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SIZE DOESN'T MATTER

Philanthropy is not a competitive sport

by PAUL KNOWLES



PAUL KNOWLES is editor of Exchange Magazine. He is an author and public speaker. email: paul.knowles@exchangemagazine.com

Mike Lazaridis and Jim Balsillie have accomplished some astonishing things, and have made an incredible impact in our community. In fact, it seems that, every time we publish another edition of Exchange, one or both of them have made a huge contribution to an important, philanthropic cause. This time around, it's Lazaridis (see Watercooler).

That's fantastic. These men set a fine example. On the other hand, it also might be just a tad discouraging for people with many fewer zeros at the right side of their net worth, who cannot even dream of contributing the way the RIM economic gods have done.

So I'm here to say, just once, that anyone who is contributing to our communities is making an important difference, whether they are giving millions, or a few dollars from a modest paycheque, or their own precious personal time.

I get involved in a lot of fundraising; in June, I chaired a charity golf tournament, calling on business people and asking for sponsorships, prizes and such.

Nobody wrote a Lazaridis-sized cheque. Most gave a prize worth \$15 or \$25; a few contributed hundreds or, in one case, \$1,000, as sponsors. Some simply gave some time. We received no huge donations. There were no photo ops. But we held a great event... and raised almost \$15,000 for community projects. Projects that may not make headlines, but will certainly make a difference.

Size doesn't always matter. Attitude always does.

Congratulations to Mike and Jim for what they have accomplished and what they have given... and to every other philanthropist in our community, who contribute from the heart to make our community a better, more compassionate, more human home. ✕



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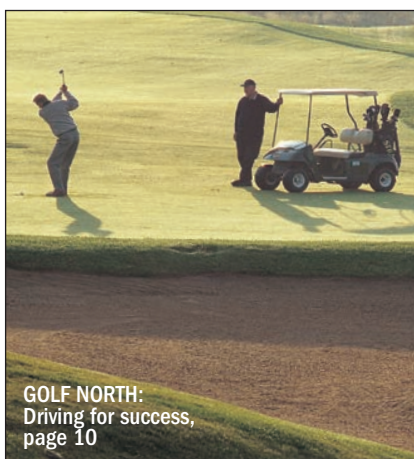
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Is This Our Finest Hour?

ENGAGING CHANGE

Change brings opportunity; opportunity spawns innovation

by JON ROHR



JON ROHR is publisher of Exchange Magazine for Business. email: jon.rohr@exchangemagazine.com

Death, taxes and change – the constants of everyday life. Change; it doesn't just happen — there's a trigger, whether it's pulled by one, by many or by some divine entity.

Triggers come in many forms, but when pulled, they always cause waves of change from the core out. Change can come in tangible form or intangible, from the earth tremors that evoke fear and disaster to the spiralling cost of living spiked by energy, food and employment.

But with change comes opportunity. When opportunities are grasped, they become innovations – which could be the new “buzz word” for this century.

What has changed – is no longer. Elements of what was, certainly continue on, but things – well, they're “just not the same anymore”. They're different.

Some recent changes that altered the North American economy: the unbridled accounting practices that created the Tech-Burst, 9/11, energy, emerging markets, and the growing institutionalization of our society.

By my own observation, I consider the most influential factor related to change to be an orchestrated, passive/aggressive resistance in dealing with it. With change comes the need for people to adapt – and when people need to change, organized groups get a little restless, a little squeaky, and a little resistant, and that's where they spend their energies.

Why are we so passive/aggressive? Is it because as Canadians, we're too polite to raise a fuss? “I'm happy to tell you how horrible the situation is but it's not worth me doing anything about it?”

Recently, I heard an immigrant to Canada speak; he told a local group he is “tired of the lip service, tired of the passive/aggressive handling of immigrants and their employment in Waterloo Region.”

Why does it take an immigrant, one who could be an expert on oppression, ignorance and dictatorship, to highlight the need for change occurring in our own geography? Change is something we all need to understand, and embrace. There are three ways to handle a changing situation: accept it, fight it, or get out of it. If you're not going to accept, and you're not going to leave, then you engage change.

Countries all over the world are engaging change, stacking their chips and looking to grow. The last 150 years has meant “boomtown” for the many immigrants who long ago formed colonies that then became Canada. Let's recognize the value of our past.

If we – as a society – were to learn to accept change, and thus get past it, this might make a lot of researchers, those who study the markets of the “here and now”, redundant. And that's okay – because, as business people/entrepreneurs, it's the “tomorrow” we're interested in.

As we celebrate our nation's birthday, let's be proud, let's be smart, and let's be aggressive in our pursuit of business, economic growth and positioning our country, province and region as the best global portal in which to live, work and play. We're not virtual – we're the real thing.

This summer, remember: buy local, support your community and embrace the global market. ✕

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SEEING THE MILITARY AS AN INNOVATION INCUBATOR

After 60 years, "Canada is now on the RADAR," according to Jonathan Levy, the new Counsel for Economic Affairs and Israel's Trade Commissioner to Canada. Exchange Magazine interviewed Levy and Amir Gissen, Counsel General of Israel for Toronto Ontario and Western Canada, during a Waterloo Region familiarity tour that included lunch with local political dignitaries and a few corporate tours of our local but very global enterprises.

The purpose of the visit was trade; it was organized by the Jewish National Fund, whose responsibility is basically "to fundraise and send money for developing the land of Israel."

If you compare the size of Israel's economy, to the size of Southern Ontario's economy and if you "filter out the conflict," as Gissen says, you find some commonalities.

Levy said he was pleased to discover "there are many similarities between Israel and the Kitchener Waterloo area." He noted that there is major industry here, a flagship company such as RIM, along with smaller technology innovative companies, and startups with an incubator like the Accelerator Centre. He highlighted the local Venture Capital Industry, and remarked on the University and College dynamic as "the kind of mix we also see in Israel."

He viewed the Waterloo regional community as one "where there is very strong collaboration, between the industry, the high tech community, the academia, and government support programs," and noted that the area has "built a very unique position for being on the cutting edge of technology."

Israel is interested in doing business in Information Technology and Clean Tech. They identify these two fields as "high potential areas for cooperation," said Levy.

Of course, there are also differences between the economic realities of this area and Israel. Amir suggests that in Israel, one key factor in innovation is the army, "first of all because of necessity – but also because of civil characteristics of Israel society."

In Canada, a common view sees the army, for some reason, as anti-busi-

ness, even anti-democratic. In Israel, said the visitors, it works the other way around. Because it is the army of the people, many technologies and new developments start within the military. People, from a very young age, are educated through army service to learn discipline, to learn teamwork, to accept the other, to learn flexibility and to think creatively.

"You've got a huge amount of people, and the moment they leave the army they team up with a few friends who they went through service with, they go to a garage, or small apartment, open up a computer, don't eat except pizzas, and after two weeks they have a product, they have a start up, they have a business plan, and they're immediately thinking about selling it to the biggest!" says Amir.

Levy adds, "The army has a endless pool of talent, we are drafted when we are eighteen to three years of service, and they can select and cherry-pick the brightest and most talented people, and then they train them as programmers or electronic specialists. They go through the best school for programming, engineering, and they have access to the best lecturers and companies that would come and teach these talents."

"People when they're eighteen are in their prime. When they finish their military service they have a valuable service, and the industry is just waiting for these graduates. Sometimes they're absorbed by companies, sometimes they will be entrepreneurial. That's just an example of how our high tech companies developed from the military or military technology that was then transformed to civilian applications," he added.

Levy states that at seven million people, Israel is a small country with a small population, and that "means that we are a small economy"

"We have a lack of natural resources. When you have a lack of natural resources, you have to use your brain," added Gissen. "If we put aside the conflicts... and focus on what Israel has to offer, we come up with passion, fusion with ingenuity. This is what we have to offer the world and we prove it every day. There is a potential there, that we are very far from beginning to capitalize on."

XQuarterly – www.xquarterly.ca

- Manufacturers' factory sales rose by 2% in April 2008 to \$49.8 billion, following a weak March (-1.7%), according to Statistics Canada. Gains were led by the petroleum products industry but still were broadly based as 17 of the 21 manufacturing industries, representing 80% of total sales, reported increases. Excluding petroleum from the mix, total manufacturing sales still climbed 1%.
- Aerospace orders, which were up a strong 8.3% in March, remained little changed in April (-0.4%) at \$29.9 billion. Increased demand for commercial aircraft, as well as defence-related products, has contributed to a considerable buildup in orders over the last couple of years.
- 60% of Canadians take time out of their workdays to print off personal materials, including purchase confirmations, driving directions and even the odd resumé, says an Angus Reid Strategies survey commissioned by Samsung Electronics Canada.
- Men are more likely than women to print out directions at work (62% versus 56%). In addition to printed directions and maps (59%), other personal printing includes online purchase and bill payment confirmations (40%), personal emails (39%), online news articles (39%), colour photos (20%), and resumes (1%).
- A new study for the Railway Association of Canada and the Ministry of Transport for Ontario says short line railways contribute up to \$1.2 billion in economic and social benefits to Ontario's economy.
- Canadians are making greater and more diverse use of the Internet, but a digital divide persists among various groups, according to new data for 2007 from the Canadian Internet Use Survey. 73%, or 19.2 million Canadians aged 16 and older, went online for personal reasons during the 12 months prior to the survey. This was up from 68% in 2005. For the first time, the survey covered young people aged 16 and 17. They accounted for almost one of the five percentage point increase in Internet use between 2005 and 2007.
- Among people who used the Internet at home, 68% went online every day during a typical month and 50% for five hours or more during a typical week. Men were online more often and for longer periods than women.
- 91% of people in the top quintile (more than \$95,000) used the Internet, almost twice the proportion of 47% for the lowest quintile (less than \$24,000).
- 84% of individuals with at least some post-secondary education used the Internet in 2007, compared with 58% of those who had less education.
- Canada is uniquely positioned to weather the storm of sharply-rising prices for grains and rice, and is even poised to profit from the current surge, according to a study released today in the Canadian Economic Observer. Overall, consumer prices for food consumed at home in Canada have risen only 1.2% in the 12 months ending in April 2008. Food prices increased 7.1% in the European Union and 5.9% in the United States during the same period. Countries in Asia with rice-based diets are experiencing the fastest increase in food costs, as the price of rice doubled early in 2008.
- Canada overall stands to gain from the agricultural price shock, the study found. Canada ran a surplus of \$9.0 billion in its trade in agricultural and fish products in 2007. In the first quarter of 2008, the surplus was on track to break that all-time high, running at an annual rate of \$11.2 billion as wheat prices rose.
- Even in a slowing global economy, many companies in Canada and internationally plan to invest in growth. Of the companies surveyed, 70% say their investment priorities have changed, at least moderately, in light of recent economic developments (69% in Canada).
- Canadian employers expect a steady hiring climate for the July to September period of 2008 according to the latest results of the Manpower Employment Outlook Survey. The survey of more than 1,700 Canadian employers reveals that 24% expect to increase their payrolls in the next three months while 3% anticipate cutbacks. 70% expect no change and 3% are unsure of their staffing intentions for the upcoming quarter.
- The Canada Mortgage and Housing Corporation reports that in May, construction began on 234 homes in the Kitchener Census Metropolitan Area, down more than 20% from the 302 units started in the same month last year. While single-detached starts were higher, semi-detached, townhouse and apartment starts were lower.
- In 2007, public sector employment grew 1.9% from the previous year to reach an average of 3.2 million, according to Statscan.
- Canadians spent about \$7.2 billion outside the country in the first quarter of 2008, down 4.6% from the record high reached in the fourth quarter of 2007. The decline was the result of lower spending in the US.
- Inbound, foreign travellers spent an estimated \$4.1 billion in Canada in the first quarter, down 1.2% from the fourth quarter of 2007 and the lowest level in two years.

XQuote

"Taxes have crept into virtually every aspect of Canadians' daily lives. As a result, the average Canadian family's biggest total expense is taxation. Families are paying more in taxes than they spend on food, clothing, and shelter... Any discussion of taxes naturally tends to focus on income taxes. But personal income taxes account for slightly more than one-third of the total tax bill faced by the average Canadian family in 2007 with a wide array of hidden and indirect taxes making up the remainder."

– NIELS VELDHIJS, CO-AUTHOR OF "TAX FACTS 15"
AND DIRECTOR OF FISCAL STUDIES AT THE FRASER INSTITUTE.

Centre for Family Business 2008 Gala

The gala evening recognizes innovation, inspiration and dedication to building strong families and better businesses, and celebrates anniversary milestones.



H.L. Staebler received a 135 Year Milestone Achievement Award



Bingemans Inc. received a 70 Year Milestone Achievement Award



Pioneer Craftsman Ltd. received a 55 Year Milestone Achievement Award



Wallenstein Feed & Supply Ltd. received a 50 Year Milestone Achievement Award



GEORFF Systems Ltd. received a 25 Year Milestone Achievement Award

Greatario Engineered Storage Systems received a 20 Year Milestone Achievement Award

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beginning with 20th year and every 5 years beyond

- Able-One Systems – 20 years
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- Brose & Company Chartered Accountants – 45 years
- Resurface / Olympia – 45 years
- Wallenstein Feed & Supply Ltd. – 50 years
- D.H. Jutzi Ltd. – 55 years
- Pioneer Craftsman Ltd. – 55 years
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- Dare Foods Ltd. – 115 years
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Al Kavanagh's rules of golf

For Al Kavanagh, the rules of golf are quite simple.

Like, "We're in the service industry."

And, "Compared to the competition, our prices are always on the value side."

Or, "A good team, a good management team, a good model."



Also, "We're still looking to expand."

And central to the scheme, there is "the 20-minute rule".

Clearly, we're not talking about the rules of playing golf. These are some of Kavanagh's rules for building a golfing empire in southern Ontario. And they are working just fine.

Al Kavanagh is CEO of the burgeoning Golf North family of courses. The company, based in Waterloo Region, is rapidly expanding, adding three courses (Burford Golf Links, Scenic Woods, near Stoney Creek, and Waterloo's Grey Silo) in the last year, to bring the Golf North total to 18.

These acquisitions all follow the aforementioned "20 minute rule" – a course operated by Golf North is within 20 minutes of another Golf North course. In practical terms, what that means is, any golfer who finds his or her first choice course filled that day, can find at least one other course, listed on the same website, 20 minutes away, or less.

"It's the benefit of access," says the CEO.

Kavanagh bought his first golf course – the Acton Golf Club – in 1994. Kavanagh is probably the second best known partner in the Golf North organization. He purchased several courses after his initial Acton acquisition, and then recruited his neighbour, Jim Balsillie of Research In Motion/Blackberry fame, as his business partner.

Balsillie says, "My partner Al Kavanagh is a good partner. We play hockey together. It's a good business. I've got no regrets doing that. It took a while to assemble the courses... but I think it's a real value proposition."

It's Kavanagh who runs the Golf North business, day to day. He jokes that his titles include CEO, President, Founder, and Managing Partner. Whatever his specific job, he admits he is too busy managing the company – and growing the business – to actually play very much during the Canadian golfing season. Once an avid

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golfer, Kavanagh now plays much more in the winter months, in the southern US, than he can get out onto his own courses. During our season, he says, "Last year I played three times."

The figures show that he may be one of the very few golfers in southern Ontario who is not playing Golf North courses, a lot. Last season, when Golf North included 15 courses, the clubs registered 450,000 rounds of golf. That includes a whopping 3,000 tournaments annually.



This year, says Kavanagh, that will increase by "at least 100,000 rounds," and may get "close to 600,000 rounds of golf."

Those rounds will all be played on Golf North courses, but they will be quite different, depending on the individual golf course involved. The 18 courses now included in the brand vary from relatively easy and shorter courses such as Brookfield, in Cambridge, to accessible but challenging courses such as Dundee and Foxwood, both west of Kitchener-Waterloo, to high end courses like Grey Silo and Mystic Golf Club in Ancaster. (Mystic is one of the Golf North courses that were in receivership when the company bought it, as was Paris Grand Country Club; Kavanagh is quick to seize an opportunity like that).

The variety of courses means there is something for everyone – and that is no accident. Kavanagh believes in offering an experience that meets the needs of the customer. "We have a wide range, we offer variety," he says, a range that is increasing with the acquisition of "a couple of high end courses."

Golf North courses also include Beaverdale in Cambridge, Brant Valley in St. George, Calerin Golf Club in Erin, Canterbury Golf Club in Port Perry, Cedar Creek Golf Club in Woodstock, Conestoga Country Club in Conestoga, Fairview Golf Club in Fergus, Lake Belwood Golf Course in Fergus, and Orangetown Golf Club.

Wherever they play, Kavanagh wants his golfers to enjoy themselves, from arrival to departure. "The golf experience is from when they park the car to when they leave. We want to maximize that experience and keep it affordable."

Leasing Grey Silo from the city of Waterloo is a new approach for Golf North, but one that may be repeated if the opportunity comes up, says Kavanagh. The

Golf North philosophy at the Waterloo course involves bringing all elements of the business under one management team – from "the turf to the food and beverage to the golf."

Adding the course to the Golf North family also immediately increases the marketing impact of Grey Silo, since Golf North works hard to promote its courses as one brand with 18 options. "We've seen benefits already," in operating the Waterloo course, says Kavanagh. Golf

North has introduced unique programs, selling golf in a variety of packages, some of which have actually made Grey Silo a less expensive option than it was operated independently by the city.

The early success of the leasing venture has not been lost on Kavanagh. "I'm getting a sense that there is opportunity for that [leasing courses] to continue." He suggests this may be an ideal solution in cases where selling a course is not an option, but bringing in an experienced management team tied to a successful organization might make all the difference. "We bring a management structure that works and has a track record," he says.

Golf North carries out customer satisfaction surveys "all the time," says Kavanagh. "Generally, they are very happy," he adds. "We do care about what the golfer's experience is."

He points out that golfers bring a wide variety of skills and expectations to the golf course. As Golf North expands – both in number of courses and in variety of difficulty levels – there is a better and better chance of pleasing cus-

tomers, since inexperienced golfers will find courses suited to their learning curve, while low handicappers will enjoy the more challenging layouts.

The variety, he says, is proving irresistible: "We're seeing a lot of movement of members coming from other courses to our program."

There is also an increasing level of action in the off-season, as Golf North continues to develop banquet and event facilities in their facilities. Currently, seven of the golf clubs can host banquets, year round.

So does all of this growth and success mean that Al Kavanagh has the business all figured out? Anyone who plays golf knows that the edge can disappear in a second, and Kavanagh is not one to rest on his past accomplishments. "I never say 'no' to ideas," he says.

That would include his own ideas – and he has a clear vision for his business, one that should see the Golf North brand extend right across southern Ontario... a twenty-minute drive at a time.

— PAUL KNOWLES

Clear Focus in a Social Environment Leads to Return On Intention (ROI)

Knowing how your product or service fits in, a participatory society, will help maximize equity building initiatives. That's the word from David Jacobson, Director of Emerging Technologies at Price Waterhouse Coopers, based in Toronto.

Jacobson focuses on emerging technologies, and their implications for society and business. He also does work with clients, advising them on how to structure technology strategies to succeed in the marketplace. For companies trying to catch the wave of change, Jacobson states that to merely climb on the bandwagon of emerging technology, in the hope that this will take you somewhere, is not really good enough. You have to focus on specific aspects which are germane to your business, and you've got to figure these out.

He suggests that "You're not going to find out about things like that in the New York Times or the Globe and Mail, or what ever other newspaper you read. [By the time it hits the newspapers] it's common knowledge." He adds that, for those paying attention "newspapers are good for familiarizing yourself" with the bigger picture.

Jacobson's role as a futurist, and in working with clients, is to take a look at company products to see if there is "some novel way in which we use social networking or emerging society technologies, to enhance your products." All the while, Jacobson stresses "you've got to be specific, you have to

be highly focused."

As a visionary, Jacobson views his paradigm as "a new kind of R&D". Traditionally the way, we think of R&D is quite stereotypical. "We'll set about designing a new semiconductor or new piece of software, and so forth." His thinking concerns social networking and societal technologies; this involves innovation, but Jacobson says "at a higher level, in the first instance." The emphasis is, "to say, what can these new concepts bring to my business, that requires some really creative thinking?"

The amount of innovation and creativity in Canada is enormous, and American venture capitalists are have become much more comfortable about investing in Canada, because they see they get value for their money, believes Jacobson.

When comparing Canada's creativity to the world's, Jacobson says that "Canadians are very creative, well-trained people, with good work ethic; they keep at it until they succeed. These traits are found right across the country – Waterloo, Toronto, Calgary, Montreal, Ottawa, Vancouver, you find these enclaves of really, really talented people."

Jacobson believes there is need for improvements in the venture side of things, calling for a change in the way funding is viewed. "I don't think that our venture capital is as well developed as it needs to be, to support our needs today. The problem is that we

tend to be too conservative. Where the Americans will say, not only will we give you \$10 million, we'll give you \$25 million, we [Canadians] won't give you a million at a time."

He argues that with "venture" in its truest sense, companies are provided enough line to succeed or hang themselves. "That's the part of Venture Capital that's the venture" adds Jacobson. "In Canada we're a bit too reticent about these things."

He's encouraged to see RIM and Royal Bank put together a \$150 million, venture capital fund to support, not only developments on RIM's PDA, but on other hand held terminals.

When asked about our lackluster, Canadian-owned VC climate, and whether it has anything to do with Canada having six banks while the US has several thousand, Jacobson said "I think it's partially to blame."

But he quickly adds that, "We were on the right track up until 2000 and 2001, when not just in Canada, but world wide, VC's lost a lot of money. Things went sour with the end of the huge age of innovation – the bubble burst, in other words, some people recovered psychologically better than others."

He notes that a difference between Canadians and our comrades south of the border, in attitude. "I think it's taken Canadian VC's a bit longer to regain their venture interest." By comparison the US has more of a history of "well oh well, we failed, so what, let's start again." And that attitude is actually the only viable option – what else are we going to do?



PHOTOGRAPHY: EXCHANGE MAGAZINE

Behind the Blues: from left, Rob Deyman President, Sponsorship Chair and Founder, Hugh McCaul, Treasurer; Liz Cybalski, Gala Chair; Liz Temple, Grants Chair; John Taylor, Tent Stage Manager; Teresa Manning, Vendor Chair and Founder; Claude Cloutier, Volunteer and Media Chair; Kent Dunbar, Marketing Committee Chair; Silvia Wright, Secretary; Kevin Doyle, Artistic Director; and Rob Berkshire, Main Stage Manager.



SUMMER TIME BLUES

BY JON ROHR

*Passionate volunteers, passionate musicians
and 65,000 close friends of the blues*

If there is one universal truth, it's that music rejuvenates the soul.

"Why would you want to leave the party in downtown Kitchener, when there are so many people, and they're all having a great time."

Music has the ability to grab you, hold you, and touch you. Music is a multi-cultural wonderland. Modern music has interwoven origins. Music projects the current and echoes the past. Music is simple to enjoy, yet its complex, its social and political on a global scale. Music is a key universal language, that expresses, influences and changes individuals all over the world.

Prior to the digital crash of profitable record labels, popular musicians earned a living from a large audience, thus making musicians and the industry very profitable. Ross Perot has been quoted as saying if he was interested in making a quick buck he would have become a rock star.

Musicians influence people. Great composers like Beethoven, Bach and Mozart, whose music resonated through churches and centuries ago, are still referred to as the creators of great masterpieces. By comparison, present-day multimedia systems pump up the volume and broadcast it through wireless systems, to be reassembled by precise components that serve one purpose – your pleasure.

Our local economic catch basin is not lacking a love of music; we have a strong musical culture. Perhaps too many of us act like armchair maestros. Regardless how you listen, the enjoyment of

MOVER & SHAKER

music is everywhere.

For generations, bands have been banging and clanging, strumming and picking, blowing and bowing – it's hard not to have a favorite song or whistle a favorite tune. Given the love of music in this community, it should come as no surprise to hear about a group of music enthusiasts, who through a love of music got together and created what would become a tourist event attracting 65,000 music fans.

The idea struck a chord that resonated with sufficient strength to inspire them to invest their own energies and their own dollars to make their dream a reality. Given the proven success the festival has had, extending Kitchener's urban landscape and transforming a public place into a festival. All this despite blues being "the devil's music".

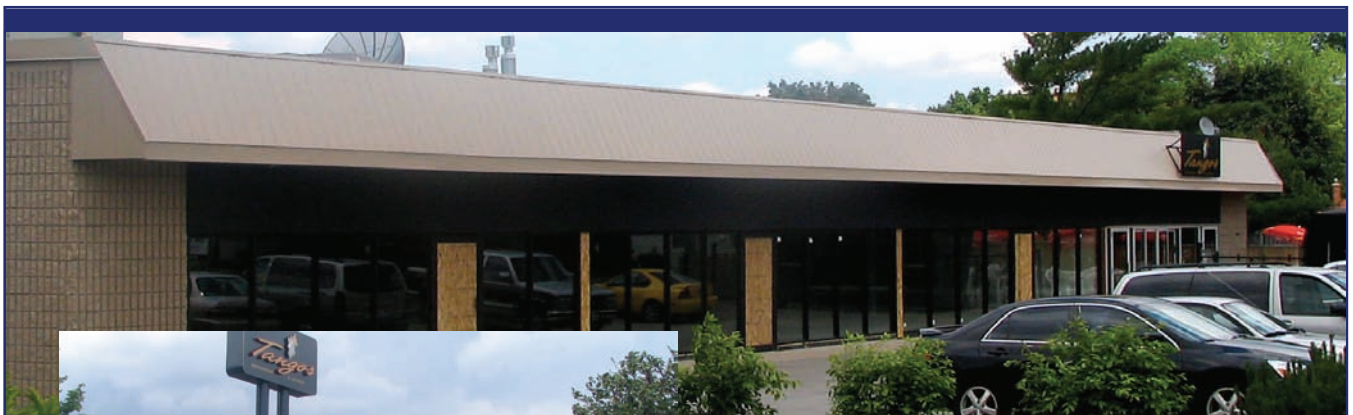
Blues music has been described as classical music's less refined lover. "Blues was ultimately rural music", say Rob Deyman, 2008 Chair and co-founder of the Kitchener Blues Festival. "Its origins are in the tribal rhythms of Africa."

When African-born men, women and children were enslaved by slave traders and slave masters, and found themselves



PHOTO COURTESY OF KITCHENER BLUES FESTIVAL

A festival that eight years later attracts 65 000 fans
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separated from friends and family, they used their drumming to communicate at some distances. That tradition of rhythm carried over into verbal communication, as well.

Deyman describes it as "a type of rhythmic code," which white slave owners did not understand. Some rhythms were sounded out by "field hollers," other through singing and dancing. Some slaves were forbidden to use them, because although ignorant, the white slave owner knew something was up – either way it was "absolutely a code".

As time passed, these forms of communication expanded and started to head up river. The Mississippi was a major transportation route. This rhythmic communication style travelled along the shipping lanes of the Mississippi, all the way through Memphis up to Chicago.

"When it reached different urban centers, it morphed into different styles. An example would be in Memphis, where these communication forms became the foundation of Memphis Soul," adds Deyman.

Silvia Wright, who works as a downtown liaison for the City of Kitchener is also a classic blues/jazz singer. She believes this time period had a tremendous influence on the evolution of music as we hear it today.

Wright considers the period "an intersection of two musical worlds".

The intersection occurred when the first musicians of European heritage, perhaps walking near a slave section of town, came across this new type of sound, which was African drumming. At



"When it reached different urban centers, it morphed into different styles. An example would be in Memphis, where these communication forms became the foundation of Memphis Soul."

that point, moved by the pureness of the beat, impassioned Europe-trained musicians began to incorporate the beat in their compositions, much like Elvis was influenced by gospel, a derivative of blues.

The classical European musician would include elements of the African

music, in their own compositions and when put together, "a polyrhythmic beat," forms says Deyman.

Classical and Blues are creative and innovative reflective of a social fibre; both styles have dominant masters, both tell stories that resonated with an audience to influence mood and thought.

Descendants of some of the slaves who could be bestowed founding father/master status include musicians like 80 year old Jackie Washington, a wonderful Canadian artist who has played the Kitchener Blues Festival twice and is an award recipient of the Mel Brown Award for his contribution to the local blues scene. "He's a treat," says Deyman, adding that Washington plays Blues, Swing, and Tin Pan Alley; he's full of stories, full of life, and is a direct link to the underground railroad.

The Kitchener Blues Festival started in 2001 as a free community event to bring people into the Kitchener core. The festival runs Friday through Sunday, August 8-10. On Friday you can hear great performers including the Fabulous Thunderbirds; on Saturday, at least 12 acts perform, including legends like Downchild Blues Band and the Robert Cray Band. On Sunday, there's more blues, including fabulous stars like Mavis Staples and Mel Brown.

It's all managed by a volunteer board of directors, each of whom play an important role in orchestrating the festival. Duties range from generating the overall strategy and coordinating venues to booking the talent and attracting the needed sponsors. Two major sponsors in

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Africa and the Blues



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Gerhard Kubik is a professor of Cultural Anthropology at the University of Vienna. He has been researching African and American music for nearly half a century, and is widely published on many subjects. He is also a performing musician. Afropop Worldwide spoke with Gerhard about his provocative book, *African and the Blues* (University of Mississippi Press, 2000). To find out more about the intersection of music, review the 2007 interview at:

www.afropop.org/multi/interview/ID/112/Gerhard+Kubik-2007

2008 are TD Canada Trust Music and Tim Horton's, along with the City of Kitchener.

The Festival's board is a independent, not-for-profit, incorporated organization. Understanding they would need a buy-in from the City of Kitchener and the downtown Merchants, the founders deliberately set out to orchestrate a "symbiotic relationship" with stakeholders. Deyman, who by day is the Human Resources Manager for the City of Waterloo, and by night lead guitarist for the Water Street Blues Band, has been with the Kitchener Blues Festival since its inception eight years ago.

"It was started to fill a void," he says. "There were several music festivals that were in this community ... in the broader sense. Cambridge has the Mill Race Folk Festival, Waterloo had a Uptown Jazz Festival. What appeared to be missing was a very lively blues music festival scene."

Historically, blues was mostly found in hidden clubs and bars. One proprietor

who managed a blues venue called Pop the Gator, is Glenn Smith; his downtown bar, Pop the Gator was a favourite night spot for any music fan looking for some authentic blues. In its time, Pop the Gator was a needed release to the electronic pop and New Wave of the 80's and 90's.

"Pop the Gator introduced this community to a various bunch of 'real' blues musicians who would play to the early morning hours, and whose patrons would bounce to the polyrhythmic tones of great blues artists," adds Deyman.

Glenn Smith is just one reason why this group formed. "There were some other people involved at the beginning... Grant Rawcliffe from New Zealand, where a number of what were called Blues, Brews and BBQ's events were happening. He brought the idea to the City of Kitchener staff," says Deyman.

"Don Chapman suggested that Grant Rawcliffe talk to Teresa and I, and another musician at the time, by the



PHOTO: EXCHANGE MAGAZINE

Glenn Smith, credited with bringing the Blues to Kitchener, downplays his contribution to the local Blues scene.

"So they experience downtown Kitchener in an atmosphere that's fun, that's safe, that provides a high degree of involvement on the part of the audience, because people get to interact with one another, and blues is a far more interactive music form than classical or jazz."

name of James Anthony. Between the five of us, we started to play with this idea, and after a while it grew into the first 2001 late afternoon/early evening concert, on the granite stage in front of city hall. It attracted 3000 people."

The idea has mushroomed over the last eight years. "The idea was to shut down King so to create a festival atmosphere that also invited the downtown merchants to participate.... The idea was to integrate local businesses; we feel it's really a win-win. Last year we brought 65,000 people to the downtown core. Some of these people either have not been to downtown Kitchener for quite some time or they have never been to the downtown core, in terms of visitors and people from out of town. So they experience downtown Kitchener in an atmosphere that's fun, that's safe, that provides a high degree of involvement on the part of the audience, because people get to interact with one another, and blues is a far more interactive music form than

classical or jazz," says Deyman.

A key point is that the festival is available to all. There are "no accessibility barriers in terms of financial requirements to attend the festival – it is free." The organizers provide internationally renowned acts to the people for free – that's unheard of!

"The bands are paid for a combination of gigs. They may be paid for a appearance on the main stage, or they may get paid for appearances on other stages of the festival; these include appearances at the bar."

"We do contract them for a period of time at the festival," says Deyman, who with Claude Cloutier helps bring the artists to the Festival. "If we treat the artists right, the artists are one of the best promoters in the artistic community," says Claude Cloutier, "when they go out and say, this festival treats us really well, they feed us really well, they make us feel at home, they put us in with other artists who are great, we have these sponta-

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David Wilcox at the 2007 Kitchener Blues Festival.

PHOTO COURTESY OF KITCHENER BLUES FESTIVAL

neous opportunities."

Deyman adds that it's "a little unusual" compared to "other large corporate festivals, where you fly in and do the gig and get the hell out. We have something here that's a little authentic, we want to maintain that as we move forward as a festival."

The musicians love to do it, to expose the audience to blues as a musical form. "It's the basis of Rock and Roll, it's the basis of jazz, and it's the basis of Hip Hop, the basis of swing ... the basis of all of that," says Deyman.

Wright adds that the festival, although by name and intent a Blues Festival, overlaps all fronts of music. She tells the story about one year when "we've had swing blues, which is reminiscent of post

The organizers provide internationally renowned acts to the people for free – that's unheard of!

World War II. There was one section of the audience that were all seniors, who knew a good deal when they saw it – it was free – but they were so appreciative, that they tried to find a way to donate money, because they thought they were getting such value in being there."

"The cool thing about the last eight years is that we've graduated from the stage of being a smaller regional festival to the point where we've become a tourism attraction. That has tremendous value for sponsors. That people find it worth while to spend three days in the

city, to book a room, stay, and enjoy. Why would you want to leave the party in downtown Kitchener, when there are so many people, and they're all having a great time?" asks Director Liz Cybalski.

The audience can expect bands to start at 10 in the morning, which as Deyman states is significant in itself. "Blues musicians are not known for getting up anywhere close to 10 o'clock, this is a really good thing that we can get that kind of talent so early in the morning," he jokes.

The festival has added stages and artist every year. In 2001, there was one

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stage at a afternoon concert, which ran from 1 p.m. to about 8 p.m. with an audience of 3000 people. Mel Brown was the headliner, it was held on the granite platform at Kitchener City hall and it was packed.

In the third year they graduated from a Friday evening to a Saturday festival, and eventually the stage was moved onto the street. "We felt the street itself could become the theatre", with the stage at one end and the audience at the other, in the city centre hall square. The venue becomes "more interactive," says Wright. "People are free to come and go, there are choices, shops, restaurants, food, vendors; families with children can

"People are free to come and go,
there are choices, shops,
restaurants, food, vendors,
families with children can visit the
children's museum, and
Victoria Park is only a block away."

visit the children's museum, and if you need to get some quiet, Victoria park is a block away."

The Kitchener Blues Festival is a downtown festival, the atmosphere is "urban," and includes vendors, buskers and retailers. Patrons can still camp at local sites, but real comfort and the opportunity to mix it up with stage performers is greater in the hub. This is where you can dine out and camp, in the climate controlled comforts of a local hotel room, minutes away from all the blues festival action – urban style.

Promotional activities include blues magazines, and far-reaching visitor guides, those targeting North American audiences and perhaps even international tourists. It is a "dedicated audience, the folks who read these magazines actually travel around the country in the summer to show up to as many Blues Festivals as they can," says Claude Cloutier.

After eight years, emails come in from south of the border asking about acts that have not even been announced yet. "The audience is so tuned into the circuit, they know who's playing and who's not playing, they heard we booked a certain band that hasn't even been announced yet, and 'we're going to be driving up

BIKE TO THE BLUES

You're contributing to a cleaner, more livable community, and that's one reason to ride your bike to the 2008 Kitchener Blues Festival

According to Mathew Roney, author for Earth Institute, the world produced an estimated 130 million bicycles in 2007 – more than twice the 52 million cars produced.

It wasn't always that way. In 1965, bicycle and car production differed by only two million units. But bike output distanced itself sharply from that of cars in 1970, beginning its steep climb to 105 million in 1988. "Since 1970, bicycle output nearly quadrupled, while car production has roughly doubled." It should come as no surprise that China is the world's number one bicycle manufacturer with 87% of production output followed by a distant Taiwan (4.9%), Italy (2.5%) and Germany (2.4%).

Roney says that European cities have set the standard for bicycle use, "via pro-bike transportation and land use policies." In Copenhagen, for example, 36% of commuters bike to work. In Amsterdam, cycling accounts for 55% of journeys to jobs that are less than 7.5 kilometers from home. Freiburg, Germany, (population 218,000), has allocated roughly \$1.3 million annually for cycling for the last 32 years; "now some 70% of local trips there are made by bike, on foot, or by public transit."

In contrast, cycling participation in the United States has declined nationally since 1960, dropping 32% since the early 1990s, and now accounts for just 0.9% of all trips. Cycling to work is even less frequent, at 0.4% of trips.

With more than half the world's population now living in cities, there is tremendous potential for municipal governments and urban planners to increase bicycle use by following classic European examples like Copenhagen and Amsterdam.

These cities have shown that by integrating bicycles into transportation planning, educating the public about cycling's benefits, and discouraging driving, people's physical fitness will improve. At the same time, you're contributing to a cleaner, more livable community, and that's one reason to ride your bike to the 2008 Kitchener Blues Festival, August 8-10. The other is that it can be a great family outing.



from Colorado ... see you then'."

One volunteer "came all the way from England, volunteered for the festival at the Matt Osborne Stage ... He emailed us yesterday ... it's unbelievable," adds Wright.

When commenting on what she help create, co-founder Teresa Manning gets overwhelmed: "It's the great group of people I get to spend time with, I can't imagine not being here, and we all get along and we all work hard and we all help each other out, it's a great bunch of

people and we really get along."

"We tried to responsively grow the festival, to match our resources and match our ability to bring new sponsors on board." Last year, at the Boat House, owned by Director Kevin Doyle, they had one of the most intimate venues. There, the artists "interact and talk more about the origins of their music, the types of instruments they play, they get along a lot more with the audience. It's an extremely intimate setting ... an incredibly special

experience with the indoor/outdoor facility but with the capacity of 100 people, max."

Strategically placed in the summer calendar, "The Blues Festival occurs at a different part of the year than Oktoberfest. It's also a free music festival for three beautiful days, the entire weekend, in the summer time," says Liz Cybalski.

"We have a something here that's a little authentic, we want to maintain that as we move forward as a festival."

The Festival is focused on Downtown Kitchener but there are venues elsewhere. "We work with them to see if they want to get name bands to play after the festival, so when it shuts down around 10:30 or 10:45 p.m., the people can stay and experience club atmosphere, and then continue from venue to venue to venue," says Rob Deyman.

The enthusiasm of the organizers and

CULTURED KNIGHTS

Corporate sponsors play a significant role in the planning and execution of any community festival. One could say they're knights in shining armor. Sponsors along with motivated volunteers are the key elements in developing and sustaining a great event. Of course, sponsors are savvy and measure the benefits of participating in a community festival against their own business objectives. For those approaching sponsorship for the first time or those who are holding a previously organized event that is now annual, here are some important tips:

1. Even if you're not successful, try to secure a first year sponsor.
2. Sponsorships must be identified as part of the initial planning phase.
3. Brainstorm program elements early to allow maximum time to secure sponsors.
4. Identify the value of each category; reinforce the benefits of a previously held program and its sponsorship levels.
5. Create a fact sheet for each property/individual sponsorship category.
6. Offer higher level sponsors the right of first refusal.
7. Renew all sponsorships at least six months prior to the event.
8. Secure new/replacement sponsors at least three months prior to the event.
9. Hold weekly or regular meetings to communicate sponsor status and renewals.

For those companies who are approached for sponsorship:

Ask a lot of questions. The sponsor pitch is most likely coming from someone who doesn't understand your business. Be certain to ask how they see you and your company fitting with the event.

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volunteers is infectious. Director Liz Temple says, "the feeling of putting this on is incredible."

And it doesn't stop there – the passion really starts from the musicians, who play during their official gigs on stage, who then move on to jam with other musicians, who often won't stop playing until the wee hours

"The cool thing about the last eight years is that we've graduated from the stage of being a smaller regional festival to the point where we've become a tourism attraction."

of the morning. All for the love of blues.

That passion is contagious. The evidence is in the numbers – the growth in eight years from 3,000 to 65,000 music lovers who arrive in Kitchener's core, all for a banquet of blues. X



Founding members, Rob Deyman, President and Sponsorship chair and Teresa Manning, Vendor chair.

PHOTO: EXCHANGE MAGAZINE

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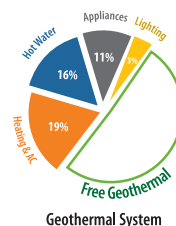
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The OIE awards are a cooperative venture of Exchange Magazine for Business; Bingemans; Straight Street Event Services, and Edcom Multimedia Products.





HONOURING INNOVATION EXCELLENCE

BY PAUL KNOWLES

The Ontario Innovation Excellence Awards are launched at a gala festival; and you ain't seen nothing, yet!



If you announce the launch of a program called the Ontario Innovation Excellence Awards, you had better make that event... well, innovative! And, by the way, excellent, as well.

The creators of the dynamic new award program intend the OIE Awards to be "a Festival", and the introductory event certainly left no doubt about the organizers' ability to make that vision into a hip reality.

The new awards are a cooperative venture of Exchange Magazine for Business; Bingemans; Straight Street Event Services, and Edcom Multimedia Products.

The Awards were introduced at a spectacular gala at Bingemans in early May. More than 500 businesspeople and area leaders attended; they arrived to find the venerable Marshall Hall transformed by the media visionaries, event planners and host organizations, with multimedia presentations abounding; unique and original food stations in every corner of the room; and whirling acrobats suspended above chefs serving Peking Duck in the midst of the splendor. Admiration seemed to be universal.

That atmosphere will be surpassed when the 2008 Innovation Excellence Awards are presented, again at Bingemans, on October 29, 2008. Building on the success of the launch, the OIE Awards partners believe that event will be the place to be, that evening.

Why nominate a person or a business for an OIE award? Jon Rohr points out that "innovation lies at the heart of all progress." As he wrote in the introduction to the OIE awards, he believes that "since the beginning of time, innovators have both explained and inspired."

Rohr also believes that this region is the perfect community in



PHOTOGRAPHY BY ALBRECHT IMAGERY

Top photo: Melanie Pierce and Jenn Goertzen; Below: Mark Bingeman. Far left: Ana Shepherd, Heather Melrose and Rebecca Leonard. Far bottom left: Mark Bingeman and Jon Rohr. Above: Tom Cushing. In the hoop, Rebecca Leonard.



Top row photos (l-r): Jill Fleming, Amy Griffiths, Tammie Piel.; Middle row (l-r): Mike Schout and Denise Authier; Vanja Vesic and Peter De Vito; Kirsten, Sara, Cheri (The Other Brother's Restaurant); Bottom row (l-r): Jenny Tom and Michael Snyders; Llza Wetzler and Jeff MacIntyre; Juergen and Ingrid Lehne.

Ontario in which to celebrate innovation, since so many of our success stories are, in fact, the stories of innovators – their dreams, their risks, and their eventual triumphs.

Nominations close soon after publication of this magazine – visit exchangemagazine.com/events/oie-awards.

Mark Bingeman says that innovation is central to today's world. "Business success today..." he says, "it doesn't matter what business you're in, you've got to think differently."

And that explains why Bingemans has put out the welcome mat to host the OIE Awards. Not only does the well-known Kitchener entertainment complex want to celebrate innovation – Bingeman also wants to let everyone know the level of

innovation they can encounter at his business.

From the comments around the well-filled room at the launch, there were plenty of eyes being opened on the subject. "We put on the event," said Bingeman, "to show the people in this region that not only are we leading in high tech and business – we are leading in the hospitality area, as well."

That is key to the concept of the awards, says Rohr. "We really want people to think outside the box – we want to honour innovators in every field of business and organizational leadership."

Rohr points to the list of suggested categories (which come with the proviso, "not limited to"): "Agricultural, Biotechnology, Computing Hardware Technology,

Computing Software Technology, Communication, Energy, Entrepreneurial, Environmental, Garment, Health Care, Home Care, Human Resource, Institutional Construction, Commercial Construction, Industrial Construction, Intellectual, Litigation/mediation, Manufacturing, Marketing, Medical, Public Sector, Philanthropic, Retail, Safety, Science in Sport, Service Sector, Social Work, Social Networking, Transportation". And whatever else the innovative minds of nominators may come up with.

Heather Melrose and Keith Kissner are co-owners of Straight Street Event Services, partners in the OIE Awards. Melrose told Exchange she was eager to be involved in the launch and subsequent events because "What it gave us was the



Top row photos (l-r): Katy Weiss, John Turvey, Tracey Johnston-Aldworth, Fred Walker and Donna Diebel; Michelle Baumgarten and David Marskell. Middle row (l-r): Ana Shepherd, Tony Curtin, Edward Twardus and Rebecca Leonard; Sunshine Chen; John and Kathy Jordan. Bottom row (l-r): Kandace Hill, Terry DeWitte and Sandra Hill; Nicole McPhail and Dave Schnarr; Andrew Kathleen, Christine Olah, Denny and Liz Cybalski.

opportunity to show our community what can really be done in our community."

Reflecting on the amazing presence and presentation of the event, she said, "They just need to know that if you think outside the box, you can totally transport people."

Melrose believes in the OIE Awards because "there are a lot of unsung heroes in our community... this is an opportunity to celebrate their success."

She also noted that these awards are significant because "they are not member-based" – this is not a single organization congratulating its own; it is an awards program "wide open" to literally any innovator in any field.

Wayne Gowanlock is President of Edcom Multimedia Products. He told Exchange that his company "felt privi-

leged to be part of the kick-off for the Ontario Excellence Awards."

Gowanlock added, "I feel Ontario is the hub of innovation for Canada. We use our technology, manufacturing and business acumen to bring Canada's natural resources to the world market. At the heart of this innovation are the individuals, businesses and institutions that are competing for these awards. Recognizing them will promote and spotlight the talents and hard work from which all Ontarians benefit."

Jon Rohr praised the partners in the OIE awards program, noting that each of the businesses involved are known for innovation in their own right. "Each of these companies have set standards in their fields, either locally or even on a provincial and national basis. They are great exam-

ples of the spirit of innovation we want to honour with this new program."

Bingeman adds: "This is a great experience for all the partners." He said that the OIE Awards are creating a "showcase" for excellence.

He encourages everyone to think beyond the more obvious categories. "Historically, most people view innovation on the technological and manufacturing side. But innovation is really in-bred throughout our entire region." On a personal note, he adds, "as our business grows and changes, it's a requirement for us to be innovative to keep up with our consumers. We need to be innovators."

Gowanlock reflected the same kind of thinking: "To me, innovation means taking the tools or raw materials that you

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Clockwise Car Barn (1923); Wilfrid Laurier University Dining Hall (2002); Wilfrid Laurier University, King St. Residence (2003); Niagara Region Headquarters (2006); Wilfrid Laurier University St. Jerome's restoration (2006); Economical Insurance building Riverbend Dr. (2001); Centre: University of Waterloo School of Pharmacy (2007)



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FEATURE STORY

have and doing something new and meaningful with them. At Edcom we are charged with that goal every day. Our customers expect us to bring them exciting new visual and sound concepts using various technologies and techniques."

For Melrose, part of being innovative means "exceeding people's expectations in whatever you do."

Rohr points that that Exchange Magazine for Business has been in the business of celebrating innovation for more than a quarter of a century. "Innovation excellence is a key criterion that puts people on the front page of our maga-

"It doesn't matter what business you're in, you've got to think differently"

zine," he said. "Our stories are success stories, and those successes are usually based on innovative thinking and leadership. Creating the Ontario Innovation Excellence Awards program is a new way of celebrating these leaders. And just as importantly, the OIE Awards are generating buzz as people think about their colleagues, friends and associates who are making a difference across this province."

The Exchange publisher adds that the awards are not presented based on bottom lines or other measures of strictly financial success. The awards – determined by impartial judges – will be given to those who match up to the "PEOPLE" criteria. "PEOPLE" is an acronym for "Problem Solving", "Engage Consensus", "Organizational Structure", "Passion", "Leveraging Differences", and "Empower".

Straight Street's Melrose believes that the OIE Awards are an innovative idea whose time has come. She says that innovation excellence is an accomplishment that must be celebrated, and will be. She foresees a level of enthusiastic participation that "will ensure a longevity of these awards."

And speaking of enthusiasm, the photos accompanying this article, taken at the Ontario Innovation Excellence Awards launch gala in May, are probably all the evidence needed to demonstrate the level of excitement generated by this event.

Jon Rohr simply says, "If you think that was a festival, just wait for October!" X

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PICKING THE NEXT WINNER

You may find clues if you follow the money

by DENNIS GRIMM



DENNIS GRIMM is a partner with the Waterloo Office of PricewaterhouseCoopers LLP
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If I had a dollar for every time someone asked me to identify the next Blackberry success story I would be living on some exotic island enjoying the good life. Who wouldn't like to be an early investor in the next Research-In-Motion, Starbucks or Google? How can one predict the future or least get a glimpse at it? Obviously the correct answer is: you can't.

Having said that, one can, like "Alice in Wonderland," get somewhat of a looking glass, albeit blurry, if one tries to follow-the-money. In other words, when trying to find the next Blackberry, look to where the venture capitalists are placing their bets. Venture capitalists exist to make money and, therefore, are in my view the closest we have to a looking glass into the future.

If we look south of the border we find that in the quarter ended March 31, 2008 venture capitalists

Investing to find the next winner is a dangerous sport
but one that offers unprecedented returns.

invested \$7.1 billion into 922 deals. So where did all this money go? If one dissects it by industry, the recent trend of significant investments in biotechnology continued with biotechnology investments racking up \$1.27 billion in 126 deals, narrowly beating out software investments of \$1.26 billion in the first quarter of 2008. Biotech and software have for the last year or two been the dominant sectors venture capitalists find attractive. Software however remains the largest in terms of the number of deals, with 234 deals closing south of the border in Q1. The new sector, commonly referred to as the clean tech sector is also increasing and saw some 44 deals amounting to \$625 million being made during the same period.

So if software continues to be, for those who live to make money, a place to plant seeds for a bountiful financial harvest in the near term, what kind of companies are attracting venture capitalists' interest? A good place to look is the recently announced InfoWorld's Top Ten Tech Start-Ups for 2008.

InfoWorld tracks technology companies primarily in the United States. They are interested in companies that drive technology forward with products and services that promise and look to revolutionize some aspect of business IT (Information Technology), sort of the way Blackberry has revolutionized communication for businesses around the world.

So what are the hottest technology start-ups identified this year by InfoWorld?

Aerohive Networks – This is a start-up company that focuses on centrally managing wireless networks. Wireless networks are becoming more and more critical to businesses IT environments. Local area networks (LAN) are being challenged constantly to become faster, more scalable and resilient and to do so all at reasonable prices. IT budgets are not growing as fast as in the 80's and 90's and in many organizations are shrinking; hence, we all need to get more out of our existing systems. Aerohive Networks is developing technologies to address these real needs for businesses for today and tomorrow.

Cohesive Flexible Technologies – This start-up is a software developer that works with hardware, such as servers to increase both capacity and efficiency. Its software is designed to manage the deployment of servers in complex environments. This is a growing need for businesses as they try and get more out of their expensive hardware.

Earthmind – Anyone who has played around with Google Earth or has a navigation system in their car cannot help be impressed with the strides being made in navigation software. Earthmind develops algorithms which originally started in the NASA Jet Propulsion Laboratory and further enhances mapping through

photographic maps which contain exponentially richer information than currently exists today. The explosion of navigation and mapping is a market that is expected to continue to grow in the foreseeable future.

Montego Networks – Montego Networks addresses the growing need for security within IT networks. It uses policy base switching to route traffic to third party security applications all within a virtual network. In other words, with the growing use of virtual networks security will not be sacrificed and if Montego Networks succeeds it will be enhanced.

Perceptive Pixel – The whole area of touch screen technology exploded on the scene several years ago and companies like Perceptive Pixel are moving this technology further. Perceptive Pixel improves touch screens by enhancing collaboration and data display by using a new technology of light injected into acrylic forms which by those in the know claims will revolutionize the way humans interact with their screens.

Ribbit – Another area that we consumers have seen enhanced significantly over the years is voice application applied software. One only needs to speak to their navigation system to find how interactive this technology has become. Ribbit is working on further integrating voice and data into business work flows by applying software telephony switching to existing networks.

StackSafe – One of the challenges in many IT envi-

INITIATIVES

ronments which have become increasingly complex over the years is to try and predict how changes in the infrastructure will affect applications, output capacity and other aspects of the system. The systems today are so complex that one change can have consequences that are undesirable, unpredictable, and costly to

One way to get access
to Alice's illusive looking
glass is to follow the
flow-of-money.

rectify. StackSafe is developing virtualized staging and testing solutions that will allow IT professionals to predict the outcomes of desirable infrastructural changes. Once again we see that applications that improve existing networks at less cost are technologies that are being sought after.

Vertica – Another challenge today for technology is that while technology has mastered the ability to accumulate and store unbelievable amounts of data, the ability to retrieve, analyze and understand the data remains a challenge. Vertica has some promising software that manipulates data structure and multiple architectures to compress speed, increase flexibility and the intuitiveness of extracting analytical information in a short period of time out of large comprehensive databases.

V-Kernel – Artificial intelligence was promised many years ago but to date has been short on delivery. V-Kernel is developing some promising algorithms that have shown in the labs to be able to analyze data primarily on virtual machines and then use this accumulation of data to predict trends and future problems. This has significant applications for managing and balancing servers as well as dealing with consumer and user needs to predict needs and performance issues early.

Xangati – Once again we see the theme of trying to make existing networks more efficient. Xangati is developing software that promises to reduce the

time IT support needs to diagnose network problems when they occur.

The world is changing at a dramatic pace. Investing to find the next winner is a dangerous sport but one that offers unprecedented returns. Picking the winner is becoming increasingly difficult as any one that bought an HDDVD player

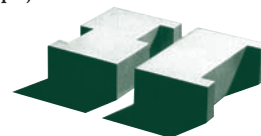
Biotech and software have for
the last year or two been the
dominant sectors venture
capitalists find attractive.

last Christmas learned quickly. One way to get access to Alice's illusive looking glass is to follow the flow-of-money. Look to where venture capitalists are spending their time and their money and one becomes just a little bit more knowledgeable about what the future might bring. X



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YOUR INVESTMENT, YOUR COMMUNITY

It's not all about money: personal gifts make a difference where it counts

by ROSEMARY SMITH



ROSEMARY SMITH is CEO of The Kitchener and Waterloo Community Foundation. email rsmith@kwcf.ca.

Traditionally, when people think about investing, they think about money. Something valuable they own that can be put into a form that will become more valuable as the years go on. I'd like to encourage you to think outside of the traditional "investing" box. Consider investing in your community.

This type of investment can be made in many ways. Of course, money is always a much needed and much

thing unique to offer, special gifts that can be used to make a difference where we most want to make it – our neighbourhood, our city, our community as a whole.

One of the most powerful actions you can make in life is to give a gift of ourselves. The act of what and how we give begins a very personal decision. But how do we decide where to put our limited investment of time, gifts, not to mention our special talents?

For many, it all begins with something that we care about. Why spend time on something if you don't have a passion for it or enjoy doing it?

The importance of community investment may also have been one of the life lessons taught to us as a child. Charity and goodwill can play an important role in some families; instilling in us a strong sense of purpose for making our community a better place for all.

For others, it is the significance of being a part of something, of belonging, of caring about the place

Why spend time on something if you don't have a passion for it or enjoy doing it?

appreciated commodity, but a "community" investment can also be of your time, talent, knowledge, energy, and yes, even your relationships. We all have some-

where we live, work, and raise our children. That community feeling that drives us to do more, to be more in our community. These people are not the type to sit on



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the sidelines complaining about our school system, problems with healthcare, poverty, or affordable housing. They're the ones involved in the work going on to address those issues.

Every resident's opinion matters and every single person has the ability to change their community by getting involved in the things that influence it.

Look at what's been happening in Toronto's Regent Park neighbourhood, one of Canada's most economically dis-

Every person has the ability
to change their community
by getting involved in the
things that influence it.

advantaged regions. Six years ago a group of concerned residents banded together to help reduce school drop out rates and create opportunities to help their young people reach their full potential as citizens in their community. Today that drop out rate has gone from 56% to 10%. Word of this success has spread like wildfire and the program has now expanded to several other communities, including Kitchener last September.

So, I ask you, are you making a personal investment in your community? If not, what's stopping you?

Time will always be a factor. We're busy. We have our work, our families, our lives to live. But do we not have a responsibility to help those less fortunate than us and contribute to the common good?

Each of us, no matter where we live, is connected to our community. We all have so much to share, to give. The potential impact we can have on our community is bound only by our perceived limitations. We don't have to give a lot. Even a little will make a difference.

We all know that we live in a fantastic Region. We've got great schools, lower unemployment rates, safe streets, and a healthy economy. But imagine if everyone invested just one hour of their time and expertise each week to work with a child in an after-school program, deliver a meal to an elderly person, teach a kid to swim, or sit on a board of a non profit organization and open doors with their network of contacts and relationships, what an even more amazing community this would be! ✕

LEGACY BUILDING RETENTION

Working together for the good of the community can also be good for employee self-satisfaction

by CARLY O'BRIEN



CARLY O'BRIEN is Director and Lead Facilitator, The Achievement Centre – Excel (www.tac-excel.com) email: cobrien@theachievementcentre.com.

Two graduates anxiously peruse available job postings. You and all your competitors would love to get your proverbial hands on these two: they could be the millwright, office manager, executive, sales generator or engineer, who have consumed your organizational dreams.

For those of you in business, that job posting may be the most profitable, or costly, piece of marketing your company ever produced. Once qualified candidates, and the search firms that find them, know you exist, and you select the right people to fulfill the promises of your client-focused marketing, your organizational longevity will be cemented.

As it becomes a "Worker's Market," and we all become more aware of global and local needs, some great workers are con-

Why spend time on something if you don't have a
passion for it or enjoy doing it?

sciously choosing to blend their employment efforts with their desire to act in a socially responsible manner.

Their alternative to finding a way to blend these things is to work a job that does not help fill that goal and then choose feeling guilty, or spending more time or money outside work hours contributing, or slipping under the blanket of apathy. People are asking questions of themselves: "What can I do? What will be my contribution? Will I leave a legacy?"

What do you include in your communication to potential employees to let them know how working with you can help them build their legacy?

Ask yourself: when all other aspects are equal, would you prefer to work alongside someone who views him- or herself as part of a bigger picture or someone oblivious or uncaring about the effect his or her actions have on others? When your future coworkers have the luxury of choice between many organizations, some are factoring in your organization's track record of contributions to the greater good. What are they finding?

Many workers recognize that their employable skills contribute to whatever the employing organization values. Some of those candidates, who possess the skills many of us would like to employ, are interviewing the organization as much as the organization interviews them. For some people, they spend more hours awake with their coworkers than their family or friends. While choosing a spouse, a 'Value Check' is generally recommended before agreeing to build and grow together. Within the employment relationship, it makes sense to identify the

depth and strength of alignment between values within the employment relationship as well.

This idea of fully leveraging one's efforts for long term positive effect

What do you include in your communication to potential employees to let them know how working with you can help them build their legacy?

beyond oneself may be called 'Legacy Building'. There are many ways to incorporate legacy building with business-building, and while each organization must choose what works for them, here are some suggestions of ways to allow

employees to fill their desire to do more while gaining and maintaining customer loyalty:

- Donate time with money as a company, to not-for-profit, solution-creating entities selected by employees;
- Create a mechanism for employees to contribute during working hours;
- Advise not-for-profit groups that your organization would like to help and they may be able to suggest gestures or acts that would be truly meaningful, in fact they may have a process that you can simply 'plug into';
- Pursue projects and clients that will help you to become known as an organization that chooses to leverage its resources for a purpose greater than profits.

Imagine the energizing effects caused by an understanding of how efforts have helped significantly. To help maintain enthusiasm for building efforts it can helpful to follow a process that involves:

- Increasing empathetic awareness;
- Focusing on solution building;
- Creating and celebrating results.

Whether these investments in legacy

building truly attract and retain top talent, can be influenced by the degree to which both current and future employees appreciate and capitalize on the opportunity to participate. While there

Within the employment relationship, it makes sense to identify the depth and strength of alignment between values within the employment relationship.

may be resistance to the idea of blending work with other interests, there were likely also obstacles in getting your business where it is today; both goals are worth the effort. Begin. X



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OUR COMMUNITY NEEDS MORE LEADERS

We need many different kinds of leadership, from individuals, and from businesses and other organizations

by ANNE LAVENDER



ANNE LAVENDER is Executive Director of Leadership Waterloo Region, which offers a ten-month leadership program focused on critical community issues and the leadership skills necessary to address them.
email: alavender@leadershipwaterlooregion.org

In my Feb/March Exchange article, I discussed the need for more community leaders, and why this need will be greater in the future than in the past. Essentially, the problem is that to have a community we can all be proud of in the future, we must meet the challenges of an increasingly complex, fast-moving and competitive environment. This requires an increasingly diverse range of leaders, more so than in the past.

that attributes are something you instinctively have, although they may need to be developed, whereas tools are something that are acquired.) The three tools I have in mind are funding, expertise and time.

An effective leader knows how to bring together other persons having the tools he or she lacks. We have many high profile examples of strong leaders effectively using one or more of these tools in our own

An effective leader knows how to bring together other persons having the tools he or she lacks.

Various kinds of leadership

Leadership is more than just getting involved, although that is a good start. There are many attributes of effective leaders, but typically a strong leader can analyze a situation, determine desired goals, and then inspire and motivate others to assist in actions to achieve those goals. In short, an effective leader demonstrates vision, organizational abilities, team play, an ability to build strong relationships and to motivate others, and a willingness to be pro-active.

While effective leaders usually demonstrate these attributes, they may bring just one of three fundamental tools to the task at hand. (In this context I suggest

community.

With regard to funding, two excellent examples are Mike Lazaridis and Jim Balsillie of Research In Motion. They have coupled their vision and other leadership attributes to fund the establishment of The Perimeter Institute for Theoretical Physics, and The Centre for International Governance Innovation. Both of these organizations will do much to enhance our community in the future.

With regard to expertise, a good recent example is University of Waterloo President David Johnston and his development and publication of Ten Community Goals that he sees as essential for our future. Again, it

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is his vision and leadership that have led others to take up the challenge and work towards the achievement of these goals.

With regard to time, there are so many examples to choose from, but one that comes quickly to mind because I have

We do not have a
successful healthy community
if we do not have healthy
neighbourhoods.

worked closely with him in the past, is David Graham, a local chartered accountant. David has contributed his time and leadership skills to many community organizations. Just a few examples include St. Mary's Hospital, St. Jerome's University, Junior Achievement, and The Kitchener & Waterloo Community Foundation. That David understands the need for community leaders is evidenced by the fact that he also was a founding co-chair of Leadership Waterloo Region.

My point here is to demonstrate that our community requires many different kinds of leadership and therefore there is a role for many different kinds of community leaders, and not just individuals, but also businesses and other organizations in our community.

Various levels of leadership

A successful community also requires leadership at different levels and in many different areas. Indeed, it must have strong leaders in every aspect of community life, including such areas as local government, education, sports, arts and culture, health, neighbourhood associations, social agencies and programs, to name just a few.

We all understand that a successful community requires our elected representatives to be persons with strong leadership attributes. But it also is important that community organizations, for example neighbourhood associations, have strong leaders. We do not have a successful healthy community if we do not have healthy neighbourhoods. The same thing applies to our social agencies and the other sectors I listed.

Sources of leaders

My previous comments demonstrate why the need for a large and growing number of strong community leaders is of critical importance. The question then is from where are these leaders to come. In addressing that issue, first I want to debunk the old myth that good leaders

The question then is
from where are these
leaders to come.

are born not made. This simply is not true. Of course there are such things as natural leaders. But most strong leaders, be they community leaders, business leaders or political leaders, will tell you that their leadership skills were only nur-

Our community needs more
individuals, businesses and
other organizations,
to take up the mantle of
community leadership.

tured and developed over time. Often this was done under the mentorship of an existing leader. Sometimes it was done through formal training programs.

Anybody who appreciates the importance of overall community quality of life has the basic motivation to be a community leader. Vision, organizational skills, team play, and motivational skills, all necessary attributes for effective leadership, can be developed through any combination of training, mentorship, practice and experience.

Our community needs more individuals, businesses and other organizations, to take up the mantle of community leadership. The question now is whether we are ready to take up the challenge. It is something that each of us should ask ourselves. X

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LEADERS GO FIRST

Taking a long look in the leadership mirror

by JIM CLEMMER



JIM CLEMMER is a Kitchener-based international speaker, workshop/retreat leader on practical leadership. His new book is *Moose-on-the-Table: An Organizational Fable about Courageous Conversations*. www.clemmer.net; email Jim.Clemmer@Clemmer.net

The Clemmer Group did an extensive assessment with a divisional manager to diagnose the strengths and weaknesses within his division and implement a major change and improvement process. Our assessment report showed that the problems in the division's customer service, quality, and productivity could be traced to one cause – the management team was dysfunctional. They were technicians and managers, not leaders. Their individual and collective leadership was weak.

After reviewing the report with the division manager, we planned an off-site retreat with the management team to review the report and establish action plans. On the first morning of the retreat, the division

attempts to teach them good manners." When one of our kids does something I'm not especially pleased with, my first inclination is to wonder "where did you learn that?" If I reflect on it for a while, I can start to see where that behavior came from – their mother, of course!

Well, maybe not. If I am really honest and take a long look in the leadership mirror, I can see there's no point in trying to put the blame elsewhere. But it is often tough to recognize our own behavior. It's even tougher to admit to it. In my leadership training and coaching work with managers, I often see a variation of the old parenting adage: team members act like their leader – despite all attempts to train them otherwise.

I can't build a team or organization different from me. I can't change them into something I am not. That was the main theme of my third book, *Pathways to Performance: A Guide to Transforming Yourself, Your Team, and Your Organization*. This theme came from working with so many managers who bought our training programs or hired our consultants to implement such things as customer service programs, quality improvement processes, and culture changes.

Too often the characteristics or skill sets they were trying to build in their organizations weren't being

*Team members act like their leader – despite all attempts to train them otherwise.
I can't build a team or organization different from me.*

manager presented everyone with a beautiful folder printed with the company logo and the words "Change Kit: Change Begins Here" on the outside. Upon opening the folder, each manager found a large mirror inside.

As a parent I am too often reminded of the old adage, "children act like their parents – despite all

modeled by the managers. This was like a single person – someone who's never even been able to get a second date – providing marriage counseling.

Too often we see managers with a poor service ethic who don't serve the servers trying to improve customer service. Managers with laughable personal time-management habits try to build process-disci-



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pline into their organization. Managers with little vision or boldness want more creative thinking. Managers who spend no time on the Internet and print off their e-mails try to implement e-business strategies. Managers with sloppy work habits try to improve quality. Managers

The problems in the division's customer service, quality, and productivity could be traced to one cause – the management team was dysfunctional.

who don't follow through and keep commitments want more accountability in their organizations. Managers who show up late for meetings (or cancel them at the last minute) want a more disciplined organization.

Caustic managers sarcastically tell team members to provide more respectful

customer service. Managers who make snide remarks about their peers or other groups want more teamwork. Managers blaming "them" and making excuses for their own performance want to improve morale. Management teams with slow decision making processes want to build fast, flexible, and highly responsive organizations.

The message here, of course, is that changing them won't succeed unless it is preceded by changing me. "It was awful," she explained. "I was walking down Elm Street and there was a terrible accident. A man was thrown from his car and he was lying in the middle of the street. His leg was broken, his skull was fractured, and there was blood everywhere. Thank God I took that first-aid course."

"What did you do?" he asked.

"I sat down and put my head between my knees to keep from fainting!"

We've all heard about the importance of leading by example. Unfortunately, this phrase has become such a worn-out cliché that it has lost its meaning. Everywhere we look today, there are examples of our failure to recognize words and actions that don't match – like the sign on

the door of a repair shop:

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– the bell doesn't work)

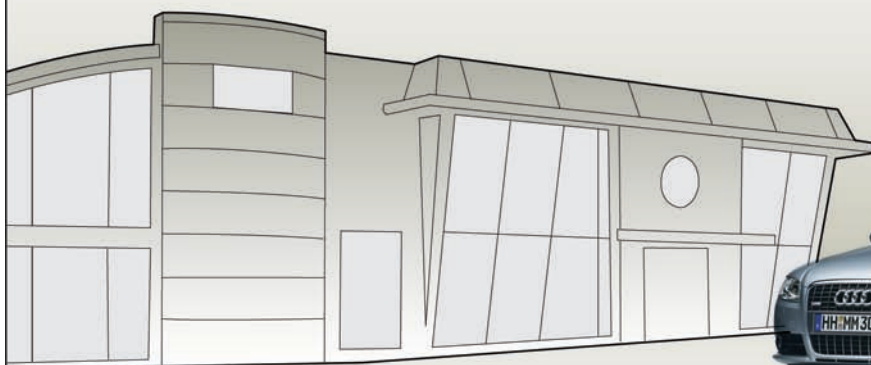
One manager hired me to speak to the organization about the work-life balance themes in my book, "Growing the Dis-

This was like a single person
– someone who's never
even been able to get a
second date – providing
marriage counseling.

tance: Timeless Principles for Personal, Career, and Family Success". This was an ongoing theme for their last few annual conferences. A participant told me later that last year's conference required everyone to travel on the Sunday to attend the Monday morning kickoff. That Sunday was Father's Day. X

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IS THIS OUR FINEST HOUR?

Proud to be part of the magazine that is celebrating innovation

by PAUL KNOWLES



PAUL KNOWLES is Editor of Exchange Magazine for Business; his new book is called "Escaping Eden." email: paul.knowles@exchangemagazine.com

I have been associated with this magazine for a very long time. As a free-lance writer, I wrote articles for Exchange within a few months of its creation, more than a quarter century ago. Later, I worked for more than ten years as a publisher with the Fairway Group, which at that time published Exchange; Jon Rohr and I were colleagues, then – colleagues who butted heads, more often than not.

When Jon acquired this magazine and I acquired a buy-out from Fairway's owners, it wasn't long before we decided that cooperation was way better than argument – and easier on the head – and I became involved in the editorial department of this magazine.

Which is a somewhat long-winded way to say I've been here a while, and I have been involved in any number of Exchange projects and publications that have made me very proud. I've written and edited cover stories and other pieces about exceptional people and businesses, and I've worked with Jon on intriguing special projects.

Yet none of this has made me more proud, or more excited, than the Ontario Innovation Excellence Awards.

Like any of you who also attended the OIE Awards launch at Bingemans, in May, I was blown away from the moment I entered the lobby. Exchange, Bingemans, and our partners Straight Street Event Services, and Edcom Multimedia Products, did a magnificent, utterly innovative job that night. It was the event to be at this spring, and set the stage for an even more exciting night, when the Ontario Innovation Excellence Awards will be presented, also at Bingemans, on October 29, 2008.

I found the night exciting because of the excellence of presentation by all the partners involved. I find the OIE Awards exciting because I think they represent everything that is finest about the businesses, institutions and organizations of this province and – being a bit of a homer, myself – this region of ours.

Innovation lies at the heart of what makes us who we are. I believe these annual awards will not only honour the innovators we know – they will uncover

I believe these annual awards will uncover innovators all around us, people doing remarkable things, making remarkable impacts on their world.

innovators all around us, people doing remarkable things, making remarkable impacts on their world.

I must admit that, since that launch night in the cleverly disguised Marshall Hall, I have had my eyes open, looking for innovation. And, truthfully, I have found it everywhere.

I'm not going to write about local examples (although we do that every edition in this magazine), because I don't want to appear to be lobbying for any organization, business, or individual.

However, I have just returned from England, where I spent more than a week in the Cotswolds, visiting nearby cities.

And do you know what I found there? I found inno-



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vation, everywhere I looked.

In Stratford Upon Avon, for example, I arrived to find the core landscape completely altered from my last visit. That's because some visionary has sold the powers that be on a remarkable project. Two of U.K. Stratford's three theatres are currently closed – I saw "A Midsummer Night's Dream" in the only one now open – because they are building brand new theatres surrounded by a brand new landscape. This is industrial grade civic innovation, not carried out without controversy, but certainly inspired by vision.

I travelled a few miles farther north, to the city of Coventry. Coventry is approximately equal in population to Waterloo Region.

This is a city with a reputation, and not a good one. In fact, when I told British people I had been in Coventry – and had been very impressed – the response was "Really? Nobody in England ever goes to Coventry."

Well, they should. This city is teeming with innovation. I interviewed Peter Walters, Head of Economic Development for CVOne, Coventry's development arm.

"Coventry," he told me, "is at a very interesting moment." Its traditional economic base, automobile manufacturing, has declined almost to the point of non-existence; the last manufacturing employer in Coventry, Peugeot, shut down its factories in 2007.

Obviously, this is cause for alarm. But Coventry has chosen to look to innovation, in more ways than one, as the solution to this challenge. And in some aspects, what they are doing sounds remarkably like

developments in our district in Ontario over the past decade or two.

They have diversified. Coventry has a powerful tourism attraction – St. Michael's Cathedral, built in 1962 beside the ruins of the cathedral destroyed in 1940 by German bombers. These adjacent buildings – and the messages of peace and reconciliation they communicate – are powerful, iconic symbols of peace, and also powerful visitor magnets.

As I toured the Cathedrals, I noted the similarities with Waterloo Region, which quietly leads this country in peace and conflict studies.

England is a country with more than its share of historic sites and museums, but Coventry has done something unique. Coventry's innovative millennium project involved excavating the ruins of an even earlier cathedral, one built with a donation from the famed (if scurrilously defamed) Lady Godiva, a genuine and pious historic figure. The city and church planners formulated a large project that links ancient Coventry – now revealed by the excavations – with thoroughly modern Coventry, as symbolized by the state-of-the-art Coventry Transport Museum.

In this case, "state of the art" means more than high-tech, although there is plenty of that. There is real, innovative art – unique modern pieces of sculpture and architecture (sweeping walkways, a window of water) surrounding this museum and many other Coventry landmarks, including its two – yep, two – universities.

And perhaps the most impressive, innovative – and highly controversial – piece of art is the new cathedral itself,

where faith is interpreted through contemporary art in ways I have never before encountered. I was deeply moved.

Let's recap. Coventry, a city of 300,000, with two universities and a strong faith tradition, faces the loss of automotive industry jobs. Its response is to become visionary, to encourage innovation across the board, in industrial recruitment (Tata is locating in Coventry), in a new tourism organization, in the arts, in the way the community celebrates its much-valued heritage.

Why does this sound so familiar?

Coventry has a number of twinned cities around the world, including several in Ontario. But not Waterloo or Kitchener or Cambridge or Guelph. And yet, as I talked to Peter Walters, to the Lord Mayor, and to tourism industry representatives, I realized that this British city, in the throes of reinventing itself, has so much much in common with my home community.

Which brings me back to the Ontario Innovation Excellence Awards. It was easy for me to spot the innovation in Coventry, because everything there was new to me, and I took nothing for granted.

Try to see our home here in south-central Ontario through the same perspective. There is vision and innovation all around us. It is what will make us what we will be. I'm proud to be the editor of the magazine that is joining with creative partners to celebrate this, the life-blood of community vitality.

And plan to be at Bingemans on October 29, 2008, as we honour those who are making our communities great. X

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Don Smith (left), Chief Administrative Officer, City of Cambridge and Rick Haldenby, Director School of Architecture. Above: City of Cambridge new city hall.

THE CITY OF CAMBRIDGE'S NEW CITY HALL was officially opened, June 5, with an invitation-only VIP ceremony. Guests of the Mayor included local dignitaries and **John Gerretsen**, Ontario Minister of Environment. The new, \$30 million building is recognized with a Gold Leadership in Energy and Design (LEED) certification.

The project was completed on time and on budget, and as the City of Cambridge's press release stated, "was accomplished using finances

from the settlement of a loan with the city's hydro utility. The funding model resulted in no new tax dollars or borrowing for the municipality."

A focal point for the new city hall is the "living wall", designed to cleanse the air of pollutants such as formaldehyde, volatile organic compounds, dust, and spores. The roof is covered with plants that will retain heat in the winter and cool the space in the summer. Rain water, collected in a 10,000 litre cistern, will be used to flush toilets.

MEREDITH HAGEN, owner of **MeMe's Café** in New Hamburg, has now also launched **MeMe's Kitchen/Commissary**, located in the former **Nelson Bronze** building at 73 Hincks Street, New Hamburg. Hagen, who founded MeMe's Café at 102 Peel Street in November, 2001, opened the new "industrial kitchen" in June.

The new enterprise will serve MeMe's growing catering business, and offers all styles of catering, featuring a local and organic catering menu. The new facilities have allowed the creation of "MeMe's Carried Away", offering dinners ordered ahead and taken home, available for pickup at MeMe's Café, with new, extended hours. MeMe's Kitchen/Commissary will also feature a wholesale line for restaurants and health food stores (www.memescafe.com).



Meredith Hagen

THE UNIVERSITY OF WATERLOO has broken ground on a \$160-million investment designed to propel the university and the country to the forefront of the science of the very small. The university is beginning construction of the **Mike and Ophelia Lazaridis Quantum-Nano Centre (QNC)**.

The new centre will be home to two forefront areas of science and engineering – quantum information technology and nanotechnology. Quantum deals with the atomic and sub-atomic levels, where the usual laws of physics do not apply; things can, for instance, exist in two places at the same time. Nanotechnology deals with the



Mike Lazaridis

fabrication and behaviour of materials, devices and systems in the size range of atoms or molecules, generally 100 nanometres or smaller.

"This is an exciting time for science and the University of Waterloo," says UW Chancellor Mike Lazaridis, Co-CEO of **Research in Motion**. "In addition to housing state-of-the-art research labs, this new building will provide a unique and cutting-edge environment that will bring together the brightest minds in basic and applied research to explore and advance quantum computing and nanotechnology."

The facility will be home to the **Institute for Quantum Computing, the Waterloo Institute for Nanotechnology** and UW's undergraduate program in nanotechnology engineering. It will be able to accommodate the needs of up to 400 academics, equally split between the quantum and nano sides, with most coming from the faculties of engineering, mathematics and science.

"The Lazaridis Quantum-Nano Centre will be the first research facility of its kind in the world," says Ontario Premier **Dalton McGuinty**. "That kind of innovation is the cornerstone of the economy we are building in Ontario in the 21st century."

The five-storey facility will be the most complex scientific building on campus. Significant features include a 10,000-square-foot class 100 and 1000 clean room with state-of-the-art fabrication facilities for quantum and nano devices, an advanced metrology suite, and extensive teaching and research laboratories.

The government of Ontario is providing \$50 million for construction of QNC. Another \$22 million is coming from a \$50 million donation from the Lazaridis family. The remaining funding involves federal funding, private donations and university funds. The

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Mike and Ophelia Lazaridis Quantum-Nano Centre is scheduled to open late in 2010 or early 2011.

Also, Mike Lazaridis has provided an additional CDN\$50 million to Perimeter Institute for Theoretical Physics (PI). This private donation increases his personal contributions to \$150 million in the research institute.

Lazaridis said, "Perimeter Institute exists because of a shared commitment by all of the partners...Today's scientists are working on the most challenging problems we have ever known and they are calculating new solutions that, over time, will improve our society – intellectually, materially, and by stimulating future generations of researchers to dig even deeper. These are exciting times in science and we have the good fortune to propel new ideas right here in Waterloo, Ontario, Canada. It is an important mission I feel passionate about and wish to support."

GEORGE CWWYNAR has been appointed President of **COM DEV Canada** and **Michael Williams** as President of **COM DEV International Products**. COM DEV International Ltd. recently reorganized into four operating divisions to ensure it meets the needs of targeted customer groups.

Based in Ottawa, COM DEV Canada is responsible for providing microwave and optical technologies for domestic civil and military projects and for helping to fulfill Canada's contributions to international space initiatives. Cambridge,

Ontario-based COM DEV International Products is the hub of the company's global commercial space operations. **Michael Pley** has been named Chief Operating Officer with oversight of all four operating divisions, which also include COM DEV USA and COM DEV Europe.

George Cwynar most recently served as President and CEO of **MOSAID Technologies Inc.**, a TSX-listed company focused on developing and licensing patented intellectual property for semiconductor and communications technologies. He helped grow MOSAID from a small test and design firm with \$10 million of sales to one of the world's largest intellectual property companies generating \$64 million of annual revenue.

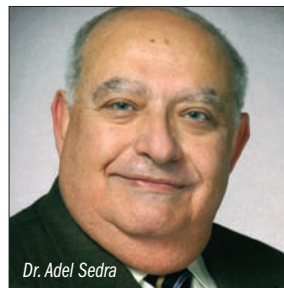
Michael Williams has been a successful member of COM DEV's management team for 15 years, and has run a number of the business units of COM DEV, most recently as Vice President, Space Electronics.

"We see tremendous opportunity in the Canadian Government space market, and we are very pleased to add a seasoned executive of George's caliber to lead our efforts in growing that business," said **John Keating**, CEO of COM DEV International Ltd. "Mike Williams is a COM DEV veteran who will help us maintain our position of global leadership in the commercial space segment, while at the same time exploring new ways to apply our core capabilities to further grow our market share."

COM DEV has formally commenced a \$7M internally funded program to develop an advanced micro-satellite platform and associated micro-sat mission capability. This initiative represents a strategic expansion beyond the company's traditional role as an equipment, instrumentation and subsystem supplier, designed to take advantage of a trend towards smaller, more responsive satellites.

COM DEV will develop a capability to design and manufacture a class of micro-satellites that can be used to satisfy a range of emerging national and international requirements in a highly cost-effective manner. The spacecraft platform will support a range of applications including surveillance, security, environmental monitoring, scientific analysis and communications.

DR. ADEL SEDRA has joined the Board of Directors of Waterloo's **DALSA Corporation**. Dr. Sedra is the Dean of Engineering at the **University of Waterloo** and is world-renowned for his work in microelectronics. He is the co-author of three textbooks, including "Microelectronic Circuits".



Dr. Adel Sedra

"Micro-electric Circuits" is the world's best-selling engineering textbook. Recently, Dr. Sedra was presented with the one-millionth

copy of his book at a special ceremony during UW's engineering convocation. Sedra co-wrote the book with **Kenneth C. Smith**, professor emeritus at the University of Toronto. The text, translated into nine languages and used in hundreds of universities around the world, has sold one million copies since first appearing in 1982.

A renowned engineering educator, Sedra specializes in the area of microelectronics, focusing on the theory and design of circuits for communication and instrumentation systems – a strong field of research and innovation in UW's faculty of engineering. His work has resulted in about 150 published articles.

"This is a truly outstanding achievement. Adel's seminal textbook sets the standard of excellence in teaching electronics at the university level," says UW president **David Johnston**. "It provides insights into the field of electronics for students, hobbyists, technicians and professional engineers by offering complete coverage of basic electronic devices and circuits, analog circuits and digital circuits."

Sedra also holds three patents for his



John Keating



Dr. Savvas Chamberlain

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inventions. Concerning his appointment to DALSA's Board, **Dr. Savvas Chamberlain**, CTO and Chairman of DALSA said, "I am pleased to welcome Adel. We expect to benefit greatly not only from his strong technical knowledge and insight, but also from his experience in administration in large and complex organizations."

THE GUELPH CHAMBER OF COMMERCE has presented the 2008 Guelph Awards of Excellence. Winners included:

2008 Mayor's Awards: **Ken Gee, James Gordon, Larry Kelly, Glynis Logue.**

Downtown Volunteer of the Year Award, in memory of **Sherry Hall: Pat Laurin**, Volunteer with the **River Run Centre.**

Guelph Partnership for Innovation Award: **Dr. Alejandro Maragoni and Steve Ber-net**, Founders of **CoaVel Inc..**

Guelph Partnership for Innovation Special Lifetime of Innovation Award: **Ginty Jocius.**

United Way Guelph & Wellington Campaign of the Year Award: **The Co-operators.**

United Way Guelph & Wellington President's Campaign Award: The Provincial Employees of **One Stone Road.**

Guelph Chamber of Commerce President's Business Recognition Award for the Retail Sector: **Thyme to Cook.**

Guelph COC President's Business Recognition Award for the Public Sector: **University of Guelph** – Department of Marketing & Consumer Studies.

Guelph COC President's Business Recog-

niton Award for the Service sector: **Miller Thomson LLP.**

Guelph COC President's Business Recognition Award for the Industrial Sector: **Arrow Hose.**

University of Guelph College of Management and Economics Workplace Education Award: **RLB LLP.**

SINO-AMERICAN SILICON PRODUCTS INC. has contracted with **ARISE Technologies** Corporation to purchase 120 tonnes of 7N+ solar-grade polysilicon. Under the agreement, SAS will purchase 40 tonnes in each of 2011, 2012, and 2013. ARISE plans to manufacture the 7N+ high-purity (99.99999% purity) silicon at its new pilot plant in Waterloo.

Construction of ARISE's new silicon pilot manufacturing plant is planned to begin in the third-quarter 2008 with an initial capacity of 50 tonnes per year in 2009, ramping up to 400 tonnes per year in 2010. The contract with SAS is consistent with ARISE's plan to use the output from the new silicon plant to meet the requirements of its growing PV cell production at its new manufacturing plant in Germany as well as for sale to other companies.

"This signing of our first sales agreement for the 7N+ high-purity silicon that we will be producing is a very exciting step for ARISE. It signifies further validation of our technology and strategic plans," said **Bart Tichelman**, President and CEO. "It is significant on many levels, including the opportunity to forge a long-term relationship with Sino-American Silicon Products that we expect will be beneficial to both our companies."

"Prior to signing these agreements, we have examined the plans, products, and technology of ARISE Technologies and have been very impressed by them," said **Doris Hsu**, President of Sino-American Silicon Products Inc. "SAS is very pleased to have been able to reach these agreements with ARISE and we look forward to working closely together in advancing our solar businesses over the coming years."

AUTOMOTIVE RESEARCHERS at the **University of Waterloo** will help pave the way in developing greener and safer cars after receiving about \$2.4 million in project funding from the **AUTO21 Network of Centres of Excellence**. Seven projects led by Waterloo researchers delve into the areas of injury prevention in the automotive industry, improved seat design, advanced automotive materials and manufacturing, fuel cells for automotive applications, automotive design processes, and intelligent systems

and sensors for vehicles.

"Waterloo researchers continue to develop the technologies and knowledge needed by the Canadian automotive sector," says **George Dixon**, UW's vice-president of university research. "The research projects led by Waterloo will benefit Canadians through new technologies and knowledge that make vehicles and the auto industry safer, reduce energy use and increase overall vehicle quality."

The seven lead researchers from Waterloo receiving AUTO21 funding are:

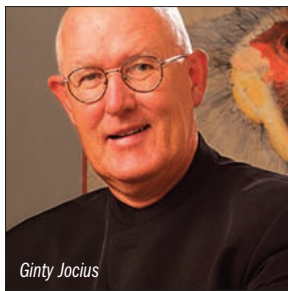
Jack Callaghan, professor of kinesiology, heads a project to develop standards to reduce the risk of injury in workers in the automobile industry (\$224,625 in funding).

Jennifer Durkin, professor of kinesiology, co-leads a project with **Doug Romilly** of the **University of British Columbia**, to design seats for both comfort and safety (\$42,375).

Michael Worswick, professor of mechanical engineering, helms a project to develop lighter cars by using high-strength steels in the hydroforming process to build better vehicle structures (\$355,725).

Norman Zhou, professor of mechanical engineering, leads a project to use high-strength materials in welding processes in order to improve automotive design and manufacturing (\$555,300).

Xianguo Li, professor of mechanical engineering, heads a project to develop next generation PEM fuel-cell technology as a viable solution for clean vehicles



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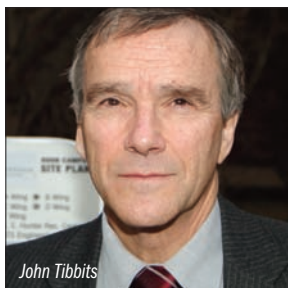
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(\$1,057,400).

Jan Huissoon, professor of mechanical engineering, co-leads a project with **Francois Michaud, Université de Sherbrooke**, to test dynamic collaborative driving systems and sensors in order to improve road safety and reduce accidents (\$88,125).

Stephan Lambert, professor of mechanical engineering, helms a project to develop and demonstrate collaborative design processes for multi-disciplinary automotive design teams. (\$121,050).

A NEW CAMPAIGN has been launched to urge laid-off workers seeking retraining to consider programs at Ontario's public colleges and institutes. Under this initiative, applicants may be eligible for funding to help with their retraining costs under the Ontario government's new **Second Career Strategy** program.



Conestoga College will play an active role in launching the program.

"Conestoga embraces the opportunity presented by Second Career Strategy to assist individuals in our region in their efforts to find new, rewarding and stable career directions," says Conestoga President **John Tibbits**. "Ontario's public colleges deliver high-quality, credentialed programs that pre-

pare people for lifelong employment in meaningful careers, and we certainly are looking at applying Conestoga's innovative, entrepreneurial approach to develop new pathways that address the needs of Second Career Strategy participants."

THE UNIVERSITY OF GUELPH will receive \$2.8 million over the next seven years from Industry Canada through the renewal of two prestigious Canada Research Chairs. Prof. **Paul Hebert**, Department of Integrative Biology, and Prof. **Chris Whitfield**, Department of Molecular and Cellular Biology, were first awarded Tier 1 chairs in 2002 and were among U of G's first recipients. Tier 1 chairs are acknowledged as international leaders in their fields and are awarded \$200,000 a year for seven years.

BRICK BREWING CO. LIMITED, Ontario's largest Canadian-owned and Canadian-based publicly held brewery, has appointed of **George H. Croft** as President and CEO. The company has released its financial results for the first quarter ended April 30, 2008, a period prior to the appointment of Croft.

"We are encouraged by our first quarter results, which represent a \$1.1 million EBITDA improvement over the first quarter last year" said **Jim Brickman**, Executive Chairman and Founder. "In this traditionally slower period, we have managed to reduce the decline of our beer volumes and in addition, supplement our core business with profitable co-pack volumes," added Brickman.

"We are also seeing the positive effects from our aggressive initiatives to reduce costs and improve efficiencies," he added.

During the first quarter ended April 30, 2008, net revenues increased 7% to \$7.3 million, compared to \$6.9 million in the same period last year. In the first quarter, a seasonally slower quarter, EBITDA was \$363 thousand, compared to a loss of \$771 thousand in the first quarter of last year, an improvement of over \$1.1 million. In the quarter, there was a net loss of \$108 thousand compared with a net loss of \$898 thousand for the same period last year.

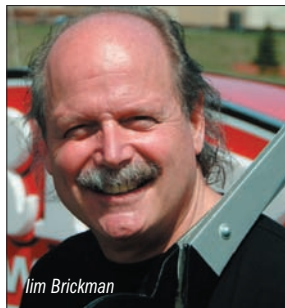
Also in the first quarter, beer volumes decreased by 4% in the quarter compared to

the same period last year, largely due to reduced can volumes. This decrease is less than the 14% decrease in beer volumes that occurred in the previous quarter.

RDM CORPORATION, a leading developer of specialized software and hardware products for electronic payment processing, has announced that a major US bank, ranked in the top 50 based on total assets, has committed to ordering a significant volume of RDM's remote deposit capture products. The bank, which is an existing customer of RDM's Image & Transaction Management System (ITMS(R)) processing service, is planning a major launch of its own remote deposit capture offering specifically targeted to its small business customers. In order to meet expected demand, the bank has entered into a contract to license more than 5,000 ITMS end user locations and to purchase more than 5,000 scanners from RDM over the next 18 months. The bank has placed an initial order for scanners. As of April 30, 2008, RDM's ITMS network included 12,000 end user locations.

ON MAY 1, 2008, Beynon Wilhelm Stern & Wilsson Financial Inc. and Annett Fedy Financial Services Inc. of Sun Life Financial, merged and formed Century Group Financial Solutions Inc. They relocated offices to the **Coldwell Banker** building at 508 Riverbend Dr., Suite 102 in Kitchener.

Century Group Financial Solutions Inc. now manages an insurance portfolio in excess of \$1 billion, assets under management of \$250 million, and represent over 100 years of industry experience in the Waterloo region. By joining together, they have become the largest multi-advisor cor-



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poration in the region and one of the largest in Canada.

DAVID JOHNSTON, University of Waterloo's president since 1999, is to serve two additional years, taking his term through to June 30, 2011. It's a third term for Johnston, and will take his total service to twelve years and one month, longer than any other UW president has been in office. He was appointed to the usual six-year



term beginning June 1, 1999, then an abbreviated four-year term starting July 1, 2005.

Bob Harding, CEO of **Brookfield Asset Management** and chair of UW's board of governors, stated, "The University community is overwhelmingly supportive of this reappointment. The mutually beneficial linkages David has fostered with public and private sector partners alike are extremely important as UW strives to achieve the vision set out in its sixth-decade plan. David is a strong advocate for academic excellence and is widely regarded as the doyen of university fundraising in Canada."

GLOBAL PURCHASING SERVICES INC. has been named in the 20th annual **PROFIT 100** ranking of Canada's Fastest-Growing Companies. Ranking Canada's Fastest-Growing Companies by five-year revenue growth, the PROFIT 100 profiles the country's most successful growth companies. Published in the June issue of PROFIT and online at PROFIT100.com, the PROFIT 100 celebrates Canadian entrepreneurial achievement.

"We're thrilled to be included in this list for the second year in a row," says GPSI President **Bill Smith**, a Cambridge resident who considers the loyalty of his customer base and manufacturing partners to be a large part of his company's overall success. "There are lots of challenges currently facing local manufacturers, but there are also lots of opportunities. We are excited to be a part of industry in Waterloo Region and we are looking forward to seeing what the next five years bring."

MORE THAN 1,200 CYCLISTS, WALKERS AND VOLUNTEERS took part in the 16th annual **Manulife Bike and Hike for Heart** to support local heart health. Donations were expected to reach \$225,000 for **St. Mary's Regional Cardiac Care Centre** in

Kitchener. The event has raised more than \$2.7 million for heart health in Waterloo Region since it was launched in 1993.

Paul Rooney, President and CEO, Manulife Canada, said, "We're proud of everyone – the cyclists, walkers, volunteers and donors – who helped to reach our goal."

"We greatly appreciate the community's overwhelming support for heart health and the cardiac centre," added **Moir Taylor**, president of St. Mary's General Hospital.

SIX CONESTOGA ENTRANTS in the 14th **Canadian Skills Competition** have come home from the Calgary event with medals that testify to their technical skills and problem-solving abilities; two have earned a return trip to Calgary in 2009 to represent Canada in the **World Skills Competitions**, against the best international technical and trades students.

All six previously had won gold medals earlier this month at the Ontario Technological Skills Competition held at RIM Park in Waterloo, and were part of the Team Ontario delegation to the May 26-28 national competition in Alberta. The Calgary event was presented by Skills Canada.

The Conestoga entrants took four silver and two bronze medals in their respective post-secondary categories. Winning silver medals were: **Dan VanHolst** of Waterloo, **Jamie Perrault** of Elmira, **Jennifer Speers** of Guelph, and **Ben VanLeeuwen** of Listowel. Bronze medals went to **Jud Tofflemire** of Goderich, and **Lori Martin** of Elmira.

THE ONTARIO CHAMBER OF COMMERCE has recognized the **Kitchener-Waterloo Chamber of Commerce** for their innovation in the development of the **Waterloo Region Immigrant Employment Network (WRIEN)**.

WRIEN works to effectively integrate internationally trained workers into the community. There is an overwhelming number of educated immigrants in Ontario unable to find work. The Kitchener-Waterloo Chamber of Commerce strives to connect these new immigrants with Mentors and Employers from within the region.

"WRIEN provides an innovative solution to a problem that is undermining the growth of our economy," explained **Len Crispino** President and CEO of the Ontario Chamber of Commerce. "Our inability to effectively and efficiently welcome internationally trained immigrants into positions commensurate with their experience is a loss to these immigrants and our province. WRIEN has proven to be an innovative and creative solution to the problem."

WRIEN has developed four events to bring together business people from the

community and new immigrants. The events consist of a best practices forum, a networking session, an employer workshop and an immigrant recruiting breakfast. WRIEN also connects new immigrants with employers and mentors in a program funding in part by the OCC.

"It isn't all about finding a job, but about finding a good fit for people," explained **Rob Dawson**, a mentor in the mentorship portion of WRIEN. "The Chamber (Kitchener-Waterloo) did a great job at promoting the program and using the network to connect people within the community."

AN OUTSTANDING GROUP OF HIGH PROFILE SPEAKERS will take the stage at the **River Run Centre** on November 4, 2008. The **Guelph Chamber of Commerce** will be holding the third annual Moving Business Forward conference for local business and community leaders.

"This day of professional development assists attendees from sectors across the board to enhance their leadership skills," says Lloyd Longfield, President and CAO of the Guelph CoC.

Speakers already confirmed for Moving Business Forward 2008 include **Pamela Wallin**, Chancellor of the **University of Guelph**, Journalist and Diplomat; **Gerry Fedchun**, President of the



Automotive Parts Manufacturers' Association; **Frank O'Dea**, Co-founder of the **Second Cup** and **Proshred Security**, and **Mac Voisin**, Chairman and Founder of **M&M Meat Shops Ltd.**

MENNONITE ECONOMIC DEVELOPMENT ASSOCIATES has appointed **Jon Unger Brandt** as vice president, marketing and resource development.

"We are very happy to have Jon joining our team," noted president **Allan Sauder**. "MEDA is a leader and innovator in international development. Now, with the addition of Jon's expertise, we intend to become known more broadly for the work we are doing to reduce poverty around the globe through business solutions." X



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property, still known as Cruickston Park, contains the original Wilks mansion. In early 2002, with the help of several prominent local citizens and philanthropists, the remaining 913 acres were purchased for \$5 million from the University to be preserved in perpetuity by the charity now known as the **rare** Charitable Research Reserve. One million dollars was paid, and a \$4 million mortgage arranged.

The **rare** Charitable Research Reserve was incorporated as a non-profit organization in December 2001, with four main objectives: conservation of our natural environment; ecological research; heritage protection; and outdoor education. **rare's** Executive Director, Patti Leather, says the charity's primary mandate is "to steward the property in perpetuity." She describes it as "our collective backyard."

Leather explains that the property contains 24 distinct habitats, including six of the eight that pre-date European settlement. She says it is the largest protected green space of its kind in Canada (excluding public parks). Director of Research Peter Kelly, who joined **rare** this year, notes that **rare** is an NGO protecting an important natural space "surrounded by development pressures." The diversity of ecosystems includes a Carolinian forest which hosts a variety of plant and animal life such as wintering bald eagles. It also includes alvars – flat, open areas where limestone bedrock is very close to the surface and a variety of grasses, mosses and lichens grow.

Bill Wilson comments, "For almost 40 years I have observed and monitored plants and animals, specifically birds, along the reaches of the Grand and Speed Rivers through what is now called **rare** Charitable Research Reserve, and unlike typical urban green spaces (parks, woodlots and catchment basin wetlands), **rare** is a large, unfragmented landscape of 913 acres that encompasses more than two dozen habitat types. In time, **rare's** agricultural lands, through natural succession and restoration, will further enhance the size of its plant and animal communities. Size matters. **rare** contributes to a recent concept in green space preservation spearheaded by the Region of Waterloo: green spaces, to be viable, should be landscapes of sufficient size to include existing designated green spaces, plus substantial buffers encompassing them — thus Environmentally Significant Landscapes."

When asked about the environmental significance of the site, The Region of



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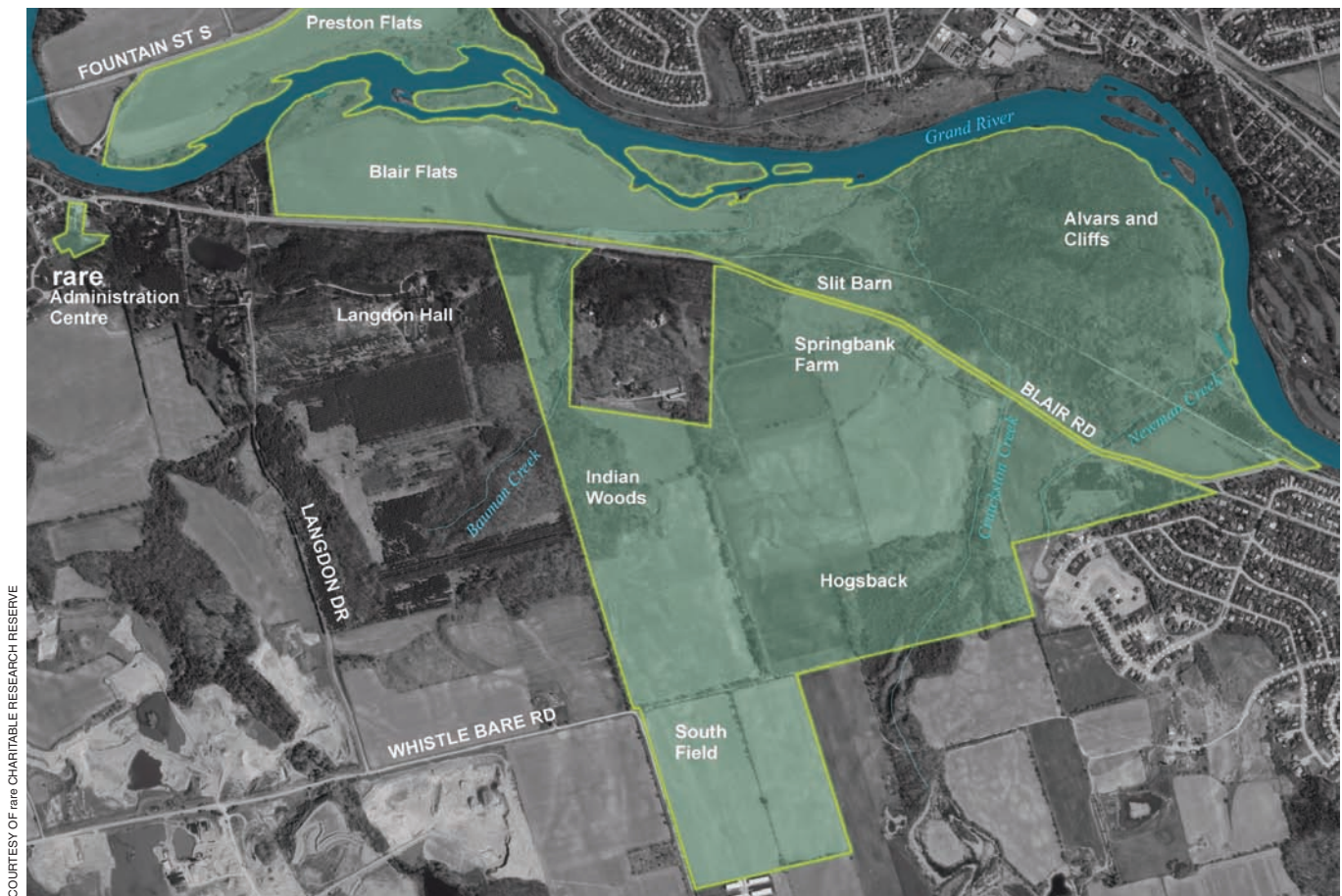
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COURTESY OF rare CHARITABLE RESEARCH RESERVE

The **rare** Charitable Research Reserve is a 913 acre tract of land that straddles the boundary of the City of Cambridge and North Dumfries Township at the confluence of the Speed and Grand Rivers along Blair Road.

Waterloo's Manager of Environmental Planning Chris Gosselin replied, "The natural areas at **rare** are one of the ecological jewels of Waterloo Region and form the nucleus of the newly designated Blair-Bechtel-Cruickston Environmentally Sensitive Landscape. Not only do they sustain a rich diversity of significant native species today but they are receive-

nificant. A three-year, \$970,000 initiative called Every Child Outdoors (ECO) was launched in 2007 with funding from the Lyle S. Hallman Foundation (\$165,000 over three years), The Good Foundation (\$20,000), the Ontario Trillium Foundation (\$80,000), and individual donors. It will provide outdoor education opportunities to 20,000 students over the life of

Cambridge, emphasizes the significance of **rare** to local high school students. "I have brought hundreds of students to the property where they have learned important concepts such as habitat restoration, stewardship, biodiversity, organic farming, the effects of invasive species, and so much more. So many of these students become hooked on nature and become life-long learners and stewards of nature. This shows me how important their experience at **rare** is to their lives and futures."

Creating the **rare** Charitable Research Reserve required significant contributions from many philanthropists, community organizations and individuals. Maintaining it and developing its programs will take ongoing commitment and energy from many more. The result is worth the effort – a priceless "collective backyard" to be enjoyed by current and future generations that will make a difference to the health of our community in perpetuity. ✕

For more information about **rare** contact Christine Rier at 519-650-9336 x 111, email cmrier@reresites.org or visit their website at www.reresites.org. **rare**'s administrative office is at 1679 Blair Road, Cambridge (formerly Nicholson's Tavern).

The research occurring at rare will also contribute to our understanding of ecological restoration and sustainable agriculture."

ing informed stewardship that will increase their value as natural habitat in decades to come. The research occurring at **rare** will also contribute to our understanding of ecological restoration and sustainable agriculture."

The research noted by Gosselin is complemented by a significant educational role. This includes national and international partnerships where environmental students visit the site. The local educational component is also sig-

the project. This year, **rare** is launching an initiative to restore the 1840's vintage "Slit Barn" and farmhouse on Blair Road into an interpretive facility, research office, trail head and special events venue. The total project cost is estimated to be \$750,000. Funding is currently being solicited; the Kitchener and Waterloo Community Foundation has granted \$12,000 for repairs to the Slit Barn.

Jason Bracey, Geography Department Head at Southwood Secondary School in



PHOTO: EXCHANGE MAGAZINE

A RARE JEWEL IN OUR REGION'S CROWN

The rare Charitable Research Reserve preserves our natural history and is our collective backyard

Jason Bracey, Geography Department Head at Southwood Secondary School, Ken Dance, environmental consultant and co-author of the rare Environmental Management Plan, Patti Leather, rare Executive Director and Peter Kelly, Director of Research.

by BRIAN HUNSBERGER

Long-time Cambridge resident and respected naturalist Bill Wilson quotes renowned American author and philosopher Henry David Thoreau, who, in the 1850s said, "Each town should have a park, or rather a primitive forest, of 500 or a thousand acres, where a stick should never be cut for fuel, a common possession forever, for instruction and recreation." Wilson adds, "One hundred and fifty years later, **rare** is contributing to that vision in Waterloo Region."

The **rare** Charitable Research Reserve is a 913 acre tract of land that straddles the boundary of the City of Cambridge and North Dumfries Township at the confluence of the Speed and Grand Rivers along Blair Road. The property is still known to local residents as Cruickston Park, named after the Cruickston Castle, the ship that brought William Ashton to Canada from England. In 1853, Ashton purchased 230 acres of the property that he subsequently sold to Matthew Wilks of New York in 1858. Wilks constructed a mansion on the property and accumulated adjacent properties totalling nearly 1000 acres, where he raised purebred cattle.

Wilks and his wife, Eliza Astor Langdon, had seven children, the youngest of whom was Eugene Langdon Wilks, born in New York in 1855. After schooling in England and work in Western Canada, Langdon, as he was called, returned to Cruickston Park and married Pauline Kingsmill, a great granddaughter of William Dickson, the founder of Galt. They purchased 105

Executive Director,
Patti Leather, describes it as
"our collective backyard."

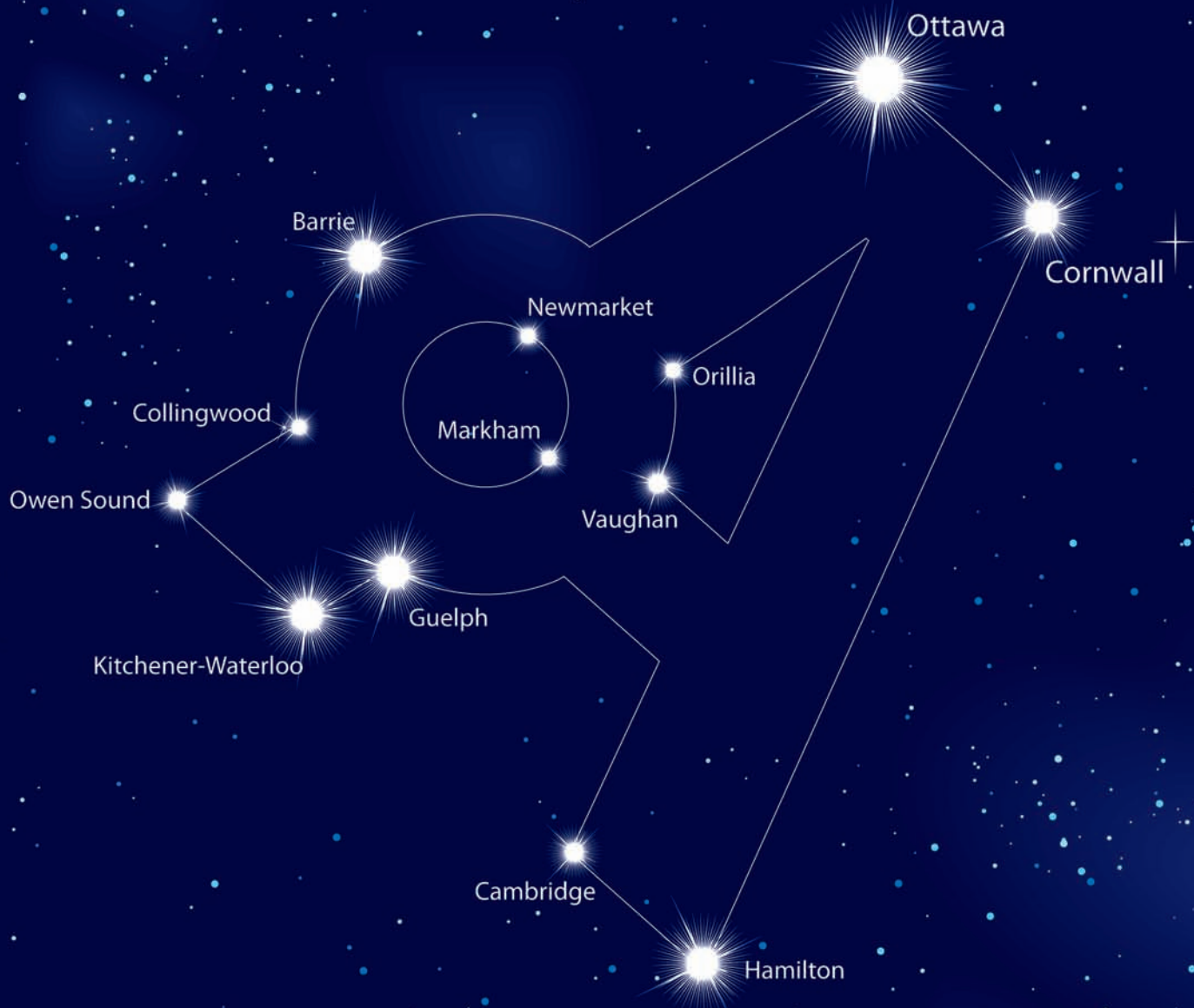
acres at the northwest corner of the Cruickston property, upon which they designed and built a 32 room residence called Langdon Hall. Pauline died of cancer in 1914 and Langdon married her Swiss nurse, Marguerite Briquet, the following year in France. They had three daughters and divided their time between New York, France and Langdon Hall.

The Langdon Hall property remained in the hands of Wilks' and Briquet's daughter Catherine and her husband, Garth Thompson, until 1980 when they sold the mansion and about 30 acres of land. It was acquired in 1987 by William Bennett and Mary Beaton who realized their dream of owning a country hotel. Following renovations, it opened in 1989 as Langdon Hall Country House Hotel.

The Cruickston Park property of nearly 1000 acres was owned by Matthew Wilks and his descendants until 1973 when his grandson, Matthew Wilks Keefer, died and gifted the estate to the University of Guelph with an endowment. It was intended to be a research farm, but that did not materialize. In 1996, the University severed and sold 53 acres to a local family. That

continued on page 44

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