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DIVORCE CAN IMPACT
YOUR CHILD FOREVER**

**WHAT MARKETING STRATEGY
IS RIGHT FOR ME?**

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CONTENTS

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**SHINING A LIGHT
ON CANCER WITH
ILLUMINIGHT**



**21
THE THREE TENSIONS
EVERY NEW MANAGER
MUST MANAGE**

**05 WHAT MARKETING STRATEGY IS RIGHT
FOR ME?**

**06 HOW YOU HANDLE YOUR DIVORCE CAN
IMPACT YOUR CHILD FOREVER**

08 THE POWER OF "NEW" MEMORY

**09 WORKING ON YOUR FEET TAKES
A TOLL**

**14 THE POWER OF FIBRE AND THE FREEDOM
OF WIRELESS**

**18 YMCA EMPLOYMENT SERVICES CAN
SAVE YOU TIME AND MONEY - TODAY!**

24 WELCOME TO ROCKWAY VINEYARDS

Let's Get Social



WHAT MARKETING STRATEGY IS RIGHT FOR ME?

BY CHRIS BLANSHARD

We get this question a lot here at Innovate Niagara. Our clients have spent countless hours validating their idea, building a business model, and making constant tweaks until they are ready to bring their idea to market. Once ready, they want to grow their customer base in a way that yields the highest return on investment, as they are often bootstrapping and need to do more with less.

We use a five-step approach when answering this question for two reasons:

1) It provides structure in a chaotic world. The life of an entrepreneur can be tough, you are required to fulfill many roles at once and time is valuable.

2) It focuses on testing ideas with minimal cost and time commitment, so you can be sure before committing.

STEP 1: Set a Goal Your goal will depend on your company's wants and needs. Some examples can include:

1) Acquiring a certain amount of customers

2) Reaching your "break-even" point

3) Reaching a certain amount of revenue

Start to think about the time, people, and capital needed to reach this goal.

STEP 2: Brainstorm Channels

List any marketing channels you can think of that could potentially reach your target market. Try not to pre-judge or disregard any of them at this time. Once complete, there are five questions you should consider:

1) How much would it cost to acquire a single customer using each channel?

2) How many customers could the channel realistically yield?

3) Can you reach your target customers through this channel?

4) What is the time needed to execute on each channel?

5) Which team member will be in charge of this channel?

Once complete, narrow down your list of channels to your top three.

STEP 3: Test It

For each of your three channels, design a short/cheap test utilizing a similar tactic for each. We recommend roughly two to four weeks in duration and a maximum of \$1,000 dollars per channel. At a minimum, track the following:

1) The number of customers that channel offers

2) Conversion rate

3) Cost of acquiring one customer

STEP 4: Focus

Identify which channel did the best. Eliminate the remaining two channels and focus on three individual tactics for the winning channel. Test those for two to four weeks and record relevant data. Focus on the winning tactic(s) going forward.

STEP 5: Repeat

This methodology needs to be repeated over time for two reasons:

1) Your goals will change

2) Your test results will change as the market is ever-changing and unpredictable

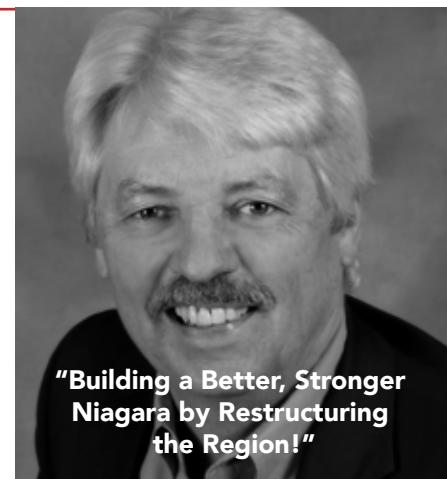
Are you ready to grow your customer base? Learn more about becoming an Innovate Niagara client at www.InnovateNiagara.com! **BL**

Chris Blanshard is a business analyst at Innovate Niagara, a not-for-profit private corporation that connects innovators to the people and programs required to bring their innovations to market through a suite of in-house programs, resource partners, and network of incubation facilities. For more info go to www.innovateniagara.com email info@innovateniagara.com or call 905.685.3460.

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DIVORCE

How You Handle Your Divorce Can Impact Your Child Forever

By JEAN S. BEATON

Parental conflict is toxic for children. Studies have demonstrated that when exposed to conflict our brains release stress hormones that over time can actually change brain functioning. This exposure to conflict can manifest as anti-social behaviour, problems at school, problems interacting with others, impaired problem solving and delinquency. No parent wants to interfere with their child's ability to live a healthy, well-adjusted life, and that is why it is important to insulate your children from parental conflict just as you would insulate them from any other "bad" thing that can cause them harm.

For many people, ending a relationship leads to a profound sense of loss. It is normal to experience many emotions during separation such as loss, anger, betrayal, bargaining and sadness. The process of separation usually takes places in stages, and you and your former partner might not be at the same place at the same time emotionally. It is important to understand that children experience their parents' separation differently than their parents do. As parents, your own response to the separation and your behaviour to the other parent will have a tremendous impact on how your child adjusts.

The most powerful thing separating parents can do is pledge not to expose the children to adult conflict. Children are aware of their parents' feelings and needs, and your behaviour may affect them. Children need the support of both parents when their parents' relationship ends. Think about it – the most significant relationship they have ever been a part of is dissolving in front of their eyes. Children experiencing the separation of their parents are in a state of turmoil and need to be reassured that everything will be okay. It is important to remember that your children love both of you and unless there are very serious safety concerns, your child is entitled to have a relationship with both parents.

Even though you may never want to see your former partner again, your child has the right to an ongoing, positive relationship with both parents. In the words of Justice Harvey Brownstone, "It's

called acting, and it's not that hard to do! Parents, even those who live together – act in front of their children all the time. It is even more important to do after separation because children need to be reassured that their lives will be happy and stable even though their parents live apart." In other words, it is important to play nice with the other parent for the sake of your children. Therefore, do your best to resolve conflict, find a way to communicate, and do not speak badly about the other parent in front of your children. It is not the separation that is most harmful to children but rather the ongoing conflict between parents. Children see themselves as "like" both parents, so if you criticize the other parent you are also criticizing them.

One of the biggest hurdles people face after separation is learning how to move forward in a cooperative way with a person they harbour negative feelings towards. There are many resources available online and in the community to help you and/or your former spouse learn how to communicate and co-parent in a healthy way after separation. Pathstone Mental Health offers a workshop called "New Beginnings: "Let's Do it Right" to teach parents how to talk to children about separation, how to cope with separation and cooperative parenting strategies. Pathstone also offers counselling to assist children or families to cope with the stresses of separation and divorce. Connect Family Solutions in Welland offers a range of services during divorce and separation to assist individuals and families including therapy for individuals, therapy for children and adolescents, parent coaching and education for parents. I also recommend the book *Tug of War: A Judge's Verdict on Separation, Custody Battles, and the Bitter Realities of Family Court* by Justice Harvey Brownstone as a starting point for understanding why it is important to shield your children from conflict.

People need to understand that it is important to deal with your negative emotions and remove them from issues affecting their children. Legal issues stemming from separation will be addressed and resolved in time. But if you have children, the primary piece of advice I would offer is to find a way to protect your children from conflict, and do not put them in the middle of the adult issues. To learn more about how to insulate your children from conflict during separation or divorce, please feel free to contact me. **BL**

Jean Beaton is an Associate within the Family Law department of Lancaster Brooks & Welch LLP and she may be contacted for a consultation to discuss your separation or divorce. She is also certified to offer Collaborative Practice should both parties wish to avoid court. Jean may be reached at 905.641.1551.



Jean Beaton is an Associate in
Lancaster Brooks & Welch LLP
Family Law Department.

When you need support in a family law matter, it is good to have someone who can navigate the law and represent your interests.

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The Power of “New” Memory

BY TAYLOR HAYWARD

I'm sure you've heard that technology changes, and can change quickly. When a business relies on technology to operate, it can be very difficult to feel like the business obtains value from its hardware purchases. For any SMB, it is important to gain value in your hardware so you don't have to throw good money after bad. You want to make sure your equipment is well-taken care of so that it runs smoothly and lasts as long as possible. With this in mind, I'd like to talk about a new upgrade option that will help that old computer keep running at a minimal cost.

Typically, when a computer ages, it slows down. Eventually it becomes too cumbersome to use and will be replaced. In recent years, one might swap the hard drive with a solid-state drive allowing the computer to operate for longer, and much faster. However solid-state drives can be pricey if you need any with a little bit of size in them, and if you don't have a managed service contract, the labour will always add up. It makes it hard for a decision maker to know if they should upgrade or purchase new.

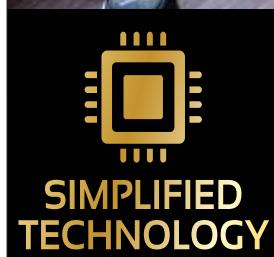
Enter Intel's newest form of memory "Optane Memory." It's not memory in the typical sense as it can't replace current RAM modules. It's not a solid-state drive as it can't replace those either.

However, it takes the best of both and installs in compatible motherboards. Once installed, it takes certain everyday routines and actions and makes sure that these routines and actions are run on the optane memory rather than the hard drive or traditional memory. Ultimately it speeds up those older computers and, in some tests, have surpassed even those with a solid-state drive.

Most of the time the solid-state drive is the better performing option, but when you consider costs, the optane memory will almost always win out. You can likely source your optane memory upgrade for \$40 to \$100 and the installation should be very swift. So much so that you if you don't have a contract, you should pair it with other work as it will be installed in minutes. If you were to upgrade to a solid-state drive it would likely take hours to do the upgrade, never mind the cost of the solid-state drive.

Talk to your I.T. company today about "Optane Memory" if you need to improve the performance of some of your business's older computers. **BL**

Taylor Hayward is the owner of STS, a technology company dedicated to simplifying I.T. for small and medium businesses in the Niagara Region. Taylor can be reached at 905.327.6163 or go to www.simplifiedtech.ca.



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WORKING ON YOUR FEET TAKES A TOLL

PROVIDED BY NEWS CANADA

There has been much discussion about the health risks of sitting all day at work. But jobs that require you to be on your feet most of the time can cause health complications too. Experts say prolonged standing can accelerate and cause a range of problems to your overall health, as well as to your feet and lower limbs.

"We all know how much our joints and muscles hurt after spending just one full day on our feet," says Anthony Harper, a Canadian certified pedorthist and president of the Pedorthic Association of Canada. "Years spent standing all day can cause serious issues, including back, knee and hip pain; swelling in the feet and lower limbs; plantar fasciitis; bunions; varicose veins; and arthritis."

Harper says these issues are compounded as people age, if they are pregnant and if they have experienced past injuries or have pre-existing conditions. People whose jobs require they remain standing in one place, in an awkward position or do repetitive actions further increase the risks.

To reduce your risk of a standing-related injury, he recommends these six tips:

Take sitting breaks. Make sure you sit during lunch and coffee breaks as well as during periods when work is quiet.

Move around. When you stand still you are using the same muscles, tendons and ligaments all the time, causing them to get tired and soft tissue injuries to develop. Change positions, walk around and shift your weight from foot to foot so that you use different muscle groups and joints.

Wear properly fitted, supportive footwear. Today there are a wide variety of shoe brands that have numerous features to increase your comfort and protect your feet. Consult with a footwear expert to find a brand and style that offer the best features for your needs. Be sure the shoes fit correctly.

Consider foot orthotics. Foot orthotics shift weight off high pressure areas, correct biomechanical issues, relieve stress on joints and help improve posture. But don't self prescribe. A Canadian certified pedorthist can determine which foot orthotics will benefit you.

Save high heels for parties. High heels are not a good choice if you work on your feet, as they shift your weight onto the ball of your foot and squish your toes. Reserve your high heels for special occasions.

Make stretching a part of your daily routine. Stretch your calves and hamstrings, flex your knees and circle your hips. Your muscles are working hard for you, so take care of them. **BL**

For more information, go to www.pedorthic.ca. Article courtesy of www.newscanada.com.



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AUTOMOTIVE RETAIL

BY MIKE KNAPP

The number one challenge to selling more used cars is being able to keep a steady supply of quality product. It seems counter-intuitive but the key to selling more cars is buying more cars.

The future of automotive retail is going to be consumers selecting not only the product they want to buy but selecting the place where they will sell / trade their old vehicle. What are the chances that both happen at the same place? In the present automotive market, consumers are generally faced with two options:

1) Trade the vehicle into whoever the consumer is purchasing their new vehicle from.

2) Sell the vehicle privately and be subjected to a whole host of complications and headaches.

What if there was a third option that allowed the consumer to buy from the retailer of their choice and sell their trade to the buyer of their choice maximizing their return on both ends? Every consumer can probably agree that given the choice, they'd like to pay the lowest

possible price for the vehicle they ultimately want to purchase, as well as get top trade value for their present vehicle.

In order to be successful in used car retailing, dealers need to be willing and able to compete for trades without being concerned about selling a new car. It needs to be quick and painless in order to get a fair price for people's trades.

The future winners in automotive retailing will be those who have a transparent online presence and remove as many of these "pain points" as possible.

While it's okay for the dealer to ask a few questions if it will allow them to quote more money or more accurately for a trade, dealers need to be able to give reasonably accurate evaluations for a trade before seeing the car to succeed in this market. **BL**



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Mike Knapp is the president and owner of Mike Knapp Ford on 607 Niagara Street in Welland. For more information, call 905.732.3673, go to www.mikeknappford.com.

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CUTTING EDGE PRINTER BELIEVES IN HELPING PEOPLE

BY SCOTT LESLIE

When it comes to today's printing world, the times are a-changin. Just ask Mike Burtnik – the president and co-owner of Burtnik Printing Inc. in St. Catharines.

"For over 60 years now, we've continued to keep up with the industry," Mike explains. "Today, we can do more work at a much faster pace. With our high speed digital copiers, we can print smaller quantities at a fraction of the price – and the colours we offer are sharper than ever."

Established in 1957, Burtnik Printing Inc. is a family-owned commercial printer that provides a complete range of print and copy solutions – everything from digital and offset printing to bindery and creative prepress services. The Burtnik team can help with any print project including menus, flyers, stationery, calendars, custom labels, brochures, and wide format banners and posters.

"People love print on paper," Mike says. "It's one of the most safe, secure, sustainable and trusted options around."

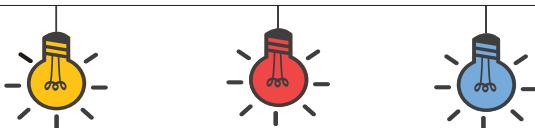
Mike, wife and co-owner Kathy, and their son Jordan are part of a team of seven employees, all of whom have extensive expertise in print and design. That includes Customer Service Representative Debbie MacGregor (30+ years) and Customer Service and Press Operator Matt Burnison (15+ years).

"We work closely with our customers to figure out the best way to serve them," Mike says. "We have the staff, the processes and the technology in place to help our customers out from start to finish."

Mike says some people try to cut corners by using online print services that are outside Niagara – and their print jobs can suffer as a result. At Burtnik Printing, however, Mike and Kathy's team makes sure the customer gets exactly what they ordered on time and in the most cost-effective way.

"We take care of what our customers want," Mike explains. "We offer them the same quality, service and product every time they work with us. And that extra care we take doesn't cost them a cent."

"Whether it's in our office or in the community, we feel helping people is one of the real benefits of owning a successful business," Kathy adds. **BL**



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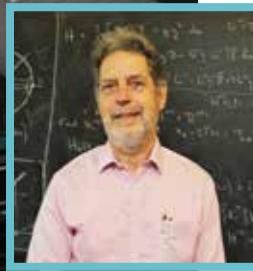
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SHINING A LIGHT ON CANCER WITH ILLUMINIGHT



Patient Ambassadors Walter, Sue, Deb.

PROVIDED BY HAMILTON HEALTH SCIENCES FOUNDATION

Cancer touches everyone in our communities. It could be a family member, a friend or a neighbour. It could be you. Cancer care is vital for us all, which is why Juravinski Hospital and Cancer Centre Foundation is dedicated to raising funds that support excellence in cancer care throughout southcentral Ontario.

As part of Hamilton Health Sciences, Juravinski Hospital and Cancer Centre is the regional centre of excellence for specialized cancer care. The site serves a population of 2.3 million people from Niagara Falls and Brantford to Kitchener-Waterloo and Burlington.

On October 26th, Juravinski Hospital and Cancer Centre Foundation is hosting a new fundraising event called Illuminight, which will bring together patients, families, friends and caregivers to celebrate our journeys with cancer. Held at Earth to Table: The Farm in Flamborough, the evening embraces the fall spirit of giving thanks and promises to be full of wonder and delight.

Attendees can enjoy a special walk along farmland trails, a traditional bonfire, music, food and fun fall activities. All proceeds support the highest priority needs of the Cancer Program at Juravinski Hospital and Cancer Centre.

Three Patient Ambassadors will share their cancer stories at Illuminight and speak about the outstanding care they received. One of the ambassadors is Sue Clayton from Burlington, who was diagnosed with stage IV lung cancer in 2016 despite being a non-smoker.

Sue underwent surgeries to remove a part of her lung and a mass from her adrenal gland. When it was determined that chemotherapy would be ineffective for her type of cancer, she began a clinical trial of tar-

geted therapy to block the growth of cancer cells. Sue is responding well to therapy and continues to receive care through the Cancer Program.

Like Sue, Patient Ambassador Walter Craig from Hamilton receives ongoing treatment at Juravinski Hospital and Cancer Centre. A mathematics professor in Hamilton, he was diagnosed with prostate cancer in 2014.

Walter underwent nearly five months of chemotherapy, but the cancer continued to spread. He is now receiving treatment with oral medication, radiation and injections, and he is excited to be participating in clinical trials that are helping clinicians gain a better understanding of prostate cancer.

Like Sue and Walter, Patient Ambassador Deb Martin from Dunnville was devastated by her cancer diagnosis. It all began in 1999 when a grapefruit-sized mass was discovered in her abdomen. She was diagnosed with stage IV non-Hodgkin's lymphoma. After undergoing chemotherapy in Guelph, her cancer went into remission.

After the cancer returned in 2008, Deb participated in a clinical trial at Juravinski Hospital and Cancer Centre involving infusions of an antibody. The trial was successful and her cancer was in remission again.

These are just a few examples of patients whose lives were transformed thanks to the care they received. As we strive for healthier communities throughout southcentral Ontario, Juravinski Hospital and Cancer Centre Foundation renews its dedication to patients and their families by enabling excellence in cancer care. **BL**

Illuminight is just around the corner, so please register and fundraise to make a real difference in the lives of cancer patients like Sue, Walter and Deb. Visit hamiltonhealth.ca/illuminight today.

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The Power of Fibre and the Freedom of Wireless

BY RICH DAVIDSON

Believe it or not, there are many areas in the Niagara Region where residents and businesses do not have adequate access to high-speed internet service. The rural communities feel it the most – seemingly left behind while investment in technological infrastructure goes to high density areas.

Unfortunately, it is a numbers game. It is expensive to build fibre over long distances and rough terrain – that's a fact. Most business is now conducted online, and large portions of Niagara's farming communities and agricultural industry have been left in the dark. NRBN is doing something to change that.

When fibre and cable infrastructure didn't come to rural Niagara, Wireless Internet Service Providers (WISPs) arrived on the scene to pick up the slack. Though the options were limited, commercial internet was now available in most areas. While wireless technology would improve over time, a limiting factor became backhaul.

WISPs need to bring the internet to wireless towers somehow. Fibre is the most optimum choice, but expensive and widely unavailable in these

areas. Radio backhaul is an option, bouncing RF signal between towers, but is limited to line of sight constraints, weather conditions, and overall performance. As a result, a limited pool of internet is available to customers.

When your internet is slow, and you can't download a file or stream Netflix or make a video call, it's because you may be sharing 100Mbps of internet between a thousand other customers. This issue, along with the backhaul limitation, is just a small sample of the many challenges that WISPs face in providing rural internet. We believe NRBN's fibre network has solved those problems.

Not only has NRBN made its fibre available to Niagara's WISPs as valued members of the telecom ecosystem, but we've recently decided to enter the market ourselves. By doing so, NRBN will provide something invaluable to rural residents of the Niagara Region – choice.

Competition drives quality and fuels the economy, and the consumer benefits as a result. By leveraging our ultra-reliable network and high-bandwidth internet connections, NRBN is giving you, the consumer, another option when it comes to choosing your internet service provider.

It means bringing reliable, high-speed internet to Niagara businesses. It means providing a platform for collaboration and e-commerce. We'll use high-capacity wireless technology to bring high-definition streaming into your offices and homes, and provide a steady and endless source of information to students of all ages. No usage caps, no hidden charges – just big bandwidth all the time.

We're starting off small in select communities, but we'll expand our wireless coverage throughout rural Niagara as the product grows. Stay tuned to www.nrbn.ca/wireless for details and pricing and let us know where you want to see NRBN next. **BL**

Rich Davidson is network architect at Niagara Regional Broadband Network on 5580 Swayze Dr. Niagara Falls. 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 or visit www.dennisonneillcoach.com.

WHY CAUSE RELATED MARKETING IS GOOD FOR YOUR BUSINESS

PROVIDED BY KFCACN

Cause related marketing campaigns are essential to distinguish your business from others. Cause related marketing is a strategy that benefits your business with respecting customers, your employee morale and the charity. With cause related marketing, you showcase that your business is passionate about its community.

What is cause related marketing? It is a marketing strategy that partners charities and companies looking to one another for a common good. Companies that have shown their philanthropic side, have seen growth to their business as well as customer loyalty. A 2015 survey showed that 95% of Canadians agree that companies supporting good causes is a good idea and that 80% of Canadians want to support their community. **BL**

Take the opportunity to expand your customer base as well as contribute to a local charity. The Kristen French Child Advocacy Centre Niagara is interested in working with your business. For more information, please call Executive Director Janet Handy at 905.937.5435, email jhandy@kristenfrenchcacn.org or go www.kristenfrenchcacn.org.



OLD STONE INN BOUTIQUE HOTEL

YOUR HOME AWAY FROM HOME

Old Stone Inn Boutique Hotel celebrates a legacy of Old World charm and first-class amenities.

BY SCOTT LESLIE

If you're looking for hotel accommodations where quality and luxury go hand in hand, you won't have to go any further than the Old Stone Inn Boutique Hotel in Niagara Falls.

An award-winning boutique hotel, this historic property offers the comforts of home with all the luxuries of a three-star hotel. Just minutes away from the excitement of the Fallsview Casino Resort and the towering beauty of the Falls, the Old Stone Inn Boutique Hotel has a world of amenities for guests to discover. That includes a fine dining restaurant, two lounges, a private courtyard, and a heated indoor pool with full towel service.

A Celebrated History

Built well over a century ago, this picturesque stone building began its life as the Niagara Falls Milling Company back in 1904.

Originally a three-storey structure, the Niagara Falls Milling Company would develop into one of the area's largest flour milling operations, producing several household products like Niagara Spray and Gold Dust. In 1912, however, the mill went bankrupt and the building was taken over by Urschel Bates Valve-Bag Company, only to be ravaged by a massive fire several years later. The building was eventually acquired by Myer Salit – and the firm would operate its offices and metal warehouse here for decades.

The present-day property has undergone a number of changes

through its history. When Myer Salit finally left the location in 1972, the property sat vacant for several years and was badly damaged by a second major fire. By 1977, the once glorious building was falling into disrepair, and a local land developer decided to step in and convert the one-time mill into the premier historic inn we know today.

In 2014, Ann Marie Nitsopolous and business partner Lisa Tokuc would purchase the Old Stone Inn. The co-owners have gone to great lengths to celebrate the property's history and restore the building to its former lustre.

"We've made renovations to much of the interior," Ann Marie says. "Just to give it that touch of class. We're planning to open up a coffee bar in the lobby some time in the new year."

It's All In The Details

As the only historic hotel in Niagara Falls, the Old Stone Inn takes great pride in offering its guests a truly one-of-a-kind accommodation experience. Each of its rooms are individually designed with fabrics and materials chosen for their perfect marriage of historic and modern styles.

In addition to their antique furnishings, oversized beds or double vanity units, each suite also comes with a wide range of amenities including flat screen TVs, hairdryers, makeup mirrors, bathrobes, slippers, refreshments and magazines, and free Wi-Fi service.

"We're all about detail," Ann-Marie says of the inn's complement of 111 guest rooms. "When it comes to style and comfort, we've thought of everything."



Simply The Best

In recent years, the Old Stone Inn has embraced its storied heritage by giving its restaurant a new name – the Flour Mill Restaurant. With its rustic stone and wood work, large flaming hearth, and plush leather and velvet seats, this breathtaking restaurant is a real step back in time, creating a classic and inviting atmosphere for dining.

One of the most important aspects of the Flour Mill Restaurant is its selection. Based on blend of Canadian and international cuisines, the menu has a broad variety of items like pasta, steak, salads and traditional seafood favourites.

At the Flour Mill Restaurant, Executive Chef Spencer Sisson and his staff go out of their way to make everything from scratch, using nothing but the best in homegrown ingredients. All food items are specially selected from a long list of Niagara-based farmers and artisans – whether it's fresh local produce, cheeses or cured meats.

"Everything is made to order here," Ann Marie explains. "We never use things like heat lamps or microwaves. We want our guests to enjoy the freshest, and most delicious dining experience imaginable."

But there's much more to the Old Stone Inn dining experience. Here, you'll find several dining options available including the elegant 1904 Lounge, and the Mystic Stone Lounge. This fall, the Old Stone Inn is also welcoming renowned mentalist and illusionist Edward Stone back to its Mystic Stone Lounge. Edward's latest show is called "Mind Trix" and features an exciting blend of magic, mentalism and family-friendly entertainment.

The Old Stone Inn is also the ideal venue for any type of family or corporate function. From executive meetings and graduations to birthdays and weddings, the Old Stone Inn can accommodate small intimate get-togethers or extravagant parties of up to 100 guests.

"We're the celebration destination," Ann Marie says. "Our special event and catering teams can help turn any life experience into something to remember."

A Perennial Success

Over its history, the Old Stone Inn has won countless awards for its winning combination of first-class amenities, Old World charm, and customer service excellence. That includes prestigious honours such as the 2018 Diners' Choice Award which recognizes restaurants for their singular commitment to quality. Through the years, the revered inn has also welcomed a long line of distinguished guests to its halls including everyone from Prime Minister Pierre Trudeau to Princess Diana.

There are many reasons behind the Old Stone Mill's ongoing success. But according to Ann Marie, she and Lisa wouldn't be where they are today if it weren't for their esteemed guests.

"Your guests dictate what you're going to do," she says of The Old Stone Inn's present incarnation, "and we want to make sure they enjoy every waking moment with us. That's what our business is all about." **BL**



Old Stone Inn Boutique Hotel is located on 6080 Fallsview Boulevard in Niagara Falls. For more information, call 905.357.1234, email info@oldstoneinnhotel.com or go to www.oldstoneinnhotel.com.

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Here's what some of our satisfied employers had to say about working with YMCA of Niagara Employment Services:

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- Marianne Tykolis-Casey, Owner, Stevensville Garden Gallery

"Best job fair we have been to in a long time! Hired some great people!" - Gary Hielihiy, Human Resources, Whirlpool Jet Tours

Some of the free services available to employers include:

Hiring employees: The YMCA Employment Services will help you find and hire skilled employees.

Financial incentives: Contact the YMCA Employment Services to learn about financial hiring incentives available to employers.

Hosting job fairs/team meetings: If you are in need of space to run a job fair or conduct team meetings or training session, we have space that may suit your needs. We have a large board room, a medium-sized workshop room and five smaller interview rooms. All rooms are IT-ready. There's no cost for having us host your job fair. You supply the interviewers – we supply the rest.

Hiring summer students/Help with seasonal hiring.

Training and apprenticeships: Learn about how you can benefit from training, increasing the skill set of your workforce, apprenticeship programs and hiring incentives.

Downsizing and layoffs: The YMCA Employment Services has extensive experience working with business wishing to assist their staff during times of downsizing and layoffs. If you'd like information on our support services for laid-off workers, contact our office and one of our staff would be happy to arrange an information session. **BL**

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SMALL BUSINESS START-UP RESOURCES

PROVIDED BY SMALL BUSINESS ENTERPRISE CENTRE

Did you know that there are services and supports for small business owners and start-ups in Niagara? These services are offered by local Small Business Enterprise Centres (SBEC). SBEC offices aid people in realizing their dream of opening and growing their own small business by providing the information, resources and advice needed.

Small Business Enterprise Centres are located right across Ontario and two are located right here in Niagara. The Niagara Falls Small Business Enterprise Centre and the St. Catharines Enterprise Centre are both available to offer support to small businesses in Niagara. Both offices are affiliated with the Ontario Ministry of Economic Development, Job Creation and Trade and are part of a network of over 50 offices across Ontario.

Niagara's aspiring entrepreneurs, start-up businesses and early stage growth companies are served through general business information requests, guidance on steps to starting a business, business plan development and review services, one-on-one consultations, informational seminars and workshops, and programs for young entrepreneurs.

Most of the services provided at a SBEC are free of charge. SBEC clients typically start by attending our seminars and workshops. At these seminars and workshops, they start to work with the SBEC team and enjoy networking opportunities with other aspiring business owners.

Advanced registration is required for seminars/workshops. Seminar topics cover items such as:

- **Steps to Starting a Small Business**
- **Business Planning**
- **Financial Forecasting**
- **Marketing**
- **Digital marketing (Search Engine Optimization, Social Media Management)**
- **Sales and Business Development**
- **What Lenders Look For**
- **Funding opportunities**
- **Canada Revenue Agency questions**

Once clients have attended seminars, there is the opportunity for one-on-one consultations with the SBEC. These consultations are often focused on business plan development and questions that may not have been covered.

All services provided by the SBEC are confidential.

Where are the SBECs?

The Niagara Falls Small Business Enterprise Centre is located in downtown Niagara Falls and the St. Catharines Enterprise Centre is located in downtown St Catharines. Both offices provide services and outreach to all of Niagara's 12 communities. **BL**



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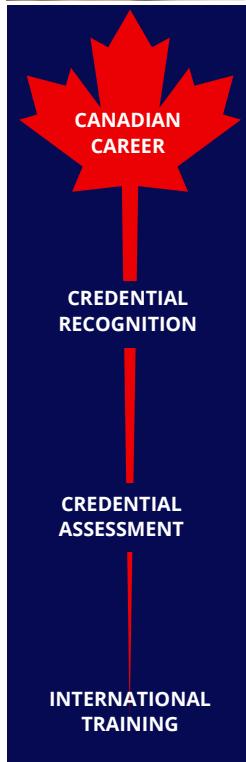
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Contactez Lori pour plus d'informations

905-732-5337 x128
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THE THREE TENSIONS EVERY NEW MANAGER MUST MANAGE

Part One

BY TIM ARNOLD

Have you ever heard a senior leader say this before: "I can't believe how much that person is struggling since I put them in a leadership role. They seemed to have management-material written all over them." Or have you ever heard a person who is relatively new to management say something like this: "I waited for my whole career for a leadership opportunity like this. But now that I'm managing people, I'm starting to question if I have what it takes."

All too often, the careers of new managers fall apart to the surprise of themselves and to those who put them into their role. They seem full of leadership potential yet fail to deliver on this potential once given the opportunity to lead. There are a lot of reasons why this can happen, but in my twenty years of experience working with organizations that range in size and scope from high-tech start-ups to divisions of the United Nations, the most predictable reason that the careers of new managers fail to launch is due to three unavoidable tensions: Control vs. Empowerment

- Being a Boss vs. Being a Friend
- Focusing on My Part of the Organization vs. Focusing on the Whole Organization
- Control vs. Empowerment

Managers are responsible! This means that they need to hold on to some sort of control over the work and behaviours of their team. They need to ensure things are done properly and in a way that's effective and efficient. At the same time, managers need to empower their

team members so they have the freedom to develop into their full potential. This means giving them space to thrive, and at times, to make mistakes. The problem is the values of control and empowerment are often in unhealthy tension with one another.

If a manager over-focuses on control to the neglect of empowerment, team members feel micromanaged and believe their passion and potential is being diminished. Beyond this, overdone control kills productivity because the manager must be connected to everything that happens.

At the same time, if a manager over-focuses on empowerment to the neglect of control, they set team members up for failure because they don't provide them with the development and support they need to succeed. These managers also live in a state of perpetual anxiety because they never truly trust in the abilities of their team.

Stay tuned for the second installment of this three-part series, where we'll dig deeper into the tension between Being a Boss vs. Being a Friend, and Focusing on My Part of the Organization vs. Focusing on the Whole Organization. **BL**

Tim Arnold is the president of Leaders for Leaders. Tim provides his clients with a real-world perspective through his experience launching successful for-profit and not-for-profit businesses, overseeing community outreach and healthcare programs, and managing international development partnerships in four continents. For more information, call Tim at 289.723.2546, email info@leadersforleaders.ca or go to www.leadersforleaders.ca. See how well your team is tapping into the power of healthy tension by taking this 10-question quiz at www.leadersforleaders.ca/quiz.

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Log Cabin Fever, Eh!

PROVIDED BY CANADIANA PRODUCTIONS

In 1994, the brand new Oh Canada Eh? Dinner Show opened its doors at the Pyramid Place building near the Skylon Tower. Five years later, Canadiana Productions Inc. moved its award-winning musical to a custom-built majestic "Log Cabin Theatre" on Lundy's Lane.

The inviting rustic-themed theatre was built in 1999 by Jim and Elizabeth Williams, the then owners of the adjacent KOA camp-ground, who saw the show as an enhancement to their business and a fun family attraction for their customers.

"It's been a win-win partnership for almost 20 years," according to Canadiana Productions partner Anne Robinson. "I think they were happy to build the theatre for us and felt it added to the KOA experience."

Now retired and no longer involved with KOA, Elizabeth Williams decided to downsize So Robinson, along with Canadiana Productions' General Manager Eric Hitchcock, took the opportunity to purchase the property.

"We really felt strongly about protecting the business and the 45 to 50 jobs that we provide," Hitchcock says. "We have given a lot of artists a paid outlet to perform and feel we complement the local arts community."

Currently, the theatre runs various shows about 224 days of the year and Hitchcock wants to examine the possible uses for the theatre during their production down times.

"We will continue generating revenue with our shows," he says, "but there's also a new motivation to fill the gaps."

Aside from Canadiana Productions' annual "Rocky Horror Show" fundraising event for Positive Living, Robinson says, "Every one of our shows is written, produced and created in-house by our talented staff."

Hitchcock refers to their Artistic Director Lee Siegel as "A godsend!" – and is proud to see their show listed in TripAdvisor's Top 20 Things To Do in Niagara Falls.

"We definitely have a great formula but need to continue to adjust with current trends," he points out.

Having coined the phrase "Dinner-tainment," Hitchcock feels, "Our shows are well worth the value. From the feedback we get on various social media pages, it's so nice to hear people recognize that we do a pretty good job, eh!"

Consistently offering a delicious family-style meal in an intimate, interactive format – coupled with a commitment to ensure all guests leave with a sense of Canadian patriotism – has made the Oh Canada, Eh? Dinner Show a mainstay in the local tourism market.

"We'd like to invite all the new Canadians to come see us," says Robinson. "We're really ambassadors for Canada. We just happen to be in Niagara Falls. That sets us apart. Sometimes I think Niagara Falls gets insular and doesn't realize we're competing on an international level."

She adds, "Iconic sounds like a big word, but after 25 years, we're getting there."

And while the shows and market trends keep changing, Canadiana Productions' formula for success continues to engage different audiences. The theatre offers a variety of new shows each year as they target new demographics.

For years, corporate groups and tours have come to celebrate the Christmas season with an annual holiday show which is "re-imagined" every year.

"This year, we're bringing back a popular show originally produced in 2006," Robinson says of "Jump, Jive & Jingle" which will delight holiday parties and Festival of Lights visitors from November 9th – December 22nd. Following that, a re-launch of last winter's smash success musical "The Show Must Go On" will be back on stage from December 28th – January 29th, 2019, capturing music and icons from the 60s and 70s.

In early 2019, Canadiana Productions will also present a new Broadway production, "Broadway Showstoppers."

"With so many musical theatre artists in our company, they are all chomping at the bit to perform in this one," says Hitchcock.

Indeed, Arts & Culture are alive and well in Niagara Falls and it seems that the Log Cabin Theatre on Lundy's Lane will be home to great "Dinner-tainment" for many more years to come, EH!?

For more details, please contact General Manager Eric Hitchcock at 905.374.1995.

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BY SANTINO PERRY

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Three unforgettable experiences - one unique destination.

BY SHELLEY TRAVER

Rockway Vineyards is nestled on The Twenty-Mile Bench of the Niagara Escarpment, one of the great premium grape-growing regions of the world. This appellation elicits comparisons to the wine regions of Burgundy and New Zealand for both beauty and wine quality. Limestone-rich soils and ideal growing conditions have helped us produce world-class wines.

Situated against the Niagara Escarpment, Rockway Vineyards is one of the Niagara Region's premier golf destinations. Rockway Vineyards showcases an 18-hole championship course among our own sprawling vineyards. Meticulously maintained, the natural rolling landscape of our championship layout is both challenging and rewarding, appealing to golfers of all handicap levels. Bent grass fairways and sculpted greens are accentuated with over 60 bunkers of Ohio white sand and several challenging ponds. In fact, water comes into play on 10 of the 18 holes.

Vineyards surround the 18-hole golf course, recently voted "Best

"Places to Play" by Golf Digest. Golfers are offered an opportunity to challenge their skills with our manicured fairways and fast greens amongst the vistas of the Escarpment.

Guests dining in our restaurant are able to enjoy the culinary talents of our executive chef, offering a bistro style menu and using only the best of Niagara's fresh local ingredients. The restaurant and private event room offer breathtaking views of the course, vineyards and Escarpment.

Our Winemaker David Stasiuk has focused on the vineyards to ensure that the wine quality surpasses the beauty of the location. These efforts and winemaking talents have produced wines of depth and promise that have received rave reviews from wine writers, judges and customers alike. We frequently receive comments such as "This is seriously good."

To complete the unique experience, Rockway Vineyards also houses Ontario's only Antique Wine Museum showcasing 18th Century winemaking artifacts from the historic wine regions of France. Public and private tours are available year round. Join us for a tour through winemaking history as we take you "from the vineyard to the cellar, turning grapes into wine." **BL**

Shelley Traver is vice-president of hospitality and sales at Rockway Vineyards. Rockway Vineyards is located at 3290 Ninth Street in St. Catharines. For more information, call 905.641.1030 or 1.877.762.5929 or visit www.rockwayvineyards.com.

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3 Key Reputation Management Objectives

BY JIM MURRAY

Managing and moving your business reputation forward in a positive, and progressive way is a complex process that requires a lot of care and feeding. This process goes much deeper than just making sure you can deal with the potentially hazardous effectively.

Not coincidentally, reputation management has a lot to do with the three pillars that we at Bullet Proof Consulting define as essential to any company's success. And the pillars are essential because they are tied in several significant ways to your company's essence and well-being:

1. Getting To Know and Love Your Customers: The lion's share of any company's reputation is directly connected to how much their customers appreciate them. So the fundamental axiom at work here is that companies who know and love their customers, and prove it every day, are the ones who are going to have the best reputation and the smoothest way forward. **2. Working With Simple Systems:** Companies that streamline their internal processes invariably make it easier for their people to do what they were hired to do. This, in turn, creates positive reinforcement for their reputation, both internally, with their employees and externally, with their customers and suppliers. **3. Giving Back To Your People and Your Community:** Every company that makes this part of their mission will cement their reputation as a caring and community-involved business. They will also become known as good employers, and attract good people, who, in turn, will provide excellent customer care.

If you use these three pillars as the foundation to your reputation management plan, your uphill work will flatten and your journey through the next decade will be much smoother. **BL**

YOU'RE ISO CERTIFIED... NOW WHAT?

BY DAVE BROWN

The deadline to transition to ISO 9001:2015 has come and gone. Hopefully, you were not one of the organizations who waited until the last minute and had to scramble to meet the deadline.

Now that you have successfully registered to the updated standard after revising documentation and updating procedures, you may be wondering what comes next.

The intent of the revised standard was to reduce the red tape of unnecessary documentation and help organizations succeed in a very competitive landscape. As part of the transition, you would have identified internal and external risks to your organization. You may have documented these risks. You may have documented plans to address these risks (or opportunities).

The next step would be to follow the plans that you've made. Determine what success looks like to your organization. Have we mitigated that risk? Have we taken advantage of the opportunities? How do we know? This is the value in having objectives that are relevant to the strategic direction of your organization.

The risks and opportunities you identified are only valuable to your organization if you do something to address them and record the effectiveness of the actions taken. **BL**



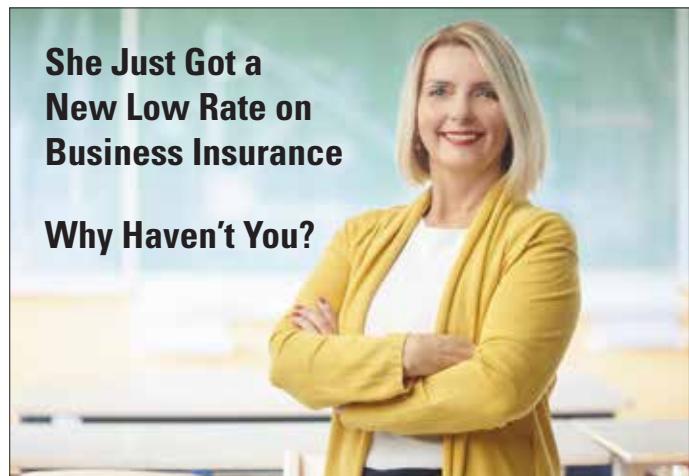
COADY'S CORNER

The St. Catharines Club is the premier private social club in the Niagara Region and we are currently making improvements with the help of Tony Alfieri (Windrush Hill Construction)...Congratulations to Arend Roos (Vision Travel) on a wonderful career and his recent retirement!...Congratulations to Phil Sheehan (Sullivan Mahoney) on his retirement on August 31st!...A big congratulations is in order for Chris Accursi (Investors Group) and his new wife Andrea Ruesen who were married on September 15th!...Rob (Buffalo Canoe Club) and Cortney Cheevers welcomed another wonderful addition to their family when Edward Robert Cheevers was born on September 5th at 8lbs. 2oz...Michelle Biskup and the Niagara River Lions successfully held their launch party for the newly-formed CEBL...It's going to be a hot ticket in town!...Congratulations to Krystina Waler (Canada Ukraine Foundation) on being named the Conservative candidate for St. Catharines...regardless of the colour you support, it's wonderful to see young members of our community trying to help better St. Catharines and the Niagara Region.... Follow us on Twitter @ TheStCathClub #theplacetobe **BL**

Cheers,
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