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MAY 2018

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# SEE THE BIG PICTURE

"We're all connected. No one in this world is alone."

BY GERRY VISCA

**O**NE OF MY FAVOURITE things to do is venture out to the movies. I love everything about catching a cinematic adventure; the people, the popcorn and the experience of losing myself.

Earlier this month, my life partner, Angela and I caught the flick: "I Can Only Imagine" based on the true story of Bart Millard; lead singer of MercyMe. There was an inspiring connection that waffled through the aisles of movie theatre number three that night. It was more than just buttery flavoured popcorn that heightened my senses. The movie stirred a deeper sense of human connection within the depths of my soul.

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Continued from cover page

The interesting thing is that the energy that really moved me came after the credits. As I stood up to make my way down the steep flight of steps, I whipped around and caught an older man who had lost his footing and stumbled to his knees. I couldn't help but marvel at the way a dozen or so people including myself rushed to his aid. It was in that moment that I experienced the possibility for a deeper connection within the human race.

For years, I've devoted my life to one of inspiration. I chose to transition from the field of architecture; from building buildings to building up people. As the Why Guy, I exist to inspire others to answer the only question that truly matters: "Why am I here?" As a group of us lifted the older man to his feet, I felt his spirit somehow elevating mine. In that moment, I was pleasantly reminded of the power of reaching out and inspiring one another.

The man's deep blue eyes stirred my soul. As he gripped my arm tightly, we slowly made our way down the steps and out into the hallway. Those of us surrounding him, quietly cheered as the man proudly walked out the theatre doors. He gazed deeply into my eyes and thanked me for my kindness, and I returned the gesture by thanking him for his gift of connection.

That night, I decided to capture this uplifting experience through the gift of the written word. As a 17-time author and transformational novelist, I choose to create the space to share these insights with you through a belief that we're all connected and no one is meant to walk this Earth alone. We live in a connection age, yet one only has to gaze upon a sea of buzzing devices to notice that our world is more disconnected than ever.

Imagine a world where people look up and intentionally strive to connect with others. The outcomes would be limitless. A world that connects through compassion, empathy and understanding will create limitless outcomes.

This old man reminded me of the gift of connection and the "link" between all of us. It's another reason why I appreciate publications like The Business Link. They help us look up and appreciate the verse that each human being contributes to the story of humanity. The gift of connection is about pausing to experience the daily miracles that present themselves in what may appear in seemingly insignificant ways. The key is to become aware of the significance of the "present moment."

Choose to connect to someone's heart every single day. Push beyond your comfort zone and see another human being for who they really are. Feel your spirit connecting with theirs. It's one thing to connect with people's minds, however; it's quite another to forge a bond with their heart. We deepen our connection with others by listening with the intent to understand versus replying.

The world craves deeper connection now more than ever. It starts with a belief that all of us are here to help one another connect to something far greater than building more shopping malls. We are here to connect to the light of one another. Every single human being on this planet has a gift to weave into the very fabric of life. Every stitch is a connection to the quilt of humanity.

So, as the opening credits for the next cinematic adventure begins, I smile at the phrase that fills up the screen and stirs my heart: "See the Big Picture..." **BL**

---

*Gerry Visca is the #Why Guy, a contributor to The Business Link, one of Canada's top inspirational speakers, the author of 17 books, including the two new transformational novels Remembering Why and Why am I here? Visit [www.gerryvisca.com](http://www.gerryvisca.com). When you order three copies of Gerry's latest books you receive the gift of one-on-one WHY Time.  
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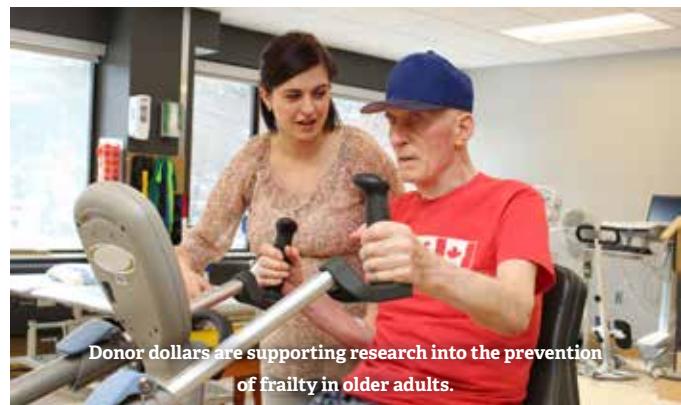
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One research project is evaluating the impact of serious illness on the children of adult cancer patients.



Donor dollars are supporting research into the prevention of frailty in older adults.

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With the help of the Foundation, these researchers are addressing major global health challenges, translating new discoveries into efficient practices for prevention and patient care, and placing Hamilton Health Sciences at the forefront of medical research.

Proceeds from the Foundation's annual gala support important research projects across the Hamilton Health Sciences sites, and funds raised by the 2018 Gala are supporting four innovative projects that aim to enhance the patient experience for years to come.

**Hamilton General Hospital** - One of these projects is a pilot study conducted by Dr. Niv Sre at The General that assesses the effectiveness of using LaparoGuard, a surgical platform that enhances a surgeon's ability to navigate through minimally invasive procedures with greater accuracy and safety. The system employs infra-red probes to map "safety zones" around sensitive tissues and organs.

**Juravinski Hospital and Cancer Centre** - Gala proceeds are also supporting a pilot project led by Dr. Graeme Fraser. This project evaluates the impact of serious illnesses on the children of adult cancer patients, as well as the feasibility of Juravinski Hospital and Cancer Centre partnering with McMaster Children's Hospital to provide consultation and support services from Child Life Specialists.

**McMaster Children's Hospital** - Another gala-supported project is being conducted by Dr. Karen Choong that involves the pediatric patient population of Hamilton Health Sciences. This study is focused on the implementation of "PICU Liber8," an innovative group of practices targeted at preventing critical illness complications in children, and helping these children rehabilitate while still in the Pediatric Intensive Care Unit (PICU).

**St. Peter's Hospital** - The fourth project is being conducted by Dr. Courtney Kennedy and is focused on frailty in seniors. The Fit-Frailty App is a tool for assessing frailty that can be completed by older adults, family caregivers and health care professionals. This study aims to test the Fit-Frailty App's ability to improve the detection and measurement of frailty in routine clinical practice. **BL**

*With projects like these, Hamilton Health Sciences Foundation is proud to support a culture of inquiry for medical investigators who are dedicated to advancing patient care through research. To make a real difference in the lives of patients by supporting important medical research projects, visit [hamiltonhealth.ca/donate](http://hamiltonhealth.ca/donate).*

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# ST. CATHARINES CLUB

Niagara's premier private social club celebrates 140 years of being "the place to be."

By SCOTT LESLIE



**C**ANADA WAS STILL JUST a lanky teen when a group of businessmen in the lakeside community of Shipman's Corners – also known as St. Catharines – shook hands and settled into their armchairs.

It was 1878 and for weeks now, the modest group – doctors, lawyers, and merchants among them – had all got in the habit of meeting to discuss local goings-on. Eight years later, those same men would take their informal gatherings to another level. They applied for a certified charter through an act of the Legislature of the Province of Ontario. That charter was officially granted on March 25, 1886.

And the dream of a "St. Catharines Club" became a reality.

Coady Thomson has been general manager of the St. Catharines Club now since April of 2016. And he's no stranger to the private member club industry. Over his career, Coady has had extended tenures working in food and beverage operations at the Burlington Golf and Country Club and the St. Catharines Golf and Country Club.

But in his eyes, the St. Catharines Club is one of the best games in town.

"It's a very welcoming atmosphere here," Coady says of the Club. "It's a community within a community in a lot of ways."

It all begins with the venue itself.

In the early days, Club meetings were held in the home of various members. That would continue for years until their growing numbers necessitated a more formal meeting place, and the St. Catharines Club acquired several rooms at 41 to 47 Ontario Street. By 1927, however, the Club was in urgent need of a permanent location and Club leaders purchased its current building – a small but impressive Georgian-

style mansion on nearby 77 Ontario Street.

Built in 1874, this magnificent, two and a half storey home was originally the residence of local banker and insurance agent Daniel Curtiss Haynes. With its high ceilings, antique furnishings and rich wood decor, the St. Catharines Club has become the ideal setting for any kind of business or social occasion – from wedding receptions and birthday parties to staff meetings and business seminars. (The Club's meeting and full-service dining rooms can handle anywhere from six to 70 people.)

Take Club 77 for instance. Located on the second floor, this signature room features card tables, wide screen TVs, a billiard table and an

*"It's a community within a community in a lot of ways."*

Coady Thomson

After Five Social Bar, creating the perfect place for members to just kick back and unwind. Other rooms include the Birch Room, the Crystal Room, and the Upper and

Lower Cameo Rooms.

When it comes to the food itself, Chef Leah Robertson and her experienced staff can handle nearly any kind of occasion. The Club offers a wide variety of menu options for members and their guests – everything from a casual hot and cold buffet to a more formal four-course meal. The Club can even offer catering and takeout food in many cases.

"We have one of the best wine lists in the entire region," Coady says. "All of it has been sourced through our membership affiliations."



### "The Place To Be"

Private social clubs were once a familiar sight in the Niagara area – but one by one, they began to fall on hard times. By the late-1990s, several of them had closed their doors for good.

Today, the St. Catharines Club is the last one standing this side of Burlington. But the leadership at the Club realized a long time ago that it had to make changes if it expected to stay in business. And that meant changing with the times – and turning it into "The Place To Be."

In 2016 for instance, Club management felt the building was in need of a facelift. That included extensive renovations to the main dining room and fireplace lounge. The downstairs area was also completely refurbished to brighten up the decor. More recently, the Club has even done some updating to Club 77, adding new flat screen TVs and other amenities.

Building the perfect venue is one thing. But filling the building meant taking a hard look at their membership.

"Every club goes through the ups and downs of membership," Coady explains, "whether it's people passing away or having financial difficulties. We're lucky to have a very strong following with our membership these days."

The Club's membership currently stands at a robust 350 members and counting. In recent years, however, the Club has made a concerted effort to attract a younger demographic. Coady points to new members like Max Bailey, director of property management at Collier's Canada, who joined the Club after his late father Roger had been a member and president of the Club for many years.

It's just one example of many where the next generation of business professionals has brought a new vibe to the building.

"We're not an old boys' club by any means," Coady explains. "The average age of our membership was 60 when I started but we're getting younger every day and with every new membership application."

That doesn't mean the older guard is unappreciated by any stretch. Coady says long-time members like Archie Katzman, the Club's general manager for nearly 20 years, is 88 but still a popular fixture around the place.

Continued on next page



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"Archie's here almost every day," Coady says. "We have a very strong relationship."

Unlike the early years, both men and women are allowed to become members now at the St. Catharines Club. The Club is also encouraging women to take on a greater presence in the Club's management.

"This year, Reni de Verteuil and Holly Mundula have taken over as our president and vice-president," Coady says. "We've never had women in these two positions before at the same time. That's a first for us and we're very proud of that."

**Benefits and Perks** - Of course, the key to the Club's success has always been the membership benefits themselves. As part of its affordable membership package, the Club offers access to all dining facilities and conference rooms, and complete privileges for members and spouses alike. (Spouses also receive lifetime memberships in the event their partner passes away.) Members can even receive reciprocal privileges at countless private member clubs across the States and Canada, and as far away as Australia, Hong Kong and the U.K.

And there's never a dull moment at the Club with its abundance of special events. The Club's packed social calendar often includes workshops, networking dinners, sporting event series, charitable events, and special seminars.

## Wishing The Club Another 140 Successful Years

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# Transforming Niagara Classrooms with Big Bandwidth & Cloud Computing

BY RICH DAVIDSON

Students in classrooms today have never known a world that isn't fully connected, where everything from entertainment to information can be gained at their fingertips. That's changed the way young people learn – and by extension, changed the way school boards have provided the technology required to teach them.

A decade ago, school boards grappled with the notion of providing students with on-demand access to the internet. As smartphones gained prevalence in the marketplace – and the number of students with access to them became younger and younger – school boards globally became faced with the challenge of ensuring safe, reliable access to the internet so 21st century students could learn in a way that is unique to their demographic.

Four years ago, Grant Frost joined the Niagara Catholic District School Board as its Chief Information Officer. He immediately recognized the challenges his new employer faced in terms of providing the necessary technology within a limited funding packet. His first task was to transition the Board to a cloud-first platform. The use of BYOD (Bring Your Own Devices) and the acquisition of nearly 1,000 iPads and hundreds of new desktops and laptops had the potential to put an enormous stress on an already aging network infrastructure platform, and a cloud-based solution could alleviate much of the strain.

The Niagara Catholic District School Board has made enhancing technology for optimal learning one of its enabling strategies to fulfill the mandate of the Board's Vision 2020 Strategic Plan. Network bandwidth, internet reliability and security, and cloud IP Transit topped Frost's list of immediate priorities as the team designed a Technology Services Blueprint to take the Board from 2016 to 2020. An emerging opportunity had also been born out of a newly formed Niagara public sector partnership to host the Niagara Catholic District School Board's information and communications technology infrastructure. Frost knew that the Board could benefit from this partnership with the Niagara Region Broadband Network, among others, to allow the Board's IT services to keep up with the rapidly changing demand, and credits NRBN and its value-added services with helping his team accelerate the Board's technology projects and deliver exemplary service to students and staff.

The Board's IT services team knew that the Board's existing core network would soon choke if they didn't upgrade its Wide Area Network (WAN). They migrated the existing 1Gb core to a 10Gb platform, while all high schools, Board offices, and large elementary schools were upgraded to 1Gbps network connections. This approach allowed the team to resolve multiple simultaneous bandwidth bottlenecks at once.

Diversifying internet connections would be required to separate critical Board services from BYOD services to secure traffic and protect the Board from growing network security threats found online. NRBN provided an internet service delivered over a separate network that insulated the Board from threats that could lead to service disruptions. This new service was spun up rapidly and delivered seamlessly over the Board network to all sites.

The team also realized that many purpose-built cloud solutions had become far more cost-effective and scalable when compared to traditional on-premises data centre solutions. These developments would allow the Board to provide key services at a predictable fixed cost while also eliminating hardware maintenance fees. Realizing these cost savings would effectively allow Niagara Catholic to finance the cloud solution and align with the Board's finance goals and objectives.

Through strategic initiatives, modern solutions and key partnerships, the Niagara Catholic District School Board has created a technology-rich digital ecosystem that will service Niagara Catholic students and staff for years to come. **BL**

*Rich Davidson is network architect at Niagara Regional Broadband Network on 623 South Service Road, Unit 5 in Grimsby. To contact Rich, please call 289.668.8864, email rich.davidson@nrbn.ca or go to nrbn.ca.*



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# REALLY SMART BUSINESS

BY DENNIS O'NEILL

What do Procter & Gamble make? Nothing. They farm that out according to specifications. P&G buy and sell brands. P&G do marketing.

**P&G Origin** - An English candlemaker William Procter met Irish soap-maker James Gamble after immigrating to Cincinnati. They married sisters and followed their father-in-law's suggestion to become business partners in 1837. They won a Union Army contract for candles and soap during the Civil War. The rest is history.

**How Less is More** - In 2014, P&G sold 100 of their 165 brands. The 65 they kept did 95% of profits. Smart or what?

**Specializing in Marketing** - Most local businesses don't focus on marketing (i.e. gaining and keeping customers). That's all P&G does. They're darn good at it. Their best marketing lies in branding. Advertising is for now. Branding is forever. P&G has it figured out.

**A Local Lesson** - Why don't more local businesses do branding? Problem. They think they are in the "widget-fitting business." They fit widgets. Wrong. Most local businesses either never knew or forgot that they have to act as marketers first. Since they seldom think marketing, they never even consider branding product/service.

**Simple Solution** - Maybe you need help. **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 MEDIA GROUP

*Family-owned media firm celebrates 15 years of informing, educating and supporting the Niagara business community.*

BY SCOTT LESLIE

The business world is changing every single day. But there's one thing that will never change – and that's our commitment to building relationships with companies like yours.

We're Business Link Media Group.

Serving the Golden Horseshoe, "The Business Link" is a leading media firm that develops direct mail B2B publications, magazines, specialty custom publications, event programs, social media and on-line platforms. Founded back in 2003 by the father-son team of Jim and Adam Shields, Business Link Media Group is an industry leader, specializing in enhancing your businesses performance through the delivery of knowledge, expertise and awareness.

For the past 15 years, our media platforms have been designed to educate, inform and connect the business communities of Niagara and Hamilton. These platforms also give your business the opportunity to promote locally while offering global exposure. Over the past 15 years, our publications have been used by many firms and business leaders as a resource tool to grow their companies. Some of our publications include The Business Link Niagara, The Business Link Hamilton, All In The Family Magazine and HWS – Health, Wellness & Safety Magazine.

Business Link Media Group is always working to give back and make an impact in the community. Each year, Business Link Media Group proudly sponsors, volunteers in and organizes a number of local fundraising initiatives. One of those events is our annual 40 Under Forty Business Achievement Awards which recognizes 40 business people under the age of 40 for their business success and contributions to the community. Business Link Media Group also recognizes the importance of helping the next generation of business leaders. With that in mind, we've established The Business Link Bursaries at Brock University and Niagara College to help fuel the entrepreneurial spirit in Niagara for years to come.

Locally owned and operated from day one, Jim, Adam and the Business Link team continue to take great pride in providing companies with advertising platforms that can effectively promote their products and services and help their businesses grow.

If you're looking to increase the exposure of your company, call one of our marketing experts today. We're in business for you. **BL**

***“We would like to give a huge thank you to all our loyal advertisers and avid readers for helping us achieve our 15-year milestone. We couldn't have done it without you and we look forward to helping Niagara businesses grow for another 15 years!***

**Jim & Adam Shields**  
Business Link Media Group

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4

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72%

Use the articles to assist in their purchasing decisions.

76%

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65%

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### What neuroscience says about why print magazine ads work

Reading on paper is slower and deeper; paper readers remember more.



Source: "What Can Neuroscience Tell Us About Why Print Magazine Advertising Works?" A White Paper from MPA-The Association of Magazine Media, Scott McDonald, Ph.D. Nomos Research, October 2015

64%

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Source: GfK MRI, Spring 2016

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Source: GfK MRI, Spring 2016

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# EIGHT WAYS TO MAKE YOUR BUSINESS MORE PROFITABLE

BY TRACEY MACKENZIE

There is a lot of conflicting information out there to tell you how to become more profitable. Just Google it. Worse than that ask friends and family members and the information gets even more confusing!

The domain of profitability and how to impact it seems about as muddy as a puddle that a three-year-old just stomped through. Is there even an answer? And if there is, is there a way to do this without killing yourself and spending long tedious hours away from the ones you love?

The answer is "yes."

I've been working in the discipline of driving profitability for about 25 years. During this time, it has become very clear that there are eight key areas to drive profitability. These are:

1. *Decrease fixed costs – The costs that don't change, regardless of the business you do (or don't do) daily.*
2. *Decrease variable costs – The costs that fluctuate with each sale, typically in direct relation to the cost of making the sale.*
3. *Increase leads – The number of conversations you have.*
4. *Increase conversion – The percentage of yes's you get for each conversation.*
5. *Increase revenue per conversion (upsell / cross-sell) – The amount you sell to each person that says "yes."*
6. *Price modification – How much you charge – are you charging the right amount?*

7. *Strategic Investment – Where are you spending your money to grow your business?*

8. *Emancipate working capital from operational holdings – How much money are you tying up in the running of your business (e.g. inventory) that could be better allocated?*

There is science and theory behind each one of these eight points; which ones will work for you and how they will work for you is dependent on your personal business dynamics. Over the upcoming weeks, I will expand into each of these key areas to drive profitability.

Being profitable is important. Being profitable in smart ways is even more important.

At the end of the day, we have limited time. What we do with that time affects our quality of life. When we take the time to figure out more effective ways to be profitable that are not draining time away from the important things in our lives, then we can be more effective with our time. This can give us time back for our families and friends, and allow us to grow the business we have always wanted. **BL**

Tracey Mackenzie is the lead principal at Tracey Mackenzie Consulting. With over 25 years of experience making companies more profitable, Tracey and her team can help you find those extra hours in your days while increasing your profitability. Find out about her newest program at [www.powerprofits.ca](http://www.powerprofits.ca).

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# Powering What's Next in Niagara at BIG Thinkers: Innovation in Business 2018

BY CATHERINE RICE-STRATI AND JULIA SILLETT

**BIG THINKERS: INNOVATION IN** Business was inspired by advertising legend Terry O'Malley. He would tell anyone that "There is outstanding talent in our community and we should be so proud of it." We at Innovate Niagara agree whole-heartedly. O'Malley's idea became the inspiration behind BIG Thinkers: Innovation in Business – an opportunity to gather our community so we can all exchange ideas, network and inspire our future leaders in Niagara.

On Wednesday, May 16th, Innovate Niagara, in partnership with the FirstOntario Performing Arts Centre (PAC), will present the second annual BIG Thinkers: Innovation in Business conference from 12 to 5 p.m. at PAC. Everyone is invited to attend so they can join the conversation and help advance Niagara. You'll often hear Jeff Chesebrough, CEO of Innovate Niagara, emphasize the importance of community-building in Niagara.

"Niagara is buzzing with cool innovative ventures," he says, "and attending BIG Thinkers is a great way to learn about some of them – and the brilliant minds behind them. We are inspired by what local entrepreneurs are doing in Niagara to grow Niagara. We aim to build our community by inspiring and empowering people to think big and make things happen."

What can you expect to from BIG Thinkers: Innovation in Business 2018? During the first hour, you'll have the opportunity to expand your network of local entrepreneurs, professionals, students and thought leaders over a marché-style lunch. Following the first of two networking opportunities, the vivacious Kate Carnegie, founder of KC Media, will MC the event, leading us through the keynote presentation and two panel discussions. We encourage attendees to continue the conversation during the reception to follow.

Panel discussions will focus on trending topics in big data and life sciences.

After the keynote presentation, the first panel will facilitate dialogue around big data. Speakers will discuss how businesses are using and leveraging data, as well as managing its values and risks. This panel will bring together the insights and perspectives of business leaders: (moderator) Kevin Tuer, Managing Director, Open Data Exchange; Jennifer Beckage, partner, Leader, Data Security & Privacy Team, Phillips Lytle LLP; Meghan Chayka, Co-founder, Stathletes; Ransom Hawley, Founder and CEO, Caddle; Bob Lytle, Founder and CEO, Rel8ed.to.

Experts from Canada and the U.S. will explore the vital role of research and technology in life sciences and how we can leverage cross-border relationships to advance the delivery of patient care. From both sides of the border, you'll gain exclusive insights from (moderator) Barry Wright, Interim Dean of the Goodman School of Business, Brock University; Patrick Whalen, Director, Niagara Global Tourism Institute; Sime Pavlovic, Chief Information Officer, Niagara Health System; Franck Hivert, President & CEO, Oculys Health Informatics.

O'Malley sums it up nicely when he describes BIG Thinkers as "an afternoon tribute to local entrepreneurs, revealing their successes and their experiences to encourage entrepreneurial activity in Niagara." Don't miss your opportunity to join in on the conversation and inspiration. Purchase your tickets at [innovateniagara.com/events](http://innovateniagara.com/events). **BL**

*Catherine Rice-Strati is the Outreach & Communications Coordinator at Innovate Niagara. As the Regional Innovation Centre for Niagara, Innovate Niagara is a member of the Ontario Network of Entrepreneurs (ONE), a network of regional and provincial not-for-profit organizations that deliver services and programs to help entrepreneurs start, grow and succeed. Julia Sillett is a student in the Public Relations Graduate Certificate program at Niagara College completing an internship at Innovate*

*Email: Niagara.crice-strati@innovateniagara.com*

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The sun is finally out and the warmer days are around the corner... During the month of April, there were a lot of wonderful things happening in and around the club!..A big congratulations to Doug Smith (C.R. Smith Financial) for receiving Hall of Fame status from Sun Life Financial for a lifetime of hard work...Kudos also to Doug after a successful roast in support of his Wise Guys Charity!

Look no further than the St. Catharines Club!..Congratulations to Jacques Dion (TIW Steel Platework Inc.) for taking home top prize in our annual Masters Pool..This month I am very proud to say that out of Business Link Media Group's 40 Under Forty Business Achievement Awards...six of the award-winners are members of our club! Congratulations to...Max Bailey (Colliers International), Jay Fast (C.R. Smith Financial), Rob Cheevers (Buffalo Canoe Club), John Netherway (Self-employed Entrepreneur), Caroline Sherk (Verge Insurance) and Nicole Regehr (Gillian's Place)...six wonderful reasons why we continue to be the "Place to Be" for the business community... Feel free to post pictures around the club, on our Facebook page or mention and follow us on Twitter @TheStCathClub #theplacetobe **BL**

Cheers, Coady

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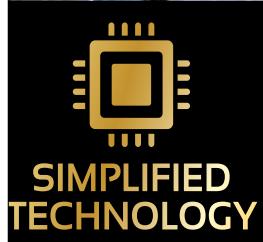
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## Knowing Your Target Audience

BY WENDY MARSHALL

**I**NTERNET MARKETING IS THE most popular advertising option available today. Using the internet to market provides you with a potential worldwide reach and a 24 hours a day audience. Potential customers are turning to the internet for a variety of reasons including researching products and services, making purchases and most importantly staying social.

As more and more consumers turn to the internet for these reasons, it is important for your business to establish an online presence. This is so important because failure to do so will result in your competitors gaining an edge over you in competing for sales. While it is important for a business to begin online marketing campaigns, it is also important for your business to realize basic advertising principles still exist and they cannot be neglected. One of the most important things you can do if you advertise online is to be aware of who the target audience is and where your audience is spending their time online.

It's the same with any marketing campaign. You need to do some market research before you launch your new campaign or alert an existing one. Ideally, you will work side by side with a research consultant with a great deal of experience in conducting and evaluating market research. The results of this research should determine the basic demographic information for the target audience of your business. The results should also include information on how to reach this target audience.

After you have compiled all your research, you need to use that information to tailor the online marketing campaign to appeal to your target audience. There are a number of different ways your message can be modified to make sure the message is reaching the right people in the right way so they can understand and relate to your brand. To make your marketing campaign tailored to your business and your audience is to make sure that the aesthetics of your website and/or social media accounts are compelling to them through copy, images and video.

Finally, when having a website created for the purposes of digital marketing, it is important for the design of the website to appeal to the target audience. When you include audio and video on your website – and most importantly social accounts – make sure they appeal to the target audience. Keeping small details in mind is very important for your digital marketing campaign. **BL**

---

*Wendy Marshall is the owner of Thumbtack Marketing and is located at 540 Eastchester Avenue East in St. Catharines. For more information, visit [www.thumbtackmarketing.com](http://www.thumbtackmarketing.com) or call 298.434.4874.*



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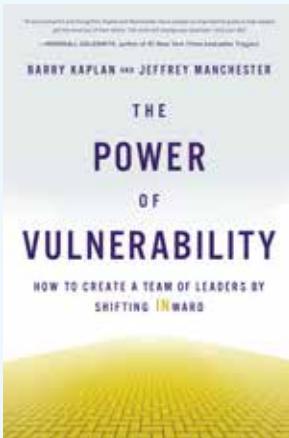
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# BOOK REVIEW

## THE POWER OF VULNERABILITY: HOW TO CREATE A TEAM OF LEADERS BY SHIFTING INWARD

By Barry Kaplan & Jeff Manchester

Greenleaf Book Group Press - 256 pages

"There's an old-school belief that leaders are people who have all the answers, are bulletproof, and have no feelings," say leadership experts Barry Kaplan and Jeff Manchester. But the real secret to unleashing power – for leaders, teams, and organizations – lies in vulnerability. The more that leaders open up their hearts, reveal their fears and show their authentic selves, the deeper the connections among team members will be, and the more the team will achieve.

Kaplan and Manchester present this unique approach to maximizing performance in their new book, *The Power of Vulnerability: How To Create A Team Of Leaders By Shifting INward* (Greenleaf Book Group Press).

Drawing on their decades of experience as entrepreneurs and advisers to hundreds of companies, Kaplan and Manchester contend that if vulnerability and authenticity are not viewed as desirable traits, then employees feel disconnected.

"They show up for work, just to go through the motions," the authors write, "and while they cooperate with others as necessary, their objective is simply to complete the task... They hold back from contributing their true value to their team. Only when people are open and authentically themselves can they bring their full power to their teams."

The remedy to complacency lies in leaders being willing to step back. Leaders must give permission to each team member to bring to life the highest and best use of his or her time and talent. The leader's

focus can then shift from being the person with all the answers to ensuring that everyone's voice is in the discussion. At the same time, this creates a safe space in which team members can be truly "INpowered."

In *The Power of Vulnerability*, Kaplan and Manchester share a number of key truths that leaders must learn including:

The height of a team's performance compared to its potential is directly related to the depth of connection among its members.

The total power of the team will only be limited by each individual leader's ability to step into his or her authentic self.

The power of the team is directly related to the authenticity of the team.

The only person whose authentic engagement you have full control over is you.

Using dozens of examples from teams they have worked with, the authors provide hands-on tools for developing an environment of authenticity and vulnerability. These include steps for creating a safe space, key guidelines for team interaction, approaches for navigating rocky roads, and suggested actions to make these changes stick including integrating new communication processes into every meeting and interaction for three weeks, and scheduling regular offsite events.

*The Power of Vulnerability* will give leaders the tools they need to revolutionize their organization. **BL**

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# RENTING IN ONTARIO

Mandatory Standard Residential Lease Template rolled out – effective April 30, 2018.

PROVIDED BY **LANCASTER BROOKS & WELCH**

**E**FFECTIVE APRIL 30, 2018, landlords of most private residential rental units – from individuals to property management companies – must use the standard lease template, for all new leases. The use of this template does not allow you to contract out of the Residential Tenancies Act, 2006.

## What rental accommodations fall under the Act?

Ontario's Residential Tenancies Act applies to most private residential rental units, including those in single and semi-detached houses, apartments and condominiums, and secondary units (e.g., basement apartments). Some types of rentals aren't included, such as university and college residences and commercial properties.

## Rent increase limits set

Ontario's implementation of its Fair Housing Plan is limiting how much a landlord may increase each year. A landlord may increase rent by up to 1.8% in 2018 and must give tenants 90 days written notice. A landlord can ask for a larger rent increase, but only in specific situations and with the approval of the Landlord and Tenant Board. Some rentals are exempt from rent controls, such as social housing and some non-profit housing.

## Easy-to-understand standard leases

The standard lease template does not apply in some situations, for example, such as a retirement home, mobile home community or certain social and supportive housing. It is written in easy-to-understand language and includes information such as:

- the rent amount and when it's due.
- what's included in the rent  
(for example, air conditioning or parking).
- rules or terms about the rental unit or building  
(for example, no smoking).

It also has a section on renter and landlord rights and responsibilities and explains what can (and cannot) be included in a lease. For example:

- who's responsible for maintenance and repairs
- when a landlord can enter your unit
- that landlords can't ban guests or pets

## What happens to leases sign prior to April 18, 2018?

A Template cannot be insisted upon unless the lease is negotiated with new terms on or after April 30, 2018. The same is true if there is a continuation of a month-to-month tenancy after April 30, 2018 where the original lease was entered prior to April 30, 2018.

## Can Landlords refuse to provide the Template when entering into a tenancy arrangement after April 30, 2018?

If after 21 days of the tenant requesting the Template (after April 30, 2018), the landlord refuses to provide same, the tenant may withhold one month's rent. While no more than one month's rent can be withheld, the tenant does not have to repay the rent if the Template is not provided within 30 days of the withholding. If the Template is not provided within 21 days of a written request, the tenant may give 60 days' notice to terminate a yearly or fixed-term tenancy.

Eviction rules landlords can only evict in specific situations and must give tenants written notice in the proper form provided by the Landlord and Tenant Board. The form must provide the reason for eviction. Even with written notice, tenants don't have to move out. Landlords must first get an order to end the tenancy from the Landlord and Tenant Board – which usually includes a hearing where tenants can present their concerns.

## Conclusion

The Template attempts to create a simpler process for leasing residential properties. Landlords and tenants ready to lease properties from and after April 30, 2018 are well advised to become familiar with the Template, and to consider what additional terms and conditions need be added to the Template in order that same be properly vetted and memorialized. **BL**

*The legal team at Lancaster Brooks & Welch LLP can assist in the purchase and sale of commercial, residential, condominiums and land deals. They also handle corporate and commercial law and may be reached at 905.641.1551.*



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By better understanding the taxability implications of benefits, payroll can make valuable recommendations to employers to help reduce the administrative cost of such benefits. That's important, considering that data from 2015 shows that on average, the annual cost for employers to provide benefits is \$8,330 per full-time employee.

The improper assessment of taxable benefits and allowances are among the Canada Revenue Agency's top audit adjustments. Janet Spence, manager of compliance services at the Canadian Payroll Association (CPA) says, "Non-compliance puts organizations at risk of fines and penalties, and may potentially damage the reputation of the organization." **BL**

*Employers and payroll, accounting and HR professionals can benefit from the CPA's wealth of taxable benefits and allowances resources. For more information, visit [www.payroll.ca](http://www.payroll.ca).*

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Marty S., CPM - Member, Ontario Region



One of the most common audit issues is excluding taxable benefits and allowances from employment income. Employers are responsible for: determining whether the benefits they offer are taxable to their employees, adding the value of those benefits to reportable income; and, withholding, remitting and reporting the required statutory deductions to Canada Revenue Agency (CRA) and Revenu Québec (RQ). The Canadian Payroll Association's *Taxable Benefits & Allowances* seminar offers an in-depth review of applicable legislation and regulations and explains the key concepts used by CRA and RQ to evaluate taxability and assess more than 40 common benefits, including automobile allowances, loan and stock options, gift cards and more.

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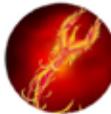
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Grand Niagara Golf Club is located at 8547 Grassy Brook Road in Niagara Falls. To find out more about Grand Niagara Golf Club, contact Bob Culig at 905.384.4653 x.222, email [bob@grandniagaragolf.com](mailto:bob@grandniagaragolf.com) or go to [www.grandniagaragolf.com](http://www.grandniagaragolf.com).

## 10 KEY CHARACTERISTICS OF SUCCESSFUL PEOPLE

By Jim Murray

1. Successful people always talk about themselves in terms of how they have helped other people (or businesses) achieve what they are looking for.
2. Successful people are humble and don't pretend to have all the answers.
3. Successful people are not afraid to share credit for success in their stories.
4. Successful people tend to be naturally likeable, which is a quality that stems directly from their passion for what they are doing, and from their innate ability to engage with people.
5. Successful people are always great listeners.
6. Successful people are thoughtful, which is a direct result of their self-confidence and, of course, knowing what they are doing.
7. Successful people are seen as natural salespeople. In truth, they have highly developed people radar, and can very quickly pick up on the type of person or group they are dealing with to quickly gain their trust.
8. Successful people have developed an ability to focus to a high degree.
9. Successful people know how to contour their message precisely and effectively to the medium in which it is being conveyed.
10. Successful people are always "themselves." This is the most important aspect of self-promotion because authenticity is the key to believability. And that's the key to everything else! **BL**

*Bullet Proof Consulting is a Niagara-based branding and business consultancy helping local businesses change their thinking for the better. Contact Charlene Norman at 647.991.8743, Jim Murray at 289.687.3475 or email [admin@bulletproofconsulting.ca](mailto:admin@bulletproofconsulting.ca).*

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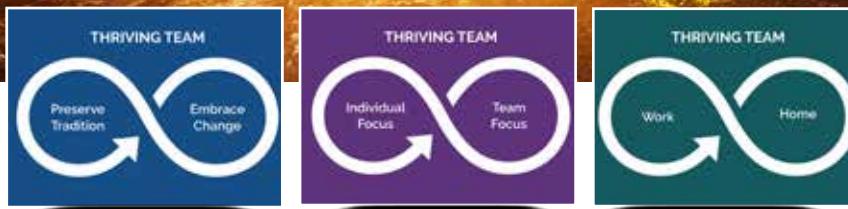
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## The Three Tensions that Make or Break Every Team – Part II

BY TIM ARNOLD

I have the privilege of working with a long list of teams that range from small start-up businesses to weapons inspectors within the United Nations. Even though all of these teams are incredibly unique, I discovered that each one is forced to deal with the same three key tensions. When you learn to manage these three key tensions – the ones I'm about to share with you in this article – you gain a superpower in business that will not only help you and your team to thrive, it will also allow you to maintain the integrity of your values and your purpose.

In Part I, I discussed one of the most common tensions leaders misdiagnose is Tradition Versus Change. The second most common tension is:

### TEAM VERSUS INDIVIDUAL

Another tension I've seen keep many leaders defeated by is the struggle between focusing on a team-based approach (team) versus empowering individuals to do their own thing (individual). When either of these options becomes the "solution" to the challenges leaders face, organizations struggle to find consistency and stability, and everyone ends up paying the price. If a leader over-focuses on a

team approach, a few things will happen:

- The neglect of individual work – meaning nothing getting done (or done on time).

- A tendency towards "group think," where people hide behind the team to avoid ownership and responsibility. On the other hand, if a leader focuses too much on an individual approach without curating a team environment, this will lead to a disconnected work environment, where everyone is doing their one individual task, but nobody feels connected to the greater vision and mission of the organization. Team "silos" emerge where no one knows what's going on outside of their little world, and no one benefits from collaboration and synergy. I've seen this happen again and again – where individuals will stay motivated for a while (they like their autonomy). But eventually, people burn out when they don't see how they're connected to the whole.

The key to organizing work, and achieving both efficiency and effectiveness is being able to not settle for one approach or the other, but instead achieve a healthy tension between a collaborative, connected team and individuals who have space, autonomy and responsibility to focus and deliver. **BL**

---

*Tim Arnold is the president of Leaders for Leaders and the author of *The Power of Healthy Tension*. Many leaders have a great vision but fail to live it out. They get stuck because of conflicting values and chronic issues. Leaders for Leaders offers workshops and keynote that help people get unstuck so they can unite their team, spark change, and live their values. We can help get you unstuck at [www.leadersforleaders.ca](http://www.leadersforleaders.ca).*

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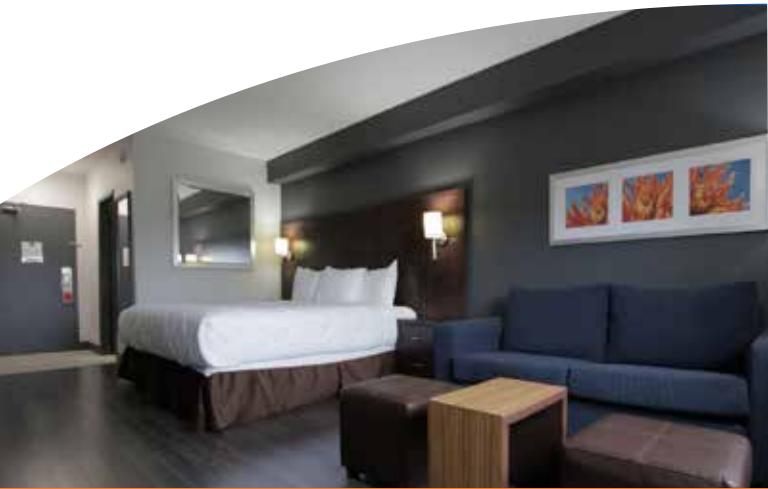




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