

THE **VOICE** OF BUSINESS IN MISSISSAUGA

CONNECT

VOLUME 14 ISSUE 2 **SPRING 2019**

AN OPTIMISTIC
FUTURE OF
**GROWTH,
INNOVATION
& PASSION**

05

08

UPCOMING
EVENTS

10

POLITICAL
ROUND UP





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JUNE 24, 2019



GOLF CLASSIC



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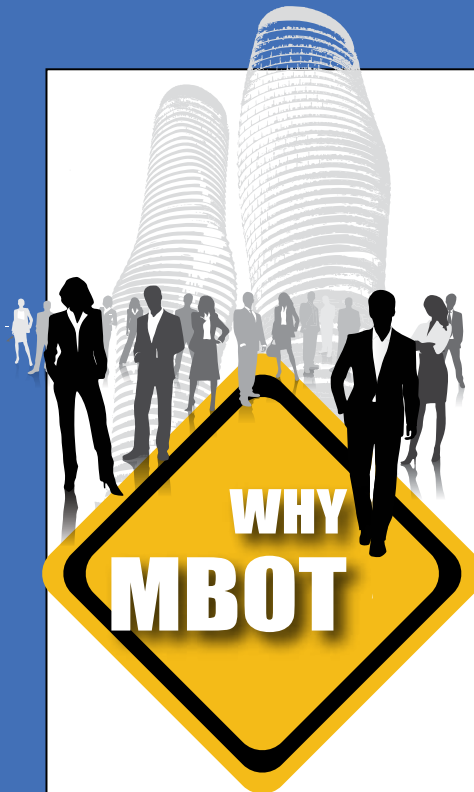
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CONNECT

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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AN OPTIMISTIC FUTURE OF GROWTH, INNOVATION AND PASSION



Throughout my career in the GTA and Peel Region, I have been fortunate to witness many changes. From new residential and commercial developments, to increased job creation and an expanding technology hub, it's clear that Mississauga is a preferred destination for families and businesses.

The Mississauga Board of Trade (MBOT) had the pleasure of hosting the annual State of the City event on January 29, where Mayor Bonnie Crombie spoke about the City of

Mississauga's strengths and how it has become a vital economic powerhouse for North America. Mississauga is a place "where businesses want to invest and innovate," said Crombie. "We have the highest concentration of businesses per capita than any other city in Canada. We are also the second largest cluster of employment next to Toronto." Businesses are flocking to, and growing in, Mississauga.

At MNP, I've seen firsthand an optimism and passion for growth among the business owners, managers

FROM OUR **CHAIR**



Jim Molyneux
2019 MBOT Chair
MNP

and operators I meet in our city. There has been an increase in entrepreneurship among both existing generations and our future leaders. However, to achieve their goals, entrepreneurs require the necessary skillsets and knowledge to run their businesses and must have the proper supports in place. This is where MBOT can help.

As the voice of local entrepreneurs, MBOT continues to advocate for policies and incentives that support innovation and investment. This includes promoting and profiling our members throughout the local community and beyond, increasing our membership, and advocating for our economic needs to local, provincial or national governments. Championing the contributions of local entrepreneurs ensures we help them to capitalize on every opportunity while generating even greater economic outcomes for our broader business community.

As MBOT's 2019 Chair, I'm thrilled by the work we're doing and, at the same time, know we cannot stand still when there's so much yet to be accomplished. As our great city continues to grow and change, we must work together to overcome the hurdles that exist and ensure we provide the support our entrepreneurs require to reach their full potential. I am truly optimistic about our future in this vibrant city. Mayor Crombie has it right when she says proudly that **"Mississauga is open for business."**



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David Wojcik
President & CEO
Mississauga Board of Trade

According to a recent study by EDC, there are “tail” risks for companies engaged in or contemplating international trade. A “tail” risk is a risk that is unlikely to happen but should be considered

USA

Recent statistics indicate only 12% of Canadian companies engage in international trade and 80% of those companies have all their eggs in the United States basket. While this important trading partner will remain a major player for Canada and Canada for the USA, Canadian companies need to diversify their customer base and take advantage of the free and bi-lateral trade deals, Canada has negotiated. Canada is the only G7 country with free trade agreements with all other G7 countries. In addition, Canada has some 40 bi-lateral trade agreements in effect.

GLOBAL PROTECTIONISM

As the USA circles the wagons around their borders, other countries may follow suit. While there are arguments supporting protectionist policy, the majority of experts in the field, recommend open and free trade agreements. While protectionism will insulate vital sectors within a country, it can drive up prices on other imported goods and services.

GLOBAL RECESSION

We have experienced a buoyant economy for the past decade, the longest since the stretch that lasted from 1992 to 2008. It's at this point, a nervous tension sets in anticipating a recession, warranted or not. Economists have mixed messages on this, even though there are no clear indicators that a global recession is upon us.

CAPITAL MARKETS

Money makes the world go 'round and drives business forward. Capital markets are global and sensitive to fears of recession and geopolitical unrest. There is no shortage of global unrest which can impact this “drying up” of liquidity, which can send the global economy into a tailspin.

BREXIT

The EU is a powerhouse economy. It then stands to reason a smooth and orderly transition of the United Kingdom, out of the EU is essential to global market stability. Prime Minister May is having a difficult time gaining approval, from her

parliament, for her plan to exit the EU. Anything short of a perfectly executed Brexit, will have repercussions around the globe.

CYBERSECURITY

Cyber attacks are becoming more frequent and severe. An attack on a major Canadian institution will have far reaching effects. Canadian companies are considered conservative, safe and well managed. Any event which would undermine confidence in our domestic commerce, would create complications at home and abroad.

WAR

There are several global “hot spots”. At the time of writing this article India and Pakistan are on the verge of war. President Trump has failed to negotiate an end to North

Korea's nuclear proliferation. Russia continues to be aggressive with Crimea and the Ukraine. Lately, some US democrats have suggested, should Trump lose the 2020 election, he will not provide a smooth and orderly transition of power, but will incite a civil war. Any one of these powder kegs can trigger a global market decline and recession.

TECHNOLOGY AND AUTOMATION

For the most part we embrace technology and automation as good things. They make our life easier and

more efficient. There is a segment of the global workforce which would be displaced by such technology and may face extreme poverty and total reliance on social programs. Throw in Artificial Intelligence (AI) and replace human intervention, this poses a prolific conundrum. Perhaps not a concern for today or next year, but two or three decades from now, as humans are replaced, we will need to find new markets with different products and services which depend on a higher skilled workforce.

This article was prepared with information from an EDC article on “Evolving Global Risks for Canada's Companies” <https://edc.trade/global-risks-guide/#sub-nine>



UPCOMING EVENTS CALENDAR

Event Details & Registration: www.mbot.com

APRIL

Wednesday
03

Membership Matters

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

Thursday
04

Good Evening Mississauga (GEM)

6:00 p.m. to 8:00 p.m.
Dave & Buster's

Tuesday
09

Annual Economic Outlook

Keynote: Robert Hogue
Senior Economist, RBC
8:00 a.m. to 10:00 a.m.
Monte Carlo Inn

Wednesday
10

Good Morning Mississauga (GMM)

7:30 a.m. to 9:30 a.m.
Braeburn Golf Course

Wednesday
24

Annual Politicians Reception

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

Thursday
25

Professional Development Series

8:00 a.m. to 11:00 a.m.
Topic: Customer Retention Best Practices

Four Points MississaugaMeadowvale

MAY

Wednesday
01

Membership Matters

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

Wednesday
08

Good Morning Mississauga (GMM)

7:30 a.m. to 9:30 a.m.
Sheridan College
Hazel McCallion Campus

Tuesday
14

Women's Leadership Event

Keynote: Carol Stewart
President and CEO, Kellogg Canada
7:30 a.m. to 10:00 a.m.
Lionhead Golf & Conference Centre

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JUNE

Wednesday
05

Membership Matters

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

Friday
07

Professional Development Series

Topic: Culture Eats Strategy for Breakfast
8:00 a.m. to 11:00 a.m.
Four Points MississaugaMeadowvale

Wednesday
12

Good Morning Mississauga (GMM)

7:30 a.m. - 9:30 a.m.
UTM - University of Toronto Mississauga

Monday
24

MBOT's Annual Golf Classic

Nine, Dine & Network
12:30 p.m. - 9:00 p.m.
Lionhead Golf and Conference Centre

JULY

Wednesday
03

Membership Matters

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

Wednesday
10

Good Morning Mississauga (GMM)

7:30 a.m. to 9:30 a.m.
Venue: TBD

Thursday
25

Better Business Expo Networking 101 Seminar

4:30 p.m. to 6:30 p.m.
Red Rose Convention Centre



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KMB LAW IS PROUDLY LOCATED IN THE CITY OF MISSISSAUGA AND IS A LONG STANDING MEMBER OF





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.

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 has approved an increase to the levy in 2019 of 2% bringing the charge to \$106.10 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 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.

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.

Staff from the City of Mississauga recently appeared before the MBOT Environment, Sustainability & Infrastructure Committee to detail the program. The City has committed to a full review of the program in 2019 and ways in which it could be improved to incent more commercial and industrial properties to participate in retrofit programs.

Credit Valley Conservation is working on a storm water program in the Southdown District of Mississauga bringing 13 property owners together on a joint storm water management program. This could be a significant turning point in the storm water program through the use of the Drainage Act and property owners sharing resources and property access.

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

2019 Mississauga Budget and Tax Increase

The City of Mississauga has approved its 2019 operating and capital budgets resulting in a combined 1.7% increase to the commercial and industrial tax rates.

Highlights of the 2019 Business Plan and Budget:

The total increase in Mississauga's residential property tax will be 2.90 per cent. The increase includes 1.56 per cent for City services and 1.34 per cent for Region of Peel services. The City advances on its Strategic Plan in 2019 by adding approximately \$9.9 million worth of new services, including: 31,000 additional MiWay service hours, increased investment in transit enforcement and public safety, continued redevelopment of the Small Arms Inspection Building, the City's newest arts and cultural facility.

Council did not approve the University of Toronto Mississauga (UTM) Capital Funding Levy of \$1 million in the 2019 Budget despite efforts by MBOT through a deputation to Mississauga City Council to continue this important infrastructure commitment.

2019 Region of Peel Budget and Tax Increase

Tax Supported

The 2019 Budget balances the investments for residents and

communities in Peel with a Regional net tax levy increase of 2.7 per cent. This represents a 1.1 per cent property tax increase from the Regional budget. This Regional budget will contribute an annual increase to the average residential property and small business property tax bills of \$52 and \$93 respectively.

Utility Supported

Additionally, to sustain the capital-intensive water and wastewater services, a 6.5 per cent utility rate increase was approved. The average home will see a \$38 increase to their utility bill or about 10 cents per day, while the average small business will see an increase of \$101 or about 28 cents per day.

Operating investments of \$2.5 billion and capital investments of \$1.3 billion ensure sustainment of current service levels and addresses enhanced service levels to accommodate rapid population growth and an aging population, with a special focus on Paramedic services and TransHelp.

Budget highlights in 2019 include:

- 68,000 more accessible transportation trips, 12,300 additional paramedic response calls,
- Implementation of the Butterfly Model, enhancing quality of life for Long Term Care residents,
- Service to 5,000 new households for waste collection\
- Expansion of EarlyON services for 9,200 children and parents
- Additional Peel Regional Police staffing to maintain our safe communities including 55 Officers, 10 Communicators, 5 Prison Escort Officers and 14 Civilian Administrators.

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.

MBOT is still focused on ongoing improvements to the MiWay system including the very congested Airport Corporate Centre area.

Mississauga Climate Change Plan

The City of Mississauga is developing a Climate Change Action Plan to help minimize and prepare Mississauga for the impacts of a changing global climate.

The Plan will include both corporate and community-wide actions to reduce or offset the impacts of climate change. It will also prepare the city for possible future climate scenarios. Completion of the Plan is set for 2019.

"Canadian municipalities have an important role to play in addressing climate change because more than 50 per cent of the population now lives in urban areas," said Mayor

Bonnie Crombie. "Climate change is a global priority but taking local action is crucial now more than ever. We have a responsibility to the environment, our economy and the quality of life for our existing and future generations."

Mayor Bonnie Crombie added, "Developing the Plan is the first step in helping us realize our visionary goal of transforming Mississauga into a net-zero carbon city."

According to climate projections, more extreme weather events such as intense heatwaves, increased rainfall, severe flooding and extreme winter storms are expected for the future.

MBOT is actively involved as a stakeholder in this to ensure the voice of business is included in the plan's development.

Municipal Accommodation Tax

The City of Mississauga has introduced a four per cent 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 are also subject to the MAT.

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.

A complete report on the future use of MAT money and implementation of the Tourism Master Plan is expected to go before City Council later this spring.

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.

A recent report to Peel Council confirmed the phase-out including the Province's interest in the Education Tax which makes up about 50% of property taxes paid by business.

MISSISSAUGA BOARD OF TRADE

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Cannabis Retail Stores

The City of Mississauga decided at its December 12, 2018 Council meeting, that it will opt out and not allow privately-operated cannabis retail stores in Mississauga.

"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."

The Government of Ontario gave municipalities until January 22, 2019 to decide whether they will opt in or opt out of having retail cannabis stores.

MBOT actively worked on this file to ask the City to "opt in" to retail cannabis stores and made a deputation to City Council in this regard. Cannabis is now a legal product in Canada and many business people wish to operate these stores under the regulations established by the Province of Ontario. MBOT has sent a letter to the Premier similar to that of Mayor Crombie's asking that municipalities have a greater say in the location and number of these stores that can locate in the City.

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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

Review of Regional Government Announced

The Provincial Government has named a two-person task force to examine Regional Government in Ontario including the Region of Peel and its three local municipalities including the City of Mississauga.

The mandate of the advisory body is to provide expert advice to the Minister of Municipal Affairs and Housing and to make recommendations to the government on opportunities to

improve regional governance and service delivery.

Recommendations from the advisory body will focus on the following questions:

Questions on municipal governance and decision-making;

Is the decision-making (mechanisms and priorities) of upper- and lower-tier municipalities efficiently aligned?

Does the existing model support the capacity of the municipalities to make decisions efficiently?

Are two-tier structures appropriate for all of these municipalities?

Does the distribution of councillors represent the residents well?

Do the ways that regional councillors/heads of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities?

Questions on municipal service delivery;

Is there opportunity for more efficient allocation of various service responsibilities?

Is there duplication of activities?

Are there opportunities for cost savings?

Are there barriers to making effective and responsive infrastructure and service delivery decisions?

Should the Government of Ontario decide to re-structure municipal governance it will have impacts on businesses in the City of Mississauga. MBOT will continue to closely

monitor this process and ensure any final decisions are in the best interest of effective and efficient municipal government in Mississauga.

Made in Ontario Climate Change Plan

The Government of Ontario has launched a "Made in Ontario" Climate Change Plan in its commitment to protect the environment and fight climate change without imposing a carbon tax. In particular, Ontario's proposed regulatory approach combines emissions reductions standards while recognizing the unique circumstances of Ontario's economy and its manufacturing sector. These made-in-Ontario emissions standards will consider factors such as trade exposure, competitiveness and process emissions. Similar to approved systems in Saskatchewan and Alberta, the proposed approach would set sector or facility-level greenhouse gas emissions performance standards that industrial facilities are required to meet and tie emissions to the level of output or production from these facilities, rather than an absolute cap on emissions for the province. Each industrial facility would be required to demonstrate compliance annually.

Ten Year Automotive Strategy Announced by Provincial Government

Driving Prosperity: The Future of Ontario's Automotive Sector was released on February 14, 2019 and the plan sets out a 10-year vision for how industry, the research and education sector, and all three levels of government, can work together to strengthen the auto sector's competitiveness. Phase one of Driving Prosperity has three pillars that each have immediate action items: Competitive business climate — a comprehensive, streamlined approvals and compliance

approach for all manufacturing on designated job sites, international promotion of Ontario's auto strengths, and the review of industrial electricity pricing; Innovation — new supports for supply chain modernization and competitiveness, and for connected and autonomous vehicle technologies; and Talent — new internship and training opportunities, and development of a talent roadmap and skills inventory.

Ontario Government to Overhaul Provincial Health System

The Minister of Health & Long Term Care has announced significant changes to how health care in to be delivered in Ontario.

Ontario's new plan would improve access to services and patient experience by: organizing health care providers to work as one coordinated team, focused on patients and specific local needs. Patients would experience easy transitions from one health provider to another (for example, between hospitals and home care providers, with one patient story, one patient record and one care plan); providing patients, families and caregivers help in navigating the public health care system, 24/7; integrating multiple provincial agencies and specialized provincial programs into a single agency to provide a central point of accountability and oversight for the health care system. This would improve clinical guidance and support for providers and enable better quality care for patients; and improving access to secure digital tools, including online health records and virtual care options for patients - a 21st-century approach to health care.

The Ontario Chamber of Commerce commented that, "The OCC welcomes the government's commitment to publicly funded health care, as it is both an economic driver and a competitive advantage for our province. We have long called on the government to transform the Ontario health care system through streamlined administration and improved use of digital tools. We also encourage the government to work closely with local agencies during the transition to ensure that effective programs and best practices are maintained, scaled and shared."

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.

Sheridan College to Receive \$1.5 million from Federal Government

The Federal Government is providing \$1.5 million to Sheridan College to fund their Entrepreneurship Discovery and Growth Engine (EDGE) innovation hub. EDGE is a collaborative space where innovators can get the resources they need to help start and grow their businesses. This includes mentorship, networking and skills development, and access to financing. While EDGE was originally focused on student-led ventures, they are now able to take their successful program to the next level by including entrepreneurs across the Mississauga region, thanks to FedDev Ontario funding.

This funding will be used to deliver new mentorship programming, create new workshops and education programs, and provide support targeted to the needs of the region. Through this project, 60 high-potential companies will be supported, over 80 industry partnerships will be established and strengthened, and 70 jobs will be created and maintained in the Mississauga region.

Buy America Provisions Hurting Canadian Business

On January 31, 2019, US President Donald Trump issued an Executive Order on Buy America which has sent a chill on Canada-US business relations. The Executive Order requires US federal agencies to report to the President on how they will encourage greater Buy American preferences covering a range of products such as aluminum, steel, plastics, piping, concrete, and lumber. Infrastructure is defined in the Executive Order using a very wide definition which includes transportation, energy, and telecommunications, and water infrastructure.

The Canadian Chamber of Commerce is very active on this issue on behalf of the national chamber network.

National Pharmacare Concerns Business Owners – Fix the Gaps First

The Canadian Chamber of Commerce recently published an article on the National Pharmacare concept currently being looked at by the Hoskins Task Force.

"Employers wholeheartedly believe in the distinctly Canadian value that no one in this country should lack access to the medicines they need. However, the fact is that most Canadians find the current system is working and they are satisfied with their existing coverage.

86% of Canadians are satisfied that their private/group insurance is making medicine affordable and 82% are satisfied with the range of medicines covered. Overall, 77% of Canadians say that the medicines they need are affordable or "affordable enough." Among those Canadians who received a prescription in the preceding six months, less than 1% indicated that they did not take their medication as prescribed because of cost.

Approximately 10% of Canadians are uninsured or underinsured and 75% of Canadians believe it is quite or very important that "government shouldn't spend on those who already have prescription drug coverage". Our members agree that it's not fiscally prudent to increase public sector debt to pay for a costly single-payer system when the existing system is working for most Canadians.

We believe that national pharmacare should provide the most appropriate coverage to those who need it. A national pharmacare program should ensure that Canadians have access to the best and most innovative medicines and health technologies. Perhaps most importantly for the health outcomes of Canadians, we need to ensure that a national pharmacare program does not reduce the coverage enjoyed by most Canadians under the existing system or result in coverage falling to the lowest common denominator. If the government is to move forward with a national pharmacare program, it must give Canadians an advantage over what the system currently offers."



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Government of Canada Pushing Trade Agreements

The Federal Government has been very active on promoting Canada's new international trade agreements including the Comprehensive Economic Trade Agreement (CETA) with the European Union and the Comprehensive & Progressive Trans-Pacific Partnership (CPTPP) agreement.

To help Canadians take advantage of the benefits of Canada's trade agreements and access new markets, the Government of Canada is investing \$1.1 billion in programs and services that: provide resources to small and medium-sized enterprises to help them explore new export opportunities; enhance trade services for Canadian exporters; and help Canadian innovators add value, succeed and grow their businesses.

For more information on support from the Government of Canada, go to www.international.gc.ca.

THE RISKS AND OPPORTUNITIES OF LEASED COMMERCIAL FACILITIES



Kevin Beaudry
SIOR Principal,
Senior Vice President
Avison Young

When you lease operational property, you know that as you approach the end of a lease, important decisions have to be made. Actions need to be taken and there are questions that need to be answered:

- Is your lease end an opportunity or a risk for the business?
- Should you stay or should you relocate?
- What is the right solution to meet your organization's objectives for cost, productivity, flexibility and location?

Your leased property drives corporate performance, but the process is made more difficult by a rigid lease negotiating system and the adversarial approach often taken by some landlords or driven by the complexity of supply constrained markets.

Understandably, occupiers often find lease renewals difficult to manage and with so many issues to consider, mistakes can prove to be costly and long lasting.

Opportunities for change can often be missed if proper due diligence and planning does not occur.

Always remember that your lease end date enables you the opportunity to review your occupational needs and re-set through proper analysis and early and proper engagement in the process:

- Is your property still suitable?
- Is it efficient and affordable?
- Could you improve your workplace environment without needing to relocate?
- Is other space available that meets your needs?
- What is the right timing for making a decision and taking the required action?
- Are your repairing obligations becoming costly?
- Is the building poorly run by the landlord?

All of these questions need to be addressed carefully not only prior to lease renewal but also on an annual basis through the full term of your lease.

LEASE EXIT CONSIDERATIONS

A professional corporate real estate advisor will help occupiers plan, manage and mitigate the cost of exiting leased accommodations at lease end. For occupied space, always consider:

- Exposure to aggressive landlord stances;
- Approach to onerous break conditions and obligations;
- Mitigation of exposure and impact of restoration and reinstatement in the context of both the landlord's and tenant's objectives?
- What is the right solution to meet your organization's objectives in terms of cost, productivity, flexibility and location?

- If you have surplus space then your corporate real estate advisor can always assess any of the following during your lease term:
- Identify the real lease costs (total cost of occupancy);
- Provide cash flow assessments and valuations guidance;
- Analyze the benefits of negotiating an early surrender;
- Assess the feasibility of a market disposal or sub-lease.

The key is to be aware of and evaluate all the options, plan in advance and take pro-active measures that put you in control and take the risk out of exiting your space.

RENEWAL CONSIDERATIONS

Lease renewal situations allows occupiers to create flexible, efficient workplace environments at market terms that meet the current needs of the businesses. Ensure that you obtain detailed professional advice on the optimum strategy to secure the best results to meet your ongoing operational objectives. A professional commercial real estate advisor will negotiate leases on behalf of occupiers and provide professional advice you need to guide you through this complex area, leaving your business to continue as usual within an informed and deliberate strategy.

There is always opportunity to restructure your lease. At any time during your lease term occupiers should regularly consider opportunities to make adjustments:

- Re-aligning your lease terms to the current market;
- Extracting incentives for your continued occupation;
- Re-sizing your occupation;
- Obtaining a commitment from the landlord to undertake works to improve the building, its M&E, as well as common areas;
- Removal of onerous lease obligations; or
- Introduction of more flexible terms.

Where you wish to reconfigure or refurbish your space, your advisor team can often help to plan, design and negotiate with your landlord to secure project funding from the landlord as part of the new lease agreement.

CONCLUSION

Every real estate decision is significant, with a direct impact on your company's bottom line. To mitigate risk and ensure the best results, always consult a commercial real estate professional with demonstrated experience in your specific asset class. In the Greater Toronto Area, there are currently major supply constraints driving down re-location and expansion options and pushing rental rates up dramatically for both industrial and office facilities. Advanced planning in the 18-36 months range is the "new normal" so it is critically important to assemble your advisory team very early and get ready to aggressively manage the potential increase for annual rents or investing capital to right size your operations.

The dynamics of leasing office and industrial real estate is often a bit of a bumpy road for many. But with proper consulting and guidance with a professional commercial real estate advisor, you can remove some of the risks and avoid making last minute reactive decisions in order to achieve better results to better support the long-term profitability and productivity of your business.

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Carol Heslin Leigh
Registered Reflexology
Therapist
The Sole Point
Reflexology

You are a business owner. You feel over worked and juggling too many tasks. Your stress levels are off the charts and you couldn't honestly say when you last slept peacefully. You used to love what you do, but lately it seems to be taking more than it is giving! Does this sound familiar? Stress is the #1 killer of North Americans today. Working more hours and never unplugging is going against the very grain of what are bodies are naturally designed to do. Our bodies were designed to be energetic and active, then rest to recover. We just aren't allowing ourselves the time to rest and recover anymore.

Reflexology can help you get back on track!

Reflexology is the natural healing practice of applying pressure to specific areas of the foot, hand or ear that directly correlate to every muscle, gland and organ. In other words, every functioning part of the body receives the signal relax and repair.

The perks of reflexology are indisputable, it can aid in digestion, better sleep, increased immunity, relieve chronic pain, anxiety and depression and so much more. It can clear your mind of your daily stress so you can be more alert, inspiring you to do what you love (or used to love)!

Let's consider the similarity between our computers and our bodies. When our computers aren't performing as they should, we shut them down and re-boot them. Reflexology re-boots your body and mind so it can get back to the basics; keeping you healthy, energized and inspired! Allowing you more energy to be creative in your daily work, less cranky when dealing with that (insert your own expletive here) customer/client/employee and happier in your day overall. Who doesn't want to be happier and healthier?

Just think how this reflexology re-boot can help you be more efficient in your personal life as well as your professional one so you can love what you do all over again!

Professional Development **IT PAYS TO KNOW**

Taxable Benefits & Allowances: Reduce Costs and Risk of Audits

Marty S., CPM - Member, Ontario Region



Providing employee benefits and non-cash incentives can be a win-win for employers and employees. But correctly managing and administering these benefits requires more finesse than many employers may consider. Employers, and payroll, human resource and accounting professionals can benefit from the Canadian Payroll Association's (CPA's) wealth of resources, including the popular *Taxable Benefits & Allowances* seminar.

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.

With over 25 *Taxable Benefits & Allowances* seminars between now and the end of June, there's bound to be one near you.

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



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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: Laurie Uspychuk, Love This House
Staff Liaison: Sonia

Next Generation (NGen)

Networking and education series for young professionals & entrepreneurs.
Chair: Brad Bida, MNP
Staff Liaison: Bahaar

International Trade

Support and resources for business community involved in trade or trade-related services.
Chair: Imran Hasan, Transglobal Systems Of Canada Inc.
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

Professional Development

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

Technology Forum

Collaborative force in support of education/awareness and solutions for members related to IT.
Chair: Robert Baird, Logix Data Products Inc.
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

WHAT YOU NEED TO KNOW TO **GROW YOUR** BUSINESS IN 2019

If you run a business or are responsible to bring in the sales for a business, then listen up! I am going to outline the key fundamentals to ensure that you (or your sales people) are measuring and doing the right things.

First of all, know the three key metrics that are essential to your awareness that your efforts (or your team's efforts) are on track to success:

1. Sales YTD percentage against the sales goal for the year. If your team is 25% of the way to achieving their sales goal and it's 50% of the way into the year, you are in trouble! Unless of course if your business has a seasonality that causes most of the sales to happen in the last two quarters.

2. Pipeline/funnel value. This metric is defined as the total value of all the active deals that the sales people are working on, along with each deal's projected close date. Active means that there is a next step meeting on that deal in both the rep's calendar and their client's. Do not measure deals in the pipeline that are not active, that are merely swirling around the drain just waiting to go down!

3. Activity to put more deals into the pipeline. How many first meetings with new clients should the sales people have each week? How many times should they reach out to prospective companies to try to get those meetings? How many active deals, or what size, should they have in their pipelines? Should they attend networking events, trade shows, lead lunch and learns, or webinars?

If you don't monitor both results goals and activity targets, then what are you or your sales people doing for heavens sake?!

And here's some bonus information for all you leaders of sales teams. Your most important role with these folks is to develop their sales skills so that they hit their sales goal by overseeing the quantity and quality of their activity. So how do you do that? Through skilled coaching and mentorship. You have many opportunities to do this and here are just a few:

1. Pre-sale and post-sales call coaching. If you go with your sales people to meetings with prospective clients, these are excellent opportunities to help them prepare, and then debrief



Linda Kern, BCom
Sales Growth Expert
The Kern Group Inc.

MEMBER TALKS

those calls. Even if you are not planning to attend an upcoming meeting, this type of coaching still applies.

2. Daily or weekly sales huddles. One of my client's, Karen, taught me this great tip. Every morning she has a 5-minute huddle with her sales team to help them get focused on the right activities for the day – the top three, if you will. Short, sweet, impactful. It's especially good to do this with teams who are struggling.

3. Co-author their annual sales success plan. Ask me for my sales planning document. Have your sales person complete a draft and then sit down with him or her to review their plans for the year.

Good luck! Being consistently good at sales is hard, and that's what makes the profession so rewarding when you have a great year! And always remember, "Nothing happens until a sale is made!"

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REAL CONSIDERATIONS WHEN CONTEMPLATING WRITING A BENEFICIARY OUT OF A WILL



SUKHDEEP S. SIDHU LL.B.
Business & Estate Succession
Corporate/Commercial
Keyser Mason Ball, LLP

Testators have the ability through the instrument of a Will to dispose of all of the assets held by their estate at the time of their death in a free and discretionary manner as they may choose.

This notion of testamentary freedom although regularly upheld in common law courts in the West, may see real and costly court challenges when certain considerations are often overlooked by the testator at the time the Will is being drafted.

A common court challenge arises when certain beneficiaries are expressly left out of a Will. Some of the reasons why a testator may elect to leaving a beneficiary out of the Will include the following:

- having an estranged or fractured relationship with a son or daughter;
- a beneficiary has already have received a significant share of the estate during the life of the testator, for example where parents provided a down payment for their child when the child was purchasing his or her first home;
- gifting a cottage property to the beneficiary during the testator's lifetime;
- Funding the purchase of an investment property in the beneficiary's name;
- having already designated the beneficiary on a life insurance policy;
- the need to offset a child's debts owed to the parents at the time of their death proportionate to his or her share of the estate;
- having financially supported one child more so than another child in the family;
- testator is against funding a beneficiary's possible involvement in criminal activities; and last but not least,
- not wanting to support a gambling or drug addiction of a loved one.

Although a court challenge contesting the validity of a Will may be brought at almost any time, testators should be aware of the following points when thinking about whether or not to write a beneficiary out of their Will:

1. Leaving a beneficiary a minimal gift in the Will

– This could be done in the event the testator isn't on the best of terms with a beneficiary, and wants to spare the estate the potential cost of litigation if they explicitly disinherited a beneficiary. Along with this minimal gift, a properly signed and witnessed letter/memo as to why such a gift was left would aid estate trustees in the event there was a court challenge, as they can use the contents of the letter to show the testator's real and true intentions. The witnesses may be called upon to testify to the capacity of the testator at the time of execution of that specific letter/memo which would accompany the Will.

2. Explaining within the Will why a beneficiary is being left out

– If the testator is set on not leaving a minimal amount to the beneficiary, a detailed explanation with facts surrounding the disinheritance of that beneficiary is important to withstand a court challenge. This would typically be in the form a clause inserted in the body of the Will elaborating on their reasons, whatever they may be.

3. Dependent's Claim against the Estate

– Section 58(1) of the *Succession Law Reform Act*, R.S.O. 1990 (SLRA), states that where a dependent has not been provided adequate provision by a deceased whether they died testate or intestate, the dependent may have a legitimate claim against the estate. Section 57(1) of the SLRA describes a dependent as a child, spouse, parent or sibling of the deceased. An adult child is usually prevented from relying on this definition unless they can produce convincing evidence to a judge outlining their dependence on the deceased. If a dependent has certain physical or mental disabilities that prevent them from providing for themselves, it is likely that a Court will allow the dependent's claim to proceed if adequate provisions aren't in place, barring any evidence introduced to the contrary by the estate trustees.

Adequate estate planning during the lifetime of the donor and clear and express intentions in testamentary documents are some of the mechanisms which may protect estate trustees from unnecessary challenges to the validity of the testator's Will.

Feel free to contact the author at ssidhu@kmbllaw.com or at 905-276-0423 to discuss the issues highlighted in this article or any of your estate planning needs.

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Annual event honoring our past chair for the previous year, Paul Gaspar of UPS Canada. In addition to lunch and networking, we had Dr. David Weiss speak on innovative intelligence to our members.

Announcement



Brad Butt

Appointed Vice President,
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CAN CRYPTOCURRENCY BE INHERITED?

Is cryptocurrency legal in Canada?

The Government of Canada has stated that cryptocurrencies are not a form of legal tender in Canada, and a few Canadian banks have banned the use of cryptocurrencies to complete banking transactions.

Cryptocurrency offerings otherwise known as initial coin offerings (ICOs) or initial token offerings (ITOs) may trigger securities law. The Canadian Securities Administrators (CSA) recently announced that any business planning to raise capital through offerings would have to consider whether it involves a distribution of a security. Income earned in cryptocurrency, or capital gains or losses incurred through trading cryptocurrencies, are subject to the Income Tax Act. Goods and services bartered using cryptocurrency are subject to any applicable sales taxes.

Can I inherit cryptocurrency?

The short answer to this is, yes. Whether by legislative vesting provisions such as s.2(1) of the *Estates Administration Act* (Ontario) or by the terms of a Will, cryptocurrency will be captured as part of all of the real and personal property of a deceased which vests in the executor.

The more difficult question is how to access the deceased's cryptocurrency. Since cryptocurrency can only be transferred through the owner's "private key", the estate would need to be in possession of the private key in order to access the cryptocurrency assets. Without the private key, the cryptocurrency is likely to be inaccessible, and would be considered inactive.

Cryptocurrency owners should ensure that the existence of a cryptocurrency wallet is declared as an inheritable asset in



Craig Ross
Partner
Pallett Valo LLP

their will. To protect their families, cryptocurrency owners can use third-party services to manage their private keys in the event of death, entrust the private key to a family member or advisor, or keep a physical list or flash drive of private keys in a safety deposit box with instructions on how to access the cryptocurrency.

Dead Man's Switch

Another more unconventional method is referred to as the Dead Man's switch. This involves a third-party computer automated program that emails you at regular, specified times, and awaits your reply. If the program does not receive a reply, it checks death certificate records of your passing. Thereafter, it transfers the contents of your cryptocurrency wallets to a specified account (likely your inheritor) that you had set up beforehand. The limitation for this method is the consistent replies you would have to give to the automated system.

At Pallett Valo LLP we will continue to monitor the cryptocurrency marketplace for emerging trends and changes to the laws that affect you.



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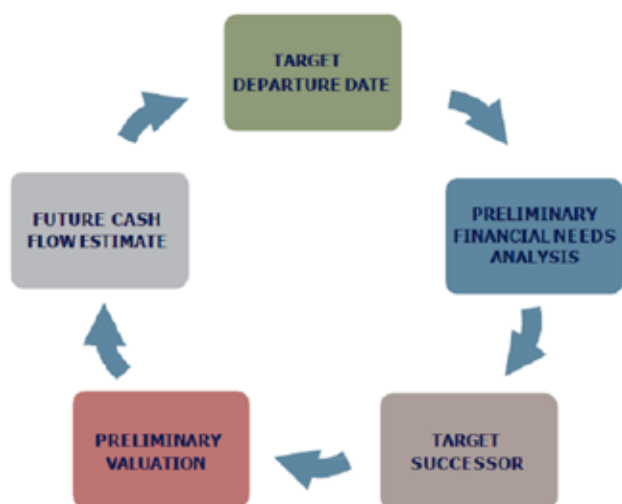
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EXIT PLANNING: FIVE CRITICAL ELEMENTS

Five Critical Elements of a Successful Exit Plan



Working with clients to "Kick Start" their Exit Plan often starts with the five critical elements listed below. Many Clients have spent a lifetime building the equity in their business, we are here to help harvest the fruits of your labour.

TARGET DEPARTURE DATE

You simply cannot create a road map for your successful exit without a stated departure date. We suggest that you set that date by asking yourself questions designed to help you establish a time frame for your departure. You can design your own departure in terms of when it occurs and how your involvement with the business changes and evolves. If you cannot visualize a future that is different from today, this is likely your starting point. Without a definition of what "departure" means to you, your Exit Planning will lack traction.

PRELIMINARY FINANCIAL NEEDS ANALYSIS

Any comprehensive Exit Plan requires a preliminary Financial Needs Analysis. This analysis will help you to set and assess

your financial wants and needs. The Financial Needs Analysis is not a financial plan. It simply tells you how much money you must receive from the transfer of the business in order to achieve financial security and independence. It is a result of a thoughtful review of your lifestyle, changing financial needs, non-business income streams and other factors. This element does require the assistance of a qualified professional.

TARGET SUCCESSOR

It's your business and most business owners expect to control who will take on the ownership interest in the future. Your Exit Plan should reflect your successor owner preferences, whether you prefer that your ownership transfers to a family member, co-owner, one or more employees or an unrelated third-party buyer. Each target successor requires a different approach to Exit Planning. Identifying a successor owner sets you on a path for planning and preparation to accomplish all of your objectives.

PRELIMINARY VALUATION

A preliminary business valuation, prepared by an appropriate professional, gives you and your Exit Planning team a reliable idea of how your business will contribute to your financial goals. Once you have a sense of what your business is worth, you can work toward Exit Planning solutions that allow you to receive full value for the business. Don't worry if the value of the business does not support the value you require based on your Financial Needs Analysis – that will just mean that your Exit Plan will emphasize value building as part of the comprehensive solutions and strategies.

FUTURE CASH FLOW ESTIMATE

Cash flow drives your current income as a business owner. It will also fuel your continued ownership and your ultimate departure. A professionally prepared cash flow projection helps you and your advisors evaluate the likelihood of success of various exit paths. It can also prevent the Exit Plan from taking a wrong turn and establishes the financial structure on which you build your Exit Plan.



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

ONTARIO ECONOMIC REPORT RELEASED SHOWING BUSINESS CONFIDENCE GROWING

The Ontario Chamber of Commerce (OCC) released the 2019 Ontario Economic Report (OER) on February 19, 2019. As the landmark research platform for Ontario's leading business advocacy organization, the OER presents the collective voice of our 60,000 members in 135 communities across Ontario including the Mississauga Board of Trade (MBOT).

The 2019 OER highlights the year that was and the year ahead, offering a unique perspective on the experience of businesses of all sizes across the province. Through the Business Confidence Survey, the Business Prosperity Index, and the Economic Outlook, this report presents a candid look at private sector sentiment and opportunities for economic growth throughout Ontario.

This year, the Canadian economy will enter a period of inflection; the majority of economists believe the global economy will experience a deceleration in the coming 12 to 24 months. Two key drivers of economic growth in Canada—domestic consumer spending and the housing market—have recently slowed, and the Bank of Canada downgraded the country's 2019 economic outlook in its latest forecast. While Ontario will not be immune to these economic headwinds, there are reasons to be cautiously optimistic, as the province's GDP, employment rate, and population are expected to grow slightly faster than those of the rest of the country. This guarded optimism is reflected throughout the 2019 OER.

The takeaways from this year's OER include:

- Confidence in Ontario's economic outlook has improved. Thirty percent of members surveyed expressed confidence in Ontario's outlook for 2019, up seven percentage points compared to last year. This is accompanied by a more than 20-point drop in negative sentiment towards the province's economic outlook.

- Businesses are gaining confidence in themselves. Sixty-one percent of respondents reported confidence in their own organization's economic outlook heading into 2019, a seven-point increase from last year.

- Revenue projections for 2019 are more positive than those of 2018. Eighty-six percent of respondents believe their organization's revenues will increase or stay the same over the next twelve months, with only fourteen percent anticipating a decline. This represents a notable change

in direction from 2018, when 27 percent were projecting their revenue to decrease.

- Business prosperity is higher than it has been in more than 20 years, but business fundamentals are not without their challenges. Significant financial resources are available for productive use by industry, yet the share of those resources going towards goods and services continues to deteriorate.

- Over the next year, Ontario's economy is forecasted to slow to two percent growth. This is expected to continue to have a disproportionate impact on rural and remote regions, as evidenced by higher unemployment and stagnant population growth in areas such as Northern Ontario.

- Despite increased optimism, several major policy issues loom large. In 2019, the Ontario government must consider policies and programs that address two fundamental competitive factors: the cost of doing business (including regulation, taxation, input prices, and provincial debt) and successfully navigating a rapidly evolving labour market.

Whereas in previous centuries attracting physical capital was critical for success, we now live in a world where attracting human capital is paramount. Increasing labour force participation, navigating workforce disruption, embracing technological innovation, and addressing Ontario's skills mismatch will be a major determinant of the province's economic success now and into the future. Ontario's overall prosperity also depends on the strength of its regional economies, where the disparity of economic growth is evident.

We should all be concerned that employment growth has largely been concentrated in the Greater Golden Horseshoe since 2003, while other regions have experienced slow or even negative growth during the same period. Developing Northern Ontario's natural resources sector, such as the Ring of Fire, should be part of a more strategic, less one-size-fits-all approach to regional economic development.

This will be a formative year for shaping the province's trajectory as the government develops new strategies on

transportation infrastructure, broadband internet, key industrial sectors, and more. The OCC and its members look forward to working with the Government of Ontario throughout 2019 to ensure we are capitalizing on opportunities to drive economic growth for all Ontarians.



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CALLS FOR ROYAL COMMISSION ON TAXATION

50 years of cutting and pasting has left Canadian taxation uncompetitive, cumbersome and inefficient. Now more than ever a Royal Commission on taxation, with everything on the table, is needed to align Canada's tax system with the economy of today and tomorrow.

Much has changed since the Carter Royal Commission created the basis of our tax system in the 1960s. New technologies, global supply chains and international competition have disrupted entire industries. Governments worldwide are competing to harness innovation by trying to understand how new developments like artificial intelligence and the sharing economy will reshape how we live and work, including how we tax.

The pace of change in today's economy requires capital investments, investments in talent and skills as well as organizational agility to keep up and compete. According to our report on Canadian tax competitiveness, which was released today, our tax system falls flat on all three counts. The Canadian business community believes the accelerated capital cost allowance measures announced in last year's Fall Economic Statement lack what is needed to spur the necessary investments. Our dauntingly byzantine federal tax system ranks 41st in the world in the time it takes to prepare and pay taxes. Canadian businesses are concerned the personal tax bracket structure on high income-earners will drive highly skilled workers elsewhere.

It is clear Canada's outdated tax system has real costs—both in terms of money and time—for Canadian business. It has real implications for strategic, tactical and operational decisions.

The changing global tax environment not only provides an excellent opportunity for Canada to rethink its own system but practically requires it. If we look at G7 and OECD countries, there is a prolonged trend toward greater tax competitiveness. The OECD has encouraged Canada to "[r]eview the tax system to ensure that it remains efficient—raising sufficient revenues to fund public spending without imposing excessive costs on the economy—equitable and supports the competitiveness of the Canadian economy." Similarly, the IMF executive board of directors has suggested Canada conduct "a careful and independent review of the

overall Canadian tax system, weighing the pros and cons of incremental versus more radical approaches, and assessing their revenue implications and potential spillovers to other countries."

A Royal Commission's terms of reference should be guided by the principles of tax competitiveness, simplicity, fairness and neutrality. The inquiry should explore the following aspects of Canada's tax system through a comprehensive review:

- Broadening the tax base to explore the most effective tax policy solutions
- Adjusting the tax mix to better promote business investment and economic growth
- Bridging the digital tax divide to ensure a fair and equitable tax system
- Simplifying the tax filing experience with digital filing solutions
- Legislating a Taxpayer Charter of Rights to hold CRA accountable
- Providing a representative for small business to resolve conflicts with CRA
- Conducting regular comprehensive reviews to keep the tax system up to date

If Canada is serious about enhancing its competitiveness, we need to focus on how governments can use tax policy to harness disruption and new global business models. It is crucial we recognize a modernized tax system can be a key driver of Canada's business innovation and economic growth.

THE BENEFITS OF RETIREMENT LIVING

If you are considering retirement living options here are six important points highlighting benefits of this type of living.

REFRESHING YOUR SPIRIT WITH EXERCISE:

Living in a retirement community will help improve your overall health. The exercise programs that are offered are created specially to meet the needs of seniors. Retirement Communities have Lifestyle Coordinators that will help motivate and encourage you to participate. The fitness classes are usually led by a Registered Physiotherapist who can help you improve your balance, strengthen your muscles, help you stay mobile and independent.

STAYING SOCIALLY ACTIVE:

One of the biggest benefits of this type living is the social aspect. Living alone may get lonely and being in an environment where there are people around is a great feeling. Just having someone to talk with and participating in different social activities will keep you

feeling alive and well.

OFFERING AMENITIES AND TRANSPORTATION:

Older Adults are starting to realize that they should make a move into retirement living while they still can, so that they are able to take advantage of the amenities. There is so much to do, like Aqua Fit in a salt water pool, playing billiards in the games room, having a drink with friends at the pub, playing cards in the activities room, going on outings to Niagara-on-the-lake on the bus, and even taking the bus to run some errands. If you are no longer able to drive or if the weather is bad outside this allows you to still get out. Transportation is included in your monthly fee.

MAINTENANCE FREE:

Taking care of a house may start to feel overwhelming at some point. You will not have to worry about cutting the grass, shoveling the snow and maintaining your house. Retirement Communities have maintenance managers and a team that

will take care of it all for you. Included in the monthly fee are the maintenance, utilities and housekeeping of your suite.

RESTAURANT STYLE DINING:

Retirement Communities are offering restaurant style dining with many choices and variety in foods to choose from. You don't have to worry about going grocery shopping, preparing meals, doing dishes, arranging transportation, or driving in bad weather. You can invite your family and friends to dinner in your new dining room!

OFFERING SUPPORT:

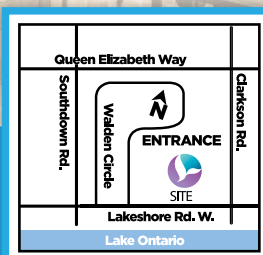
Your comfort, well-being, and safety are the number one priority. There are wellness programs designed to meet your care needs, led by a team of professional registered support staff. You and your family will have peace of mind knowing that there is staff around 24-hours a day.

If you are considering worry free retirement living options, please contact us and we are happy to help.

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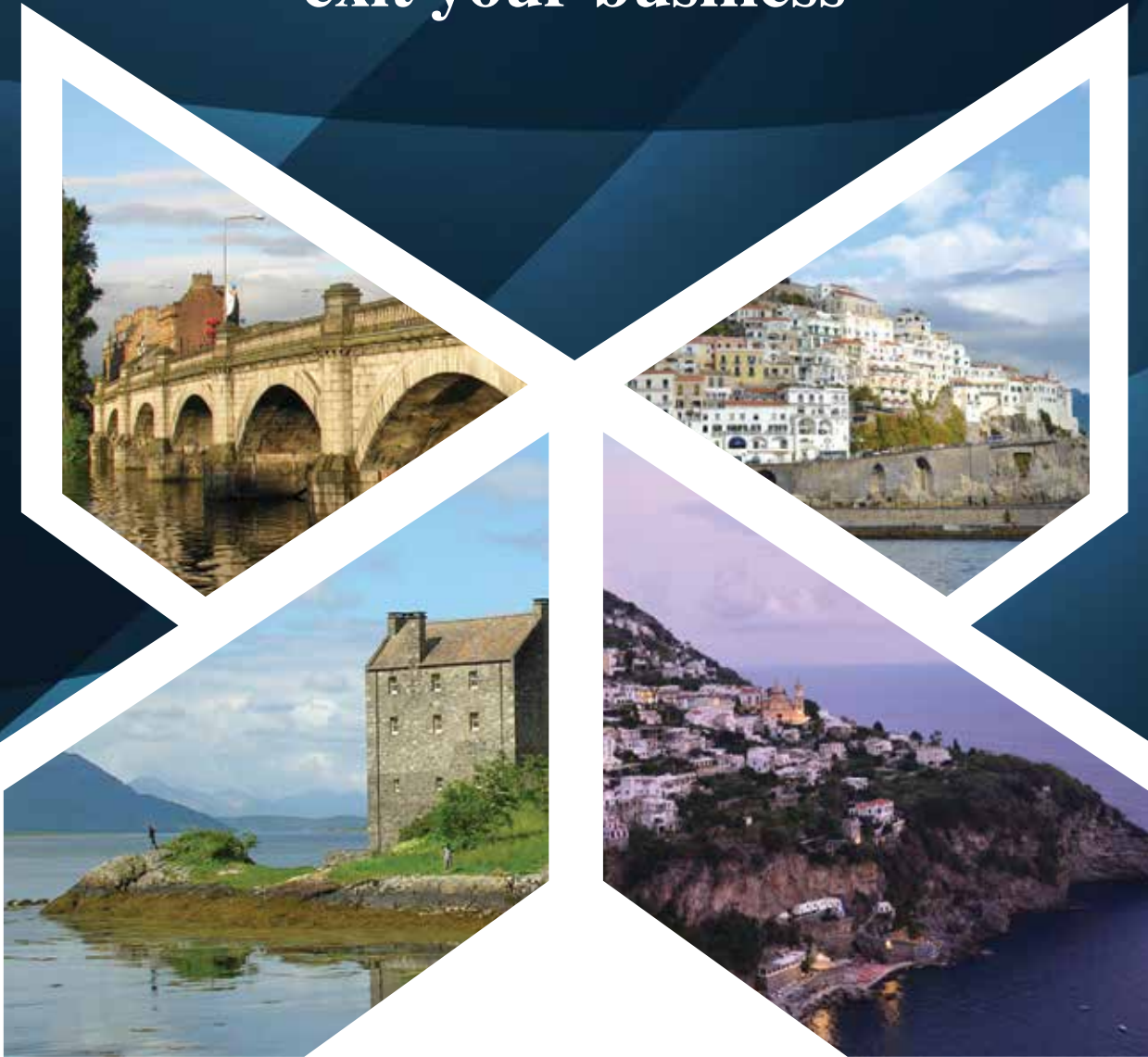
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