

THE **VOICE** OF BUSINESS IN MISSISSAUGA

CONNECT

VOLUME 13 ISSUE 4 **FALL 2018**

THE **POLITICAL ROUND UP**

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HOLIDAY
SHOPPING
BY-LAW



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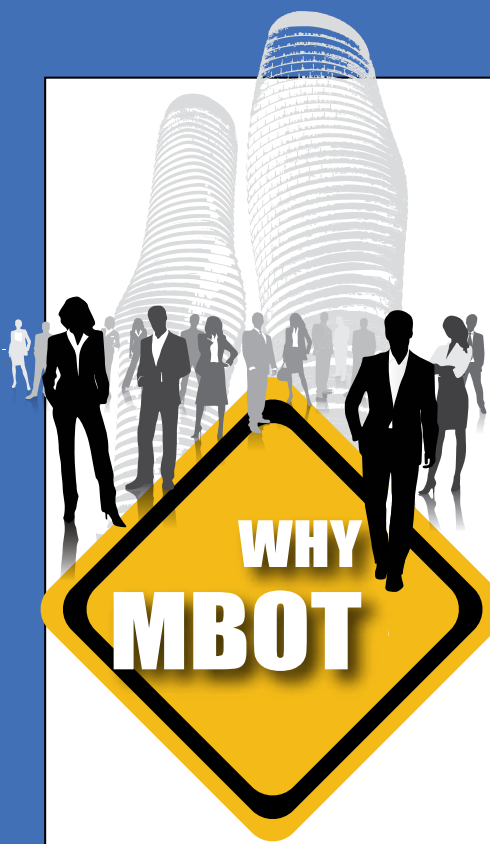


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CONNECT

THE VOICE OF BUSINESS

IN MISSISSAUGA

Established in 1961, Mississauga Board of Trade proudly serves as the 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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FROM OUR **CHAIR**



THE IMPORTANCE OF SMALL BUSINESS



A handwritten signature in black ink, appearing to read 'Paul Gaspar'.

Paul Gaspar
2018 MBOT Chair
UPS Canada

Mississauga is home to over 50,000 businesses, employing over 440,000 people. Our role here at the Mississauga Board of Trade is to advocate on behalf of local businesses and support them in their endeavors to grow and succeed – both domestically and globally.

Small businesses drive economic growth – contributing to a country's exports, innovative advancements and domestic product. In Canada, less than ten percent of Canadian small businesses engage in export, which is why it is important for organizations such as MBOT to encourage and provide small business owners with programs, tools and resources they need to scale globally. The growth of e-commerce has made it easier to target global markets and small businesses must take full advantage.

At the other end, small businesses are vital to building strong communities. They are connected to the people and places where they live and operate their business. Local businesses bring value and wealth to their communities, providing a range of resources and services to the community, while also encouraging visitors and growth.

The importance of small business is without question. We often hear the phrase '**small businesses are the backbone of the economy.**'

This is clear in the role they play in building a strong, innovative, diverse and valuable society. We look forward to continue our mandate to advance business and facilitate connections that will further strengthen our community.



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FROM OUR **PRESIDENT**

GO AND VOTE!

On October 22nd, the decision and future of Mississauga rests in your hands. If you abdicate that responsibility, then you're out of the meeting.

On October 22nd we are charged with the right to vote for our municipal political leaders. This is a monumental responsibility. Yet, in the 2012 election, only 36.57% visited polling stations to cast their ballot. Why? Statistics show that younger eligible voters, don't vote. Thus, as the younger population increases as a percentage of the total population, voter participation declines. Others, cite work schedules, family obligations and yes, apathy as reasons for not voting.

So why should you vote in the upcoming election, no matter what age you are.

MUNICIPAL POLITICS IS AS CLOSE TO HOME AS IT GETS. Issues we hear about most, are governed by the municipalities we live in.

- Transit
- Property Taxes
- Policing
- Fire Protection
- Garbage Collection
- Health
- Tourism
- Parks
- Recreation
- Culture
- Sport

You local councillors make decisions on these critical components affecting Mississauga at every Council and General Committee meeting held.

CIVIC DUTY

In business we say, if you're out of the room, you're out of the meeting. Which essentially means, if you don't participate, you don't get to partake in the decision. It therefore makes sense, if you don't vote, you give up your legitimate right to complain about the decisions made by elected officials.



David Wojcik
President & CEO
Mississauga Board of Trade

MORAL RESPONSIBILITY

We are fortunate to live in a society that affords us many choices. One of those choices is whether we vote or not. There are 22 countries that have mandatory voting and many within Canada have opined on introducing mandatory voting here. Some suggest that not voting is a sign of protest. Perhaps. But what does that accomplish?

Mississauga enjoys a wealth of opportunities and amenities. Through fiscal responsibility, Mississauga has a triple A credit rating, exceptional police and fire services, top educational facilities and truly wonderful city staff, who strive to do the best for Mississauga residents every day. All these people apply for city staff positions and their performance is evaluated on a regular basis.

On October 22nd, it's your right and responsibility to evaluate the qualifications of those candidates applying for Council and evaluate the performance of those who have served. In Mississauga, we have 11 wards in addition to the office of Mayor. Educate yourself on the issues affecting your ward and our City at large. Call the candidates and ask them tough questions. Press them on their answers and push them to explain complex and complicated topics that are shaping Mississauga.

On October 22nd, the decision and future of Mississauga rests in your hands. If you abdicate that responsibility, then you're out of the meeting.

UPCOMING EVENTS CALENDAR

Event Details & Registration: www.mbot.com

OCTOBER

Wednesday
3

Membership Matters

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

Wednesday
4

Women's Leadership

Keynote: Lynda Rose, Country Manager, Mary Kay Cosmetics
7:30 a.m. to 10:00 a.m.
Lionhead Golf & Country Club

Friday
05

Meet & Greet your newly elected Mississauga MPPs

7:30 a.m. to 10:00 a.m.
Novotel Toronto Mississauga Centre

Wednesday
10

Good Morning Mississauga (GMM)

7:30 a.m. to 9:30 a.m.
Sheraton Gateway Toronto Airport

Friday
12

Luncheon with Hon. Navdeep Bains

Minister of Innovation, Science & Economic Development
11:30 a.m. to 1:30 p.m.
Mississauga Convention Centre

Thursday
18

Growth & Power Series

Keynote: Frank Gerencser, Chairman & CEO at triOS College
7:30 a.m. to 9:30 a.m.
Markland Wood Golf Club

Thursday
18

Small Business Week Showcase

4:30 p.m. to 7:30 p.m.
Novotel Toronto Mississauga Centre

Thursday
18

Travel Info Session

April 2019 China Trip
5:30 p.m. to 7:00 p.m.
MBOT Office

WE CONTINUE TO GROW! HELP US WELCOME OUR NEWEST ASSOCIATES



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Commercial Real Estate
& Municipal Law
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odeguerre@kmblaw.com

NOVEMBER

Wednesday
07

Membership Matters

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

Thursday
08

Professional Development Series

8:00 a.m. to 11:00 a.m.
CHSI

Monday
12

Luncheon with Hon. Marc Garneau

Minister of Transport
11:30 a.m. to 1:30 p.m.
Venue: TBD

Wednesday
14

Good Morning Mississauga (GMM) Followed by an interactive discussion on Exit Planning

7:30 a.m. to 11:00 a.m.
The Vue

Thursday
15

2018 Business Awards of Excellence

5:00 p.m. to 9:30 p.m.
Mississauga Convention Centre

Wednesday
28

Canada-Turkey Trade & Investment Session

8:00 a.m. to 11:00 a.m.
MBOT Office

Wednesday
29

Young Professional Networking

MBOT NGen - Next Generation
6:00 p.m. to 5:00 p.m.
GameTime Mississauga Eatery
& Entertainment

DECEMBER

Wednesday
05

Membership Matters

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

Thursday
06

Holiday Mix n' Mingle

4:30 p.m. to 6:30 p.m.
MBOT Office

Wednesday
12

Annual General Meeting (AGM) & Good Morning Mississauga (GMM)

7:30 a.m. to 12:00 p.m.
Venue: TBD



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.

Municipal Election – October 22, 2018

The Municipal Election will be held on Monday, October 22, 2018. The City of Mississauga elects a Mayor, eleven Councillors and School Trustees for the four school boards in Peel Region. The Mayor and Councillors serve on both the City of Mississauga and Region of Peel Councils.

The new Peel Region Council after its swearing in on December 1, 2018 will then elect a Chair. The 24 members of Council from Mississauga, Brampton and Caledon will make this selection at its first meeting.

To access all information about the municipal election including candidates who are running, please go to www.mississaugavotes.ca.

Vacant Unit Property Tax Rebate Program

Peel Regional Council received a report from staff at its June 14, 2018 meeting recommending that the Region continue with the phase-out of this program. The Vacant Unit Property Tax Rebate program provides a property tax credit back to commercial property owners if space has been vacant for more than ninety days, subject to certain conditions. Last year property owners claimed back about \$8 million in tax revenue.

MBOT believes this is an important program to retain, helping building owners to mitigate chronic vacancies and ensure space is available for rent in the marketplace. MBOT continue to work with staff in the hopes that they will report back in 2019 on ways to maintain some program that will help property owners in the future.

Municipal Accommodation Tax

The City of Mississauga has introduced a 4% Municipal Accommodation Tax (MAT) effective April 1, 2018. Council approved the new tax which will apply to stays for a continuous period of 30 days or less in a motel, hotel, lodge, inn, bed and breakfast, dwelling unit or any place that provides accommodation. Online private short-term rentals such as Airbnb and HomeAway will also be subject to the MAT starting on April 1.

It is estimated that this tax will generate close to \$10 million per year of which 50% must be dedicated to a recognized tourism organization. The City of Mississauga has decided to retain Tourism Toronto for this purpose and will establish a new Tourism Advisory Board. MBOT continues to advocate for full transparency for the use of this money and for full involvement of the industry stakeholders in determining where MAT money should be spent.

Smart Cities Initiative

The Government of Canada announced its shortlist of communities which have been selected in the Smart Cities Challenge. Although Mississauga was not selected, the City intends to move forward with its Smart Cities Master Plan.

"Mississauga will continue to invest in innovation and new ways to use data and technology as we build a modern and progressive city for the 21st century," said Mayor Bonnie Crombie. "While I am disappointed that our City was not selected in the Smart Cities Challenge, we will continue to invest in building a Smart City of vibrant communities where everyone has equal opportunity and feels empowered; a place where people can connect, adapt and succeed." "Congratulations to those who have been selected to proceed to the next round of the Challenge," said Crombie. "We will continue to watch the competition with great interest." The Smart Cities Challenge encouraged communities to think creatively to improve the lives of their residents through innovation, data and connected technology.

"Because of the Smart Cities Challenge, communities like Mississauga right across Canada have joined in the discussions of how to use technology to solve their most pressing municipal issues," said Janice Baker, CAO and

City Manager. "Smart Cities was a key topic at the annual conference of the Canadian Association of Municipal Administrators (CAMA) held this week in Fredericton. As CAMA President, I heard from many of my colleagues about how the Challenge was instrumental in fostering innovative thinking and community engagement."

Mississauga's submission aimed to solve for social and economic resilience. By creating a city-wide data and technology network incorporating community hubs, digital toolkits and enhanced access to services, the plan supported those at risk, youth, new immigrants and the local community. It included:

- providing a digital kit to people who may have financial or other barriers
- creating community workspaces with amenities to enable learning, places to work, meet and succeed
- encouraging the use of active and public transportation
- using Intelligent Digital Signage, Artificial Intelligence A/I, Voice First Services, Augmented Reality, Open Data, Mobility and integration with agency services

"Through the Smart Cities Challenge public engagement process, we received valuable feedback from Mississauga residents, community partners and industry," said Shawn Slack, Director of Information Technology and Chief Information Officer. "Thank you to everyone who participated, both in-person and online. This information will form the basis of a Smart Cities Master Plan that will seek to create an inclusive community. We will bridge the digital divide between those who have access to technology and those who do not."

The full version of Mississauga's Smart Cities Challenge submission is available at <https://yoursay.mississauga.ca/4629/documents/10304>.

Mississauga Storm Water Charge

The City of Mississauga continues to charge a levy to all residential and commercial properties based on the size of its hard surface footprint. This disproportionately affects businesses and partially subsidizes homeowners.

City Council approved an increase to the levy in 2018. The charge is now \$104 per billing unit up from \$102 in 2017.

However, the City of Mississauga does have a credit program for commercial properties so that they can be rebated up to 50% of the levy if they perform improvements on the property that reduces or eliminates the flow of storm water into the municipal system and improves the quality of the storm water (reduces pollutants).

The Mississauga Board of Trade is also working with both the Credit Valley Conservation and Toronto Region Conservation Authorities to provide assistance to larger property owners on ways to retrofit their properties in order to qualify for the credit program. A proposal is being developed to the Federation of Canadian Municipalities Green Fund. As well, the City of Mississauga is planning sessions this Fall to help property owners with storm water issues.

To better understand and qualify for the rebates, please go to <http://www.mississauga.ca/portal/stormwater/charge>.

Retail Business Holidays Act

On June 14, 2018, Peel Regional Council adopted a new Retail Holiday Shopping By-law which tweaked the previous version. There is an article in this edition of CONNECT providing more details on the new rules on page

Mississauga Receives Global Recognition in the Aerospace Sector

The City of Mississauga recently received global recognition for its work in the aerospace industry. fDi Magazine, a publication for the business of globalization, ranked Mississauga second in two categories in their Aerospace Cities of the Future report.

"Mississauga is proud to be home to the largest aerospace cluster in Canada, and it's an absolute honour to be recognized as an innovative and strategic global leader in this sector," said Mayor Bonnie Crombie. "We share this honour with our City's growing aerospace business community and its highly-skilled workforce who are proud to call Mississauga home. This recognition also reaffirms Mississauga's strong position on the innovation corridor. As a city, we will continue to foster innovation that encourages businesses to adopt cutting-edge technology, take risks and launch new ventures in Mississauga's aerospace industry and beyond."

Mississauga was ranked second in the innovation and attractiveness category. This category recognized cities that have a significant number of aerospace patents, a high number of companies in the engineering and aerospace sectors and other areas. For a full list of the criteria used by

the judges, and all the rankings in the different categories, visit fDiIntelligence.com.

Mississauga also ranked second for its strategy in the aerospace sector. The report cited Mississauga as having the most aerospace businesses and employment in all of Canada. To read the full report and see the Top 5 ranking, visit fDiIntelligence.com.

"We continue to see strong investment and growth in our aerospace sector, like the recent announcement from Bombardier who will be opening a new centre of excellence and final assembly plant for its business jets right here in Mississauga," said Bonnie Brown, Director of Economic Development. "To be recognized for our efforts in the aerospace industry on a global platform is something we are all very proud of."

Mississauga Climate Change Plan

The City of Mississauga is embarking on developing its own Climate Change Action Plan that will address things the municipality can do in this area. MBOT has attended two Stakeholder Panel meetings on November 14, 2017 and June 1, 2018. The next meeting is on September 28, 2018.

MBOT is supportive of the City's efforts to establish a Climate Change Action Plan and involve the business sector in this initiative.

MBOT has established an Environment, Sustainability & Infrastructure Committee which will also review the plan as it is developed. If you wish to be a member of this Committee, please contact the MBOT office.



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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

Provincial Election

On June 7, 2018, the people of Ontario elected a majority Progressive Conservative Government under the Premiership of the Hon. Doug Ford. Since forming government on June 29, 2018, they have been busy on a number of issues affecting business.

To find out who your MPP is where you live or have your business, go to <https://www.ola.org>.

Streamlining Government Finances and Costs

The Ontario Government has appointed a Commission to look at Ontario's Finances and retained EY Canada to perform a line-by-line audit of government expenses. Reports are expected back this Fall.

Hydro One

The Provincial Government has made significant changes to the Board and Management of Hydro One and has committed through the recent election campaign to reduce electricity prices in Ontario by 12%.



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“Buck A Beer”

Premier Doug Ford announced that breweries may now reduce the price of bottled or canned beer to a “buck a beer” if they so wish. While many will not, a couple of local micro-breweries have announced they will participate in the program.

Cap & Trade System Scrapped

The Government of Ontario has introduced the Cap and Trade Cancellation Act which, if passed this Fall, will end Ontario's cap and trade tax system. This was a key campaign commitment of the new PC Government. Ontario is also withdrawing from the joint agreement linking Ontario, Quebec and California's cap-and-trade markets as well as the pro-carbon tax Western Climate Initiative.

While ending the system will result in lower gasoline and natural gas prices, some industries that have participated in this system will be hurt and many of the green and conservation programs funded under this system will be eliminated.

Ontario is also joining with the Province of Saskatchewan on challenging the Federal Government's right to impose a National Carbon Tax.

Fair Workplaces & Better Jobs Act

The Ontario Chamber of Commerce (OCC) is calling on the Government of Ontario to immediately repeal the drastic labour reforms introduced by Bill 148 - the Fair Workplaces Better Jobs Act, 2017. Recent testimonials from the Ontario business community showcase a common theme – the labour reforms established by the previous government were too much, too fast and have significantly limited their ability to maintain or grow the workforce they need to be competitive.

“Businesses across the province are experiencing real consequences from this legislation's lack of stakeholder consultation and unrealistic implementation timelines,” said Rocco Rossi, President and CEO of the OCC. “Premier Ford pledged to make Ontario ‘Open for Business’ by implementing policies that make it easier to invest, start, and grow a business in the province as well as build an economy that connects workers to jobs. This begins with the reversal of Bill 148.”

Over the coming weeks, the OCC will showcase testimonials about the impacts of these legislative changes, such as the need for businesses to decrease staff hours and capital investment, and an increased reliance on automation.

While the OCC supports the minimum wage remaining at \$14 an hour, the Ontario business community must be appropriately consulted, and a comprehensive economic impact analysis needs to be completed for any future proposed changes to employment legislation.

“We encourage the broader employer community to join us in calling on the government to take immediate action,” said Rossi. “As Ontario's Business Advocate, we are dedicated to working collaboratively with the provincial government to strengthen business competitiveness and economic prosperity across Ontario.”

Retail Cannabis Stores

Starting on October 17, 2018 consumers 19 and older will be able to purchase cannabis via an online retail platform provided by the Ontario Cannabis Store. The OCS online channel will include a verification system that will ensure safe at home delivery for cannabis products, thereby meeting the federally imposed obligation that provinces be ready for retail sales for the start of legalization.

It was further announced that the province would immediately begin consultations in advance of opening up a tightly regulated private retail model for cannabis that will launch by April 1, 2019. As part of this process the government will begin consultations with municipalities, Indigenous communities, law enforcement, public health advocates, businesses and

consumer groups and representatives of the other provinces with private retail to ensure that Ontario's private retail model remains safe while helping to eliminate the illegal market.

Private retailers will have to follow a series of provincial rules, such as prohibiting the sale of cannabis to anyone under the age of 19. Ontario will begin to consult on a number of rules all retailers will be mandated to follow including set hours of operation and staff training.

Federal law lays out numerous other retail requirements, including restricted advertising, that products are not visible to children, and that all sales must be made over the counter. There will also be a zero-tolerance policy, including severely escalating fines, for any retailer or dispensary who continues to operate in the illicit markets.

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.

Pre-Budget Consultations

The Canadian Chamber of Commerce (CCC) has submitted a pre-budget consultation paper to the Minister of Finance to highlight some areas of concern to Canada's business community.

Some of the recommendations to the federal government included:

- Pursuing a permanent exemption from U.S. tariffs on steel and aluminum exports, monitoring issues of transshipment and diversion, and at the earliest opportunity, concluding a modernized NAFTA
- Ratifying the Comprehensive and Progressive Agreement for Trans-Pacific Partnership
- Modernizing the rules governing interprovincial trade through the Canadian Free Trade Agreement
- Convening a government-business working group to develop tools to reduce the cumulative regulatory burden facing Canadian companies
- Making improvements to Labour Market Information, to improve the detail on local data on job openings, job seekers, and implementing a competency measurement framework that goes beyond credentials alone

You can read the full submission at http://www.chamber.ca/advocacy/federal-budget/2019_Pre-Budget_Submission.pdf.

Cannabis Act

The Cannabis Act has now received Royal Assent and the Prime Minister has announced that October 17, 2018 will

be the date that cannabis will be legal in Canada.

Business has expressed some concern about this both from a workplace safety perspective as well as the retail sale and distribution of cannabis by the Provinces. In Ontario, the new government has decided to sell cannabis on-line through the Ontario Cannabis Store system but set up a private sale regime through retail stores across the Province. Those stores will be up and running for April 1, 2019.

Employers also remain concerned about workplace impairment and will be seeking clarification from governments in this area.

North American Free Trade (NAFTA)

The United States and Mexico have agreed in principle to new provisions that would be in a bi-lateral trade agreement between those two countries spelling a likely end to the NAFTA agreement. Canada remains at the bargaining table in the hopes of securing a new agreement with the United States and Mexico. The original deadline of August 31, 2018 for a deal has been extended to allow talks to continue.

Coalition to Keep Trade Free

The Canadian Chamber of Commerce has partnered with like minded organizations to launch Keep Trade Free to advocate for freer trade within North American and around the world. Building the case for a modernized North American Free Trade Agreement that will grow our economies and make us globally competitive is its goal. To join the cause and lend your voice, go to <https://www.keeptradefree.com>.

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New Minister of Small Business & Export Development Appointed



Prime Minister Trudeau has appointed Markham-Thornhill MP Mary Ng as the new Minister of Small Business & Export Development. A full time Minister is a very welcome sign from the Federal Government about the importance of small business in Canada. Minister Ng has received her mandate letter from the

Prime Minister which you can view at <https://pm.gc.ca/eng/minister-small-business-and-export-promotion-mandate-letter-august-28-2018>.

Canada Launches Poverty Reduction Strategy

In a country as prosperous as Canada, all Canadians should have a real and fair chance to succeed. The Government of Canada is focused on growth that benefits all Canadians and on investments that help grow the middle class and reduce poverty. Since 2015, \$22 billion has been invested, and about 650,000 Canadians will have been lifted out of poverty by 2019.

On August 21, 2018, the Honourable Jean-Yves Duclos, Minister of Families, Children and Social Development, launched

Opportunity for All – Canada's First Poverty Reduction Strategy, which targets a 20 percent reduction in poverty by 2020 and a 50 percent reduction in poverty by 2030.

The Strategy builds on the Government of Canada's investments since 2015. These include the Canada Child Benefit, the Canada Workers Benefit, the National Housing Strategy and the increase to the Guaranteed Income Supplement. Restoring the eligibility age for Old Age Security and Guaranteed Income Supplement benefits from 67 to 65 helped an additional 100,000 Canadians from falling into poverty.

Opportunity for All is a plan for a concerted, coordinated fight against poverty on multiple fronts. It is the Government's vision for Canada as a world leader in the eradication of poverty and represents a whole of society approach to tackling poverty, which means everyone has a role to play.

This initiative is a direct result of extensive engagement with Canadians across the country and introduces: Canada's official measure of poverty; concrete poverty reduction targets; and a National Advisory Council on Poverty.

Legislation is proposed for introduction as early as possible in Parliament this Fall that would entrench Canada's Official Poverty Line, the poverty reduction targets and the National Advisory Council on Poverty in law. Furthermore, the Government's progress toward meeting the targets every year will be published in a report and tabled in Parliament annually.

Smoke-Free Grounds

Tobacco is the only legal consumer product that kills half of its regular consumers when used exactly as the manufacturer intended.

Tobacco legislation protects the public from other people's tobacco smoke (i.e. "second-hand smoke") by banning smoking in indoor workplaces, public places, and specific outdoor areas. However, in Peel, 11% of our residents are still regularly exposed to second-hand smoke on the job.

Regular second-hand smoke exposure can cause serious disease and death – there is no safe level of exposure to second-hand smoke. Protect the health of your employees with a smoke-free grounds policy.

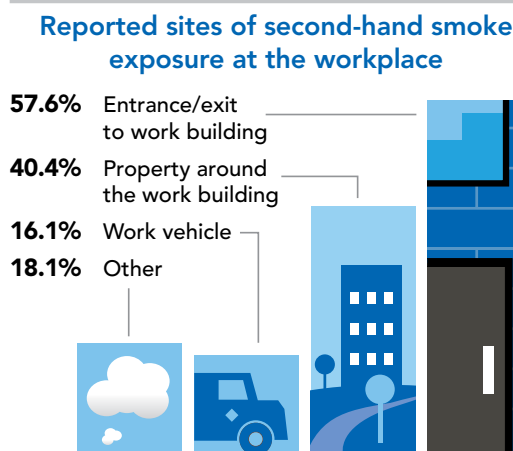
Smoking On The Job – Key Facts:

- Daily smokers take almost 2.5 more sick days than those who have never smoked
- In a typical Canadian company with 100 employees, 14 staff are daily smokers and 15 are former daily smokers, amounting to almost \$60,000 in annual productivity loss due to illness

Smoke-Free Grounds Policy Benefits

Implementing smoke-free grounds policies reduces exposure to second-hand smoke. Companies who implement such policies benefit from employees with fewer chronic diseases. Smoke-free grounds policies:

- Reduce everyone's exposure to second-hand smoke
- Provide a supportive environment for smokers who are trying to quit
- Discourage people from starting to smoke



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Tips to Get Started

- Advocate to your landlord to implement a smoke-free grounds policy
- Gain buy-in from building occupants to ensure smoother transition of the policy
- Communicate the policy with prominent signage
- Ensure there is a simple way to enforce the policy
- Support staff in their quit attempts by offering insurance benefits that cover nicotine-replacement therapy
- Contact Smokers' Helpline to obtain resources that can be placed around the workplace to educate staff about quitting
- If a total ban of smoking on workplace grounds is not possible, consider a policy that partially bans smoking (i.e. no smoking near entrances/exits or smoking only in designated smoking areas)

In January 2017, the Region of Peel amended their corporate Smoking in the Workplace policy to prohibit smoking and vaping on the grounds of all Regional worksites. For information on creating a healthy workplace, including a smoke-free ground policy, visit accountforhealth.ca

The Future of Healthy Workplaces

This is the final installment of a 3-part series on how employers can support health at work.

Region of Peel
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Timothy A. Brown
CEO & Broker of
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ROI Corporation
Business Brokerage

Recently I was asked why I dictate short, one or two paragraph memorandums.

The succinct answer is I speak 3-5 times faster than I can type. When I try to type my thoughts are ahead of my keyboard skills. When I view the screen and see even a minor error, my mind stops and focuses on the error. The result is I lose my train of thought and often those thoughts are hard to recover.

Consequently, I believe people, who have a similar thought process, should learn to dictate and use a transcriptionist. By doing so, I avoid looking at the screen and losing my train of thought. My hands do not have to catch up to my thoughts. I do not have to pause or stop because of a writer's block. Most of us do not suffer from speaker's block and the key ideas get recorded. Any redundancies in

WHY I DICTATE AND TRANSCRIBE

the text can be eliminated in a final proof read.

In fact, this column was dictated and transcribed. It required some minor editing but the result is a clear and complete form of communication. I am encouraging my sales people to adopt this practice of dictating and transcribing any communiqués they have with their clients. There are many products and services (e.g. voice recorders, transcribers) on the market that aid this entire process. With the help of grammar and spell checks the document or memorandum is relatively error free.

So, why not just speak. Don't keyboard. Don't write. Talk. Let the transcriptionist do the transcribing; let the speaker do the speaking. Your ability to communicate will improve substantially.

Ps – I manage at least 3 times the business volume of my nearest and best competitor – I run circles around him! I submit that transcription helps me to be faster, a better communicator and has allowed me provide response time that is unmatched in my industry. I have mastered the art of exponentially harnessing my specific expertise – all without the need (or the hassle!) of recruiting, training and supervising others.

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Why you need an intellectual property strategy

Numerous reports have clearly demonstrated that businesses with Intellectual Property (IP), on average, have measurably higher revenue and growth rates. Yet, according to the World Intellectual Property Office, Canada, in 2016, ranked only 9th, 10th, and 17th when compared to the rest of the world in patent, industrial design, and trademark applications, respectively. In other words, Canadian businesses are not protecting their IP. Surveys have shown that Canadian businesses often have little knowledge about the IP system and have a hard time identifying the types of IP as well as knowing what can be protected as IP.

IP typically includes patents, trademarks, registered designs and copyright; each of which protects a particular type of property such as branding, creative expressions, ideas, and designs. Any business that sells goods and services in Canada, almost necessarily, will have some type of IP. For example, most business will have some sort of word or logo that could be registered as a trademark. Registering a trademark has the advantage of providing protection across Canada, even if it is only used in a local area. Trademarks can be used to inhibit competition from misleading customers and misappropriating a company's reputation.

Patents provide businesses with an exclusive right to make and use an invention. Even simple inventions, for example, an

improved leaf guard for eavestroughs or a cup for toddlers having a one-way valve to prevent spills are patentable. Industrial designs provide similar protection as patents, but protect the look of the invention as opposed to the technical features. Registering a patent or industrial design can be a crucial step in a company's long-term success as they can be enforced to prevent a competitor from entering the market.

Other types of Intellectual Property may not require registration, e.g. copyright, or have no formal registration procedure, e.g. trade secrets. Copyright is used by authors to protect their work, such as a book, movie, or music. Trade secrets may be, for example, a recipe, formula, algorithm, supplier and customer data or secret industrial process or method. Nonetheless, though registration is not required to protect these types of IP, proper steps need to be taken to ensure that they are protected so that any accompanying rights can be enforced in Court.

The Canadian Government has recognized the importance of IP as well as the deficiency of IP filings and reacted by introducing a National IP strategy. The strategy proposes spending \$85M on IP education and legal clinics, creating strategic IP tools, and drafting new IP legislation over the next five years to help entrepreneurs, businesses, and innovators.

Therefore, any business of any size should have a properly developed IP policy, best drafted in conjunction with a practitioner who specializes in IP. For some businesses, the

.....
Sam Frost
Partner

Denver Bandstra
Articling Student
Bereskin & Parr
.....

policy or strategy may be to do nothing, but this decision should be arrived at following careful consideration of all the options and not simply by failing to take action.



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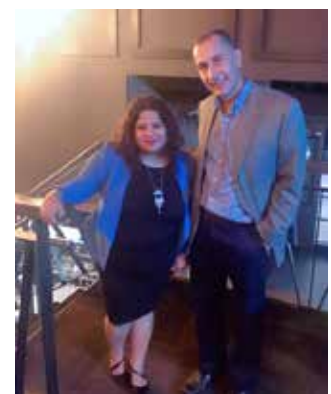
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REAL PROPERTY RECORD KEEPING OBLIGATIONS FOR ONTARIO CORPORATIONS

Recent amendments enacted by the *Forfeited Corporate Property Act, 2015* (Ontario) (the "FCPA") require Ontario corporations to maintain certain records concerning their ownership interests in land in Ontario.

The FCPA came into force on December 10, 2016 and enacted certain amendments to the *Business Corporations Act* (Ontario) and the *Corporations Act* (Ontario). The FCPA will also amend the *Not-for-Profit Corporations Act, 2010* (Ontario) once such legislation comes into force. The amendments require a corporation incorporated under such Acts to prepare and maintain a register of its "ownership interests" in real property located in Ontario. The amendments do not apply to corporations not incorporated under such Acts regardless of whether such corporations hold Ontario real property.

The term "ownership interests" is not defined and it is not clear whether the obligation is limited to legal/registered interests in real property or whether a corporation must also include information with respect to real property in which the corporation holds a beneficial interest. As a result, at this time it is recommended that corporations include real property located in Ontario in which they hold either a legal/registered interest or a beneficial interest.

Record Keeping Obligations

The register is required to be maintained at the corporation's registered office or at such other place in Ontario designated by the directors of the corporation. The register is required to identify each property and show the date on which the corporation acquired the property and, if applicable, the date of disposition. In addition, the corporation is required to keep with such register a copy of any deeds, transfers or similar documents that contain any of the following with respect to each listed property:

1. The municipal address, if any.
2. The registry or land titles division and the property identifier number.
3. The legal description.
4. The assessment roll number, if any.

Implementation and Transition

Corporations incorporated in Ontario on or after December 10, 2016 are required to comply immediately with these provisions immediately. Corporations incorporated in Ontario prior to December 10, 2016 have two years (i.e., until December 10, 2018) to comply. Non-compliance may result in fines or other penalties for the corporation and/or its directors or officers. It is recommended that Ontario corporations take appropriate steps to assemble and maintain the information concerning Ontario real property required by the amendments enacted by the FCPA.

If you have any questions about your company's real property record keeping obligations, please do not hesitate to contact us.



Matthew Kindree
Partner
Pallott Valo LLP



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PLANNING A HOME OR OFFICE MOVE?

HOW TO AVOID THE SCAM AND FIND A PROFESSIONAL MOVER



Guy Furoy
Business
Development
AMJ Campbell



Anyone can create a website, rent a truck and call themselves a mover. The list of people who have been scammed continues to grow, and predatory vultures are out there looking for their next victim.

Look for these red flags to avoid the Scammers:

LOW QUOTE The price is below market rate. This is how scammers set the bait. As the saying goes: If it sounds too good to be true, it probably is.

PHONE QUOTE The mover doesn't want to visit your home or office. A legitimate mover will conduct an in-person consultation and provide a written estimate and contract.

WEB QUOTE While convenient, an online calculator or mobile app cannot be relied upon to provide an accurate quote. Every move is unique and your quote should be, too.

INSURANCE Inadequate insurance protection. This is a complex area that should be well explained by the mover. Always obtain insurance details in writing with the offer.

CONTRACT You don't see the contract until moving day. A professional mover will provide the contract up front.

NO LOGO The truck shows up without a logo and the moving crew isn't in uniform. A professional mover takes pride in its appearance and that of its employees.

CARELESSNESS Obvious poor handling of your possessions.

A rogue mover will simply want to get the job done as fast as possible, often at the expense of your belongings.

DEMAND Your possessions are held hostage and the mover demands extra money, refusing to release your property until you pay. A detailed quote and contract helps both parties understand their responsibilities and avoid this situation altogether.

PROTECT YOURSELF WITH THESE TIPS:

1. Use the Canadian Association of Movers (CAM) to find a reputable mover. This independent organization grants the Certified Canadian Mover designation to companies that meet certain high standards.
2. Consult the Better Business Bureau (BBB) and the Provincial Government's Consumer Beware List.
3. Obtain written estimates and compare rates with the competition.
4. Beware of scammers who unscrupulously use BBB and CAM logos on their website. Always verify the mover's certifications and stated affiliations.
5. View the CBC Marketplace episode: "Moving company nightmares: Can you trust your mover?"

For more tips and consumer alerts, visit the CAM website at www.mover.net.



Kevin R. Fernandes
Lawyer
Corporate/Commercial
Keyser Mason Ball, LLP

The first step to proceeding with many commercial transactions is signing a non-disclosure agreement (“**NDA**”). Before letting someone “look under the hood”, agree in writing to terms that deal with how the parties will treat what they find.

An NDA (sometimes referred to as a confidentiality agreement) sets out the procedure for the sharing and use of confidential information. An NDA can set the tone and parameters of how the

parties will treat each other throughout the life of their business relationship and establishes the processes for the transmission of confidential information, the terms of its use and its return and/or destruction.

An NDA should address the specific context of the transaction(s) being contemplated, particularly the goals and obligations that the parties reasonably owe and expect of each other. Below are some considerations (among others) that should be captured in an NDA:

- **SCOPE AND PURPOSE:** Who are the parties? Will confidentiality obligations be one-way or mutual? What types of information is covered and why?
- **WHO?** Who can see the information and on what terms can third parties see that information?
- **TERM:** For how long will the NDA

be effective? How may that period be extended or terminated, and on what terms?

- **EXCLUSIONS:** What information should be excluded from the terms of the NDA?
- **INDEMNITY:** What remedies follow should a breach of the NDA occur and at what expense?

The above is provided as a starting point to having a more fulsome discussion with retained legal counsel regarding issues specific to the context of your transaction and how an NDA may assist you. We at Keyser Mason Ball, LLP would be happy to assist you with these and your other legal service needs.

If you have any questions relating to this article or wish to discuss your particular concerns, you may reach the author at kfernandes@kmbllaw.com



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REGION OF PEEL UPDATES THE RETAIL BUSINESS

HOLIDAY SHOPPING BY-LAW

Peel Regional Council approved a new Retail Business Holiday Shopping By-law on June 14, 2018. **The Peel Holiday Shopping By-law preserves Peel's statutory holidays for retail workers keeping most stores closed on nine statutory holidays.** There are some exemptions. The following retailers can remain open on holidays, as outlined in Section 4(1) to 4(8) of the Peel Holiday Shopping By-law 34-2018:

- Small retail establishments less than 3,000 square feet
- Businesses where the principal business is the pharmacy
- Special services for gas stations; nurseries; book stores
- Art galleries
- Retail businesses for education; recreation; and amusement
- Liquor licensed businesses
- Tourist establishments
- Any business explicitly delineated in a designated tourist area as per the Local Council approved Tourism Strategy

Regional Council has also directed staff to consider phasing out the existing site specific permission to operate already granted to businesses under the Retail Business Holidays Act. Staff are reaching out to these business owners and corporations.

Additional information can be found at these two links on

the regional webpage:

- **Project webpage:**
<https://www.peelregion.ca/planning/about/regulating-retail-holiday-openings.htm>
- **Business tab webpage:**
<http://peelregion.ca/ad/business.htm>

The Mississauga Board of Trade appeared before Regional Council on this matter on June 14, 2018. Our CEO David Wojcik made the following deputation to Council.

"I am here today on behalf



of the Mississauga Board of Trade to discuss the staff recommendations on a new by-law to implement the Retail Business Holidays Act in Peel.

At the outset let me acknowledge the excellent outreach work done by your consultants and staff during this public review and their interest in consulting with the Mississauga Board of Trade

on this issue.

For a very long time we have grown accustomed to Statutory Holidays as days when many businesses are not permitted to be opened. Generally, in the past this has been public policy area controlled by the Province of Ontario.

Recently, the Province has devolved this issue to municipal governments to determine which days businesses may open or be closed. As of January of this year, you now have the authority to set your own rules in the Region of Peel.

Our neighbouring Region of York passed a by-law that allows businesses to now open any day of the year except for Christmas Day effective January 1, 2018. They may have been the first, but likely not the last.

What York recognized is that the world has changed, the nature of business has changed, and they wished to ensure that sectors like

retail and others have a level playing field for business going forward.

Further, as time goes on, the definition of what constitutes a "tourism" exemption has become a loophole for certain businesses to argue they should be open on these Statutory days while their competition must remain closed.

We at the Mississauga Board of Trade are concerned that the "tourism" definition is being taken advantage of and forcing your staff to grant exemptions.

The City of Mississauga is moving forward with its Tourism Master Plan and has recently implemented a Municipal Accommodation Tax to assist in funding tourism initiatives. While we are supportive of this endeavor, we feel that playing the "tourism exemption" game going forward just won't work.

Allowing certain areas under yet to be fully defined criteria to be "tourism centres" further muddies the water on

business openings and closings. The choice to open or close a business should be that of the business operator.

The Mississauga Board of Trade recommends that Region of Peel Council adopt the York Region by-law and allow business openings, if they so choose, on all days of the year except for Christmas Day."

IT'S BEGINNING TO LOOK A LOT LIKE BUSINESS

MOST BUSINESS OWNERS ARE UNCERTAIN ABOUT THE BENEFITS OF DECORATING THEIR OFFICES FOR THE HOLIDAYS.

The first concern is that they believe holiday decorating is an unnecessary business expense vs. an investment. The second concern is that they don't know if holiday decorating will reduce employee productivity. The third concern is not knowing how to balance the look of professionalism with festivity ie. how much is too much. Finally, the last concern is whether holiday decorating will negatively impact their business due to cultural and religious considerations.

The truth is, when holiday decorating is done right, it can have a very positive impact on business.

INCREASED REVENUE – holidays tend to get customers in a purchase/giving mood. Holding a special holiday event or providing a special holiday offer in conjunction with decorating can drive sales during this period.

NEW CUSTOMER ATTRACTION – if your company becomes a go-to destination because of your decorating, you can attract new customers with increased visibility in the marketplace (eg. Hudson Bay windows in Toronto).

HIGHER EMPLOYEE PRODUCTIVITY – Holiday decorating can help employee morale during the season when they would rather spend time with their families than be at work.

ENHANCED COMPANY IMAGE AND INCREASED AWARENESS – Holiday decorating shows your customers a more festive/human side to your organization. You can have all your employees share their holiday traditions/decorating from around the world to show how diverse your

company is. By adding a charitable component to your holiday decorating you can also improve upon your company's image. Consider a food drive, toy drive or a collection box for a local charity eg. animal shelter. Think about what charity your company values could support. Publish the event on social media platforms to increase awareness.

Here are some things to do before embarking on holiday decorating at your office:

Set a Budget – holiday decorating should be considered an investment not an expense. As such, an appropriate budget should be set for this purpose. Items purchased should be durable in nature to be used over several years to help balance the cost.

Plan Well in Advance – It will take time to source items, especially if the budget is tight. Typically allow 6-8 weeks before the intended installation date.

Choose a Consistent Colour Theme – Ensure decorating is festive vs. religious to ensure inclusivity. Avoid using colours that are traditionally associated with specific religious holidays (eg. green & red (Christmas) or blue & white (Hanukkah)). Use neutral colours (silver & gold) or colours that match your brand equity.

Set a Timeline – decide in advance strategically when it makes sense to put items up and take items down. Too soon and you run the risk of aggravating customers/employees and appearing too commercial. Too late and you run the risk of not making an impact. Also, removal should occur no later than 2 weeks after the holiday season is over.



Laurie Usypchuk
Stylist
Love This House

Have Adequate Storage – Need to identify where and how items will be stored off season. Also need to ensure items are properly packed to protect them against damage.

Place Safety First – All companies should establish safety rules relating to holiday decorating and inform/train employees on those rules.

- Always check lights/extension cords etc. for frayed/broken wires or other damage before installation and repair/replace as necessary.
- Tripping hazards need to be avoided at all costs.
- Never leave indoor holiday lights on and unattended. Lights should always be unplugged by the last person exiting the office or be on timers to turn off when no one is present.
- Be sure that the lights aren't a distraction or can't cause a medical issue eg. seizure. Avoid blinking/flickering/strobe lights, especially if they are visible by employees or customers.
- Avoid plugging lights into outlets that are shared with other equipment, especially equipment that is required for day to day operation of the office.
- If candles are to be used, ensure that they are battery operated.
- Avoid using fresh greenery due to fire hazards and allergen concerns.

Identify the Labour to Do It – decide in advance if it will be a company wide event or be designated to certain employees. If time or labour constrained, a decorating company can help source, install and store items for you one time or every year as required.

EXIT PLANNING

EXIT YOUR BUSINESS WITH FINANCIAL SECURITY



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

A fundamental aspect of a successful business exit is assuring that your business has enough value to allow you to exit with financial security. This, coupled with wisely invested non-business assets, gives you the best chance to pursue the Exit Path you want on the timeline you want. Obtaining a proper, professional business valuation is the first step in determining how much your company is worth, but what happens if the valuation shows that your business isn't worth enough to allow you to exit your business with financial security? How can you increase your business' value if everything that's made it successful thus far isn't enough?

CREATING TRANSFERABLE VALUE Determining how to increase transferable value is the business owner's job. However, once owners and their advisors determine which of the Value Drivers (listed below) must be strengthened, everyone in the company should be involved. By definition, business owners cannot do it alone. If they could, they wouldn't be creating transferable value, because once they departed, the Value Drivers would disappear.

WHAT ARE VALUE DRIVERS?

Value Drivers are specific business characteristics that drive growth. While each business is unique, there are eleven areas of your business that, with focus and a little time, can have the greatest impact on your company's value.

Common Value Drivers

1. A stable, motivated management team that stays after the owner leaves.
2. Operating systems that improve the sustainability of cash flows.
3. A solid, diversified customer base.
4. Recurring revenue.
5. Sustainable revenue, resistant to "commoditization."
6. A competitive advantage.
7. A documented and proven growth strategy.
8. A demonstrated and successful acquisition strategy.
9. Financial foresight and controls.
10. Good and improving cash flow.
11. Scalability.



The existence of a stable management team appears first because it is the most important Value Driver. The others are ordered by how likely they are to affect business value.

WHY ESTABLISHING VALUE DRIVERS MATTERS

Growing business value and cash flow can help you close the gap between what your business is currently worth and what it must be worth to satisfy your exit goals. Thus, growing business value and cash flow is key to your ability to exit when you want and for the money you need.

Beyond the enormous benefit of being able to leave on your own terms, there are other benefits of identifying and enhancing Value Drivers:

- **Perspective.** Identifying and enhancing Value Drivers can help you view your business through the eyes of a prospective buyer or another successor owner, such as a business-active child. This helps you overcome sentimental attachments to your company and decisions that only benefit you personally.
- **Action.** Because you've already set your goals and determined how much your business is worth, you know how much and how quickly growth needs to occur. (If you have not yet set business-exit goals or obtained an estimate of value, contact us to get started.)
- **Triage.** By identifying Value Drivers in your business, you can concentrate your efforts (and management's efforts) on areas that need the greatest improvement. Your business is obviously successful, but even the best-run businesses have areas that need improvement.

CITY OF MISSISSAUGA OFFERING CORPORATE STORMWATER PRESENTATIONS

.....
Amy Stasiuk
City of Mississauga
.....

Mississauga is a rapidly growing city. With more people living here and more businesses operating here, the amount of stormwater running off hard surfaces such as roofs and parking lots is increasing. Changes to our climate can bring heavier rainfalls and rapidly melting snow. These changes mean there is more stormwater entering our system than ever before, causing costly wear and tear on our already aging infrastructure. Stormwater falls over urbanized landscapes and flows across hard surface drains as untreated runoff into local storm sewers before being discharged into a lake, river or stream. The result is an increased risk of flooding, downstream erosion, water pollution and the destruction of wildlife habitat. In addition, there is also the potential for commercial, industrial, and residential properties to experience flooding.

The City of Mississauga's Stormwater Outreach Team offers FREE and informative presentations about stormwater management practices and stormwater pollution prevention for your home and or business - perfect for your next company lunch & learn!

Presentations can be tailored to your workplace's needs and interests. Topics include:

- Our stormwater system and how it works
- What the stormwater system is, versus the wastewater system
- Best management practices and green Infrastructure for businesses and homes
- Surface and groundwater protection
- Water quality and environmental health
- Flood prevention
- Stormwater charge credits and the application process

We also offer the **Yellow Fish Road Program**, which is a fun, interactive, volunteer initiative where participants can help to raise awareness about stormwater pollution. This can be a great team-building experience for your staff and local business community! The Yellow Fish Road program is Canada's premier water education program targeted to reduce water pollution in which participants paint yellow fish markers on neighbourhood catchbasins. In operation since 1995, this exciting, action-oriented program gets participants involved in their community, making a difference to the water resources they use. Developed by Trout Unlimited Canada, the Yellow Fish Road program offers first-hand experiences that help participants understand their connection to water and how our storm drains are often directly linked to their local water bodies without any purification or treatment.

To book your City of Mississauga Stormwater Presentation or Yellow Fish Road Program today, please email stormwater@mississauga.ca.



JUNE

- A2Z Workforce Inc.
- ABSOLUTE medi spa
- Cargolink Worldwide Ltd.
- Dream Unlimited
- GameTime Eatery & Entertainment
- George Kent Home Improvements
- Khalsa Beard
- Louis & Carmela Kapeleris - Re/Max Realty Specialists Inc.
- Mind to Body Yoga & Fitness
- Mortgage Architects
- New Haven Funeral Centre Inc.
- Peel Children's Aid Foundation
- Prime Expo
- QueryTel Inc.
- Senior Real Estate Division - Peterson Team - Keller Williams Realty Solutions
- Silvana Metallo Photography
- silverchef
- TAAB Cleaning Inc.
- Tektronix Canada Inc.
- United Way Greater Toronto
- Workforce Staffing
- Wynn Fitness
- Yale Industrial Trucks Inc.
- Young Living Essential Oils - Bottles of Bliss

JULY

- Achievement Centre, Coaching and Training in Leadership, Sales & Strategy
- Arconas Corp.
- Balatidis Legal Services
- CoreSolutions
- Culture Rising
- DSI Consulting Inc.
- Exit Planning Group
- Focus Softnet Inc.
- Imperial
- Jenny Barkan Business & Life Coach
- Milestones Vega
- Minerva Tech
- Mississauga Taxi
- Mr. Printer Express
- NetKarma
- Nissan Canada Inc.
- Novo Nordisk Canada Inc.
- PopVid Studio
- RBC - Central 905
- Ryelle Strategy Group
- The Castle Lawyers
- The One Business Consultants
- Tier One Private Wealth
- Toronto Region Immigrant Employment Council (TRIEC)
- Xtatic Fitness
- Ziing Final Mile

AUGUST

- Dalriada Therapeutics Inc.
- David A White - CPA Professional Corporation
- Dialogue Conferencing
- Gilbert's LLP
- IPEX Inc.
- Khattana IT Services
- MELLOHAWK Logistics Inc.
- Next-Steps Employment Centre - Dundas-Dixie
- Origin Healthcare
- Consulting Inc.
- Pharmaline Inc.
- Search Realty Corp., Brokerage
- The Smith Investigation Agency
- TT&T Properties Inc.
- Venture X Mississauga
- Zipcar

RE-ENERGIZE YOUR LEAN CULTURE



12 Tips

Has Lean has been a part of your healthcare, manufacturing or service sector culture for some time?

Is the momentum lost?

Are employees are not as excited about Lean as they used to be?



Samantha Waytowich
Trainer, Lean and Lean Six Sigma in partnership with Mohawk College Enterprise

Lean Lessons Learned: Talk to the employees and get their pulse – what's working, what's not? Survey your customers – do they feel that they are being given the appropriate value?

Recommit Executives: Ensure that the executive leadership is completely on-board with Lean as a pillar of the work culture in your organization. They should be able to 'walk the walk, when they talk the talk' making sure that there is good interlock to the strategic initiatives.

Refresh. Retrain: Launch programs such as Lunch and Learns and provide customized Lean training to help execution of Kaizen improvement projects.

Build the Leadership Bench: Pump some new blood into the mix with new hires or high performers assigned to roles such as a Lean project manager. High visibility of rotation through a Lean role into a promotion or enhanced responsibility goes a long way in communicating the organization's commitment to Lean.

Become Relevant: Upskill to the latest and greatest suite of Lean tools (and more importantly to how they are implemented in today's fast pace world). Make certain that Lean is relevant and easily adapts to the current way of doing things (products and processes) in your organization.

Dare to be Quick and Crude: Try to minimize the red-tape around Lean activity so that the effort does not seem to be overwhelming. Do small improvements; ensure they stick then move on to the

next one. Use the finish line as a 'new beginning'.

Use New Media: Use all available sources to make your case for a Lean change: videos, selfies, post-it on wall, reviews (feedback) on social media sites etc.

Cross Pollinate: Move people with a Lean mindset between functions or teams. This will allow for a 'fresh eyes' perspective on status-quo.

Expand to the Entire Value-Chain: Don't be satisfied just looking internally for opportunities, expand to the broader value chain and get into the suppliers, the sub-contractors etc. to identify opportunities.

Lean can be Green: Look for opportunities where projects involve saving energy or water or consumption of fuel leading to the eventual betterment of the planet by using only the optimal natural resources.

Recognition and Rewards: Do not forget to celebrate the success, however big or small it may be. Infusing new life into your rewards program (making it relevant for today) will go a long way in keeping up the momentum.

Make it FUN: Ensure that Lean does not become boring and forgotten. It needs to be a fun and fruitful experience so that people want to get involved in Lean projects... over and over. Have Lean principle workshops during the 'take your child to work' day; include Lean elements in the regular off-site meeting; or specifically arrange for off-site summits that support 'Lean topics'.



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Mahyar K. Hansotia
President
Sobel and Company

FIVE STEPS TO TAKE IF YOUR BUSINESS GETS

AUDITED BY THE CRA

No one loves filing taxes, but everyone dreads the prospect of an audit by the Canada Revenue Agency. If you're a business owner or self-employed individual, here are some tips to help you manage through an audit.

STAY CALM

While audits are often based on red flags, they can be triggered randomly. It may be a special project for specific industries (often cash-based) with higher instances of non-compliance, errors on your tax return, or even your business' performance compared to industry standard. Don't panic. Take a breath and understand whether they merely want copies of specific documents to support a deduction claimed, or a full audit of the business or specific section, such as payroll or GST/HST.

ASK FOR CLARITY

Get the auditor's questions and

requirements in writing, if no letter was provided, so that you only prepare what is needed and they cannot expand their search without being accountable. This will give you time to prepare, reflect on the questions and avoid spontaneous answers. Estimate the amount of time you'll need to compile the documents and if you can't meet the deadline, ask for an extension. Give a reason and the date you expect to comply; missing due dates could trigger arbitrary assessments.

GET ADVICE

Alert your accountant about the audit and get their advice on how to proceed. Other than you, he/she is closest to your financials and will be able to guide you through the process, run through the numbers and gather the necessary documents. Consider having him/her present during the auditor's visit to act as a buffer and ensure they stick to only the items previously requested.

BE PLEASANT

Everyone likes to be treated respectfully and with courtesy, so having a pleasant environment and demeanour is more likely to generate goodwill. An auditor who is treated well may repay the kindness if they find small or trivial items.

DON'T OVERDELIVER

While it's important to be courteous, don't volunteer information. Even casual conversations may uncover issues the auditor would not have otherwise found. Have the requested documents and basic financial items such as the balance sheet, income statement and trial balance readily available. If requested, accompany the auditor on a tour and briefly describe the business activities, but avoid interactions with non-authorized staff.

MISSISSAUGA BOARD OF TRADE

CHAMBER REFERRAL PROGRAM

Consider referring a business who could take advantage of benefits, savings and programming MBOT has to offer.

For details,
please contact:

Solange Barcena
referrals@mbot.com
905.273.6151 x430



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ENGAGE TALENT TO MAXIMIZE BUSINESS PERFORMANCE



Deborah Kenley
Senior Coordinator,
Greening Corporate
Grounds
Credit Valley
Conservation

In today's economy, businesses are continually evolving to maximize results. Whether it be leveraging talent to better the business, diversifying the talent pool or overcoming business challenges with straightforward solutions, businesses are continually looking for a competitive edge.

Did you know that enhancing business performance can be done by leveraging talent to maximize results? Many businesses are currently discovering the business advantage of hiring people who have an intellectual disability, including:

LOWER TURNOVER

Employees who have a disability are five times more likely to stay on the job than people who do not have a disability. When costs of hiring and training new employees are factored in, this can result in substantial cost savings for business.

LOWER ABSENTEEISM

Not only do people who have a disability rate average or above average in performance ratings, according to a DuPont survey, they also have average or above average attendance records. People who have an intellectual disability are motivated, reliable and dependable employees and these assets have a positive impact on a business' bottom line.

ENHANCED CUSTOMER LOYALTY

Disability impacts over half of the Canadian population when you account those who have a disability and their networks. Disability also has an emotional association and, in a 2008 COMPAS research poll, 78% of Canadians said they would be more likely to buy a product or service from a business who is known to hire people who have a disability.

IMPROVED EMPLOYEE ENGAGEMENT

Businesses recognize the value of employees who are engaged and adopt employee engagement programs through various avenues. By adopting inclusive hiring practices, managers become more involved with skills and practices required for working with a diverse team and, as such, all employees benefit from an enhanced workplace culture and understanding of values and roles within the team.

REDUCED WORKPLACE INJURIES

People who have a disability are no more likely to be injured on the job than their colleagues. In fact, 97% of employees who have a disability have rated average to above average in terms of safety on the job.

IMPROVED PRODUCTIVITY AND INNOVATION

Diversity through inclusive hiring practices fuels innovation and growth. By engaging talented people from different avenues, new ideas, concepts and perspectives are shared that bring excitement to work and result in optimal performance.

If you are interested in learning more about enhancing your business performance through innovative labour solutions, contact Community Living Mississauga's Employment Resource Centre at 905-542-2694.

Source: Six Steps to Marketing Employment for people who have a disability (Joe Dale, October 2002)

BOARDROOM RENTAL

in the City Centre Core



MBOT offers it's boardroom for rent where individuals can meet for client/staff meetings, interviews, sessions or other business-related matters.

- Convenient location (parking available & transit accessible)
- Conference-Calling opportunities
- State-of-the-art Audio-Visual equipment
- Free Internet access
- Conference, Classroom or Theatre set-up
- Tea & coffee available (at an extra cost)
- Accommodates up to 30 people

Rates as low as \$125

For details, call Jade at 905-273-6151 or email at info@mbot.com



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

Policy & Government Affairs

Contributes to developing MBOT's policy positions and advocacy strategies.
Chair: Jan Nevins, Innovative Management Consultants
Staff Liaison: Brad

Ambassadors

Welcome new members, plan and execute networking events and new member orientation.
Chair: David Shaw, Nurse Next Door
Staff Liaison: Sonia

Next Generation (NGen)

Networking and education series for young professionals & entrepreneurs.
Chair: Stephen Currado, Livingston International
Staff Liaison: Bahaar

International Trade

Support and resources for business community involved in trade or trade-related services.
Chair: Syd Martin, Livingston International
Staff Liaison: Brad

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: Cristina Barillari, MNP
Staff Liaison: Sonia

Health & Wellness

Uncovers opportunities to work together and inform on best practices in the Health & Wellness industry.
Chair: Mandi Buckner, Sheridan College
Staff Liaison: Brad

Golf Classic

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

Human Resources

Dedicated to uncovering and informing members on the best HR policies and practices.
Chair: Liza Provenzano, Spark HR
Staff Liaison: Brad

Business Learning

Develop and deliver business workshops and learning opportunities to business leaders and professionals.
Chair: Linda Kern, The Kern Group
Staff Liaison: Stephanie

Awards of Excellence

Plans and organizes the annual business awards programming, including the nomination and judging in the set categories.
Chairs: Jared Bourn, MNP
Staff Liaison: Stephanie

Information Communication Technology (ICT)

Collaborative force in support of education/awareness and solutions for members related to IT.
Chair: Sue Borden, Microsoft
Staff Liaison: Stephanie

Environment & Sustainability

Education and support for business community in areas of environmental sustainability and corporate social responsibility.
Chair: Ted Creighton, Focul Point Coaching
Staff Liaison: Brad

Join Mississauga Board of Trade for an adventure to...

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Our goal is to help you exit your business



Sell your business when you want, for the money you need, to the person you choose.



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