

A RESOURCE FOR LOCAL BUSINESSES



Volume 17 Issue 12

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## A WORD FROM MARILYN

### Dear Business Link Readers,

I think a little introduction is in order... My name is Marilyn Tian.

In February of 2019, I took ownership of Business Link Media Group. Since that time, I've had the opportunity to meet a number of you – and I'm really looking forward to building on the legacy of Business Link Magazine.

My background is in marketing and business development. Over the years, I've had the chance to travel the world, dive into international markets in different countries, and see firsthand how businesses can benefit immensely from investing in the global marketplace. (In light of this, we're adding some international content in recent issues to help advise Niagara firms on how to do business internationally.)

Just like you, I'm also a local business owner who believes in providing excellent customer service and are passionate in promoting the Niagara we call home. That's why we're still committed to bringing you the most well-rounded "read" imaginable with business experts who are engaging as well

as informative. We also take great pride in offering targeted print and digital advertising solutions that can help you grow your business efficiently and effectively.

In 2020, we will continue to provide quality content on inspiring community-based stories, cutting edge technologies, and developments in the local economy. In addition, we're planning to organize one or two international business conferences and help match our business owners with new buyers and suppliers.

If you want to increase your company's exposure and expand your oversea markets, call us today. My team and I look forward to working closely with you – and being the Link to your success!

Yours in business,  
Marilyn Tian M.B.A  
President & CEO  
Business Link Media Group

*Have any questions or comments?  
Please feel free to send me an email at  
[marilyn@businesslinkmedia.com](mailto:marilyn@businesslinkmedia.com).*



Let's Get Social



# The Gift of Health

**PROVIDED BY HAMILTON HEALTH SCIENCES FOUNDATION**

The holiday season is a time to reflect on the many gifts in our lives and to express our appreciation for loved ones. Before the year ends, we hope you will make a commitment to helping Hamilton Health Sciences Foundation enable the greatest gift of all—the *Gift of Health*.

Donations made to the *Gift of Health* campaign support Hamilton Health Sciences Foundation, which provides funding for important equipment and patient amenities, which aren't funded by the government, as well as innovative research initiatives, redevelopment of patient care spaces, and the education and training of health care providers.

This year, three Patient Ambassadors who received care at Hamilton Health Sciences are sharing their stories to highlight the amazing health care services available. Their unique patient journeys reflect the diverse range of specialized programs at Hamilton Health Sciences.

One of the Ambassadors, Stephanie from Hamilton, was six months pregnant when she suddenly lost strength in the left side of her body. She was rushed to Hamilton General Hospital where it was discovered the 34-year-old had suffered a stroke.

After consulting with obstetrics at McMaster University Medical Centre, clot-re-



Stephanie and daughter Iris

trieval surgery was determined to be the safest option for both her and the baby. The procedure was successful and baby Iris was born healthy and happy at McMaster University Medical Centre.

Like Stephanie, Rebecca from Fergus required life-saving care from Hamilton Health Sciences. What started as a terrible migraine led to a devastating diagnosis of leukemia. After a month of intense chemotherapy in Kitchener, Rebecca's cancer was in remission.

However, since the leukemia had a high probability of returning, she was transferred to Juravinski Hospital and Cancer Centre for a stem cell transplant. The procedure was successful and she's now cancer-free.

Shortly after the transplant, Rebecca met the love of her life and they married in October of 2019. This was made possible by the specialized care she received at Juravinski Hospital and Cancer Centre.

Another of the Patient Ambassadors, Maddie from Burlington, began her own journey with cancer at the age of three. When Maddie became unusually lethargic and red spots appeared on her face, her mother Keri-Lyn took her to McMaster Children's Hospital. Testing revealed that she had leukemia.

Chemotherapy began immediately. In addition to losing her hair, Maddie faced numerous complications including inflammation of her pancreas and the membranes around her brain and spinal column. She underwent two blood transfusions and a platelet transfusion as well as several lumbar punctures to collect spinal fluid for testing.

Maddie, now seven-years-old, completed treatment during the summer and she's happy to be cancer-free.

This holiday season, you can make a vital difference in the lives of patients like Stephanie, Rebecca and Maddie. Please give the *Gift of Health* by supporting Hamilton Health Sciences Foundation so more patients can spend time with their families. When you make a gift today, your donation will be matched for double the impact. (*Gift of Health* donations received by December 31, 2019 will be matched to a maximum of \$100,000 this year by our generous corporate partners: KMR SPECIALTY STEEL LTD., Mountain Hyundai, Weld-Tech Products Inc. and Youngs Insurance Brokers Inc.) **BL**

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Visit [giftofhealth.ca](http://giftofhealth.ca) or call 905.522.3863 to make your holiday donation. The support of generous donors like you is vital all year round. After December 31st, please make your gift at [hamiltonhealth.ca/donate](http://hamiltonhealth.ca/donate).



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# TO TREE OR NOT TO TREE: TREE LAW AND NEIGHBORHOOD DISPUTES

BY JONATHAN MARCHAND

**A**s a litigation lawyer, I often represent people in disputes with their neighbors. People living near each other can often have tensions between them, especially in suburban developments in which homes and properties are arranged very closely to the point that many homeowners in these developments can even be sharing a wall with their next-door neighbor.

These disputes are often on a wide variety of issues, ranging from noise complaints and property upkeep issues to serious damage caused to a neighboring property by negligent action. I have personally seen contentious year-long disputes over a post protruding an inch over the property line, and others which involved flooding caused by negligence which caused horrific damage to an entire home.

In many of these cases, it is at least clear to both sides that there is a problem. Anyone can understand things like flooding causing damage to a neighbor's shed, noise complaints or a child's baseball inadvertently going through a window. In each of those cases most people, even without any legal experience, can understand the dispute and the issues between the parties.

One thing that people often don't understand, however, is trees. When a windstorm like the one we had at the beginning of November this year hits the region, it will often cause damage to houses and infrastructure. When trees fall on homes or cars causing expensive damage, people often want to know whose fault it is (other than Mother Nature of course, who is notoriously difficult to serve with legal papers).

To determine this requires a bit of legwork. First, you need to review a survey of the specific location where the tree is (or was) located, and who owns that land. However, as often in life, it's not that simple. There are several laws which govern who has ownership and therefore responsibility for a tree.

For example, trees which lie directly on the border between neighboring properties are known legally as "border trees." A border tree is owned by whichever neighbor has the trunk of the tree situated on their land. The other party usually has the right to cut off any branches or roots which encroach onto their own proper-

ty from a neighbor's tree, so long as that action isn't likely to kill the tree. The person who owns the tree may cut it down or trim it whenever they wish (unless prohibited by local bylaws).

Sometimes, the tree will be so perfectly aligned that the border line actually runs through the trunk of the tree, so that it technically lies on both properties. In that situation, both neighbors may have equal rights to the tree, and both would need to consent to the tree's removal. The Forestry Act makes chopping down a boundary tree without consent of both parties involved an offence punishable by a fine of up to \$20,000 or three-months imprisonment!

This gets even more complicated because, of course, trees don't grow in straight lines. The trunk of a tree may shift and grow bent in such a way that the base of the tree lies in Alice's yard, but three feet up the trunk shifts to sit over Bob's property. In that case it is likely now owned by both parties – this might even be true if Alice was the one to plant the tree 20 years ago on her own land.

This can also form a barrier to development. Often when people wish to expand their homes or put in things like a pool or a garage, land needs to be cleared. If that land clearing involves trees that are near the border of the property, a landowner needs to be very careful when choosing to remove those trees, as failure to understand the legal consequences of that may lead to you being charged under the Forestry Act.

In addition, cutting down one of these trees can also leave you open to civil claims for destruction of property. I've been told that replacement costs for mature trees can be in the tens of thousands of dollars at the minimum which will put a real dent in your renovation budget.

Before beginning that kind of construction work or thinking about taking an axe to a tree which you are pretty sure is in your yard, it's a good idea to consult a local lawyer to be certain you are in the clear long before you consider yelling "Timber!" **BL**

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Jonathan Marchand is an Associate within the Lancaster Brooks & Welch LLP Litigation Department. If you require his support on a legal matter, he may be contacted at 905.641.1551.

A professional headshot of a young man with a beard and short brown hair, wearing a grey blazer over an orange button-down shirt and dark trousers. He is standing with his hands in his pockets against a plain white background.

**JONATHAN MARCHAND** is an  
associate within the  
Lancaster Brooks & Welch LLP  
Litigation Department.

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# The Secrets to Team Success

BUILDING AND SUSTAINING POSITIVE COLLABORATIVE OUTCOMES.

BY JESSICA POTTS

I was recently asked, "what's the secret to team success?" Having devoted a great deal of time into studying the art of people management and the power of collaboration, I was excited to share my thoughts.

Whether on a playing field, at home or in the board room, team dynamics can make a huge difference when it comes to achieving positive outcomes, personal motivation, and overall satisfaction. We want our teams to engage, take inspired action, and realize goals together.

But how? In business, there isn't a single set of rules like there is in sport. Much has been written on the topic and I've distilled my findings down to five simple areas of focus.

The really exciting part is I've been able to apply these principles in the many arenas of life: as a parent, a soccer coach, in my community projects, and in business. The geek in me is also quite proud of the fact that the framework below is made up of rhyming words. Here we go:

**1)** Define what success looks like and think big! Why does your company/project exist? What do you stand for? What's the greatest good your organization can do?

Setting clear expectations is the single most important thing leaders can do. I firmly believe people want to provide value – we inherently desire to meet and exceed expectations. Most people will go above and beyond as their understanding, interest and passion grows.

But we can't do that when the vision is unclear or sits on a shelf collecting dust. A clear, well-communicated vision gives yourself and your team essential decision-making framework – equipping you with tools and permission to say "no" when it's required to stay on your path to success.

**2)** Align your team towards the goal. Know them. Know their strengths. See something special in them they may not see in themselves and empower them to focus on the areas where they naturally excel. Most importantly, make them feel as though they belong and are a part of something worthy of their time and energy.

I can't underestimate the importance of your team feeling a sense of belonging. Foster a sense of belonging by helping team members feel self-worth, feel appreciated, and see the value they and others bring.

This applies equally to partners outside of your organization – do what you do best, outsource the rest. Just be sure that you seek out partners who share the same values and commitment to excellence.

**3)** Design processes and systems that set your team up for success. Patrick Lencioni says, "If you want buy in, they have to weigh in." So whether you're starting from scratch or welcoming new members to the team, be sure to engage your people in regular feedback and continuous improvement exercises.

Accepting input from team members shows them that you value their input and opinions, and provides fresh ideas and perspectives to keep your organization relevant. It's okay if you don't implement all of the suggestions. Just be sure to follow up with contributors to let them know why. This deepens their understanding of the organization and encourages the flow of information.

**4)** Assign accountability to reinforce the steps above. We have to designate responsibility and build in regular progress updates to stay on track and remind the team of the things that matter.

Think about the things you talk about in regular meetings or conversations. While it may seem obvious or simplistic, leaders need to ensure everything from meeting agendas to bonuses reflect the types of behaviours and measurements that are most important to their vision, mission, and values.

If the things that matter aren't part of a regular dialogue, then they'll quickly be replaced by other topics and actions that can take you off-course.

**5)** Finish Line – It's important to celebrate success which includes any behaviours, results, and measures that you want repeated. Recognition and appreciation is another key to keeping team members motivated and engaged.

One of my favorite parts at the culmination of a project, task, fiscal year, etc. is the debrief. While I believe there are a lot of great lessons to be learned from failures, I think there's more value in studying successes and leveraging assets intentionally.

As in sport, it's not always the most talented teams who win. It's the teams who work the best together that are most effective. **BL**

Jessica Potts is the president of Inspired Strategy Group Inc. and a Gallup Certified Strengths Coach, working with clients to develop leaders, build high-performing teams, sustain stakeholder and employee engagement, and realize their goals. For more information, visit [www.inspiredstrategy.ca](http://www.inspiredstrategy.ca) or search "Inspired Strategy" on your favorite social media platform.



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# Leaving A Legacy

## AN INTERVIEW WITH DR. DAN PATTERSON

BY MARILYN TIAN

In May of 2019, Niagara College President Dan Patterson formally announced his retirement from the position he's held for the past 25 years. In this interview, the local legend reflects on his many years of service to the College and his thoughts on a life well-lived.

**MT:** What are a few of the accomplishments over your long tenure with the College that give you the most pride?

**DP:** Well, I could narrow it down to three things – the people, the culture, and students' success – these have all been the keys to our success. In terms of concrete accomplishments, I'd say the building of two state-of-the-art campuses that are considered among the most beautiful learning environments in the country is one accomplishment I'm very proud of. Over the course of the last 10 to 15 years, we've been able to invest over \$300-million into capital revitalization in order that our students can have access to the best possible learning environment. The second thing that's unique is the entrepreneurial spirit we've been able to accomplish here at Niagara College. For example, Canada's first teaching winery, brewery and distillery all provide students with a totally immersive experience of running a brewery, a winery or a distillery. I think all organizations have to innovate. We're in an era that's defined by ingenuity and creativity, so the more we can foster that entrepreneurial spirit, the more we can help our students, because at the end of the day, our job is to help them acquire advanced skills for employment. This job-ready knowledge will enhance their careers so they can be a critical part of the talent pool, whether it be here, across Canada or around the globe.

**MT:** I understand the College will be naming the Niagara-on-the-Lake Campus in your honour. How did that announcement make you feel? Was it a big surprise?

**DP:** I had absolutely no idea they'd be honouring me that way! Not even my wife Saundra shared that information with me because she and others knew I'd worked hard to achieve this vision, this dream of having one of the best campuses in the country. For the Board of Governors to arrive at making that decision was an important one. It was very moving on my part to receive this very distinct honour.

**MT:** What does it mean to you?

**DP:** The Daniel J. Patterson Campus means that my legacy will continue. People will want to know down the road who is this "Dan Patterson," and what did he accomplish. I think in those conversations people will point out that he led a team that created an extraordinary experience for students and a learning environment that's very special. We've got a solid foundation at the College and to think that my name is associated with this extraordinary campus is inspirational to me.

**MT:** You've always been known for your enthusiasm and boundless energy. Where are you hoping to channel that energy when you retire?

**DP:** I'm still passionate about the role post-secondary education plays in the life of a community like Niagara, and in the life of individuals, so I'll try to express that in various forms. I'm going to be Chair of the Ontario Centres of Excellence – a provincial group of senior business leaders that try to link academia to the commercialization of new and up-and-coming companies. I'm also on the National College Association Board [Colleges and Institutes Canada], and hope to give voice to the important role that colleges play. Nationally, I want to mentor future leaders in the college system. Locally, my wife Saundra and I want to stay in Niagara. We believe the quality of life here is tremendous, and we want to help in various ways to keep a strong Niagara going. I'm also going to work with another initiative called Be World Ready to help more students from Niagara experience education abroad.

**MT:** What advice would you give to the future generation of leaders in our community?

**DP:** In a world that seems increasingly cynical, it's important to talk about citizenship and social responsibility. How can we give back to our community? Everybody I know feels they get a tremendous sense of satisfaction in return, and if we can help spread that to others, we won't be a place of cynicism. We'll be a place of goodness. I felt privileged to be at the helm of Niagara College – and felt I had a moral responsibility to promote good citizenship, civil duty and respect. I think that's part of good leadership and the moral courage that needs to be out there a lot more in today's fast-paced world.

**MT:** What excites you most about the future of Niagara College?

**DP:** The thing that excites me most is the fact we're truly fulfilling our vision of enriching lives and fulfilling the dreams of our students. Students come to Niagara College and they say, "My dream is to be a sommelier." "My dream is to be a journalist." "My dream is to be in gaming." "My dream is to be a chef or a winemaker." – and through their educational journey, we provide work integrated learning, co-ops, a range of expertise from extraordinary faculty who bring their knowledge into the classroom and share that knowledge so that at the end of the day, our students are job-ready. They are prepared for the next chapter of their lives, and for me that's incredibly satisfying. **BL**

# HAVE YOUR BEST YEAR EVER

BY BRETT MEADOWS

If you want to double your sales this year, you'll need to answer the following questions honestly, even if it makes you uncomfortable to do so.

- How often do you waste valuable time meeting with prospects that are not the real decision makers?
- What are you doing/have you done to improve this situation?
- What are you doing on a daily or weekly basis to improve yourself?
- What are you doing on a daily or weekly basis to make yourself a better salesperson?

If you answered "not enough" for the last three questions, don't fear – there's still hope. We are currently at the end of the fourth quarter and the way you finish off the year will determine how you start off the New Year.

## Now, consider the following questions:

Where is your pipeline? Is it full of qualified leads and ready to generate sales in the New Year?

How is your work ethic? Are you starting late and finishing early? In today's day and age, you have to put in the extra hours if you truly want to be successful.

What's your attitude? Is your attitude needle pointing to full (positive) or are you running on empty (negative)?

Are you accountable to the most important person in the world (that would be you)? Are you taking ownership or blaming others for your sales failures?

So, to summarize, to attack 2020 successfully, you need to fill your pipeline; evaluate your work ethic; maintain a positive attitude; and be accountable for all of your actions. Additionally, you need to have goals (not resolutions), and adopt a "kick your own butt" philosophy.

Side Note: If you want to have your best year ever, you need to believe that you're going to have your best year ever.

Right, now let's get to the real meat of this topic.

**YOUR PIPELINE** – Salespeople and sales managers often fail to realize the dollar value on their pipeline. For example, if you're looking for a \$100,000 increase in sales in the first quarter then you need to have a minimum of \$200,000 in your pipeline if you have a 50% closing rate. The reality is that in sales, a 30% closing rate is more likely. So, if your goal is to have \$100,000 of new sales in the first quarter, I suggest your sales pipeline should be filled with at least \$350,000 in new sales. What's the value of your pipeline?

**WORK ETHIC** – In 2020, the best thing you can do for yourself is "kick your own butt" and employ a strong work ethic. Get up an hour earlier than you do now and start your day. You can use this time to build your social media presence, work on your weekly newsletter, or plan your sales day. Work while others sleep – I often work from 5:00 to 7:00 a.m. because it's quiet. It gives me time to organize my thoughts for the next day and allows me the uninterrupted time I need to think to kick my competitors' butt.

**ATTITUDE** – Outside events can have a serious effect on your attitude and you don't even realize it. Your positive attitude is the base for success so guard it and do everything you can to make sure that it stays positive. Watching or reading the news, whining, complaining, taking work problems home, taking home problems to work, money problems, health problems and more, can all affect your attitude in

a negative way. I challenge you to turn off the TV and start to read books on sales, attitude, money, etc. I truly believe it all starts with the right attitude.

**BE ACCOUNTABLE** – When sales aren't coming your way, it's very easy to blame everyone but yourself. Resist the temptation to blame and instead, accept responsibility for why you lost the sale. Don't use the common excuse of "I got beaten on price." Accept the responsibility for why prospects aren't returning your call or cancelling your appointment. If you stop blaming others and accept responsibility for these situations, you can learn from what happened and find a better way of doing things to make sure it doesn't happen again.

**SET GOALS, NOT RESOLUTIONS** – We've all set New Year's resolutions and we're still carrying around those extra ten pounds we promised to lose last year. Set some goals, write them down, establish the "whys," post them in clear view, and celebrate the wins along the way. **BL**

Brett trains, coaches, and speaks to salespeople all over the country. For more information on seminars and training, call the friendly folks at Meadows Performance Sales and Strategy at 289.696.3605, email info@brettmeadows.com or go to www.brettmeadows.com.

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# A Minute with the Mayor

*St. Catharines Mayor Walter Sendzik takes a few moments from his busy schedule to discuss his biggest challenges moving forward, why city council has a sharper focus these days, and what puts the Garden City well ahead of the pack.*

BY MARILYN TIAN

**MT: You began your second term as mayor of St. Catharines in 2018. What do you consider some of your biggest accomplishments since you first came on board in 2014?**

**WS:** I think the amount of private sector investment has really expanded into St. Catharines since 2014. It's really been an open for business culture here. When you look at the investments that've been made in the commercial sector, the manufacturing sector and the residential development sector, you're really seeing a robust economy starting to come into its own again. And it's been a long time coming. We have a strategic plan in place now. It's the first one that was created for the City of St. Catharines and has a bold mission which is to be one of the most dynamic sustainable livable cities in North America. With that plan, we have a much better focus at city council. There's a strong focus on our future and when it comes to the social side of the equation, we've really built a compassionate city here.

**MT: What are some of the Garden City's biggest draws when it comes to attracting international investment?**

**WS:** I don't want to overstate this but it's location, location, location. When you look at the investments that've been made in St. Catharines, a lot of it has to do with our proximity to the GTA, our proximity to Hamilton and on the other side, our proximity to the border. We have everything from marine to rail to truck traffic – and can move goods very quickly in and out of our community. We've got one of the best colleges in Canada in Niagara College. We have a strong research institution in Brock University. One of the biggest draws is we've got a downtown that has so much to offer businesspeople, young people, and people coming from other parts of the world. So when people look at Niagara for an investment or St. Catharines, they know that when they make that investment that value is going to continue to grow.

**MT: The Canadian economy has slowed down a bit in 2019. What advice would you give to entrepreneurs or small business owners looking to start up in Niagara?**

**WS:** Well, we're still more affordable than if you were starting a business in downtown Toronto or Mississauga or Oakville. As an entrepreneur, your dollar goes a lot farther here than in the GTA, and

you've got access to some significant research institutions. We've got Innovate Niagara here. We've got the Research and Innovation Centre at Brock. We've got the Innovation Centres at Niagara College – so you have these centres of innovation that help entrepreneurs grow their business. Even though the economy might be tightening a bit, the affordability of being in Niagara creates a natural advantage for an entrepreneur.

**MT: Looking ahead, what are a few of your biggest challenges in the next few years?**

**WS:** One of our biggest ones is housing. When you're looking at the influx of people wanting to live and work in Niagara, it comes with in a greater pressure on our housing market. We're focused on building more places people can call home, whether they're apartment buildings, condos or houses. Priority number two is really making sure we get our transit system unified. We currently have four different transit operators. We're trying to get those amalgamated and that'll feed into the GO system that's come into Niagara recently. And looking at poverty is another big issue. When you have a rapid increase in economic transition in a community, there's a greater percentage of people who fall further behind. Homelessness and addictions are two of the areas we're really focused on to make sure we're looking after everybody. We can't leave people behind.

**MT: What do you love most about working with the people of St. Catharines?**

**WS:** I think it's their sense of pride. St. Catharines' folks are very proud of their community and I think you see more of that today than you may have a decade ago. People are proud of being part from a community that's moving forward. They're proud to look at the successes of those in our community. You look at the business successes – from Beechwood [Donuts] downtown and the OddBird [bistro] to Heddle Marine, the refurbished drydock over in north St. Catharines. There's a host of businesses in our community that are being very successful so we take pride in that. We're a proud community, and we have this collective vision that we're going to be one of the best cities in North America. And I think a lot of folks are making that connection. **BL**



# STAYING POWER

**Renowned professional services firm KPMG celebrates 130 years of dedication to the greater Hamilton community.**

BY SCOTT LESLIE

**W**hen Charles Sumner Scott hung his modest shingle up in downtown Hamilton back in 1890, the one-time grocery clerk could hardly imagine his tiny accounting practice would blossom into one of the largest professional services firms in Canada.

That thriving audit, tax and advisory firm is KPMG.

In 2020, KPMG will be proudly celebrating 130 years of service to the greater Hamilton and Halton region.

KPMG deals with a range of public and private companies, non-profits and public sector agencies. That client list incorporates a wide spectrum of industries like building and construction, real es-

tate, automotive, transportation, life sciences, media and technology and financial services.

Regional Managing Partner Ruth Todd says KPMG is part of a large global firm – but that doesn't mean they lose sight of their clients' needs here at home.

"Over the past 130 years, we've constantly invested in private companies in the Hamilton region," Ruth says of their clients. "It doesn't matter what their situation is. We wrap them up in a holistic approach and make sure their needs are personally cared for. That commitment is very important to us."

## A Crown Jewel

A big reason behind KPMG's historic success – and a crown jewel of the operation – is their team approach that's supported by a full-service tax department.

Blaine Cameron is a tax partner and business unit leader at KPMG

in Hamilton. He says 45 of KPMG's 168 staff is devoted towards tax services.

"From a regional perspective, we're one of the largest tax practices in Canada," he explains. "We're dedicated to helping business owners and entrepreneurs grow their businesses."

At KPMG, their full-service tax team can advise their clients on a wide range of tax concerns – everything from international and U.S. cross-border taxation to global mobility service to mergers and acquisitions to corporate tax planning and compliance services.

Blaine says that breadth of expertise gives them a distinct advantage when they're serving their clientele.

"A general tax advisor will know some things," he says, "but tax is unique depending on the type of business you operate. Here in Hamilton, we have tax specialists in-house who can deal with a number of different areas. It's like having your optometrist, dentist and massage therapist all in one practice."

## Building Relationships

When it comes to serving their clients, KPMG's team is focused on finding opportunities and leveraging them to their clients' advantage. Because the teams are made up of professionals from all service areas including audit, tax and advisory, the opportunities can involve developing strategies to improve profitability, defer and manage taxes or help with business acquisitions and divestitures.

"We love it when we're able to help out," Blaine explains. "It can be something as simple as pointing out certain tax advantages – or making sure they're aware of government grant opportunities."

It's the personal side of things, however, that really makes a difference when they're dealing with their clientele.

"We believe in offering a more diverse range of services," says Aaron Gillespie, a partner at KPMG's Hamilton office, "but relationships are really the key. We have a large client base and always make a point of meeting face-to-face. That way we can provide them with the most personalized experience."

At KPMG, Aaron mainly deals with privately held companies. He says succession planning is often one of his clients' prime concerns.

"We deal with a lot of immigrant families that didn't come from a lot of wealth originally," Aaron explains. "Now they're getting

older and want to transition that wealth on to the next generation. We walk them through the entire process and help them make informed decisions."

## Formative Years

The KPMG team owes much of their ongoing success to the hard work and fortitude of their founder Charles Sumner Scott.

In 1890, the English-born entrepreneur would launch his own accounting practice on 28 James Street South. Known as C.S. Scott & Co. Chartered Accountants, the firm administered a number of area clients including the Royal Connaught Hotel and Hamilton Cotton Limited.

Charles announced his retirement in 1937 and passed the firm on to his nephew Robert Watson. The following year, however, Robert sold the family business to Peat Marwick – a premier accounting firm. The company name would last for five decades until the 1980s when the firm went through several acquisitions. It began in 1986 when Peat Marwick merged with Lindquist Holmes. This acquisition would expand the practice substantially into new areas like litigation and business valuations. In 1989, Peat Marwick combined practices with Thorne, Ernst & Whinney to become Peat Marwick Thorne.

A few years later, Peat Marwick Thorne would merge with accounting giant Klynveld Main Goerdeler to form a new worldwide entity – KPMG. Today, KPMG has a robust global network of KPMG member firms including over 207,000 professionals in 153 countries.

Blaine says the core of their Hamilton business is owners and managers – and that focus has continued to serve them well.

"There's been a lot of changes over 130 years," he explains. "Thirty years ago, we were very focused on health care, education and the steel industry. Now we've expanded into so many areas. We've evolved as the city's evolved."

## Rolling Up Their Sleeves

Since the days of Charles Sumner Scott, KPMG has continued to be an active member of the Hamilton community, supporting a range of organizations and causes.

Ruth says KPMG takes particular pride in supporting children and youth in poverty through their work with such charitable initiatives as Food For Kids, Hess Street School and the Bulldogs Foundation.

"We're one of Hamilton's longest serving companies," she says, "and that's not lost on

us. We want to keep giving back and support the community that's been supporting us for so many years."

In recent years, when some of KPMG's competitors have cut back on their community involvement, KPMG has continued to play an active role, volunteering on the boards of community agencies like City Kidz, Good Shepherd and Theatre Aquarius.

"We have a group that goes to the First Pilgrim United Church every week to help serve food to the needy," Blaine says. "That kind of work really speaks to us. We're not afraid to get our hands dirty and roll up our sleeves."

KPMG is also dedicated to making investments in knowledge. Fifteen years ago, the firm helped found the QuantumShift program at the Ivey Business School where entrepreneurs can learn how to improve their leadership skills and maximize their

**"WE WANT TO KEEP GIVING BACK AND SUPPORT THE COMMUNITY THAT'S BEEN SUPPORTING US FOR SO MANY YEARS."**

Ruth Todd

growth potential. Recently, an offering for the next generation of family businesses was launched called FamilyShift – a program designed to help the next generation step into leadership.

## The Best Is Yet To Come

With the wide scope of their in-house tax, audit and advisory services, the sheer size of their team and their long commitment to the Hamilton community, KPMG has always strived to attain the highest possible standards and produce the best results for their clients.

KPMG may be celebrating 130 years of service in Hamilton – but Ruth feels the best is yet to come for their revered enterprise.

"Our offerings are local and that's incredibly important to us," she says. "We're proud of being in Hamilton. That commitment's going to continue for years to come." **BL**

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KPMG Hamilton is located at Commerce Place, Suite 700 on 21 King Street West in Hamilton. For more information, please call 905.523.8200 or go to <https://home.kpmg/ca/en/home/about/offices/hamilton-4.html>.

# The Cutting Edge

## BUYING ON THE BLOCKCHAIN

Blockchain technology gives you the ability to buy, sell and trade digital tokens that are open source, and in public view. That's simple and powerful.

BY JAKE JOHNSON

I have been to and worked in museums throughout the world, visited art fairs in Europe, Asia and America, and worked in high-end art institutions. And to be frank, I'm pretty sick of the business of art. It's all about who you know, and how you rub elbows with those people. However, an art movement is underway that aims to bring art and collectables to everyone, and create more household names like Andy Warhol, Salvador Dali and Picasso.

But this time, it isn't institutions or powerful individuals who are controlling the scene. This time, it's in the blockchain, and all the transactions are open and available to the public. Powered by the Ethereum (ETH) blockchain, these transactions between artists and collectors are powerful indicators of truthful purchases, trades and sells that open up a brand new economy of art. Art that can be put into everyone's (digital) pocket.

What you say? A digital piece of artwork? You mean, you can buy a digital artwork? Why would you ever buy a digital image? Are you nuts?

Well, it may seem like a new idea, but it really isn't. Digital purchases are everywhere - from purchasing digital tickets to an event to downloadable songs or books on Kindle or the Apple store. We consume things digitally, and that digital content has value we want - but it generally doesn't hold value. Currently, when we purchase a digital item from say Amazon, we only consume that content, and we have no way of reselling that content to another buyer. The only entity that really makes money here is Amazon.

Now with blockchain technology, when that digital content becomes a token that can be bought, sold and traded that changes a

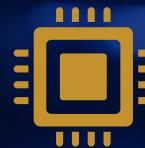
lot of things. After you're finished reading a book, you can resell it. Bought a digital ticket to a sold-out concert? You can resell that too. Bought a digital photograph from a famous photographer? You can trade that now, too.

The famous artist David Hockney recently showcased his digital iPad paintings at the Van Gogh Museum in Amsterdam. One day, the canvas those paintings are printed on will deteriorate, the ink will fade, and the physical object will be vulnerable to damage, the elements and acts of God. However, digitally that information will become truly immortalized on the blockchain.

I recently brought together an exhibition in Shanghai, China featuring digital artworks with artists participating from all over the world. Start to collect art digitally, and skip the art dealer. You might be surprised. **BL**



Jake Johnson is a prolific artist. He's studied art in Florence, Italy, and received his Masters in Painting from the American Midwest. Jake's work has been shown in numerous institutions, art fairs and galleries in places like New York, Chicago, Miami, and Shanghai.



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# WHERE ARE THE GRANTS?!

BY MICHAEL WARCHALA

We're often asked by our clients if there are grants available to help them start or grow their business. I find that this is not a simple "yes" or "no" answer; rather it requires a deeper understanding of the needs of the business.

There can sometimes be a false understanding of a multitude of hidden start-up grant programs just waiting to be accessed. Generally speaking, grant programs with a non-repayable funding component are in the minority of government funding and assistance programs. The myth of numerous grant programs may have been perpetuated over the past few years by a variety of faux-grant websites masquerading as government repositories of grant information. In reality, these websites had nothing to do with the government, and essentially sold information that was readily available at no cost.

While grants programs are not plentiful, they do exist. Knowing where to look and how to access them can be helpful for entrepreneurs looking at growing their businesses. The first question you would typically want to ask yourself is what would I need a grant for? Of course, everyone would like to have more money. But what would you do with that money? Would you look at increasing productivity? Would you look at boosting your research and development? Or per-

haps, would you look at providing training to your employees?

Many programs will come in the form of subsidies, financing or tax credits – but knowing what your specific needs are will be helpful when accessing these programs. Where should you look? I find that the best and most up-to-date repository of programs is available through CanadaBusiness.ca. Here you'll find programs sorted by industry, business need, and geographic location.

What about in the start-up realm? The Niagara Falls Small Business Enterprise Centre, along with the St. Catharines Enterprise Centre, offer two provincially funded start-up grant programs. The first is "Summer Company," a program geared towards youth who are in school and returning to school after the summer. This program provides students with business training, mentoring and a grant of up to \$3,000 to put towards their summer business start-up. The second program is "Starter Company Plus," geared towards entrepreneurs who are no longer students. This program offers training, mentoring and a chance to compete for a grant of up to \$5,000 to start or expand a small business.

When seeking funding opportunities, make sure to accurately assess your needs and be open to assistance in different forms. While non-repayable grants may be the most attractive, other forms of assistance make up the majority of programs offered. **BL**

Michael Warchala is a small business consultant at the Niagara Falls Small Business Enterprise Centre on 4343 Morrison Street in Niagara Falls. For more information, contact Michael Warchala at 905.356.7521 x5004, email mwarchala@niagarafalls.ca or go to niagarafalls.ca/business/small-business.

## HELPING BUSINESS GET STARTED

The Niagara Falls Small Business Enterprise Centre is your first stop for information and advice on starting and expanding your business

- 
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[www.niagarafallsbusiness.ca](http://www.niagarafallsbusiness.ca)  
[smallbusinessoffice@niagarafalls.ca](mailto:smallbusinessoffice@niagarafalls.ca)



# CONNECTIONS

BY DENNIS O'NEILL

Over seven billion people walk this earth – and right now, 5.13 billion have a mobile device. Two out of three people!

In total, 8.79 billion mobile connections operate out there. So some people or businesses have multiple hook-ups. Now we find ourselves linked to one another in a way that no one could have imagined a few short years ago.

I remember when my son first got an iPhone. He said to me, "Dad, my whole life is on this thing... It's my watch, my phone, my music, my computer to Google stuff, etc. etc."

How convenient that phones act as fabulous cameras. Pretty soon, you'll find yourself operating as a television station. What's next?

Stay connected. **BL**

Dennis O'Neill, The Business Growth Coach is located in Niagara-on-the-Lake. For more information on how to grow your business, please call 905.641.8777, email [dennis@dennisonNeillcoach.com](mailto:dennis@dennisonNeillcoach.com) or visit [www.dennisonNeillcoach.com](http://www.dennisonNeillcoach.com).



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# BUSINESS LINK GOES GLOBAL FOR NIAGARA

New "Made In Niagara" magazine an incredible success.

BY SCOTT LESLIE

**BUSINESS LINK MEDIA GROUP** is always going that extra mile for its clients. And this November, our team did just that with the launch of Made In Niagara magazine.

Made In Niagara magazine is an annual publication that spotlights many of the Niagara region's most innovative and internationally inclined firms. The first issue was distributed digitally throughout the Golden Horseshoe Area as well as internationally through the Business Link app which boasts a wide readership throughout Europe, Asia and the continental U.S.

"With our inaugural issue, we were pleased to shine the spotlight on Niagara's many strengths and amenities," says Marilyn Tian, president and CEO of Business Link Media Group. "We're pleased to help promote Niagara businesses in need of supply chain growth, talent acquisition, business mergers and acquisitions, and sales market development opportunities worldwide."

In order to promote the magazine and its advertisers, Business Link Media Group travelled over 26,473 kilometres to attend the China International Import Expo (CIIE) in Shanghai, China in early November. The trade fair is the world's first import-themed national-level expo. This year, it accepted over 3,000 exhibitors from over 150 countries and featured an attendance of 200,000 visitors every day.

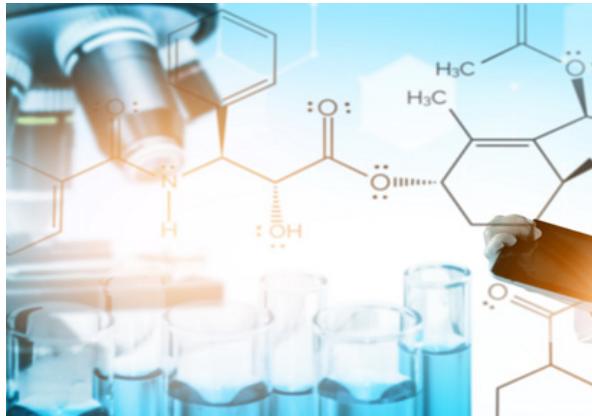
Business Link Media Group also attended the Supply-Demand Matchmaking Conference of the CIIE which was organized by Bank of China. Here, our team had the chance to connect with a number of major trading companies, tourism corporations and e-commerce businesses – and develop potential leads for several Made In Niagara advertisers. Over the coming days, Business Link Media Group would also visit several municipalities including Hangzhou City, Wenzhou City and Xi'an City.

Marilyn says it was incredible getting to meet so many like-minded companies interested in all the potential Niagara has to offer. And Business Link Media Group is already looking forward to promoting its second edition of Made In Niagara at next fall's CIIE.

"The Niagara business community has so much to offer and we're proud to share that potential with investors overseas," Marilyn says. "There are so many international opportunities out there that our business owners really need to capitalize on. I'm happy to work with them and follow up on business development opportunities, if necessary."

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For more information on Made In Niagara, please call 905.646.9366 or contact Marilyn Tian at [marilyn@businesslinkmedia.com](mailto:marilyn@businesslinkmedia.com).



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Your guide to the region's business events.

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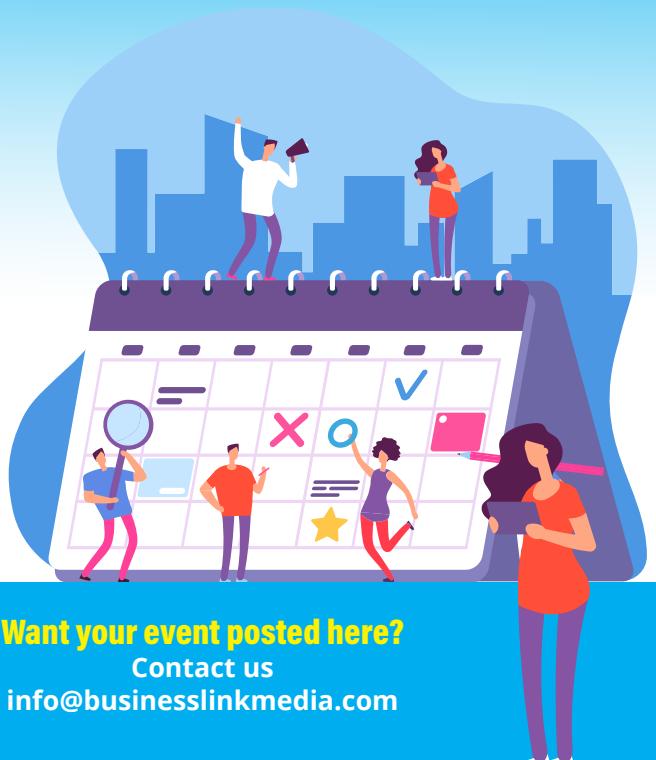
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**Funders' Round Table  
- Niagara Community Foundation**

**January 8th, 9 a.m.**

Fallsview Casino, Grand Hall  
6380 Fallsview Boulevard,  
Niagara Falls

**BEEniagara Business  
Lunch & Learn**

**January 8th, 11:30 a.m.**

J.J. Kapps  
325 Ontario Street,  
St. Catharines

**Business After 5 -  
GNCC**

**January 14th, 5 p.m.**

Club Italia Event Centre  
2525 Montrose Road,  
Niagara Falls

**NIA Membership  
Meeting**

**January 16th, 8 a.m.**

Club Roma, Gemini Room  
125 Vansickle Road,  
St Catharines

**Makin' The Money  
Honey!: GWEN Lunch &  
Learn**

**January 16th, 11:30 a.m.**

Coppola's Ristorante & Banquet Facility  
203 Carlton Street,  
St. Catharines

**NAR YPN Bowling and  
Networking Social**

**January 16th, 3:30 p.m.**

Parkway Social  
327 Ontario Street,  
St. Catharines

**Dale Carnegie Course -  
Kick-off**

**January 22nd, 6 p.m.**

Holiday Inn & Suites St.  
Catharines Conference Centre  
327 Ontario Street,  
St. Catharines

**BizConX Niagara -  
Networking Event**

**January 29th, 5 p.m.**

Strada West  
7805 Lundy's Lane,  
Niagara Falls



# The Future of Work

**SEVERAL DRIVERS AND THEMES WILL PLAY A VITAL ROLE IN SHAPING OUR FUTURE WORKFORCE AND DETERMINING WHAT TOMORROW'S WORK ENVIRONMENT WILL LOOK LIKE.**

BY STEVE BOESE

The future of work is a big topic. However, while researching this, there are three drivers and four themes that continuously rise to the top and play a vital role in our changing work environment. For the purposes of this column, I'll quickly provide some context to each of these drivers and themes and how they're shaping our future workforce. An assist goes out to Communitech's Simon Chan, a leader in the Future of Work concept, who I learned a great deal from before writing this article.

The four themes are the need to upskill, practical work, non-traditional work and expectations. The drivers that are affecting great change are the 100-year life, pace of change and demographics.

**The 100-Year Life** – Advancements in health and medicine are creating a much longer life expectancy. With a 100-year life becoming the norm for future generations, this greatly effects the workplace in many ways. Many people previously worked until they were 55 to 65-years-old when their life expectancy was 75 to 85. People will now be working a lot longer, potentially logging 80 years in the workforce.

**Pace of Change** – The main driver here is technology. If you're not familiar with Moore's law, take a look into it. Essentially, we've been seeing the circuit capacity that's imbedded in technology doubling every two years, for the better part of four decades. These advancements in technology are creating a wider gap between a human's skill set and the pace in which technology is changing.

**Demographics** – This relates closely to the 100-year life and generational groups colliding. Before, there may have been one to two distinctly defined generations working together at one time. Today, there are currently five different defined generations working together. These are The Silent Generation, Boomers, Gen X, Millennials and Gen Z. With such a diverse workforce spanning so many years, treating them as one entity and expecting similar results simply doesn't work.

Hopefully you can start to comprehend how these drivers inte-

grate with the theme's previously identified:

**The Need to Upskill** – If humans are living for 100 years and working for 80 of them, obtaining a single degree that you can ride out for your career will no longer fly. The pace of change will require us to constantly upskill, creating ripple effects in the education system. Colleges and universities will need to adapt to the need of micro credentials and short burst education programs catering to the current and future needs of the workforce.

**Practical Work** – A report from the World Economic Forum stated that "65% of those now entering primary school will hold jobs in the future that currently don't exist." As such, apprenticeships, internships and integrated work/education programs will be of higher need as a rapidly changing workplace will require a "learning while working" environment to adapt to the pace of change in technology.

**Non-Traditional Work** – Long careers with one company are quickly changing to contract work and freelancing. Long work cycles are more commonly becoming short projects. Changes in the expectations from demographics and advancements in technology are creating the ability to work from home and mobile workforces spanning different countries, cultures and time zones.

**Expectations** – As a result of so many other changes, the expectations of an employee are also rapidly changing. Previously, the employer/company held much more power. Today, technology is enabling a far more connected and informed workforce. This is enabling those that are highly-skilled or with personal brands and followings to be in the driver's seat when choosing employers/projects and provides more room for negotiating employment on their terms. They better understand and can quantify their value. Another seismic shift for the employee and employer.

This just scratches the surface of a major topic. But looking at these specific themes and drivers should help to gather some perspective and provoke some thought into how we can better plan for the future of work. **BL**

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Steve Boese is the manager incubation at Innovate Niagara. Connect with Steve at [info@innovateniagara.com](mailto:info@innovateniagara.com).



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The Roaring Twenties Gala gives you the opportunity to showcase your commitment to our community along with our corporate and medical partners. Sponsorship and community connection are the key to the success of non-profits... you can make a difference. The dollars raised through participation, sponsorship and corporate patronage will be invested in strategies

focused on youth in the Niagara Region and their families. Annually the Healthy Heart Schools' Program reaches 4,000 students and their families, your support will assist Heart Niagara to continue to provide this valuable service.

Your participation will assist in reducing premature heart attacks in Niagara.

The Roaring Twenties Gala takes place at the Americana Conference Resort Spa & Waterpark on Friday February 7th, 2020 and is set to be the 'don't miss' event of the year! It's an evening full of great entertainment which includes a 17 piece orchestra, 2 lead singers, illusionist, cabaret style entertainers and more. The menu has been developed to pay homage to 1920's culinary delights PLUS host bar is included in the ticket price.

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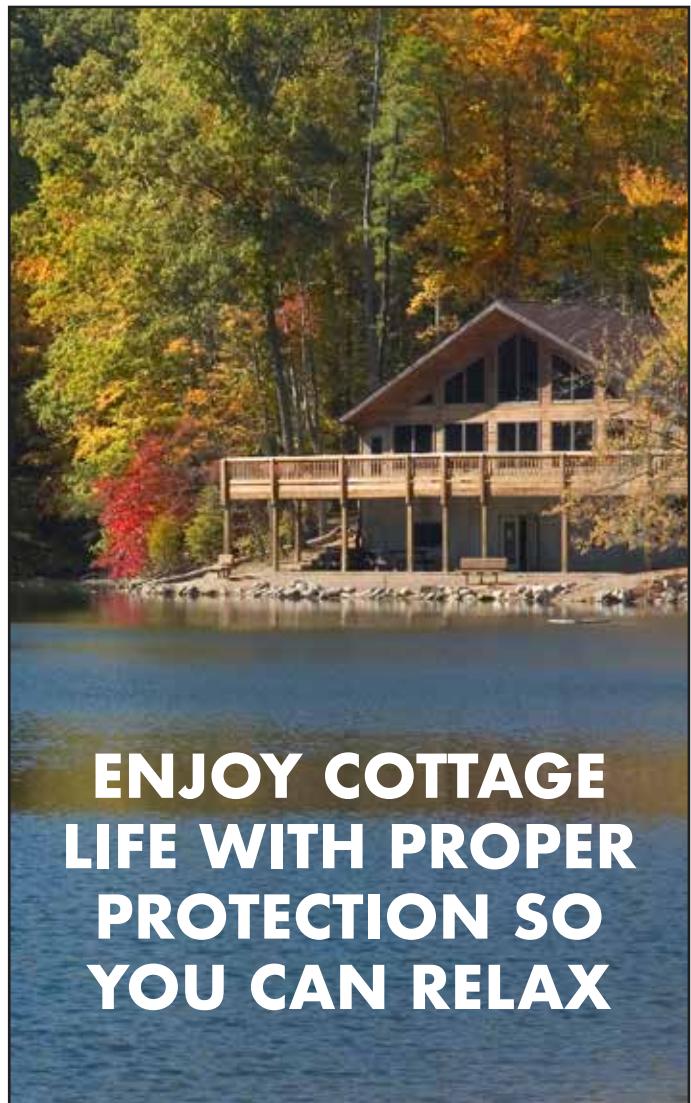
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# HOW TO BUILD TRUST AS A LEADER

BY ANGELA CIVITELLA

How important is trust in the workplace? Take a look back at times when you didn't trust those you worked for. It happens to many of us at some point in our careers. I'll bet your levels of performance and productivity were low and that you felt out of sync with your work, your team and your leader. Being able to trust your leader and their vision can have a huge impact on how you perform and how you produce, and it can determine whether you go the extra mile for the business's bottom-line.

A lack of trust often erodes teams and organizations to the point where people feel that their working environment has become toxic. The results of a toxic work environment including unnecessary drama, fighting among employees, lack of communication and no clear protocol can stifle productivity and results.

Trust is at the core of all good working relationships. When you trust those you work for and with, you're likely to have a higher level of confidence and feel supported. The business itself usually benefits too. Research shows that "in high-trust environments, people show up and do their best work. They are proud to be a part of the team and are motivated to produce results. They feel confident in themselves and each other. They know what is expected of them and what they can expect in return. They don't hold back. They think out-of-the-box and are willing to take prudent risks. They know they don't need to look over their shoulders, so instead they look to each other, and together they look ahead."

The same research highlights how leaders turn to trust building to deepen employee engagement, foster collaboration, help teams adjust to growth and drive change. All of these outcomes, in turn, can help a business be more successful.

Here are five ways to build trust if you are new to a team or have ascended to a new leadership role.

**1) BE A GOOD ROLE MODEL** - As a leader, you are the example, and it's up to you to set the benchmark for others. Leaders are good role models when they can demonstrate how their vision impacts the world and those working toward that vision.

**2) TELL THE TRUTH** - No matter how hard, uncomfortable or scary it is, always speak truthfully. As a result, people will be more likely to trust you and follow you.

**3) BE PART OF THE TEAM** - Demonstrate loyalty to your team. Defend your team when needed, and provide a buffer if things aren't delivered in a timely manner by giving a justifiable reason why. Conversely, when things go well, praise your team to upper management. Let as many people as possible know how hard your team works. This can make both your team and you look great.

**4) BE TRANSPARENT** - Make sure that your team sees and understands why certain decisions are made. People often want to understand why you do what you do. Encourage questions and ideas from your team. Make them part of the process, and they'll feel like they're part of the solution as well.

**5) DON'T MICROMANAGE** - Trust that you hired the right people to get the job done. If your team is left to perform on their own, they're likely to feel a greater sense of proprietorship. Team members often need to feel like they have a purpose, a cause and a goal to achieve and be part of. It may not be enough to do what they're told without asking why, how, what and when. They may need to feel that they're being seen and heard. You can get another level of effort from them and encourage them to trust you if you show that you trust them.

Here are some actions that can cause team members to lose trust in their leader. Try to avoid these.

- Allowing what you say to be out of sync with what you do
- Believing that your personal gain matters more than the greater good of the team
- Withholding important information
- Not showing interest in what team members have to say or contribute

Higher levels of trust within an organization without a doubt can create a better working environment that, in turn, leads to higher levels of success for the business. If there's a lack of trust in your organization, then it may be a slowly sinking ship where everyone is jumping overboard.

To build and maintain trust, treat your team members as you wish to be treated: with integrity and open communication. Don't withhold important information from them. Trust me - your team can sense when they're not privy to all the facts. **BL**

Angela Civitella is a business leadership coach and founder of the firm INTINDE at <http://intinde.com/>



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# THE 12 TENSIONS OF CHRISTMAS

A LEADER'S GUIDE TO A THRIVING HOLIDAY

BY TIM ARNOLD

**1) SPENDING AND SAVING** - Christmas is a time for generosity. Just like with your family celebrations, it can be fun to "go all out" with your workplace festivities too. However, you also need to make wise financial decisions that will be good for your organization long-term.

**2) WORK AND HOME** - Year-end deadlines and countless holiday events add to your normal workload, which are compounded by the expectation that you make the most of the season with friends and family. Perhaps more than any other time of year, finding a work/life balance is especially important around the holiday season.

**3) PRESERVE TRADITION AND EMBRACE CHANGE** - The holiday season is all about enjoying your favorite traditions with family, friends, and co-workers. However, this holiday season could also be a great opportunity to take risks and try something new. Knowing what to keep and what to change around the holidays requires some re-evaluation as a leader, and as always, listening to the wants and needs of your team.

**4) STRUCTURE AND FLEXIBILITY** - The holiday season is a time when we need to be flexible with our day-to-day work routines to make space for parties, events, and year-end meetings. It's also a time of year when leaders need to help their teams embrace the necessary focus and structure needed to stay the course with their work commitment and fourth-quarter expectations.

**5) FREEDOM AND ACCOUNTABILITY** - As leaders, the holidays are a good time to loosen up a little with team members, as the season is sure to bring its fair share of changes to workflows and team members' schedules. It's also an important time to provide clarity around the non-negotiable expectations of each team member, which could easily be forgotten in the frenzy of the season.

**6) TASK FOCUSED AND RELATIONSHIP ORIENTED** - The holiday season can quickly amount to a lengthy "to-do" list. There are parties to plan, presents to buy, projects to wrap up, and schedules to manage. At the same time, it's the time of year, more than any other, when we want to lead in a way that models compassion and attentiveness.

**7) CARE FOR SELF AND CARE FOR OTHERS** - The holiday season is all about focusing on the needs of others. We give gifts to friends and family, carve out time for those we care about, and often step up our charitable giving and volunteering. It's also a time, however, when we must be sure to focus on self-care. Doing so will ensure that we sustain the energy, health and spirit we need to keep a legitimate smile on our face.

**8) PURPOSE AND PROFIT** - As a leader, the holidays are a perfect time to revisit your values and ensure your organization's work aligns with its mission and vision. It is also a time to crunch the numbers and make sure you are delivering a healthy bottom-line as you move into the new year.

**9) LOCAL AND GLOBAL** - The holiday season is a great time to give back to your community and get involved in local celebrations. However, there are also a lot of ways you can think beyond your backyard and add a global perspective to your festivities.

**10) IDEALISTIC AND REALISTIC** - With the end of the year approaching and the new year right around the corner, we want to end well and start strong. This means pushing hard to meet financial targets and deadlines, while setting inspiring goals for the year ahead. It is also a time of year when we need to accept and celebrate reality while ensuring our vision and plans are achievable.

**11) DISCIPLINE AND LETTING LOOSE** - The holidays are an important time of year to keep a pulse check on workplace culture. On one hand, it's the best time of the year to let your team loosen up, laugh and have some fun. On the other hand, it's also a time to provide clarity around the core expectations of workplace culture and appropriateness.

**12) FOCUS ON THE LONG TERM AND FOCUS ON THE SHORT TERM** - Often December is when a leader's head starts to spin...in a good way. There are plans for the new year, updated goals and targets, and new ideas tap into your entrepreneurial spirit. At the same time, the holiday season is often the best opportunity a leader has to slow down, exhale, and turn work off for a while.

Taking some time to recognize and manage these tensions well will ensure you have a fantastic holiday season and thrive in 2020. **BL**

Tim Arnold is passionate about helping people understand the chronic issues that limit leadership and teamwork so they can thrive. He is the author of the book *The Power of Healthy Tension* and speaks to organizations across the globe on how they can overcome chronic issues and conflicting values. Go to [leadersforleaders.ca](http://leadersforleaders.ca).

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# 40 7TH ANNUAL UNDER FORTY BUSINESS ACHIEVEMENT AWARDS

## 280 AND COUNTING! BUSINESS LINK CELEBRATES HAMILTON'S NEW LEADERS AT 7TH ANNUAL 40 UNDER FORTY GALA



**December 4th, 2019** – On Tuesday night, Business Link Media Group proudly recognized 40 of Hamilton's finest at the 2019 40 Under Forty Business Achievement Awards. Over 200 young people, 40 Under Forty alumni and special guests attended the seventh annual gala event which took place at Michelangelo's Event and Conference Centre.

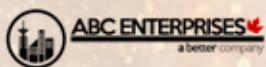
Local broadcaster Jack Peets was master of ceremonies and introduced the 40 award recipients which included entrepreneurs, business professionals and members of the non-profit sector. Several dignitaries including Hamilton Mayor Fred Eisenberger and past award-winners like Niagara Falls Mayor Jim Diodati, St. Thomas More Catholic Secondary School Vice-Principal Charlie Agro and Managing Director of ABC Enterprises Daniel Otter were on hand to offer their encouragement to the 2019 slate of winners.

"We'd like to congratulate this year's winners – and thank everyone who took time to nominate these outstanding individuals," says Marilyn Tian, president & CEO of Business Link Media Group. "Without their efforts, these people might not have received the recognition they deserve."

Since 2003, Business Link Media Group has proudly sponsored the 40 Under Forty Business Achievement Awards which recognize 40 business people under the age of 40 for their business success and contributions to the Niagara community. In the past seven years, Business Link Media Group's 40 Under Forty Hamilton Business Achievement Awards has also recognized 280 of Hamilton's next generation of business leaders.

"These annual awards wouldn't be possible without the generosity of many businesses and volunteers," Marilyn says. "We'd like to thank our sponsors and patrons for seeing the value in these awards and for their ongoing support." **BL**

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