



Volume 18 Issue 6

THE ATRIUM WITH SHEILA DELUCA

HER JOURNEY BEGAN IN 2012
WHEN SHE FELL IN LOVE
WITH A VISION



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- + 3 SUMMER ENGAGEMENT TIPS FOR A SOCIALLY DISTANT TEAM
- + THREE ESSENTIAL SKILLS TO NURTURE TEAM IN THE NEW NORMAL
- + HOW ENTREPRENEURS' EXIT STRATEGIES ARE GUIDED BY THEIR SOCIAL NETWORKS

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3 Summer Engagement Tips for a Socially Distant Team



BY TIM ARNOLD

Studies suggest that workplace productivity drops an average of 20% during the summer months. And these studies were conducted pre-COVID and before the challenges caused by teams working remotely. Now more than ever, leaders need to have a plan in place to ensure their team stays connected and engaged throughout July and August.

The good news is that summer doesn't have to be a productivity graveyard! Here are a few easy ways to maintain productivity and team momentum. The key is to find healthy tension between summer being a flexible and fun time of year AND a time to be structured and deliberate about things to ensure people stay engaged and productive.

Here are 3 tips on how to fully embrace the fun and flexibility of the summer without your team falling apart by Labour Day:

1) LET PEOPLE BE OFF...FOR REAL! – Just because people have been working from home, doesn't mean summer vacation plans should change. In fact, this is the year those plans may be more important than ever. And, when people are away, let them truly be away. Hold off on emailing them directly, and don't text them! Set norms in your office that allow people to truly rest and rejuvenate - and not feel guilty about it. Appoint someone to record all of the scheduled vacation time in a shared calendar, so your team can plan their timely or collaborative projects accordingly. Providing this schedule to the whole team can keep members from feeling left high and dry when due dates approach.

2) HAVE (VIRTUAL) FUN AT WORK – When you find ways to bring a lit-

tle enjoyment and surprise to the lives of team-mates who aren't on vacation, they won't feel so bad about having to hold down the fort. The reality of COVID-19 can make this more challenging as in-person BBQ's and team building events are off the table. However, there are virtual team-building options that you can do yourself (check out all of our "Break the Ice / Build the Team" blog posts for DIY instructions). You can also partner with us to deliver short and affordable virtual team-building programs that will keep motivation and momentum high.

3) KEEP MEETING - Don't 'skip' meetings just because some people will be away. Keep regular meetings as scheduled, even if there are only a few people in attendance. Take advantage of the smaller group to check-in with people on a deeper level than the larger group allows – or to run some of the virtual team building activities. And make sure you take the time to learn and leverage the basics of your virtual meeting space (i.e. Zoom, Microsoft Teams, etc.). By integrating breakout rooms, polls, and collaborative tools into your online meetings your team will stay engaged and energized.

When your team sees you're working hard to guide them into a summer of both respite AND productivity, they'll continue to stay motivated and engaged. Use this COVID-19 summer to try out some unique approaches in the workplace that will help bring the fun of summer into your office without killing productivity.

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 around the globe on how they can overcome chronic issues and conflicting values. Visit www.leadersforleaders.ca



June 25, 2020

CANADIAN ELITE BASKETBALL LEAGUE SET TO BECOME FIRST LEAGUE IN CANADA TO RETURN TO PLAY

Summer Series tournament to begin July 25; training camps open July 15

The Canadian Elite Basketball League announced Thursday that its seven teams will convene at the Meridian Centre in St. Catharines, Ontario starting July 15 to play the CEBL Summer Series, a round robin competition that will culminate in crowning the second-year league's 2020 champion. The timing of the Summer Series, subject to the status of the province of Ontario's phased in reopening, will make the CEBL the first professional league in Canada to return to play following the COVID-19 outbreak in March.

"The CEBL has been at the forefront of the return-to-play efforts by major sports leagues across Canada, and we're ecstatic at the prospect of being able to return live professional sports to Canadians," said Mike Morreale, Commissioner and CEO of the CEBL. "After exhausting all contingencies to get our teams back on the court this summer, a single-site competition, closed to fans but with all games available for free to viewers across the country and internationally, will enable us to again showcase the players who help make Canada the second-leading producer of pro basketball talent in the world.

"I would like to thank Minister of Heritage, Sport, Tourism and Culture Industries Lisa MacLeod and her staff for championing the efforts of the return of sports," Morreale added. "The Province of Ontario recognizes that sports play an important role in boosting the economy, restoring the vibrancy of our communities, and inspiring people of all ages to be active and healthy. Along with Minister MacLeod, Mayor Walter Sendzik of St. Catharines has shared the CEBL's vision for the Summer Series and worked with us to facilitate a four-week event that will adhere to medical protocols designed to keep our players, coaches, staff, local public and tournament officials safe. This is a huge undertaking that could not happen without their support, as well as that of medical officers, and the staff of the Meridian Centre, and our training and accommodations partner."

CANADIAN ELITE BASKETBALL LEAGUE

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The teams from Ottawa, Hamilton, Guelph, Edmonton, Saskatchewan (Saskatoon), and Fraser Valley (Abbotsford) will join the hometown Niagara River Lions on July 15 for the opening of each team's training camp. While the game schedule will be announced at a later date, the 26-game CEBL Summer Series tips off Saturday, July 25. Each club will play the other once, and the team with the worst record will be eliminated and the remaining six will be seeded into a bracket. The third and sixth seeds, and the fourth and fifth seeds, will face each other for the right to advance to the semifinals against the first and second-seeded teams. The CEBL Championship game is scheduled for Sunday, August 9.

As the premier media partner of the CEBL, CBC Sports will offer live streams of all games to audiences across Canada via the free [CBC Gem](#) streaming service, [cbcsports.ca](#) and the CBC Sports app for [iOS](#) and [Android](#) devices. CBC will also provide broadcast coverage of select games, with details to be revealed in the coming weeks. The CEBL and CBC announced a three-year partnership on November 26, 2019 that includes broadcast and streaming coverage each season.

All seven teams will be accommodated in St. Catharines, playing games at the Meridian Centre, and practicing at a nearby facility. They will be separated from the general public, and strict screening and COVID-19 protocols will be adhered to under the supervision of medical officials. Extensive health and safety measures will be maintained for the participants, including social distancing and other specialized practices designed to limit interactions amongst participants. The 2020 CEBL season has been on delay since mid-April with its originally scheduled tipoff date of May 7. Each club had been scheduled to play a 20-game schedule leading to a final four CEBL Championship Weekend in Edmonton, August 14-16.

A league created by Canadians for Canadians, the CEBL has the highest percentage of Canadian players of any professional league in the country, with 80% of its current rosters being Canadians. Players come from the NBA G-League, top international leagues, the Canadian National Team program, and top NCAA programs as well as from U SPORTS. The only First Division Professional League partner of Canada Basketball, the CEBL season typically runs from May through August. More information is available at [www.cebl.ca](#)

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How Entrepreneurs' Exit Strategies Are Guided by Their Social Networks

Every year many entrepreneurs exit from their business. What is understood by the term entrepreneurial exit is the “cutting” of ownership ties and ending any managerial function in the company. Amongst the possible reasons for this phenomenon are the aging of entrepreneurs, the emerging of another lucrative and rewarding opportunity, the inability to cope with the market turbulence and to mitigate against market uncertainty, and the lack of skill to manage ongoing financial problems, as well as those unavoidable financial circumstances that surface in crisis time. The last reason is mainly associated with business exit by bankruptcy, which is one possible, but not the only, scenario. Entrepreneurs, especially those who plan an exit from their business, can follow different withdrawal strategies (e.g., family succession, private sale to individuals, management buy-out, management buy-in, and initial public offering). The most important question here is how to make a wise decision and select an appropriate withdrawal strategy.

The recent research conducted by Professors Eugene Kaciak and Narongsak Thongpapanl at Brock University, and Professor Izabela Koladkiewicz and Ms. Marta Wojtyra at Kozminski University, revealed that the withdrawal decision made by entrepreneurs is influenced by their various social networks, comprised of family and close friends (strong-tie relationships) and those of colleagues, collaborators, and business partners (weak-tie relationships). More specifically, the research team discovered—through their analysis of 302 firms operating in the European Union—that if the network size of business partners and colleagues exceeds that of family and friends, entrepreneurs are more likely to choose a sale of the firm. This new insight can be explained by the fact that professional networks with workplace colleagues and business partners are usually the source of scarce market/technology related information, as well as novel ideas which can be especially valuable in the complex process of the sale of the company.

At the same time, according to the results of their research, a significant predictor of the selection of an exit strategy is not only the size of the entrepreneurs' network, but also the relevance of ties. Interestingly, when strong ties are more relevant to entrepreneurs than weak ties, personally and professionally, they will predominantly be more inclined to opt for family succession. This seems to be particularly true for family business owners who are emotionally attached to their business and want to see their firm continuing its life under the hands of their relatives. Furthermore, it should also be noted that entrepreneurs, especially those who lack experience in choosing and planning the business exit, may be under undue stress when having to make these decisions, therefore finding it hard to stay focused, to make milestone as well as minor decisions, and feel confident in them. Thus, in this regard it would be safe to suggest that family and friends, those who entrepreneurs trust most and may have

occasionally relied on over the years, would be an important source of emotional support. Going further, this support will of course lead to additional growth and expansion of the relevance of family and friends' ties.

This research highlights once again the many benefits of personal and professional relationships that entrepreneurs cultivate. Simply put, entrepreneurs need to pay significant attention to the creation and maintenance of their network ties, as their importance may grow stronger during a time of crisis since they may yield even greater possibilities of acquiring insights, making a better assessment of opportunities and threats connected with the selected exit strategy, while offering unbiased feedback and emotional support.



Dr. Eugene Kaciak is the Professor of Management,



Dr. Narongsak (Tek) Thongpapanl is the Associate Dean of Research and Graduate Programs, and Professor of Marketing and Product Innovation at the Goodman School of Business, Brock University.



Dr. Izabela Koladkiewicz is the Head of the Department of Entrepreneurship and Ethics in Business, and Professor of Management at Kozminski University)

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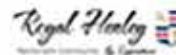


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Media Release

Niagara Falls - Canada

May 26, 2020 – GROW Community Food Literacy Centre has handed out free Gardening Starter Kits as part of their food literacy mission. One of the goals of GROW is to engage the community in growing their own food, experiencing the joys of gardening and harvesting good food.

With families spending more time at home due to the COVID-19 pandemic access to safe, healthy food is more important than ever. This is a great time for adults and children to start a garden. Growing fruits and vegetables, cooking with them, and having conversations about where our food comes from is all part of food literacy. These experiences can promote a greater understanding of our roles in a sustainable food system.

Last week, ten community volunteers, ranging in age from 15 to 62, handed out over 670 vegetable seedlings, in addition to apple trees, strawberry and rhubarb plants. This initiative was made possible with the assistance of NVK Nurseries (a wholesale company), Prima Wrap, St. Davids Farm and Staples. These organizations quickly stepped up to offer their products, assistance and support in getting this initiative off the ground. We thank them for their fast response and leadership in supporting GROW.

"Haven't we all been cooking more during this quarantine? What if we were also growing some of the food we put on our plates? With the help of GROW Community Food Literacy Centre there is no better time to start growing. This initiative has truly brought so many together to get involved, from suppliers, to volunteers, community members and families. This is almost as warm as picking a ripe, juicy tomato off of the vine in your own backyard, cleaning it, and slicing it up in a salad to share with your family. What a way to teach true love of food! Thank you to GROW for cultivating food literacy in our community!"

Jim Diodati, Mayor, City of Niagara Falls

Gardening improves mental health, encourages healthy eating and offers both stress relief and an overall sense of happiness. Home gardens provide people with access to fresh fruits and vegetables, contributing to a healthier food supply; this is especially helpful with the rising cost of fresh produce.

GROW is a non-profit good food organization located in the former Scouts Canada building in Niagara Falls. Their mission is to reduce hunger with dignity, build capacity and community, foster sustainability to support health, belonging and social justice in Niagara Falls. For more information please visit www.growcflc.com.



Sandy, a resident on 6th Avenue in Niagara Falls, with a Gardening Starter Kit from GROW. The box contained a variety of seedlings and all natural compost.



THE ATRIUM WITH SHEILA DELUCA

Sheila DeLuca's leadership journey began in 2012 when she fell in love with a vision, a dream, a goal, and a plan. She says, "This is about a love story. This is my love story, a true romantic battle." When she read an article in one of the Niagara magazines at the time that discussed a situation that has been looming over Niagara Falls for many, many years she knew her vision would come a reality. After reading the first line of the interview conducted in the article, she saw the potential, and she saw the opportunity to build bridges and make connections to grow Niagara Falls.

Sheila DeLuca was Sheila Fleming at the time and a secondary school teacher at Saint Paul Catholic High School, in Niagara Falls, where she currently teaches. She was not a stranger to learning about her civic duty to leadership, volunteering, working on committees and working with like-minded people to get a job done. Sheila Fleming did not marry to change to her last name, she grew into the most fragrant and heavenly rose on the Award of Excellence property for the Summer Trillium program. Summer Trillium is a subcommittee of the Park and the City committee that is appointed by members of Niagara Falls City Council, in which she sits as a member. With years of personal growth, learning about and understanding her family history, she decided to take on her family name, the only one she knew. One could say it was journey of divine intervention, one filled with hope, optimism, and positivity, but also one filled with loss, grief, broken relationships and the biggest ones of all heartache and sickness. However, with a whole lot of faith and a whole lot of love, perseverance became her middle name. For she fell in love with a vision, a passion, a dream, and a plan, that would seem like a fantasy to most people. This became her true north, one she never wavered from. DeLuca became her last name, not delusional.

Always serving, always learning, always growing, Sheila never stopped smiling even during the most difficult times. Protecting her mind, heart, and body and keeping it all

healthy was her number one priority. The words from someone she looked up to, always rang silently in her heart to keep her going just one more day, "Be well Wonder Woman" and "No, don't cry." It was during a most difficult storm she learned about an unconditional and a selfless love, as well as an unconditional respect and trust for a dream larger than herself to come to pass. She knew she was being pruned to become the woman she was meant to be. Sheila learned to take the gift of laughter and to enjoy and love life. When you laugh at the good things and the bad you begin to feel the love life really has to offer.

Sheila quoted a line from the book "The Ultimate Gift" by stating that, "The gift of passions, dreams, and goals are the outward manifestations of the love we feel inside. When we have the generous gift of giving, you are giving out of love and both the giver and the receiver have more than what they started with." However, one cannot get to this point in their thinking

and understanding until the focus of self is taken off selfishness. Ego must be replaced with a calm plan, smart work, trust, and an unwavering belief. This is a daily exercise to feed the mind and the soul with living above circumstances, no matter what they are since circumstances cannot be controlled, and instead trust the process, embrace the struggle and ultimately celebrate the victory.

During this time of new experiences and challenges we all want to have a searchlight that will brighten a large area that business owners and entrepreneurs, innovators, employees, families, men and women, students and children are all struggling with, but rather it is the flashlight that will illuminate just enough of the path ahead to show us all where to take the next few steps, with it never being revealed all at once.

In partnership with The Business Link and Spark Niagara, DeLuca Leadership will be hosting a 10-episode program called The Atrium. The purpose of The Atrium is to cultivate the growth mindset of the citizens

of Niagara to encourage healthy thinking, healthy education, and healthy people. On the program we have gathered the top business leaders and critical thinkers whose word matches their action, because that is what we need now and next, action.

The focus here will not be on the pain, the despair and the loss of Covid-19, but instead on the rising again to the healing and the hopefulness for a bright future in our communities of great opportunity for those who want it, those who want to change, and for those who want to adapt.

Sheila would like to think Covid-19 brought us into Connection 20 that will last for generations to come. Our intention is to allow for the conversations on The Atrium to be open and genuine regarding where we go from here and what matters most while growing from the lessons we all learned during a challenging time and to come out stronger and more united. Stay tuned there is more to come, you will not want to miss our first guests.



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THE LATIN AMERICAN FINTECH ECOSYSTEM

By MAURICIO ZULUAGA

The financial-technology start-ups, commonly known as 'fintech', have gained popularity over the last decade. Today, Latin America is an important hub for those companies looking for new solutions in the financial and banking sector. The demand for the services by fintech companies rose by 128% in South and Central America in the last year. Brazil, Mexico, and Colombia are the top three countries dominating Latin America's fintech ecosystem. Just the Colombian start-ups working on this segment represent 13% of all the fintech in the region, surpassing important countries such as Argentina and Chile.

The potential business in Latin America is enormous. Due to a large part of the population being unbanked - nearly 70% of adults in the region do not have credit or debit cards - people and businesses are constantly looking for new alternatives to make payments or transfer money outside the traditional banking system. This gap has been filled by fintech working on increasing access to financial technology and decreasing the system costs through innovative ways.

The social distance and lockdowns, due to the pandemic, have created an increased need for online shopping, demanding new solutions in the fintech segment. Considering that the lack of banking products and services is an obstacle to buy and sell through the internet, now is a good time to embrace disruptive digital technologies, expanding digital banking or creating new solutions that help fulfilling the challenge of creating more access to alternative payment methods.

On the other hand, cellphone penetration is over 100% in Latin America. The region now only follows Eastern and Central Europe, where this metric reaches 154%, and Western Europe, where it goes

up to 129%. The use of smartphones is drastically increasing and it's predicted that 90% of all internet connections in Latin America will come from mobile devices by 2022, leaving the door wide open for digital fintech providers.

Full access to the internet may create more new possibilities for financial intermediation. Technology firms can now compete or collaborate with traditional financial institutions to offer credit or payment services online. Today, 5% of the apps downloaded around the world are services provided by fintech. In Latin America, this index goes up 8.5%. There, fintech providing investment services are the ones with more demand, 36%. Digital banking services represent 26% and general financial services 21%.

The rapid growth in Latin America's start-up ecosystem is a sign that there are still significant, entrenched problems to resolve in the region in terms of access to financial services, meaning that there is a momentum for this segment expansion. Talented start-ups leaders, accelerators, government leaders, and investors from across Latin America are building an ecosystem where investors around the world have taken part in. Canada's Start-up Visa Program, which helps immigrant entrepreneurs to establish businesses in the country by allowing foreign business owners and their families to apply for permanent resident status, is an opportunity for those Latin American start-ups looking to scale their business globally.



Mauricio Zuluaga is a Colombian financial journalist.



HOW IS THE COVID-19 SITUATION INVOLVED IN AFRICA?

BY JEANNINE OLLO SERVAT

Three African Countries, three decisions made. May the unity of the beginning of the outbreak disappear?

On June 14th, the Financial Times and some other media revealed that the death on June 8th of Pierre Nkurunziza, President of Burundi may have been caused by Covid-19. The elected President remains silent for a while and the official version is hard to ascertain.

To note that one month before May 15th, the government expelled representatives of the World Health Organization from the country, accusing them of manipulating the outbreak. Actually he was convinced that God's miracle will protect Burundi from Covid-19, as some other world leaders believe.

June the 18th Burundi's newly elected president, Evariste Ndayishimiye, has been sworn in two months earlier than planned. The World Bank is finally able to finalize its project that has been approved since April, of a \$5 million grant from the International Development Association (IDA)* to respond to the threat posed by COVID-19 and strengthen national systems for public health preparedness in Burundi. The government policy has now focused on testing massively.

For a population of 11.18 millions of inhabitants, there has been a total contamination number of 191 officials so far. Mind that the figures in Burundi are being adjusted for the moment.

On the 17th of June, in the face of a deteriorating economic situation, South Africa's President Cyril Ramaphosa has opted to ease lockdown restrictions further even though coronavirus cases were beginning to rise rapidly. In the past week alone, the number has increased by 37%.

The economy is the key. Sometimes difficult decisions on reopening have to be taken without denying the constraints imposed by the pandemic.

Therefore, in a frank address to the nation, the president highlighted the need to preserve peoples' livelihoods. However, last week the President has worn, by the voice of the South Africa's health minister on Wednesday, that the country could impose another strict lockdown if coronavirus infections and deaths continue to rise in the country. If, in the future, there is a need for another lockdown, we will not hesitate to go that route. Right now, there is no such a decision taken.

South Africa, which had one of the most strict lockdown regulations in the world, last month partly lifted its three-month nationwide lockdown imposed to curb the spread of the novel coronavirus.

With a population of 57,78 millions of inhabitants, 205 721 contaminations, 3,3410 deceased.

In West Africa, Dakar, Senegal, on June 25th, Senegalese President, Macky Sall, was self-quarantining as a precaution after coming in contact with someone who was tested positive for COVID-19.

To rule a country with efficiency, it is also to govern by positioning oneself as an example.

The president's office issued a statement late Wednesday, saying although Sall tested negative for the virus, he will isolate himself for 15 days based on advice from the doctors.

During these uncertain times, snippets of good news are more rewarding than ever. That's why we have our eyes on Senegal. Senegal is emerging as one of the world's leaders in the fight against COVID-19.

In April, the country has seen a decrease in the number of hospitalised patients, Senegal's coronavirus-related deaths remain low, and the country has clocked the highest rate of recovery of coronavirus patients in Africa.

Senegal is innovating in its COVID-19 response.

Since March researchers in Senegal began validation trials on a COVID-19 diagnostic test that can be done at home for only \$1. If all goes to plan, the tests which were originally made to check for Dengue fever could be distributed across Africa as early as June.



Senegal has built its response to COVID-19 on successful experience in containing disease outbreaks in the past, such as those of Ebola, HIV, Yellow Fever. ... The Institute Pasteur of Dakar is world-wide well-known on those issues.

Artists are also getting efficiently involved in prevention. Senegalese artists have a very interesting approach of how to fight the pandemic.

With a population of 15, 85 millions of inhabitants, 7547 contaminations, 137 deceased. They have so far succeeded in flattening their curves, through a massive testing and isolation policy.

But the whole global situation is, while I am writing this article, the virus pandemic is accelerating in Africa in many countries such as Morocco, Ivory Coast... Madagascar has to reimpose a lockdown on July the 6th, up to July 20 th, in its central region, which includes its capital Antananarivo, schools and universities in the city have been closed and nonessential travel within the region is prohibited, due to an increase in coronavirus cases in the city.

On my Continent of a total population of 1, 341,264,896 while I am writing, there are 492,805 cases, 11,659 deaths, 237, 042 recoveries, while in late May we had 152,500 cases and 4,344 deaths.

The WHO's Africa regional director, Matshidiso Moeti, said it was spreading beyond capital cities and that a lack of tests and other supplies was hampering responses. The virus is easily expanding where the density of the population is high. Poverty in town is also an increasing factor, and we do have a lot of issues on that aspect.

The policy began to test massively, as WHO head said so since March: WHO has supported African nations by providing thousands of COVID-19 testing kits to countries which could not afford or manufacture them. It has also been training health workers and strengthening surveillance in communities.

WHO has covered 44 Countries African for with support for tests. The organization has issued guidance to which is regularly updated to take into account the evolving nature of the situation.

Solidarity is at play. Both WHO and Africa Medical Association (AfMA) with a strong support of the richest countries of the Continent, impulse by France and UK, European Union (EU) supported by the G20, International Monetary Fund (IMF), the African Bank of Development (ABD), endorse the infrastructures, equipment, training, reagents for tests.

Africa Medical Association and WHO are also working with Influenza Virology Surveillance Network to insure four services: 1) Allow the countries to reflect on what priority services are applicable to their contexts. 2) To see how to provide those services even where the conditions are difficult. 3) To take into account the key component which is human resources. 4) Adequate supplies of essential commodities.

With that being working, they combined all of the above approaches with an efficient coordination and planning and a surveillance team to look back at how all of that is working, in case there are gaps to be identified and to be corrected in order to improve the situation.

Meanwhile, in order to stay safe in Nigeria, Marginal Field is more and more in fashion for businessmen. As a reminder, marginal field is defined in the Guidelines as any field that has been discovered and has been left unattended for a period of at least 10 (ten) years from the date of first discovery, or such field which the authority of the Country have identified as a marginal field.

Marginal fields are un-producing and un-appraised fields within an oil & gas acreage already covered by a petroleum licence. They are usually fields which the licence holders have considered as not being profitable for development.

The challenges are still to come: the global economic crisis may be as much dangerous than the health conditions. We all are waiting. The next move is to the great extent unpredictable. "Black lives matter" has also opened a future debate in the old world. How will the new world look like in Africa?

In spite of the rate of the contamination on the rise, so far Africa has been the continent least affected by Covid-19. September may be an incredible time, as well as October. In Ivory Coast the authorities are already planning to postpone the presidential elections, planned for October.

September may be an incredible time, as well as October. In Ivory Coast, the authorities may already be thinking to postpone the presidential elections that was planned for October, as the main candidate, the one from the sitting president party, the prime Minister Amadou Gon Coulibaly, 61 years old, just died on 8th of July 2020.

Still on the wait, stay tuned...

Three Essential Skills To Nurture Team in the New Normal

By SHANE MALCOLM

Think it is safe to say that “normal” now has a new meaning for everyone as we adapt, retool and reshape our way of being, living and working. In varying degrees, everyone is grappling with the realities of what productivity looks like in the new normal, how to balance the many hats we find ourselves wearing simultaneously (ie. FT worker, FT parent, FT educator, etc.) and how to preserve one’s mental health for this marathon event triggered by the COVID-19 pandemic.

As we rethink work, our workers and the workplace, it presents a new dynamic to leadership and what is required to lead people during and through this time. While numerous attributes of leadership are being called into play, the following three components are an essential part of the starting line up for leaders leading in the new normal.

Outcentric Leadership

In this new normal, leaders will need to make the shift from “ego-centric” to “out-centric” leadership and from “top-down” to “alongside” dynamics. Out-centric leaders are focused on developing dynamic, active and collaborative teams and understand that everyone has something to contribute. The out-centric leader ensures their team understands the “why” behind their work. Given the social distancing and remote working realities brought on by this pandemic, teams will increasingly need to rally behind purpose-driven work for sustained motivation.

Increased Communication and Transparency

Leading teams through challenging periods of transition and change require a step towards “over-communicating”. Maintaining consistent and frequent lines of communication between you and your team helps to quell fears, anxiety and signals a true “in this together” understanding among the group. Increased communication lends itself to increasing transparency among your team. As remote working and virtual interaction continue to define the new normal, transparency will be essential to the speed of rallying trust and buy-in. Used well, both provide leaders with an opportunity for honest and vulnerable dialogue and leadership.

Increased Flexibility and Adaptability

If there was ever a time to get comfortable with being flexible, it is now. Our ability to thrive beyond this pandemic will require leaders to embrace flexibility in all facets of work as the challenges are plenty and the answers aren’t all known. Therefore, teams now require lead-



ers to embrace new, non-traditional thinking and solutions from all levels of the team to address the non-traditional challenges at hand.

How quickly leaders and teams pivot and adapt will also influence their success at creating a responsive operating culture to meet the everchanging targets, strategies and action needed in this new normal. Flexibility and adaptability give way for leaders to get better at embracing the empathy required by the “whole human” experience of our team members working during a pandemic.

As this pandemic continues to challenge our previous assumptions of the world, what can and cannot be done, leaders and the people they support must seize the opportunities to plot a new course and manoeuvre the new age of work.

Shane Malcolm is the Executive Director of Leadership Niagara- a local non-profit that’s been dedicated to inspiring civic engagement and action through world-class leadership programs since 2007. Working with leaders from across different sectors of Niagara, Leadership Niagara ushers in the next generation of change-makers and community influencers that understand our community needs.



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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@dennisonellcoach.com or visit www.dennisonellcoach.com.

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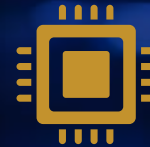
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COVID-19 Business Update From the GNCC: July 8th, 2020

• Finance Minister Morneau's financial update today gave the size of the budget deficit at \$343 billion. In fall 2019, Minister Morneau projected that the deficit for 2020-2021 would be \$28.1 billion. As of June 25, the Government of Canada has spent \$174.1 billion in direct support for individuals and businesses and \$19.4 billion in federal funding for health and safety measures. The last projection of the Parliamentary Budget Officer on June 28 projected a deficit of \$256 billion for 2020-2021. Relative to GDP, this deficit will be the largest since World War II.

• A recent analysis by Scotiabank estimated that that Canada's real GDP would have declined by 10.3% in 2020 (versus their current forecast of -7.3%) absent the substantial discretionary fiscal response. Furthermore, a more prolonged recovery would only see the output gap closing by early 2023, a full year later than Scotiabank's current baseline. Net debt as a share of the economy would have surged well above 40% in any case as automatic stabilizers would kick in against a larger GDP shock. It would stabilize only a few percentage points below current baseline projections. In other words, Scotiabank reports, today's fiscal spending is contributing to substantially better economic outcomes while raising net debt levels only marginally.

• Fitch Ratings recently downgraded Canada's rating to AA+, but there was little to no response from markets. Canada's net government debt, as a percentage of GDP, is still on parity with or below peer countries such as the USA, France, Italy, or Japan, and the long-term outlook for Canada is favourable when compared with other countries. The debt-to-GDP ratio, now at 49.1%, still remains significantly below the 1995-1996 peak of 66.6% and is at the level reached in 1999.

• Today, the province introduced the COVID-19 Economic Recovery Act, proposed legislation that is intended to lay the foundation to restart jobs and development, strengthen communities, and create opportunity for people in every region of the province. The Act proposes to change 20 pieces of current legislation that govern the province's schools, municipalities, and justice system. Leaders of opposition parties expressed concerns that some parts of the legislation have nothing to do with COVID-19.

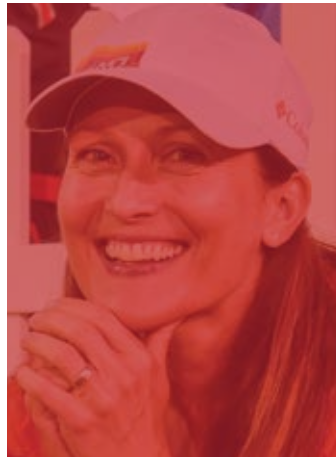
• This morning, the Minister of Indigenous Services, Marc Miller, and Perry Bellegarde, National Chief of the Assembly of First Nations (AFN), announced the signing of a protocol agreement establishing a new structure to support the implementation of An Act respecting First Nations, Inuit and Métis children, youth and families (Bill C-92). The protocol agreement that was signed today provides, among other things, for the establishment of a joint financial table. First Nations and Canada will therefore be able to discuss funding possibilities for First Nations governments wishing to take over their own services for their children and families.

Stay safe and be vigilant. The GNCC is here to support you. Contact us with any questions you have.

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