

A RESOURCE FOR LOCAL BUSINESSES



VOLUME 24      ISSUE 9  
SEPTEMBER 2021



A close-up photograph of a woman with long, dark brown hair, looking directly at the camera with a neutral expression. She is wearing a red, off-the-shoulder top. The background is blurred green foliage.

# THE FIT NEW START

## MAKAYLA ROGERSON

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The Business Link is published 12 times per year and distributed digitally to businesses in Niagara region and beyond.

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# PUBLISHER'S NOTE



Dear Business Link Readers,

September is school season.

After many months of staying at home, students can go to school according to different rules.

I am sure many parents and kids are very happy even though the risks from the new variants COVID-19 virus are on many people's minds. My son graduated from A.N.Myer Secondary School in June and went to University for his favourite major this September. I am so proud to see our community has been providing the best education to our next generations. The best way we give back to our community is to be engaging and helping others as much as we can.

Business Link is dedicated to promote the businesses in Niagara and beyond in the most effective and creative ways of marketing, video production and content creation.

Let Business Link make your business shine!

Yours in business,

Marilyn Tian M.B.A  
President & Co-publisher  
Business Link Media Group



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hello  
september

# ***The Vale: Shadow of the Crown***

**A NIAGARA-MADE VIDEO GAME  
DESIGNED FOR VISUALLY  
IMPAIRED GAMERS**

*Falling Squirrel is an independent video game studio, and proud member of Niagara's growing independent game development industry. As a studio, we're committed to creating compelling, Triple-A caliber story-driven game experiences accessible to the blind and low vision community while pioneering advances in narrative design and audio-based game mechanics.*

**T**his past August, we released our first in-studio project, The Vale: Shadow of the Crown, on Xbox and PC.

Developed in consultation with the Canadian National Institute for the Blind (CNIB) and blind gamers from around the world, The Vale utilizes the latest in assistive technologies, including binaural audio and haptic controller feedback to create an immersive experience and a thrilling action-adventure video game.

The original idea was simply to make an audio-based game that featured a blind main character.

We felt a blind princess lost in the medieval barrens was a compelling starting point for an adventure; a mix of familiar tropes set within an unconventional perspective.

Because audio-based mechanics would provide sighted gamers with a novel experience without

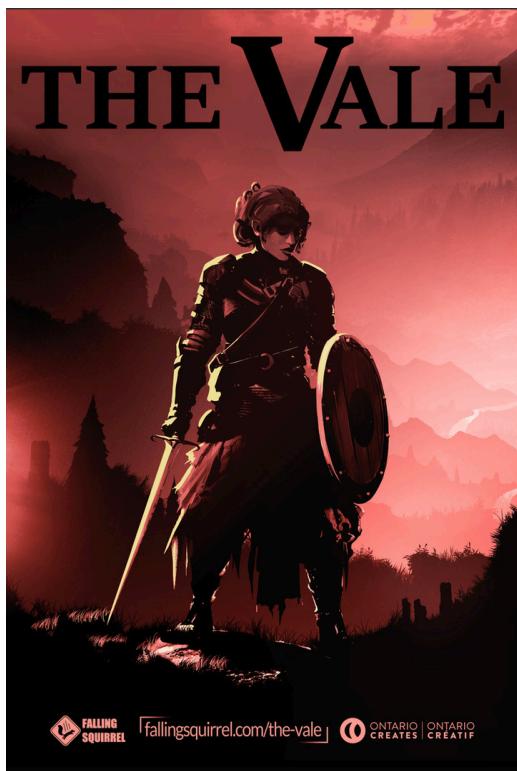
visuals, we could focus time and energy on elements of game development that we were the most experienced in, namely storytelling and voice performance.

We did, however, realize right away that our game could also provide much-needed content for the blind community, but it was not until we partnered with the CNIB that we learned just how eager many in the blind and low vision community were to play video games.

There is an entire community of blind gamers playing popular fighting games like Street Fighter, all-audio shooters like Swamp, along with a variety of text-based adventure games, simple action games and puzzle games. What was notably missing were action-adventure games with high production values. We immediately realized we had something to offer.

The team at Innovate Niagara helped us put a strong funding proposal together, which helped us secure financial support to develop this game. We were able to fund the project with an interactive digital media grant from Ontario Creates while Microsoft funded our port to the Xbox platform.

In the final year-and-a-half of pro-



duction we partnered with another Niagara developer, Creative Bytes Studios, whose experience in programming and console development was crucial to the completion of the project. Ongoing partnerships like this are one of the many benefits of being part of a close-knit community of small, agile, experienced developers.

So far, the game has received an overwhelmingly positive reception from blind and sighted communities alike. We hope that all we've learned during the development of The Vale:

Shadow of the Crown will prove that games in a variety of genres, from indie to AAA, can be made accessible to blind and low vision gamers without compromising the quality of the experience.

The Vale: Shadow of the Crown is available on Windows PC via Steam, Epic Games, itch.io, and Xbox One.

For those who wish to learn more they may visit the official webpage: <https://www.fallingsquirrel.com/the-vale> or follow us on Twitter, Facebook. **BL**.

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# *HOW DO I USE A **BUSINESS PLAN** TO HELP MY IDEA OR BUSINESS SUCCEED?*



Rahi S. Tajzadeh



*Welcome to the second part of our look into the importance of Business Planning. In this month's look at Business Planning, we focus on how to use the business planning process in mitigating risk, spotting meaningful opportunities, creating actionable plans, and gaining a competitive advantage that is sustainable.*

We have seen how a business plan is a comprehensive look at your industry, market(s), and the opportunities you've spotted therein, and how they have led you to craft a plan to take advantage of the situation, and become profitable. Now we want to see how actually use the five to six documents within a comprehensive business plan to help your business. So, we need to get a clearer understanding of your business!

So, you must first take all the knowledge that you have about your industry, market(s), opportunities therein, value proposition, stakeholders, target markets, marketing plan (and their current and historical degrees of success), operation plans (and the unique sets of challenges you have faced), and financial plan, and you must WRITE THEM DOWN.

Not writing them down is a disservice to you and your teams hard work, time, and luck in acquiring said knowledge and insights. Not writing them down will, without fail, result in lost data, information, and insight.

Using point-form, write down what you know under each major document (industry analysis,

market analysis, opportunity analysis, marketing plan, operations plan, financial plan, appendix), making sure to include relevant external sources (that are reliable!) for any premises that are not conjecture. There should be no controversy in the written material, even if it were analyzed by a random industry / market expert.

Once you have exhausted your source of data, knowledge, and insights, and written them down, you need to take a step backwards, and see what the overall picture is; what STORY is all this written material telling you? Do you see patterns, correlations, trends, or other interesting factors that you had missed previously? The goal of this exercise three-fold: to gain a competitive advantage through more meaningful and insightful knowledge of the industry and market(s), to spot new opportunities, and to gain clarity with which you can better craft a more successful vision.

Is the industry healthy? Are there major shifts in the value or supply chain? Are the factors affecting change in the industry or markets changing? Are the current metrics used in the industry or market stable, relevant, or meaningful...and will

## WHAT TO DO?

*Write them down.*



they remain so in the near or distant future? Are the market cohorts going to significantly decrease or increase future demand? Are the current value or supply chains stable? Are there major gaps in the value or supply chains that we didn't know about? Where is the largest volume of unmet needs? Where is the highest value of unmet needs? Where can we save marketing costs? Where can we save operational costs? Where can we better access less costly financing? How can we better invest our profits? What collaborative opportunities did we miss? What opportunities are there

in coopetition? ... the list of meaningful questions that can be answered with the material you have compiled is endless.

Now that you know what you know, you must know what you don't know, and find a way to know it! In all seriousness, you, as a leader and executive, president and visionary, inspirer and motivator, must maintain and improve your knowledgebase every day. Your compiled written material will clearly indicate what you don't already know, and what your focus should be on, both in terms of gaining the missing

## WHAT TO DO?

*Now that you know what you know, you must know what you don't know, and find a way to know it!*

information, and in terms of why and how it is important.

Gain the new knowledge, log it in your growing business plan ‘draft’, maintaining a basic order of information, but also keeping it simple with point form notes and simple drawings. You are now becoming more of an industry expert, a subject matter expert, and thought leader than you could have without this simple process.

Once you feel that you have enough knowledge, you can spend as much time as you see fit with your team to analyze and digest it all. The next goal is to spot new opportunities and create an actionable plan to take advantage of them. Most of your business plan is already completed, you just need to write it in paragraph format, which is much easier when you start with point form; you can rearrange point form notes easily to create sound and valid arguments, which can then more easily be transferred into proper paragraph structure. Congratulations, you are now better at communicating complex ideas as well!

## WHAT TO DO?

*Once you feel that you have enough knowledge, you can spend as much time as you see fit with your team to analyze and digest it all.*



*And now, as promised some Questions and Answers. The following are the top 5 questions asked of us since the last publication, and their respective answers. Remember that if you have any questions, you can email us at [success@thebigleaf.com](mailto:success@thebigleaf.com).*

# BUSINESS PLAN

## **1. How long does it take to write a proper Business Plan?**

Depending on the complexity of your industry, market(s), marketing, operations, and financing ecosystems, a proper comprehensive business plan can take as long as one year to write. Most good business plans take 160-320 hours if they are less than 150 to 200 pages. The key is to surround yourself with industry and market experts that are genuinely interested in you and your company's wellbeing.

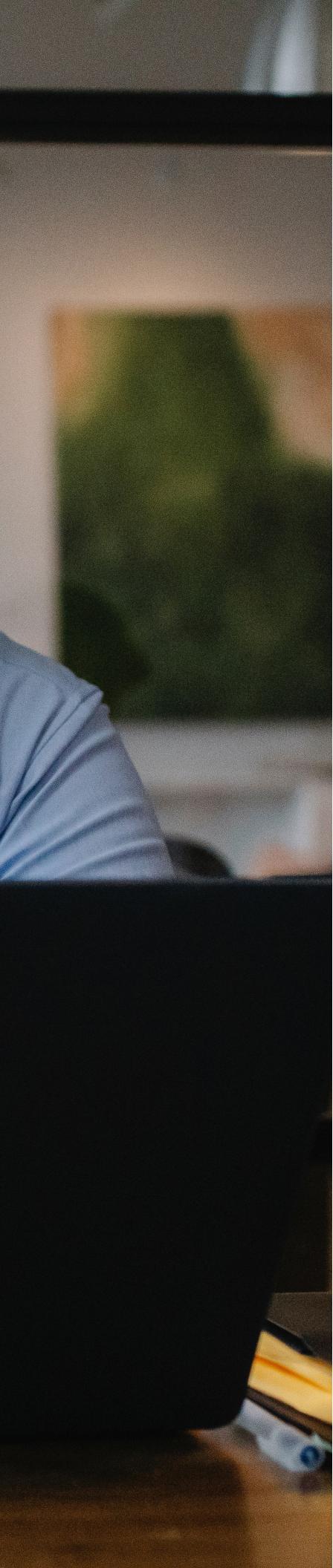
## **2. I am not a trained researcher; how do I conduct an Industry / Market Analysis?**

Conducting these analyses is not rocket science, nor is it like a proper research study for publication in a high-level peer-reviewed journal. These analyses start with a compilation of data and information, and the careful, meticulous review of premises, relationships, and conclusions. A refresher course on Critical Thinking will help immensely. You are essentially a private investigator, trying to come up with the most plausible, least-controversial, and most complete picture of what is going on in your industry and market(s).

## **3. How do I raise funds with a Business Plan?**

A Business Plan is a single, coherent, cogent, valid argument, that clearly demonstrates the value of the opportunities you have spotted, and that your company can take advantage of. Investors, be they friends or family, venture capitalists or angel investors, will eventually want to see a summary of your business plan, if not the entire document. The Business Plan isn't just a log of your company's knowledge, insights, and opportunities, it is also a demonstration of your abilities as a leader and executive. It is a demonstration of you and your team's ability to gather meaningful information, and engage in critical thinking to spot meaningful opportunities. These are the traits that investors look for, more than the details of your sales projections or ratios, when investing in an entrepreneurial venture!





#### **4. Who should be leading the Business Planning Process / Methodology?**

Your CEO, President, Board of Directors, and Advisor Board should all be involved. The CEO/President and the Board of Directors are ultimately responsible, but it should be an open-sourced collaboration between and among all entities within the business. Employees, managers, executives, directors of the board, shareholders, stakeholders, and customers should all be included in the process.

#### **5. How long should a Business Plan be?**

Like the first question above, it all depends on the complexity of your industry, market(s), opportunities, etc. A summary business plan can be as short as a few pages, and as long as 10 to 20. A full business plan can be as short as 25 pages, and as long as several hundred, or close to 1,000 including the appendix and sources.

Remember to come back next month for Step 3 – Using the Business Planning Methodology as a Diagnostics and Consulting Tool!

Stay Healthy and Safe! **BL**.



# Get Your Shelly Plushy

**There are many wonderful coincidences that explain why the turtle is the perfect fit for the 2022 Canada Games in Niagara.**

## IT'S ALL IN THE SHELL!

### The case for the number 13

- 13 large sections in inner shell
- 13 full moons in a year
- 13 Niagara hosting communities
- 13 provinces and territories

### 28 for 28

- 28 smaller sections in outer shell
- 28 days per lunar cycle
- 28<sup>th</sup> edition of the Canada Games

\*\$2 will go towards conservation of Ontario's native turtles and their habitat



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# A Fit New Start

**M**y name is Makayla Rogerson and I am a young mom, an entrepreneur as well as a Model & Fitness Coach. I was born and raised in St. Catharines ON!

I started Modeling in early 2016. My first photo-shoot was with a photography student at Niagara College for her final portfolio. My career took off after I competed in The Supermodel Canada Search in May 2019, where I placed in the top 25 candidates. From there I was scouted to be the Canadian Ambassador for the Miss Progress International Pageant held in Puglia, Italy, which took place in October of 2016. Over the past few years, I've walked numerous runways and have been part of a number of commercial campaigns along with some small film projects; but I also love the fitness world, and being a fitness coach!

Growing up I was always an athlete; I participated on every sports team that my elementary school offered.





My favorite sports to play were Soccer, Volleyball, Track & Field, Cross Country and Basketball. Unfortunately, I never got the opportunity to play Football, which shall forever remain a dream. In High School, I was part of the competitive dance team during my first 2 years. I was pregnant with my son in the 11th grade and didn't get back into fitness until April 2020 during the Covid-19 Pandemic. I wanted to make a healthier lifestyle for my son and me. A Fit New Start. I now work at F45 Training in St. Catharines as a coach, continuing my own fitness journey, and helping others achieve their goals as well!

I strive to inspire and help others be more fit, feel better, live healthier lives, and achieve a greater sense of fulfillment, regardless of where they may be in their lives.

My philosophy is to love yourself and love what you do! **BL**.

**WHAT WE DO**

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- HeartCORE Community Preparedness • Workplace Wellness
- Diagnostic Program

Heart NIAGARA heartniagara.com

# REACHABLE ROADS



**Sharing the road makes it safer for everyone!**



### DID YOU KNOW...

that by law, cyclists must ride bikes equipped with an alarm, bell, or horn?

**The Reachable Roads Campaign** is advocating for cities where every mode of transportation is safe and accessible for the user. Cities and regions where individuals can take their transportation method of choice are more likely to be designed for active transportation: the use of one's own individual power to get from one place to the next. Complete streets are the bridge in which we achieve the goal of accessible active transportation. In designing complete streets, communities are able to incorporate various types of infrastructure in one location, making active transportation easily accessible.

While striving for the goal of making active transportation reachable, it is crucial to promote a culture of safety and compassion amongst various types of road users. Heart Niagara's goal is to educate on the importance of sharing the road to make roads more reachable for all road users, resulting in active transportation support. To do so, the campaign will educate on safe driving practices and sharing the road by focusing on vulnerable road users, dangerous, distracted driving, and school bus and large vehicle safety.

# HeartNiagara.com

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Learn more by following us on



**WHAT WE DO**

• Healthy Heart Schools' Program • Healthy Living (H2L) Program • Diagnostic Program  
Community Preparedness • Workplace Wellness

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Dashline H2L Program, Diagnostic Program

# REACHABLE ROADS

## LARGE VEHICLE ETIQUETTE



BIKE  
SAFETY



PEDESTRIAN  
SAFETY



NOVICE  
DRIVERS



IMPAIRED  
DRIVING



TEXTING  
& DRIVING



SPEEDING/STUNT  
DRIVING



BLIND  
SPOTS



STOPPING  
FOR BUSES



LARGE VEHICLE  
ETIQUETTE

**Make the pledge to road safety in the Niagara Region!**



**DID YOU KNOW...**  
that it takes an 18-wheeler  
40% longer to  
come to a complete stop.

Active transportation is the future and complete streets are how we make it reality. As the Reachable Roads campaign winds down, we reflect on habits of road users that allow accessibility. Encouraging accountability, a pledge to safety will allow for reachable roads among users who experience a higher risk of road incidents. While making the pledge to road safety, it is vital to be mindful of how individual action affects community safety.

It is important to be aware of the challenges school buses and other large vehicles such as transport trucks face on the road. Take caution to protect large vehicle operators as they do for other road users.

Also important is understanding the risks of dangerous and distracted driving. Take action to prevent high-risk events by engaging in safe driving practices.

Be aware of the dangers present for vulnerable road users when sharing the road and take action to make shared roads safer. **Make the pledge** to making the Niagara Region roads more reachable.

To learn more visit [heartniagara.com](http://heartniagara.com)

# HeartNiagara.com

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# 7 WAYS TO FINISH THE YEAR OFF STRONG

By Angela Civitella

*Angela Civitella is an executive, a business leadership coach and the founder of Intinde. [www.intinde.com](http://www.intinde.com)*



It's been a challenging year for many businesses due to the pandemic. Whether you've thrived or struggled in difficult times, there's no doubt challenges came your way.

Many entrepreneurs neglect self-care and work much more than they should, often resulting in burn-out and lower productivity. With September being Self-Care Awareness Month, this is the time to slow down, take time to focus on yourself and successfully move closer towards your goals.

The good news is that regardless how things have gone up until now, you can reposition your focus to make a big splash and finish off the year strong.

## 1. MIDYEAR RESOLUTIONS

Most people are so used to New Year's resolutions that it's practically hardwired into our DNA. The thing is, we aren't strictly tied to the calendar. Any day can be the start of a new era. Finish the year off well by making some midyear resolutions. Get a head start before the rush and stress of the holidays wear you down and go into next year with tons of momentum.

## 2. MILESTONES

It's smart to have your major goals for the end of the year in mind, but the path to reach those goals is most easily managed through a series of smaller accomplishments. Set mini-goals and time frames for each step of the way and tackle it in



bite-sized portions. Psychologists call this compartmentalization. The idea is if you look at the big picture it is easy to become overwhelmed. Smaller goals, on the other hand, seem much more doable.

## 3. BREAKS

Along with having a series of milestones, it's important to have a series of small breaks along the way, too. Taking a

breather now and then will help keep you motivated and help you recharge your batteries instead of becoming burned out and overwhelmed. Not only does working at such a frenzied pace lead to a decrease in quality, it's also bad for your health. No matter how much you have going on in your business, make time for downtime.

#### **4. SLOW AND STEADY WINS**

You may feel a lot of pressure to try and get everything done before the end of the year. Just remember that steady progress will help you get to your goal faster than trying to stay in fifth gear the whole way. You don't sprint your way through a marathon. Just stay persistent and steady and don't let the tasks become insurmountable in your mind. Remember, it's good to set goals to try and meet, but if it takes you a month or two longer there is nothing wrong with that.

#### **5. OUTSIDE INTERESTS**

Your business goals are very important, but don't let them completely consume your life. It might seem counter-intuitive to think about anything else while you still have a deadline but be sure to maintain some outside interests. What is it that you enjoy? Who are the people you like to spend time with? What completely takes your mind off of work and makes you feel good? This is imperative to reaching your goals and will increase the quality and quantity of your work.

#### **6. YOU ARE YOUR BEST ASSET**

No matter what is happening with



your professional life, the most important thing to take care of is you. All the success in the world doesn't matter if you can't enjoy it. You don't need to slack off and ignore your responsibilities, but you do need to make sure that you are healthy. September is Self-Care Awareness Month. Dedicate at least 20 minutes a day to improving self-care. If things get very overwhelming, contact a mental health professional. They are trained for situations like this, and they can help. There is nothing to ever feel embarrassed about, either.

#### **7. THINK AHEAD**

Sometimes a project, business plan or

deadline may become so all-consuming that it completely overwhelms you. Ironically, something that may help is to start concentrating on other work projects. What else do you have on your plate that you've been neglecting? This may sound like it only adds pressure, but when you free your mind of what it is most focused on, ideas start to flow and things don't seem as difficult as you first thought. A finish line can be the scariest part of a project because it is so final. So, don't think of it as a final end. Think of it as just another step.

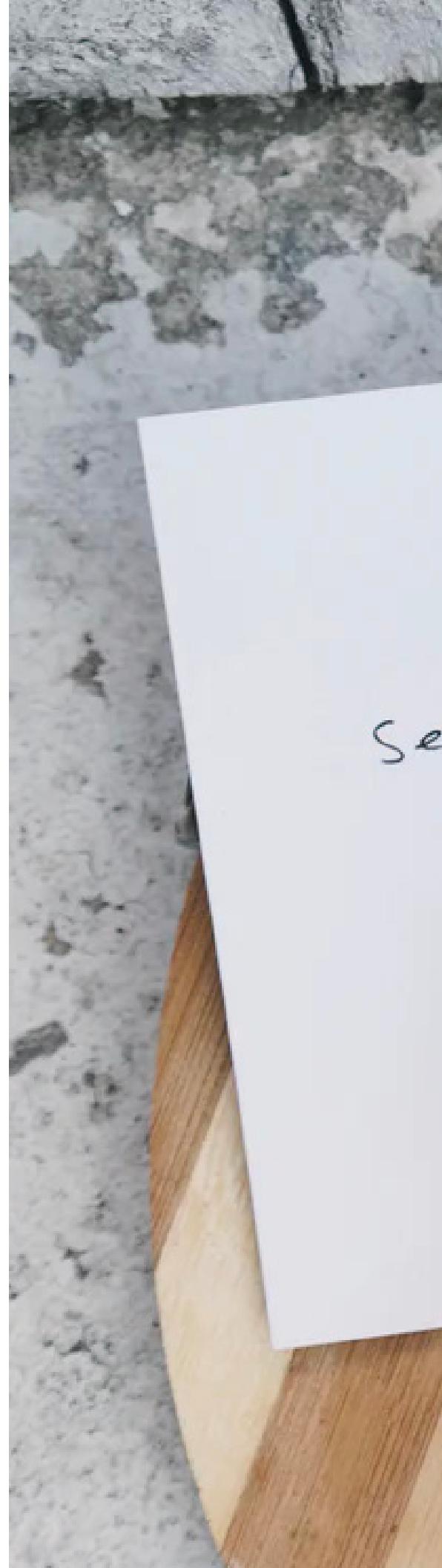
## THE TAKEAWAY

The world around us is constantly changing as both consumers and businesses alike deal with the challenges presented by Covid-19. You can't really control the outside world, but you can take charge of how you conduct your business, how you care for yourself, your mindset, how you prepare, and how you achieve success. Decide today to finish the year off strong. No matter what has happened up to this point, the next few months can be your best ever. **BL.**

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September



**R**eceiving an updated report from the Niagara Region on revised strategies for a consolidated transit system, Welland city council reiterated its support for inter-municipal transit services but maintained concerns about the financial, governance, and service models.

These concerns prompted council to receive and support a subsequent staff report requesting the deferral of the project until 2023. “At the end of the day, we want to make sure we get this right for our riders and our taxpayers,” said CAO Steve Zorbas. “We fully support inter-municipal transit and are very pleased to be a large contributor of that service. However, we have a chance to get this right by taking some more time to review the model, and that’s what we’re going to do.”

The City remains concerned with the proposed allocation of inter-municipal transit costs (including operating and transit capital) on Welland taxpayers, governance represen-

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## ***Updated Financial Model Governance Structures City Requests Deferral***

**Welland, September 8, 2021**

tation, and service levels.

Staff also recommend a review of transit fare structures for low-income riders to be completed and presented to council in October. The City is committed to providing fair-cost services to its users. It ensures that affordable transit services continue to be provided during the transition leading to the implementation of inter-regional transit.

A consolidated transit system has been a topic of discussion for many years. However, Welland city council and staff believe that moving ahead with a comprehensive change requires additional details to become cleared before voting on its approval.

Overall, the City of Welland supports the move to a consolidated transit system within Niagara, making it easier for everyone to get to and from their desired destinations. However, Welland city council and staff requested deferral to 2023 to ensure the model voted on to receive triple majority approval is accurate, cost-effective, and beneficial to all municipalities equally across Niagara.

In the interim, Welland, Niagara Falls, St. Catharines, and the Niagara Region continue to provide intermunicipal transit under the current service delivery model. **BL**.

*odeling and  
for Inter-municipal Transit Received  
to 2023*



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