

THE **VOICE** OF BUSINESS IN MISSISSAUGA

# CONNECT

VOLUME 14 ISSUE 1 **WINTER 2019**

## BILL 47

MAKING  
ONTARIO  
OPEN FOR  
BUSINESS ACT

***NOW THE LAW***

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UPCOMING  
EVENTS

**10** THE  
POLITICAL  
ROUND UP



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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**

# SUPPORTING LOCAL ENTREPRENEURS

An established network of thriving entrepreneurs is a strong indicator of the economic health of a city. These individuals not only support and invest in our communities but provide a source of employment and so the market depends on entrepreneurs to stimulate economic growth. In good times and bad, we need to support established and emerging business owners – for their own good and for the good of our communities. The need for entrepreneurship is pervasive.



**Jim Molyneux**  
2019 MBOT Chair  
MNP

A handwritten signature in black ink.

At MNP, where I am the Regional Managing Partner for Peel, entrepreneurship is one of our core values. We encourage our team members to take calculated risks, bring fresh ideas to the table and design their careers as they would their own business. Through initiatives such as our MNP Future Leaders program, which provides mentorship opportunities for our young business leaders of tomorrow, we're encouraged by the potential for this value to trickle down to future generations.

However, with the inherent risks and uncertainty associated with bootstrapping your own business, innovators and enterprising professionals

understandably tend to pursue ideas only if they believe there is the tangible potential for success. To achieve their goals, entrepreneurs require the necessary skillset and knowledge to run their business and must have the proper supports in place. This is where the Mississauga Board of Trade (MBOT) comes in.

We're in a fortunate position at MBOT to be the voice of local entrepreneurs, advocating for policies and incentives that support their innovation and investment. Whether this means raising the profile of our members throughout the local community and beyond, increasing our membership, or advocating for our economic needs to local, provincial or national governments; championing their contributions (and ours) will ultimately lead to better short and long-term economic outcomes for our community.

As incoming Chair, I'm encouraged by the work we're doing at MBOT. But there's still so much more we can do. It begins with acknowledging our position to write a new narrative – we must work together to close the gaps limiting the success of entrepreneurs, otherwise we risk preventing business owners from reaching their full potential.



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FROM OUR **PRESIDENT**

# THE FUTURE OF INTERNATIONAL TRADE FOR CANADIAN BUSINESS



**David Wojcik**  
President & CEO  
Mississauga Board of Trade

Canada has fourteen existing free trade agreements with nine in negotiations and two pending implementation. Canada also has over 161 Trade Commissioner offices around the globe. Within these Federal offices are provincial offices dedicated to helping Ontario business succeed in foreign markets.

Canada is the number one trading partner with 35 U.S. States. We export 20% of our GDP to the United States. The statistics prove that Canada is in a deficit trade position with the USA, which means we import more goods

from the USA than we export to our southern neighbour.

With all this good will, freely moving across the world's longest undefended international border, why do we sit in fear of the unreflective ramblings of the current administration in Washington?

No one has a good answer. Is it because our businesses have become complacent because of this massive market literally next door to us? Is it because we haven't "fished out" the pond of our own domestic market? Or is it the fear of the unknown?

According to the former Ontario Minister for International Trade, only 7% of Ontario SMEs participate in any form of international trade.

Let's breakdown some of the reasons why.

## **LANGUAGE**

There is no question, language can be a critical barrier to establishing a relationship with an international partner or customer.

## **LAWS**

We are very familiar with common law practice. This is not the case in other markets and this leads to uncertainty in resolving conflict.

## **CUSTOMS**

Certain gestures and customs that are

acceptable to us, may be offensive in other cultures. Example: Never use the OK sign in Brazil.

## **BUSINESS ETIQUETTE**

Bribery is frowned upon in Canada and is considered a poor business practise. However, in other countries, it is a common place and in certain circumstances, expected.

## **MARKET MISUNDERSTANDING**

Consumer markets are fickle and what is a success in one country can be a complete failure in another.

## **GOVERNMENT**

Unstable governments can provide huge opportunity but are rarely sustainable.

## **RED TAPE**

Understanding the red tape in our own country is a full-time occupation. Interpreting bureaucratic burden in a foreign country can be crippling.

## **TRANSPORTATION**

Moving goods a few hundred miles vs. a few thousand miles can add multiple layers of cost. Certain goods are better manufactured in a foreign market rather than made domestically and then shipped.

## **PROXIMITY**

Being a short drive or plane ride to your market and customer is always beneficial. We need to look to technology to bridge the communication gap with overseas markets.

## **PARTNERS**

Finding the right partner to navigate a foreign market may be essential to exploring new opportunities.

Over the course of the next several issues, we will take a deeper dive into these issues and examine the perils of international trade. Fear of the unknown can be conquered with education and understanding.

Who knows? Your product or service may be the next "big" thing in Chile.....  
...a country, Canada has had a free trade agreement with, since 1996.



# UPCOMING EVENTS CALENDAR

Event Details & Registration: [www.mbot.com](http://www.mbot.com)

## JANUARY

Wednesday  
**09**

### **Good Morning Mississauga (GMM)**

7:30 a.m. to 9:30 a.m.  
Four Points by Sheraton  
Mississauga Meadowvale

Tuesday  
**15**

### **USMCA Forum**

8:00 a.m. to 10:00 a.m.  
Holiday Inn & Suites Mississauga

Thursday  
**17**

### **Growth & Power Series**

**Keynote:** Matthew Larochelle  
& Steve McVicker  
Co-founders, Extreme Bean  
7:30 a.m. to 9:30 a.m.  
BraeBen Golf Course

Friday  
**25**

### **Minister Luncheon**

**Keynote:** Hon. Mary Ng,  
Minister of Small Business and  
Export Promotion  
7:30 a.m. to 9:30 a.m.  
Hilton Mississauga/Meadowvale

Tuesday  
**29**

### **Mayor's Annual Address Luncheon**

**Keynote:** Mayor Bonnie Crombie  
11:30 a.m. to 1:30 p.m.  
Mississauga Convention Centre

Thursday  
**31**

### **Good Evening Mississauga (GEM)**

6:00 p.m. to 8:00 p.m.  
Milestones Vega Blvd



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## FEBRUARY

Wednesday  
**06**

### **Membership Matters**

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

Thursday  
**07**

### **Chairs Luncheon**

11:30 a.m. to 1:30 p.m.  
Glenerin Inn & Spa

Wednesday  
**13**

### **Good Morning Mississauga (GMM)**

7:30 a.m. to 9:30 a.m.  
Monte Carlo Inn

Thursday  
**15**

### **Professional Development Series**

8:00 a.m. to 11:00 a.m.  
Four Points Mississauga

Thursday  
**21**

### **Young Professional Networking**

#### **MBOT NGen - Next Generation**

6:00 p.m. to 8:00 p.m.  
GameTime Mississauga Eatery & Entertainment

## MARCH

Wednesday  
**06**

### **Membership Matters**

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

Wednesday  
**13**

### **Good Morning Mississauga (GMM)**

7:30 a.m. to 9:30 a.m.  
Hilton Mississauga Meadowvale

Thursday  
**21**

### **Growth & Power Series**

**Keynote:** Mohamad Fakhri  
President & CEO,  
Paramount Fine Foods

7:30 a.m. to 9:30 a.m.  
Lionhead Golf & Country Club

## APRIL

Wednesday  
**03**

### **Membership Matters**

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

Tuesday  
**09**

### **Economic Outlook**

7:30 a.m. to 9:30 a.m.  
Monte Carlo Inn

Wednesday  
**10**

### **Good Morning Mississauga (GMM)**

7:30 a.m. to 9:30 a.m.  
Skyzone Mississauga

Thursday  
**18**

### **Professional Development Series**

8:00 a.m. to 11:00 a.m.  
Four Points Mississauga

Thursday  
**23**

### **Annual Politicians Reception**

4:30 p.m. to 6:30 p.m.  
C-Banquets



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

On Monday, October 22, 2018 Mississauga residents elected their Mayor and eleven Members of Council to serve for the next four-year term. The new term began on December 1, 2018. Here are the members of Council that serve on both the City of Mississauga and Peel Region Councils until November 30, 2022.



Mayor	Bonnie Crombie
Councillors:	
Ward 1	Stephen Dasko
Ward 2	Karen Ras
Ward 3	Chris Fonseca
Ward 4	John Kovac
Ward 5	Carolyn Parrish
Ward 6	Ron Starr
Ward 7	Dipika Damerla
Ward 8	Matt Mahoney
Ward 9	Pat Saito
Ward 10	Sue McFadden
Ward 11	George Carlson

School Trustees for both the Peel District School Board and Dufferin-Peel Catholic District School Board were also elected.

You are invited to join MBOT at the Annual Politicians' Reception to meet Members of Council, School Trustees as well as local MPs and MPPs on Tuesday, April 23, 2019.

## 2019 Mississauga Budget and Projected Tax Increase

The total proposed 2019 operating budget is \$874.2 million. This amount is offset by revenue from various sources (e.g., transit fares, recreation fees and development charges) totaling \$362.5 million. The property tax funds the budget amount not covered by these revenues.

The proposed overall impact is a 2.75 per cent increase on the 2019 residential property tax bill. Of this, 1.69 per cent is for the City's services and, based on the target set by Regional Council, 1.07 per cent for Region of Peel services. The proposed blended commercial property tax increase is estimated at 1.6% subject to Council approval.

The proposed 2019 net operating budget is \$511.6 million, compared with \$485.2 million in 2018. This represents an increase of approximately \$26.4 million over 2018.

The majority of the 2019 gross operating budget, or \$847.1 million, is targeted to keep the City's services operating at current levels.

## MiWay Transit Improvements Benefits Businesses, Workers & Airport Passengers

Following considerable advocacy from the Mississauga Board of Trade, the City of Mississauga has launched an Airport Express Bus Route 100 operating every 16 minutes Monday-Friday. MiWay riders can travel between 4 a.m. and 7 p.m. from Winston Churchill Station to Renforth Station and express to Toronto Pearson International Airport Terminals 1 and 3. Route 100 stops at all 12 transitway stations and offers connections to the Toronto Transit Commission (TTC), GO Transit bus service and Brampton Transit.

"We congratulate the City of Mississauga on the launch of the Route 100 - Airport Express service, which will improve transit connectivity to Mississauga for our passengers and employees. Mississauga is home to more than 13,000 airport employees and many global businesses that rely on timely access to the airport," said Howard Eng. "We look forward to continuing to work with the City and other surrounding municipalities to enhance Toronto Pearson's regional transit connectivity as we work towards our vision of serving as the Greater Toronto and Hamilton Area's second major transit hub."

## 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 three Stakeholder Panel meetings on November 14, 2017, June 1, 2018 and 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.

## 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 (hotels/motels) in determining where MAT money should be spent.



The City has already begun to spend the non-restricted portions of the MAT on things like supporting local festivals and special events. MBOT would prefer to see a plan on the allocation of this money rather than one-off ad hoc activities and that they demonstrate that they generate tourists and overnight stays in Mississauga.

## Retail Business Holidays Act

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 will reach out to these business owners and corporations in a separate email. Information to this regard is forthcoming.

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>

## 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 is expected to approve an increase to the levy in 2019 of 2% bringing the charge to now \$106 per billing unit up from \$104 in 2018.

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 reduce or eliminate 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.

MBOT is also asking the City of Mississauga to consider adopting the City of Philadelphia model which has a much higher credit (up to 80%) and a grant program for property owners to offset the capital costs of storm water retrofits.

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

## Vacant Unit Property Tax Rebate

Peel Regional Council has adopted a program to phase out the Vacant Unit Property Tax Rebate on commercial properties. By 2020, the rebate will be completely phased-out.

MBOT and many owners of commercial property in Mississauga requested that Peel not phase-out this program citing likely property assessment appeals as a result of this decision which might actually lead to lower commercial tax revenue. The program was originally designed to recognize chronic vacancies in commercial property so that full taxes would not be paid on vacant unleased space.

## Cannabis Retail Stores

The Government of Ontario has given municipalities until January 22, 2019 to opt in or opt out of having cannabis retail stores in their community. The City of Mississauga conducted an on-line consultation and a Public Meeting on the issue and dealt with the matter on December 12, 2018.

Mississauga City Council voted 10-2 to opt out of the retail cannabis system for now. "Our Council made the decision to opt out as we feel that the recent changes to the retail cannabis model have occurred too quickly and there are too many unanswered questions at this time," said Mayor Bonnie Crombie. "The province has not given municipalities any control over where cannabis stores can be located in our City. This is cause for great concern. The City of Mississauga may decide to opt-in in the future however in the meantime; we will continue to consult and engage with our community. It's important we take the time to get this right. I will be writing a letter to the province to explain our Council's decision and will be asking for greater powers for municipalities to have input into the location and number of retail stores that are permitted in our city."

It is the position of the Mississauga Board of Trade that privately-owned retail cannabis stores should be allowed in Mississauga and we will continue this advocacy. They are heavily regulated by the Alcohol & Gaming Commission of Ontario, create jobs and economic benefits for Mississauga and provide customers a legal, responsible and safe place to purchase cannabis.

## Region of Peel Has New Chair

Former Mississauga Councillor Nando Iannicca has been appointed the new Chair of the Regional Municipality of Peel at its Inaugural meeting on December 6, 2018. Chair Iannicca has been a member of the Region of Peel Council for 30 years previously representing Ward 7 Mississauga.

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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](http://www.occ.ca)

### Fall Economic Statement

Provincial Finance Minister Victor Fedeli delivered the Ontario Economic Statement on November 15, 2018 and introduced Bill 57, the **Restoring Trust, Transparency and Accountability Act** to implement a number of the initiatives in the Statement.

Ontario will provide a new Low Income Individuals and Families Tax Credit (LIFT) to ensure that people working on the \$14 minimum wage and those earning less than \$30,000/year do not pay provincial income tax. Rent control will be lifted for any new units constructed, the Cap & Trade carbon tax system has been scrapped and hundreds of regulations are being eliminated or reviewed.

The Ontario Chamber of Commerce commented on the Fall Economic Statement.

"We are pleased to see the Government of Ontario taking reasonable steps to build a more prosperous Ontario with a strong focus on fiscal accountability and cutting cumulative red tape. On behalf of our 60,000 members in 135 communities across the province, we have long called on the government to reform Ontario's tax system, reduce red tape, and restore fiscal sustainability to the Ontario taxpayer.

"We agree with the decision that the Government of Ontario will not proceed with the prior government's initiative that would have taxed the so-called "passive" income for thousands of businesses across the province. This would have greatly increased taxes for thousands of employers in Ontario.

"We also applaud the government for increasing the amount of payroll that is exempt from the Employer Health Tax. This is a reasonable step in the right direction. Our members are also supportive of some of the government's other key priorities, such as their commitment to:

- Cutting red tape by 25 percent by 2022;
- Implementing tax reforms for small businesses;
- Expanding broadband to rural and underserved communities across Ontario;
- Reviewing electricity costs for industrial users; and
- Investing in both the Ring of Fire and transportation infrastructure in Northern Ontario.

### Making Ontario Open for Business Act

The Provincial Government has enacted the Making Ontario Open for Business Act to replace the previous Government's

Fair Workplaces & Better Jobs Act. "Bill 47 restores balance to both employers and workers as well as reduces significant financial and administrative burden felt by businesses of all sizes throughout the province. With the competitiveness of our province at a critical point, the labour reforms introduced by Bill 47 are fundamental to the long-term prosperity of our people, our businesses, and our economy."

The Minister of Economic Development, Trade & Job Creation Todd Smith stated, "The Making Ontario Open for Business Act eliminates burdensome, inefficient and inflexible regulations, while maintaining standards to keep Ontario workers and families safe and healthy. These changes will make it easier for job creators to hire, and easier for workers to find jobs and develop a career in our province. The best way we can create and protect jobs in Ontario is by cutting red tape and burdensome regulations to help our job creators grow, thrive and invest right here in Ontario. When our job creators succeed, the people succeed."

Please see our full article on the changes in the new Act in this edition of CONNECT.

## Made in Ontario Climate Change Plan Launched

The Minister of Environment, Conservation & Parks released the Made in Ontario Climate Change Strategy on November 29, 2018.

"This plan strikes the right balance between a healthy environment and a healthy economy," said Rod Phillips, Minister of the Environment, Conservation and Parks. "It contains solutions that will protect our air, land and water, reduce waste, address litter, increase our resilience to climate change and help us all do our part to reduce greenhouse gas emissions. Most importantly, it does all of this without imposing an ineffective, regressive carbon tax on hard-working Ontario families."

The new plan is posted on the Environmental Registry for public input for 60 days.

## New Social Assistance Plan for Ontario in the Works

Ontario's plan for social assistance reform is guided by the following priorities:

### Moving People to Employment

Reduce administration and paperwork so people receiving Ontario Works and front-line staff can focus on individual action plans that set out a path to health, wellness and preparations to return to work.

### Locally Focused Social Services

Streamline social assistance and employment programs and increase local responsiveness and flexibility to help all job seekers reach their potential.

### Supporting People with Disabilities with Dignity

Redesign the Ontario Disability Support Program to provide annualized income support with far fewer reporting requirements for Ontarians with severe disabilities.

## Cutting Red Tape and Restoring Accountability

Eliminate barriers for people receiving social assistance and for those delivering support by simplifying rates, reducing administration, cutting unnecessary rules, and restoring service accountability through a simplified system to better focus on improving outcomes.

"Social assistance in Ontario today is an ineffective, disjointed patchwork of supports that traps people in a broken system," said Lisa MacLeod, Minister of Children, Community and Social Services. "Our plan is about a more effective, sustainable approach to helping people find and keep jobs and achieve better outcomes."

## New Regional Transit Being Planned for by Provincial Government

The Government of Ontario is eyeing major changes to the public transit system in the greater Golden Horseshoe including the uploading of the Toronto subway system and greater teeth for Metrolinx, the regional transit authority. These new powers will give it the ability to do long range planning and operating of regional transit systems.

"Uploading components of the TTC would help the province deliver a more efficient regional transit network and build transit faster," said Jeff Yurek, Minister of Transportation. "It could also allow the province to fund and deliver additional transit projects sooner. Let's tackle this challenge right away, with its potential to benefit millions of transit users."

The Minister also mused about expanding subways into both Peel and Durham Regions. Legislation is expected early in 2019 to make significant changes to regional transit in the area.

Meanwhile, the Toronto Region Board of Trade is pushing a Superlinx proposal that would see all municipal transit uploaded to a Provincial Agency that would plan and operate transit through the greater Toronto and Hamilton region. The Mississauga Board of Trade has responded to this proposal through a recent News Release.

The Mississauga Board of Trade supports the idea of greater cooperation and coordination within the municipal transit systems in the greater Toronto and Hamilton region. Seamless transit passenger experience with an integrated fare system must be the top priorities.

"This is an interesting proposal and it deserves further investigation and review," said David Wojcik, President & CEO, Mississauga Board of Trade. "We support our friends at the TRBOT on this concept in principle."

"Going forward there must be a full understanding of the costs involved for all parties, how local municipalities and residents will maintain a say in service levels and route planning, as well as extensive consultation with everyone affected including the business community," Mr. Wojcik said.

"The Superlinx proposal would be a major change in how transit is operated and has the potential to improve service for passengers and connect them seamlessly across the entire region. It would be great to take the politics out of transit planning and deliver a more connected regional transit system based on evidence, and current and future ridership and demand." Mr. Wojcik concluded.



# 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](http://www.chamber.ca).

## Fall Economic Statement

On November 21, 2018, Finance Minister Bill Morneau tabled the Government's Fall Economic Statement in the House of Commons. This "mini-budget" was actually positive news for the business community as it contained a number of measures to help businesses grow and diversify.

The Government is taking action now to support Canada's competitiveness and enhance confidence by making material change to Capital Cost Allowances (CCA). This specifically includes:

- Allowing businesses to immediately write off the full cost of machinery and equipment used for the manufacturing or processing of goods;
- Allowing businesses to immediately write off the full cost of specified clean energy equipment; and
- Introducing the Accelerated Investment Incentive, which will allow businesses of all sizes and in all sectors of the economy to write off a larger share of the cost of newly acquired assets in the year the investment is made. Capital investments will generally be eligible for a first-year deduction for depreciation equal to up to three times the amount that would otherwise apply in the year an asset is put to use. This provides a true incentive to make capital investments.

The Government is investing \$1.1 billion to launch an **Export Diversification Strategy**, in order to increase Canada's overseas exports by 50 per cent. This includes:

- Investing \$184 million to enhance the Trade Commissioner Service;
- Accelerate investments of \$773.9 million in the National Trade Corridors Fund;
- A further \$100 million is being provided in funding to Canadian SMEs to help them explore new export opportunities, such as with CanExport.

The Government also announced \$10 million is being invested to help small and medium-sized businesses with export readiness and export capacity building initiatives.

They are also removing barriers to trade within Canada by working with provinces and territories to enable businesses to transport goods more easily, to harmonize food regulations and inspections, to align regulations in

the construction sector (including the harmonization of building codes across Canada), and to facilitate greater trade in alcohol between provinces and territories.

Canadian businesses have been clear that there is room to improve Canada's regulatory system to be simpler, clearer, and more modern. The Government is taking steps to reform and modernize federal regulations and encourage the consideration of economic competitiveness when designing and implementing regulations. This will include:

- Introducing an annual modernization bill to keep regulations up-to-date;
- Creating a dedicated External Advisory Committee on Regulatory Competitiveness to make regulations agile; and
- Launching a Centre for Regulatory Innovation.

## Canada-United States-Mexico Agreement (CUSMA)

On November 30, 2018 the Prime Minister of Canada along with the Presidents of the United States and Mexico signed the CUSMA. This is the new comprehensive trade agreement replacing the former NAFTA agreement between the countries.

The Canadian Chamber of Commerce reacted to the signing as follows:

"While the agreement falls short of what North American business sought, it generally maintains tariff-free access for Canadian products, retains the labour mobility provisions, strengthens intellectual property protections, and ensures Canada has access to the most crucial aspects of dispute settlement.

However, much work remains to be done. We are now entering a difficult ratification process in the United States. It is crucial that our government and Canadian and U.S. businesses continue making the case to U.S. legislators that speedy ratification is important for all three countries to enjoy the benefits of trade certainty.

Additionally, the United States' illegal tariffs on Canadian steel and aluminum remains a major concern for the Canadian Chamber of Commerce and its members. Canadian exports do not pose a national security threat to our closest ally.

So, while the Canadian Chamber welcomes the signatures, the federal government must continue pressing for a full and permanent exemption for Canada from the United States' tariffs. These tariffs harm Canadian competitiveness and only weaken North American supply chains."

The Mississauga Board of Trade is holding a forum on the CUSMA on January 15, 2019 to help business better understand what is in the agreement and what differs from the NAFTA currently in place.

## Canadian Immigration Numbers to Increase

The new plan builds on the strong economic foundation laid out in last year's levels plan and continues to

responsibly grow the number of permanent residents Canada welcomes annually to 330,800 in 2019, 341,000 in 2020 and 350,000- nearing 1 percent of Canada's population—in 2021.

Immigration Minister Ahmed Hussen highlighted the importance of economic immigration in spurring innovation domestically. The government's immigration plan remains focused on attracting the best and brightest from around the world with the majority of the increase in 2021 allotted to high-skilled economic immigration. Newcomers are helping Canadian companies succeed and grow in the expanding information and communications technology sector, where one third of employees are immigrants.

Canada has welcomed generations of immigrants who have brought their talents to, and are an integral part of, local communities across the country. Immigration is a central pillar of Canada's future economic success. In addition to spurring economic growth, immigration helps address the challenges our country faces with an ageing population and plays a crucial role in keeping our country at the forefront of the global economy.

## Canadian Chamber of Commerce Advocacy

At the recent Annual Meeting of the Canadian Chamber of Commerce (CCC), the Mississauga Board of Trade sponsored four resolutions that have been approved as official policy positions of the CCC. The following is a summary of these resolutions.

### *Supporting Canada's International Airports*

The CCC requests the Federal Government, along with their provincial and municipal partners, seize the opportunity to develop greater transit connectivity between Canada's cities and their international airports that enable local, regional and national economies to better compete in this globally competitive market. This should be done by supporting regional planning efforts, feasibility studies and continued dedicated funding for transit connectivity.

### *HST on top of Other Taxes*

The CCC urges the federal government to remove the HST charges on all taxes imposed by federal, provincial, territorial or municipal governments in Canada.

### *Canada's Anti-Spam Legislation*

The CCC urges the Federal Government to amend the Canada Anti-spam Legislation to permit an initial email contact that is not a mass email communication to a prospective business client with the option to indicate that no further communication is desired by the

recipient after the initial contact.

### *National Pharmacare Program*

If a federal pharmacare plan is to be introduced, the Canadian Chamber of Commerce urges the Government of Canada to:

1. Focus on a 'gaps approach' to pharmacare, in which the public and private sectors collaborate to ensure that no Canadian lacks access to the medicines they need. Leverage the existing public-private coverage system to provide for patient choice, harness the efficiency of private sector administration, and ensure the fiscal sustainability of a pharmacare plan.
2. Consult with private sector stakeholders (such as pharmaceutical companies, benefits providers, and health care practitioners) when designing and implementing a national pharmacare program to prevent unintended consequences, i.e. loss of access to medicines.
3. Use a national pharmacare approach to support local innovation and R&D, particularly clinical trials, to ensure Canadians continued to have access to a high quality of care.
4. Collaborate with the Provinces and Territories to ensure the plan is effective across diverse health care systems, delivers equitable access for all Canadians who require it, and is implemented independent of cost-cutting legislation.

As well, the Mississauga Board of Trade co-sponsored a resolution calling for an Accelerated Depreciation program by the Federal Government which was just recently announced in the Fall Economic Statement.

**MISSISSAUGA BOARD OF TRADE**

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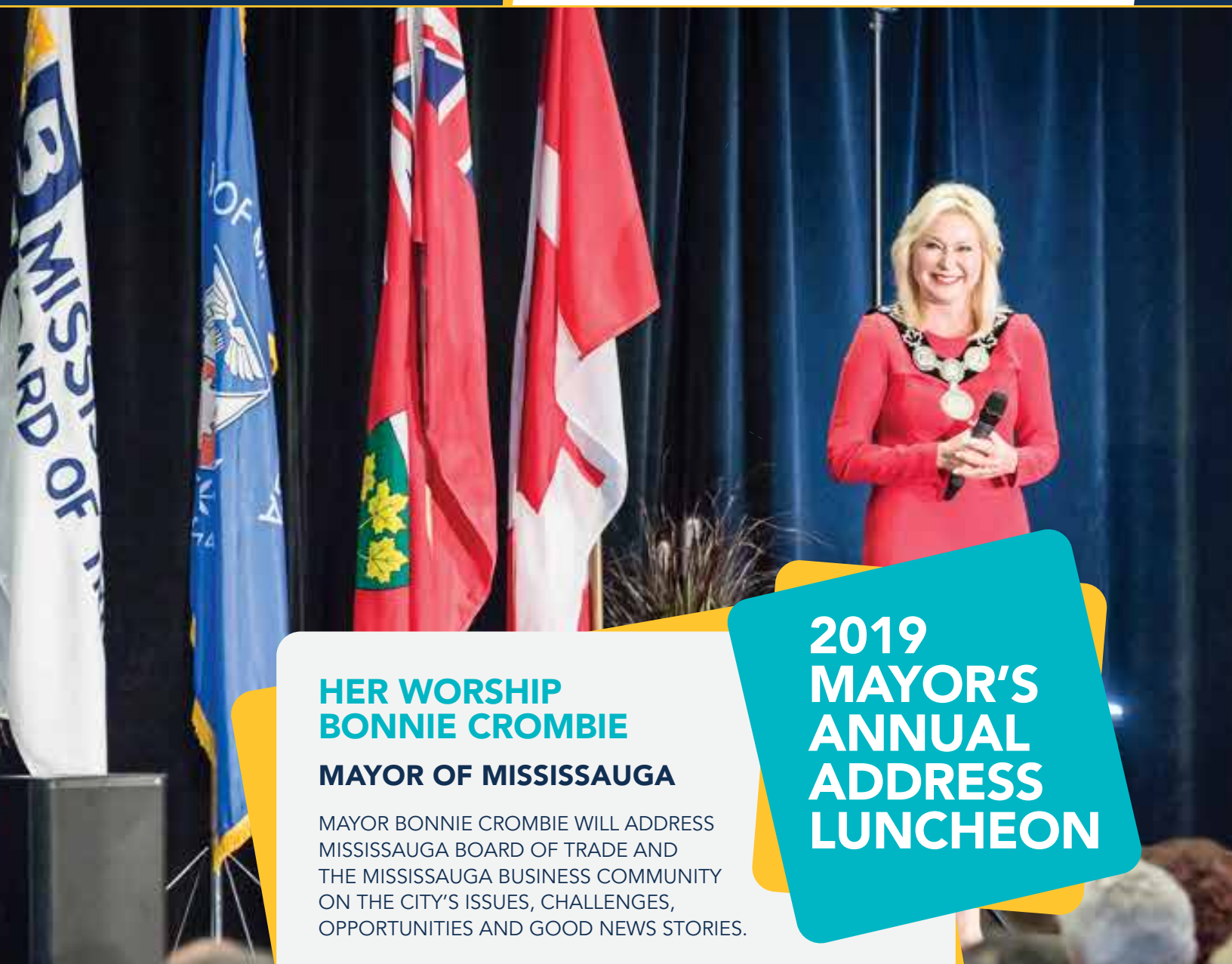
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# BILL 47

## MAKING ONTARIO OPEN FOR BUSINESS ACT NOW THE LAW

On January 1, 2019 the Making Ontario Open for Business Act became the law replacing the very contentious Fair Workplaces & Better Jobs Act that was enacted by the previous Provincial Government.

The Ontario business network asked the new Ontario Government to repeal the previous Act in favour of one that better balances the rights and responsibilities of businesses and workers.

Below is a summary of the significant changes to the legislation that all employers need to know to govern themselves accordingly.

Here is the summary of changes to the Employment Standards Act, 2000.

### MINIMUM WAGE

- The minimum wage will be frozen at \$14.00 until October 1, 2020.
- Subject to an annual inflation adjustment starting on October 1, 2020.

### SCHEDULING

- Employees will no longer be able to submit a request to the employer requesting changes to the employee's schedule or work location.

### LEAVE PROVISIONS

- Family medical leave, family caregiver leave, critical illness leave, child death leave, crime-related child disappearance leave, and domestic or sexual violence leave will no longer be in addition to any of the other entitlements of leave.
- If an employee takes a paid or unpaid leave of absence under an employment contract in circumstances for which he or she will be entitled to take sick leave, family responsibility leave, or bereavement leave, the employee will be deemed to have taken the leave under that section.
- Personal Emergency Leave to be Replaced by Sick Leave, Family Responsibility Leave, and Bereavement Leave
- Personal emergency leave will be repealed and replaced with unpaid sick leave, family responsibility leave, and

bereavement leave, each of which will apply separately from, and in addition to each other.

- To be eligible for sick leave, family responsibility leave, and bereavement leave, employees must have worked for two consecutive weeks.
- Under these new categories of leave, the employer will be able to require evidence reasonable in the circumstances, which may include a doctor's note.
- Additionally, leave days will be deemed to be taken as full days.

### SICK LEAVE

- Three days unpaid leave per year for personal illness, injury or medical emergency.

### FAMILY RESPONSIBILITY LEAVE

- Bill 47 will establish three days unpaid leave per year for illness, injury, medical emergency or urgent matters of a parent, grandparent, child, spouse, sibling or dependent relative.

### BEREAVEMENT LEAVE

- Bill 47 will establish two days unpaid leave per year for the death of a parent, grandparent, child, spouse, sibling or dependent relative.

### PUBLIC HOLIDAY PAY

- Bill 47 proposes that public holiday pay will be calculated by the pre-Bill 148 formula of regular wages earned and vacation pay payable to the employee in the four weeks before the work week the holiday lands in, divided by 20.

### EMPLOYEE MISCLASSIFICATION

- The reverse onus requiring the employer to prove that an individual

is not an employee where there is a dispute over whether the individual is an employee will be repealed. However, the employer obligation to properly classify employees will remain.

### EQUAL PAY FOR EQUAL WORK

- The definition of "difference in employment status" will be repealed, thereby no longer requiring equal pay for equal work on the basis of number of hours regularly worked (i.e., part-time or full-time) or differences in the term of employment (i.e., permanent, casual, temporary, seasonal).
- Bill 47 will repeal the right of employees to have their rate of pay reviewed by employers. Additionally, employers will no longer be required to provide a written response with reasons if an employee does request a review of his or her rate of pay.

### PENALTIES FOR CONTRAVENTION

- The government will be returning to the previous administrative penalties for ESA contraventions by decreasing the maximum penalties for first, second, and third contraventions from \$350/\$700/\$1500 to \$250/\$500/\$1000, respectively. On October 23, 2018, the Ontario government introduced Bill 47, Making Ontario Open for Business Act, 2018, which was created to repeal many of the employment and labour reforms that were introduced by the previous Ontario government as part of Bill 148, Fair Workplaces, Better Jobs Act, 2017.
- The minimum wage will be frozen at \$14.00 until October 1, 2020.
- The minimum wage will be subject to an annual inflation adjustment starting on October 1, 2020.

Here is the summary of changes to the Labour Relations Act.

## ALTERNATE CERTIFICATION REMOVED

- The alternate certification process in the building services industry, the home care and community services industry and the temporary help agency industry will be repealed.

## EMPLOYEE LISTS

- Trade unions will no longer be able to obtain a list of the employees or their contact information from an employer.  
- Upon coming into force, a trade union will be required to destroy any employee list obtained under the previous section that allowed for a trade union to obtain an employee list.

## REMEDIAL CERTIFICATION

- The pre-Bill 148 test and preconditions for the Ontario Labour Relations Board ("OLRB") to certify a union as a remedy

for employer misconduct will be reinstated. Certification in the event of contraventions will only be available if no other remedy would be sufficient to counter the effects of the contravention.

## STRUCTURE OF BARGAINING UNITS

- The OLRB will no longer be able to review and consolidate newly certified bargaining units with existing bargaining units.  
- However, the OLRB will be able to review the structure of the bargaining unit if an application is made requesting the review and the board is satisfied that the bargaining unit is no longer appropriate for collective bargaining.

## REINSTATEMENT OF EMPLOYEES AFTER STRIKE

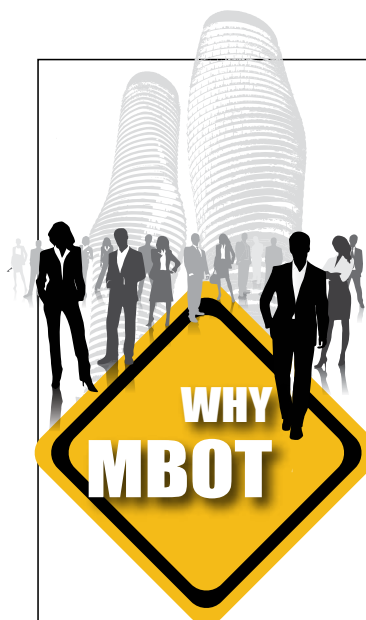
- The Act will be amended to provide for reinstatement of an employee if an application is made within six months following the commencement of a lawful strike.

## FIRST CONTRACT MEDIATION AND MEDIATION-ARBITRATION REMOVED

- Bill 47 will repeal the provisions requiring first collective agreement mediation and mediation-arbitration in any circumstance.  
- First collective agreement arbitration will be implemented in their place, under similar rules prior to Bill 148 (The OLRB will consider, upon application, any reasonable justification for the uncompromising nature of the parties, the failure to make reasonable efforts to agree, or any other reason the Board considers relevant, before requiring arbitration).

## PENALTIES

- The government will be returning to the previous maximum fines for offences under the Act by decreasing the fines from \$5,000 to \$2,000 for individuals and from \$100,000 to \$25,000 for organizations.



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Marty S., CPM - Member, Ontario Region



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At the outset, employers should be aware that there is a difference between taxable benefits, allowances and expense reimbursements, which are often categorized as employee benefits. Each category requires understanding of federal, provincial and territorial legislation and regulations and entails unique administration. The CPA's *Taxable Benefits & Allowances* seminar reviews these important aspects and explores key concepts used by Canada Revenue Agency and Revenu Québec to evaluate taxability and assess more than 40 common benefits, including automobile allowances, loan and stock options, gift cards and more.

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# THE TRANSITION RULES UNDER THE CONSTRUCTION ACT

On July 1, 2018 the first round of amendments to the Ontario *Construction Lien Act*, now the *Construction Act*, came into force. The amendments were made to modernize the construction lien and holdback rules, establish a framework for prompt payment to ensure that workers and businesses are paid on time for their work, and to set up a mandatory adjudication process for the resolution of construction disputes. Despite the changes to the law, not all projects will fall under the scope of the new *Construction Act*. Rather, the new legislation includes transition rules to help determine whether the new *Construction Act* or the old *Construction Lien Act* will apply to a project. It is important for owners, contractors, subtrades and suppliers to know and understand these transition rules to determine whether a project must operate under the purview of the new or old legislation.

The rules and timelines set out under the old *Construction Lien Act* continue to apply to a project if any one of the following markers occurred before July 1, 2018:

(a) a contract for the improvement (i.e. the project) was entered into before the amendments come into effect on July 1, 2018. It is important to note that a “contract” is defined under the new *Construction Act* as the contract between the owner and the contractor. In other words, a subcontract or sub-subcontract date will not determine whether a project falls under the application of the new *Act*;

(b) a procurement process, if any, for the improvement was commenced by the owner of the premises before July 1, 2018 (i.e. the making of a request for qualifications, a request for proposals or a call for tenders); or

(c) the premises are subject to a leasehold interest, and the lease was first entered into before July 1, 2018.

On November 15, 2018, the Ontario government introduced Bill 57, *Restoring Trust, Transparency and Accountability Act*, 2018, which would, if passed, revise and clarify ambiguities in the transition rules in the new *Construction Act*. The proposed changes include eliminating the transition rule related to leasehold interests thereby narrowing the transition markers to two (i.e. whether a contract for the improvement was



**Iris L. Pichini**

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

entered into before July 1, 2018, or whether a procurement process for the improvement was commenced before July 1, 2018 by the owner of the premises). In addition, Bill 57 seeks to provide further clarification of the “procurement process” which would be commenced on the earliest making of,

- (a) a request for qualifications;
- (b) a request for quotation;
- (c) a request for proposals; or
- (d) a call for tenders.

The amending legislation received second reading on November 28, 2018, and is expected to pass into law in January 2019.

The second wave of amendments to the *Construction Act*, which will go into effect on October 1, 2019, will have similar transition provisions (but a later start date) to the first set of provisions.

In short, it may not always be so clear whether a particular project falls under the old or new legislation. It is strongly recommended that you consult with a specialized construction lawyer to determine the applicability of the transition rules to a particular project so that your business can understand its rights and obligations under the applicable legislation.

*If you have any questions relating to this article or wish to discuss your particular concerns, you may reach the author at [ipichini@kmbllaw.com](mailto:ipichini@kmbllaw.com) or (905) 276-0420*

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## LRT CONSTRUCTION

### INTRODUCTION

Some days it seems like you can't go anywhere in Ontario without running into a light rail transit ("LRT") project. Projects are either underway or imminent in Toronto, Hamilton, Ottawa and right here in Mississauga along Hurontario Drive. While these projects are intended to provide long-term benefits to residents of these cities, they can also create severe operational and financial difficulties for businesses located along the planned routes.

Fortunately for business owners, the Ontario Expropriations Act provides a variety of financial remedies for both land owners as well as tenants. Some remedies apply in situations where the entire property of a business is expropriated; other remedies apply if even only a small portion of the business's property is expropriated, while still others may apply even if no land is taken at all. The Act also requires the government authority to compensate claimants for their "reasonable costs" incurred in quantifying their claims.

Our firm of business valuers and accountants has been involved in the quantification of financial remedies in numerous cases involving these types of situations. In the following article, we provide an overview of the types of losses businesses may experience, and a list of information that is helpful to gather to support a claim for business loss.

### TYPES OF LOSSES

In the event a business is completely expropriated, it will likely suffer a loss of intangible value or "goodwill", as well as a loss of value related to certain of its physical assets that cannot be easily removed to a new location (e.g. leasehold improvements). It may also incur temporary lost profits or moving costs, depending on whether or not it is able to relocate to another location.

Even if a business is not completely expropriated, it may incur a variety of negative impacts associated with partial takings of land or adjacent construction work. These may include:

- Decline in sales (e.g. due to temporary or permanent decrease in pedestrian or vehicle accessibility)
- Loss of gross margin on actual sales (e.g. due to discounts offered to encourage customers)
- Increased operating costs (e.g. additional advertising costs)

The types of losses incurred will vary depending on the type of business. For example, a retail business that is more dependent on walk-in customers may be more impacted than a dental clinic that has long-time patients. Similarly, some businesses may start to feel the effects of the impending construction before it even begins; for example, landlords who are seeking tenants to commit to a five- or ten-year lease may be forced to offer lower rates in the years prior to the start of

construction in order to entice tenants who know that they will eventually be dealing with the disruption of construction.

### INFORMATION TO GATHER

In our experience, the more detailed the information base available, the more compelling the calculation of the business's financial losses. The following is a non-exhaustive list of information we typically request:

- Annual financial statements
- Monthly revenue summaries
- Annual payroll records
- General ledger details for any unusual revenue or expense items
- Copies of key contracts (e.g. lease agreements, sales agreements)
- Chronologies of all construction work performed adjacent to the affected property, including details of lane closures, road closures etc., along with related videos or photographs

### CONCLUSION

Public works projects can create significant pain for business owners. The Expropriations Act contains provisions to help alleviate that pain.

*You may reach the author  
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# EXIT PLANNING

## BUILDING BUSINESS VALUE THROUGH EXIT PLANNING



Business owners seldom seek to exit their businesses without attaining financial security. They understand that one requirement of financial security is to grow business value, but many struggle to achieve this goal. Fortunately for these owners, Exit Planning can directly address their need to build business value

and serve as an unexpected solution for owners who want to increase their businesses' value, but don't know how.

One of the pillars of Exit Planning is a timeline that plots the value-building actions that owners should consider in order to position themselves to exit their businesses on their chosen exit date. This timeline incorporates how much the business needs to grow in value to meet the owner's financial target by the owner's departure or exit date. The timeline is created after the business owner's professional advisors assess the owner's current resources (especially business value and cash flow) relative to the owner's financial needs post-departure.

For example, a business owner may want to exit in five years with \$250,000 of post-exit annual income. Her Advisor Team may determine that the value of her business must grow from \$3 million to \$4.5 million for her combined ownership and other assets to provide what she needs to achieve her goals. They may also determine that growing cash flow (or EBITDA) by \$100,000 per year would likely create that value. Action items and anticipated benchmarks are added to the overall Exit Planning timeline to keep everyone focused on what needs to be achieved and when.

Following the creation of the timeline, the next Exit Planning step is to assess the strength of the company's Value Drivers. Value Drivers are activities that create value in a company. Third-party buyers, private-equity firms, and even key employees often require businesses to have strong Value Drivers before they consider purchasing the business. That's because Value Drivers often create sustainable, recurring, scalable, and ever-increasing cash flow.



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

**Some of the Value Drivers that you may install in your business include:**

1. **A stable, motivated management team that stays after you leave the business.**
2. **Operating systems that improve the sustainability of cash flows.**
3. **A solid, diversified customer base.**
4. **Recurring and sustainable revenue resistant to commoditization.**
5. **Good and improving cash flow.**

Because installing strong Value Drivers is a foundational element of proper Exit Planning, and strong Value Drivers typically increase a company's value and curb appeal to buyers, using Exit Planning to build company value can help business owners begin to solve the value-building question while positioning themselves for their future business exits.

A common mistake that business owners make when thinking about Exit Planning is that they focus more on the term "Exit" than "Planning." They worry that if they commit to Exit Planning, then they will have to aim all of their energy at leaving their businesses, whether they want to or not. However, Exit Planning goes far beyond the concept of leaving the business in that the Exit Planning process addresses various issues that can positively affect the business' value, cash flow, and overall operational performance.



# COMPELLING VALUE EMERGES IN CANADIAN PREFERRED SHARES

Along with significant price weakness in the vast majority of asset classes such as equities, bonds, commodities and alternative investments, the Canadian preferred shares asset class has also considerably fallen in price since early October.

There are reasons why the preferred shares asset class showed such sudden weakness.

- Preferred shares are typically held by retail investors. In recent years, at least 10 relatively new ETFs have come into being making it easier for retail investors to own preferred shares. Increased concentration now makes this asset class prone to market sell offs especially when liquidity events arise. The TSX Preferred Share index dropped by 12.0% since early October and all preferred share ETFs are seeing significant fund outflows forcing them to liquidate their holdings.
- The bulk of the Canadian market for preferred shares is comprised of fixed rate reset preferred shares (where the dividend rate is reset every five years at a spread over the five-year government of Canada bond). Both fixed rate resets and floating rate preferred shares (where the dividend is reset every quarter) benefit from a rising interest rate environment and drop in price when interest rates fall. The market is reacting in fear that the pace of interest rate hikes by the Bank of Canada may slow down or even halt. Five-year government of Canada bond yields fell from 2.48% on October 8 to 2.27% on November 20. This fall is material enough to give the market cause to worry.
- The equity contagion has spread to most asset classes and preferred shares have been sucked up in the search for liquidity.

The selling in preferred shares is largely driven by fear. The 2015-16 crash in Canadian preferred shares is still fresh in

people's minds and there is little sign of investors rushing to buy. When the market decides to reverse course is anyone's guess. In the meanwhile, dividend yields on floating rate and fixed rate reset preferred shares have risen very dramatically (as preferred share prices have fallen) making this asset class very attractive. The Bank of Canada too is expected to raise interest rates in January 2019. Even if the 5-year government bond yield stays at 2.3%-2.4%, most investment grade fixed rate reset preferred shares are currently priced to yield between 5-6% annually once the dividend rate is reset. Interestingly even preferred shares issued by the Canadian big five-banks (that will be reset within the next 8-10 months) currently offer these type of forward yields.

A good way to gain exposure to the preferred share market is through a laddered strategy comprising of rate reset preferred shares (resets equally weighted over 1-5 years). Floating rate preferred shares are the best possible investment in a rising rate environment, but there are fewer quality issuers to choose from and are little less liquid than fixed resets.

Preferred share holdings in Vulcan Investments Intrinsic Value portfolio comprise of floating rate preferred shares, but may be expanded to include fixed rate resets given recent compelling valuations.



**Aaron Chaze**  
Portfolio Manager  
Vulcan Asset  
Management

You may reach the author at 647 808 5512 or email [aaron.chaze@vulcanassets.com](mailto:aaron.chaze@vulcanassets.com).

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## MBOT IN THE BUSINESS COMMUNITY







**New Regional Council Chair Nando Iannicca along with the three Mayors of Peel Region: Bonnie Crombie, Mayor of Mississauga; Alan Thompson, Mayor of Caledon & Patrick Brown, Mayor of Brampton**



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On November 21, 2018, the provincial government passed Bill 47, the Making Ontario Open for Business Act, 2018. The new law repeals much of the previous government's controversial Bill 148, the Fair Workplaces, Better Jobs Act, 2017.



**Andy Balaurea**  
Partner  
Pallett Valo LLP

# NEW MAKING ONTARIO OPEN FOR BUSINESS ACT

## Reforms Employment and Labour Laws

The most notable changes of Bill 47 include the following amendments to the Employment Standards Act, 2000 (the "ESA") effective **January 1, 2019**:

- Maintaining Ontario's current minimum wage at \$14 per hour until October 1, 2020, with annual inflationary adjustments thereafter;
- Replacing current personal emergency leave entitlements by providing employees the right to take only 8 annual unpaid leave days, with specifically 3 days for personal illness, 2 for bereavement and 3 for "family responsibilities";
- Repealing the current prohibition on the right to require a medical note to establish an employee's entitlement to personal emergency leave;

and reinstituting the "old" public holiday pay formula;

- Repealing the reverse onus requirement for the employer to prove that an individual is not an employee where a classification as a contractor is disputed; and
- Decreasing fines payable by employers for violations of the ESA.

Bill 47 also cancels some of the Liberal government's ESA amendments that were scheduled to come into force on January 1, 2019, including on-call pay, shift cancellation pay, and the right to request or refuse changes to scheduling or work location in certain cases.

Under Bill 47, the right of employees to receive three weeks of paid vacation after five years' service is maintained. Bill 47 also maintains the current ESA leave provisions for cases of domestic and sexual violence affecting an employee or an employee's child.

Bill 47 also amends the Labour Relations Act, 1995 as of November 21, 2018 by repealing card-based certification for workers in certain industries, repealing rules that required an employer to give their employees' personal information to a union, reinstating the pre-Bill 148 test to certify a union as remedy for employer unfair labour practices during an organizing campaign, and reinstituting the employee's right to reinstatement within six months following the start of a strike or lock-out.

We encourage employers to seek guidance on how the changes may impact their business and workplace policies, and whether they can change the existing entitlements of employees without risking a constructive dismissal claim.

- Repealing equal pay for equal work on the basis of employment status and assignment employee status (but maintaining the requirement for equal pay on the basis of sex);

- Repealing the averaging public holiday pay formula prescribed by Bill 148

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# THE FUTURE OF OFFICE SPACE



**Hisham H. Elkeraby**  
Managing Director  
Future Offices  
Holding Inc.

The last thing the office of the future will look like is an office. A hotel, maybe. Perhaps an art gallery or a nice restaurant with gardens. But not like an office. Definitely not. Instead, tomorrow's Open Work offices will put human wellbeing first, with advanced apps and artificial intelligence (AI) able to gauge individual workers' preferences on sensory output such as lighting, heating and acoustics, automatically making adjustments to create the optimum working conditions for focus and productivity (1).

**Future workplace is predicted around three trends, together they will transform the way we work.**

## (1) The sentient workplace

Probably the closest to becoming a part of today's everyday workplace reality, the workplace of tomorrow will adapt itself to its occupants' needs, and will be designed and built to incorporate thousands of sensors that interact with workers' wearable devices and smartphones. "The result," "will be a playground for personalization, forming atmospheric bubbles around individual workers."

## (2) The hospitality workplace

Will mix public and private spaces in a happy, relaxed blend. Workplaces will include public restaurants and cafes, rooftop terraces, art galleries, barber shops, nail bars, and even hotels, as the workplace enters the sharing economy.

## (3) The flat-age workplace

By the late 2020s, the last of the baby boomers will be rubbing shoulders with the dominant Millennials and the digitally-native Generation Z in a mix that will mean soundproofed spaces for those whose patience with youthful hubbub is low, and mentor pods to help pass on information from the older to the younger, and vice versa.

By the 2020's it is coworking spaces that will create the ecosystem where their clients feel comfortable working alongside their coworkers, collaborate, help and refer to each other, but don't be mistaken: many of them currently offer nothing more than shared desks or a shared table. To know if you are in a real coworking space or not, check if the space does something to

accelerate and dynamize the community. A coworking is not a space it is a culture, community, networking and place to work. Coworking spaces allow entrepreneurs and their teams to sign short-term leases, begin working without worrying about owning any office furniture and equipment, use only the space they need, attract a new type of talent pool, and surround themselves with other like-minded entrepreneurs. In addition, a company renting this space is no longer defined by the stigma of 9 to 5. Most coworking spaces are open 24 hours, meaning that you can get your work done whenever you'd like without conforming to what used to be society's standards.

**The one-million-dollar question is "Are you Ready!"**

(1)Workplace Futures Report - by MoreySmith

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# WANT AN INFINITE RETURN ON INVESTMENT? GO GREEN.



You've heard it before: pollinators are on the decline, biodiversity and wildlife habitats are being lost to development, urban flooding is on the rise and pollution in our waterways is increasing. You've also heard that climate change will affect the way we do business. Regulations around stormwater run-off, energy usage and air pollution control are already being imposed by government agencies. Costs are increasing and it's enough to make anyone feel helpless. That's where Green Infrastructure (GI) and your corporate landscape come in.

## GREEN INFRASTRUCTURE: WHAT DOES THAT EVEN MEAN?

Don't be daunted by the term or the price tag often associated with "infrastructure". GI can be implemented in small or large ways and on properties of any size. It can include low-cost initiatives such as reducing lawn cover, planting native trees and plants, improving soil health and water conservation measures like cisterns and rain barrels. Larger projects can include installing a green roof or replacing non-porous surfaces with permeable pavement.

## COST-BENEFIT ANALYSIS: TO INFINITY AND BEYOND

GI is usually used in reference to stormwater management practices, but its benefits go beyond simply reducing your stormwater run-off fees. GI gives us a way to adapt to climate change and build environmental resiliency.

The tangible benefits of GI can include reduced insurance costs due to decreased risk of flooding and erosion, lower long-term grounds and building maintenance costs, a healthier workplace environment, decreased life-cycle costs and recognition as a corporate steward and leader in corporate social responsibility. The long-lasting benefits of GI that will serve future generations include thriving natural habitats, watershed health and groundwater replenishment, reduced pressure on traditional stormwater management infrastructure and increased property values.

## CALL TO ACTION: INVEST IN NATURE

Employment lands (sites designated for industrial, office, commercial and retail use) cover nearly 30,000 acres in Mississauga. That means there are 30,000 acres of opportunity to help us restore and protect our city's natural environment and to ensure that our businesses and communities continue to thrive.

## WE CAN DO MORE TOGETHER.

Ready to take action? To learn more contact Credit Valley Conservation's Greening Corporate Grounds Senior Coordinator Deborah Kenley at [deborah.kenley@cvc.ca](mailto:deborah.kenley@cvc.ca) or 905-670-1615 ext. 439.



**Deborah Kenley**  
Senior Coordinator,  
Greening Corporate  
Grounds  
Credit Valley  
Conservation

"Market Conditions", Mississauga Economic Development, City of Mississauga, p.3 (July 2018): [http://www7.mississauga.ca/documents/business/2018/Market\\_Conditions.pdf](http://www7.mississauga.ca/documents/business/2018/Market_Conditions.pdf)



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: Your Member Services Manager at (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





“

## Thank You

I am grateful to be honoured with the 2018 Mississauga Board of Trade Business Person of the Year award. We are so lucky to live in a city where it is easy to do good and so rewarding to see the results. The sheer number of nominees shows that generosity, civic responsibility and good business is abundant in Mississauga. I want to thank MBOT for the wonderful celebration, the fine folks at ACCES Employment for the nomination, MNP for sponsoring the award and our wonderful team at MELLOHAWK Logistics for doing such a great job and allowing me to share our experience.

With great thanks,  
Peter Hawkins



Diego Correia, Paola Saad, Peter Hawkins, Gabriel Moretto, Arnon Melo, & David Wojcik

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# ENGAGE TALENT TO MAXIMIZE BUSINESS PERFORMANCE

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)



**Marissa Marr**  
Day Supports Manager  
Community Living  
Mississauga



# THE *ART* OF BUSINESS

So you've made it...you got that great promotion with that corner office or have finally invested in that incredible new office space that you've always wanted...now what?

Now you need to fill the space with furniture, and even more dauntingly, you need to fill up all of those white walls.

So what should you hang? Some things are obvious: educational degrees, business awards, photos of company functions etc. But is that enough to say what you want about you and your business to your clients?



.....  
**Laurie Usypchuk**  
Stylist  
**Love This House**  
.....

Artwork is more than just a decorating tool; it is a strategic business tool if used correctly.

Artwork can be used to highlight the architectural features of any space.

Artwork can make spaces appear larger and make walls disappear. Even the smallest of spaces can be made to appear larger than they are for a greater impression.

Artwork can set mood and emotion in any space. e.g. uplifting/inspirational for a business coach's office, serious/reserved for a lawyer's office etc.

Artwork has the ability to tell a story. E.g. a plaque that shows the artwork is dedicated to a former employee, awarded for community involvement, or a charity donation.

If you don't want to purchase artwork, consider the following:

- Rent art from a local art gallery. That way the artwork can be refreshed on a regular basis.
- Work with a local artist to display their art for sale. In addition to helping a local artist, it is a way for your company to highlight your community involvement.
- Consider using TV's/ Displays screens to rotate digital art images.

Other things to consider:

**Content** – the subject matter must be neutral as to not offend or alienate anyone. Religious or cultural themes, stereotypes, gender, age or cultural background images of people, or nudes are some very obvious examples of

content that may not be universally acceptable.

**Relevance** – think about whether the image/content of the artwork is relevant to the business and industry you are in .

**Recency** – while motivational posters were big in the 1990's, they are no longer considered on trend today. Mixed media and bright bold colours are on trend currently.

**Colour** – does your business/logo have an equity colour. Try to display a variety of artwork that incorporates this colour.

**Size** – depending on where artwork is hung, there are some basic rules to follow: 2/3 to max 3/4 of length of furniture below artwork or width of wall

**Location** – when deciding where to hang artwork, need to think about traffic flow through your office and focal points within each room.

**# Pieces** - the rule of odds applies when hanging multiple pieces of artwork

**Lighting** – artwork can only truly be appreciated when lit properly.

**Safety & Security** – Ensure artwork is well mounted to the wall so that it cannot be easily knocked off. If a significant investment is made on a piece, it should be well secured to prevent loss through theft.



# PRAGMATIC SOLUTIONS FOR THE GTHA'S TRANSPORTATION

## WOES

Congestion, population growth in the Greater Toronto Hamilton Area (GTHA), aging assets, a historic under-investment in infrastructure, climate change, and technological disruptions. These are just some of the challenges facing Ontario when it comes to our transportation and transit systems. Modern and interconnected transportation infrastructure helps industry move their goods to market and allows individuals to access work, school, and other priority destinations, supporting the province's growth and prosperity. However, a recent survey of Ontario Chamber of Commerce (OCC) members revealed that 58% currently rate the transportation infrastructure in their communities as merely fair or poor.

With these complex issues in mind, the OCC released its latest report entitled *Moving Forward: Towards a Strategic Approach to Ontario's Transportation Needs*. While not an exhaustive review of all transportation needs across the province, this document addresses three timely and strategic areas of opportunity for government investment and support: improving transit governance, moving more goods and people by rail, and preparing for a future with autonomous vehicles (AVs).

Looking specifically at the GTHA, the OCC's survey found that 49% of businesses in the consider public transit infrastructure critical to their organization's competitiveness and 43% would like to see improvements to subways and/or light rail transit. Moving Forward therefore provides recommendations to improve regional transit integration and capacity, address traffic congestion, and increase mobility.

In the recent provincial Fall Economic Statement, the government announced proposed changes to Metrolinx's focus, to be that of transit service and delivery, with the Ministry of Transportation being responsible for developing a transportation plan for the Greater Golden Horseshoe. The Auditor General's 2018 Annual Report raised concerns about the independence of transit planning decisions and called on the province to provide greater clarity regarding Metrolinx's role and responsibility.

While the OCC shares these concerns and would prefer to see improved clarity with respect to scope of authority for transit projects, neither the government nor the Auditor General address the inadequate municipal engagement within Metrolinx's governance structure. The GTHA requires integrated transit solutions that reflect the needs of the

new regions that now come under Metrolinx's care; this means integrating fare systems, routes, and schedules to create a seamless transportation experience. We recommend that municipal representation be improved on Metrolinx's Board as a first step towards better serving commuters from every corner of the region.

An innovative solution to combat congestion and improve transit system integration in the GTHA is the development of 'Union Station West' – a multi-modal transportation hub that has been proposed for Toronto Pearson International Airport. The development of a second major centre for buses, rapid transit, and regional/national trains could provide better connections between Toronto and the '905' municipalities (and between the '905' municipalities themselves), encourage travellers and those working in the Airport Employment Zone to use transit, and ease some of the congestion on the surrounding highways, making it easier and less costly to get goods to market and people to where they need to be.

However, the OCC recognizes that major new infrastructure projects require large public investments, long-range planning, and substantial community consultation. Given the challenges associated with managing long-term infrastructure projects on short-term political cycles, other jurisdictions have established independent bodies that provide government with expert advice to maximize the return on their infrastructure investment. These bodies are able to assess where public spending will create the most value for residents, and create plans for efficiently getting shovels in the ground. The creation of a similar independent transportation planning authority in Ontario may be a worthwhile – albeit long-term – solution to meet the province's complex and evolving transportation needs.

If Ontario business is to remain competitive, we need improved means of accessing markets, transporting workers, and re-capturing money lost to congestion and

**Catrina Kronfli**

Senior Policy Analyst  
Ontario Chamber  
of Commerce

poor public investments. Taking the needs of the GTHA – as well as Northern Ontario and the other regions of southern Ontario – into consideration, the OCC is calling on the Province to develop a Long-Range Transportation Plan, one that can deliver a strategy for better managing the province's interconnected transportation assets and better serving the needs of all Ontarians. This comprehensive, 30- to 50-year, goods and people movement transportation plan should include a review of existing public and private transportation assets, suggestions for making use of the Canada Infrastructure Bank, a financing plan for improving and maintaining assets – all supported by substantive stakeholder engagement.

To meet the province's pressing transportation needs, the OCC believes the Government of Ontario must take a strategic approach—one that ensures a strong return on taxpayer dollars, optimizes existing assets, leverages technology and the private sector, and includes collaboration with relevant government bodies. With this pragmatic recipe, Ontario can ensure its transportation infrastructure meets the needs of the residents and businesses who depend on it every day.

To download a copy of *Moving Forward*, visit <https://occ.ca/our-publications/>. For more information, please contact Catrina Kronfli, Senior Policy Analyst, at [catrinakronfli@occ.ca](mailto:catrinakronfli@occ.ca).

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## SEPTEMBER

- Algonquin Careers Academy
- Alpatech Global Logistics. Inc.
- Banking Tech Hub
- Canada Outreaching Corporation
- Career Connections Canada Inc.
- Centre Francophone de Toronto
- Computer Coding Academy
- Dixie Curling Club
- Duca Financial Services Credit Union Ltd.
- Earl Rich Style
- Eva's Original Chimneys
- Fancom Connects Ltd.
- Golf Canada
- GoodLife Fitness Corporate-Wellness
- Indus Community Services
- Li-Cycle Corp.
- Naturizon
- PBC Communications Inc.
- Pooches N' Pals Inc.
- Sky Blue Contracting
- Specialized Vision for Trade & Marketing
- State Farm
- Ultimate Party Services
- Wayfair

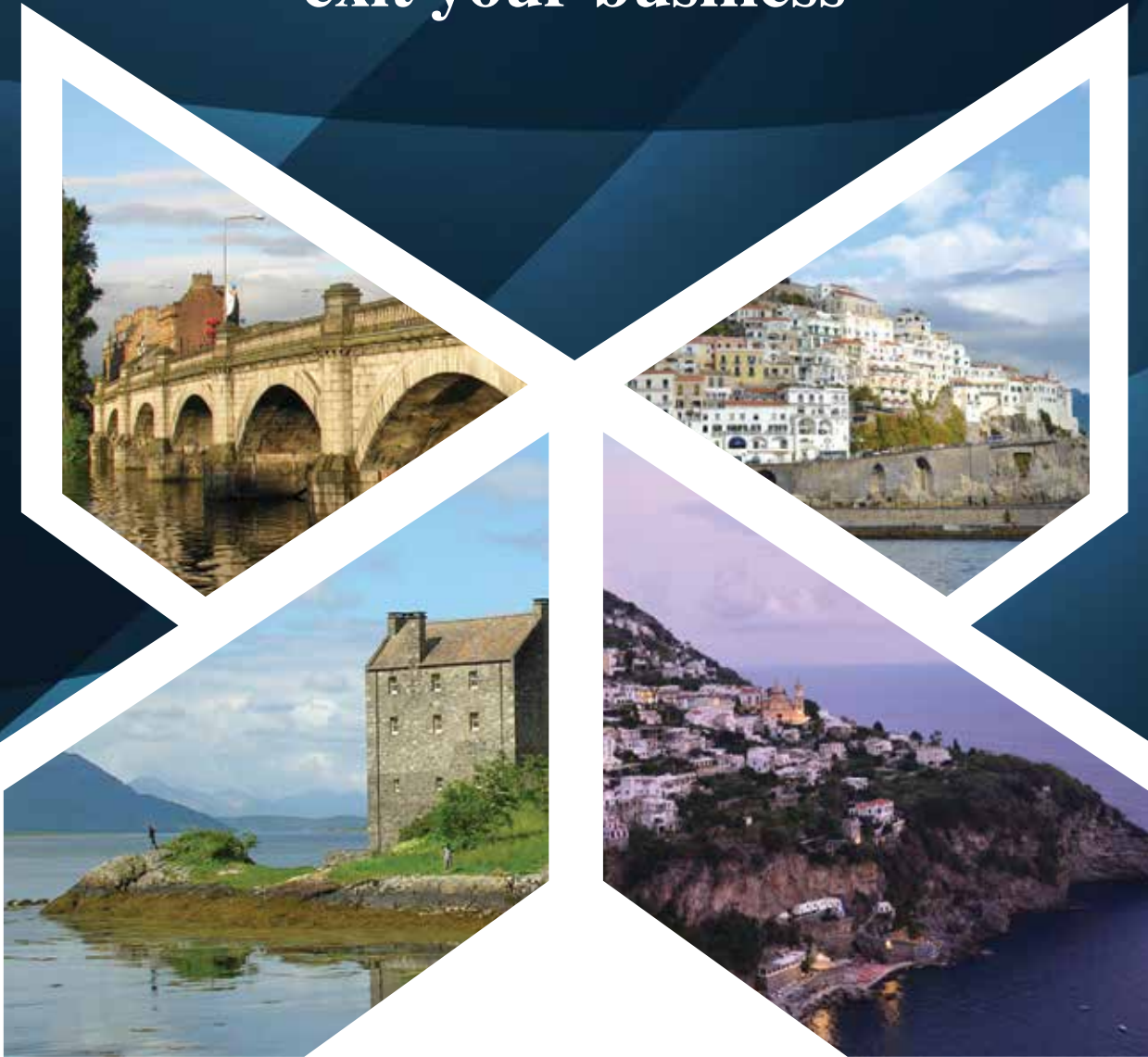
## OCTOBER

- Beluga Logistix Inc.
- Blackthorn Group
- Enterprise Holdings
- Fermar Paving Ltd.
- Future Offices
- Gagan Law Professional Corporation
- iCent app
- K-Bro Linen Systems
- Microbix Biosystems Inc.
- Motify
- Pace Consulting & Benefits Ltd.
- Poya Marketing Ltd.
- Pur-Logic Solutions Inc.
- Safety Services
- Start2Finish
- The Body Clinic Day Spa
- The Canadian Pronunciation Coach
- Vulcan Asset Management
- WestJet - Corporate Sales
- World Vision Canada
- Wuxly Movement (Wully Outerwear)

## NOVEMBER

- Atlas Care Heating & Cooling
- BDP International Inc.
- Comage Container Lines Inc.
- DIAM Developments
- Fort Insurance & Group Benefits
- Freedom 55 Financial - Toronto West Central
- Grassway Group
- I Love Kickboxing
- Ilias Janitorial Services & Supplies
- PARADIGM People Development
- Rayvn Design
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