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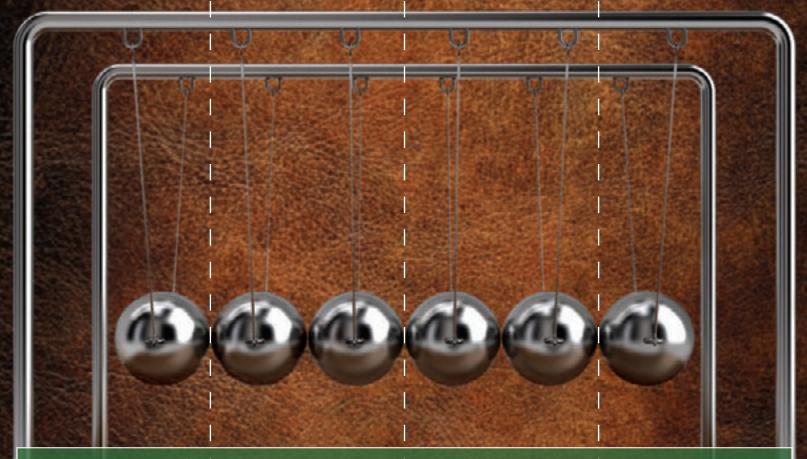
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# Message from the Chair



Dwayne Sprague Morrisburg Home Hardware, Morrisburg, ON



# Our Suppliers are an Asset

"My suppliers are as valuable as the stock in my store."

Spring has finally arrived and it sounds beautiful birds chirping, frogs croaking, peepers peeping, and cash registers ringing! I'm not going to dwell on the long, long winter but it was long... Spring took its time arriving but it's finally here; and along with it our wonderful customers.

It seems that there is a direct correlation between the sun and our customers; and I'm sure that our suppliers feel the same. When the sun shines, our customers are happy, we are happy and our suppliers are happy. It's busy and the money is flowing in all directions.

Now, the question is, how do we keep the excitement of spring? Do we wait for the sun to shine or change up our strategies? Listening to the weatherman is not the answer (they are wrong half the time and we are wrong the other half). One way to keep business flowing is to talk with our suppliers – they are the ones who are visiting the busy stores (and the not so busy stores); and they see what is working and what is not.

I realize that every marketplace is different but, on the same hand, there are many similarities. Personally, I try to take the time to speak with every supplier who comes through the door - appointment or not. There is always a new product, a new idea or a new technique that is available. With the internet today, our customers seem to know everything and, from communicating with my suppliers, I try to stay ahead of my customers. My suppliers are as valuable as the stock in my store. As I mentioned in my previous article, we have over 200 supplier members

who are dedicated to the LBMAO and support the many events that we host throughout Ontario.

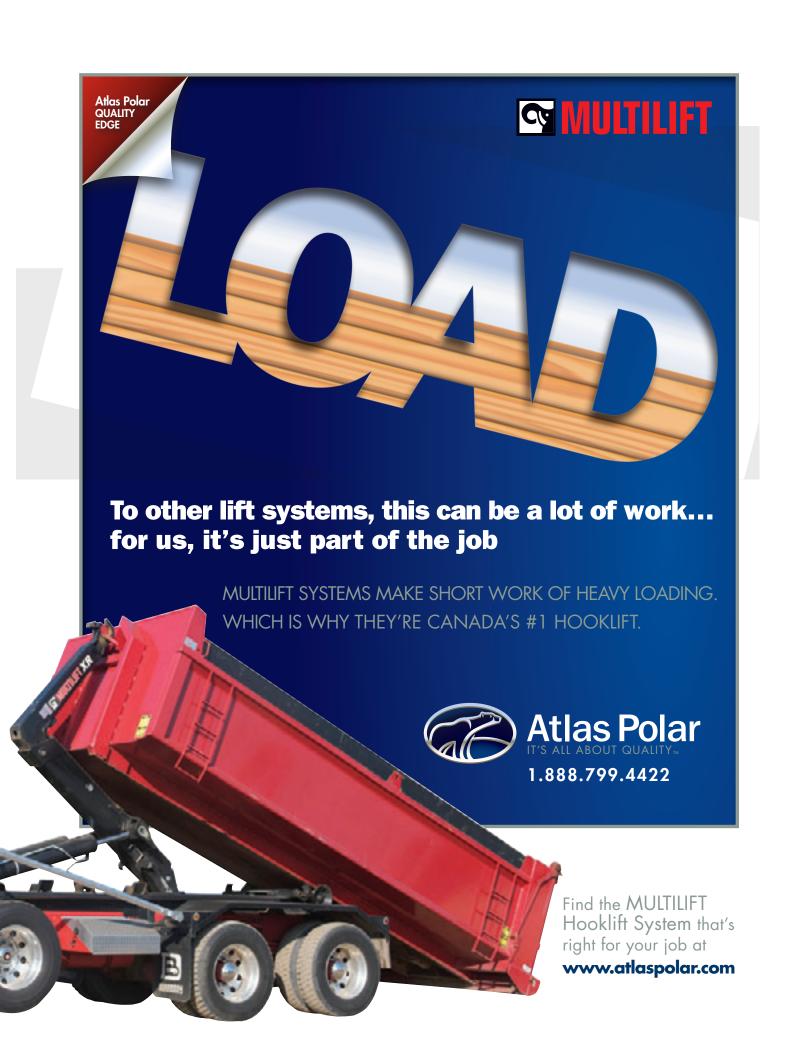
With the arrival of spring, our LBMAO golf events have started and our 5th annual LBMAO Convertible, Motorcycle and Vintage Charity Ride will be here before you know it. The golf tour started with the Eastern District event at beautiful Smugglers Glen Golf Course in Gananoque on May 21st. We had 84 registrants and we can thank our suppliers for that. It was a fantastic day of networking and I know everyone had a great time.

The suppliers who support our events try to get the retailers out but some retailers always seem to have an excuse for not attending. The most common problem seems to be not enough people to staff the store. Our events are always scheduled months in advance and I encourage all retailers to look at staffing and get out with their suppliers. It is always a great day out and our suppliers have a lot to offer in their knowledge of the outside world.

Have a look at our website – www.lbmao.on.ca – and look at the Events tab and Calendar so you can plan ahead. While you are in our site, look for "Our Story" in the About Us tab and have a quick read. I know you will enjoy it. If you do come out to one of the golf tournaments, or the Charity ride, I hope to see you there.

Another great sound of spring is "whack! @#\$%"! Thanks for reading.

Pictured: Shenanigans at the LBMAO Eastern District golf tournament. We don't want to know.



# Message from the President



David Campbell LBMA0

# Do Americans Pay Less Taxes Than Canadians?

"When comparing the extra tax on employees in Canada, you must also consider the fact that Canada has more robust unemployment benefits including lengthy maternity and family benefits."

A common belief among many Canadians is that they pay more in income tax than their American counterparts. Even politicians in Parliament have used this statement to press for lowering taxes. But, is it really true?

An article in MSN news did a comparison of taxes paid by Americans and Canadians in both federal and state/provincial taxes. The answer is more complex than you might think. Statistical gathering agencies in both countries publish averages of income taxes paid, but comparing the two numbers is like comparing the stats of a hockey player with those of a basketball player. The numbers are based on different premises and include different pieces.

Using an average is also problematic as the very poor and the very rich skew it on both ends. In general, lower income Canadians pay less in tax for the services they receive and rich Americans are better off than rich Canadians. Here's a breakdown of the relevant tax components and their contribution to the overall tax picture.

# **Federal Income Taxes**

U.S. federal income tax brackets range from 10 percent to 35 percent for individuals. On the Canadian side, the range is 15 percent to 29 percent. In the U.S., the lowest tax bracket bumps to 15 percent at \$8,500 and to 25 percent at \$34,501. The bottom Canadian bracket stays at 15 percent until \$41,544. This is the bulk of the reason that lower-income Canadians are often better off than Americans in an identical tax situation. On the other hand, the IRS taxes the richest Americans at 35 percent whereas the top federal tax rate in Canada is 29 percent. Rich Americans, however, have access to many tax deductions that Canada's Alternative Minimum Tax does not allow.

The mortgage interest deduction is touted as being a huge benefit to home-owning Americans, and it is. However, if you make less than \$82,000 and do not own a home, you will most likely pay less tax north of the border.

# State vs Provincial Taxes

Comparing state and provincial incomes taxes is a more problematic endeavour. State taxation is done completely outside of the federal tax system and each state has its own tax laws regarding deductions and credits. In Canada, provincial income

taxes (except in Quebec) are co-ordinated with the federal tax system and are based on a percentage of federal tax, meaning that the provinces have the same allowable deductions and income rules as the federal system. Each province also has extra credits and incentives.

Some states, like Florida and Alaska, have no state income tax at all whereas all Canadian provinces and territories levy an income tax.

# **Unemployment Insurance Premiums**

Although not technically an income tax, Canadians pay Employment Insurance (EI) premiums based on their employment income. EI premiums are 1.73 percent of gross employment income, and employers pay 1.4 times that amount. In the United States, the Federal Unemployment Tax Act tax (FUTA) is paid for exclusively by employers.

When comparing the extra tax on employees in Canada, you must also consider the fact that Canada has more robust unemployment benefits including lengthy maternity and family benefits.

# Social Security (U.S.) vs Canada Pension Plan

In the United States, social security benefits represent a fund in which what you contribute during your working life forms the basis for what you get out in retirement. In Canada, a similar system exists in the Canada Pension Plan.

Employees pay 5.65 percent (as of 2011) of their wages for social security taxes and Medicare – a system that provides medical benefits for retired people. Social security premiums are capped at an income level of \$106,800 and Medicare premiums are not capped. In Canada, employees pay 4.95 percent of gross employment income into CPP up to \$44,800 and Medicare-style benefits are included as part of the socialized health care plan. Canada also has a supplemental retirement plan in the Old Age Security program. The benefits under this plan lessen as income increases and, therefore, are not available to Canadians in higher tax brackets.

# **Healthcare Costs**

No discussion of U.S. versus Canadian taxes would be complete without comparing the healthcare

continued on page 21...



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# Government Watch



# Brian Linklater CRBSC Government Relations Advisor

# Ottawa Report

"Since the traditional base for the manufacturing sector is in Central Canada, many LBMAO member companies will be personally acquainted with the difficulties that numerous export manufacturers have sadly faced in recent years."

# Canada's Hot -and Not-Economy

That was the title of a recent speech given by Bank of Canada Governor Stephen Poloz to the Saskatchewan Trade and Export Partnership in Saskatoon. The Governor had a one word answer to what is hot: "Oil." Given his audience, Governor Poloz wisely also pointed out that Canada is the world's largest potash-producing nation.

"People are crossing the country," the Governor said, "not just for the jobs but also for better wages. No matter how you cut the data, they consistently show that workers in Alberta, Saskatchewan and Newfoundland/Labrador have seen their wages go up faster than anywhere else in Canada in recent years."

Here is what the Governor said about the housing market. "In places where it's hot, they are scrambling to keep up with the demand for housing. Here in Saskatchewan and next door in Alberta, many more houses proportionately are going up than elsewhere in Canada."

Governor Poloz is undoubtedly right about the proportionately high level of housing in the hot zone. Canada Mortgage and Housing Corporation (CMHC), however, provided a different perspective when it considered the total level of housing activity, not the proportional one. In a recent release, the Deputy Chief Economist at CMHC stated as follows: "In March, the trend in housing starts declined below 190,000 units for the first time in six months reflecting a decrease in multiple unit starts. Lower starts over the remainder of the year, compared to 2013, are anticipated as builders continue to adjust activity in order to manage inventory levels."

CMHC predicted that the annual rate of urban starts will increase in British Columbia and the Prairies, but will decrease in the rest of Canada, including Ontario.

Non-energy exports are definitely not hot, said the Bank's Governor. In this regard, he particularly drew his audience's attention to manufacturing companies that had traditionally relied on export markets. He stated that the recent world-wide financial crisis "lowered the temperatures of both the energy and manufacturing tracks of our economy. But due in part to the magnitude of the hit felt south of our border,

and to the severe impact felt by the U.S. sectors important to Canadian manufacturers – including the residential housing sector and auto-production, the crisis was particularly hard on our manufacturing exporters. Many manufacturers and manufacturing jobs simply disappeared."

Since the traditional base for the manufacturing sector is in Central Canada, many LBMAO member companies will be personally acquainted with the difficulties that numerous export manufacturers have sadly faced in recent years.

# **Meeting Your MP**

While the actual House of Commons adjournment date for the summer recess remained somewhat flexible as this column was being prepared, three other points are certainties. First, the adjournment will occur not later than June 20<sup>th</sup>. Second, Members of Parliament will not be back in Ottawa until September 15<sup>th</sup>. Third, 2015 will be a General Election year. Sitting MPs and candidates who seek to replace them will use this year's summer break to do some serious campaigning.

Therefore, the next several months will present LBMAO member companies with excellent opportunities to acquaint all those who seek to represent them in Ottawa with issues of importance to both their own firms and the Ontario lumber and building materials industry.

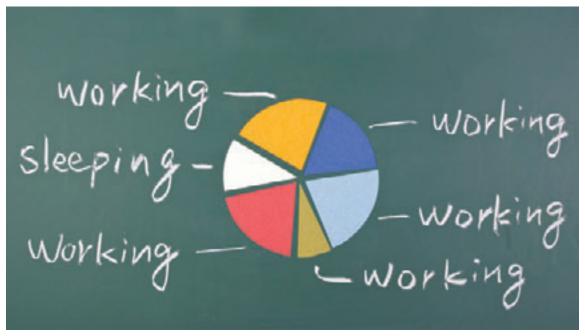
An important message that could be given to all candidates is that a robust housing market is an essential element of a healthy economy, at both the local and national level.

Candidates should reasonably be expected to be able to state what they and their political parties would do to support the housing market.

# Insurance Update



Provided by Morneau Shepell



# Scheduling Your Time

"Make sure your goals are realistic. Remember that no one has time to do it all; learn to say 'no'."

On a typical weekday, the average Canadian spends 10.5 hours working or commuting to work; and four hours doing housework or caring for children or other dependents. Add in sleeping and there's not much time for personal pursuits.

Scheduling may sound boring, but it can be a useful tool in helping to make time for the things you really want to do with your time.

#### Tips and tools you can use

The key to easing time pressure is to eliminate some of the forces pulling you in so many different directions; and weeding out those that are complicating or distracting you from leading a productive, happy life.

# Decide on your priorities

Make sure to schedule time for the things that are important to you - whether it be attending your children's sports activities, spending more time with your spouse or working out at the gym.

Making a "date" with your spouse or entering a trip to the gym as an official item in your daytimer might seem mundane, but it will help ensure that these events don't become victims of the time squeeze.

Make sure your goals are realistic. Remember that no one has time to do it all; learn to say "no". Be

diplomatic, choose your words carefully and suggest alternatives or a reorganization of priorities when others try to infringe on the time you've set aside for yourself.

#### Make a personal time survey

Keep a log of what you do each week, including the following:

- · Hours of sleep;
- Time for grooming;
- · Meals (including preparation time);
- · Working hours;
- Travel time on weekdays and weekends;
- Regular clubs, get-togethers, classes, children's activities, etc.;
- Time spent on chores and errands, e.g., grocery shopping.

Once you have the log, ask yourself what can be cut to make time for other activities you would like to do.

#### Five time-saving tips for work

- 1. Do the most difficult tasks when you're most focused and have the most energy.
- Make to-do lists; that way you won't waste time worrying about which task has to be done next.

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# Calendar of Events and Seminars

For registration forms and information on LBMAO seminars, events, Online Health & Safety Training (including Lift Truck & WHMIS training) and more, please go to our website at www.lbmao.on.ca.

# August

August 14: Goodfellow's Annual Warehouse Sale, Goodfellow Inc., Campbellville, ON. Contact: Chris Freedman, Marketing Coordinator, Tel: (905) 854-5800; Toll Free: 1(800) 263-6269; Fax: (905) 854-6104; E-mail: cfreedman@goodfellowinc.com

August 21: Home Building Centre – Leamington, 35th Annual Golf Tournament, Kingsville Golf & Country Club, West Kingsville, ON. Contact: HBC – Leamington, Tel: (519) 326-4474; Fax: (519) 322-1113

Mid-August - 5<sup>th</sup> Annual LBMAO Convertible, Motorcycle & Vintage Charity Ride. Date & route TBD.

# September

September 11-13: BSIA of BC 2014 Westcoast Building & Hardware Show, Whistler Conference Centre, Whistler, BC. For further information plus hotel booking information, visit www.bsiabc.ca; Tel: (604) 513-2205; or Toll Free: 1(888) 711-5656.

September 21-23: Home Hardware Fall Dealer Market, Henry Sittler Building, St. Jacobs, ON. Contact: Tammie Piel, Tel: (519) 664-2252; Fax: (519) 664-9971; E-mail: tammie.piel@homehardware.ca; Website: www.homehardware.ca

September 27-29: TruServ Canada Fall National Buying Market, members only, RBC Convention Centre, Winnipeg, MB. Contact: Katharine Reimer, Merchandising Administrative Support, Tel: (204) 453-9613; E-mail kreimer@truserv.ca

# October

October 22-23: The 2014 Hardlines Conference, Sheraton Toronto Airport Hotel & Conference Centre. For more information see www.hardlines.ca.

# November

November 6-8: BMR Fall/Winter Buying Show, Quebec City Convention Centre, Quebec City. Contact: Alain John Pinard Marketing Director, Tel: (450) 655-2441; E-mail: ajpinard@bmr.co

# 2014 GOLF TOUR

June 5: LBMAO Lake Huron Golf Tournament, Legacy Ridge Golf Club, Owen Sound.

**June 26: LBMAO Golden Horseshoe Golf Tournament,** Crosswinds Golf & Country Club, Burlington.

July 10: LBMAO Northern Ontario/ Ontario Northland District Golf Tournament, Forest Ridge Golf Club, Chelmsford.

July 24: LBMAO Central District Golf Tournament, Trillium Wood Golf Course, RR 1, Corbyville (north of Belleville).

August 21: LBMAO Muskoka/ Georgian Bay District Golf Tournament, Hawk Ridge Golf Club, Orillia.

**September 4: LBMAO Southwestern District Golf Tournament,** Deer Run
Golf Course, Blenheim.

Registration forms are available for download from our website, www.lbmao.on.ca

For information on sponsorship of LBMAO Golf Tournaments, please contact the LBMAO office at:

> Tel: (905) 625-1084, Fax: (905) 625-3006 Toll Free: (888) 365-2626



# Exchange-A-Blade Changes Name to "EAB" and Launches North American Branding



Exchange-A-Blade, the pioneer in exchangeable and environmentally sustainable power tool accessories, has announced the change of its corporate name to EAB Tool Company Inc., and the marketing of its core line of exchangeable products under the brand name 'EAB'.

The EAB acronym preserves the connection with the company's origins as a supplier and remanufacturer of exchangeable circular saw blades for the retail hardware and building supply markets, while allowing it to better represent its entire power tool accessories product line.

This announcement launched the rebranding of the company's exchangeable EAB products, and its non-exchangeable

products under the existing StaySharp name. The rebrand encompasses all logos, graphics, product packaging and in-store displays and will be rolled out to retail dealers in Canada and the US during 2014.

"We're very excited about the new EAB," said Rob Forbes, Founder and President of EAB. "This is an evolution of the brand. We continue to enhance the Exchange System that has allowed us to compete successfully against much larger competitors, while reinforcing our principles of delivering outstanding value and service, building customer and dealer loyalty, and striving for a more environmentally sustainable industry."

About EAB Tool Company Inc.

EAB (formerly Exchange-A-Blade), established in 1976, is a pioneer in the development of exchangeable power tool accessories for the North American hardware and building supply markets. The Exchange System allows customers to buy a product and return it after use for credit towards their next purchase. This provides dealers with a ready-made loyalty program; and their customers with significant savings over

comparable competitors' products. Carbide saw blades received in exchange are remanufactured in Canada to new, or better than new. condition validated bv rigorous quality control and testing. Products that cannot be remanufactured are recycled, thus diverting construction waste landfills and improper disposal. The company also promotes reduced and environmentally sustainable packaging. Principal product categories include: circular and diamond saw blades, abrasives, drill and SDS bits, hole saws, oscillating tool accessories, router bits, jig and reciprocating saw blades, screwdriver and impact bits. Non-exchangeable products are sold under the StaySharp brand name. For more information, please visit the EAB Tool website.

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# Sexton Continues to Grow with Seven New Members



Sexton Group Ltd is proud to welcome seven new members to the group.

Their newest member **Sanbec Canada Inc.**, located in Laval, QC, is a family owned and operated hardware wholesale distributor servicing the maintenance repair operations industry. Founded in 1977 by Jean-Pierre Lamoureux, the family business continues to thrive after more than three decades in business, which now includes the involvement of the second generation.

There are two new members in Ontario. Grant Drew Designer Stone Inc., located in Cavan Monaghan, has been distributing brick and stone products in the Peterborough area for more than 15 years. They carry a wide variety of stone, brick and other construction products to provide every customer with the highest quality products for their home improvement needs.

Stevenson Building Products, in Roseneath, has been a family owned and operated business since 1979. Throughout the years the business has expanded to include various types of residential and commercial exterior products and applications. With their diverse offering of builder related products, they can fulfill most exterior finishing needs.

Located in Fort Simpson, North West Territories, **Unity Store** has filled a very important void in the area. Muaz Hassan started the business as a convenience type store and has expanded the product showcase to include a complete assortment of hardware and building materials to service the Fort Simpson area.

In the Alberta market, they are proud to have added **Hard Rock Developments**. Hard Rock Developments is one of Calgary's premiere concrete and construction tools and supplies retailer. The staff at Hard Rock have extensive industry knowledge; and contractors and home owners alike will benefit.

Kenroc Building Materials Co. Ltd just added two more locations with the acquisition of Commercial Construction Supply Ltd (CCS) in Kelowna and Kamloops. Kenroc Building Materials has been in business for over 45 years and are pleased to expand their service in the BC market.

# Duchesne et Fils Itée Announcement





We are proud to announce the nomination of Mr. Bruce Filek as National Sales Director – Retail division effective March 24th.

Bruce has proudly represented Duchesne et

Fils Ltée since 1981 starting his career as Sales Representative and eventually managing the sales force in Atlantic Canada as Regional Supervisor. Bruce knows the company well, understanding and respecting its core values. His leadership, dedication and communication skills will no doubt solidify our already strong relationship with our customers.

# Mulco Supra Elite Product Seals the Deal



MULCO® SUPRA ELITE™ is the first sealant of its kind for PPG Industries (NYSE:PPG) that is both a low volatile organic compound (VOC) sealant and also provides a bubble free seal. Additionally, it can be used for interior or exterior application and delivers a smooth and seamless finish for users.

"We are excited to add another high performing sealant to our Mulco sealant portfolio," said Ken West, director of PPG Architectural Coatings Adhesives and Sealants. "The bubble-free finish will differentiate the Mulco brand in the low VOC sealant marketplace."

This new product is positioned to meet the most stringent Canadian regulatory standards for VOC levels within the foreseeable future. Unlike its competitors' low VOC products, Supra Elite's finish is flat and does not bubble or blister, even under harsh conditions or on porous/non porous substrates like vinyl, wood and fiber cement siding, whilst maintaining excellent adhesion and performance.

Additionally, Supra Elite sealant has exceptional adhesive power that creates a durable, waterproof seal which increases protection from weather, eliminates drafts and improves energy efficiency.

Unlike latex and rubber based sealants, the Supra Elite product by PPG uses water on surfaces and in the air to cure. During the process, this formula prevents shrinkage and provides a more reliable seal that will be less prone to drafts and water leaks.

#### **MULCO SEALANTS**

Mulco sealants is Quebec's leader in the caulking market, providing guaranteed performance to the construction and renovation sectors for a wide range of projects.

PPG: BRINGING INNOVATION TO THE SURFACE.™

PPG Industries' vision is to continue to be the world's leading coatings and specialty materials company. Through leadership in innovation, sustainability and color, PPG helps customers in industrial, transportation, consumer products, and construction markets and aftermarkets to enhance more surfaces in more ways than does any other company. Founded in 1883, PPG has global headquarters in Pittsburgh and operates in nearly 70 countries around the world. Net sales in 2013 were \$15.1 billion. PPG shares are traded on the New York Stock Exchange (symbol:PPG). For more information, visit www.ppg.com and follow @PPGIndustries on Twitter.

Supra Elite is a trademark of PPG Architectural Finishes. Inc.

# LBMAO Member Honoured in Burlington





Case de Jong, President of Franke Kindred Canada Limited, has supported Habitat for Humanity for 20 years. He first became involved when he was chair of the Canadian Institute of Plumbing and Heating (CIPH); and now there will be a street named after him in a new Habitat for Humanity community in Burlington.

Since CIPH began their partnership with Habitat for Humanity, their members have contributed cash and products to the tune of \$10 million dollars.

# Vicwest Building Products partners with Iim Caruk, HGTV Host



OAKVILLE, ON, April 8, 2014 /CNW/ - Vicwest Building Products, a division of Vicwest Inc. (TSX: VIC, VIC.DB, VIC.DB.A), ("Vicwest") today announced that it has entered into a three-year association with Jim Caruk, Master Contractor, Editorin-Chief of award-winning magazine Renovation Contractor, founder of Renos for Heroes, and host of HGTV's Real Renos and Builder Boss. The agreement between Vicwest and Jim Caruk involves a category exclusive endorsement of Vicwest branded building products.

"We are very pleased to have the endorsement of Jim Caruk for our products," says Paul Lobb, President and General Manager of Vicwest Building Products. "Jim's well-established reputation as a contractor and his public personality will help us to reach contractors and homeowners who may be unaware of the long-term savings and benefits of metal roofing as an investment for their homes as well as its environmentally sustainable qualities when compared to other building materials," added Lobb.

"In my job, it's important that you use first-class materials. So I'm very pleased to be the brand ambassador of a product that allows me to bring innovation and credibility to the projects I work on," says Caruk.

"It's sustainable, made in Canada, pays for itself quickly and then lasts forever and, with product lines like Summerside and Granite Ridge, you can find a style to suit any neighourhood," says Caruk. "Homeowners and contractors alike need to be educated about alternative roofing materials such as these."

As well, Caruk is happy to be involved with the Vicwest Partner Program. This

new program, which launches in the spring, will help connect homeowners with local installers, and provide installers with marketing and sales support.

In addition to his participation in integrated media campaigns, editorial, and promotions for the product lines, Jim will take part in trade and customerrelated events. Caruk's premier appearance with Vicwest as brand ambassador will occur on Friday, April 11 & Saturday, April 12 at the Ottawa Cottage and Backyard Show.

About Jim Caruk

With more than 35 years in the renovation and custom homebuilding business, Master Contractor Jim Caruk first came to the public eye in 2003 when his HGTV series, Real Renos, began a sevenyear run. He's since starred in another series, Builder Boss, and is currently in discussions on developing a new television and multi-media program.

In 2011, he launched Renovation Contractor, an award-winning national



trade magazine for renovators and custom homebuilders.

Jim also founded the Burlington, Ont. based Build it Yourself Learning Centres (www.biyworkshops.com) which, through his network of accredited instructors and industry professionals, provides an interactive, practical learning forum to teach homeowners essential know-how skills to successfully complete building projects themselves.

In 2009, Jim founded Renos for Heroes (www.renosforheroes.org), a non-profit foundation that provides essential building services and home modifications for wounded Canadian military personnel.

Vicwest has been a very generous supporter of the cause. "Just as Vicwest gives back to the building industry with continuous innovation, they have also have given back so generously to the men and women who serve this amazing country," says Caruk. "I'm so thrilled to have their support with Renos for Heroes."

#### About Vicwest Inc.

Vicwest Inc. is a leading manufacturer and distributor of engineered storage and handling systems for grain, fertilizer and liquid storage as well as building construction products for agriculture, commercial, industrial and residential markets. We operate through two strategically aligned divisions: Vicwest Building Products and Westeel. approximately 7,000 customers, 1,200 dedicated employees and 34 business partners, we are positioned for growth in domestic and international markets. Vicwest Inc. is a member of the S&P/TSX SmallCap Index. For more information, visit www.vicwestinc.com.

# About Vicwest Building Products

Vicwest Building Products is one of North America's leading manufacturers and distributors of exterior building products, including metal roofing, siding, decking, insulated metal panels and architectural panels. Founded in 1905, it offers a wide and trusted range of products for the residential, industrial, commercial, institutional and agricultural construction markets. For more information, visit www. vicwest.com



CIL Desert Orange Room: CIL's new online "model home" concept showcases paint colours in a true-to-life setting, such as this bedroom.

# CIL Launches New Website Based on 'Model Home' Concept

When it comes to painting, applying paint to a wall is an easier task than choosing a colour. That's the finding of a country-wide survey of Canadian paint habits conducted by leading brand CIL® paint.

Forty-four percent of survey respondents pointed to colour selection as the biggest challenge they associate with painting projects. This compares with 34 percent who cited preparation as their biggest obstacle.

The study also found that 36 percent of respondents said they rely on in-store assistance to select a colour for their paint job. What's more, CIL paint retailers report that even those who bring in a fabric swatch, or accessory from the room to be painted, still have trouble envisioning their completed paint projects.

In response to consumer demand, CIL paint has launched a new website (www.CIL.

ca) that makes the paint selection process easier. Based on a "model home" concept, the website allows visitors to view dozens of room settings - each featuring a different wall colour.

Unlike the traditional method of showcasing paints by colour family, CIL paint presents its colour palette by room-from bedrooms and bathrooms to kitchens, living areas and dining rooms. Every room category features a wide range of photos, each with a different colour backdrop.

"The idea of the model home concept is to showcase paint colours in a true-to-life setting," said Alison Goldman, brand manager for CIL paint, a brand of PPG Architectural Coatings. "Just as people walk through a physical model home and get decorating ideas, so too can they navigate through the new CIL paint website and make more confident colour and décor

# 

# MUCH MORE THAN 3 LETTERS



decisions," she added, explaining that testuser feedback has been overwhelmingly positive.

"Although people have relied on paint chips to help them make colour selections for decades, it's very difficult to envision how the chip they're holding in the palm of their hand will look on the entire length of a wall," Goldman said. "Now we're saying to consumers, 'Here's an online library of room colour options that makes it easy for you to narrow your colour choices from the comfort of your home, before you even step into a store to look at paint swatches," she explained.



CIL paint can and iPad: From home or on the go, CIL's new website has tools that allow users to choose their favourite colours for different décor settings, upload and virtually paint photos of their own rooms, or bring colours from any uploaded image into a room setting. A special site feature enables visitors to save their choices in a project folder and share them through social media channels.

The website has a visualizer tool that allows users to choose their favourite décor setting and try different CIL paint colours and colour combinations in the room. It also lets users upload – and virtually paint – photos of their own rooms, or they can pull colours from any uploaded image and bring them into a room setting. A special site feature enables visitors to save their choices in a project folder and share them through social media channels to get input from family and friends.

According to the survey by CIL paint, the most popular rooms painted by Canadians last year were bedrooms (24 percent), living and family rooms (23 percent) and kitchens (22 percent).

# Orillia Home Hardware Building Centre Store of the Year for the Second Time

On April 7th, Home Hardware Stores Limited announced the recipient of the annual Walter J. Hachborn Store of the Year Award. Now in its 17th year, the award pays tribute to the top store selected from close to 1,100 stores across Canada for achieving the highest standards in retailing, merchandising, staff performance and overall quality and service.

The 2013 Store of the Year Award was presented to John Locke (LBMAO Chair 2001) and Bill Ecklund, dealer-owners of Orillia Home Hardware Building Centre for epitomizing the values on which Home

Hardware was founded 50 years ago when Walter J. Hachborn cofounded the company - value, service and dependability. Orillia Home Hardware Building Centre first received this accolade in 2011. They are the second store to have received this prestigious award twice.

John Locke, Bill Ecklund and their staff are considered leaders within Home's dealer-owner network, as well as within their community, with customers continually commenting that

they should be a model for all businesses on how to connect with the community in which they operate. In addition to providing superior customer service and expert advice, Orillia Home Hardware Building Centre demonstrates a strong social conscience through several initiatives that enhance the lives of Orillia residents including their support in areas such as the performing arts and general cultural interests in the area.

# Ouotes:

"We are truly honoured to be selected as Home Hardware's Store of the Year for a second time. We take an active interest in our community and great pride in serving the residents of Orillia. This award would not have been possible without our staff's constant dedication." John Locke and Bill Ecklund, dealer-owners, Orillia Home Hardware Building Centre

"Orillia Home Hardware Building Centre embodies everything the Walter J. Hachborn Store of the Year Award stands for and is a great champion of the Home brand. John Locke and Bill Ecklund truly exemplify our slogan of 'Home Owners helping homeowners with expert advice." Paul Straus, President and CEO of Home Hardware Stores Limited

#### **Proud of my Home Award**

The Walter J. Hachborn Store of the Year Award is presented to the top gold store from 23 Proud of My Home Award recipients. All Proud of My Home Award recipients demonstrate strong staff performance, superior customer service,



(I to r): Simcoe North MPP Garfield Dunlop, John Locke, Bill Ecklund, Simcoe North MP Bruce Stanton.

excellence in interior and exterior store presentation and active participation in dealer network initiatives.

Congratulations to Orillia Home Hardware Building Centre and the following 22 stores, who were presented with the 2013 Proud of My Home Award:

- Geerlinks Home Hardware Building Centre, St Thomas, ON
- Brantford Home Hardware, Brantford, ON
- Alliston Home Hardware Building Centre, Alliston, ON
- Sutton Home Hardware, Sutton West, ON
- Gananoque Home Hardware Building Centre, Gananoque, ON
- Blind River Home Hardware Building Centre, Blind River, ON
- · Wellesley Home Centre, Wellesley, ON

- Campbellton Home Hardware, Campbellton, NB
- Buck's Home Building Centre, Bridgewater, NS
- Handyman Home Hardware, Conception Bay South, NL
- Selkirk Home Hardware Building Centre, Selkirk, MB
- Carlyle Home Hardware, Carlyle, SK
- Home Building Centre Vernon, Vernon, BC
- Sunley Home Building Centre, Brooks, AB
- Prince Rupert Home Hardware Building Centre, Prince Rupert, BC
- Timberjack Home Hardware Building Centre, Edson, AB
- Les Entreprises Nova Inc. Rawdon, QC
- Centre De Renovation FDS Inc., Saguenay (Jonquiere), QC
- Quincaillerie Home Hardware -Rimouski, Rimouski, QC
- The Pas Home Furniture, The Pas, MR
- Gananoque Home Furniture, Gananoque, ON
- Woodworkers Home Furniture, Shelburne, NS

About Home Hardware Stores Limited

Proudly celebrating its 50thanniversary in 2014, Home Hardware Stores Limited is Canada's largest dealer-owned hardware, lumber, building materials and furniture cooperative. Founded in 1964 by 122 independent dealers, the 100% Canadian owned and operated cooperative now includes close to 1,100 stores under the Home Hardware, Home Building Centre, Home Hardware Building Centre and Home Furniture banners, with annual retail sales of more than \$5.4 billion. Through the Home Hardware network. dealer-owners have access to a world-class distribution system and 100,000 quality brand name and private label products at competitive prices. Home Hardware Stores Limited received designation as one of Canada's Best Managed Companies. More information about the company is available at www. homehardware.ca

# Castle News



# Castle Continues to Grow in Atlantic Canada

On March 27th, Castle Building Centres Group Ltd announced the addition of M.P.M. Building Materials Ltd to the group.

M.P.M Building Materials has been serving the Central New Brunswick region as a full service lumber and building material retailer for over 40 years. Their original location in Minto, NB has provided quality products and expert service to local contractors and retail customers for over 40 years. With the success of the Minto location, M.P.M added a second retail location in the neighbouring town of Chipman three years ago and has an unwavering reputation for integrity and superior performance.

"Being part of the Castle group will give M.P.M. a much broader range of vendors and the Castle programs will assist them in reducing their costs. Castle makes it possible for members like M.P.M. to run their business, their way and be competitive with the myriad of large distribution based banner stores in their trading area." Sandy Welsh, Business Development Manager - Atlantic Region.

Owner Peter Miller, along with his son, Mike Miller, and their dedicated staff are ready for this new chapter and look forward to the buying power, growth and profitability that will come with being part of Castle Building Centres Group.

Mike Miller, General Manager, had this to say, "We pride ourselves on offering unbeatable friendly service and quality building products at competitive prices. We are excited to transition to Castle Building Centres and the increased brand awareness it will bring to our community in both locations."

#### **New Castle Member in Alberta**

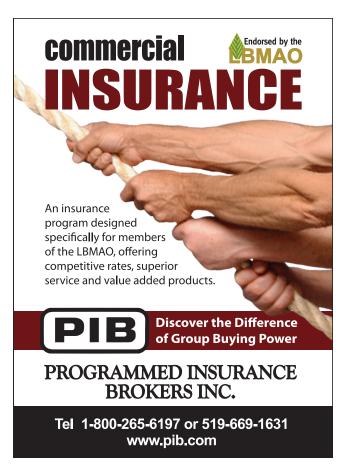
Castle Building Centres Group Ltd has carved their own brand of excellence based on three key values: Transparency, Freedom & Profits. It is with great pride that Castle welcomes Wolf Creek Building Supplies Ltd, a prominent and highly respected lumber and building materials retailer and manufacturer in the province of Alberta, to the Castle group.

Wolf Creek Building Supplies Ltd operates two retail locations in Alberta, the first of which is a full service lumber, building material and hardware retail space in Lacombe, AB. This well known building materials centre has over 9000 square feet of retail and a remarkable assortment of products in stock. Situated on 5 acres, the retail store is dedicated to a full assortment of lumber and building material products.

Alan Schoemperlen, Castle Business Development Manager in Western Canada couldn't be happier about this news. "John and his family-run business at Wolf Creek represent a first class operation with extremely high standards and a strong management team; and it is a strategically driven business. It is a true pleasure to welcome John and his family business to the Castle Group."

Wolf Creek also operates a designer window and door show room located in the heart of the nearby city of Red Deer, AB.

"There were so many motivations that brought Wolf Creek to Castle however the key factor was that Castle was "REAL" and a buying group that is focussed on assisting their members to achieve growth and prosperity. The



experience so far has been exceptional and everything is coming together. Our team and I are excited for the transition and the next generation of our business. Castle graciously invited my wife Deb and I to their Annual General Meeting in early March as guests and we honestly had a wonderful time. What a great group of people and we made so many new friends. Felt like a family." John deRegt, Owner, Wolf Creek Building Supplies Ltd.

"Castle is truly proud to welcome Wolf Creek. This new member accomplishment is a great addition for Castle in Western Canada." James Jones, Vice President of National Marketing.

TIM-BR MART Group News







TIM-BR Appoints
Regional Directors
of Member Services
Effective March
31st, Dave Dingwell
was appointed
Regional Director
of Member Services
of TIM-BR MART
Group, for Atlantic
Canada.

Phil Temple
was appointed
Regional Director
of Member
Services of TIM-BR
MART Group, for
Western Canada,
effective April 2nd.

Regional Directors of Member Services make certain members are getting maximum value from their membership, as well as ensure they fully leverage the distribution and retail services resources available to them.

# TIM-BR MART Group Welcomes Vice-President of Operations

Effective May 5th, **Lou Valeriati** has joined TIM-BR MART Group as Vice President of Operations - Chalifour Canada Ltd.

Commented Bernie Owens, TIM-BR MART Group President, "Most recently, Lou was Vice President at JELD-WEN, one of the world's largest manufacturers of



windows and doors and an important commercial partner of our Group. We are excited to have him join our organization."

Based in Vaughan, ON Valeriati reports to Bernie Owens, President, and will be working closely

with Randy Martin who has been appointed Vice President of Business Development for the TIM-BR MART Group.

# National Director of Business Development Appointed

Effective April 14th, **Eddie Durocher** was appointed to the role of National Director of Business Development for the TIM-BR MART Group.

In his new role, Durocher will lead the TIM-BR MART Group sales team, developing and implementing strategies and plans to grow its business.



Eddie has more than 25 vears experience in national sales and import & export management roles in the hardware and building materials industry. He has been a member of TIM-BR MART Group's leadership team

for the last four years and was the Quebec Sales Director for the last six months.

Based in Brossard, QC Durocher will be reporting to Randy Martin, Vice President – Business Development.

# **TIM-BR MART Group Merges Buying Shows**

In response to dealer input, TIM-BR MART Group is merging the Chalifour Canada Retailer Buying Expo with the TIM-BR MART National Buying Show, scheduled for February 20th & 21st, 2015, in Toronto.

The merger of these two events will bring many synergies to customers and vendors who attend both of these events annually. "We believe that the industry retailers and vendors alike - will welcome

the merger of these two events," said Randy Martin, VP Business Development.

In lieu of the Chalifour Expo, the company will be holding a "virtual show" for customers and vendors that will showcase seasonal promotional buys and bookings. The company will release more details about the virtual show as they become available.

# Chalifour Canada Wins Real Results Award



Chalifour Canada has won JDA Software Group's 2014 Real Results Award. Nine companies that have achieved industry-leading results and business-process excellence through deployment of JDA's solutions software were honoured at its 24th annual global conference in Las Vegas, April 27-30.



I to r – Rob Brown, Andrew Pantelides

"By partnering with JDA to transform our space planning processes, Chalifour Canada created more than 330 dynamic planograms across three departments," said Rob Brown, Chalifour Canada's Planogram Specialist. As a result, Chalifour Canada gained market share nationally and increased its in-store footprint by 120 percent, while delivering a 200 percent increase in planogram sales over the past three years.

"We are honoured to have been selected from among JDA's more than 4,000 global customers and represent companies that have the best supply chain success stories," said Andrew Pantelides, Chalifour Canada's Procurement and Merchandising Manager. Selected by a panel of JDA executives, the 2014 Real Results Award winners achieved measurable return on investment, developed innovative approaches to supply chain processes, and collaborated beyond traditional supply chain boundaries.

JDA Software Group Inc. offers the broadest portfolio of supply chain, retail merchandising, store operations and all-channel commerce solutions to help companies manage the flow of goods from raw materials to finished products and into the hands of consumers. JDA's deep industry expertise and innovative cloud platform help companies optimize inventory, labour and customer service levels.

A 100% Canadian-owned hardware, lumber and building material distribution

company, Chalifour Canada Ltd, is part of the TIM-BR MART Group and serves independent home improvement entrepreneurs in every province and territory. To learn more, visit: www.chalifourcanada.com.

# RONA Appointment



RONA was pleased to announce in February the appointment of Andrew Carter as Director of Market Development for Ontario. Andrew is responsible for growing RONA's dealer network in Ontario as well as assisting in finding opportunities to develop its corporate store network.

After working in dealer retail networks for more than 25 years, Andrew has a solid understanding of the challenges of operating and growing dealer-owned businesses. His focus on operational excellence, profitability and his in-depth



knowledge of RONA's dealer services make Andrew a valuable partner of RONA's Ontario dealers.

Andrew reports to Martin Provencher, Vice President of Services in Network Development in

RONA's Boucherville, Quebec, headquarters and is based in RONA's Ontario Support Centre in Etobicoke. For any dealer inquiries, you can reach Andrew on his cell anytime at 647-525-3685 as he spends most of his time on the road visiting dealers throughout Ontario.

# ... TAXES continued from page 8

systems in both countries. The income taxes that Canadians pay partially fund the country's socialized health plan, where everyone has equal access to medical facilities, practitioners and procedures for no additional cost. In the U.S., healthcare must be paid for out-of-pocket or through a healthcare insurance plan. Premiums for these plans averaged out at \$4,824 per person as of 2009, not including amounts paid for co-pays and deductibles.

Based on the information provided above, it would appear that both countries tax their citizens in similar fashion and overall they are comparable. The biggest discrepancy on taxes would be at the provincial vs state level. However, the Canadian system appears to be a fairer system for all citizens, if you take into consideration the cost of healthcare and its availability to all Canadians. Because of that, many U.S. citizens who don't have healthcare run into financial difficulties; and it's too early to determine if Obama Care will have an impact in providing the same level of universal healthcare that we enjoy in Canada.

The U.S. system certainly encourages the entrepreneurial spirit with its rewards

but I think that we have struck a fair balance in Canada.

# (Published in MSN News - March 25, 2014)

# ...SCHEDULING continued from page 11

- 3. When you're overloaded at work, cut back on your other commitments.
- In meetings, give the attendees your undivided attention. Ignore phone, pager and e-mail messages, when possible.
- Schedule uninterrupted time so that you can concentrate on one task at a time. Arrive early or stay late at work, if needed, and forward calls to voicemail where possible. Politely suggest that talkative co-workers tell you their stories over lunch.

#### Scheduling tips for home

Involve your family in time-scheduling decisions. For example, if your children's extracurricular activities are becoming unmanageable, ask them to choose their top one or two activities. Or have a family discussion to plan the week's activities to ensure schedules run smoothly.

Allow for uninterrupted "family time", a time when you will concentrate on nothing else but your family. For example, leave the answering machine on at dinnertime, so that you're not jumping up from the table. The meal will become a relaxed time for family bonding.

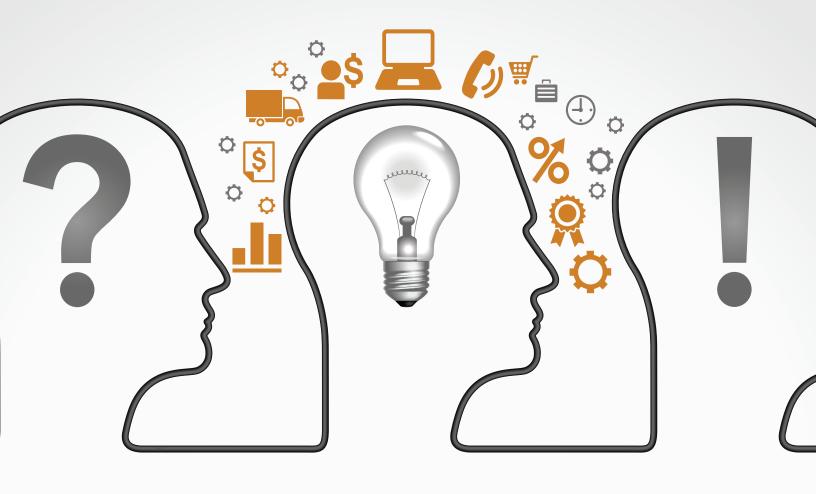
Set boundaries between home and work. Don't let co-workers call you at home; and discourage receiving lengthy phone calls from friends and family at work.

Time scheduling is really about knowing what is important in your work and home life; and ensuring it gets the attention it deserves. Try some of these tips today for a more balanced and rewarding life.

The LBMAO Benefit Program offers many different coverage options to groups of all sizes, allowing you to tailor your benefits to your employees' needs. All benefit plans include an Employee Assistance Program (EAP) serviced by Shepell-fgi and there are no minimum size requirements necessary for coverage under the LBMAO program.

For assistance in comparing benefit plans or to obtain a no-obligation, free quote, please contact Morneau Shepell at 1-866-307-1403.

Membership has its privileges!



# KEEPING UP

Meeting the challenge of training your employees in a changing industry

One of the biggest challenges of managing the retail workplace today is keeping your employees up-to-date on new products, customer service skills and health and safety awareness and training.

The LBMAO, as part of its mandate to provide value services to its members, has developed a comprehensive program of training in each of these categories. We have partnered with sister associations and other retail groups to offer our members a truly effective training platform.

# **Distance Learning Education Series**

This series of customer service videos

available in an online format is ideal for training new employees, part time employees and seasoned customer service staff on developing and honing their skills in providing an exceptional shopping experience in your business. With almost 70 modules, ranging from telephone courtesy to overcoming objections as a sales skill, this program has something for everyone.

Professionally produced, using a skilled sales professional, it provides training in essential skills in dealing with customers from the sales floor to the contractor desk. The program was developed by our

sister association, the Atlantic Building Supply Dealers Association (ABSDA) and is available free of charge to LBMAO members only. Simply contact our office for the contact information and access code! (see page 27)

# OntarioLearn

Over the years, many store owners and key employees have developed the skills necessary to manage a retail workplace through "on the job training", learning the business from the ground up. However, to become a more effective manager, you may wish to become better trained

# "In Ontario, we are blessed with a provincial government that is extremely diligent in enforcing health and safety compliance through the Ministry of Labour."

in all aspects of management - from customer service to accounting. We have identified, through Conestoga Colleges' "OntarioLearn" program, a series of college level online courses that are more formal and provide in-depth training in customer service, basic accounting and managing the retail workplace. These courses are ideal for store owners, managers, department managers and employees who wish to develop more in-depth management skills through a formalized college training environment.

We have also identified several courses in material estimating, roofing and structural inspections that would be helpful for those retailers who have taken our Manual Estimating Courses and wish to expand their knowledge on estimating and code issues through college level courses.

Many of the college courses identified on the OntarioLearn program are suitable for supplier sales and marketing representatives who wish to add a more formalized educational background to their CV!

The courses average about 45 hours in length and there is a fee paid to the college for participating. As well, you may be required to purchase course materials and books. Contact the LBMAO for help in getting started or visit www.conestogac. on.ca and access their link to Programs, Part-time, Distance Learning, OntarioLearn courses. All of their online courses are alphabetically listed - simply access the course and it will identify the costs and start date, as well as a full description.

#### **Online Health & Safety Training**

In Ontario, we are blessed with a provincial government that is extremely diligent in enforcing health and safety compliance through its Ministry of Labour. There are several mandatory health and safety related programs for employers to train their employees to encourage a safe workplace. We have identified these areas of concern and have developed a series of online health and safety courses that are cost-effective, easy to navigate and easily accessed online - either at the store or at home, provided you have a

computer with internet access. We have online courses available in Lift Truck Certification, Employee Orientation, Violence & Harassment in the Workplace, Fall Restraint, Ontarians with Disabilities Customer Service Training and WHMIS, as well as other important safety courses including Ergonomics for Heavy Lifting.

Information on these courses is available on the LBMAO website at: www. lbmao.on.ca

# **Product Training**

Most of our buying group partners provide product training for their members, most specific to products they sell. However. general product training on hardware and building materials is offered through the North American Retail Hardware Association (NRHA) represented by "Hardlines" in Canada. These courses are ideal for introductory training for new employees and for those who wish to expand their general knowledge on hardware and building material products. They are in an online format with knowledge verification testing through а module. There is a fee to take the course. More information is available at www. hardlines.ca

# **Building Code**

The building code in Ontario requires those

companies and individuals who provide advice and drawings to customers (who will use that information to apply for a building permit) to take the required ministry approved training course and obtain their Building Code Identification Number

(BCIN).

Colleges, such as Loyalist College (www. loyalistcollege.com), provide training and certification courses in both the practical (house 2012) and legal aspect of obtaining your BCIN. Also, online courses and training manuals for the building code and BCIN certification are available through companies such as Orderline. Visit www. orderline.ca for more information.



For more information on any of these courses, or if you should have any questions on how to obtain training in products, customer service or compliance issues, contact the LBMAO. We are owned by our members to serve our members!



# **Thorold Lumber**

# Inspiring Success for 100 Years

The first time that I met Ted and Diana Wiens during the 2008 LBMAO Canadian Home Improvement Show at the Congress Centre in Mississauga, I could tell they were new owners. They were overwhelmed at the products and services available to them; and I remember their comment to me that the show should be 3 days long as they didn't think that they

could finish it in two days - so much stuff and so little time! We laugh about it now.

Since buying Thorold Lumber in 2007, they have transitioned the store (with the help of their Buying Group, Castle Building Centres) from a typical building supply retailer to a modern, service oriented business. The box stores can only dream of the customer loyalty and motivated,

friendly employees at this local business.

Thorold Lumber, now operating as Thorold Lumber & Home Centre Inc., originally opened its doors on May 10, 1914, at 20 Cleveland Street under the name of Berhalter Lumber. It was owned by the Berhalter family and initially supplied the companies building the Welland Canal, as it was located not far

from the canal itself. Once the canal was completed, the business began to attract contractors and homeowners through word of mouth as a good retailer of building products.

In the late 70's, the business changed its name to Thorold Lumber. In 1986, Joe Desante, an employee since 1974, purchased the business from the Berhalter family. Joe moved the store from its location on Cleveland Street to its current address at 95 Ormond Street South.

In June of 2007, Ted and Diana Wiens became the new owners of Thorold Lumber. Ted, a contractor for 19 years, and Diana, a homemaker, decided at this time that they would like to have their own business; and with Ted's background in contracting, this was a perfect match! With their 2 children getting older, Diana decided that working with Ted in this business was better than working for someone else.

# "The box stores can only dream of the customer loyalty and motivated, friendly employees at this local business."

Since taking over the business, sales have increased every year and they have invested in remerchandising the store to position it as a strong and dynamic business. With 18 full time employees, they service the Thorold community of 17,900 as well as the surrounding Niagara area. The store has 7 trucks on the road, delivering building products and hardware; and they also have a thriving rental business. Trim, decks and fences are a main staple of what they sell in the store; and the rental business is a great way to enjoy add-on sales and margins. They are also a supplier to many of the key builders in the area - and with Ted's background he can talk the talk!

We congratulate Ted, Diana and their capable staff for their service to the community of Thorold, as well as their dedication to providing an exceptional shopping experience to their customers.

Pictured from top: David Campbell, LBMAO President, presents Ted Wiens, Owner, with a commemorative plaque recognizing Thorold Lumber's 100th Anniversary;

Centre & bottom: Motivated, friendly customer service in action.



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Pictured left:

Last issue's answer: This sulky stranger is none other than Bob Lockwood, Past Chair of the LBMAO from Lockwood Castle Building Centre in Renfrew.

Have an intriguing photo you'd like us to include in a future "Name That Face"? Send it in and see if anyone can guess who it is! The above image was sent in from one of our readers specifically for this feature (he also happens to be one of the gentlemen (?) in the photo. This may require input from some of our more "seasoned" members. Dig way back in your memory banks...can you name any of these faces?

Send your answer to: cbuffa@lbmao.on.ca

The correct answer will be posted in the next Reporter!



# LBMAO Distance Learning Series

in partnership with the ABSDA

We are pleased to partner with the ABSDA (Atlantic Building Supply Dealers Association) to offer a premiere series of training videos, available FREE exclusively to LBMAO Members!

# Access over 65 courses in 5 Modules (to see full course listing, visit www.lbmao.on.ca):

- A.C.E.S. (Around Customers Everyone Sells)
- Contractor S.A.L.E.S. (Skills and Attitudes Leading to Exceptional Selling)
- Building a Championship Team
- On the Bottom Line
- The Big 8 Most Important Selling Skills

# Contact the LBMAO today for your personal access key and link to the training series:

Toll-Free: 1-888-365-2626 Tel: 905-625-1084

E-mail: cbuffa@lbmao.on.ca; or

jmoquin@lbmao.on.ca





To hear more from Keven, scan the QR code or go to castle.ca/freedom

"With Castle, I have the freedom to make my own decisions that affect my business, my employees and my family. Transparency is also very important to our family business of 80 years. Castle's knowledge of the industry, and the leadership of Ken Jenkins and James Jones, empowers us and helps us grow. And, we are growing - we've gone from seven to 23 staff members in the last two years!"

Keven Robin

Brisson Castle Building Centre Cochrane, ON

& hardware
Your trusted building supply partner.

Get the facts. Contact the Business Development Manager in your area:

Western Canada Alan Schoemperlen (204) 771-1509 aschoemperlen@castle.ca Britsh Columbia Les Gillespie (250) 469-4744 lgillespie@castle.ca **Bruce Holman** (647) 228-1414 bholman@castle.ca Ontario **Robert Legault** (514) 208-4158 rlegault@castle.ca Quebec & NB Atlantic Canada **Sandy Welsh** (902) 471-7113 swelsh@castle.ca



castle.ca/freedom