BARNEY STRASSBURGER EARNS PETER HALLMAN MENTORING AWARD

GUELPH COMMUNITY FOUNDATION CELEBRATES A DECADE

CANADA 3.0: A CONTINUOUS EXPLORATION

EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ECONOMIC DEVELOPERS / EDUCATORS

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CEO KATHY BARDSWICK: PASSIONATE ABOUT HER COMPANY

INSIDE:

- Canada 3.0
- First Gold Seal Project
- Helping Good People Do Great Things

Business Health: A Special Section on Work Life Balance

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On the cover: Co-operators CEO Kathy Bardswick signed and stayed.

EXCHANGE

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MUST WE ALL BE NOMADS?

There may still be a place for long-term loyalty

by PAUL KNOWLES

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

I know that this magazine is usually focused on the future. We write about businesses and individuals that are on the cutting edge, succeeding today while establishing a foundation for tomorrow.

We are true to that tradition in our cover story about The Co-operators and that company's CEO, Kathy Bardswick. With its corporate, ongoing emphasis on "sustainability", the Co-operators is doing its share to provide a better, healthier future.

However, there was one element to the story that caught my attention – more of a throw-back than a future trend. Since she graduated with an MBA, Kathy Bardswick has only worked for one company – the Co-operators. That's not only unusual these days; most business gurus would suggest it is almost unheard of.

The accepted wisdom is that people will follow several careers through their business lives, working for a number of employers. We read a lot about how this means employers must focus on incentives (let's abandon the verb "incentivize", by the way), to keep their nomadic troops on board. We also are told that employees sit lightly in their cubicles, with a much lower level of loyalty to their current employer.

Bardswick is living proof that this need not be the case. True, she has followed a number of careers, but they have all been inside the Co-operators family of businesses. The result is, this corporation has a boss who knows the business intimately, and who has developed a deep and abiding loyalty to, and affection for, her company and its team.

This may not be the only way of the future; but I believe it could still be one of the ways, a path that might bring significant benefits to both businesses and team members who understand the value of loyalty.

VACATION, VACATION, VACATION

What business owners/operators need, and a sure way to get it – leave the PDA at home

by JON ROHR

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

It's July, and with it comes a much-needed vacation. Time to escape from the stresses of work, and life's daily challenges. Once your vacation time is booked off on the calendar, you're home free... or are you? How you manage a holiday, is as important as taking one. Holidays are designed to recharge and rejuvenate. They're suppose to be more about relaxation than anything else. How relaxing is a vacation when you're still on call?

One of the sure fire ways to get away from it all is to simply leave your Blackberry or iPhone at home. This task is not so easy. For many of us, our PDA is our communication centre, lifeline and comfort centre. The mesh between work and life is not as clear-cut as in our parents' generation. PDA's are not simply tools for business purposes, they're also amazing tools for personal communication, texting, calling, recreation and coordinating activities with others during the holiday. For many, leaving their phone at home... simply isn't an option.

> To achieve a clean break from work, you need to plan for it.

This issue of Exchange we discuss some quick recharge and rejuvenation techniques that don't take as long as a full vacation away from the home. What does one do to ensure work related matters do not interrupt the true vacation getaway? Leaving the laptop and paperwork behind is a excellent start.

To achieve a clean break from work you need to plan for it. And there are four key areas to focus your planning on:

1) Work in advance – time management and delegation are a staple of workplace sanity. If you can increase your workload and delegate some of your work to others prior to the vacation, your vacation will be spent thinking more about what to wear to the beach, and less about worrying if the client got his document on time.

2) Your scheduled time off is sacred time off – and don't think you can fit in a meeting or drop in during that time. If a client or boss wants to get together, tell them you've got another obligation and won't be able to make it.

3) Tell your staff and clients – everyone takes a holiday, more and more people are gaining respect from others when they can truly take one. Make sure you let clients and important staff know when you'll be off. The earlier you do this, the better. It will prevent them from putting off items they need done to the last minute – hopefully.

4) Get out of touch – use the tools of your automatic response and phone messaging to tell people you're away and won't be back until such and such a date. Emphasize emergency contact only. It will take some extreme will power to stay off line. But the results will be worth it.

Planning for your vacation is paramount to escaping without worry. It's hard to cover all the bases. However the more that are covered the better your time will be away.

YOU INC.

Managing personal assets like a business

by DANIEL E.GIRARD

DANIEL GIRARD CFP, FMA is an Investment Advisor with CIBC Wood Gundy in Waterloo. The views of Daniel Girard do not necessarily reflect those of CIBC World Markets Inc. CIBC Wood Gundy is a division of CIBC World Markets Inc., a subsidiary of CIBC and member CIPF.

The key driver to succeeding in business is good management. The greatest business leaders in history, from Carnegie to Welch to Buffett, have all attributed their success to hiring talented managers and then giving them free reign to do their job. When A.B. Farquhar once remarked to Andrew Carnegie that he was always in the office by seven in the morning, Carnegie replied, "You must be a lazy man if it takes you ten hours to do a day's work. What I do is to get good men and never give them orders. My directions seldom go beyond suggestions. In the morning I get reports from them. Within an hour I have disposed of everything, sent out all of my suggestions, and the day's work is done; and I am ready to go out and enjoy myself."

Warren Buffett says about his managers, "If they need my help to manage the enterprise, we're probably both in trouble."

Similarly, Warren Buffett says about his managers, "If they need my help to manage the enterprise, we're probably both in trouble."

I'm probably not telling you anything that you don't already know. Most of the owner-managers we work with have learned over time that they can't do everything themselves; nor do they have the skill set or time to perform all the necessary tasks optimally. So they hire talent, set realistic objectives, align incentives, and measure performance. With that said, though, we've also noticed that these same successful business owners normally fail to do the same in their personal lives, in particular when it comes to their investments.

Whenever we meet with a prospective new client we ask them what they're currently paying for investment management and what the results have been over various time periods. With a combined 40 years of experience in our practice, we have never met anyone who could answer either one of those questions.

Most of those same business owners can tell us exactly what their average margins are in their companies, what their annual sales growth has been, and what their costs are. So why don't they know what their costs and profits are on arguably one of their largest personal assets? I ask that question somewhat rhetorically since I know the answer. It's twofold: because they're busy running their companies and don't have a lot of free time, and the information isn't readily available; and is difficult to calculate on their own.

But that's no excuse not to have it.

To have a productive and professional relationship with your advisor, treat them as you would any other manager hired to run a division of your company. In this case, You Inc.

Do this by taking the following steps: first, set realistic objectives and a reasonable time horizon to measure performance. For example, the Ontario Teachers' Pension Plan (OTPP) has a targeted average annual rate of return of five percent above inflation over a full business cycle (5-7 years). The portfolio's performance is measured annually against this target and a predetermined benchmark (to provide a relative measuring stick). The Chief Investment Officer (CIO) of the OTPP is then judged by how he performs against the target and the benchmark's performance over the time horizon. Your personal target should be based on needs, risk tolerance, and a similar business cycle time horizon.

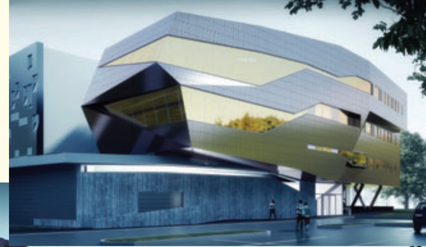
Second, measure your manager's performance on the whole of the portfolio (i.e. all assets invested for the same goal should be considered one portfolio: retirement, education, etc.), not by account or investment. This performance measurement should be net of costs and take into account deposits and withdrawals.

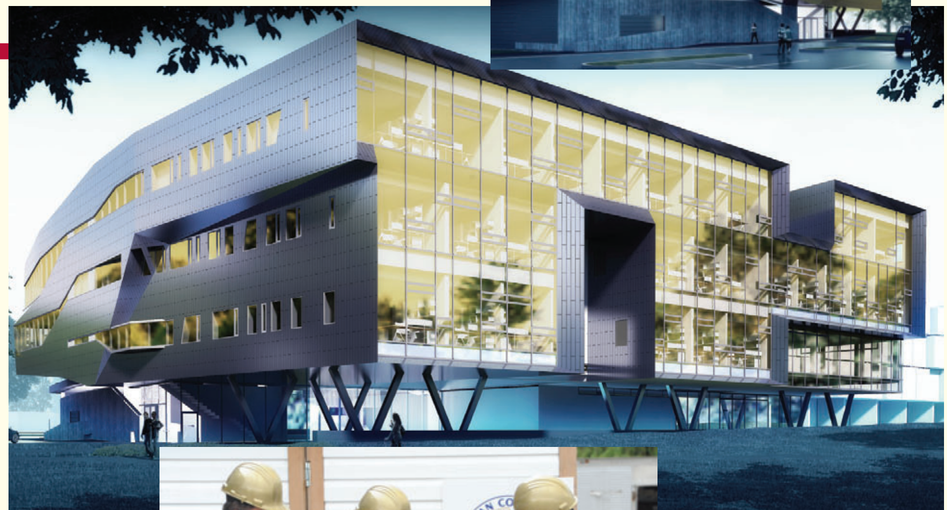
Finally, know your portfolio's annual cost. For simplicity, and comparison's sake, that cost should be stated as a percentage of the value of the portfolio. For instance, one-percent or two-percent annually of the portfolio's total value. Whether the portfolio is comprised mainly of funds, stocks or bonds, there will be an annual total cost involved (explicit or imbedded) and this number should be known. This allows you to compare costs and determine value.

Viewing and treating your investment advisor as a professional manager will be welcomed by them and will allow you to lead your personal assets in the same manner as you would build and manage a business. It allows your advisor to utilize their talents and for you to gauge if those talents are optimal and if you're receiving good value.

If it's good enough for Carnegie, et al, it may just work for you, too.

PI ADDITION BY BALL CONSTRUCTION IS FIRST GOLD SEAL MANAGED PROJECT IN ONTARIO





Artist Concept

The $25 million addition to Waterloo's Perimeter Institute of Theoretical Physics will be the first of its kind in Ontario. Ball Construction, which is managing the project, will only use participating companies who have Gold Seal certification.

The Gold Seal program is a national certification program for construction project managers, superintendents, estimators and other supervisory personnel. Certification is based on the candidate's education, experience and ability to satisfy program standards.

This is the first time that an entire project in Ontario has been carried out by Gold Seal participants. All trade contractors with contracts valued above $100,000 must have at least one Gold Seal professional on the construction site. About 50 Gold Seal-certified people will be working on the 54,000 square foot addition, which is slated for completion by June, 2011.

Says project manager Cameron Ball, "The Perimeter Institute will receive the highest standards in construction available anywhere."

The four-storey addition features an ionized exterior and glass to match the existing Caroline Street building.

At a June event marking the launch of the project, Martha George said, "This is such an important recognition and of course, it's a national recognition." George is President of the Grand Valley Construction Association, and is also a member of the National Gold Seal Committee. She added, "I really want to thank Ball Construction and the Perimeter Institute for taking advantage of an opportunity to include Gold Seal. This is the first Gold Seal project in Ontario, something to be extremely proud of."

In an interview with Exchange, Jason Ball pointed to challenges that face his company in this exciting project. He noted that the project is an addition to a working facility, and that the ongoing work of PI has to be considered. "It has been great working with the Perimeter Institute. Obviously, we have to respect the people that are doing research in the existing facility and always be mindful of their needs – that we don't do something during construction that would disturb their research.

"I think we've been very successful in mitigating any kind of noise or vibration in the building and it has been a very interesting process and we're very pleased with the end result. The building is on schedule. We're working on within the budget so everything is coming along nicely.

Jason Ball, Ball Construction watches as Michael Duschenes is congratulated by Canadian Construction Association chair Wayne Morsky

"It's a brilliant design. Stephen Teeple, the architect came up with a terrific design... it's going to be an exceptional facility and a real addition to the Downtown Waterloo core."

Ball, whose firm last month won four awards in the Grand Valley Construction Association's Building Excellence program, said his company proposed the idea of designating the project as Gold Seal managed.

"They have a really unique facility," he said. "And the design of the addition is outstanding. They were in favour of implementing a program that ensures excellence during construction."

Cameron Ball agreed with Jason concerning the challenges, but he also noted that the very nature of the work at the PI allows dynamism and creativity. Cameron Ball said, "It's difficult because the existing building is full of researchers who demand a lot of solitude and quiet, which is difficult to maintain." But he added, "They're luring physicists from all over the world to come and study and research and they're trying to create an environment that's really conducive to contemplative thought and research and so, they don't want it generic. They want it very special. The exterior of the building, they have a lot of materials, zinc panels.... The interior spaces are very wide open with atriums and bridges and a lot of glass... to create a real home where these people can spend their time researching."

Cameron points out that being a Gold Seal certified project takes the entire effort to the next level. He told Exchange, "I think this raises the bar from a quality control standpoint. All the trades have that extra certification that goes the extra mile to maintain a certain level of standards from top to bottom."

Brian Lasher is Project Manager with the Perimeter Institute for the expansion project. He told Exchange that the design and plans for the addition came about after full consultation with all the stakeholders, and a lot of consideration about any additions required to the original building, constructed in 2003/04.

Lasher said, "I give all the credit to the design team and how they brought everybody's ideas together."

The last word came from Michael Duschenes, COO of the Perimeter Institute: "We're looking forward to opening in about a year's time, on time and on budget."

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· The Fraser Institute says, in 2010, the average Canadian family (with two or more individuals) will earn $92,754 (which includes not just wages and salaries, but interest, dividends, private and government pension payments, old age pension payments, and other transfers from governments) and pay a total of $39,141 in taxes, for a total tax bill amounting to 42.2% of its income.

· According to Statscan, Canadian industries operated at 74.2% of their production capacity in the first quarter of 2010, up from 71.3% in the fourth quarter of 2009. This was the third consecutive quarterly increase.

· Prior to these gains, capacity use had been on a downward trend since the first quarter of 2007, when the rate was 83.1%, 8.9 percentage points higher than the rate in the first quarter of 2010.

· The strength recorded by the overall Canadian industries was mainly driven by the manufacturing industry, where the utilization rate rose from 70.7% to 75.0%.

· An estimated 2.1 million households in 10 major surveyed centres indicated they completed renovations last year according to the Renovation and Home Purchase Survey released by Canada Mortgage and Housing Corporation. The average cost of renovations was approximately $12,100.

· The seasonally adjusted annual rate of housing starts was 189,100 units in May, according to Canada Mortgage and Housing Corporation, down from a revised 201,800 units in April. The seasonally adjusted annual rate of urban starts decreased by 9.5% to 165,200 units in May. Urban multiple starts decreased by 5.6% to 92,800 units, while single urban starts decreased by 14.1% to 72,400 units.

· Canada Mortgage and Housing Corporation released May preliminary housing starts data for the Kitchener Census Metropolitan Area (CMA). Construction began on 214 homes, slightly down from the 218 units started in the same month last year.

· Kitchener/Cambridge area employers expect a positive hiring climate for the third quarter of 2010, according to the latest Manpower Employment Outlook Survey. Survey data reveals that 18% of employers plan to hire for the upcoming quarter (July to September), while 5% anticipate cutbacks. Another 77% of employers intend to maintain their current staffing levels.

· Statscan says, following large gains in April, employment rose by 25,000 in May, the fifth consecutive monthly increase. The unemployment rate was unchanged at 8.1%. Since the start of the upward trend in July 2009, employment has risen by 1.8% or 310,000.

· All growth scenarios considered, Canada's population could exceed 40 million by 2036.

Centre For Family Business: **2010 GALA AND MILESTONES**

The Centre For Family Business (CFFB) honoured business families that have achieved great success in meeting their 25-year milestone or greater. The gala event was led by Dan Flanagan, President of Flanagan Foods. As CFFB President, Flanagan presented he Peter Hallman Mentor Award to Barney Strassburger, of Twin City Corp. who was recognized for his unwavering commitment to ensuring the CFFB growth and succession. Also honoured were:

- Jones Feed Mill - 80 yrs
- Elmira Stoveworks - 35 yrs
- Gibson Sound and Vision - 55 yrs
- Lewis Straus Construction - 25 yrs
- Aberdeen Homes - 15 yrs
- Minotaur Guardian Service Ltd. - 10 yrs
- AAA Air Conditioning - 25 yrs
- Josslin Insurance - 35 yrs
- Swan Dust Control - 65 yrs

Gibson Sound and Vision (55 years) - Stu Gibson (left) of Gibson Sound and Vision and Dave Schnarr.

Menno S. Martin Contractors Limited Completed Succession Award - Laverne Brubacher, Menno S. Martin and Dave Schnarr.

Josslin Insurance (130 years) – from left to right, Don and Rose Wagler, Josslin Insurance, Dave Schnarr, and Wendy and Scott Wagler, Josslin Insurance Brokers Ltd.

TwinCorp (50 years) - Dave Schnarr (left) and Barney Strassburger, TwinCorp.

PHOTOS: ALBRECHT IMAGERY

Lewis Straus Construction (25 years) - from left Lewy and Anne Straus of Lewis Straus Construction, and Dave Schnarr.

Barney Strassburger was presented with the Peter Hallman Mentor Award; from left, Dave Schnarr CFFB CEO, Dan Flanagan, President CFFB, Barney Strassburger, Stephanie Rose, CFFB.

CANADA 3.0:
Will Canada be Ready for the Coming Revolution?

In its second year, Canada 3.0 has managed to accomplish what most formidable forums fail at miserably – that is, carrying discussion forward from 2009 while collaborating on new directions indicated by recent innovations.

Tom, Jenkins, of Open Text, speaking at Canada 3.0's 2010 event.

The event – which last year presented its result to Canadian Minister of Industry Tony Clement in a effort to help influence and chart Canada's digital future – underscores one negative element – time. The ominous fact is, Canada is quickly falling behind the rest of the world. And what to do? Enter Canada 3.0 attendees, a group of 2000 who debated and discussed Canada's digital future.

Emcee Kevin Newman, Anchor and Executive Editor of The Global National, addresses the Canada 3.0 attendees at the closing ceremonies.

Discussions were broken down into six streams: Revolutionizing, Empowering, Changing, Creating, Learning, and Imagining. From networks and infrastructure, content and commercialization, human resource requirements, competition, mobility and health care, there was no stone unturned, and no elephant able to hide. It was raw, forward thinking and produced practical and achievable goals. It was an undertaking of mass collaboration with the objective of preparing Canada for a digital future.

Co-chair of the new Revolutionizing Stream, Jeff Nesbitt of Agfa HealthCare, keyed in on one of the main differences that makes Canada 3.0 a major influencer in Canada's digital economic strategy: a commitment from participants to move forward. He said, "The recommendations from last year actually were rolled forward to this year, and I think for most people, they don't have that continuum of context. Most people show up to an event, leave an event and never think anything happens with the information. But in fact, the document that Minister Clement received, the consultation document, was a key item that came out of last year's conference."

Participant Bill Waters summed up the event: "I think we're seeing a critical mass. We're seeing a shift from the regular consumer, the market. We're finding that the decision-makers are now people who grew up in some sort of digital age. And they're used to it and they recognize the value of it. Five years ago, decision-makers had grown up with things that were pretty well traditional – paper-based and push technology. It wasn't interactive and so, there's a displacement now and decisions are being made.

"Recession helped. The recession helped ... take the companies back into their books and say, 'What's really working?. What's the ROI on this other stuff we're doing and where's our market?' And they've come to realize that the people who are spending money are all in digital now in one way, shape or form.

The following are the recommendations that came from "Canada 3.0":

"The Creating Stream," presented by Tim Jackson, founder and partner of Tech Capital Partners Inc., and Kevin Newman, anchor and executive editor at Global National:

1) An online "concierge" that would bring provincial and federal government together with one portal to make it easier for people to access and discover what government programs are available.

2) A provision of copyright laws that would allow people to choose what they want to charge, and what they want to charge for, to help them monetize content.

3) A "risk fund" for projects that recognizes the emerging market and allows for artistic experimentation. The fund would specifically acknowledge that the only way Canada will innovate and change is by acknowledging and accepting the risk of failure.

"The Learning Stream," presented by Ontario College of Art and Design (OCAD) president Sara Diamond and Ken Coates, dean of the Faculty of Arts at OCAD:

4) A national provincial plan across curriculum – from K-12 to post-secondary education – that would bring literacy, numeracy, writing and digital skills to the Canadian population. This strategy coordinates literacy on both the federal and provincial scale. One component includes an open source repository for resources.

5) A national repository of co-op programs and internships for students and recent graduates. This would involve the private sector working with post-secondary institutions.

6) Similar to the online concierge for the creating stream, a research and commercialization concierge that would streamline the programs that facilitate funding to help researchers and companies successfully commercialize research.

"The Changing Stream," presented by Gary Maavara, vice-president of Corus Entertainment Inc., and Jerry Brown, director of PricewaterhouseCoopers LLP:

7) A commercial and technical infrastructure to build strong companies. The message is "scale matters." Also, training and retention are crucial.

8) To become more strategic with Canadian content policy.

9) To start a conversation across institutions, businesses and countries on a semantic taxonomy for facilitating open and cost-effective rights management and transactions.

"The Empowering Stream," presented by Rene Barsalo, director of research and strategy for the Society of Art and Technology; Mark Pecen, vice-president of advanced technology at Research in Motion Ltd.; and Michele Perras, director of OCAD's Mobile Experience Innovation Centre:

10) To approach the Canadian next-generation network infrastructure as a public utility. In the context of networks, private industry may not be able to do this on its own, said the co-chairs.

11) WiFi networks need to be widely accessible, much like basic cable, for Canadian citizens.

12) Canada 3.0 attendees need to provide the focus and motivation to enable change. The co-chairs suggested each attendee contact at least one person they met at the event before the end of this month to discuss what each party is doing to create change.

"The Revolutionizing Stream," presented by Dan Larocque, vice-president of the Canadian public sector at Open Text Corp., and Jeff Nesbitt, vice-president of government relations and strategic programs for Agfa Healthcare Inc.:

13) To digitize the Canadian health care system by 2017, which includes enabling practitioners through digital tools, automating processes to increase productivity and reduce error-related risks and allowing patients to manage their own healthcare.

14) For governments at all levels to harmonize standards and care practices in health care IT systems by 2017 in order to take advantage of new innovations such as cloud computing and mobile technologies.

15) A call to action, directed towards the meeting for ministers in Toronto next month, to commit to developing an innovation strategy by May 2011 that leverages the $182 billion Canadians spend each year on health care.

More than 2,000 people attended the two-day event, including 500 students and 100 members of the press. Canada 3.0 was the top Twitter topic in Canada for both days and garnered more than 3,000 Tweets, said Tom Jenkins, chair of CDMN's advisory board and chief strategy officer at Open Text.

"Extending broadband coverage is a sound economic investment because it provides households and businesses with Internet service levels more comparable to those of many of their urban counterparts. Our government is moving forward with our digital economy strategy, and rural broadband is an integral part of the plan," said Minister of Industry Tony Clement.

CTT PARTNERS WITH BUSINESS AND ACADEMIA ON SUCCESSFUL MISSION TO CHINA

Debriefing session - last day on top of the Great Wall of China

On May 6th, 2010 Canada's Technology Triangle Inc and Waterloo Region business and academic partners joined efforts for an 11 day mission to China. With focus on three tracks: Academic, B2B and Investment, Talent and Capital Attraction, the group of 15 delegates visited and explored the markets of China in the cities of Beijing, Chengdu, Chongqing, and Shanghai.

With a population estimated at 1.5 billion and growing, China's economy is reputed to be the third largest in the world after the US and Japan, with a GDP of $4.9 trillion (2009). The markets in China are vital for our Region to discover and explore. Companies on this mission made contacts to enhance manufacturing operations, and to provide logistic services and partnership opportunities in new markets. Investment discussions were held with companies looking to expand to North America, as well as briefings on the Region with those officials in a position to advise and influence foreign investment decisions.

From left to right: Cassandra Arjune - Arjune Manufacturing; Dave Arjune - Arjune Manufacturing; Craig Maw - Logikor; Darryl King - Logikor; John Jung - CTT Inc

Waterloo-Chongqing Partnership Forum - Delegates and guests

"It is important for the Waterloo Region and for CTT, the region's external marketing arm, to be in international markets, especially in places like China, where much of the Foreign Direct Investment opportunities will be located," said John Jung, CEO, Canada's Technology Triangle Inc. "From my personal perspective (having traveled to China for more than 3 decades), this was the first time that I fully appreciated how ready China is to go global with their companies."

Much of this growth is being led by rising domestic demand for foreign-made products and services. Domestic consumption in China is estimated to grow 18% annually over the next decade (versus 2% in Canada) and will continue to fuel demand for goods from around the world. Corporate meetings were held with companies in the IT, CleanTech, Life Sciences, Automotive/Transportation and Logistics sectors.

Academia met with established University contacts to expand existing partnerships, as well as new University contacts to establish opportunities in research and development, education programs, student recruitment, cooperative education and more. In addition, there was an Alumni reception hosted for the UW and WLU at Malone's, a Canadian restaurant in Shanghai.

"Our visit to China was a tremendous success in terms of making contacts and building upon current partnerships to further research and development at the University of Waterloo," says George Dixon, Vice-President, University Research, University of Waterloo.

Tours were taken of Zhangjiang Technology Park, Chongqing Hi Tech Incubator, Xiyong Microelectronics Park, Chengdu Hi Tech Park and Beijing Software Park including meetings with tenants, venture capital companies and incubators with exploratory discussions for opportunities to collaborate. An extension of this included meetings with the China Council for Promotion of Investment & Trade, Chongqing Foreign Trade & Economic Relations Commission (COFTEC), China Ministry of Commerce - Small-Medium Enterprises Development Center, Chongqing Science & Technology Commission, and Chengdu Science & Technology Commission.

Ginny Dybenko, Dean School of Business & Economics, Wilfrid Laurier University commented on how this most recent visit to China personally hit home. "A remarkable trip – my fourth to China, but by far the most impactful. Not only did we have the opportunity to visit industries of our choice, but we were also trained on some of the finer points of business etiquette, met Chinese business people – both native-born and Canadian and US expats – and we even toured private homes and participated in local cultural events. It takes all of these aspects to learn to do business in China effectively."

Waterloo Region's presence was keenly felt with the tour of two companies who have operations in the Region – Canadian Solar and Agfa HealthCare (Informatics).

This mission was a continuation of Waterloo Region activities in China. In 2008, CTT participated in a Wilfrid Laurier Mission to Chongqing for the opening of their office at Chongqing University. In addition, they visited Chengdu and Beijing with the Canada China Business Council. In December 2009, the City of Waterloo signed a Friendship Agreement with Chongqing and CTT paved the way for this mission. The mission was also a follow up with Chinese delegates and investment prospects in Automotive, IT and CleanTech who have visited Waterloo Region over the last two years.

The mission is grateful for the assistance provided by the staff and Consul Generals in Shanghai and Chongqing, as well as WLU's office at Chongqing University.

After representing the Region internationally for almost eight years in investment attraction, the opportunity to partner with local business and academia to provide a united approach in promoting the region was very rewarding. I personally feel that this collaboration is very effective and well received by our counterparts in China. Opportunities for Waterloo Region abound in China; however, our focus on Southwest China, particularly Chongqing and Chengdu, with existing leadership from WLU, UW and Conestoga College, will allow us to achieve success more quickly.

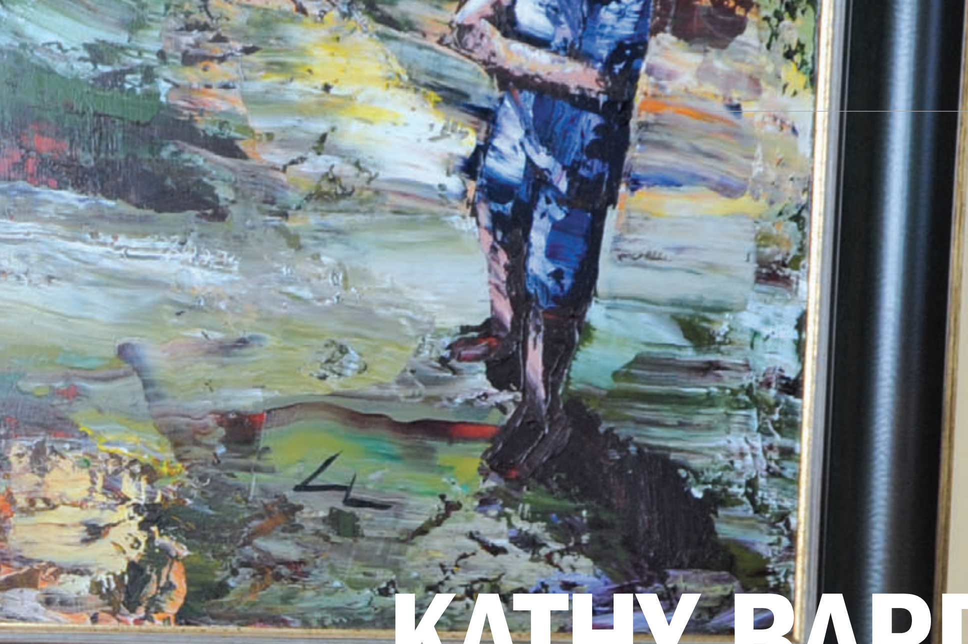
by Bill Elliot, Vice-President Business Development, Canada's Technology Triangle Inc.

XQuote

"The significant deficits racked up by the federal and provincial governments as they attempted to stimulate the economy must one day be paid for by taxes and should therefore be considered as deferred taxation. If Canadian governments had increased taxes to balance their budgets rather than run deficits, Tax Freedom Day would fall 25 days later in 2010, on June 30.... Canadians pay a litany of taxes including income taxes, sales taxes, property taxes, health taxes, social security taxes, gas taxes, and many more. It is nearly impossible for an ordinary citizen to have a clear idea of how much tax they really pay. Tax Freedom Day gives Canadians a true picture of their total tax burden.... There's no doubt our taxes pay for some essential government services. But the debate Canadians need to have is: are we are getting value for our tax dollars? In order to discuss that question in a rational way, we need to have a clear idea of the price we pay for government services. In other words, what is our total tax bill?"

- Niels Veldhuis, Fraser Institute senior economist and co-author of the report, Canadians Celebrate Tax Freedom Day on June 5, 2010.

As Bardswick started to learn more about the insurance business – and especially about the philosophy that underlies everything her co-operative does – she was hooked. “I came to understand and really value that,” she says.



KATHY BARDSWICK: PASSIONATE ABOUT HER COMPANY

BY PAUL KNOWLES

"A very noble purpose, even though it is a vilified industry"

Kathy Bardswick's bio is clear and concise. It begins, "Kathy began her career with The Co-operators in 1978. Prior to her appointment as President and Chief Executive Officer of The Co-operators Group on March 1, 2002, Kathy served as Chief Operating Officer of The Sovereign General and L'Union Canadienne."

There's a bit more, but Bardswick is the first to point out that the fact sheet does not tell the whole story. She laughs when she confesses that she got the job at Co-operators through a bit of maternal trickery.

Bardswick had finished her MBA, after doing an undergraduate degree in math and computer sciences; "I loved math," she says. Like many graduating students, "I had lots of debts, and was looking for a job."

She got a phone call from her mother, who told her that she, Kathy, had applied for a job at Co-operators, in Sudbury. When Kathy responded that she definitely had not done so, and that the insurance business was not even on her list of potential careers, her mother admitted that "she had pretended to be me on the phone."

Bardswick's Mom had gone one step further – she had also written a letter of application, pretending to be her daughter. "She liked Co-operators because it was a co-operative," says the present-day CEO.

The younger Bardswick showed up for the interview, got the job, and the rest is glass ceiling-shattering corporate history. But she admits that when she reached the level with the company when she had access to personnel files, "My file still had her hand-written letter pretending to be me."

That is no longer on the company record; the CEO laughs that it could be grounds for dismissal, although, after eight years in the corner office at The Co-operators' headquarters in in Guelph, Bardswick seems pretty secure in her position. But she stresses that she would discourage any applicant from emulating her mother's methodology.

"A noble purpose"

Bardswick joined Co-operators, but had no intention of being in the insurance business for the long haul. She thought, "I'll just join the insurance company until I get a real job." But as she started to learn more about the insurance business – and especially about the philosophy that underlies everything her co-operative does – she was hooked. "I came to understand and really value that," she says.

Bardswick's tone picks up intensity as she adds, "The insurance business is a really interesting business." It has "a very noble purpose, even though it is a vilified industry."

She was hooked, and quickly decided that she had found her "real job", after all. Bardswick moved through a wide variety of responsibilities in the company, learning the insurance business from bottom to top. She explains that the Co-operators gave her the scope to essentially explore several careers, all within the same company. The more she learned, the more she came to "love the co-op form of governance."

The Co-operators is owned by 47 member-owner organizations, such as agricultural co-operatives, credit unions, consumer co-ops, and more. These member owner organizations collectively employ more than 34,000 people, and have total assets of nearly $30 billion.

As a co-op, the focus is on service, and not profit. In fact, the member-owners do not accrue additional value – "their ownership is face value."

If the focus is not on Return on Investment for shareholders, how does that change the way the company does business? Bardswick argues that this allows The Co-operators to use its assets to serve communities. A Co-operatives publication states: "One of our greatest fundamental strengths is our co-operative structure which drives our community-based approach. The co-operative spirit, which inspired our founders over 60 years ago, continues to guide the organization. Our governance structure encourages dialogue, open involvement and democratic decision making."

Sustainability

This philosophy has put The Co-operators at the forefront of the sustainability movement. In the company's "2009 Sustainability Report," the message from Bardswick and Board Chairperson Richard Lemoing states, "Sustainability is more than a concept for us – it's a way of doing business. Ingraining sustainability into the decisions we make and the work that we do is only the beginning. Not only do we strive to reach our goals, we also aim to inspire others."

> "Sustainability is more than a concept for us – it's a way of doing business. Ingraining sustainability into the decisions we make and the work that we do is only the beginning. Not only do we strive to reach our goals, we also aim to inspire others."

Bardswick insists there are plenty of practical reasons for insurance companies to be concerned about sustainability. Environmental degradation presents more and more challenges to the insurance industry. On a macro scale, changes humankind has caused, such as global warming, have impacted on weather patterns, creating more catastrophic weather-related events... with direct impacts on the insurance industry. Bardswick is personally involved in these global issues, as Chairperson of the Institute for Catastrophic Loss Reduction, as a member of the executive of the International Cooperative and Mutual Insurance Federation and as a board member of the International Co-operative Alliance.

But Bardswick and company do not approach sustainability from a merely self-serving perspective. Their roots are deep in the communities they serve, and they seem constantly conscious of their historic commitments. The Co-operators Corporate Giving Program directed $997,974 to Canadian communities in 2009; when staff and agent contributions, community partnerships and volunteerism are factored in, the 2009 total is $5.1 million.

She states the underlying philosophy in simple terms: "We're interested in the world being healthy." And Bardswick adds, "responsibility to the community developed as part of our reason for being from the very beginning."

The company contributes to its communities in many ways. The official body spearheading philanthropic projects is the Co-operators Foundation, which provides financial assistance to social economy enterprises, emergent co-operatives, community economic development initiatives and other worth causes in Canada. But community contribution does not happen only at this corporate level. Bardswick points out, with considerable pride, that each Co-operators employee is encouraged to do two days of volunteer work in their communities – with pay. "We work hard to get our staff involved in the community."

Bardswick is herself an inveterate volunteer, active in Guelph, in Burlington (where she lives with her husband, Bernie Mutter, a property manager and real estate developer; they have four children, aged 12-13), and internationally. She chairs the University of Guelph finance committee; she is involved with the Burlington hospital; she supports efforts to help kids who can't afford to be involved in recreational programs; through the International Co-op and Mutual Insurance Federation, which she chairs, she is working to help found co-operatives in developing countries.

Bardswick is also a big fan of the United Way. "I'm committed to the United Way. It's an excellent model for people who really don't know the priorities of the communities. The United Way model serves a very valuable purpose.... directing funding to programs that might not be 'sexy'... that are quieter," yet make important community contributions.

> Bardswick says, "I've been trying to work with the industry on this.... we don't have a water solution in Canada."

Growing since 1945

The Co-operators traces its history back to 1945, to a group of wheat farmers in Saskatchewan, who pooled their collective resources to start an insurance co-op. Eventually, this business merged with a similar Ontario organization.

Bardswick explains that, legally, an insurance company cannot be a co-operative. The actual insurance companies are subsidiaries of The Co-operators Group Limited; the corporate structure comprises ten companies in all, with brands including The Co-operators General Insurance Company, The Sovereign General Insurance Company, L'Union Canadienne, Compagnie d'Assurances, and more.

"Responsibility to the community developed as part of our reason for being from the very beginning."

Bardswick neatly sums up the company's corporate profile from a financial perspective: "We are big." In fact, The Co-operators is the third largest property and casualty insurance company in Canada, and in the top ten in the life insurance sector.

The Co-operators has 5,500 direct employees. And then, "there is an agency system. We have about 500 agents", independent business people exclusively representing the company, who employ about 2,500 more. Bardswick adds, "We see them are ours," as well.

Challenges

Bardswick seems to be consistently upbeat and optimistic about her business, but she is also frank in discussing the challenges faced by the insurance industry. She says that insurance companies across the board face a huge issue with the current state of property and casualty coverage in Ontario. "Particularly in this province, we have a major problem with our auto insurance product," she says. "It's a very complex product, and it's easily abused. It is being abused in Southern Ontario. There is a lot of cost in the system that is unnecessary... and it is not helping people."

The Co-operators CEO contends that insurers are "paying $1.50 for every dollar we're collecting... and yet the product is expensive." The problem is especially large in Ontario, she says; things are "relatively stable in the rest of the country... and less complex."

Bardswick found this painting in storage and hung it in a prominent place in the lobby of the executive office. She explains that it represents a community of separate groups.

In this province, Bardswick calls for a complete re-think of auto insurance. "We need to stop, take a time out, and start all over again. It's just been patchwork" since the inception of no-fault insurance, in 1991.

She says that the original intent was good: "I understand their objective: less dollars going to court. Ideally, that makes sense." But it doesn't work in its present incarnation, she says, and the result could be the disappearance of insurance alternatives. "The industry will eventually get out if it doesn't get fixed."

The second property and casualty challenge Bardswick lists is connected to her earlier comments on environmental sustainability. In one word – "water". The increasing number of catastrophic weather events means that flooding is an increasing threat, and yet one generally not covered by insurance policies. This region has seen recent examples of flood damage that left homeowners without key services such as heat and hydro, but their losses were not insured. Bardswick says, "I've been trying to work with the industry on this.... we don't have a water solution in Canada." But she is convinced that environmental changes guarantee that "Canada's going to see more of this, not less.... that is my number one issue from a property standpoint."

"We don't understand that business," she says. "If you don't understand what you're doing, you shouldn't be doing it."

She believes there are potential solutions. One possibility she raises is that a percentage of each insurance premium could go to a country-wide pool for flood relief.

Divestment of real estate

The Co-operators gets plenty of media attention through its significant philanthropic contributions, and also, from time to time, through thoughtful comments from its CEO about issues such as auto insurance or environmental threats.

But the company also received some attention when it sold off all of its real estate holdings. Rumours flew, chief among them the contention that this was a sign of financial problems leading to liquidation of assets.

Bardswick smiles, as she acknowledges the question, and then refutes all of the rumours. The decision to sell the real estate – both assets held as investments, and the buildings that house The Co-operators – was a relatively clear and easy choice, she says, because real estate is "not core" to The Co-operators.

"We don't understand that business," she says. "If you don't understand what you're doing, you shouldn't be doing it." She adds that the only way real estate might have made sense, given the corporate commitment to community development, would have been if their holdings involved low-income housing, for example. "Unless we could find a way to make these commitments, we didn't see why we were in it."

So the company divested. And Bardswick says that it was also easy to sell all real estate assets at that point, even the headquarters where her CEO office is located. It's a matter of focus: "If you're not going to be in it, get out!" They got out.

But only in investment terms. The other rumour sparked by the sale of the buildings was that The Co-operators were leaving Guelph. Not true, says Bardswick. "We signed a 15-year lease" as part of the deal.

The purpose for profits

As a successful business, The Co-operators shows a solid bottom line; but as a co-op, the owner-members don't earn a profit. What happens to the profits? Bardswick says there are two streams: "Either they are re-invested in the company, or they are re-invested in the community." As well, the goal is to be able to drive down the cost of premiums for customers," although she terms that a "hope" and not a definite.

The CEO also notes that, as a co-op and not a company owned by shareholders, The Co-operators has "no access to the public market", and must therefore look to its own holdings for its financial foundation. That model dictates that "we are a more conservative player," she says.

"Our balance sheet has to be conservative," allow both for growth, and for low premiums. And for the continuation of The Co-operators' stress on sustainability, on every front.

Ontario faces an auto insurance crisis, says Bardswick

YOUR BUSINESS AND YOUR HEALTH

Strategies and solutions for a healthy lifestyle in a hectic environment

Let's think about the mechanism that powers a healthy business – small, medium or large. Any healthy, functioning business is an intricate web of systems that work together towards three objectives: money in, money invested and money out. If we define healthy as "a well lubricated, well maintained but lean operation," we'll fit nicely within the sustainability movement, which has "live long and prosper" inherent in its equation.

Break down the operation into its fundamental components, and you will find the engines, the power drivers of the organization. These components keep it rolling, keep it on track, effectively and efficiently – these components are the organization's leaders. Their ability to make the right decision at the right time is the fundamental component to growth. Whether the organization is institutional, commercial or industrial, decisions originate from people. And it pays to invest in those people, so they can and do make the best decisions possible.

As owner, co-owner or CEO of a company – consortium, public or private – the leaders that are charged with fulfilling the task can make or break results; they alone either make the target, over-perform or – and the one to avoid – under-perform.

In the information age, what distinguishes success from failure can often come down to a single person's attitude and how that attitude is communicated. As practiced leaders are aware, one of the key characteristics in influencing stakeholders is to project an attitude others can buy into.

In this article Exchange seeks the answer to the question, "Does personal health influence a healthy business?"

A single person can influence and create prosperity, not only in their team but for the entire organization. Exchange asked a group of health service providers, "Do the attitudes, aptitudes and wellbeing of the people in the organization influence the drive to prosperity?"

Zach Weston, co-founder of Iron Heart Cardiac Centre, Weston, who as a kinesiologist, was the cardiac rehabilitation director at St. Mary's Hospital, recently turned entrepreneur. He believes active people have less absenteeism, less chronic disease and make fewer poor decisions. He also points to a perception advantage: "If you do take care of yourself, you do garner a little bit more respect when you're in a public speaking stance. Your clothes are fitting you better. You just look more presentable."

In a recent article, The American College of Sports Medicine encouraged students to "hit the treadmill, not just the books to improve their study skills". The article directly speaks to the concept that "you have to exercise, increase circulation, and get the oxygen to your brain. – and you know what? You will actually make better decisions."

Weston states that there's also evidence that shows benefits from a break from your work, compared to just plowing through from morning until 6 or 7pm without taking a break. If you do one of three things – take a nap, take a lunch away from your desk or go for a workout – you will actually get more total work out the day. You make better decisions; you make fewer mistakes, and the outcome is increased productivity.

Melanie Marsland, owner of Northfield Racquet Club agrees. Physical activity plays a large part in the healthy dynamic of groups. "We've had various teams. We've had management teams. We have departments come in from varying levels, from entry level players to the managers that supervise those departments, and it's just all about communication and people getting used to working together as a team and how can they improve with their efficiency and their effectiveness."

As the one of the first clubs in the area, Northfield has seen dramatic change in the fitness and health industry. And Marsland


Zach Weston, co-founder of Iron Heart Cardiac Centre

is critical of the changes: "Most clubs are not meeting their members' goals." Marsland refers to the 'box clubs', that focus on selling memberships.

"We've got a huge obesity problem and all we're doing is turning over healthy people. We're not attracting the people that really need us." Marsland explains that those that need to work out but don't are simply "intimidated about coming into clubs". She explains "most clubs are built like big boxes; people walk in the door and you're on display. And if you're overweight or you're the least bit self-conscious, that is not the place that you want to be." Marsland promotes a intimate atmosphere, smaller rooms and "more privacy .... As a club industry, we need to do a much better job at getting in contact with people that really need us." Marsland refers to the "slippery slope" of personal health care – low self-esteem and no motivation to get up and change it.

Self esteem – leaders have it large

Kelly Wolfe from Hair Assurance helps people with low self-esteem daily. She tells of a client who has extremely thin hair. "Can you imagine going out in public and dealing with that on a day to day basis with people looking at that and the stigma that goes along with it?" That person's self worth is low, regardless of whether people actually notice, because she does, and the negative construct is internalized and causes behaviors such as avoiding people. To solve the problem, Wolfe spot-glues hair on her head, which falls over her own hair, naturally. She comes in every five weeks, "where we take it off, clean it, put it back on." Then Wolfe cuts her hair. "She feels like I'm her savior... There is such a trust level there." As an expert in hair replacement, Wolfe has a dedicated clientele. She tells of a client who comes every two weeks from Vaughan, "because he trusts me. He knows I'll take care of him. He's also scared to go anywhere closer to his own home because he doesn't want somebody he might know. seeing him."

> And one of the easiest excuses to use to avoid taking the first step to working towards a healthy attitude is finding the time.

Appearance plays a tremendous role in self-perception which influences self-esteem. "Appearance, it's part of the whole package," insists Wolfe.

Ultimately, being motivated to change your state is a key influencer to success. Weston, who also teaches at WLU in the kinesiology program, adds "we often say you need to have the psychology before we can change the physiology. If your head isn't in the game, it doesn't work."

Change originates with an individual's desire to improve. And one of the easiest excuses to use to avoid taking the first step to working towards a healthy attitude is finding the time. Marsland states, "You have to make time. You need to book it like you book every other appointment in your life, and you need to stick to it." Marsland echoes a comment common to


Melanie Marsland, owner of Northfield Racquet Club

our contributors: the hardest step to overcome is making that first appointment.

Step one – Consultation

Marie Peever, owner of Cosmetic and Laser Centre, understands the value of time. The majority of her clientele are business people; she knows the challenge it is for people to book that first consultation. "If it's time management and they're saying to me, either on e-mail or on the phone, 'I don't have time to come in for a consultation'," she'll provide as much information as possible.

"I think stress is the biggest thing in our lives. I think all of us humans are affected by it."

But her service, hair removal, is a very personal matter, and potential clients need a consultation. "Here's what you will do," says Peever, "you come in, there are forms that you fill out, depending on the color of your skin. The reason is that our service has a lot to do with your background... The color of your skin, the texture of your skin, and the coarseness of it – those things that tell us the amount of energy we can use without burning their skin." In Peever's case the first consultation may include a lasered test patch for you to see the results quickly and understand the process.

"We do many, many business people. We do many employees that work at different places. And to each person, it's such a personal thing; they're here

Kelly Wolfe, of Hair Assurance


Marie Peever, owner of Cosmetic and Laser Centre

because it bothers them. I can be talking to a woman and I don't even notice the hair on her lip and she says to me, 'Oh my God! You know, you can't believe how much better I feel because that's gone.' To me, it didn't look like anything."

Clients are scheduled once every six to eight weeks. They have their laser done in 15 minute sessions. "By the time they leave here, there's no redness. If a lady gets a lip done, there's no redness. You can go back to work. You can do it at lunch hour." Costs range from $50 right up to a man's back or a woman's leg, which come in at $250 per treatment.

Peever provides a service designed to be permanent; she takes a perceived chronic problem and solves it. This makes a person feel good about him or herself, and makes them more comfortable with people.

To the soul through the sole

Feeling good about yourself is a positive step to healthy esteem. But there will still be days that you're just worn down. When the bumps and bruises that come along during the day leave you deflated, what to do?

What can be done to rejuvenate quickly is to make yourself feel special. Marisa and Pino Cherubino, co-owners of Pino Salon and Medispa in Kitchener, have set up an environment that not only rejuvenates the soul of your being but also the soles of you feet. Pino's clients, "this area's workforce", have been enjoying the full service salon and spa for 10 years. Customers share a common thread – stress. "Employers are downsizing their staff but they're also upsizing the workload" says Marisa. "They have to work more and get it done in the same amount of time. That's extremely stressful."

The Cherubinos believe it's "their environment" that makes them successful. "If you offer really good product and you are giving that client value, the price doesn't matter so much." Pino specializes in balancing your body. After 27 years of owning a hair salon, ten years ago the Cherubinos invested heavily in their medispa business, after hearing their clients ask for it. The services offered detoxify your body, tone your skin and leave you feeling good. "It's so much more than just

> "We've got a huge obesity problem and all we're doing is turning over healthy people. We're not attracting the people that really need us."

relaxation. I know a lot of people think about going to the spa is just relaxation. But it actually empowers you from the inside," says Pino, Salon artistic director.

"If you want to call that spiritual or whatever word you want to use … because everybody uses different words. But if you can have time out and feel rejuvenated and almost brand new again, all this after half a day at the spa, you're going to make less mistakes at work. You're going to be more productive," says Marisa, "You know, 14% of people just walk off the job because of stress. That's huge. And how much time, how much money does it cost to retrain that person or a new person?"

Stress can lead to heart attacks, strokes, ulcers, gastrointestinal disorders. It can lead to depression, anxiety, panic attacks. "I think stress is the biggest thing in our lives. I think all of us humans are affected by it," adds Marisa.

"The workforce has decreased productivity, commitment and loyalty because, if you're under stress all the time and you always feel that pressure, something is going to give one day." One sure way to deal with it is via massage chair and pedicure... even for the guys.

History repeats itself

Exercising produces a healthy body and tunes the internal organs that circuand tunes the internal organs that circulate the nutrients. A healthy person gains an increased energy level, better sleep, and overall clear mind. When we think of feeding the body we think of eating the right foods, but what about the waste that gets removed from the body? This clearly involves a system that, if operating well, helps pass unwanted waste and toxins.

Amar Bhogal owns and operates BodyKlense, which specializes in Colon Hydrotherapy. Colon hydrotherapy is a process of cleaning out the large intestine of mucoid plaque, debris, toxins. Basically, when you clean out the large intestine, it allows the body to balance out. When your "gut floor is in balance, everything in the body starts to balance out", states Bhogal.

Bhogal says there are good and bad bacteria inside the colon and you need a balance – 85% good, 15% bad. "If you look at an average person and you were to look at their gut floor or the bacteria inside them, it will be basically 85% bad, 15% good. So, what we do here is, we cleanse everything out, then we start rebuilding that gut floor in the colon." Bhogal says, "once you clean out that septic tank of the body, it allows the body to balance out." He explains that the toxins running through the body, like candida, are removed with the cleansing.

The benefits? Better attitude, more energy, and clearer thinking, otherwise known as the loss of that brain fog. Bhojal links that directly to the removal of toxins that otherwise would have been absorbed through the large intestine. He uses the recent garbage strike in Toronto

Amar Bhogal owns and operates BodyKlense

Marisa and Pino Cherubino of Pino's Salon and Medispa

as a metaphor: "Like the issue we had in Toronto: garbage is getting piled up in certain areas. With those, come rats, come raccoons, come all these other issues. The same thing with the body, right? Things start piling up and you then have other diseases, other things."

The process is very private, "the way we do it here. It's the insertion of the nozzle. You do the insertion yourself. Basically, once you're comfortable or you're fully covered, I have a little bell, you ring the bell and I show you who to do and look for." Bhogal lets the client administer the process by themselves. The pressure of the water that flows is only 1 psi. There is a flush system, and a view tube "so everything you see everything that's going out of you goes through a tube and you can watch it, viewed by the mirror while you're sitting on the apparatus." At first this process is daunting but once done is as non-invasive as a private washroom.

Drink and be merry

Ingestion of substances has always been a way of treating the body from the inside out. Wine making, and specifically the making of red wine, is a growing trend. Marie Graham and Pat Dwyer, owners of the Wine Cellar in Kitchener, praise the health attributes of red wine. The couple, in business for 14 years, have recently witnessed a huge change in clients' preferences as a result of what is known as the French Paradox.

Dwyer says that in the '80s, French and American heart surgeons got together and "they were wondering why the French who had a lot of fats and sauces in their diets had a lower incidents of heart disease compared to Americans." The surgeons essentially put it down to the consumption of red wine, "which basically helps the arteries around the heart become more slippery and allows

Marie Graham and Pat Dwyer, owners of the Wine Cellar

the plaque or the cholesterol to flow through the body and get processed instead of gumming up the works." Dwyer adds, "It's less adhesion to the walls of the veins and the arteries. So, things just move more efficiently, which puts less strain on the heart." This meant a major shift; "I would say basically, the mix used to be 40% to 60% in favor of white 14 years ago; that has since reversed itself, and we've seen dramatic upsurge of red sales," says Dwyer.

The health benefits of the product are important, but another success factor for Wine Cellar clientele is the fun and camaraderie with other winemakers. Marie Graham says, "It's a whole atmosphere that's created when people come here. ... They can't wait to come in." It's social and stress free.

The making and drinking of red wine is a favorite of health conscious connoisseur. Drinking in moderation, one glass for women and two glasses for men, is the recommended intake for a healthy dose of red wine.

Home made wine over store bought wine? Dwyer says, "If you pick up a bottle of red wine [at the LCBO] and analyze it for preservatives, you could find as much as 300 parts per million of sodium sulfide added to that wine... It has to, for example, come from Australia and get landed in say, Long Beach, California, then move by rail or truck up to whatever warehouse up here. And then go from that warehouse to your local LCBO. So, it's got to go through all sorts of different hoops as far as temperature, exposure to sunlight, just banging around down the road. Wine makers have to make sure that the wine will basically be fit for consumption for at least five years."

"A lot of people are very allergic to sulfides. And with our industry and the wines that we have, the only sulfides that are in there are the naturally occurring ones are a by-product of fermentation. People can actually drink our red wines."

Businesses as change agents

When you have work-life balance, life challenges are quite conquerable. Think of it like good fluid circulation permitting new ideas to flow. As business owners, we are charged with the task of developing our team's awareness of those benefits. It's when you reach out, that true change occurs.

This summer Ziggy's Cycle, in partnership with Dr. Erika Holenski and Dr. Colin Leis from KW Health connection, are not only practicing what they sell – they also want to make a difference in people's lives who otherwise may not have the opportunity to do so. In celebrating their 25th-year anniversary, Ziggy's Cycle decided to give 25 bikes away to the community. They held an essay writing contest which asks the contestants why they would like to get the free bike.

"We got at least 165 essays, we had six people in our committee read those essays, and we picked 25 candidates to receive the bikes. Our goal was to promote healthy lifestyle in the community and also a greener, more environmentally friendly community. We collaborated with KW Health Connections, so KW Health Connection is going to help us with this project, and we are going to have a blog," says owner Margaret Pachnik.

> "Do the attitudes, aptitudes and wellbeing of the people in the organization influence the drive to prosperity?"

The bike is a Cannondale, a commuter bike valued at $820. "We accessorized each bike with cycle fenders, lights, cycling computer, and also, they got free t-shirts and free helmet," added Pachnik.

Now, "the winners will keep us posted about their progress... they have to blog every week, because if they don't, they won't become owners of the bike by the end of the summer."

"What's interesting is that they're changing a lifestyle, and to change your lifestyle is a huge step, and generally, people need a lot of support. It's not a small feat. Naturopathic medicine is all about dealing with each person, specifically," adds Holenski. "So instead of giving generalizations of how to eat better, what we've asked people to do is provide a basic diet diary for about seven days. I'll look at it and analyze it, and give them the top three things that they can change or include in their dietary regime, to help them become healthier, hopefully more energetic, less sick days, better equality of sleep, and more endurance."

KW Health Connection not only advises on nutrition and diet, the couple, who recently migrated from BC, will offer a host of services. Leis, a Chiropractor, is offering the 25 participants "once a month, a massage therapist and reflexologies in the clinic." Each month they'll give away a treatment to whoever wrote the most exciting blog. The clinic will be advising cyclists on the "new muscles that they're not used to using; they have to know what to expect and if something happens, what to do about it."

Health and fitness is a an epidemic problem that governments in North America are only starting to consider as health problem. "I went last year to the States to a bicycle conference," says Pachnik. "They were telling us about very interesting US studies. According to those studies, in 1964, 50% of kids in the States were biking to school and obesity was only 12%. The last study, in 2004 – only 3% of the kids commute to school and obesity has gone to 47% or 45%."

Like obesity, the problems our modern lifestyle and workstyle have engendered tend to be quite obvious. The good news is, the solutions are becoming more evident, all the time, including the services

Dr. Erkia Holenski, left, and Dr. Colin Leis, with Martha Pachnik

and suggestions offered by this varied group of health and lifestyle experts consulted by Exchange. Now – as each of our interviewees suggested – the next step is up to you.

HOT JOBS IN 2010

The job market continues to change: many of the hot jobs of the future have not been yet defined

by DENNIS GRIMM

DENNIS GRIMM is a corporate director and vineyardist sharing his time between his home in Conestogo and his vineyard in Argentina. He can be reached at dennis@epitomevineyard.com.

I was recently at the University of Guelph when the campus hosted thousands of high school students who were evaluating various universities before they decided which ones to apply to. I could not help but wonder what job opportunities lay ahead for these young people. What type of jobs would they find, were they acquiring the necessary skills for the new world, would they have full time careers or go from one contract to another?

> Corporations no longer tend to look out for the long term security of employees. The global economic model... is not conducive to this approach any longer.

I reminisced about how different it was when I was their age. Once you graduated you had a pick of employers. With the exception of a new thing called the computer that required the punching of 80 column cards in order for it to do a simple addition or subtraction, the courses were the same that had been around for decades. While we did not view ourselves as lucky at the time, our futures were virtually determined and the skills being acquired were basically reading, writing, and arithmetic with a little work ethic and suspension of individualism for the benefit and security of a corporate career thrown in.

However, over the past three decades this all changed. When one looks into the future, what will be the hot jobs and which ones will have gone the way of the dinosaur? No fact is more indicative of how the job market continues to change than the reality that many of the hot jobs of the future have not been defined yet. The only way to glean any look at those jobs that will be hot in the future is to appreciate the trends as they begin to emerge.

It is widely accepted that three job trends are profound and global: computer technology, healthcare, and biotechnology. To put it another way, the job trends of the future are driven by:

1. the need for secure, more efficient businesses;
2. an aging population, at the same time life expectancy is increasing; and
3. our environment that needs more energy and needs it to be green.

One must be careful not to look at computer technology from the traditional job point of view. Programming, data entry, tech support, and client services are not hot. The exodus of these jobs to lower cost offshore countries such as India will continue. Therefore, one needs to pursue the higher and more creative jobs in this sector. To avoid competing with low cost offshore countries look for IT jobs that are: complex; require face-to-face interaction; time sensitive; and involve tasks that are hard to define or ambiguous.

Healthcare jobs will continue to grow. The big bucks will go to the administrators that can drive efficiencies into the system, highly skilled doctors, nurses, and technical support people that operate the sophisticated machines for today and tomorrow. However, support, caregivers, and teaching professionals will remain in short supply.

Science is once again becoming a driving force in job trends; especially biotechnology, nanotechnology, and energy focused sciences. We are fortunate here in

Waterloo to have not only the Perimeter Institute but the University of Waterloo which is the world leader in quantum physics. Jobs in this trend will be heavily slanted towards research but skills on the administrative and teaching side will be needed to deliver the talent to fuel the anticipated growth.

Often overlooked are the trades. There has and will remain for some time a serious shortage of skilled labourers. Actually working with one's hands can and often is a rewarding and financial sound career. With the retirement from the labour force of the Baby Boomers, the work force is shrinking and skilled labour is becoming scarce. One of the hardest positions to fill today is that of a truck driver. Young people should seriously look at becoming plumbers, electricians, hair stylists, dental hygienists, auto mechanics, etc. The demand for these skills will continue to increase and the work is very rewarding and does provide an opportunity for a work-life balance that eludes many other careers.

However, where young people have figured it out, we older folks still find the jobs of the future quite complex. Not so much the jobs that will be done, but how one will actually go about doing the work. It is generally accepted that an individual entering the workforce today will:

1. Have four to five jobs during their working career.
2. Likely completely change their career or the nature of the work they do two to three times during their working career.
3. More likely than not work for an extended period of time in at least one other country. A second language is an increasing requirement of employees.
4. Find life learning is no longer a competitive advantage; it is a necessity. Most employees will return to school for extended periods at least twice during their career.
5. May have extended periods of un/under employment during their career.
6. Will spend a significant amount of their time working from their home.

In the late nineties, when my daughter was looking at what career to pursue in university, I had one of those father-daughter talks. I looked back on my notes and found the seven rules we spoke of in looking forward to a successful working life still ring true today.

1. Be flexible. The days of starting a job and working your way up with the same employer is already the exception. Every job or career should have a build-in exit plan.
2. Selfishness. I told my daughter corporations no longer tend to look out for the long term security of employees. Quite frankly, the global economic model that we have adopted is not conducive to this approach any longer.

> It is widely accepted that three job trends are profound and global: computer technology, healthcare, and biotechnology.

Therefore, it is important to clearly articulate to yourself what you need from your employer and what you can give to your employer. When that equation is out of balance, alternatives should be sought.

3. Be realistic. With youthfulness comes impatience. I used the analogy that it's going to be more difficult to get to the top, if that should be your goal, because the corporate ladder of tomorrow is a lot wider and not as high.
4. Life learning. I tell my staff – and I myself – to annually prepare a resume and if upon completion you see you have not grown from the year before then you are in trouble because I would suggest those you work with and for have seen that stagnation before you have.
5. Team playing. Corporate cowboys historically have made for good books. The corporate world of today does not tolerate cowboys and is more about process and collectivity and not individualism.
6. Commitment. While corporate loyalty may have left the business world, commitment to quality and doing the job right each and every time is paramount. Apathy and mediocre performance cannot and will not be tolerated.
7. Be happy. It is important to your performance, to your well-being and the well-being of others that you enjoy yourself. If you do not enjoy the work you will not be successful and I suggest you find another job because happiness in what you do is directly related to the quality of the work that you do.

While the future looks daunting, it does look exciting. By the way, my daughter became a lawyer and currently works at the Canadian Embassy in Washington, DC. She assures me she is happy.

ESTATE FREEZES

The basics and some twists to watch out for

by NOREEN MARCHAND

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Every year, as the personal tax filing deadline approaches, tax advisers have the opportunity to meet with their individual taxpayers to discuss tax issues personal to them, their families, and their businesses. Invariably, one of the hottest topics for discussion is estate planning and whether or not it is the right time to implement an estate freeze. This article will explain what a simple estate freeze involves, outline why one should consider an estate freeze, and highlight some potential issues that can arise when the taxpayers or their children are either US citizens or residents today, or plan to be in the future.

An estate freeze is the name given to a series of transactions that a taxpayer undertakes to fix the value of their estate, or a particular asset, today. As a result of the estate freeze, future growth and the related tax liability will accrue to the benefits of others, such as the taxpayer's children or a trust created for the benefit of the taxpayer's children. Future growth will not be taxed on the death of the taxpayer. Estate freezing is most often used when a taxpayer owns a business that his or her family will continue to own after the taxpayer's death and is expected to increase in value over future years.

There are many approaches to implementing an estate freeze. One of the least complicated approaches generally involves a taxpayer exchanging his common shares of his corporate business for a new class of preferred shares. These preferred shares are voting shares and are typically retractable at any time, at the taxpayer's option, for the value of the business at the time the estate freeze is undertaken. This exchange happens on a tax-deferred basis. Stated differently, the taxpayer does not pay any tax at the time of the estate freeze; rather, the tax is deferred until a later time when either the preferred shares are sold or the taxpayer dies.

At the same time, the taxpayer is exchanging his common shares for preferred shares; the taxpayer's children each buy new common shares for $1 per share. These common shares will have negligible value, as the value of the corporation is captured in the preferred shares owned by the taxpayer. As the corporation increases in value over the following years, the preferred shares retain their fixed value and all future growth goes to the commons.

As a result of the estate freeze, future growth and the related tax liability will accrue to the benefits of others, such as the taxpayer's children or a trust created for the benefit of the taxpayer's children.

If the taxpayer's children are still of a younger age, consideration can be given to using a family trust to purchase the new common shares, rather than the children outright by themselves.

An estate freeze can significantly reduce the amount of tax payable at the time of the taxpayer's death, provided the value of the business is frozen prior to significant appreciation. The value of the business will be fixed as of the date of the estate freeze, and subsequent appreciation will only be taxed once the taxpayer's children sell the business or upon their deaths.

In addition, the availability of the capital gains exemption for certain qualifying small business shares

> An estate freeze can significantly reduce the amount of tax payable at the time of the taxpayer's death, provided the value of the business is frozen prior to significant appreciation.

can be multiplied, assuming the exemption is still available at the time they either sell the business or implement their own estate freezes.

In conjunction with an estate freeze, there is no need to give up control of the business. Recalling the preferred shares can retain voting control over the business. Likewise, the taxpayer can continue to receive income from the corporation either through preferred shares dividends or through drawing a salary, assuming the taxpayer continues to be employed by the business. Alternatively, the preferred shares can be redeemed periodically over time to extract value from the business over a number of years, which will generally result in a much lower tax liability on the taxpayer's death.

Although the steps to implement an estate freeze seem pretty straightforward, the mechanics are quite complex and numerous income tax rules have to be considered. When either the taxpayer himself or the taxpayer's children are US citizens or US residents, estate freezes become even more complicated, as US income tax rules must be considered as well.

For example, if the taxpayer is a US citizen or US resident, certain precautions should be taken to ensure that the exchange of the common shares for preferred shares does not trigger US income tax on the appreciation at the time of the estate freeze. US rules governing tax-deferred transfers are generally much more restrictive than Canadian tax rules, so if these precautions are not taken, there may be a mismatch in timing of when tax is payable to each country – at the time of the estate freeze in the US and at a later date in Canada – which can result in double tax.

If one or more of the taxpayer's children are US citizens or US residents, there can be additional complications following an estate freeze. By virtue of their ownership of the new common shares, all of the US rules governing the ownership of foreign (i.e. non-US) corporations will need to be considered. Depending on ownership percentage owned by US citizens and/or US residents, and the type of income being earned in the business, corporate earnings may have to be recognized for US tax purposes by the US shareholders in the year in which they are earned, rather than in the year in which the dividends are paid. Once again, advice should be obtained to ensure that all necessary precautions are being taken to help reduce additional US tax costs prior to the implementation of the estate freeze.

If you own a corporation that you expect will increase significantly in value and would like to start planning for the succession of your business to the next generation, an estate freeze may be right for you.

Whether or not you implement one, and if you do, the approach you should take to do so will depend on your financial position, future plans, and goals. This is a decision that you should make in conjunction with a tax adviser, so please obtain qualified professional advice before undertaking this type of planning.

BUSINESS OR THE ARTS?

You can't have one, healthy and growing, without the other

by PAUL KNOWLES

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

I have to admit a bias on this subject. Actually – two biases. Let me explain.

I've been editor of this business magazine for more years than Jon or I would like to admit. I have run successful businesses – as a publisher, and as an owner-operator (and still do). I am in my third term as President of the New Hamburg Board of Trade. Let's assume, therefore, that I am at least familiar with the world of business.

I'm also a writer, and for the past two years, the volunteer executive director of the New Hamburg Live! Festival of the Arts, which recently won the KW Arts Award as Best New Festival or Event. So we can also assume that I know something about the arts.

Which is why it baffles me when people assume that these two worlds never meet. That people in the arts don't "get" business. In truth, they are completely interdependent upon one another.

That dependency is more obvious from the arts perspective, because art and culture tends to rely on the largess of the business community. But it is not a one-way relationship. Business thrives when it is linked to a vital arts and culture community. The two, frankly, need one another.

I see this personally with our Festival of the Arts. The event could not happen without the support of many area businesses. But at the same time, businesses benefit from the Festival. We set it up with that intention, by the way; we hold events in local businesses (literary events in restaurants; our art show exhibits in eight New Hamburg businesses, so people come to the business to see the art). We employ local printers, caterers, facilities, sound technicians, performers, web designers, and more.

But beyond these very intentional connections, there is the reality that the Festival brings people to the community, and those people do business while they are here.

That's true for every arts event in every community. I have read comments by Drayton Festival's Alex Mustakas – who I admire greatly for his accomplishments and his attitude – about the spin-off business brought to all the communities now hosting theatres connected to Drayton. By the way, a Napa Valley study suggests that arts events produce almost as much income for other businesses as they do for the events, themselves.

Alex Mustakas is another person who truly understands both business and the arts, and knows there is no contradiction, there.

For more evidence, do an on-line search of the phrase "the arts are good for business." It reveals pages and pages of comments, some from people in the arts, many from business people who understand the symbiotic relationship.

For example, Peter Straley is CEO of Health New England, and also chair of a local arts organization. He's quoted saying: "The arts are good for business. We've all seen the evidence of that at clubs, restaurants, hotels, and other venues, but many small businesses still don't fully appreciate the value of the arts. It's our job to show them."

A Napa Valley study suggests that arts events produce almost as much income for other businesses as they do for the events, themselves.

Daniel Pink, author of "A Whole New Mind", is cited on another web page, arguing that a graduate holding a Master of Fine Arts will soon become more valued in the business sector than an MBA, as arts education stimulates innovation, creative problem-solving and "out of the box" thinking. He adds, perhaps that's why more than one-third of Fortune 500 companies now use arts-based corporate creativity training within the workplace.

Well-known economist Richard Florida is quoted: "By supporting lifestyle and cultural institutions like a cutting-edge music scene or vibrant artistic community, it helps to attract and stimulate those who create in business and technology."

Another site contends: "The 21st century is witnessing the birth of the creative economy – an economy based on innovation and creativity rather than merely production and information. What do the arts have to do with the creative economy? Everything! More and more, cities, regions and entire countries are realizing that vibrant and creative communities are necessary for a competitive edge."

A Texas web page quoted Houston Mayor Annise D. Parker, who "firmly stated her belief that the arts are good for business, that they bring in visitors, stimulate cultural tourism, and provide an environment to attract business and students to Houston."

The Napa Valley study I cited above concludes: "The key lesson from the report is that communities that invest in the arts reap the additional benefit of jobs, economic growth, and a quality of life that positions those communities to compete in our 21st century creative economy. Arts and culture are magnets for tourists, and tourism research repeatedly shows that cultural travelers stay longer and spend more. Whether serving the local community or out-of-town visitors, a vibrant arts and culture industry helps local businesses thrive."

"Business or the Arts" is an oxymoron. The only sensible, practical, economically viable approach is "Business and the Arts".

SILENTLY STEALING SUCCESS

Why is 'Information Hoarding' so common?

by CARLY O'BRIEN

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Have you ever known a situation where you told someone that something needed to change, but left out the part about what would happen if it didn't? Maybe you hesitated because it felt too much like a threat, when in fact, it really was just the reality of the situation? For example, "I need you to follow this procedure, as it is required of the role you have agreed to be paid for. If we cannot find a way to make that happen by next quarter, I will begin the process of releasing you from your employment contract with us."

We dislike stating the truth when it might hurt, or cause conflict or retribution. Instead, we may ask the person to change their behaviour, we rationalize and procrastinate because we think they are working on it. Sometimes it is just easier to "Let it Ride" and feel the frustration behind their back.

Meanwhile, the disruption is still happening, others are aware and our leadership is undermined.

Leadership teams that operate from positions of strength are not afraid of communication, they revel in the energy that face-face conversation sparks.

It appears to be a fact – humans are self absorbed, leaders included. We will avoid pain and seek pleasure. Those among us, who consider themselves to be successful, often give themselves credit where credit is due, for their own achievements. When considering achievements generated solely by them, this makes sense.

However, as business owners and organizational managers, success is often a function of the actions of others. When a collective success falls through, the commonly asked question is, "Why didn't they?" This question is typically rhetorical because when any type of answer is offered the business owner or organizational manager may say, "Yeah, but – I told them. Don't they know how lucky they are to have a job? Seriously, where would they go in these times?"

Meanwhile, the disruption is still happening, others are aware and our leadership is undermined.

In fact, there are lots of jobs available. With all the moving around people do, openings keep opening and stable employment, at the same organization, is neither a right nor an expectation. That being said – isn't it also true that people generally do not like change? Would most people not prefer to stay with the devil they know?

Many owners and managers seem to be precariously balancing between keeping someone that they wish would change without explicitly telling them what it will take to stay employed and successful within their organization. The greatest fear, next to public speaking, is fear of the unknown. Why, then, is Information Hoarding so common? When employees are unsure of "when the other shoe will drop", or have no idea what it takes to get to the next level, they begin to feel stagnant, unimportant and like a cog – simply a mechanism to get something done for someone else.

In reality, this is their job and it is a part of their life, and it affects their self-worth, confidence and plans. When faced with a murky future, over which they appear to have no control, they often start to check out greener pastures or, more expensively, hunker down to go unnoticed with underwhelming performance.

So what is a business owner or manager to do?

It can be as easy as clarifying expectations, taking a cue from good ol' Excel and using the classic IF/THEN Statement.

While falsely guaranteeing promotions or raises is unwise, so is keeping everyone in the dark. False optimism is often scary to employees, because it appears as though the people entrusted to protect the source of their livelihood are "Going Ostrich". A leadership team that demonstrates a united front, awareness of pending challenges and who are ready with ideas, direction and strategy, which are reasonably subject-to-change, instill confidence.

Strong leadership teams practice "Attraction Retention" by being aware of, yet unbothered by the fact that there are other opportunities for their people. Conceivably, they have hired well, so their people will always be in demand, which makes it their responsibility to ensure that they run an organization worth working for and partner with their influential employees to share that load. In fact, these leadership teams often have an expectation that a certain percentage of their "stars" will graduate up and out.

Leadership teams that operate from positions of strength are not afraid of communication, they revel in the energy that face-face conversation sparks with informed, thoughtful individuals all focused on the same goal of having their company be The Best. Business owners who lead their organizations and the people within them, through uncertain times provide information, elicit feedback and ask for ideas. They engender trust and respect by demonstrating trust and respect through timely, honest information sharing – particularly when it comes to individual performance.

They recognize that people change their behaviour only when conditions demand them to; therefore, leaders create conditions to inspire behaviour change.

With demographics being what they are, there are many business owners that while operating lean, require their employees to advance because they themselves expect to leave soon and need their successors to care for their legacy. How do you tell them to "Pull Up their Socks"? Like many investors, some business owners feel like they are in too deep and can't "sell off" because they are engaged in a silent "Wishing Contest" where the employee wishes for career advancement and the business owner wishes their employees were ready. Some organizations are grinding to a halt.

While unpleasant, it is the manager's role to share IF/THEN statements with their team members. For example, "IF this happens, THEN that happens. IF this doesn't happen, THEN that happens." They then need to execute the function.

When faced with a murky future, they often start to check out greener pastures or hunker down to go unnoticed.

Sure, there may be paperwork to fill out and awkwardness to endure; however, if the correct behaviour is never seen than the IF/THEN will be executed by the market and there will be the Whoosh of Failure as the vacuum left by the empty space of their stale momentum is filled in by others.

Refraining from articulating reality does not make it any less real – stealing success through silence is not what we need right now. Speak up.

JOAN FISK, PRESIDENT AND CEO of the **Greater Kitchener Waterloo Chamber of Commerce, has left the Chamber**, effective the end of June. "We have accomplished a lot but knowing what is ahead, we need to allow the incoming President and CEO the opportunity to participate in the strategic planning process soon underway and to set the next course of action for the organization," said Fisk, who has held the position since the fall of 2008. "Our new fiscal year begins in July. Summer is here and the time is right for me."

When asked what she will be working on next, Fisk replied, "I am open. I have really enjoyed this challenge but I am anxious to see what new opportunities lay ahead and explore how I can best serve this community in the future." Through the transition period, the current Chamber Board Chair, **Mary D'Alton** of the **Waterloo Inn and Conference Centre**, will oversee the senior management team who will handle the day-to-day business of the Chamber.

"Staff will continue to ensure that all programs, projects and events move forward efficiently and effectively. We have a strong team at the Chamber and they have the Board's confidence," said D'Alton.

A search committee has been assembled and the search process for the new President and CEO began immediately with an expectation that the position will be filled during the summer months, in time for implementation of the Chamber's 2011 initiatives.

D'Alton added, "The Chamber has been going through a period of renewal and revitalization over the last two years and as recently as last month was re-accredited by the Chamber Accreditation Council of Canada, with Distinction. We are proud of the work that has been done. We will enter our 125th year stronger than ever, thanks to the team Joan has assembled and to the myriad of volunteers who help make it work and our Board of Directors who represent some of the leading businesses in the Greater KW area. These are extraordinary and challenging times, full of opportunities for the Chamber membership."

SUSTAINABLE WATERLOO, a not-for-profit working to advance the environmental sustainability of organizations across Waterloo Region through collaboration, has announced accounting firms **Deloitte** and **Ernst & Young** as the newest members of the **Regional Carbon Initiative.** The RCI facilitates voluntary target-setting and reductions of greenhouse gas (GHG) emissions in member organizations across the Region. This announcement brings total RCI membership to 24 organizations.

Both Deloitte and Ernst & Young have joined as Bronze Pledging Partners, committing to a 20% absolute reduction in their GHG emissions across operations in Waterloo Region over the next 10 years. The commitments of both organizations will mean emission reductions in their Kitchener operations. Both will incorporate a number of optional RCI Reduction Framework GHG emission sources, such as personal vehicle business travel, employee commuting, waste, and water. Ernst & Young is also a Founding Partner of Sustainable Waterloo.

Adam Burke, Southwestern Ontario Managing Partner at Deloitte, said, "Deloitte is proud to align our firm's strategic objectives with those of Sustainable Waterloo and other organizations in the Region. Our commitment is consistent with Deloitte's five-year national sustainability strategy. We believe that sustainability is sound business practice and helps us to improve our performance, our client's businesses, and our commitment to the global environment."

Greg McCauley, Southwestern Ontario Managing Partner at Ernst & Young, commented: "We at Ernst & Young are eager to begin this next phase of our collaboration with Sustainable Waterloo and to reach our reduction target. We are confident that, with Sustainable Waterloo's tools and support, we will not only reduce our environmental impact but also reap the many benefits of fostering a proactive environmental business strategy. Ernst & Young is setting an important example for other firms within the industry to begin to understand that the environment and sustainability should be a top priority across the entire business community."

"It is encouraging to see the collaborative spirit of these two organizations in jointly signing on as Pledging Partners of the RCI," says **Mike Morrice**, Sustainable Waterloo's Executive Director. "Organizations of all sizes and sectors across our Region are increasingly willing to hold themselves accountable to voluntary public GHG reduction goals, while working together and learning from one another to achieve them."

THE ONTARIO INSTITUTE OF THE PURCHASING MANAGEMENT ASSOCIATION OF CANADA (PMAC) has donated $100,000 to **Laurier's School of Business & Economics** to help support students studying supply chain management.

The gift will be used to create student awards for undergraduate and graduate-level Laurier students. The donation will also be used to support a supply chain management speaker's series, which will be hosted by Laurier's Centre for Supply Chain Management.

"We are very grateful to the Ontario Institute of PMAC for their generous support," said **Ginny Dybenko**, dean of the School of Business & Economics. "Supply chain management is an important part of any organization, and these awards will encourage more students to enter this ever-growing profession."

"The scholarships we are sponsoring at Laurier through the endowment will recognize the excellent performance of students in their supply chain management studies and research, and support them in their pursuit of successful careers in the supply chain management field," said **R. David Fletcher**, president and CEO, Ontario Institute of PMAC. "We feel that our awards will do much to enhance recognition of Laurier and the Ontario Institute of PMAC, as well as increase marketplace awareness of the growing value of supply chain management professionals in the success of organizations around the world."

PAUL STRAUS, President and CEO of **Home Hardware Stores Limited,** was inducted into the **Retail Hall of Fame**, by the **Retail Council of Canada**. The induction, one of the Canadian retailing industry's top honours, took place in Toronto at the RCC's annual Excellence in Retailing Awards dinner.

"This recognition reflects the strength of the entrepreneurial spirit and ambition of Home Hardware's 1,070 independent dealers across Canada," said Straus. "Without their hard work and determination to make independent retailing in Canada not only a possibility, but a profitable career path, I would not be receiving this honour."

Straus has worked for Home Hardware since its founding in 1964. Straus became Vice-President Controller of Home Hardware in 1978, Vice-President Finance and Administration in 1985 and was appointed Executive Vice-President and General Manager on January 1, 1989. On April 19, 1999 he was appointed Vice-President and Chief Executive Officer. At the Company's annual Shareholders meeting in April, 2010 he was appointed President and CEO.

"Mr. Straus is passionate about the future of Canadian retail," said **Diane J. Brisebois**, President and CEO, Retail Council of Canada. "He has made a considerable commitment to dealer and employee education at Home Hardware and actively promotes the tremendous prospects of retail as a career. His work benefits the entire industry and helps to build the next generation of leaders in retailing."

Past winners of the award include: **Fred Singer, Henry Singer Fashion Group** (2009), **Stephen Bebis, Golf Town** (2008), **Steve Matyas, STAPLES Business Depot** (2007), **George Heller, Hudson's Bay Company** and **Harry Rosen, Harry Rosen Inc.** (2006), **Christine Magee** and **Steve Gunn, Sleep Country Canada** (2005) and **Mario Pilozzi, Wal-Mart Canada** (2004).

OPEN TEXT CORPORATION, Canada's largest software company and the preeminent global provider of Enterprise Content Management software, has been chosen by the editors of **Canada's Top 100 Employers** as one of **Canada's Top Employers for Young People**. The selection process reviews company programs that attract and retain younger workers, and the competition is open to public and private sector companies headquartered or with principal operations in Canada.

"Open Text is one of the fastest-growing high-tech companies in the world, and to support that growth we make every effort to attract top talent," said **Eugene Roman**, Chief Technology Officer at Open Text. "We strive to make our workplaces progressive and work to ensure we accommodate young talent, from mentoring post-graduate students, to enabling co-op terms at Open Text, to hiring new grads and providing appropriate career path support."

Roman models that philosophy through a personal mentorship program working with students from post-secondary facilities including the **University of Waterloo, McMaster University** and **Conestoga College**. At any given time, Roman has a cadre of up to eight students with whom he works to share ideas, offer guidance on their career choices, and encourage them to be innovative thinkers.

"Today's workplace requires not only top talent trained in specific fields such as computer science and physics, but also creative thinkers who can apply innovative ideas to business opportunities. Intuitive design takes into consideration the end-user applications for the technology," Roman said.

It's that approach that will enable young people to flourish in the high-tech sector today, and that's why Roman, who is responsible for IT and Research & Development globally for Open Text, makes mentoring students a priority. Young talent is also cultivated at Open Text through an active co-op program for college and university students as well as a new grads program in the locations where Open Text operates globally. Other Open Text business leaders are involved with post-secondary institutions through speaking engagements, seminars and more, to engender interest in high-tech careers.

Canada's Top Employers for Young People selected Open Text on the basis of supportive programs in the categories of workforce demographics, benefit programs, and education & development. Open Text is one of 50 companies recognized as a Top Employer for 2010 as announced in the Globe and Mail's Report on Business today.

Headquartered in Waterloo, Ontario, Open Text has grown quickly over the last few years to become the largest independent ECM software company in the world. The company currently employs about 4,000 people globally, including approximately 1,000 across Canada.

THE CITY OF KITCHENER, and the **Region of Waterloo**, will continue to have a strong voice on the federal stage with Councillor **Berry Vrbanovic** elected first vice-president of the **Federation of Canadian Municipalities** and Mayor **Carl Zehr** re-elected as chair of the FCM's **Big City**

Mayors Caucus. The elections were held as part of FCM's 73rd annual conference which was held in Toronto this past weekend.

"FCM has played an instrumental role in securing funding and partnerships with the federal and provincial governments that have had concrete and positive impacts on the quality of life of our residents," said Vrbanovic. "My work on the national stage allows me to bring local issues like traffic congestion, deteriorating infrastructure, and air quality to the attention of our government leaders in Ottawa."

Over the past year, the FCM has been working with all Canadian municipalities to ensure the federal government engages cities and communities in playing an active role in the nation's economic recovery. Locally, those recent efforts have resulted in a three-way funding partnership between the City of Kitchener and the federal and provincial governments, dedicating $37.6 million to help fund 16 local projects under the national infrastructure stimulus funding program

Having been re-elected as the chair of the Big City Mayors Caucus, Zehr also serves on FCM's senior leadership team.

"The federal government's infrastructure stimulus program proved that great things can happen for our communities – and for the country as a whole – when all orders of government come together and work as a team," Zehr said. "Now is the time to build on that success in starting to turn the nation's economy around by forging a new long term partnership between all orders of government. The system we have today, which was designed decades ago, simply will not allow us to effectively address the challenges of tomorrow."

Zehr concluded, "As the federal government's stimulus spending comes to end, we must not let its underlying partnership with cities end as well. Working together in a new long term partnership can produce measurable and positive results on challenges Canadians care deeply about resolving."

ATS AUTOMATION TOOLING SYSTEMS INC. has reported its financial results for the three and 12 months ended March 31, 2010. Consolidated revenue was $577.8 million, a 32% year-over-year reduction as difficult market conditions caused lower demand in ATS' markets. Consolidated earnings per share decreased to $0.14 (basic and diluted) compared to $0.61 (basic) and $0.60 (diluted) a year ago.

In fiscal 2010, Automation Systems Group Order Bookings and revenue were negatively impacted by the global economic recession, which began to impact ASG in the fourth quarter of fiscal 2009. This has and will continue to cause volatility in Order Bookings, which amounted to $105 million in the fourth quarter. At **Photowatt Technologies**, difficult market conditions, including reductions in feed-in-tariffs and tighter credit markets negatively impacted funding available for solar installation projects which reduced demand for photovoltaic products and put downward pressure on average selling prices. This negatively impacted revenue and operating earnings and is expected to continue to result in lower demand for solar modules and lower average selling prices per watt.

Consolidated revenue was $138.8 million compared to $138.1 million in the third quarter of the fiscal year and $201.8 million in the fourth quarter a year ago; consolidated loss from operations was $26.0 million compared to earnings from operations of $4.7 million in the third quarter of fiscal 2010 and earnings from operations of $17.7 million a year ago; per share earnings were $0.03 (basic and diluted) compared to $0.16 (basic) and $0.15 (diluted) a year ago;

DESCARTES SYSTEMS GROUP announced financial results for its fiscal 2011 first quarter ended April 30, 2010. All financial results referenced are in US currency. Key financial highlights for Descartes in Q1FY11 included revenues of $21.3 million, up 22% from $17.4 million in the first quarter of last fiscal year and up 13% from $18.9 million in the previous quarter; services revenues of $20.2 million, up 20% from $16.8 million in Q1FY10 and up 14% from $17.7 million in Q4FY10. Services revenues comprised 95% of total revenues for the quarter.

THANKS TO THE GENEROSITY of **The Cowan Foundation**, in the form of a $100,000 grant, **Conestoga College Institute of Technology and Advanced Learning** has been able to create a Chair in Workforce Development. The new workforce development position will focus on two main areas: (1) research and development designed to support Conestoga's efforts to increase programs and services to help retrain individuals disadvantaged by circumstances such as unemployment, poverty or domestic violence; and (2) working with community agencies and government representatives to develop programs aligned with industry needs and governmental priorities.

"Cowan is pleased to support the establishment of the Chair in Workforce Development, to develop and implement the necessary programs to address not only a critical economic issue in our communities today – but also workforce needs as our economy transforms," said **Maureen Cowan**, President of The Cowan Foundation.

Conestoga President **John Tibbits** added, "Our future prosperity depends on aiding individuals to become productive in the workforce, whether as first-time participants or as experienced workers making necessary transitions. Conestoga believes this is an essential part of our mandate. The Conestoga Career Centre and this Chair in Workforce Development are two key initiatives in helping us move forward in service to the community."

Activities and programs that will flow from this initiative could include opportunities at Conestoga, in the workplace or in the community to serve apprentices, unemployed workers, newcomers to Canada, aboriginal Canadians and first-generation post-secondary students.

Last month, the first Chair in Workforce Development began work at Conestoga. Thanh-Thanh Tieu comes to Conestoga from her previous position as a research associate with the Centre of Excellence in Youth Engagement in Toronto.

DESIRE2LEARN INCORPORATED has announced that the **Canadian Network for Innovation**

in Education has recognized a partnership between Desire2Learn and Newfoundland and Labrador's public education institutions with the **2010 national Award for Excellence** and **Innovation in Partnership and Collaboration.**

The **Newfoundland and Labrador Department of Education, Centre for Distance Learning and Innovation** (CDLI), **Memorial University's Distance Education and Learning Technologies** (DELT) and the **College of the North Atlantic's Distributed Learning Service** (DLS) partner with Desire2Learn to offer a province-wide system that supports distance education for students regardless of their location, their educational level, or the time of day. This system enables ease of transition and access between institutions for students; supports rural-based education development and delivery; and, contributes to a province-wide learning culture.

THE NEW HAMBURG LIVE! FESTIVAL OF THE ARTS has won a KW Arts Award. The not for profit Festival has received the **Scotiabank New Festival or Event Award**, presented at the annual KW Arts Awards gala.

Also nominated in the New Festival category were the **IMPACT theatre festival**, and the **Perimeter Institute Quantum to Cosmos Festival.**

The second annual New Hamburg Live! Festival of the Arts wrapped up on June 6, the same day as the Arts Awards were presented. Participants in the Festival were quick to comment on the award. **Lydia Adams, Artistic Director of the Elmer Iseler Singers,** who performed to an enthusiastic audience on Friday evening, wrote, "Congratulations to New Hamburg Live! the brilliant new Award-winning Festival for the Arts here in Ontario. This Festival is a bright shining star in the Arts in Ontario. With the avid enthusiasm and warmth of its organizers and audiences, it was a true pleasure for the Elmer Iseler Singers to sing here. We wish the Festival all the very best in the future!"

The Festival is organized by Nancy and Paiul Knowles – Paul is also editor of Exchange magazine.

Planning for the 2011 New Hamburg Live! Festival of the Arts is already underway. It will take place June 1-5, 2011.

CONESTOGA COLLEGE INSTITUTE OF TECHNOLOGY AND ADVANCED LEARNING has received approval from Ontario's Ministry of Training, Colleges and Universities to offer a bachelor's degree in Public Relations, the first such degree in Ontario and only the third in the country. The program begins at Conestoga's Doon campus in Kitchener in the fall of 2011.

"This profession demands strong communication skills, diplomacy, strategic thinking and the ability to understand complex issues, and Conestoga's public relations degree responds with a case-based approach," said **Fran Gregory**, coordinator of the new program. "The goal over the four years is to provide graduates with the critical thinking skills and the practical experience required to manage issues, plan events, develop campaigns and lead communication projects."

COM DEV INTERNATIONAL LTD. has announced second quarter financial results for the three month period ended April 30, 2010. All amounts are stated in Canadian dollars unless otherwise noted.

Second Quarter highlights: revenue was $60.4 million, compared to $64.1 million in the second quarter of 2009; gross margin was 22%, compared to 28% in Q2 2009; net income was $4.1 million, or $0.05 per share, compared to $4.9 million or $0.07 per share for the second quarter of the prior year; new orders won in the second quarter totaled $33 million, compared to $50 million a year earlier and $51 million in the first quarter of fiscal 2010. An additional $45 million of follow-on orders are expected to result from Authorities to Proceed received in Q2 2010. "Our commercial products business, which now generates over 60% of revenues, continues to perform very well," said **John Keating**, CEO of COM DEV. "Cost increases we experienced on a limited number of programs in our other divisions, however, suppressed revenues and gross margins in the second quarter. Orders are likely to be in the same range as last year's record levels, and we remain very encouraged about our longer-term opportunities, but we now expect annual revenue growth to be minimal for the current fiscal year and gross margins to be in the mid-20% range."

MARY BALES OF COLDWELL BANKER PETER BENNINGER REALTY, BROKERAGE, has won the national Coldwell Banker Ambassador Award for the 2009 Award Year in recognition of her exceptional humanitarian acts and commitment to community service.

According to **John Geha**, President, Coldwell Banker Canada Operations LLC, "The Coldwell Banker organization is built on the accomplishments of people such as Mary Bales who are generous of spirit and caring enough to make a difference in the life of someone other than themselves."

Bales has been involved in many local organizations including board membership at the **YWCA, Grand River Hospital**, and **United Way**. She also serves as a director of **The Economical Insurance Group** and as a governor of the **University of Waterloo**. In 2001, she created **Heartwood Place**, a charitable organization dedicated to providing safe, affordable and adequate housing. Bales was recently presented with a Meritorious Service Award by **Governor General Michaelle Jean** for her dedication to affordable housing. Heartwood Place continues to make great strides in the region.

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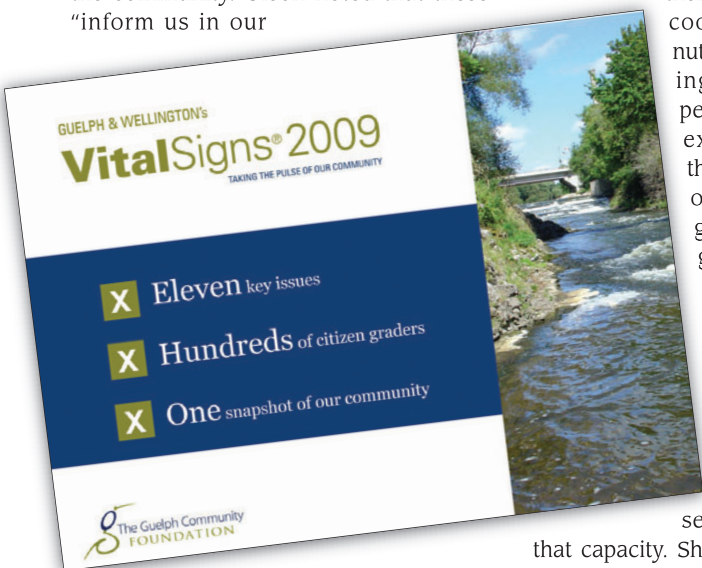
through 460 grants. Since 1999, GCF has received $8,856,154 in contributions in the form of cash, stocks, mutual funds, life insurance and bequests. In its first year of operation, it received $13,000 in donations from 40 corporate and individual donors.

Olson emphasizes that "donations of all sizes have made a lasting difference — whether it has been a $10 gift pooled to grow our Community Fund or a $10,000 gift made through a will. Every gift mattered."

Olson added that grants are distributed to diverse sectors of the Guelph community including arts and culture, education, health and wellness, environment, children and youth, seniors, social services and animal welfare.

GCF has also produced two "Vital Signs" reports that measure the health of the community. Olson noted that these "inform us in our grant-making, highlight issues and opportunities for donors and serve as guideposts for conversations and plans."



Since 1999, GCF has received $8,856,154 in contributions in the form of cash, stocks, mutual funds, life insurance and bequests

In 2009 the GCF granted $50,000 to Building Vital Communities, a program that is reducing poverty in Guelph and Wellington County by creating food security and sustainable food networks.

Other grants have supported children and youth in a neighbourhood where some of the city's most at-risk families live. Programs funded provide youth leadership training, first aid and food safety training, create a safe environment for teens to socialize and run school readiness programs for children.

Grants are distributed to diverse sectors of the Guelph community including arts and culture, education, health and wellness, environment, children and youth, seniors, social services and animal welfare.

Helping immigrant women understand their rights and services available to them, providing seniors with cooking workshops and nutrition resources, providing mentally challenged people the opportunity to express themselves through art and music are other examples of programs supported by GCF grants.

Olson emphasized that this is just a small sample of grants provided over the past decade.

Cindy Lindsay was the first executive director of the GCF, serving for nine years in that capacity. She is now the Director of Member Services for Community Foundations Canada. Lindsay confirms Ken Hammill's comments about strong leadership. "Since its beginning GCF has been able to bring outstanding leaders to the organization. This strong start that the foundation enjoyed and the drive of its board helped to establish it as a leader in community philanthropy."

Lindsay added that another key ingredient was the "business leaders who invested in the foundation by supporting its operations for many years. It is so important to ensure that there is enough capacity within an organization and Guelph has been extremely fortunate with contributions from local leaders who understood the value in supporting the organization itself so the foundation could focus on its core purpose."

Pat McCraw is another long-time Guelph community activist recruited to the original GCF Board by Hammill. She has served since then as a Board member and just stepped down this past April. She provided key leadership to the Building Healthy Communities program.

McCraw said that "the support and encouragement from Community Foundations of Canada was very helpful in getting GCF established. They provided many resources to help us get set up. The Kitchener-Waterloo Community Foundation was also a valuable mentor for us."

McCraw added that "acceptance by other community and charitable organizations has been crucial to GCF's success. We have not only been a source of funds but have also been a partner in philanthropy building. We have accomplished much more than we ever hoped for when we began."

Looking ahead to the next decade Andrea Olson identified several goals:

- Increase granting and community dividends to $5 million by 2020;
- Grow the Community Fund to respond to pressing community needs and emerging opportunities;
- Share more great grants and inspiring stories with the community;
- Continue to provide prudent management and responsible stewardship of funds;
- Support professional advisors when they require assistance with clients' charitable wishes;
- Continue to build community philanthropy by servicing charitable agencies with opportunities to build endowment funds and accept bequests and gifts of securities on their behalf.

By building on a successful first decade, the Guelph Community Foundation expects to be around for many more helping to maintain Guelph's reputation as a caring community by "helping good people do great things."

Readers wanting more information about the Guelph Community Foundation can visit their website at www.guelphcf.ca or call Andrea Olson at 519-821-9216.

HELPING GOOD PEOPLE DO GREAT THINGS

Guelph Community Foundation celebrates 10 years of "transforming gifts into grants"

Andrea Olson, Executive Director and Ken Hammill, a founder of the Guelph Community Foundation

by BRIAN HUNSBERGER

A lot is going right in Guelph these days. Rewind to 2008 when the Royal City was named "the most caring community in Canada" (with the highest rate of volunteerism) by Maclean's magazine.

So how does that happen? Not without a solid foundation of community building blocks. One of the corner stones is the Guelph Community Foundation that celebrated 10 years of "transforming gifts into grants" last year.

Following the community foundation model established for many years in communities across Canada, the GCF was created in 1999 under the leadership of retired business executive, former City Councillor and long-time community activist Ken Hammill (see Just In Time philanthropy – Exchange, June 2000). Hammill is currently the Honorary Founding Board Member of GCF and is busy raising funds to build a skating rink in front of City Hall.

Hammill said there are several reasons for the success of GCF. "We started with a strong group of people. Hugh Guthrie (Guelph lawyer and current Board Chair) was the first person I called. Many others joined us and we have been fortunate to have had very strong boards right from the beginning." Hammill added that "Guelph is a very community-oriented city that quickly got behind the community foundation concept."

Andrea Olson has served as Executive Director of the GCF for just over a year. She previously served on the Board while working in non-profit management for Red Cross, the Alzheimers Society and teaching at Humber College. She has lived in Guelph for 12 years.

> "It is so important to ensure that there is enough capacity within an organization and Guelph has been extremely fortunate with contributions from local leaders who understood the value in supporting the organization itself so the foundation could focus on its core purpose."

Olson told Exchange that GCF currently administers $6.7 million in capital assets through 100 funds. These funds have yielded $1.5 million in community dividends that have been distributed over the past decade

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Stahle focusing on its hometown

50-year-old Kitchener contractor is well known across Canada

John Preston deals with reality, head on. He knows that his company, Stahle Construction Inc., has been based in Kitchener for 50 years, but is much better known across the rest of Canada. He is confident that Stahle Construction has the expertise to take on a wide variety of local projects, but that area clients believe the company to be busy with widespread, multiple projects for national chains.

John's proud of the work Stahle has done, in every province and territory of Canada, with major clients like RBC and Wendy's – he even has a treasured photo of himself with famed Wendy's founder, the late Dave Thomas. But at the same time, he believes that Stahle's 50th anniversary, which the company is celebrating this year, is the perfect time to bring this expertise back home to Waterloo Region and environs.

IN THE BEGINNING

The company was founded in 1960, by local building legend Wayne Stahle. In its early years, Stahle carried out residential construction, and was involved in commercial work to a lesser extent.

John Preston joined the company in 1971, as an apprentice. He became a manager, and then an estimator, along the way earning three coveted Gold Seal awards as superintendent, estimator and project manager. In 1993, Preston was appointed Vice President and General Manager; in 1997, as Wayne Stahle retired, Preston bought the company. During the 1970s and 1980s, he recalls, "Wayne was well known in the region, and we worked for everybody," building universities, hospitals, schools, offices, and more.

GOING NATIONAL

While the recession of 1991 impacted the construction industry for most of the decade, Stahle looked farther afield, and found the answer to recessionary woes in major national clients.

In Preston's words, "Stahle became a construction firm that travels." They were contracted to build facilities across Ontario, from Ottawa to Thunder Bay; and then in 2004/05, Stahle began to "do country-wide roll-outs" for several clients including Tim Horton's. In one year, Stahle carried out construction projects at an astonishing 1,832 locations across Canada. For the past three years, the company has done work in all ten provinces, and in the territories.

Preston laughs, "In the past three and a half years, I have been on 330 flights." In fact, a lot of Stahle staff members proudly wear leather jackets bearing the logo, "Stahle Flying Club."

In 2005, due to a growing national client demand Stahle opened an office in Calgary, while maintaining its headquarters on Edwin Street in Kitchener.

YOU CAN GO HOME AGAIN

"In the past couple of years, while doing well at marketing our business across the country, we also turned our focus to the local area," says Preston.

One of the first steps involved in reviving their original business from the 1960's was to create a separate entity, "Stahle Residential Inc.", to carry out custom home construction, renovation and residential additions.

However, that is not the main thrust of their vision; Stahle is focused on becoming a major player in significant construction projects in their home region.

Two of their recent Waterloo-based projects are certainly marquee efforts – Stahle is responsible for the much-buzzed new Vincenzo's, and the Bauer Kitchen restaurant, both located in the newly opened Bauer Lofts.

Stahle has also recently been awarded design-build contracts at Wilfrid Laurier University. They won those contracts, says Preston, because the clients recognized the knowledge and experience of the company. "Over the years," he says, "we've gained a lot of expertise."

The Stahle team has applied that expertise as the company has served as project manager and design-builder, entrusted to wide-ranging responsibilities by their national clients.

GROWTH AT EVERY LEVEL

Preston – involved in his industry at the provincial level, as a Director of the Ontario General Contractors Association – is looking to grow Stahle's stature on all stages. As the company seeks to re-establish itself as a leading contractor in the Kitchener-Waterloo market, he points out that, "we are also looking to expand our services into the other provinces, while we move further into our local community."

That local focus is reflected in the company's commitment to community projects and fundraisers, he adds.

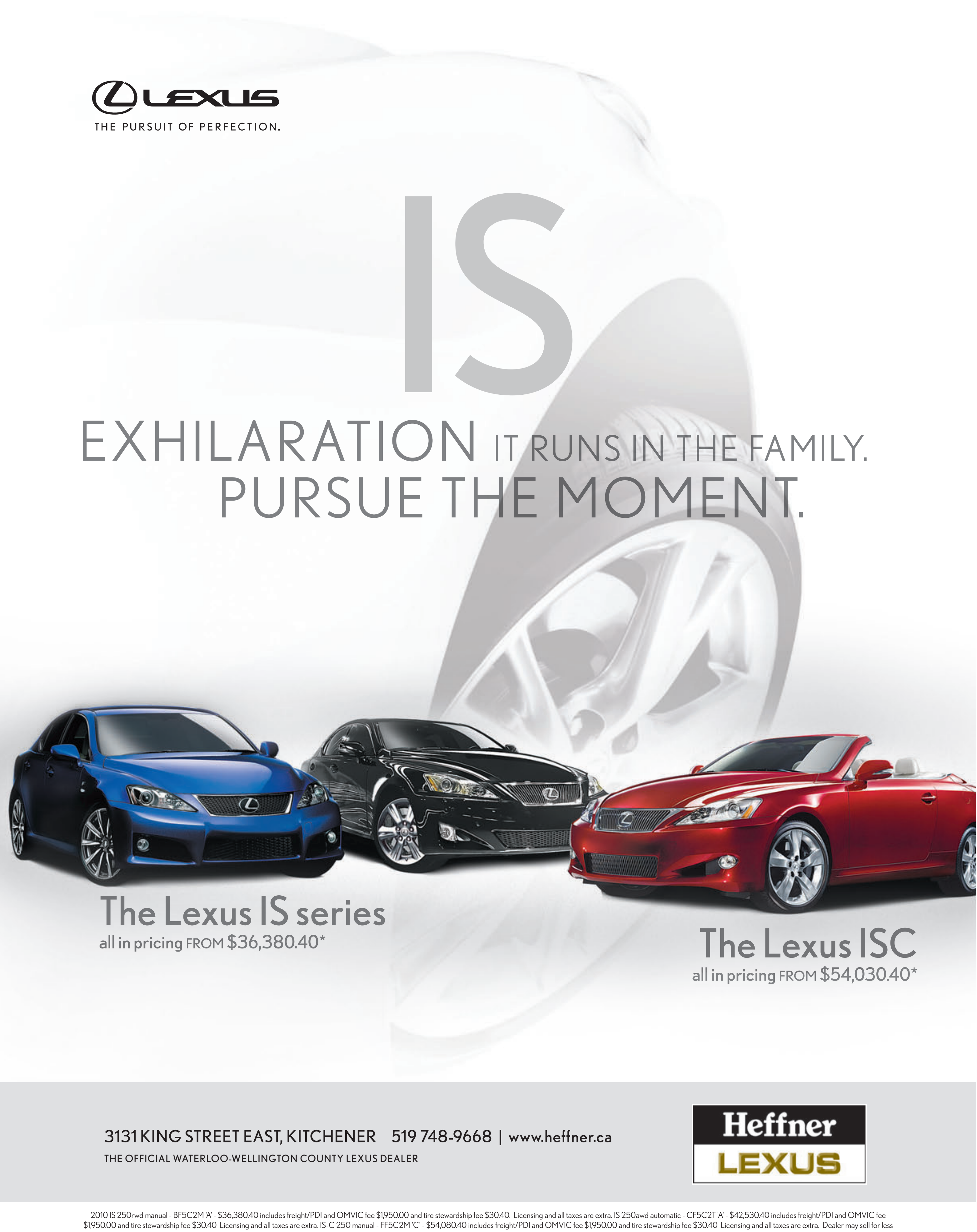
Preston underlines an impressive list of Stahle's specialized expertise: restaurants and the hospitality industry, financial institutions, retail plazas, nursing and retirement homes, and more. He recognizes that a construction company is only as good as its performance on the current project. Preston notes: "Who you know may get you in the door, but what you know keeps you there!"

He would never downplay the importance of relationships – Stahle has worked with the Royal Bank since 1976 and Wendy's since 1993, and Preston says, "You get to know what your client's needs are." That knowledge has led to the development of Stahle's service division, which facilitates "complete, ongoing customer support."

He also points to Stahle's involvement with a tight, cooperative network of contractors, North America wide, who provide "a support network" wherever a project might be located.

Those ongoing relationships are exactly the kind of close connections John Preston aims to develop with new clients in Stahle's home town of Kitchener-Waterloo. Stahle is back... even though it never really left.

Jesse Buchan, Project Development and John Preston, President



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