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MAGAZINE FOR BUSINESS / ECONOMIC DEVELOPMENT / ENTREPRENEURS

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- Beyond the Horizon
- Canada 3.0 - Part Three
- Quantum to Cosmos
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On the cover: Angelo Innocente, Vice President, Business Development and Chairman of the Board at MTE Consultants



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P.O. Box 41030, Waterloo ON N2K 3K0
Tel: 519-886-2831 • Fax: 519-886-6409
email: editor@exchangemagazine.com

For editorial consideration please forward
press releases and news items to
editor@exchangemagazine.com

Editor in chief
JON ROHR
jon.rohr@exchangemagazine.com

Editor
PAUL KNOWLES
paul.knowles@exchangemagazine.com

Feature Writers
**JON ROHR, PAUL KNOWLES,
BRIAN HUNSBERGER**

Columnists
**SUNSHINE CHEN, MELANIE REIST,
CARLY O'BRIEN, ROSEMARY SMITH,
DOUG CATER**

Creative Director
SUZANNE KELLER
ads@exchangemagazine.com

Art Direction
LAURIE MARTIN

Photography
JON R. GROUP LTD

Advertising Sales
JOHN HOBIN
519-886-0298
john.hobin@exchangemagazine.com

Circulation/Office Administration
admin@exchangemagazine.com



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LOCAL EXPERTISE

Another reason for optimism

by PAUL KNOWLES



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

As part of our preparation for this issue of Exchange, it fell to me to contact a large sampling of local business and community leaders, to ask for their analysis of the current economic situation.

I was impressed by the level of expertise in our

community – and not just within the hallowed halls of academe (although we went there with our questions, as well).

We heard from business people: owner of a construction company and property developer, food service company executive and electrician, accountants and a space tech leader. We talked to the head of the regional construction association and to a venture capitalist, and many more.

These folks did not agree on all points – one would not expect such a group of creative, ambitious leaders to do so. But they did, each one, offer thoughtful comments and analysis about the state of the economy, and the potential outcomes of the recession.

It could be depressing – after all, many of our experts pointed to ongoing unemployment, the danger of tight credit, and the ongoing weight of debt to be carried by government.

I did not find it downheartening, though – because while they accurately offered plenty of reasons for concern, they also – in their high levels of engagement, commitment, wisdom and expertise – are obviously going to play key roles in solving whatever problems come our way.

You'll enjoy the article on their economic outlook.

And speaking of able, committed, local businesspeople, I must digress to comment on the National Hockey League's disparagement of Jim Balsillie as a man who lacks "good character and integrity". What a load of self-protective, self-serving, unfair garbage. Balsillie probably doesn't need me to stand up for him, but enough, NHL goons, is enough. X



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MOMENTUM

Looking for the imminent opportunities

by JON ROHR



JON ROHR is publisher of Exchange Magazine for Business, editor of *exchangemagazine* online and president of Exchange Business Communications Inc. email: jon.rohr@exchangemagazine.com

As we gain momentum in our new economy, we remain largely in a blur. Economists really don't know what's going to happen over the next few months to a year. It's a guess, albeit an educated one.

As Exchange starts its 27th year in publishing we too are looking for trends and developing industries. We have the added challenge of wanting to be ahead of the trend. So we keep our ear to the ground. In July Geoff Mulgan, aide to British Prime Minister Tony Blair, pro-

py, in turn more likely to exhibit road rage. These outcomes are by-products of our capital market.

Over the last 50 years, economic growth has not translated well into social growth, or human growth. Waterloo Region and Guelph are two communities that perhaps, could be an exception to the rule.

Mulgan refers to situations where, in the deepest crisis, moments of tremendous opportunity arise. In crisis, hunger for solutions permits marginal ideas to

The longest economic gain in history has come to a stop, but there are opportunities.

vided a glimpse of the global economic landscape after the fallout.

He says the key attribute of a leader in crisis is to leverage that crisis into change and affect. Leveraging the year-long global economic crisis, you would think there are many opportunities that, with the right push, can change the world again.

This month, our editor engaged 17 business leaders to provide their thoughts on the future. Much like Mulgan, who reflects on Europe's markets, our group identifies that although the longest economic gain in history has come to a stop, there are opportunities.

We are at a time when economic prosperity has the capacity to produce tremendous gain, but as Mulgan points out, tremendous economic loss as well. Gains can be measured by the wealth and prosperity inherent in a community, which is tied to communal infrastructure that allows for a healthy quality of life. Losses can be measured the same way. Mulgan pointed out that between 1985 and 2004 Americans that were disenfranchised or alone, grew from 10% to 25%. The average commute grew longer and people became unhap-

py, in turn more likely to exhibit road rage. These outcomes are by-products of our capital market.

go mainstream, leading to the acceleration of much-needed reforms. He cites examples from welfare programs in the 30s to a current trend in Europe, urban farming (backyard chicken coops anyone?). Past economic corrections have come and gone. This one will too. Will the well-meaning, community first business model prevail? Big business can be protectionist, yes – but there is evidence that “empire-building” benefits from community inclusion. Today's technologies permit a new level of relationship. Success will come to those who have the most compelling needs.

As we enter our 27th year, don't be surprised to see a fusion between community concerns and our local business as shared interests, like labour, morph.

This area was at one time a manufacturing mecca, and again we're showing the world we're ahead of the trend. In doing so, we continue to drive our widening economic prosperity. We do this by listening carefully to the global market and then carrying the right message to our governments to instill the right policies to permit continued growth and prosperity for all. ✕

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ENSURING CANADA'S INTELLECTUAL SOVEREIGNTY (Canada 3.0 Part 3)

In a continuation of Exchange Magazine's exploration of Web 3.0, this article reports on the speech by Chad Gaffield, President of the Social Sciences and Humanities Research Council of Canada (SSHRC) on Day 2 of the Canada 3.0 conference in Stratford.

Chad Gaffield presented what he considered important investments for developing and keeping a prosperous country. Focusing on Canada's emerging digital era, Gaffield's remarks specifically addressed needed policies that "support and stimulate creativity".

In this time of global economic uncertainty, "Ideas and preferences make and remake the market". He said we need to revamp and redraw our economic models and "make clear the need to understand society, understand changing tastes and preferences, all of which can endure in expected and unexpected ways."

The importance for Canadian companies to stay in touch with the end users of our exports is paramount in an effort to "come to grips" with the new technologies that are "enabling, accelerating and reshaping fundamental conceptual changes" in the world of today. By continually connecting and gaining knowledge, we better prepare ourselves for the complexity and diversity that is occurring on the world's stage.

A social scientist by training, Gaffield reinforces the need to invest in and grow three key faculties: social science, arts, and the humanities. He likens "this period in time" to the eve of the Italian Renaissance in the 16th century, a touchstone for creative thinkers.

"We are now at a critical turning point," he said. "We are witnessing the convergence between science, technology, art, literature, and culture." What drew his attention to this increase in activity has been the increase in university funding for innovation and development. "The Federal Government has taken on the leading role in supporting top quality research in research training".

He says federal initiatives have helped to produce universities with vibrant undergraduate and graduate programs. This is a key driver, because other countries have increased their own level of support for research. To be a global leader, and to ensure our ideas are used, and hence our products and services positioned in the global economic playground, Canada must invest in knowledge on a multitude of levels. And it's working – the result of this investment is "Canadian universities are contributing in an unprecedented way;" they're creating "new ideas and strategies for building successful societies".

With this comes the increasing challenge "that economic, social and cultural expectations are greater and greater, for knowledge." This increases the demand on each year's graduates. It's how Canada has achieved intellectual sovereignty in

the past, and how this country must continue this knowledge development in the future. Competition looms.

In a statement that would curl the toes of Conestoga President John Tibbits, he states Canada needs to "expand our graduate programs and to continue to intensify research efforts" to ensure our intellectual sovereignty is projected and protected. Developing countries are embracing "a digital culture", emerging economies will leapfrog into areas they will take for granted.

Access to "Canadian content – historical, contemporary, economics, social, cultural – is increasingly essential". Learning how to access, use and manage digital content now "underpins national success," and with some urgency. Research findings show that the digital divide has been increasing since the late 1990s. This divide is global and domestic, it is "indeed within communities". But it's "not simply about connectivity;" more importantly, he tells about "digital content and digital literacy."

To the crowd of influential technology aficionados he asked, "How can we make Canada a robust digital nation, fully engaged, contributing to international success?" And he provides some answers: by seizing digital opportunities, we can showcase Canadian content to the world.

International acclaim is the globe's growing war zone, from literature and artistic expression to public policies on multi-culturalism and financial institutions, from education to urban climate. Canada's intellectual sovereignty has a place on the global stage. But at present, less than one percent of Canadian content is available to the world, through digital means. - Jon Rohr



Chad Gaffield, one of Canada's foremost historians, President of the Social Sciences and Humanities Research Council of Canada

PHOTO: EXCHANGE MAGAZINE



PHOTO: EXCHANGE MAGAZINE

SUNFLOWER PRODUCES SOLAR POWER, NOT SEEDS

It's a perfect symbol of green energy – and it serves an eminently practical purpose. A Guelph company has installed a 26-foot-tall sunflower on its office grounds, but it's a sunflower with a difference. Instead of transforming the sun's energy into those seeds beloved by birds and ballplayers, this flower – composed of solar photo-voltaic panels – is producing usable energy.

The practical sculpture was installed by Ag Energy Co-operative at its property at 45 Speedvale Ave. East in Guelph. The sunflower was designed and installed with Sunpark Energy.

Mike Bouk, Executive Director of Ag Energy Co-op, said, "Together with the solar panels already installed in our roof which help power our office, the new sunflower serves as a highly visual reminder of how we can all do our part to help generate low-to-no-impact energy." The sunflower's energy is being used to power the outdoor electricity needs for the building.

Ag Energy Co-operative is an independent, farmer-owned co-operative formed in 1988 to provide energy products and services to its members and customers within Ontario agriculture. A major presence, the company represents half the natural gas and one third of the energy consumed by Ontario agriculture.



From Left to right: Guy Boudreau, Lynda Twomey, Mike Bouk, Richard Mash, Debbie Bouk, Michelle Vieira, Alexander Vieira, Bruce Fraser, Kathy Lazenby



PHOTO: EXCHANGE MAGAZINE

John Pinder, Fleet Specialist
with Superior Propane.

SUPERIOR PROPANE SIGNS ON TO PINK

Superior Propane has aligned itself with the Canadian Breast Cancer Foundation of Ontario and painted a truck breast cancer pink. The truck, which will eventually rotate from area to area to deliver propane to customers, is a fund raising vehicle for the Breast Cancer Foundation. and will also serve to heighten awareness of the cause. The new truck just recently left the manufacturing line. Manufacturers' components used in building the truck are all donations in kind, which permits the fund-raising initiative to deliver \$12,000 to the Breast Cancer Foundation even before the truck leaves for its first delivery. Superior Propane will also be donating a percentage of proceeds from each litre of propane delivered by the pump.

The truck will be making celebrity appearances throughout Ontario; first stop will be at the Woodstock Outdoor Farm Show, then to Earlton for the International Plowing Match, and hopefully it will appear in the Oktoberfest Parade in Kitchener/Waterloo.

After that it will be put to work and travel among Superior Propane's distribution centers.

HEALTH OFFICIALS READY FOR PANDEMIC; URGE BUSINESSES TO PLAN

If sheer publishing volume is any indication, Waterloo Region is more than ready to face any potential H1N1 Influenza pandemic this fall. The Region has published several extensive reports and plans concerning a possible outbreak, including the 399-page "Waterloo Region's Community Influenza Preparedness Plan."

That's just one of several published reports (all available on line at www.waterlooregionpandemic.ca). One key publication is called the "Tool Kit for Business Continuity", a 30-page, downloadable document that suggests, "... a pandemic will result in social and economic disruption. Demand and supply for products will shift. Supply chains will be disrupted. Employee illness and absenteeism will rise (absenteeism from work may be 30 to 35 per cent or higher during the height of the event). Organizations may find it difficult to maintain their current levels of service, and will need to implement business or service continuity plans to ensure some level of operation and provision of critical service."

The report recommends that every business organization "should be planning ahead to ensure they have the capacity to maintain service delivery during a pandemic event"

Dr. Liana Nolan is Waterloo Region's Medical Officer of Health. She believes the Region is as well prepared as it could be. She told Exchange, "We have community and public health pandemic plans in place and are actively preparing for the fall. The pandemic plan is posted on our website."

Regional Chair Ken Seiling agrees. He said, "We went through a very extensive planning process. Everything we can do locally has been done. I think we're in good shape as far as

planning goes... We're as prepared as we can be."

The Region's Public Health department has focused on getting businesses ready for any H1N1 impact. In addition to preparing the "Tool Kit", health officials have worked with local businesses through the Greater Kitchener-Waterloo Chamber of Commerce. Seiling told Exchange, "We actually did a workshop with the Chamber for the private sector. We stressed the need for contingency planning."

Nolan noted, though, that while this work has been done, it is not possible to chart the actual preparedness of area businesses. Exchange asked, "Are local businesses adequately prepared?" and she responded, "We have generally encouraged workplaces to prepare. They are not reporting their plans to us so I can't answer this question. The community pandemic plan specifically involves collaborating with public sector agencies."

However, it is clear that the Regional health officials are educating and encouraging all businesses to be ready.

Dr. Nolan stresses preparedness, but not panic. She said, "H1N1 is anticipated to bring a very busy flu season, but it is anticipated that the health care system will not be overwhelmed according to current behaviour of the virus." But she added, "We won't know for sure what its impact will be until it occurs."

As of August, 2009, there had been 37 cases of H1N1 in Waterloo Region, eight hospitalizations, and no deaths related to this form of influenza. However, health experts world-wide are anticipating that although this strain of flu has reached North America some months ago, the real impact of H1N1 will be felt in this flu season.

The regional website says, for example, "It is difficult to predict the exact impact a pandemic will have on Waterloo Region. However, it is clear that there will be a severe strain on health care services as many members of the community seek medical care."

And the Region, using a model developed by the United States Centers for Disease Control and Prevention, predicts that in Waterloo Region:

- 55,500 to 129,000 individuals may require outpatient care;
- 1,066 to 2,500 individuals may require hospitalization;
- 300 to 700 deaths.

The website also includes advice that seems to be only common sense - but is especially important in the face of a potential pandemic:

- When you cough or sneeze, cough into your upper arm or sleeve. DO NOT use your hands. If possible, use a tissue. Throw out the tissue once you are finished. DO NOT re-use the tissue.

- Wash your hands with warm soap and water immediately after coughing or sneezing. If you are not near a sink, use an alcohol-based hand cleaner.
- Wash your hands regularly throughout the day, especially before handling and eating food.
- Keep your immune system healthy. Eat well, exercise regularly and get plenty of rest. Get your annual flu vaccination.

This all seems to be simple stuff, but combined with the extensive preparation by regional health officials and related groups, these healthy habits will certainly help to mitigate the impact of H1N1.

The Regional Chair is cautious, but confident that all that should be done, is being done. Referring to other municipalities in Ontario, he said, "If everybody's as prepared as we are, the province is in good shape."

XQuote

"The average duration of unemployment is currently 15 weeks in Canada - a modest increase from the pre-recession level of 14 weeks, and notably lower than the increases seen in the 1991 recession. At the equivalent stage of the 1991 recession, the duration of unemployment was 20 weeks. Canada's position compares favourably to the U.S. as well where the average length of unemployment has surged to 25 weeks, a full seven weeks longer than pre-recession levels, and the highest rate on record... Longer term unemployment was on a clear downward trend between 1994 and the current recession, and the fact that the increase in this measure to date has been modest at best bodes well for the relative health and dynamism of the Canada labour market... While there is little doubt that long term unemployment in Canada will rise over the next 12 months, the fact that the starting point is comparatively low is encouraging.... The newly unemployed are more likely to find a job or start their own businesses within the coming few months than they were through much of the 1990s. This bodes well for a more normal job market recovery as opposed to the jobless recovery that followed the 1991 recession."

- Benjamin Tal, senior economist, CIBC World Markets.

THE GUELPH CONNECTION FOR THE FINEST GREEK OLIVE OIL

The city of Guelph is not exactly known as a hotbed of olive oil production. But thanks to brothers Chris and Tim Karamianakis, that may be about to change. Chris is based in Guelph; Tim is an archaeologist living in Greece. Together, they own Karamianakis Estates, their family estate in Greece which has produced two brands of olive oil that have won international awards in the past year.

Artemis Organic Extra Virgin Olive Oil was released commercially for the first time in 2008; Twisted Pit Flavoured Olive Oils have only become available this year. Yet in July, at the Los Angeles International Extra Virgin Olive Oil Competition, the brothers' oils won a gold, two silver, and three bronze medals.

Guelph entrepreneur Chris Karamianakis said of the honours, "It truly recognizes our commitment to excellence and our dedication to every aspect of our craft." He believes the medals "further establish is as one of the elite olive oil producers in the world."

Karamianakis Estates is located on a small mountain plateau on the Peloponnese peninsula in southern Greece.

The brothers have been involved in the estate since they were children. Chris says, "As young children, Tim and I joined our dad and mom to plant 1,000 olive saplings on this beautiful piece of land, which was gifted to our family by the local monastery," in gratitude for medical services their father, a doctor, gave to the monastery. Chris marvels that "almost a half-century later our family grove would be producing one of the world's finest olive oils."

Tim's archaeological expertise has played a key role in developing their product. Artemis olive oil is made from a rare, almost extinct, Patrini olive varietal, which does not respond well to modern cultivation techniques. Tim discovered more than 60 ancient cultivation practices now used in tending the olives. He said, "Our unique ap-



Chris and Tim Karamianakis owners of Artemis Organic Extra Virgin Olive Oil; above, the Karamianakis family estate in Greece.

proach enables us to restore this varietal to its former glory."

The Karamianakis brothers believe they are setting a trend in Greece. Chris says their olive grove is "at the forefront of a new movement in Greece that seeks to preserve and celebrate the land and restore our ancestors' farming methods."

The brands are available in specialty food retail outlets across North American and Europe. Locally, a specialty olive oil and vinegar shop in Elora, Ontario sold out of its first 30 bottles of Twisted Pit in one day.

HOME-GROWN ENTREPRENEURS SPONSOR GUELPH STORM

Guelph's Junior A Hockey team has a corporate sponsor – and it's a business with deep local roots. "The Guelph Storm proudly presented by Skyline" marks the first time in Guelph Storm history that the franchise has been presented by a sponsor for the regular season and the playoffs.

"We are pleased to have Skyline as the proud presenting sponsor of the Guelph Storm," said Storm Director of Business Operations Matt Newby. "Skyline is a local company with real estate across Canada that has never forgotten its roots and where it all began. From the first time we sat down with Skyline to discuss a partnership, it was clear that we shared the same passion for this great city."

As presenting sponsor, Skyline will be included in a number of marketing initiatives. For the first time ever, Storm players will hit the ice with a local sponsor's logo proudly displayed on their backs as each player will don a Skyline branded warm-up jersey throughout the season. Throughout the season, fans will have the chance to bid on their favorite player's warm-up jersey as they will be auctioned off on-line and via live silent auctions with all proceeds being donated to local charities. Skyline will also be providing tickets to area youth who otherwise might not have an opportunity to attend a game and will be partnering with the Storm on a series of sponsor posters and premium giveaways to help foster other school and community-based programs. Skyline will also be recognized as the presenting sponsor



with mentions/logos on all radio and print ads; logo placement on Storm game tickets and pocket schedules; in-arena advertising and visibility on the GuelphStorm.com web site.

"We grew up in this city, we played and still play hockey in the very arenas that these young players practice in, hockey is in our blood and most importantly, this is our hometown" says Jason Castellan, CEO of Skyline. "We started in the real estate investing business almost 20 years ago, owning and maintaining student rental properties in Guelph and it just grew from there.

This is where it all began and we are really excited to be partnering with the Storm so we can give back to the community that gave so much to us".

QUANTUM TO COSMOS: SETTING A NEW STANDARD

This October, Waterloo's Perimeter Institute may be going where no research and educational institution has gone before. PI is presenting the 10-day "festival", Quantum to Cosmos: Ideas for the Future, also known as Q2C.

The Festival runs from October 15 to 25, 2009. It is being held to commemorate the 10th anniversary of Perimeter Institute, and also to contribute to Canada's National Science and Technology Week activities, and to provide one of the world's most interesting on-site and online destinations during this International Year of Astronomy.

The event is produced on a grand scale: the program includes more than 50 events, including panel discussions, keynote presentations, special screenings, exhibits including the full-scale model of the next Mars Rover, and pre-recorded sessions with Honorary Festival President Stephen Hawking.

A statement from PI says, "Q2C will take a global audience from the strange world of subatomic particles to the outer frontiers of the universe." And when they say "global", they are not exaggerating. While all events take place on-site in Waterloo, Q2C will stream events live and on demand, offering virtual interaction with exhibits, and providing special opportunities for students and teachers.

Dr. Neil Turok is Executive Director of the Perimeter Institute. Asked by Exchange Magazine, "Is the PI setting a new standard for public interaction by educational and research institutions?", he acknowledged, "That is certainly our ambition."

Turok believes the Q2C Festival is an important event on several levels. He said, "PI's mission is to foster breakthrough research and educational outreach. Q2C will expose thousands of people to some of the most exciting ideas in basic science. That's good for science, which depends on an influx of talented young people, and good for the community, because it helps Waterloo in becoming a knowledge centre."

The executive director is especially excited that the event is poised to reach a global audience. He said, "Q2C will have a big presence on television and around the world via the internet. The potential to reach a global audience is amazing – and very exciting."

The theme, Quantum to Cosmos, stresses the scope of the festival – and of the work being carried out at PI. "Quantum" refers to the world of subatomic particles, quantum computing, and "spooky" phenomena like quantum entanglement. "Cosmos" is at the other extreme – the unimaginably large scales of the universe. The Cosmos theme will take in everything from dark matter and the big bang to space flight and life on other planets.

The Festival also focuses on "Ideas for the Future" – including the promise and challenge of green technology, the future of computation, and the advancement of neuroscience.

Turok says, "Just one major discovery is literally capable of changing the world. The Festival's three interconnected themes of Quantum, Cosmos and Ideas for the Future will celebrate human ingenuity and our continued ability to make the scientific breakthroughs we need to drive tomorrow's technologies."

Q2C features dozens of free events and a huge roster of guest internationally known speakers. For the full line-up, visit q2cfestival.com. The Festival was one of the largest recipients of the provincial Celebrate Ontario 2009 events grants, receiving \$300,000 from that source alone.

Neil Turok believes "everyone" will benefit from this significant event. He told Exchange, "The majority of the content will be online and accessible 24/7 by students, enthusiasts and curious people worldwide."



XQuarterly – www.xquarterly.ca


- 76% of small to mid-sized businesses (SMBs) have been affected by the economic downturn, says a survey by Red Wheel Marketing.
- 50% of SMBs addressed the market downturn by dropping prices.
- The agri-food industry contributes more than \$33 billion to the Ontario economy and employs about 745,000 people.
- Average annual expenditures on vehicle maintenance and repair services have declined by approximately 7% from 2008, according to the J.D. Power and Associates 2009 Canadian Customer Commitment Index Study. The study finds that average annual spending on vehicle maintenance and repair services has declined to \$856 in 2009, from \$920 in 2008.
- The proportion of customers who say they "go to the cheapest place I can find for service" has increased to 23%, from 17% in 2008.
- New-car dealers continue to lose market share to after-market service providers. Overall, after-market providers now account for 59% of the estimated \$11.2 billion annual service market for vehicles that are between three and 12 years old, up from 57% in 2008. This equates to more than \$220 million in lost revenue annually for dealers.
- When customers were asked how service providers could make their hours of operation more convenient, nearly 40% cited extended weekday (evening) hours.
- Manufacturing sales increased 1.9% to \$39.7 billion in June, according to Statscan.
- The Expectations Index, which measures consumers' estimation of the economy, household income and employment in the next six months, posted an 8.5 point rise, up from 102.6 in July to 111.1 in August, according to TNS Canadian Facts.
- 23% of executives say their companies scaled back professional development in the last 12 months. But 31% of respondents said their firms have actually bolstered their training initiatives during this time.
- Activity in Canada's venture capital market continued to fall in the second quarter of 2009, according to the industry's statistical report released August 10, 2009 by Canada's Venture Capital & Private Equity Association and research partner Thomson Reuters. \$179 million was invested in total nationwide, down 42% from the \$309 million invested at the same time last year. Activity also contracted 34% as compared to Q1 2009, when \$272 million was invested.
- In nominal dollars, Q2 2009 saw the lowest per quarter result in 14 years. Domestic venture activity at the end of the first six months was also well below historical par. To date in 2009, \$452 million has been invested, or 33% less than the \$676 million invested between January and June in

2008, and the weakest first half showing in 13 years.

- A US survey shows only 5% of small business owners think now is a good time to expand their business, and more firms expect their real sales volumes to decline than grow. Plans to invest in inventory improved, but remained negative, with 5% more planning to reduce stocks rather than to increase them.
- In the next 12 months, more than half of Canadian employers polled plan to hire full-time employees, four in 10 will hire contract, temporary or project workers, and four in 10 will hire part-time employees, according to Robert Half International.
- Technology, customer service and sales are the top three areas in which employers expect to add jobs first once the economy rebounds.
- The average time to fill open positions, depending on the job level, is 4.5 to 14.4 weeks, the same time range as last year.
- Despite an abundant labour pool, six in 10 employers are willing to negotiate with qualified candidates for higher compensation.
- More than half of employees plan to make a career change or go back to school when the economy recovers.
- 40% of hiring managers said that when the economy improves, giving pay raises will be their primary method for retaining top performers.
- 47% of hiring managers surveyed cited underqualified applicants as their most common hiring challenge, followed by the reluctance of qualified candidates to leave secure positions (22%).
- Technology, customer service and sales are the top three areas in which employers expect to add jobs first once the economy rebounds.
- Total farm cash receipts, which include crop and livestock revenues plus program payments, amounted to \$22.3 billion in the first half of 2009, down 1.4% from the same period last year, says Statscan.
- Market receipts for Canadian farmers from sale of crops and livestock amounted to \$20.8 billion during the first half of 2009, up 2.0% from the same period a year earlier.
- Crop receipts increased 2.4% to \$11.7 billion, while livestock receipts rose 1.6% to \$9.1 billion.
- In the livestock sector, hog receipts increased 10.2% from the first half of 2008 to \$1.6 billion. Despite this increase, hog prices and receipts remained at low levels.



Angelo Innocente, Vice President, Business Development and Chairman of the Board of MTE Consultant Inc. with president Greg Marks



Says Innocente,
“there is a right way
to do things that can
add tremendous value
to a project.”

ENGINEERING CORPORATE GROWTH

BY PAUL KNOWLES

MTE Consultants have designed an ambitious and successful five-year plan

There are a lot of ways to measure corporate success. Profitability, growth patterns, customer satisfaction, employee morale – all of these are important factors. And MTE Consultants Inc. charts very high in all of these. In a period when every business is examining every aspect of corporate life, the people at MTE again and again come up smiling.

Angelo J. Innocente is Vice President, Business Development, at MTE; he's also Chairman of the Board, an elected position at this employee-owned company. President is Greg Marks; there are seven vice presidents, of whom Innocente is the longest-serving.

Innocente notes that the MTE organizational model sees the President “focusing on the financial and operational side,” to lay a strong foundation for growth. In his VP role, Innocente is the spokesperson for MTE, and he has a lot of positive things to say about the company.

Founded in 1985

First, a bit of history. MTE (which simply stands for “More Than Engineering”) was founded by Bruce Scheifele, in 1985. The company was a civil engineering firm that was primarily involved in land development projects within the Region of Waterloo. Scheifele retired only three years ago.

Since it began, MTE has added other civil, environmental and structural capacities, both by adding staff expertise, and through mergers and acquisitions – a practice that has been ramped up further in recent years.

In 2003, Sze Straka Engineers merged with MTE; both Yulun Sze and Peter Straka went on to play key roles in the company. Four years later, Frontline Environmental united with MTE. And this year, Waterloo Geoscience Consultants Inc and GlobalTox International Consultants Inc. have become part of MTE.

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Innocente notes that these partnerships are in reality acquisitions, but the company describes them as mergers, because staff and facilities become incorporated into MTE. This is all part of their growth strategy, never an effort to shut down a competitor.

One result of the acquisitions has been the opening of more MTE offices. The company now operates in Burlington (with a staff of 24 that should reach 30 by year's end) and, as of the GlobalTox deal, in Guelph. Innocente says the intent is to provide full service in each location, at the same time as expanding the services offered (especially in environmental areas) in each, as well. The company offers services in civil (land and site development), municipal, structural and

99% of MTE's employees
say they would recommend the
company as a good place
to work.

environmental engineering services, including hydrogeology and building health sciences (mould and asbestos remediation).

Today, MTE employs 179 staff in those three offices. But Innocente says the company is in year three of a five-year plan that should see a roster of 350 when it is completed. "We're on target."

The continuous corporate growth is clearly evident during a tour of the MTE headquarters on Bingeman Centre Drive, in Kitchener. MTE built their facility there four years ago; there have been two expansions since. The original building now includes 27,000 square feet of office space, and now, there is another, 30,000 square foot facility next door, as well as the facilities in Guelph and Burlington.

Internal benchmarks

Looking beyond physical expansion and the growth in employee numbers, there is plenty of other internal evidence of MTE's success. In a field with lots of competition for good employees, employee retention is phenomenally high at MTE. Innocente says, "We have very little turnover," much lower than other comparable companies. "We're generally well below 5%, sometimes below 2%."

Employee surveys show favourable responses in the high 90s in categories ranging from belief in corporate goals, support for the organization's values,

pride in the workplace, and personal motivation. In fact, 99% of MTE's employees say they would recommend the company as a good place to work.

And about half of MTE's employees are also employers – after a year of employment, staff are entitled to buy shares in MTE, and about half have done so. There's room for more, says Innocente: "We want everybody to have a share in the company"

Appointed to provincial board

Innocente is one of those satisfied employee owners; he's now in his 21st year with MTE (two current members of the MTE team have been with the company since it was founded). This year, he was elected to the board of directors of the Consulting Engineers of Ontario. He admits this is a unique honour, because while he is involved in the consulting engineering industry, his training is as a Certified Engineering Technologist – he's a graduate of Ryerson. "I'm not a civil engineer... I'm a Civil Engineering Technology from Ryerson." He points out that the CEO organization is expanding its vision of its own industry; the board also now includes an accountant, as well.

Innocente has been involved in industry development for many years. He worked to establish the Grand River Chapter of Consulting Engineers of Ontario, and served as the chapter's first chair from 2005 to 2008. He is also a past president for the Ontario Association of



PHOTOGRAPHY: EXCHANGE MAGAZINE

"We're on target," says Innocente

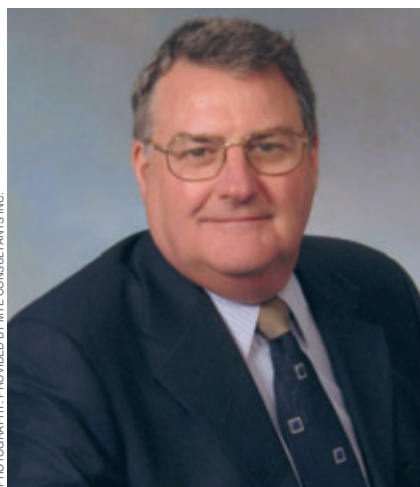
Certified Engineering Technicians and Technologists, and was awarded "Life Membership" by his peers in 1999. He's also a former board member for the Greater Kitchener-Waterloo Chamber of Commerce.

Innocente is pleased with the accomplishments of the Grand River Chapter. He suggests that while municipalities might not be open to recommendations from individual engineering firms, they are likely to listen to an industry-wide body like the CEO. So, "We try to deal with issues as a chapter," giving a voice to the industry. "We've had extremely good relations with all the municipalities," he says. "In fact, they're now bringing issues to us."

MTE stresses involvement outside of narrow corporate confines. In addition to volunteering in industry-rated causes, the company also stresses community responsibility. It was an award-winning participant in the 2009 "CANstruction" fundraiser for the Food Bank of Waterloo Region, picking up two prizes including the People's Choice award for their construction of a bridge ("Bridging the Hunger Gap") made entirely of canned goods.

Innocente says the company is in year three of a five-year plan that should see a roster of 350 when it is completed.

The company also provides voluntary resources to community groups including Anselma House, the Cambridge and Greater KW Chambers of Commerce, Conestoga College, area schools, the Grand River Conservation Authority, Sir



Bruce Scheifele, founder of MTE

Sandford Fleming College, and dozens of other groups, ranging from youth and sports organizations to health-oriented causes.

Two public memorials in KW bear MTE's stamp – the company donated civil, structural and layout design for the Kitchener Fire Fighters Memorial in Queen Street Park, and structural services for the Canadian Veterans' Memorial

in Veterans' Green in Waterloo, designed by Timothy Schmalz.

While MTE is involved in supporting many community organizations, the company also has a history of making a special effort for major undertakings.



Yulun Sze founding partner of Sze Straka Engineers, a company acquired by MTE in 2006.

Innocente says, "We try to take on a major project every year or two." This year, the beneficiary is Anselma House – a women's shelter – which is "looking at building a new facility for themselves." MTE will provide the civil and structural design for the project; "our staff are happy to help out in that."

This is all based in a well-articulated corporate philosophy. The VP says, simply, "You have to give back. We make this an issue with our staff." For example, every few weeks, the MTE staff will hold a barbecue; the company donates the supplies, and when staffer pay for their food, the money (usually \$300 to \$400 each occasion) goes to Habitat for Humanity.

"We're always trying to build that culture," says Innocente, who admits that he has been an active volunteer for three decades.

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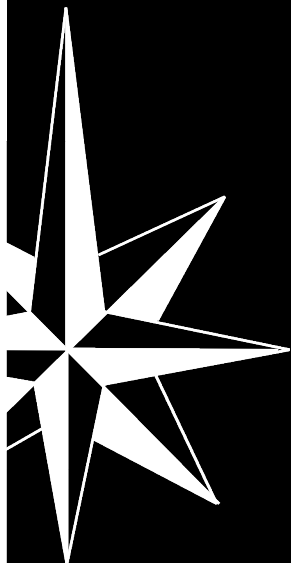
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Staff of MTE Consultants, in a picture taken in 2006

Solid client base

MTE seeks to serve its communities; the company is equally focused on serving its customers. Innocente quietly boasts that “just about every client we had in year one, we still have.” The company recognizes that networking and a solid local reputation is vitally important in dealing with municipal clients and land developers.

That’s why acquisition of reputable companies in other centre is at the heart of MTE’s growth strategy. For example,

*“You have to give back.
We make this an issue with
our staff.”*

before MTE acquired GlobalTox, “we had used them and worked together for years.”

With its strong and growing presence in neighbouring Waterloo Region and the Burlington-Halton Hills area, MTE was eager to attract clients in Guelph. But Innocente and his colleagues know that it is not as easy as calling from another city and offering services. An established local base – such as GlobalTox – is essential. The GlobalTox merger brought additional environmental capabilities to MTE, but also provides a local base, because, as Innocente says, “We want to grow the engineering side in the Guelph area.”

MTE works hard to ensure that all employees – not just those perceived to be on the marketing side – are thoroughly trained in customer service. “It’s not easy,” says Innocente. “It’s a huge commitment.” But it’s essential, because, given the nature of the consulting engineering business, virtually every staff member may end up connecting with clients. MTE is determined that such

interaction will always be professional and positive. “All of our people are taught to work with clients and to be receptive to their needs.”

“More Than Engineering”

From the beginning in 1985, the company has offered “more than engineering”. However, Innocente acknowledges that this is ever more true, as the company grows, expanding in staff size, range of services, and geographically.

He says that their contracts extend well beyond engineering, suggesting, for example, that when they work in subdivision development, the engineering cost “might be only 60%” of their fee. “The rest,” he says, “is process,” such as making applications, and submitting drawings.

Speaking of paperwork, much of one floor in the newest MTE Kitchener building is devoted to archives. Even in this computer-based age, engineers need stamped paper copies of almost everything – and then they need to keep them forever. The MTE records room looks a little like a smaller version of the storage warehouse at the end of Raiders of the Lost Ark.

Beyond these diverse elements of providing civil and structural engineering services, Innocente points out that “we’re diversifying so we can provide more services.” They are growing their client base through acquisition; he notes that GlobalTox, with its expertise in toxicology and risk assessment, brings a “different client base” to the MTE family of customers.

Remediation

The current growth philosophy espoused by most levels of government involves infilling – remediating and re-using “brownfields”. MTE is often intricately involved in these projects, includ-



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In simple terms, the approach to infilling projects has passed through three stages – once upon a time, potential contamination of land was ignored; then,

MTE is looking at three or four new areas [for expansion or acquisition], and are continuing to stress “diversification of services and diversification of locations.”

government began to demand complete remediation, usually involved the physical removal of any and all contaminants. Today, new methods have been developed that at times allow longer-term remediation that does not necessitate physical removal of all contaminants.

MTE is at the cutting edge of such work, and often, says Innocente, can find ways to save the developer money, while still guaranteeing a safe and clean site. More and more often, projects are being approved based on processes that will contain and eventually cleanse the contaminated area.

Says Innocente, “there is a right way to do things that can add tremendous value to a project.”

MTE was involved in the clean-up of the infamous coal tar Joseph Street project in Kitchener. While this was expen-



Peter Starka founding partner of Sze Starka Engineers



Past President (2005-2006) Mike Krossey

sive for the city, it was essential for public safety, and Innocente believes MTE played a key role in the success and efficiency of the almost overwhelming project.

Diverse services

One reason for MTE's continued success is the company's aggressive insistence on diversification of services. While the company may be best known for land development and municipal services, in fact, Innocente says, no individual division brings more than about 20% of total business to the corporate coffers.

The MTE letter head also lists “building structures, environmental, geomatics, product testing and registration, site development, and toxicology and risk assessment” as MTE divisions.

Intriguingly, the current corporate growth is not related to the huge increase in governmentally-funded infrastructure projects. Those funds have either gone to ready-to-begin projects, or future projects that have not reached engineering stage as yet. Says Innocente, “We're not working on any infrastructure projects... that

funding is still coming.”

That's not to say they are lacking in new work. He notes that there are many major projects “in the hopper.”

There are also future expansion plans, including potential acquisitions. Who, what and where? Innocente wisely declines to comment further, except to note that they are looking at three or four new areas, and are continuing to stress “diversification of services and diversification of locations.”

Impact of the recession

MTE was weathered the current (or just past, depending on the analyst) recession quite handily. Innocente notes that this is the third “recession” during the company's history. This time around, he says, “we've been able to keep our staff complement.”

But there has been an impact. He adds, “this year, we're not making budget... but we are ahead of last year's performance,” an impressive statistic in 2009. “We're quite happy we've been able to keep ahead of last year.” X

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BEYOND THE HORIZON

PAUL KNOWLES

As the recession recedes, what's next for our economy?

What's next?

Predicting the future is an imprecise venture at best. And yet, what is "planning" and "visioning" if not exercises in anticipating what is to come?

This is a time when those efforts are especially fraught with challenge; the world economy – including Canada's – has been in recession. The recession may be over – or perhaps, not yet. There is a general sense that recovery may not mean return to business as usual.

With these things in mind, Exchange Magazine asked a broad selection of business leader for their comments. In late summer, they were asked two questions: "Is the recession over?", and "What will be the one or two key lingering affects from the recession?"

Seventeen business and community leaders with ties to this region responded. On the first question – is the recession over? – there was hardly consensus. They were fairly evenly divided between "yes", maybe", and "no".

"Extremely fragile recovery"

Tony Dowling, Business Development Manager for Elmira Stoveworks, challenged the premise: "I have always found the concept of recession to be an odd one. Economists draw this magical line at 0% growth. Then they take a macro view of the national economy and say anything at or above zero growth is not a recession, and anything below zero is a recession. I suspect most investors, managers and unemployed labourers are

much more concerned with when the economy will get back to where it was two years ago, rather than whether the rate of growth is 0.2% or -0.2%. That said, from where we sit it appears that consumer confidence is picking up. That is translating into optimism among retailers and manufacturers, and that is in turn leading to a better order book. I believe we're in recovery, but it is an extremely fragile recovery. Any major bumps could derail it. Consumer spending is going to drive growth, and

if consumer confidence is jolted by higher mortgage rates, skyrocketing fuel prices, a market tumble or any other significant bad news, we could be headed back into the tank."

Dan Flanagan, President of Flanagan Foodservice, echoed the view of several respondents: "It depends! Although there are many indications that we are finally starting to climb back up, the fact is, if you are out of a job, the recession's not over for you until you're off Employment Insurance."

Westjet CFO Vito Culmone reflected a common view that the issue is not fully resolved: "It appears that there are signs that we are at the bottom; but I would say we cannot definitely state that recession is over."

WLU School of Business Dean Ginny Dybenko was unequivocal: "NO! The recession is not over." And Jason Castellan, CEO of Skyline, in Guelph, agreed, offering this assessment: "No. There still remains some tree shaking to get the monkeys out. We shouldn't believe all that we hear. Just because the stock market goes up doesn't mean we are out of the woods – it is just the white collar world helping their own cause. The rest of us still have to roll up our sleeves and fight through this slowdown."

COM DEV's John Keating pointed to the contrast between growth statistics and employment figures: "I guess some technical purists will say that a recession is over when there is a period or two of improvement in the key numbers (GDP, output, job gains etc.). As far as I am concerned, if the jobless rate goes from 9.6% to 9.4%, those people who are unemployed and those affected businesses will still feel pretty glum, with their lives in worse shape than they were in before the recession started. I'd say a recession is over when we get back to where we were in terms of unemployment rates... I don't expect us to get back to where we were for quite a long time."

Joerg Stieber, of Ontario Drive and Gear in New Hamburg, believes that neither the question or the answer is simple: "I believe the crisis that triggered the recession is over and the worst is behind us. However, since the US economy has been



FEATURE STORY

run on debt for so long, it will take time for the US consumer to pay down debt and to build up savings before she or he can spend money again. The manufacturing sector in Canada is directly linked to the health of the US economy and the US consumer. Eventually the US government will have to claw back large amounts of

"The lingering effect on individuals will be a newfound awareness that job cuts can happen to them, that personal savings rates are important... and that employment cannot be taken for granted."

- Toby Jenkins



Toby Jenkins

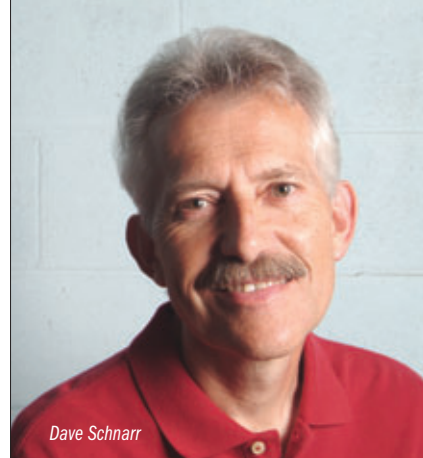
money from the taxpayer to cover their trillion dollar budget deficits (1 trillion is 1000 billion). Add to this the potential of rising interest rates and a weakening US dollar. Therefore, for the Canadian manufacturing sector it will be a slow and rocky recovery. The Canadian resource and agribusiness sectors will recover quicker because demand for their products will come from faster growing economies in developing countries."

Greg Durocher is CEO of the Cambridge Chamber of Commerce. He takes a positive view: "In broad terms my impression is, yes the recession is over. After being active in business for 30+ years and seeing my fair share of recessions, it is my opinion that the time when the upswing starts is when we all realize we are in a recession and begin the process of restructuring, modifying, divesting, or whatever it takes to survive the new emerging economy. Yes this has been a deep one, but primarily in the auto related market and as we see this sector turning around it will eventually inspire others. We are the cause of both the recession and its turn around, once the majority understand that as consumers we must consume, the line starts its move upwards, and for the most part we see that line inching its way up."

And Toby Jenkins, owner of the Columbia Lake Health Club, is straightforward: "Yes, the recession is over."

Job losses

Perhaps the most interesting responses from the 17 business leaders arose from their vision of the post-recession economy, regardless of the precise point



Dave Schnarr

"Although there are many indications that we are finally starting to climb back up, the fact is, if you are out of a job, the recession's not over for you until you're off Employment Insurance." - Dan Flanagan

the recession ends. There was general consensus that there will be permanent changes and long-term impacts. There will not be business as usual.

Robert Astley, former CEO of Clarica and Chair of the Canada Pension Plan Investment Board, suggests that even if the recession is technically over, "most people won't feel as if it's over for a couple of quarters or more, especially as the unemployment rate continues to rise."

Dave Schnarr, Executive Director Centre for Family Business, has his finger on the pulse of many area businesses. He points to a recurring theme: "One of the lingering affects will be the great number

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of job losses, especially in the manufacturing sector. Where will these former employees find productive jobs?"



Dan Flanagan

Dennis Grimm, of PriceWaterhouseCoopers, agrees: "The recession is over, but the recovery is slow and there will be more casualties. Employment will not see the recovery for several months yet and when it does it will be slow and likely we

a recession, since some types of jobs do not come back to pre-recession levels. People who are able to retrain into new employment opportunities will have a better chance of success as the economy evolves into new opportunities. A lot of these opportunities are yet to be defined as business transitions into new areas. We are hoping a lingering affect of the recession is a wave of new jobs around green technology, financial services, and biotechnology. Work weeks are being redefined through job sharing, which may become an option of choice for some depending on their family situations."

Dan Flanagan suggests, "Although unemployment levels will probably come back quicker than we think, it will still be quite some time before we revisit the 2007 levels."

Consumer fear

Allan Foerster is a member of the Accounting Faculty at the School of Business and Economics at Wilfrid Laurier University. He points to an emotional

your mind will wander to when will the next recession occur and with the government resources that have been exhausted fighting the current recession, who will bail out business in the next recession."

Inflation

Westjet's Vito Culmone expects long-term impacts including "inflation and higher saving patterns."

Tony Dowling agrees: "The biggest single lingering effect is the risk of inflation. The world economy right now is like a diabetic who has just had a massive sugar injection to pull him out of insulin shock. The stimulus is kicking in, but governments are going to have to be very vigilant and pro-active to walk the fine line between stimulating the economy and over-heating it."

Government debt

Several business leaders pointed to the issue of rising government debt. Dan

"Just because the stock market goes up doesn't mean we are out of the woods – it is just the white collar world helping their own cause. The rest of us still have to roll up our sleeves and fight through this slowdown." - Jason Castellan

will see structurally higher unemployment and underemployment during the prolonged recovery."

Lloyd Longfield, CEO of the Guelph Chamber of Commerce, said: "Re-employment is always the concern at the end of

response to the recession: "One of the major lingering affects of the recession will be fear. No matter your present circumstances, you will still walk or drive by empty retail parking lots, once thriving businesses that are now boarded up and



Jason Castellan



Flanagan said, "The other major issue that will be hanging over our heads for years to come is the future impact of current government deficits. What will this mean in terms of our taxes, our health care system and other government services next year and beyond?"

John Keating points out, "The cost of the stimulus packages needs to be paid. In Canada's case that isn't too worrying, but in the US, that is a huge mountain to climb. The US debt will rise to 80% of GDP, so something has got to give, especially in a macro-environment where

"When the recession is over business will be done differently... Companies have a great opportunity to position themselves right now, take the time to review their position, strengthen their companies by identifying weaknesses." - Martha George

Joerg Stieber added, "The US dollar will remain weak because the Fed has to 'print' a lot of money to stay afloat."

According to Robert Astley, "Tax rates are likely to rise in the medium term to pay off the government stimulus and deficit spending."



Jason Ball

there is a fundamental aging of the workforce and less young people able to support more old people, who, in turn, will put increased demands on the medical and social systems. Predicted results? Cuts in services, or, more likely, increases in taxes and higher levels of inflation, leading to higher interest rates, leading to challenges for future GDP growth. An additional challenge is that this will likely lead to a decline in the value of the US dollar, which is a problem for Canada's export sector (and some other sectors, like tourism)."

Tight money

Skyline's Jason Castellan was one of several respondents concerned about long-term credit issues. He anticipates "tighter lending criteria. You will have to have airtight credit history to borrow money. There will be a lot of skepticism from investors as to what is and what isn't a good investment. Back to basics think-



Martha George

ing and business plans will be what will move people and the economy forward."

Jason Ball, President of Ball Construction, pointed to a current good-news, bad-news situation: "The recession in non-residential construction is over. The government stimulus package has dramatically increased business opportunities across the ICI sector. The private sector spending has not come back due to lack of confidence by both the banks and private companies. Financial institutions will need to modify their current lending restrictions for private companies."

Robert Astley predicts: "Credit will likely be higher priced and harder to get for a long time, especially for marginal borrowers (both consumers and businesses)."

And Joerg Stieber is concise: "Cheap and easy credit will be a thing of the past."

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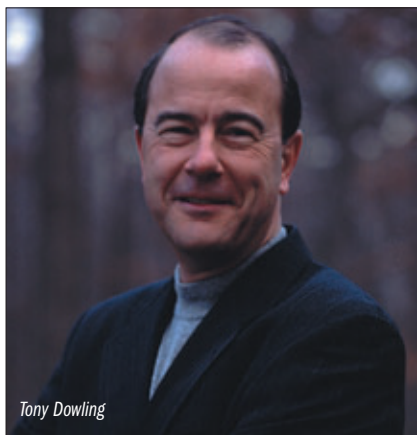


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Contracts without margin

John Salmon is President of A.R. Milne Electric Ltd., of Waterloo. He sees reason for hope, but is concerned about a trend toward trading economic sustainability for activity. He said, "I believe we hit bottom in July in our industry, but it will be a while before pent up demand gives way to project spending. There seems to be a glimmer of hope in some industries. I always like to be optimistic!"



Tony Dowling



John Salmon

However, "The lingering effects are those business owners who are racing to the bottom causing deflation [with] too little profit to sustain their business. Contractors are taking on work at cost to keep their men from leaving which is hard on morale. Clients are taking advantage of vendors and asking for unrealistic discounts."

Permanent impacts

Martha George, President of the Grand Valley Construction Association, sees a permanent mark left by the recession:

"We are hoping a lingering affect of the recession is a wave of new jobs around green technology, financial services, and biotechnology." - Lloyd Longfield

"When the recession is over business will be done differently. I encourage my members to think strategically about their business. It will no longer be, we will go back to doing business as we did in the past. Companies have a great opportunity to position themselves right now, take the time to review their position, strengthen their companies by identifying weaknesses."

Dennis Grimm believes some results are here to stay: "Spending cuts we saw in the recession have become permanent and this, along with higher unemployment, are two significant carryovers from the recession."

Toby Jenkins points to "a structural change for industries related to manufacturing and auto sectors that produce products for export that have not kept up with foreign competition (ie autos) or have lost sight of the client. These industries will be tested to innovate and have to address legacy issues related to structural issues tied to unionization (job functions and flexibility, pensions). The structural change will require highly educated workers and those without education will have greater income disparities going forward."

Tony Dowling sees permanent damage in some sectors: "We have probably done irreparable damage to Ontario's manufacturing sector, particularly among businesses who export a substantial part of their output to the United States. Between the lack of activity south of the border and the plummeting value of the American dollar, it has been a rough ride for exporters. Many of them have not survived; others are barely hanging on."

Pension problems

Dowling is also concerned about impact on Canadian pension plans. "There is going to be huge fall-out on pensions. Millions of people approaching retirement age have seen their investments (which ultimately translates into retirement income) drop by twenty to thirty percent. That may result in people working longer, living poorer, or selling off assets like second homes to improve cash flow, at least until the market recovers most of its value, which could be several years."



Dennis Grimm

"How this will all affect Waterloo Region is still to be determined... but the focus on the continually expanding high tech market certainly provides an element of comfort."

- Ginny Dybenko

Global view

Many of the business leaders interviewed were careful to place Canada's situation in its global context. As Lloyd Longfield said, "There is no question now that the economy is global, given the global nature of this recession. The cost of oil may change the supply chain strategies to more local manufacturing as transportation costs go up, so there may be some ripple effects we have not seen yet."



Lloyd Longfield



Vito Culmone

Joerg Stieber predicted: "The shift of economic power from North America to Asia will be accelerated."

Ginny Dybenko cited internationally respected experts in a thoughtful response: "Many well-informed economists feel that we are not out of the woods yet – there is even a risk for a 'double dip' if oil prices rise toward \$100 per barrel. Although the risk of a depression has been virtually eliminated by the massive monetary stimulus, the common expert feeling is that we are in the middle of the worst recession in 60 years and the rallying stock market may have gotten ahead of itself.

"Nouriel Roubini, for example, professor of economics and chairman of RGE Monitor, has stated that asset prices will likely go higher, and, if they do, that there is the risk of a significant correction ahead. And, if investors at some point

next year begin to worry and pull out of government bonds, there will be further downside risks for financial institutions.

"Roubini warned that China could see a slowdown and said emerging markets overall may not grow as quickly as some think, and he sees weak economic growth, weak consumption, even if there will eventually be a recovery.

"Economist Marc Faber supports Roubini's gloomy outlook. Faber believes that an economic and financial crisis usually leads to some fundamental changes

Not all gloom and doom

The nature of the questions may have skewed the answers toward the negative, but many respondents also saw reasons for optimism. This ranged from John Salmon's brief comment that good employees are currently easier to find, to some broader analysis by John Keating and Greg Durocher.

Keating noted, "There may be some very positive lingering effects from the recession. Firstly, smart businesses have had no choice but to learn how to oper-

"The emergence of alternative energy solutions will pave the way for a resurgence in the manufacturing field, but obviously more in the way of High Tech/Engineered/Advanced manufacturing." - Greg Durocher

and he feels that these are still ahead of us. How this will all affect Waterloo Region is still to be determined... but the focus on the continually expanding high tech market certainly provides an element of comfort."

Individual impacts

Toby Jenkins concisely summed up specific impacts: "The lingering effect on individuals will be a newfound awareness that job cuts can happen to them, that personal savings rates are important, that employees must prove their value to an organization or are at risk of job loss, that companies must be profitable in order to continue to employ people and that employment cannot be taken for granted."

ate more efficiently. This should have weeded out some of the less sensible business plans, reduced inventory levels and improved processes/automation. I



Joerg Stieber

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Greg Durocher



Allan Foerster

would expect to see significant improvements in profitability as the economy recovers.

"Secondly, we will have shaken out of people's heads that there are "easy returns" to be made by borrowing excessively and investing in unsustainable business models (like hyper-inflated property increases). More sense will pervade everyone's life and the overall savings rate will improve, which is good for the long term success of individuals and the economy at large."

He expressed caution in one area: "Some people might argue that there will be enduring benefit from government action, including government ownership and new legislation, with stricter controls of business. Personally, I'm not convinced that these things will have a positive impact in the long run."

Greg Durocher is also optimistic: "Every recession leaves its affects. Being an eternal optimist myself, I have seen only positive affects from recessions. It is a bit of a cleansing mechanism to some degree by way of making us all better once it's over. Whether that is finding new markets, product refinement, process enhancements, or new and bet-

ter paths to take, I believe these times are reality checks we all need to ensure we are doing, offering and delivering what the end consumer wants. Some might say that many of the jobs lost in manufactur-



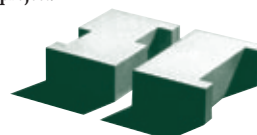
Robert Astley

ing will not come back, but I on the other hand believe that the emergence of alternative energy solutions will pave the way for a resurgence in the manufacturing field, but obviously more in the way of High Tech/Engineered/Advanced manufacturing. Sacrifices are unfortunate and unfair, but in the end we'll have a better and broader economy." X



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NEW STREET + NEW SQUARE= ?

Will they be all that they could be?

by SUNSHINE CHEN



SUNSHINE CHEN is president of Urban Imagination & Design Co. e-mail: sunshine@uimagine.ca.

I'm standing on the newly constructed sidewalk of the renovated streetscape along King St. in Downtown Kitchener. I'm looking at the shiny new bollards that can be moved to accommodate on-street parking or sidewalk cafés, the new planters that double as seating for people while protecting the newly planted oak trees, the new light standards that light up the street at

intentions."

Now I'm standing along King St. in Uptown Waterloo looking at the "new" public square. It doesn't look like much. A grey pad of concrete with a slightly darker and greyer grid of 'decorative' concrete. There's a concrete ramp lined with concrete planters containing ornamental plants. There's a series of concrete steps

My overwhelming thought is the old proverb "The road to hell is paved with good intentions."

night and the adjacent building facades, and the subtle shifts in the pavestone colours that outline where cars park along this pedestrian-friendly oasis.

It all looks nice and pretty, and it's obvious the city's designers and builders have done their homework to study examples of pedestrian friendly environments from around the world – but my overwhelming thought is the old proverb "The road to hell is paved with good

that double as amphitheatre seating. A couple of newly planted sapling trees – three along King St. and four in planters around back. A bare steel scaffold, part of a future water feature. Some fancy light fixtures. A modern bus canopy. A couple of red and white Coca-Cola bottle cap shaped patio tables and chairs. And a big rusty bell that's supposed to be a public art centre-piece, whose asymmetrical design is meant to express



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the shape of the universe.

As I look around the square, I can't help but recall the words of Joni Mitchell's song: "They paved paradise and put up a parking lot."

As I look around at our new public places, I sometimes get the same sense that I get from walking into a perfectly designed and furnished house – the kind of space that's fashionable, contemporary, with all the 'right' things in exactly the 'right' places. Perfect in every way, but uncomfortable to be in, and completely devoid of any trace of the eccentricities, and chaos of life.

There's no question these projects are definite improvements to the core areas of the two cities. However, there just seems to be something missing about this new street and new square. As I think of some of the very best streets I've wandered and public squares I've spent time in, I think of words like vibrant, spontaneity, joy, delight, creativity, culture, pride and soul. What I remember about Venice is not the colour of the pavestone or if it had fancy light fixtures – there are the canals, of course – but the most vivid thing I recall about walking in Venice is the intimate scale of the streets, perfect for pulling your partner a little closer as you stroll, the feeling of romance the city inspires.

Then there's Siena and its Campo. The clam shaped square, the site of the Palio, the annual community horse race that draws almost 200,000 people into a space roughly four times the size of the new Uptown Waterloo Square. Amidst the colour, pomp and pageantry, one cannot help but be overwhelmed by the magic of a place that can transform before one's eyes from a quiet piazza with cafés, restaurants and shops, to a spectacle of horses and community celebration.

In Florence, one look at the statue of David standing at the base of the City Hall in the Piazza della Signoria or a single glimpse of the statues of Michaelangelo, Leonardo, Machiavelli, Dante, Gallileo, Cosimo "il Magnifico" de Medici lined up along the Piazza degli Uffizi, and one understands the collective civic pride of the Florentines, and their remarkable ability to overcome adversity with creativity and imagination.

And Times Square in New York, where you can't help but feel the pulse of a metropolis that is always awake, overflowing with energy and activity. All of these experiences somehow open you up, inspire you, connect you not just with the place, but with the people around you.

I bring all these examples to highlight the true potential of great public spaces and their ability to shape a City's identity and peoples' imagination. City squares reflect the heart and soul of a community and its streets are like veins, that carry the city's life blood. I don't really care about the aesthetic choices of the finishes

tile of the Oranges, in Ivrea, Italy, or the running of the bulls, in Pamplona, Spain would ever be permitted in our streets and our squares? Or would they just be considered too messy, too dangerous, too complicated, and would dirty up an otherwise perfectly sanitized and ideal environment.

Where there is life, there is creativity. Don't mistake this for activity.

Creativity isn't programmed or planned. It's unpredictable.

of these places – these will change over the life of these places. What I really care about is what happens, and what is allowed to happen in our streets and squares, because that's what's really important – it is the life of these places.

Now, after a full season of activities in Waterloo's new Square, and after an equally full debate about skateboarders, who's permitted to use the square and when, and with the opening of the new King St. in Downtown Kitchener, I wonder about the future of these places – what we'll do with them, and what they will mean to us.

I wonder if events like La Tomatina, the Tomato fight in Brunol Spain, the Bat-

"Life is more interesting than utopia." This is my favourite design statement, from all of my years in design training and practice. Where there is life, there is creativity. Don't mistake this for activity. Creativity isn't programmed or planned. It's unpredictable. It's the magical interaction of people, places, inspiration and opportunities. If it can be made to order and controlled, it loses all of its power, its meaning and its magic. And if a place loses its ability to inspire meaning and magic, and engage people to use it, live in it, and to create and be creative in it, then it doesn't really matter how perfect the "stuff" in it is, or how beautiful it looks in the end. X

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THE JUSTICE IN “JUST CAUSE”

Invest in the time and effort to make your case

by MELANIE REIST



MELANIE REIST, is a civil litigation lawyer and a partner in the Kitchener firm of Charles Morrison & Melanie Reist.

In a wrongful dismissal action, an employer can avoid liability if it can establish that it had just cause to end the employment relationship. Just cause is a heavy onus for an employer to meet.

There are two types of cause cases. The first deals with serious misconduct which leads to an irrevocable breakdown in the relationship between the parties

ing outside of the box and coming up with new ideas and products. In June, 2005 Corso approached Wayne Klapwyk, a NEBS software developer, to assist him in developing software for a new initiative for customers to use an internet based service much like PAYweb for accounts payables. Corso referred to the project as “eVault”. Corso provided Klapwyk with outlines of

Word of the project eventually leaked out, setting in motion an internal investigation.

where continued employment is not possible. The second is “performance related cause” where an employee is warned of poor performance through a series of disciplinary steps and provided with legitimate or goals to rehabilitate the employment situation which he or she is unwilling or unable to meet.

In a recent decision of the Ontario Superior Court in *Corso v. NEBS Business Products Limited*, the issue of serious misconduct was studied. In this case the plaintiff, Corso, surreptitiously developed a product that competed with his employer’s business, and when confronted with his conduct, told several lies in order to cover his tracks. The employer argued that Corso had, amongst other things breached a conflict of interest agreement, thereby breaking the trust fundamental to the employment relationship.

In 1998 Corso commenced employment with a company then known as Parkwood Computer Services Inc. (“Parkwood”) as Director of Sales and Marketing. Parkwood sold accounting and production software. Corso was actively involved in the development of a computer system called PAYweb, which provided an internet based payroll service for small and medium sized businesses, eliminating the the necessity of preparing manual cheques. In March, 2003, Parkwood was acquired by NEBS Business Products Limited. Sixty percent of NEBS’ revenue was derived from the sale of cheques.

Corso accepted an offer of employment as Director of Sales and Marketing of NEBS Payroll Service Limited, a subsidiary of NEBS. Corso signed a Conflict of Interest and Disclosure of Proprietary Information Agreement in which he, amongst other things, agreed to “act honestly and ethically” and disclose any situation where his interest may be detrimental to NEBS’ interest.

In his role with NEBS, Corso was responsible for advertising strategy, market research and searching out new products and services. He was also part of a Strategic Product Directions Team charged with think-

information and Powerpoint slides which he developed on the company supplied laptop computer. Corso told Klapwyk that the project was confidential and not to be disclosed to anyone.

At one point during a Strategic Project Direction Committee meeting, a concept was proposed to use the PAYweb engine to allow customers to pay suppliers on-line without the use of cheques. The concept was substantially similar to eVault on which Corso was secretly working. At no time did Corso disclose his work on eVault. (There was also evidence that Corso took Klapwyk to lunch on at least two occasions to work on eVault and expensed the lunch to NEBS).

At one point Klapwyk became concerned about a potential conflict with the NEBS line of business. Corso assured him that there was no conflict, that he had spoken with senior managers of NEBS about approval for their work. Corso continued to tell Klapwyk, however, that it was necessary to keep quiet about the project until an announcement was made.

Corso was confronted by his supervisor about a rumor that Corso was involved in a project utilizing IT people outside of work. Corso denied any involvement in such activities. Corso was reminded of the conflict of interest policy and that his job was a full-time role.

Word of the project eventually leaked out, setting in motion an internal investigation. When confronted with the allegations, Corso denied any involvement and said nothing was happening. He was told that the information came from an IT source. Corso stated that he had no contact with IT people (at this point he had in fact been working with Klapwyk on eVault for approximately six months).

On December 22, 2005 Corso’s employment was terminated. The primary issue at trial was whether NEBS had just cause to terminate Mr. Corso’s employment without notice or compensation. The trial judge referred to the Supreme Court of Canada decision in *McKinley v. B.C. Tel* which set out factors to be consid-

ered in determining whether an employer is entitled to invoke the drastic measure of termination for cause, namely:

"1. the nature and extent of the employee's misconduct;

"2. the context and surrounding circumstances including; (a) the circumstances of the employee, including: (i) seniority; (ii) role and responsibility within the business; (iii) employment history and performance; (iv) age and other appropriate personal circumstances; (v) other relevant circumstances; (b) the circumstances of the employer including: (i) the nature of the employer's business activity; (ii) relevant employer policies and practices; (iii) the employee's position within the organization; (iv) the duty of trust reposed in the employee; (v) other relevant circumstances;

"3. a determination of whether the misconduct can be reconciled with the continuation of the employment relationship or whether it is so serious that it gives rise to a breakdown in that relationship."

The trial judge found that Corso deliberately engaged in a clandestine plan to develop a product that was competitive with his employer's PAYweb business and which had the potential to undermine

NEBS' cheque business. The trial judge also emphasized that not only did Corso willfully breach the conflict of interest policy, he enlisted the assistance of a junior employee to whom he lied about

trust was essential to the effective performance of his duties. Corso irreparably breached the foundation of the employment relationship and the company was justified in concluding that he could not

As summary dismissal for cause is seen as a punitive step for an employer to take, it is critical that an employer have its ducks in a row.

obtaining corporate approval. The trial judge also found that Corso knowingly engaged in conduct that put his self interest in conflict with his duty to NEBS and in so doing breached his employer's policies and the duty of loyalty and good faith that he owed.

The trial judge also focused a considerable amount of attention on the fact that not only did Corso conceal his conduct but that he was repeatedly deceitful when questioned about his actions and repeatedly lied during the course of the investigation. The trial judge ultimately concluded that the employer could no longer place any trust in Corso and that

be trusted and terminating his employment for cause.

As summary dismissal for cause is seen as a punitive step for an employer to take, it is critical that an employer have its ducks in a row so to speak. In this instance NEBS acted appropriately in making the decision to conduct an investigation, and interviewing the appropriate parties. If an employer is seeking to dismiss on the basis of serious misconduct it is important to ensure it has taken the time to gather the information necessary to support its position, otherwise it could spend significant resources unsuccessfully defending a claim for wrongful dismissal. X



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GROWING INTELLIGENTLY... THROUGH REFERRAL

Why do so many businesses opt for cold-calling over referrals?

by CARLY O'BRIEN



CARLY O'BRIEN is Principal & Lead Achievement Advocate, The Achievement Centre - Excel, specializing in business diagnostics and quantified development of human capital (www.tac-excel.com); email: cobrien@theachievementcentre.com

How much does a sale won through cold calling cost you? What is the cost to win a sale through referral? From which method do you suppose most people prefer to win business?

Contrary to the obvious, and according to Dr. Ivan Misner and Robert Davis, fewer than 45% of salespeople have a formal process for earning referrals and yet in these economic times, inexpensive ways to earn business can create survivors. Could it be that many organizations still default to their start-up roots when the mantra was: "Set forth and score new business"?

This strategy certainly has its place during the busi-

ness cycle and is particularly attractive to people who are comfortable continually going through the dance of first introductions and "Do they like me?" As your business matures, your leadership may assume that more business is being won through referral, but do the numbers bear witness?

ness cycle and is particularly attractive to people who are comfortable continually going through the dance of first introductions and "Do they like me?" As your business matures, your leadership may assume that more business is being won through referral, but do the numbers bear witness?

There is something to be said for the "Incurable Optimists" who view each encounter with a new prospect as a potential life-long customer with whom they will enjoy conducting business. For those who can just continually pick up the phone, make 10 more calls, smile and really connect with the person on the

other end, cold calling can be a bit like collecting trading cards – most importantly, fun, and occasionally you find a gem.

For the rest of us, capitalizing on past successes makes sense and will likely help us avoid the unpleasant experience of burn-out. Applying Pareto's 80/20 Principle, it is probable that 80% of your sales are closed by 20% of your sales people and 20% of your sales team may be Incurable Optimists, who likely required some serious consideration and patience during your hiring process. Let these individuals cold call away. As for the rest, how prevalent is the company

Fewer than 45% of salespeople have a formal process for earning referrals and yet inexpensive ways to earn business can create survivors.

thinking around earning referrals? Sure, your accountant, mortgage broker and financial advisor may regularly plant seeds that they do business through referral. Does your company?

For organizations looking to leverage their natural market of current and past clients, one of the first steps is getting over the fear of "coming out of the dark". There is a certain level of comfort in not expecting to do business with the same customer twice – it means that a "strive for perfection and accept excellence" mentality (and the inherent attention to detail required) is not needed. For many people there is a guilty, unspo-




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ken pleasure to toiling in the dark. It's a bit like our private eating rituals. Are you more a "mussels and merlot" person or "milk and hot dogs" type? To decide to be referable requires us to bring up our game in public and in private.

To intelligently win more business through referrals, start with an internal critique:

- Are we referable?
- Do we provide products and services worthy of a second purchase?
- Would we represent our referral sources well?

Once a referral has been received, the succeeding experience is often a reflection of the referrer and so, the source of future referrals must trust that they will be represented well. Do we do that?

Are we prepared to acknowledge our referral sources? No need to be extravagant, a simple acknowledgement through a card, phone call or invitation may suffice. There are written and unwritten rules for these practices within each industry – the key is to know the rules for yours and adhere to an unwavering ethical code founded on integrity.

Are you prepared to capitalize on the opportunities that will present them-

selves through referral? Have you tooled up? As with any strategic decision the real return is determined by the success of implementation.

Implementing a sustainable base of referrals typically involves two categories of "tools":

Capitalizing on past successes makes sense and will likely help us avoid the unpleasant experience of burn-out.

Those that make you referral-worthy and instill confidence in your sales teams; Those that help the sales team present the best face of the company.


To be referral worthy and inspire the sales team to request and act on referrals, you must demonstrate, perpetuate and influence attitude and training while ensuring that there is operational capacity to reliably fill orders and/or meet expectations after a sales is made. Without these tools, you may see only a fleet-

ing "blip" in the increase in sales.

Once your referral system is successful, its longevity can be extended by providing resources for the sales team to efficiently duplicate their efforts. As a company:

- Be on the look out for great stories to tell;
- Be proud enough to celebrate;
- Publish testimonials, with permission;
- Highlight satisfied clients, appropriately;
- Write case studies of successful solutions;
- Utilize a list of contacts willing to talk to prospects;
- Provide and acknowledge the use of note cards and correspondence tools by both your external and internal sales team;
- Create resources to verbally, or in writing, increase the credibility in the minds of prospects, clients and sales professionals representing you.

Adding referrals to the repertoire of your sales team may require a mindset shift and an adjustment in time allocation, yet the rewards can be torrential.

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by DOUG CATER



DOUG CATER is a founding partner of Process Impact Inc., a manufacturing consulting company. email: dcater@pii.on.ca.

At some level in every organization there must be the realization that bottom line improvement is one of the primary objectives. Surprisingly, however, even in management, many individuals lose sight of this important objective, living in a daily routine where they are focused almost exclusively on the task level detail. We call this the “We’re too busy to improve” phenomenon.

It never ceases to amaze me how many organizations are caught up in this fire-fighting spiral. Granted, when all is going well – sales are up, profits are growing, and customers are happy – it is very difficult to see the need for change and improvement. They are the rare few organizations – usually driven by strong,

visionary leaders – that can continue to strive for improvement rather than putting their feet up and relaxing even when things are going well.

It is surprisingly common to find managers and supervisors in struggling companies who cannot see how the daily activities and tasks they have performed for years are failing to provide the results the business so desperately needs. In fact, when approached about change or improvement ideas, they will quickly refer to that same daily grind as the main reason they cannot possibly implement these new ideas: “I’m pretty busy as it is, and you want me to do this?”

Was it Einstein who said, “Insanity is doing the same thing over and over again and expecting different results?” Surely no one is really happy with the status quo, particularly when they are failing to meet performance expectations.

Assuming this is the “comfort zone” concept at play, then rather than moving people out of their comfort zones, why don’t we build and invite them into a new comfort zone that meets the business’ needs at the same time! I’ll admit it may not be as easy as it sounds, but describing the issue this way helps us to begin to solve it.

Being in a comfort zone is really like going on autopilot. We don’t have to think as much, we simply follow our routine, “going through the motions” doing the things we always do, the way we always do them. The results may not be great, but they are usually predictable and reliable. I’ve been doing it like this for years and no one has ever complained. Why should I change? In fact, we find that many of these habitual behaviours have been created within the company’s structure, and reinforced by the measurement systems and reporting process in place at the time.

That said, the improvement process needs to coax

people into new behaviours. It needs to consider their current workload and ensure the new tasks and activities aren’t adding to an already full plate. It needs to consider that they may not be comfortable or competent in the new behaviour without training, support and reinforcement.

The process needs to ensure the measurement systems are changed to reflect the activities and tasks that have been added and or removed. If you continue to measure results associated with certain behaviours, it will be difficult to extinguish those behaviours, and it will only be possible to introduce and sustain new behaviours if there are appropriate metrics to reinforce them.

So, on the behaviour side, the continuous improvement process looks much like it does in production, and it can be implemented using the same Plan, Do, Check, Act (PDCA) model.

Plan

Identify existing tasks and activities (behaviours) that are limiting or contributing to poor performance and discontinue them. (Be sure to involve the people performing the tasks!) Identify current measurements, reports and activities that support the behaviours you

“Insanity is doing the same thing over and over again and expecting different results?”

wish to extinguish. It is very important to note that there are often very powerful informal elements reinforcing these behaviours that can be quite difficult to identify and extinguish.

Do

Introduce the new tasks, activities and concepts you believe will improve business performance. Train those who will do the work, and support them to develop new routines and processes. Develop and introduce new tools for measuring and tracking the results of the new process. Ensure the measurement system provides real time meaningful feedback that will reinforce the new process.

Check

Provide ongoing reinforcement. Adjust and react to what the measurement system indicates. Involve those working the process in the ongoing improvement of it.

Act

If it needs tweaking, tweak it – if it doesn’t work, go back to step one. If it works well, continue to reinforce it and apply it throughout the organization.

The current economic challenge, combined with the strong Canadian dollar, makes continuous improvement even more important than ever in our manufacturing sector. And while no one said it was easy, a proven process that uses the PDCA model provides the structure necessary to guide us through the important steps. It works with both technical and behavioural challenges.

In fact, most organizations can muddle through the technical improvements without much structure, but dealing with human behaviour – that’s a whole other story. ✕

THE CHANGING FACE OF PHILANTHROPY

Still giving back...but with a catch

by ROSEMARY SMITH



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

Once fashionable only amongst big businesses and wealthy individuals, philanthropy was about finding a cause and writing a cheque. That face of philanthropy is changing. It now has the softer curves of a

Philanthropy now has the softer curves of a woman, smoother features of a young adult, and comes in shades of black, brown, olive, and white.

woman, smoother features of a young adult, and comes in shades of black, brown, olive, and white. And, it still wants to give back, but with a catch.

Enter 2009. A whole new generation of philanthropists is joining the giving ranks. These latest humanitarians want to do more than just give money – they want to be involved. Meaning... they want to be directly engaged with the projects and organizations they support and have a say in how their contribution is used. And, they want to contribute to the causes they care about in less traditional ways such as socializing, volunteering, and networking.

Counted in this group are women, people of various ethnicities, and 20- and 30- somethings. Research tells us that giving rates tend to rise with education levels. With more and more young people graduating college, university, and the trades, this new generation of givers is poised to change the way we all view philanthropy.

First, they see themselves as not just philanthropists but also social justice advocates. They want fewer strings attached and more hands-on involvement. As well as funding programs and strategies, they want to contribute their own thoughts, ideas and expertise.

Second, they are rejecting the traditional methods of philanthropy, instead opting to find more creative and effective ways of engaging their money.

Socializing

For instance, some are forming giving circles – a cross between investment groups and book clubs. Members choose their cause, research it, (sometimes even performing interviews and site visits) and then

pool their money to make a collective donation. With an estimated 800 of these groups in the United States alone, giving circles tend to help transfer philanthropy from an individual act into a social and community activity.

Hosting social get-togethers is another popular avenue of raising charitable funds for this group. From potlucks to cocktails and dancing – hundreds to thousands of dollars are being raised at parties for causes nearest and dearest to people's hearts.

Networking

This latest generation of philanthropists network and raise awareness by starting organizations for women and young professional and cultural groups. More networks like these are popping up around communities all the time to support issues or organizations people care about, like a museums or galleries.



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Volunteering

The success of Barack Obama's presidential campaign was due in large part, to his unprecedented ability to inspire

They want to contribute
to the causes they care about
in less traditional ways such
as socializing, volunteering,
and networking.


and mobilize volunteers. His actions will have an impact on volunteering for years to come. By engaging supporters


through internet technology, President Obama and wife Michelle encourage people to give to favourite charities or to charities that hold special meaning for the Obamas. Their power to connect with youth has been an inspiration to many around the world. In their correspondences, they go so far as to recommend charities and provided links to websites encouraging their volunteers to give back.

Ethnic Philanthropy

Another emerging trend in philanthropy deals with differences in culture. With more immigrants migrating to Canada, racial, ethnic, and tribal philanthropy is a way to rally the giving of cultural groups. These philanthropic organizations rec-

ognize that donors, passions and motivations for giving are deeply rooted in personal experience and racial identity. With these organizations, their philanthropy is targeted at their specific communities. And, while no one knows their communities better than they do, our challenge is how to best help them connect with the broader community.

With so many options to make a difference, the world of philanthropy is an exciting and innovative sector in which to be involved. Stand up, take notice of the issues of importance – whether in your community or globally – and create change where it is needed most. You no longer have to be rich to be a philanthropist; you just have to have vision, energy, and caring. 



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Eugene Renzetti, VP Marketing Ricoh Canada, Dean Braund, CEO Williams Coffee Pubs, Gary Goodyear, Minister of State for Science and Technology and Angus Cunningham, CEO PrinterOn Corporation

The announcement of a global partnership between Kitchener based **PrinterOn Corporation** and **Ricoh Company Ltd.** simplifies secure wireless printing for mobile workers. The announcement means Ricoh will place its HotSpot Printers with embedded PrinterOn technology everywhere in the world that people want secure wireless printing.

"PrinterOn's partnership with Ricoh means the rapid deployment of

the next generation in wireless printing outside the traditional office environment" said **Angus Cunningham**, CEO of PrinterOn. "This partnership means more people on the move will have simple, convenient, secure printing of documents, emails and attachments directly from their laptop, BlackBerry, iPhone and other mobile device."

"Ricoh is delighted to offer this cutting edge technology as part of our longstanding commitment to providing the best print solutions worldwide" said **Eugene Renzetti**, VP Marketing Ricoh Canada. "This partnership provides the first and only fully integrated, full-color mobile printing."

Gary Goodyear, Canada's Minister of State for Science and Technology, attended the announcement and said, "Once again Canadian innovation and technology are leading the wireless world. PrinterOn is an all Canadian company that has developed wireless printing for mobile electronic devices that will one day become as essential to our everyday business lives as the BlackBerry."

Dean Braund, CEO of **Williams Coffee Pubs** and host of the announcement, said he is pleased that Williams is once again on the cutting edge of incorporating new technology into the stores. "Williams customers have long enjoyed our free wireless Internet and our pilot test of wireless printing at this location has been a tremendous success with our customers." Braund added, this is a great opportunity for Williams as the partnership aligns with the transition to Williams Fresh Café this fall.

OPEN TEXT CORPORATION has earned a spot on Fortune's 2009 List of the 100 Fastest-Growing Companies, ranking 15th overall and 6th on the list's breakdown of fastest-growing tech companies. Companies on the list, described by Fortune as "the world's super-charged performers," are ranked based on an analysis of profit and revenue growth rate and total return over a three-year period. To qualify, each company must be traded on a major U.S. stock exchange, have a minimum market capitalization of \$250 million and have revenue of at least \$50 million. Open Text realized a three-year profit increase of 132% and revenue growth of 27% for the same time period.

Also, Open Text has announced unaudited financial results for its fourth quarter and fiscal year ended June 30, 2009. Total revenue for the fourth quarter was \$203.4 million, up 2% compared to \$200.3 million for the same period in the prior fiscal year. Net income \$19.5 million or \$0.36 per share on a diluted basis, compared to \$27.3 million or \$0.51 per share on a diluted basis for the same period in the prior fiscal year.

"I am pleased that we achieved our bottom line target in this quarter and grew adjusted earnings by 24% for the year in this difficult economic environment," said **John Shackleton**, President and CEO of Open Text. On July 21, 2009 Open Text completed the acquisition of all of the issued and outstanding shares of **Vignette Corporation**.

A SKILLS TRAINING CENTRE, operated by **Conestoga College**, will be built in Ingersoll to train students to work in the energy industry to improve power lines and associated energy projects. Putting \$3.3 million into the venture, the Federal Government will partner with the Town of Ingersoll. Innovation and Technology Minister **Gary Goodyear**, said, "The

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goal is to create jobs in the very, very short term, as quickly as possible".

The new facility in Ingersoll has an initial focus on electrical utilities training, advanced manufacturing technologies and skilled trades programming. The expectation is that the new, 12,000 sq. ft. facility will be open in the spring of 2010.

Conestoga President **John Tibbits** said, "This joint venture with the Town of Ingersoll... will allow us to offer programs not currently available in southwestern Ontario. This will assist unemployed Ontarians and youth in search of future career opportunities, as well as adults transitioning into new careers."

THE BOND BETWEEN CONTEMPORARY ART, special events and digital technology has been demonstrated through a new digital-projection system that is lighting up the south and west faces of the 13-metre

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cube atop Kitchener City Hall on a nightly basis.

The digital projectors – designed, manufactured and installed by world-renowned **Christie Digital Systems Canada, Inc.**, whose national head office is located near downtown Kitchener – are permanently mounted in specialized environmental chambers. The digital projection provides: a new visual focal point for downtown; a new digital gallery for artists in the community; a test bed for new digital-projection applications and content; and visual support to events being held in the downtown.

In 2007 city staff, working with corporate partners such as Christie, Communitech, Desire2Learn, Dalsa and the economic development advisory committee finalized the city's economic development strategy (2007-2010.) The strategy identifies digital media as a top emerging cluster based on the strengths of corporate and institutional partners. The pro-

jection on city hall helps to advance the strategy.

"Christie is proud to support the City of Kitchener's adoption of the latest in digital-media projection technology," said **Gerry Remers**, president and COO of Christie Digital Systems Canada, Inc. "The use of the Kitchener City Hall tower as an informative and entertaining medium is innovative, effective and eye catching; it will be seen by many as a beacon that messages Kitchener's support of our nation's innovation agenda."

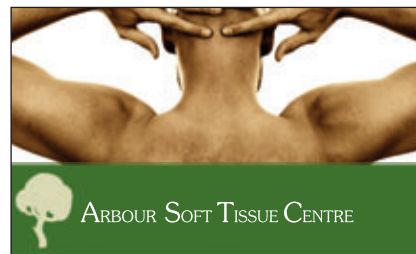
CARMEN ROBERT has joined **Leadership Waterloo Region** as Director, Corporate and Community Relations. Robert, a graduate of Class of '02, has served the organization as a volunteer for many years, on the Board of Directors, as Chair of the Development Committee and Chair of the Marketing Committee (2006-2008).

ESOLUTIONSGROUP has announced a new alliance with **Recovery Force Inc.**, a North American leader in data recovery and computer forensics for more than 10 years, to help businesses, municipalities and associations recover business-critical data. "There is a tremendous risk to businesses, municipalities and associations that do not use data backup services," said **Karen Mayfield**, eSolutions' managing principal. "Through our alliance with Recovery Force, we offer a solution that helps them recover lost data today – and backup services through eSolutions Data Fortress so they don't have to worry about tomorrow."

BIOREM INC. OF GUELPH has announced results for the three and six-month periods ended June 30, 2009.

"We are pleased with the exceptional revenue growth we had in the quarter, reporting record second quarter revenue, as well as strong gross profit and gross margin," said **Peter Bruijns**, President and CEO of Biorem. "Our gross margins have recovered to the 40% level as expected. This is also the second consecutive quarter that we have generated positive cash flows from operations, which were supported by strong new order numbers."

Revenue in the three-month period ended June 30, 2009 (Q2 2009) increased 130% to \$5.7 million from \$3.2 million over the comparative period in the prior year. Gross profit in Q2 2009 increased



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188% to \$2.3 million, or 41% of revenue, from \$0.8 million, or 33% in the same quarter a year ago. Gross margin is back to historical levels of over 40%, after a decrease in Q1 of 2009.

TERRY REIDEL, Executive Director of **The Frank Cowan Foundation** and **Greg Barratt**, Executive Vice-President Business Development, **Cowan Insurance Group** recently visited **Conestoga** to give President **John Tibbitts** the second installment of a \$200,000 pledge from the Foundation for Conestoga's Career Centre. Reidel commented, "Local people who are unemployed due to layoffs or company shutdowns are taking advantage of the training available through the Conestoga Career Centre. Cowan is pleased to support a program that is providing people with a better chance of obtaining meaningful employment through additional training."



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Conestoga Career Centres are now open at our Doon, Guelph, Stratford and Waterloo Campuses.

ARISE TECHNOLOGIES CORPORATION has reported financial results for the second quarter ended June 30, 2009. "As expected, the market conditions affecting the global solar industry since late last year persisted through the first half of 2009, resulting in a further decline in pricing for PV (photovoltaic) cells. At the same time, the pricing of our raw material, silicon wafers, continued to trend downward and helped offset some of the PV cell price reduction. These factors continued to affect ARISE's financial results," said **Vern Heinrichs**, President and CEO.

Second-quarter 2009 sales amounted to \$6.6 million, compared with \$0.7 million in the 2008 period; first-half 2009 sales were \$13.8 million, compared with \$0.9 million in the first six months of

2008. Gross profit for the second quarter of 2009 was a negative \$8.1 million (an improvement from the negative gross profit of \$10.2 million in the 2009 first quarter), compared with a negative \$1.3 million in the 2008 period.

SUNWING VACATIONS HAS RETURNED to the **Region of Waterloo International Airport** (YKF), to provide weekly non-stop service to Punta Cana, Dominican Republic aboard their Boeing 737-800 aircraft. Rated one of the fastest-growing companies in the country by **Profit Magazine** for the fourth consecutive year, Sunwing is 100% Canadian owned and operated.

"We're delighted to be offering flights out of Kitchener this winter, and area travel agents are telling us they think Punta Cana, with its famous beaches, will be a big hit," says **Daryl McWilliams**, of Sunwing.

The airport's latest improvements included the installation of approach lighting, flight information display system and free high-speed wireless internet access.

KITCHENER IS HOME to the new Canadian subsidiary of **Schöck Group. Schoeck Canada Inc.** is an independent subsidiary of the German structural building products manufacturer Schöck AG. Schoeck Canada Inc.'s mission is the local selling of the products of the parent company, especially their Schöck ComBAR GFRP rebar system, their engineering and detailing, their customization, the local quality assurance, the onsite support regarding handling and safety installation aspects and finally the proper packaging and delivery of the products to their final destination. This unique product replaces traditional steel rebar in construction. The Schöck ComBAR GFRP system was first installed in Canada in 2007, when the bars were built into the barrier walls of the Irvine Creek Bridge near Fergus.

As the Canadian market continued to grow, Schöck recognized the importance of being close to its Canadian customers. "During our market investigation in 2008, we identified four key aspects when choosing the right spot for our new company. The location had to be central, ideally connected to one of the main highways with focus on minimized traffic congestion, relatively close to GTA and a place with good established German companies. Kitchener fulfilled all four aspects entirely," said **Christian Witt**

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Baquero, Vice-President, Manager Sales & Engineering ComBAR Schoeck Canada Inc. "In addition, during this time of important decision making, we received the best and most professional assistance and support from Canada's Technology Triangle Inc. My opinion today after four successful months of business in the area: Waterloo Region is one of the most beautiful areas in the world and an ideal place for business and living. The region has welcomed us in the most extraordinary manner."

"Schöck Bauteile is another example of a highly innovative and entrepreneurial SME company from Germany," noted **Bill Elliot**, CTT VP Business Development. "They are realizing the opportunity and benefit of localizing their North American headquarters in Waterloo Region, and we are hopeful that the success of Schöck products and services will lead to the construction of a Canadian manufacturing plant." X



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recession better than most Ontario communities. "The auto parts sector has been hit fairly hard but the environmental and agri-business sectors have been doing

well," he commented. Over the summer, Guelph's unemployment rate stood around 7%, below the provincial average.

"The auto parts sector has been hit fairly hard but the environmental and agri-business sectors have been doing well."

Longfield added that a possible silver lining of the recession has been that necessity does indeed become the mother of invention and fosters new business

development. "We have seen a lot of new business start-ups recently," he noted, "especially among people in the 35-55

age range." He used an apt agricultural metaphor to describe the next step, "Now that the seeds are in the ground, we must make sure that they germinate."

Longfield's move to the Chamber of Commerce was a significant career shift for him. His previous work was in the machine automation, hydraulics and pneumatics industry. A native of Winnipeg, Longfield, his wife Barbara and their three daughters moved to Guelph in 1992. For the next decade he worked in Mississauga as Canadian General Manager for Hydac International, a German manufacturer of hydraulic filters, accumulators, valves and power units.

Then, in 2002, he became Managing Director of Canadian Operations in Welland for British-based IMI Norgren, a leading global manufacturer of pneumatic components and systems that works in 130 countries. He was there six years before accepting his current job with the Chamber at the beginning of 2008.

In addition to biking and canoeing, Longfield said his main hobby is to sit on the board of directors of community agencies where he feels his business background allows him to make a valuable contribution. He currently serves on the boards of Immigrant Services of Guelph-Wellington, the River Run Centre

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The GCC operates the Motor Vehicle Licensing Branch through a contract with Service Ontario. This has been an important source of revenue for the Chamber.

and on the United Way Campaign Cabinet.

When contacted by Exchange, United Way of Guelph & Wellington Executive Director Ken Dardano spoke highly of the role played by GCC and Longfield. "The Guelph Chamber of Commerce plays a valuable role in the development of Guelph as a community, providing a much-needed forum for business to connect and network with not-for-profit agencies. For example, last year the Chamber helped rally around United Way when it looked like we were not going to meet our fundraising goals. Their support helped put us over the top.

"Lloyd Longfield's engagement with the community, such as his participation in the United Way's Campaign Cabinet

and the Guelph-Wellington Task Force for Poverty Elimination, is an example to others. His knowledge of the various business sectors in Guelph provides insights that strengthen the work of these groups."

The GCC's membership is currently about 800. Longfield's goal is to increase it to 1000 in the next few years. He is also seeking new facilities to house the Chamber's growing operations and increase its community profile. It is currently located in a strip mall at the corner of Silvercreek Parkway and Woodlawn Road.

The GCC also operates the Motor Vehicle Licensing Branch at that location through a contract with Service Ontario. This has been an important source of revenue for the Chamber, Longfield noted.

Looking ahead, he said the International Chamber of Commerce is actively promoting professional development and education for members. This fall they launched seminars in these areas in partnership with the Retail Council of Canada, the Manufacturers and Exporters Association and technology groups.


Collaboration with the Greater Kitchener-Waterloo and Cambridge Chambers on regional economic development is also a priority. An annual Regional Trade

Show was held this year at Bingemans in Kitchener on September 15, 2009.

Chamber of Commerce in its efforts to bring together the economic, environmental and

"We have seen a lot of new business start-ups recently, especially among people in the 35-55 age range. Now that the seeds are in the ground, we must make sure that they germinate."

By engaging in this diverse range of activities, Longfield is leading the Guelph

social sectors of the community to enhance "the triple bottom line" for the city. 

Guelph Chamber of Commerce President and CAO Lloyd Longfield with office manager Wendy Brousseau.



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ENHANCING THE “TRIPLE BOTTOM LINE”

Lloyd Longfield leads the Guelph Chamber's collaborative efforts to promote wellbeing

by BRIAN HUNSBERGER

Lloyd Longfield has been President and CAO of the Guelph Chamber of Commerce (GCC) less than two years, but he has already put his leadership stamp on the organization. While the GCC has been a key player

“The Guelph Chamber of Commerce plays a valuable role in the development of Guelph as a community, providing a much-needed forum for business to connect and network with not-for-profit agencies.”

in the development of the Guelph community for many years, Longfield is working hard to take that to the next level.

Guelph Mayor Karen Farbridge told Exchange, “The City of Guelph and Guelph Chamber of Commerce

share a similar goal to promote a diverse and prosperous local economy. Many of our priorities to achieve that goal are well aligned and we work together to leverage our resources more effectively for the community. As President and CAO, Lloyd Longfield brings a commitment to collaboration that contributes nicely to our success as partners.”

Longfield identified three current initiatives that illustrate these community partnerships.

The first is the City's 10-year Economic Development Plan. GCC is assisting Mayor Farbridge and the City to determine where growth will happen over the next decade. A key part of that plan is to foster a productive partnership among the business, education and governmental sectors to promote an environment where new business development and employment growth opportunities can occur.

Longfield noted that the University of Guelph and Conestoga College are both large employers and important partners in research and skills development. The Guelph headquarters of the Ontario Ministry of Agriculture, Food and Rural Affairs on Stone Road is also a significant player in the local economy and an indicator of the important role agriculture plays in Guelph. An objective of the Economic Development Plan is to better coordinate the efforts of these sectors to maximize business development opportunities and enhance the quality of life of the community.

The second initiative is to promote economic, environmental and social sustainability. This is what Longfield calls “the triple bottom line.” He noted that the City's population is expected to grow by 55,000 people over the next 20 years with 31,000 new jobs created. To have this happen in way that is economically, environmentally and socially sustainable is important, Longfield believes.

The GCC Industrial Committee is working with Guelph Hydro and the City in concert with the provincial Places to Grow policy to reduce energy and water consumption. In addition to the obvious environmental benefits, business also benefits from increased cost savings, he noted.

The third initiative is the effort of the GCC's Workplace Development Committee to provide training to those have lost jobs or are trying to enter the workforce for the first time. Its efforts focus on the three essential skills of literacy, numeracy and document use. Conestoga College has programs that test for proficiency in these areas.

The Chamber partners with social agencies like the Salvation Army to provide seminars for those seeking to enter the workforce.

Longfield feels that Guelph's diverse economy and collaborative approach has helped it withstand the

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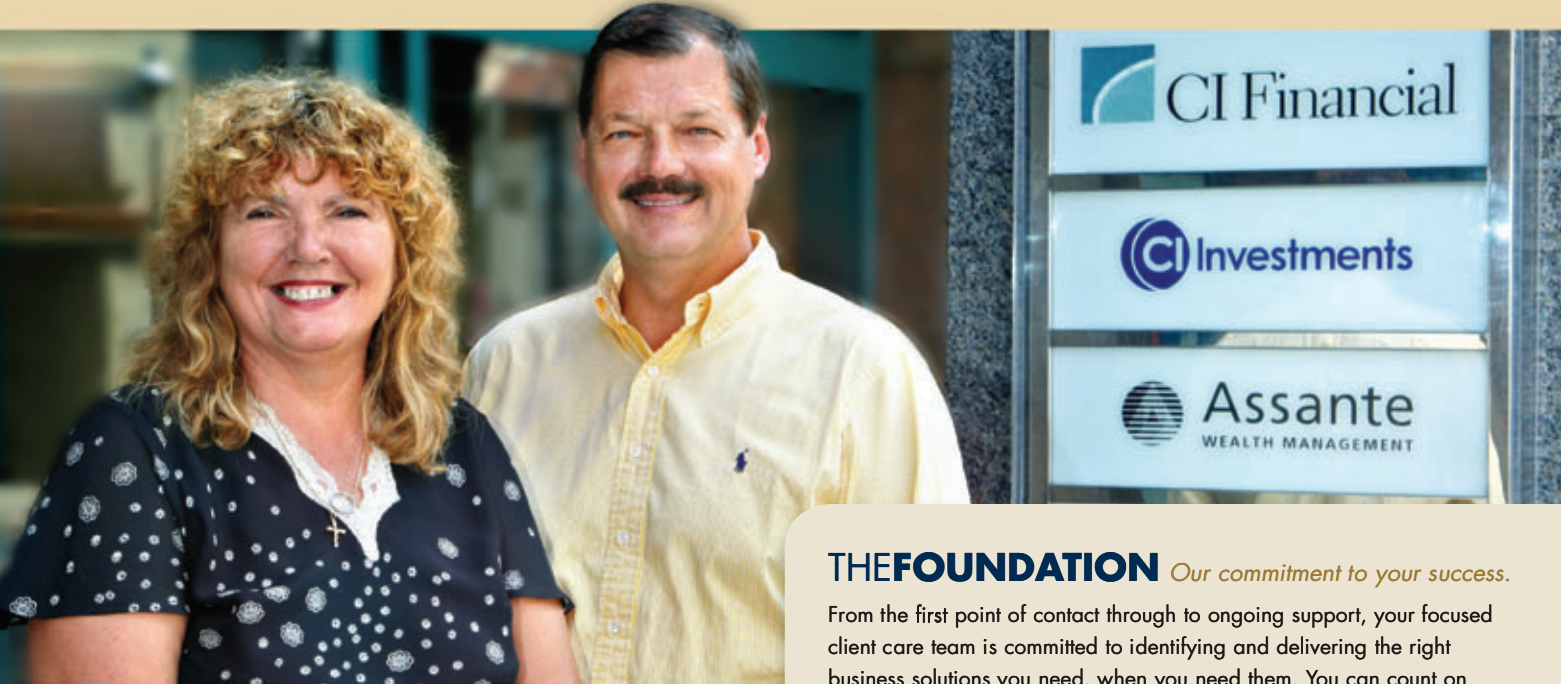
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