018 UPS Pulse of the Online Shopper, 77 per cent of Canadians are highly satisfied with online shopping compared to the in-store experience. It is important for all SME's to ensure an e-commerce platform is in place to remain competitive in a growing global market.

MBOT strives to ensure members are equipped with the resources and tools to help them reach success both locally and internationally. All members should take advantage of the various tools available to them through networking events, seminars or business learning materials. I am eager to continue to support a united and stronger Mississauga, connecting businesses to the diverse community, and ultimately with the rest of the world.



Paul Gaspar
2018 MBOT Chair
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FROM OUR **PRESIDENT**

THE END OF AN ERA

The June 2018 election ended a fifteen year Liberal hold on the Provincial Legislature. During that time, we have seen much legislation that has affected business in both positive and negative ways.

We did see corporate tax reduce and infrastructure spending increase which are both good for business. We have seen economic growth stay on the plus side of zero since 2009, tapping out at 2.7% in 2017. Unemployment has dipped to the lowest level in ten years at 5.5%.

When the Liberals assumed power in 2003, the Provincial debt was \$138B. It is now projected to be \$325B. An increase of 235% in 15 years. The previous PC government who had the reigns from 1995 to 2003 increased the debt from \$91B to \$132B. An increase of 45% in an 8 year period. Neither have a stellar record of reducing debt, which is something the business community has been advocating for.

The most punitive measures have come in the last few years, from all levels of government and squarely aimed at the business community. From the City Storm Water Tax to the Region of Peel phasing out the Vacant Unit Property Tax Rebate, to Provincial Bill 148 and the Federal tax changes which penalize

small and family businesses. Couple this with the layering of red tape, it's time for governments at all levels to pause, take a breath and give our businesses time to catch up. The business community does not have a bottomless pocket of money nor an endless supply of people to administer fast paced change. Business needs time to react to the market pressures of supply and demand both domestically and internationally. Business cannot simply increase prices the way government can increase taxes. Businesses cannot "invent" alternate sources of revenue in the same way government can create revenue tools.

Please note Mr. Ford, the Mississauga Board of Trade is anxious to see what your administration will do for business or at the very least refrain from doing to business. We will hold your feet to the fire as we have done with other governments who have taken aim at the coffers of commercial enterprise.

The people of Ontario have given you a firm mandate to follow through on your promises and right the ship known as Ontario.

Mr. Premiere, the burden you requested, now rests with you. We respectfully look forward to matching your actions with your words.



David Wojcik
President & CEO
Mississauga Board of Trade

UPCOMING EVENTS CALENDAR

Event Details & Registration: www.mbot.com

JULY

Wednesday
11

**Good Morning
Mississauga (GMM)**
7:30 a.m. to 9:30 a.m.
Hilton Meadowale

Thursday
12

**Get Ribbed - Amacon
Mississauga Rotary
Ribfest**
12:00 p.m. to 2:00 p.m.
Port Credit Memorial Park

AUGUST

Wednesday
01

Membership Matters
8:00 a.m. to 10:00 a.m.
MBOT office

Wednesday
08

**Good Morning
Mississauga (GMM)**
7:30 a.m. to 9:30 a.m.
Erin Mills Town Centre

Thursday
23

**MBOT's Summer
Patio Party**
6:00 p.m. to 8:00 p.m.
Milestones (Heartland)

SEPTEMBER

Wednesday
05

Membership Matters
8:00 a.m. to 10:00 a.m.
MBOT Office

Wednesday
12

**Good Morning
Mississauga (GMM)**
7:30 a.m. to 10:30 a.m.
TBD

Thursday
13

**Professional Development
Series**
**Own Your Backyard - Local
Marketing for Growth**
8:00 a.m. to 11:00 a.m.
Centre for Health & Safety
Innovation (CHSI)

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OCTOBER

Tuesday
02

Membership Matters

8:00 a.m. to 10:00 a.m.
MBOT office

Wednesday
03

Women Leadership Event

7:30 a.m. to 9:30 a.m.
Lionhead Golf & Conference Centre
Keynote: Lynda Rose, Country Manager, Mary Kay Cosmetics

Wednesday
10

Good Morning Mississauga (GMM)

7:30 a.m. to 9:30 a.m.
Four Points by Sheraton Toronto Airport

Thursday
18

Growth & Power

7:30 a.m. to 9:30 a.m.
Lionhead Golf & Conference Centre
Keynote: Frank Gerencser, Chairman & CEO at Trios College

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The Future of Healthy Workplaces

Article 2

Healthy Food Choices Feed Your Bottom Line



Healthy eating at work can help reduce costs related to absenteeism, rates of injury, disability and workers compensation. A survey in Canada found that 45% of participants find it challenging to eat healthy meals and snacks at work. Over time, poor eating habits have a significant impact on health.

The Business Case for Healthy Food

Healthy food in the workplace can feed your business goals.

Healthy eating is associated with a lowered risk for chronic conditions, including heart disease, stroke, obesity, type 2 diabetes, depression and certain types of cancer. Further, according to Public Health Ontario, chronic disease is the leading cause of disability in Ontario, meaning that promoting healthy eating may reduce workplace disability costs as well.

The need for healthier food choices has never been stronger. Data shows that 63% of Peel residents are currently overweight and one in six has diabetes.

How Workplaces Influence Health

Workplaces are an ideal setting to promote healthy eating. It is estimated that Canadian adults spend at least 60% of their waking hours at work. Evidence indicates that nutrition education by itself (e.g., pamphlets, lunch and learn presentations) does not inspire individuals to change. It's far more effective to create a supportive food environment, where healthy food and beverages are widely available.

Increasingly, businesses are taking up the healthy eating cause! Some initiatives at the Region of Peel, include:

- 1) Offering healthy food and beverage options in cafeterias and vending machines
- 2) Encouraging healthier foods for workplace meetings, celebrations and fundraising drives
- 3) Providing equipment that makes it easy to enjoy home-made meals at lunch (e.g., microwaves, fridges and clean, attractive indoor/outdoor eating areas)
- 4) Marketing and promoting healthy food choices
- 5) Creating a positive organizational culture where healthy eating is the norm

Use these examples to make the healthy choice the easy choice which can benefit your productivity and business!

Peel Public Health can help your business to create healthier policies and working environments. For more information visit accountforhealth.ca

The Future of Healthy Workplaces

This is Peel Public Health's second article in a 3-part series on how employers can support health at work.

COMING UP:

Article 3: How organizations can create a tobacco-free environment

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Region of Peel
working with you



MBOT IS THE VOICE OF BUSINESS
AND IS HERE TO
CONNECT, CHAMPION AND ADVANCE
THE ISSUES OF THE DAY.

LOCAL & REGIONAL

In Mississauga, we have two levels of municipal government – the City of Mississauga and the Region of Peel. Voters choose a Mayor and eleven Ward Councillors who represent us on both levels of government. MBOT's role is to keep an eye actively and constantly on these governments and participate fully on issues where the interests of the business community are affected.

Retail Business Holidays Act

The Region of Peel has amended its by-law under the Retail Business Holidays Act but continuing to protect existing Statutory Holidays from business openings, grandfathering existing tourist exemptions like Square One and Business Improvement Areas and allowing for an expansion of tourism areas as they are identified by Council in the future. MBOT was requesting that Peel adopt a similar by-law to that of York Region whereby business could open any day of the year except Christmas Day.

Vacant Unit Property Tax Rebate Program

In June, Peel Region Council received an information report on the phase-out of this program which allows a commercial property owner to recover up to 20% of the property tax paid on units or space that is vacant for 90 days or longer. Peel Region intends to continue to phase-out this rebate over time with it being reduced to zero in 2020. MBOT has been standing up in defense of this program as a fair way to compensate for lost rental revenue due to vacancies and not require full property taxes to be paid on chronically vacant space.

Municipal Accommodation Tax/Tourism

The City of Mississauga began collecting a new Municipal Accommodation Tax (MAT) on April 1, 2018 on all overnight stays in hotels, motels and short-term accommodations. This tax is expected to generate close to \$10 million per year and is designed to fund tourism related activities in the city. Mississauga has entered into an agreement with Tourism Toronto to administer the 50% of the tax that must be dedicated to tourism and is using the remaining to establish a Tourism Capital Fund and support local arts, cultural, sport and tourism activities.

A new Tourism Advisory Board will be established to work with the city and Tourism Toronto to set priorities for funding and support. MBOT expects to be part of this as well as the key stakeholders in the sectors contributing to the MAT.

Support for NAFTA

Mississauga City Council recently passed a resolution supporting the Federal Government and businesses in the ongoing re-negotiation of the North American Free Trade Agreement and recent tariff dispute between Canada and the United States. MBOT was pleased to offer its support and thanks the Mayor and Members of Council for standing up for Mississauga businesses.

Plastics Reduction Strategy

Reacting to the recent G7 agreement on a Plastics Charter, Mississauga City Council has endorsed a resolution on the reduction, recycling and biodegrading of plastics moving forward. Because Mississauga is a Great Lakes City, it wanted to be a leader in this area. MBOT was pleased to offer its support but asked Council to ensure that industry and business stakeholders are at the table in any future action Mississauga intends to take.

Mississauga's local plan contains the following initiatives.

- Make every effort to educate and promote the reduction of waste to all staff, with a focus on single-use plastic
- Reduce the use of non-recyclable, single-use plastics from use/purchase within internal operations, where feasible
- Work with the Region of Peel to champion the City's single-use plastic waste reduction initiatives at City facilities

Dundas Connects Master Plan Approved

Dundas Street through Mississauga is a major east-west arterial corridor and key to Mississauga's economic development. City Council recently approved the Dundas Connects Master Plan.

The Dundas Connects Master Plan will support major improvements to transportation, land use and the public realm along the Dundas Street Corridor. Highlights of some of the recommendations in the Master Plan include:

- Implementing Bus Rapid Transit (BRT) along Dundas Street
- Encouraging mixed-use development that supports transit
- Creating more open spaces and community facilities
- Maintaining existing and supporting new affordable housing
- Maintaining four traffic lanes along Dundas Street
- Providing safe cycling infrastructure along the length of the Dundas Street Corridor
- Enhancing pedestrian space and providing street trees
- Encouraging street-related retail while supporting existing businesses

Rental Housing Protection By-law

The City of Mississauga has approved a new by-law designed to prohibit the demolition or conversion to condominium of existing rental housing. The by-law will apply to demolition or conversion proposals for residential buildings where there are six or more purpose-built rental units. This includes apartments and townhouses built as rental housing at the outset. Rented condominiums, second units and social housing operated by the Region of Peel will be exempt.

New Health & Safety Requirements for Construction Contractors

The City of Mississauga now requires that all construction contractors bidding on City contracts above a certain value have Certificate of Recognition (COR) accreditation. COR is a health and safety audit tool for the construction industry. In Ontario, the Infrastructure Health and Safety Association grants COR as a due diligence tool. This is to ensure contractors meet the requirements of the Occupational Health and Safety Act with formal processes, practices and training, thereby reducing health and safety risks.

2019 Property Tax Increase

A preliminary budget report was presented to City of Mississauga Council in June indicating a proposed commercial and industrial property tax increase combined with the Region of Peel of 1.9% in 2019. Should Council adopt this later this year, the increase would be in line with inflation.

PROVINCIAL

MBOT works very closely with our partners at the Ontario Chamber of Commerce (OCC) on issues with the Ontario Government. Our Committees work hard looking at resolutions, policy documents, government announcements on consultations to ensure the voice of Mississauga businesses is advanced on provincial issues. Members of MBOT are automatic members of the Ontario Chamber of Commerce. For more information on the OCC, please visit www.occ.ca

Cap & Trade System

The new Provincial Government has signaled its intention to cancel the Cap & Trade carbon pricing system in Ontario. The Government has also cancelled the joint agreement linking Ontario, Quebec and California's cap-and-trade markets as well as the pro-carbon tax Western Climate Initiative.

Finally, Premier Ford announced that he will be issuing specific directions to his incoming attorney general to use all available resources at the disposal of the government to challenge the federal government's authority to arbitrarily impose a carbon tax on Ontario.

Green On program

The Government of Ontario has ended the Green On program which provided incentives to business for energy conservation initiatives.

FEDERAL

MBOT members are also members of the Canadian Chamber of Commerce (CCC) which is the national voice of business to the federal government. MBOT staff and Committees examine issues and resolutions of the CCC and provide Mississauga's input. More information on the CCC is at www.chamber.ca.

of the Federal Government in its dispute with the US which MBOT was pleased to support.

Shared Parental Benefits

The Employment Insurance System has been amended to permit parents to share parental benefits through the EI system allowing for a maximum of 18 months which can apply to both parents and allow multiple use of the benefits. While business is supportive of parental leave, concerns have arisen about the use of these benefits and stability of employment. Both the Canadian Chamber of Commerce and MBOT will be monitoring these new rules to ensure they do not adversely affect business and employment.

Cannabis Act

The Cannabis Act has now passed in the House of Commons and Senate paving the way for the legalization of marijuana on October 17, 2018. The Provinces will have the responsibility for the administration, distribution, sale and enforcement of legal cannabis. MBOT sponsored a resolution at the Ontario Chamber of Commerce Annual meeting in April calling on the Province to share 50% of the federal excise tax on cannabis with the municipalities (like the Region of Peel and City of Mississauga) to help them with new costs they will incur to enforce legal cannabis use.

North American Free Trade (NAFTA)

While negotiations have been continuing between Canada, Mexico and the United States on a re-negotiated NAFTA agreement, a so-called "trade war" has erupted between Canada and the US, in particular with the US slapping a 25% tariff on steel imports and a 10% tariff on aluminum imports. The Government of Canada has been reviewing its options on countervail duties to stand up for Canadian businesses. The City of Mississauga recently passed a resolution in support



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DOUG FORD IS ONTARIO'S 26TH PREMIER

On June 7, 2018, voters in the Province of Ontario elected change as they sent 76 PC Party MPPs to Queen's Park and made Doug Ford the new Premier.

Capturing just over 40% of the popular vote, the Progressive Conservatives won a majority government and the right to rule for the next four years.

Clearly there was appetite for a considerable change after 15 years of Liberal government under Premiers Dalton McGuinty and Kathleen Wynne.

The Mississauga Board of Trade as an active member of the Ontario Chamber Network worked closely with the Ontario Chamber of Commerce on advancing issues throughout the election that were important to the business community.

Through the Vote Prosperity campaign, the chamber network pushed policies that were pro-growth and would help Ontario businesses succeed in the future.

After the election, Rocco Rossi, President and CEO of the Ontario Chamber of Commerce (OCC) released the following statement in response to the newly-elected PC Government, led by Premier-designate Doug Ford.

"The OCC would like to congratulate Premier-designate Doug Ford and

all the candidates who put their names forward this election – your dedication is key in building and sustaining our democracy."

"With the business community facing economic uncertainty and the increasing regulatory and tax burden, bold action and leadership will be required in support of pro-growth policies."

"The OCC's election platform, Vote Prosperity, addressed the most pressing issues that will help the new government bolster Ontario's long-term economic outcomes. We look forward to working with the PC Government to help strengthen businesses competitiveness, foster job creation, build healthy communities, and improve government accountability."

"As Ontario's business advocate, we believe our province is strongest when business and government work closely together. We are committed to working together to ensure a strong economy in Ontario for all."

On May 30, 2018, Progressive Conservative Party of Ontario leader Doug Ford announced his party's 2018 election platform, **Plan for the People**. Below is a high-level synopsis of the major policy initiatives most relevant to Ontario business.

Key Areas at a Glance:

JOBS AND ECONOMIC GROWTH:

Cut regulations and reduce business tax rates.

ENERGY AND ELECTRICITY:

Lower electricity prices and scrap the Green Energy Act.

GOVERNMENT ACCOUNTABILITY:

Audit government spending and plan for a balanced budget.

HEALTH CARE:

Invest in mental health, dental care for seniors, and beds in both hospitals and long-term care facilities.

TRANSPORTATION AND INFRASTRUCTURE

Implement substantial spending on transportation infrastructure, including subways, GO service, and highways.

HOUSING: Preserve rent control for existing tenants and increase the supply of affordable housing in the GTA.

ENVIRONMENT: End the cap and trade system and challenge any attempt by the federal government to impose a carbon tax.

At the local level, the City of Mississauga has six new Members of Provincial Parliament all from the Ontario PC Party. The new representatives are:

Nina Tangri
MPP, Mississauga-Streetsville

Deepak Anand
MPP, Mississauga-Malton

Natalia Kusendova
MPP, Mississauga Centre

Rudy Cuzzetto
MPP, Mississauga-Lakeshore

Sheref Sabawy
MPP, Mississauga-Erin Mills

Rasheed Kaleed
MPP, Mississauga East-Cooksville

The Mississauga Board of Trade looks forward to working with our elected officials over the next number of years and advancing the interests of business to them, the Government and the Premier.

INTO THE WEED(S)

LEGALIZED RECREATIONAL MARIJUANA, STILL COMING SUMMER 2018?

The legalization of cannabis for recreational adult use is blazing forward with the final vote on Bill C-45 taking place in the Senate on June 7, 2018.

The Canadian government had initially stated that legalization would happen no later than July 1, 2018; however, the Government announced that implementation may be delayed until later in the summer to give provinces a transition period to finalize their own regulations regarding the distribution and sale.

On April 13, 2017, Bill C-45 *An Act respecting cannabis and to amend the Controlled Drugs and Substances Act, the Criminal Code and other Acts* (the “**Act**”), was introduced in the House of Commons. The Act would legalize adult use of marijuana consumption and sales in Canada, creating a strict legal framework for controlling the production, distribution, promotion and sale of cannabis. Much of the Act is specifically targeted at limiting potential exposure to young people, as well as ensuring public health and safety and reducing the burden on the criminal justice system. In particular, the Act includes restrictions on various promotional activities, such as promotions:

- considered appealing to youth;
- using the depictions of persons, celebrities, characters, or animals;
- that include false, misleading, or deceptive information;
- through sponsorship, testimonials, or endorsements.

The Act allows for provinces and territories to take responsibility for the sale and distribution of cannabis. Several provinces have already put forth a legal framework or have announced their plans to do so. Generally speaking, the legal age for purchase, sale and use of cannabis aligns with the existing legal age for alcohol (i.e., either 18 or 19 years old depending on the province) and distribution will be handled by government entities or by a mix of government and private retailers. Consumption will also be regulated, including prohibitions in certain places such as in cars and public spaces, particularly ones frequented by children.

On March 19, 2018, Health Canada released a summary of feedback it received following the 60-day public consultation on the Act. The report is meant to give the industry as much information as possible to start preparing for the implementation of the new legal framework and addresses several elements including licenses, permits and authorizations; security clearances; cannabis products; cannabis for medical purposes; and health products and cosmetics with cannabis.

If businesses want to smoke the competition, they may wish to familiarize and understand the strict regulatory framework that governs the production, distribution and sale of cannabis for recreational use in Canada.



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Dini Petty made aviation history when, at age 22, she got her commercial pilot's license and began broadcasting from a helicopter for CKEY Radio while doing traffic reports.

WOMEN'S LEADERSHIP KEYNOTE ADDRESS: DINI PETTY





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SUIT ETIQUETTE:

7 MISTAKES MEN MAKE WHEN BUYING A SUIT

Behind every great man, there is at least one suit hanging in his closet for all his personal or professional needs. You may be wearing an expensive suit, but if it commits any of these 7 common mistakes your suit will not serve your purpose and can impact your style negatively.

A Poorly Fitting Suit: A poorly fitted suit will make you look sloppy and send your jacket and trousers straight into worst dressed territory. You are better off dressing down and looking good than dressing up if your clothing doesn't fit properly. If you've gained or lost weight, consider getting your suit altered. Don't go to a meeting with a baggy jacket or tight pants.

A Jacket that's too long or short: Your suit jacket isn't supposed to graze your knee cap. The recommended length suggests that the bottom of your jacket should rest where your thumb falls naturally.

A Disappearing Shirt Cuff: A disappearing shirt cuff is a problem that can arise from one of two ways; either your shirt sleeve is too short, or your jacket sleeve is too long. Either way, it's a style mistake that needs to be fixed. Your shirt sleeve should be about 1/2 an inch longer than the sleeve of your jacket.

Trouser length and break: The Break in a pair of trousers is how much of the trouser leg is folded or creased above where the bottom of the fabric meets your shoe. A Quatre Break is the most stylish look for the modern business man.

Linebacker Shoulder Pads: A common mistake men make is dressing for their aspirational body not the one they have. If your

jacket looks like it's hanging on a wire hanger when you've got it on, it's time to send your suit to the tailors, so you can start to look your best today.

Not Choosing the Right Fabric and Style: An experienced tailor/stylist can help you by choosing the right fabric pattern & style that best suits your style and build.

Ignoring the Importance of Quality Fabrics: Cheap materials can be spotted a mile away. Avoid polyester fabric's as over time, they will bring an unwanted sheen to the surface of your suit. Any fabric uncomfortable against the skin should be avoided as they will prevent you from wearing your suit properly and keep you from looking and feeling your best.

Research studies show that the style and clothes you choose directly reflects and affects your mood, health, and overall confidence. Your suit plays a major role in your success. Understanding your body and adhering to these suit etiquettes will allow you to look your best no matter the occasion. Looking your best starts with choosing your tailor/stylist wisely.



Huria Kiran
Regional Marketing
Director
Milan Tailors

PROMOTING A CULTURE OF ACCOUNTABILITY

Imagine a company where quality is top-notch, customers have a consistent brand experience, and employees are engaged and feel empowered to do the right thing. Additionally, profitability is high and risk management costs are low. Does this sound too good to be true? It is not. This vision can be your reality if, and only if, you promote a culture of accountability. How can you do that? Here are 6 pieces of advice.

ENSURE OWNERSHIP

Micromanagement kills ownership. The more you are “in the weeds” with your employee the less likely they will develop autonomy or a sense of responsibility for their work. Learn to step back and give room for employees to own their decisions and outcomes.

BUILD TRUST

Similar to above, self-management is important. Create a flexible culture where employees can manage their time. The flexibility will turn into a feeling of empowerment as employees feel that they are in control of the ship.



CLEARLY DEFINE THE MISSION

and turn strategy into specific objectives. You cannot hold employees accountable if they do not understand what you are holding them accountable for and why it matters. The more they understand the more they can make informed decisions that support strategic initiatives.

EMBRACE FEEDBACK

Encourage employees to be open and share their successes and failures. Encouraging feedback engages employees and empowers them to have a voice and be invested in the outcome. Feedback can also help uncover any performance gaps or challenges that could interrupt business. To be effective feedback needs to be consistent and inclusive. If not, you are prone to bias and will lack awareness to challenges that impact productivity. Ignorance is not bliss.

ENCOURAGE MENTOR-SHIP

Employees are not all equal. Mentorship is a low-cost investment that can help



Kiran Mann
Vice President,
Corporate Training
Crestcom
International

employees learn best practices and expectations by fostering relationships between high performing team members and those that are new or are facing challenges. Mentorship is also a great way to share and retain the information that can be lost as a result of turnover.

MODEL THE BEHAVIOR YOU WANT TO SEE

If leaders are not walking the talk but expecting others to, disengagement is created, and employees will not trust you and are less likely to hold themselves accountable. If you want the most out of your employees, lead by example.

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EMPATHETIC GOODWILL

In the usual course of my business we are asked to assist when a sudden death has occurred.

The initial reaction from the staff, family or advisors is that the business will suffer without the presence of the key-person and that customers will seek other providers. Most conclude that a business disaster is imminent. Much to their surprise, history proves them all to be incorrect.

Our first advice is to install an arms-length professional advisor to attend to the business needs. This is critical and not be ignored. Share a copy of this article with your staff, family and advisors. This 3rd party is objective and has one objective – run the business as usual with no emotional attachment. These people are readily available through your lawyer, accountant or a business broker.

As difficult as it may be to accept this advice; it has to be business as usual for the preservation of the business to assure the staff that their jobs are secure and that financial obligations can be met. A short, temporary closure of 3 to 5 days is understandable for a funeral service (and dignity demands it) but after that—the business must be open regular business hours—at all costs!

And then a very unusual phenomenon begins to reveal itself.

Empathetic goodwill is my descriptor to explain why people go out of their way to show support for the business and the deceased business owner.



Timothy A. Brown
CEO & Broker of
Record
ROI Corporation
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Once the initial shock is absorbed, we often find that the staff begins to show incredible support for the business and they actually go above and beyond the call of duty. This is a natural empathetic response that happens after people adjust to the new norm. One where you, the principal is no longer present.

We also learn that customers may show extra enthusiasm for helping the business through the tribulations and they respond with loyalty.

Once some time has passed, usually about a month, we see that the business, with the support of the staff and the aid of a professional advisor is actually doing as well and, on some occasions, even better than it did under the guidance of the previous owner. Yes, better than when you, the principal was present!

This phenomenon can be further explained by the fact that people genuinely care and we want to help those in need.

If something terrible should happen to a business owner, you will be shocked, amazed, and surprised at how the loyalty of the staff and support from customers may support the business in a most incredible fashion, such that the business remains vibrant, productive, and able to meet its debt and overhead obligations.

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HOW TO BENEFIT FROM CORPORATE TRAINING

LEADERSHIP AND LEARNING ARE INDISPENSABLE TO EACH OTHER

John F. Kennedy once said, "Leadership and learning are indispensable to each other." To be a successful leader, a hunger for growth and learning are essential to your journey. Behind your current skills and knowledge are countless lessons that have come from both conventional and non-conventional learning experiences. So, how do we help potential leaders within our organizations develop the skills necessary to have the confidence to lead? An essential step is to provide corporate training and professional development opportunities.

Organizations are increasingly recognizing the importance of investing in their employee's learning. According to The Conference Board of Canada's 2018 Learning and Development Outlook, Canadian employers spent

an average of \$889 per employee on learning and development in 2016-17; up \$89 from 2014-15. This increase in the allocation of funds towards staff training shows a move in the right direction. While organizations might not see an immediate ROI, providing professional development and staff training to employees has been proven to increase employee loyalty and engagement, increase retention, improve company culture, and so much more.

Colin Hall, Associate Director, Organizational Excellence, Learning and Leadership at The Conference Board of Canada, is quoted saying, "Organizations that invest in employee learning and development understand the importance of maintaining a strong knowledge-based workforce and keeping pace with dynamic,

volatile, and ever-changing business environments." In our increasingly fluid and changing workforce, it is essential for organizations to stay ahead of the curve and attract the best talent. Today, people looking for employment, especially millennials, are attracted to organizations that offer learning and development opportunities.

According to the Dale Carnegie Training Center, 40% of poorly trained employees end up leaving within their first year at a company. Your employees want to learn and by investing in training and professional development, they see you are willing to invest in their success and continuing education.

What are you doing to prepare your employees for future leadership positions?



Simone Mekli
Marketing and
Communications Coordinator
Mohawk College Enterprise



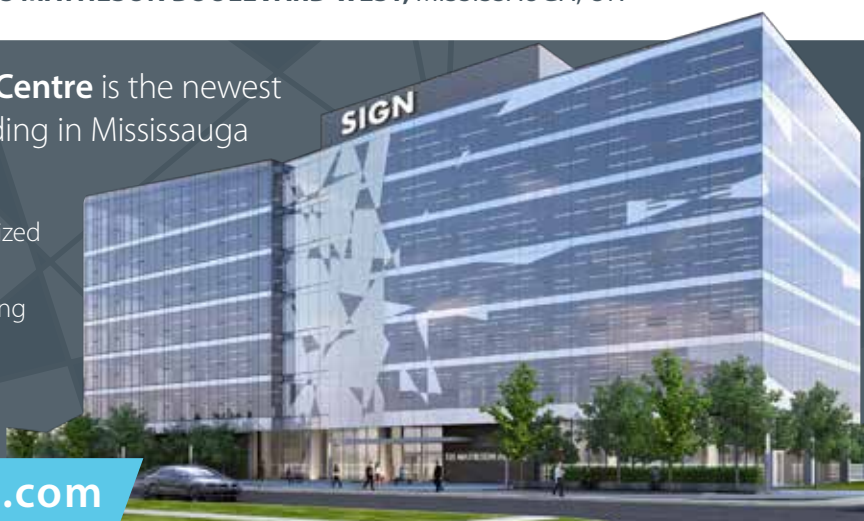
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Regulatory burden undermining business competitiveness, new Chamber report finds

Canada's regulatory system is smothering business in Canada, thanks to a growing mix of complex, costly and overlapping rules from all levels of government. A new report by the Canadian Chamber of Commerce released on May 31, 2018 and supported by the Mississauga Board of Trade, *Death by 130,000 Cuts: Improving Canada's Regulatory Competitiveness*, calls on governments to modernize their regulatory frameworks and give businesses in Canada room to thrive.

"Inconsistent and unpredictable rules and processes are making it difficult for businesses—whether large or small—to keep up and comply. This leads to our businesses being less competitive and Canada becoming a less attractive place to invest, start or grow a business," said the Hon. Perrin Beatty, President and CEO of the Canadian Chamber of Commerce. "Regulations are designed to keep us safe and to create a level playing field. But when they start to smother businesses, that becomes a real problem."

As the U.S., our largest competitor and trading partner, has recently implemented significant corporate tax and regulatory reforms, Canada cannot afford to fall further behind. Today's report identifies opportunities to increase public and investor confidence in Canada's regulatory systems and provides clear recommendations to government on how it should be done.

So, How Do We Improve the Competitiveness of Canada's Regulatory Systems?

1. Immediately convene a government-business regulatory competitiveness working group. The working group would develop recommendations for the federal government to measure and reduce cumulative regulatory burden. It would also develop recommendations for governments to ensure a consistent application of regulatory guidelines across jurisdictions and ensure the adoption of best practices by regulators.
2. Give regulators economic growth and competitiveness mandates to ensure economic impacts receive appropriate consideration in decision-making while preserving necessary protections.
3. Increase federal leadership in eliminating internal trade barriers to trade through clear goals, timelines and accountability as part of the Canadian Free Trade Agreement.
4. Validate the quality and consistency of regulatory cost-benefit analyses from departments and agencies before regulatory proposals are submitted for Cabinet approval.
5. Improve regulatory consultations through earlier engagement with stakeholders while ensuring processes are transparent and evidence-based. Project-based public consultations should be time-limited and focused on projects, not other policy issues.
6. Make overly prescriptive regulatory frameworks more flexible to better accommodate rapidly changing business environments by moving to risk- or outcome-based regulations where appropriate.
7. Increase regulatory alignment with Canada's trading partners by integrating regulatory cooperation into free trade agreements and design new regulations with alignment by default where it is in Canada's economic interest to do so.

The report is available online at
www.regulatesmarter.ca.

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THE LAWS HAVE CHANGED: THE AMENDMENTS TO CONSTRUCTION LEGISLATION

AND WHAT IT MEANS FOR YOU

Things have changed since the eighties. While that's certainly not news to anyone reading this, it has taken some time for lawmakers to catch up when it comes to construction law.

July 1, 2018, will see the first major set of amendments to construction legislation since 1983. The new **Construction Act** will expand the protections available to smaller parties on construction projects, continuing the law's objective to level the playing field. A second set of amendments will come into place on October 1, 2019, that will ensure prompt payment down the construction pyramid and will allow issues regarding payment to be resolved during the course of a project and not well after the construction has been completed.

The scope of the changes is broad and will require contractors, trades and suppliers to change the way they do business. One example will be mandatory accounting requirements for anyone responsible for paying

someone else for construction services or materials. A separate bank account will have to be set up for project funds and a record will have to be kept as to how that money is dealt with—a who, what, where, and why for any payments or transfers made.

The legal obligations under the **Construction Act** are mandatory. It won't be enough to say in the future that you didn't know. This is the time to consult with trained counsel to find out what you are supposed to do and how.



Ann A. Hatsios

Head - Construction
Litigation Group &
A member of the
Commercial Litigation
Group
Keyser Mason Ball, LLP

If you have any questions relating to this article or wish to discuss your particular concerns, you may reach the author at (905) 276-0420.

WHAT KEEPS ENTREPRENEURS UP AT NIGHT?

PART 4: FEAR AND FAILURE



Over the last three editions of this series, I have shared tactical reasons why entrepreneurs might lose sleep at night. These topics range from millennials in the workplace, hiring great talent, and in my last article, managing cash flow. While these topics are incredibly important and are the source of sleepless nights for many entrepreneurs, they also all have solutions. Today, I want to tackle a topic that is less tactical, more personal, and a topic that no guru or expert can battle for you – **fear and failure**. After all, being an entrepreneur often means taking big risks, and that can be scary!

In November of last year, I took a family trip to Arizona. I didn't know it at the time, but I was in for a challenge that would physically translate the mental struggle entrepreneurs face with fear and failure when we decided to hike Camelback Mountain. It was on this hike that I realized how the physical struggle I was experiencing in that moment, was a lot like the mental one I have been battling for years:

WHEN YOU THINK YOU ARE DONE YOU STILL HAVE 40% MORE TO GIVE

We all have a little bit more to give. Just when I thought I couldn't possibly go on, I did. Our goal was to make it halfway up the mountain. When we got there, I knew we could go further. This is true for many entrepreneurs. We spend a lot of time focusing on the next project, the next pitch or the new client, raising the bar on sales targets and suddenly when

we get there we want more and our drive keeps pushing us towards bigger goals.

DON'T WASTE YOUR TIME WAITING FOR THE PERFECT PATH

Make decisions swiftly and confidently. We had different options of trails to take throughout our climb. What appeared easy at first got harder ahead. There was no one right path, but we were confident that each one lead to the top, and the same is true for business. While doing the research and weighing your options is important, at the end of the day trusting your own foundation of knowledge needs to be second nature. As entrepreneurs, we make decisions every day and agonizing over every single one can be a debilitating habit.

NO ONE PLANS TO FAIL

While no one plans to fail, it is just that they fail to plan. I will admit, I was not prepared for this hike. I didn't have enough water, gloves or hiking shoes. Looking back, of course there are things I had wished I did or could have done differently, and I have the same thoughts as I look back on my last 20 years as a small business owner. The important thing here is to take what you can from those experiences and move on. We can't change the past but we can learn from it, and teach from it too...

WHAT IF...

Thoughts become things. As soon as you let fear into your mind, you begin to fail. We never thought of fear throughout

our climb. As a small business owner, wandering down the negative side of "what if" used to be an all-consuming event for me. What if the deal doesn't go through? What if the market does this or that? These thoughts don't serve me right now, and while understanding risk is important, your world should not be controlled by hypotheticals. I combat these thoughts by staying focused on the big picture, referring to my strategic plan and consciously releasing fear whenever it creeps back in.

Entrepreneurs work around the clock. Even on vacation, you may be like me and find yourself drawing parallels to how climbing a mountain is a lot like running a business. Sure, it isn't easy, but the reward can be truly spectacular.



Parveen Dhupar
Chief Creative Officer
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EXIT PLANNING

WAITING IS NOT AN OPTION

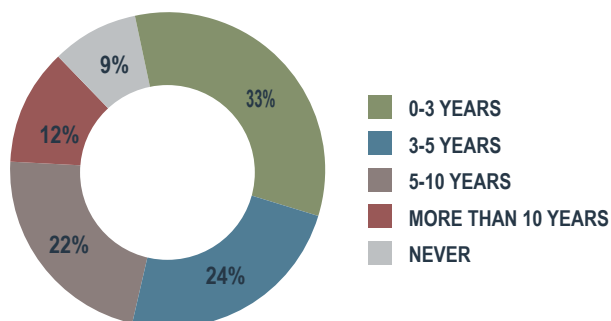


**W.R. (Bill) Black CExP™, CFP®
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Founding Partner/Exit Planner
Exit Planning Group

You wouldn't start to plan your retirement 30 days before you retire so why would you exit your business without a comprehensive plan.

Exit Planning is the holistic approach to designing a business-exit strategy that provides you maximum value for your life's work. It encompasses setting Exit Objectives (When do you want to leave? How much money do you need from your business exit? To whom will you sell the business?); creating an Advisor Team comprised of trusted, professional advisors (CPA, Lawyer, Financial Advisor, etc.); and writing down each aspect of the transition sequence.

HOW LONG BEFORE OWNERS WANT TO EXIT THEIR BUSINESSES



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A Certified Exit Planning Advisor (CEXP) is your Exit Planning Chief of Staff. With your input, the Exit Planning Advisor gathers information, assembles the Exit Planning Advisor Team, and offers a set of Exit Planning Recommendations. The Exit Planning Advisor oversees how your Exit Plan is built, much like a general contractor would coordinate the construction of an office building.

An Exit Plan will help you in several ways, including:

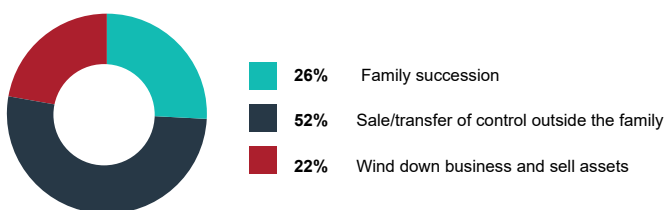
- Giving you peace of mind, because you'll know that virtually every issue regarding your exit has been examined and addressed by your Advisor Team.
- Positioning your business for transfer, even in a poor market.
- Sheltering you from risks involved in a business sale to a third party or a transfer to an insider.
- Letting you keep complete control over your ownership until you are satisfied that all aspects have been

addressed to your liking.

- Addressing any concerns you have about legacy issues, if you are interested in keeping the business in the family.

Exit Planning is a proven method of allowing business owners like you to exit their businesses on their terms. This chart from the Business Development Bank of Canada represents Private Business Owners thoughts on how they will exit their business.

Exit Options:



The benefits of Exit Planning include:

- Preparing you, your business and your family for a successful future
- Control over the timing and terms of your exit
- Customized solutions and action steps tailored to your exit objectives
- Laser focus on the value-building aspects of the business that buyers seek and successor owners need
- Time-sensitive accountability for each action step necessary to build value and position the business for the next owner
- Benchmark changes in business value, management team performance and other critical factors

Concentrating your effort today on growing business value—either as a discrete project or as part of a comprehensive Exit Plan—affects both your ability to sell your company and the price you will be paid. In fact, your value-building plan will be inseparable from your Exit Plan.

You can start planning today by working through a narrowly focused set of top priorities, or by attacking all aspects of the future of your ownership as a comprehensive process. It's your choice. Starting a planning process that systematically addresses the unique issues that are relevant to you and your company positions you to impact your future. We'd like to talk with you about your goals and how Exit Planning might impact those goals.

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CANNABIS IN THE WORKPLACE

The legal use and regulation of cannabis (marijuana) for recreational purposes in Canada is fast approaching. Businesses should be considering what impact legalized cannabis use may have on their workplace. The pending legalization of cannabis does not mean employees can be impaired at work. Employers need to educate themselves about cannabis, including its various forms and effects. They also need to prepare for how they will deal with employees who attend the workplace under the influence.

The use of cannabis for medicinal purposes has long been legal in Canada; employers should already be aware of their accommodation responsibilities under human rights legislation for employees who use medical marijuana. However, with the use of cannabis for recreational purposes being legalized, there are potentially new legal issues that may arise in the workplace.

Prudent employers will treat the employee use of non-medicinal marijuana in substantially the same way as the use of alcohol or prescription drugs in the workplace. Cannabis used recreationally as a mind-altering substance can impact workplace health and safety. Employers are required to take every reasonable precaution to ensure the safety of their workplace. All employers, and especially those with employees in safety-sensitive positions (i.e. working with hazardous materials, operating heavy machinery, engaging in extensive driving), need to consider whether they should update or revisit zero-tolerance restrictions and/or drug and alcohol testing policies.

While employers cannot generally regulate employee activities outside of the workplace, they can and should restrict the use and possession of marijuana in the workplace, and prohibit employees from attending work while impaired. One of the challenges employers may face is detecting whether an employee is actually impaired by cannabis during work hours. Unlike a breathalyzer test for alcohol, there is currently no equivalent testing available to immediately, accurately and reliably quantify impairment due to the use of cannabis (or THC, the active ingredient in cannabis). The effects of marijuana can also vary significantly from person to person, especially with chronic users or those who combine use with alcohol or other drugs.

In light of the pending legalization of cannabis, we encourage employers to diligently review their current employee policies with their employment lawyer and consider conducting specific employee training.



Andy Balaura
Partner
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HOW MUCH IS YOUR BUSINESS WORTH

Ephraim Stulberg

Partner
Matson, Driscoll
and Damico Ltd.

As a Chartered Business Valuator (CBV), almost every business owner I meet wants to know the answer to this question: "How much is my business worth?"

There can be many reasons for asking this question: they may be planning to sell the business; they may be in litigation with another shareholder; they may be considering tax planning strategies; they may be getting expropriated by a government authority as part of a construction project; or they may be getting divorced.

Inevitably, my response to the question of "how much is my business worth" is to turn around and ask the business owner some questions of my own. These include:

1. How much does the business earn?

This is a deceptively simple question. Unfortunately, it is not enough to look at last year's financial statement; what I am interested in is the true economic profit of the business. This means adjusting the reported revenues and



expenses to reflect how the results would look if the business were run by someone else. Thus: Did the owner(s) receive a fair market

salary for their services? If your business reported \$50,000 in profits last year, but you, your husband and your children all worked there full-time without drawing a salary, how profitable was it really?

- Were there any personal or discretionary expenses reported as business expenses? Common examples are meals and

entertainment and automobile expenses. Such costs are often not necessary for the operation of the business and should be added back in estimating economic profit.

- Is all revenue reported? Some businesses may appear relatively unprofitable, but may still have significant value once historically unreported sales are considered.
- Are there other non-arm's length transactions? For example, if the business operated out of a building you own and paid below-market rent, the rent expense will need to be adjusted to market rates.

2. Are there plans to grow? And what will those involve?

Two businesses that earned identical profits last year may attract wildly different valuations depending on their potential growth prospects, so it is important to understand whether significant growth is expected. But growth comes at a cost: there are often significant upfront capital and operating costs that must be incurred in order to achieve growth, and these must be considered.

3. Does the business have any assets it can sell off without any impact to its results?

Revenues and expenses are only one part of a business valuation. We always look at the balance sheet to see whether there are assets that can be spun off without impacting operations; if so, then the value of these assets is added to the overall valuation.

So how much is your business worth?

Give some thought to these questions – and then call me at 416 366 4968 ext 138.



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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.



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Contact: Hiliary Jewer at hjewer@mbot.com, (905) 273-6151

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Mahyar K. Hansotia
President
Sobel and Company

HOW FAMILY BUSINESSES CAN KEEP MORE OF THEIR HARD-EARNED MONEY

Whether you own a start-up or a third-generation company you've probably invested plenty of hard work, not to mention financial risk. Naturally, business owners are keen to utilize any tax-saving strategies available to maximize take-home profits. Here are five things you can do throughout the year to keep more of your hard-earned dollars.

MAXIMIZE DEDUCTIONS.

Minimize your tax bill by maximizing deductions. These could include home office expenses – a portion of mortgage interest payments, insurance, utilities and repairs – car, meals/entertainment, and depreciation on capital assets. Keep a firm handle on all of your receipts and expenses for business-related goods and services. Organize email receipts into a specific folder or use smartphone apps to store and import paper receipts into accounting software.

MAKE YOUR SPOUSE AND ADULT CHILDREN SHAREHOLDERS.

For incorporated businesses, another form of income splitting is making family members shareholders and providing

them with dividends. This will spread the business profits among those with a lower taxable income, reducing the overall tax paid. As shareholders,



capital gains may also be split amongst family members should the business be sold. Be aware, however, that the CRA has recently adopted new and complex rules around this type of income splitting. A tax professional can determine whether these new rules apply to your situation.

TIME THE DISPOSAL OF OLD EQUIPMENT.

An old rule of thumb is to never dispose of equipment towards the end of the fiscal year as

no depreciation can be claimed for the year. The beginning of the fiscal year is the best time to dispose of the equipment and if you happen to have a gain, you can defer the tax by one year.

DON'T MISS OUT ON TAX CREDITS.

If your business is in the trades and has apprentices, you may be able to claim the Apprenticeship Training Tax Credit. Employers who hire co-op students from an Ontario college or university can claim the Co-operative Education Tax Credit. Certain tax credits vary by province, so it's worthwhile to understand the different credits available both at the federal and provincial levels.

PAY BONUSES DIRECTLY TO RRSP.

Family members who are employees may also receive tax benefits by contributing a bonus directly into their RRSP. You'll avoid tax withholding, and the full amount can be used as a deduction provided the family member has reached the CPP/EI threshold.

Since each family business is unique, contact your accountant to determine which strategies are right for you.

CALL FOR EDITORIALS!

MBOT is accepting submissions for articles for our quarterly magazine. Unpublished, original and business related information, between 400-450 words.

For more information, please contact Bahaar Sachdeva, Brand & Communications Manager at bsachdeva@mbot.com or call 905.273.6151 x 230.





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