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MAGAZINE FOR ENTREPRENEURS / ECONOMIC DEVELOPERS / EDUCATORS

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STEPHEN HAWKING PUTS WATERLOO AT THE CENTRE OF THE UNIVERSE



INSIDE:

- "Organic before it was cool"
- Canada backs Africa vision
- Capturing "trailing edge technologies"
- G20 - Good news, bad news



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On the cover: Professor Stephen Hawking, PI Distinguished Research Chair



PFENNING'S ORGANIC FARM , page 24

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CONTENTS

MOVER & SHAKER

Centre of the Universe14

BY EXCHANGE STAFF

"The world's most famous scientist" draws international attention to Waterloo's Perimeter Institute

FEATURES

"We were Organic Before it was Cool"24

BY SCOTT CRESSMAN

Combining family farming traditions with modern science and technologies

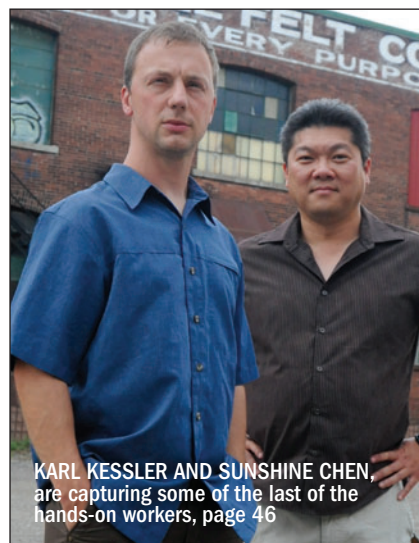
Making a Difference46

BY PAUL KNOWLES

Trailing Edge Technologies



STEPHEN HAWKING, draws attention to Perimeter Institute; page 14



KARL KESSLER AND SUNSHINE CHEN, are capturing some of the last of the hands-on workers, page 46

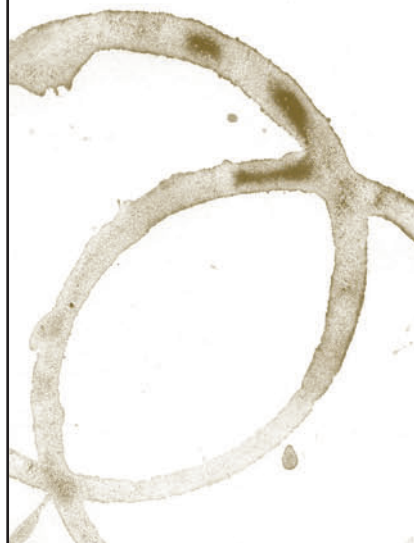


QUEEN ELIZABETH, visits Research in Motion; page 11

PHOTO: KEVIN FUNG



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DEPARTMENTS

From the Editor 8

PAUL KNOWLES
Seizing the Days

Business Monitor 10

Mixed Reviews, Expert Suggestion for G20;
XQuote; Five Things You Didn't Know About
Computer Viruses; Her Majesty at RIM; Pro-
ductivity Requires "Investment and a New
Way of Thinking; XQuarterly; UW President to
Become Governor General

Watercooler 41

COLUMNS

Good Governance 30

JOHN T. DINNER
Supporting board decisions

Leadership and Talent 32

MICHAEL SNYDERS
Aligning talent to strategy

The Face of Philanthropy 34

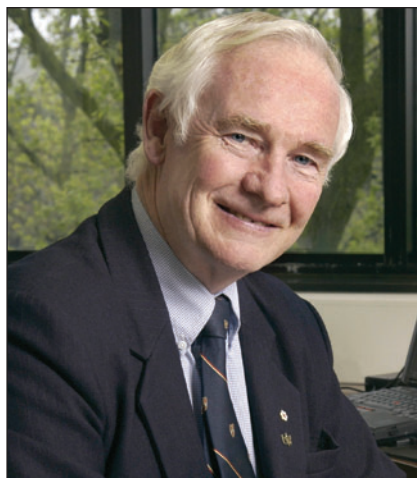
ROSEMARY SMITH
Emerging Challenges Facing the Charitable/
non-profit sector

Manufacturing Methods 36

DOUG CATER
Which Came First, Engagement or Motiva-
tion?



TOM JENKINS, on Canadian business
productivity; page 12



UW PRESIDENT DAVID JOHNSON,
next Governor General of Canada; page 13

From the Ground Up 38

SUNSHINE CHEN
Where Can We Go in Our Region to Feel
Truly Inspired?

PHOTO: UNIVERSITY OF WATERLOO

SEIZING THE DAYS

Leveraging opportunities to boost our Region

by PAUL KNOWLES



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

It was a remarkable summer in Waterloo Region. We celebrated the stay of "the world's most famous scientist," Stephen Hawking; a visit by the Prime Minister; the appointment of UW President David Johnston as the next Governor-General; and the announcement that KW's Lisa LaFlamme will replace Lloyd Robertson on CTV.

And Queen Elizabeth dropped by to pick up her new BlackBerry.

Local leaders were positively giddy over these developments. The squeaking sounds you heard were shoulders rubbing shoulders with celebrities.

What I found most impressive in all of this was the way those same local leaders took full advantage of the opportunities to boost Waterloo, in every case but one.

The region successfully leveraged the events for maximum exposure. Hawking's presence drew international attention. His public presentation brought the Premier of Ontario and several federal and provincial cabinet ministers to town. All of them had great things to say about Hawking, about the Perimeter Institute, and about Waterloo Region.

And isn't it amazing, the amount of media coverage engendered by a one-hour stop-over by the Queen of England? Our regional promoters made the best of a good situation.

The Prime Minister's visit brought a couple of important funding announcements – one will help bring international scholars to Canada, the other will provide funding to the AIMS educational program in Africa.

Two men are at the centre of these events: Mike

Lazaridis and Neil Turok. Lazaridis, the man behind the BlackBerry, the founder of the Perimeter Institute, is the man who brought Turok to PI. Turok is the Director of Perimeter, the founder of the AIMS program, and the friend of Stephen Hawking – the real reason the "most famous scientist" visits Waterloo. Without these two guys – no PI, no Hawking, no Queen Elizabeth photo op, no Prime Ministerial announcement.

So, thank you, Neil and, Mike. Your vision is contagious, and that is a very good thing.

Now... a comment about the less than successful PR spin-offs of the Governor General's announcement.

Take off the muzzle, and let the man be all that he can be.

I'm delighted that David Johnston has been named as the next Canadian GG. Johnston is extremely bright, articulate, and a known visionary. He is well qualified to handle the kind of Parliamentary crises that may well fall onto his plate.

However, it was disappointing to find that from the moment of his appointment on, he was barred from talking to the media. He remains President of the University of Waterloo until his induction into the vice-regal office, but the University was itself blocked from providing access to Johnston.

This is governmental, bureaucratic overkill. "He's ours now, keep away," seemed to be the official line – but he isn't theirs. As Michaëlle Jean has demonstrated so well, this is an office best filled by a person of the people – and that's a role well suited to David Johnston.

Take off the muzzle, bureaucrats, and let the man be all that he can be. We'll all be better for it. X

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N E T W O R K S

MIXED REVIEWS, EXPERT SUGGESTIONS FOR G20

The twin international conferences hosted by Canada in early summer – the G8 and the G20 – attracted vast volumes of contradictory assessments, before, during and after the events. The wildly expensive conferences – the price tag of \$1 billion plus can probably be quoted by every Canadian – brought together the leaders of the key countries around the globe. They also – especially the G20, which turned downtown Toronto into a temporary fortress – attracted both legitimate protesters and hooligans; about 1,000 of them were arrested before the weekend was over.



Joerg Steiber



Allan Foerster

So, in the long run, was this experience good for the country? Exchange magazine asked many local business and community leaders for their opinions about the impact of the G20. Several declined to wade into this controversial debate, but others were quick to respond.

Just before the G8 and G20, Exchange had the chance to ask Canada's Finance Minister, Jim Flaherty, about the government's goals for the events. He said, "Canada is a model for the world because our limits on leverage worked, our supervision, effective regulation worked, so we continue to hold out Canada as a way to do this. We're also working on fiscal consolidation in terms that there is economic growth in the world at the same time making sure the markets can have confidence in those countries where there's too much debt."

So did Canada emerge as a positive model? Reviews from our respondents were decidedly mixed. For instance, Catharine Swift of the Canadian Federation of Independent Business, said, "From a business standpoint, the fact that Canada hosted the inaugural G8-G20 meeting will stand us in good stead internationally and enhance our reputation as a country that 'punches above its weight' in global affairs."

However, WLU School of Business and Economics professor Allan Foerster, said, "Unfortunately, Toronto will now be on the map with so many other major global cities scarred with

violence that accompanies these meetings."

And so it went. Here is a sampling of the opinions voiced by our respondents:

Martha George, President of the Grand Valley Construction Association, wrote, "Hosting the G8 and G20 SUMMITS was an opportunity to show other leaders that Canada is a player in the world economy. We showed our strength in the security we provided for the summit. This sends a message that Canada is a safe country. It definitely had to help strengthen relationships with other countries, and open up new opportunities for tourism. An example of this is the gains Harper made with China who has now added Canada as a country for China to visit. This is a huge market with millions of consumers. I was proud of my country for hosting this important summit."

But Hugh Thompson, owner of Cambridge Towel believes, "There will be no lasting positive benefits for Canada, there will be a lingering empty feeling at having lost something, and or having watched a very expensive parade dedicated to entitlement. All we know for sure is history – the same or similar 'leaders' presided over the worst financial nightmare we have known, held the meetings, flew on the jets, had the dinners, while the world watched and wondered."

Peter Bruijins, CEO of Biorem, commented, "Having international governments come together provides a forum where issues that are global in nature can take the stage for debate and progress. Having the event in North America accelerates

the pressure on our governments to take positive actions on environmental issues of concern such as renewable energy, green house gas emissions and air quality as it relates to human health. We are seeing significant policy activity on these issues and look forward to tangible implementation of policy."

Allan Foerster continued: "In that many were questioning the veracity of holding the meeting with the associated costs, these doubts will continue and as a result increased resistance to host future meetings will prevail. There will be an increase in the resentment and hostility between activists and enforcement which will have a more lingering effect."

But the CFIB's Swift made a strong argument for optimism: "The fact that the Canadian government's positions prevailed on issues such as the bank tax (which would have been foolish given the stability of the Canadian financial system) and the lack of need for further government stimulus is also positive for the Canadian government's ability to influence the agenda." But she acknowledged the down side, and made a pitch for some assistance for businesses affected by the conference: "However, downtown Toronto businesses were hurt by the fact the meeting was held there, but federal government compensation of the affected businesses in the form of delaying their remittance of sales taxes for a period of one year would be extremely welcome."

Guelph Chamber of Commerce CEO Lloyd Longfield emphasises the positives: "G8/G20 has the potential for serious development of collaboration between national economies and businesses within political jurisdictions. Business and politics are two interconnected systems that these types of conferences help to bring together. A lot of focus is placed on conference costs but economies of scale on economic growth can dwarf these costs. Canada has played a very influential role since the beginning and one that we should be proud of."

Two respondents commented at greater length about the issues on either side of the debate. Joerg Steiber, of Ontario Drive and Gear, began, "Well, there is the Good and the Bad." And Dennis Grimm, long known as a corporate and financial consultant and more recently, a "vineyardist", pointed to the fact that negative perceptions have masked positive accomplishments.

Steiber wrote: "The Good: Pre-summit Ontario and Toronto got a lot of good press worldwide. I personally participated in a radio Bavarian Radio broadcast covering the southern part of Germany. The broadcast carried the trademark 'Blackberry' in its title. It cast Ontario, Toronto, the Niagara Peninsula and particularly Canada's Technology Triangle in a very positive light. The G8 summit in Huntsville was also good. It brought the leaders of the world's most prosperous nations to Ontario and was from what I can tell not overly disruptive."

"The Bad – and it was very bad: Why would one pick the nation's largest city and financial nerve center to host the G20 summit that is known to attract large numbers of protesters? The disruption to downtown businesses due to security was already substantial in the weeks leading up to the summit. During the summit it



Hugh Thompson



Lloyd Longfield



Martha George



Peter Bruijins

XQuote

"Professor Hawking's presence here shows that Canada is, and Canada will be, a centre of some of the most important work involving the structure and nature of the universe... This research... expanding mankind's understanding, is not just idle curiosity... it helps us understand things that are essential to our future, whether it be energy, or travel, or the nature of matter."

– Tony Clement, Canadian Ministry of Industry

FIVE THINGS YOU DIDN'T KNOW ABOUT COMPUTER VIRUSES

One of the main reasons that computer viruses continue to spread across the internet is because the average computer user doesn't know what to look for or how to avoid them. Some of the most common misconceptions are based on out-dated knowledge or simple misinformation.

Here are a few things you should know:

Viruses don't want to kill your computer.

The days of insidious viruses trying to render your computer nothing more than a glorified paper weight have come and gone. Their primary objective now is to separate you from your hard earned money. To accomplish this, typically it's in their best interest to leave your computer operational so they can go about their duty collecting your personal information or infecting other computers.

That email you got about "THE WORST VIRUS EVER!!!" is a hoax.

It may even cite big corporations, news organizations and other trustworthy sources in an effort to convince you to forward the message on to everyone you know. But if it really was the "WORST VIRUS EVER", you probably would have heard about it directly from one of those sources, and not an email from your sister, co-worker or long lost high-school friend. While these are not typically the work of viruses or spammers, they can weaken spam filters and confuse the people who forward the message onward.

That new anti-virus system you've never seen before, screaming about all the trojans you have actually is a virus.

If you think about it, what better way to disguise a virus than to play off of people's fear of that very thing? Many viruses are designed to look identical to popular anti-virus systems, and will tell you about all of the "trojans" and "viruses" your system has (all fictional), and offers to remove them... for the low, low price of your credit card information!

You can still get viruses with a fully updated anti-virus system.

It's like having the best goalie in the league: He'll stop most of the shots coming his way, but every once and a while, one can slip through the cracks. Anti-Virus systems rely on their virus definition databases to look for malware. If a new type of virus emerges, there will be a period of time where the anti-virus companies need to update their databases and push those updated identities out to all of the users. During this time, that virus can run rampant. Put simply, it's never safe to open an unidentified email attachment. Ever.

You don't have to erase your computer.

But you do need to know what you're doing! Seek out someone who successfully removes viruses on a regular basis. You should also act quickly: the less time a virus resides on your computer the better.

- by Adam Smith

was chaos. Why not use a Canadian Forces base like Cold Lake, Alberta, Bagotville, Quebec or even Trenton? There were suggestions to pick a place in the Canadian North – it would have been an impressive demonstration for the world leaders of Canadian Sovereignty over our arctic territories. The record one billion dollars spent on security for the summit would have gone a long way to build permanent infrastructure there to host future events.

"When things heated up, which after Seattle shouldn't have come as a surprise to anyone, the response of the security forces was completely inadequate, to say it mildly. On Saturday they seemed to stand by while anarchists rampaging through the streets destroyed stores and even set police cruisers on fire. On Sunday there was obviously a 180 degree change of strategy but without any warning or announcement to the public. Now the police forces seemed to round up demonstrators indiscriminately in large numbers like cattle and arrest them. What I saw in the news that evening made the words of the Toronto Chief of Police expressed in a CBC interview two days earlier sound like a cynical joke. He said, the objectives of his officers were to uphold the peace and to protect the rights of peaceful demonstrators to express themselves.

"The aftermath: By far, the most expensive summit ever – one billion dollars (and counting) of taxpayers' money spent at a time when both the federal and provincial governments are running deficits. What are we getting in return? Do we really believe that news footage of street battles, wanton destruction and police cruisers on fire will entice many tourists to visit Toronto?

"An inquiry into police conduct – more taxpayer dollars down the drain;

"Possibly a flood of lawsuits – the taxpayer will be on the hook for the defense cost and ultimately the settlements;

"Erosion of citizens' confidence and trust in their police forces. The RCMP has already been on thin ice."

Dennis Grimm stated: "I believe the G8/G20 conferences have already helped to position Canada as a Global influencer if not yet a global leader. The longer term impact will depend on what we do with this position we have finally achieved. Laurier said in the early 20th Century that the 20th Century belongs to Canada. His prediction did not materialize. The G8/G20 conference has provided us once again with the impetus to hope that the 21st century can belong to Canada. We have solidified the footing with these conferences and now future actions will determine whether or not the 21st Century will see Canada play a larger role on the world stage.

"The location was ill conceived and brought both internal and external negativity to the conference and to the Host country Canada. But this was not significant and unfortunately the internal impression will last longer than the external impressions of Canada.

"It is time that the World build a secure venue somewhere where such conference can be held safely, a location owned by the world can be used for global conferences and hosted by individual countries even if they are not in the host country. The security would be permanent and therefore affordable and with today's technology these important events can be held without the stupidity of one country having to deal with security as a one off event. Protesters can continue to have their voice heard but in a less confrontational and violent way. Reporters would be free to report on the conference and not the violence and perhaps the people of the world may actually be able to dialogue on the issues and not the shenanigans."



Jim Flaherty



Catherine Swift



Dennis Grimm



PHOTO: KEVIN FUNG

Queen Elizabeth came to Waterloo to visit Research in Motion – and to pick up her new BlackBerry – during her cross-Canada tour this summer. Shown with the royal visitor are, left, Ontario Premier Dalton McGuinty, Research in Motion founder and co-CEO Mike Lazaridis, and Gareth Hughes, of RIM.

Productivity Requires "Investment and a New Way of Thinking"

Tom Jenkins, Executive Chair and Chief Strategy Officer, of Open Text, recently participated in a panel discussion on the topic of Canadian business productivity at the Accelerator Centre in Waterloo.

At that time, Jenkins noted that "We just talk about productivity written large across the country and... when you start to look at different sectors, we're as good as anyone in the world. And so then the question then becomes, why are some sectors as good as anywhere in the world and others are lagging?"

Jenkins brought that issue home to Waterloo Region in dramatic fashion, when he added: "I don't mean to discourage any parts of our wonderful region here but we are a tale of two cities in some way, because one part of the region has amongst the highest unemployment rates in the country [while in other parts of the region] we can't fill the positions. We have 2000 open positions within Communtech alone.... the so-called old part or maybe the part that is not incented by competitive intensity is lagging in productivity."

He told his audience, "competitive intensity leads to innovation. And that is really the root."

Exchange magazine contacted Jenkins following the event, and asked some specific questions about his views concerning productivity.

He was asked, "Are there sectors within Waterloo Region that simply will not be able to improve productivity, going forward?" Jenkins replied, "All sectors in Waterloo can improve productivity - there are no restrictions by sector.... it just requires investment and a new way of thinking."

Speaking at the Accelerator Centre event, Jenkins had noted, "We have to be not only as good as the Americans to sell in New York. We have to be better. And so, our factors, our benchmarking, everything has to be better. So, in our world here in Waterloo region, the part that's associated with tech, it's global, we have no choice. We're either better than anybody else in the world or we're out of business. So that necessity leads us to invention, leads us to innovation, et cetera."

Given his distinctions between the tech business and the older economy, Exchange asked Jenkins is there is a future for Canadian manufacturing, or if we should be focusing all our resources on the knowledge economy.

Jenkins said, "There is a huge role for manufacturing but it must be flexible, high value manufacturing that takes advantage of our proximity to markets - that is our advantage over low cost regions. Of course, all of this requires the knowledge economy regardless of sector, so that is for sure a place to invest."

In his comments at the event, Jenkins noted that there are several sectors of the Canadian economy that are protected by legislation. He argued that these par-

ticular sectors have little incentive to be innovative or to increase productivity. He said, in part, "we have six major sectors of our economy that are not incented at all to be globally competitive because we rig the game so that nobody can come in from the outside... Our banking community is not incented to go outside. And right now... our banking community is a wonderful capital position to really expand throughout the world. But, will they be incented to do that? You have shareholder return but you have the Bank Act of Canada..."

Exchange asked Jenkins to comment further about the sectors that lack incentive to improve productivity. He responded, "It may be that the protected six sectors are just fine but we need to understand that by protecting them, we reduce competition so we should not be surprised if they are not as productive. We need to study the cost of these protections in more detail so that Canadians can decide with their governments whether these sectors should continue to be protected."

Jenkins, who had referred to the Waterloo Region as a tale of two economies, also argued at the Accelerator Centre that Canada is in the same two-piece boat. He said, in part, "Now when you look across the rest of our country, we are a tale of two cities across the country.... This has a huge impact on currency, monetary policy, everything. We have the west and we have the east.... So, the economy of Canada could be simplistically viewed as being two economies."

"So what's your strategy for the west and what's your strategy for the east? I'm oversimplifying it because east and west share many of the same attributes but we, as a country, when we think about productivity policies, we have to be careful which part of the economy are we talking about."

"We're also undergoing the shift of the knowledge economy. If you look at the ratio of manufacturing the services, it's funny. An economist will still talk about capital investment in machinery. We don't invest in machinery in Canada but that's the tagline, the category they have which was very suitable to 1970. But, if you look at the way our economy is structured today, we're not investing [in machinery] unless you want to call computers and IT and software machinery but, you know, when we think of machinery... we think of manufacturing. And if you look at the manufacturing composition of the total output of the economy, it's just a straight line down. And so that switch to the knowledge economy is also something that's catching us."

Those comments were reflected in Jenkins' response, when Exchange asked him, "Can you identify improvements needed across the board to improve Canadian productivity?" His concise answer: "Investment in ICT or the digital/knowledge tools is the one thing that there is broad consensus on."



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- During the first half of 2010, the number of residential properties sold through the Multiple Listing System of the Kitchener-Waterloo Real Estate Board increased 16%. While the 3,633 homes sold during the first half of the year are 96 units shy of 2007's record-breaking first half, the total value of those sales broke the one billion dollar mark for the first time to the end of June.
- There were 2,093 sales of residential properties for more than \$250,000 to the end of June, compared to 1,446 for the same period in 2009, an increase of almost 45%.
- There was an 84% increase in homes selling for more than half a million dollars relative to one year ago for a total of 205 sales.
- The average sales price of all homes sold between January and June 2010 jumped 10.7% to \$291,702, and the average price of detached homes was \$331,359, an increase of 11.7% on a year-to-date basis.
- According to a survey conducted by
- Hewitt Associates, the 164 organizations who responded to the survey reported that only one-third of their employees stick to working the regular full-time work week of between 35 and 40 hours. 45% work one to five hours extra a week, 23% work five to ten hours more, and 1% work ten to 15 additional hours.
- 86% of organizations offer flexible work hours for all or a portion of their employee population, although 68% require employees to be on the job for certain core hours of the day.
- 77% permit all or some employees to telecommute regularly. 90% of those that do so negotiate the terms with individual employees based on an approved business case.
- Statscan reports that Canadians drove less during the fourth quarter of 2009 compared with the same quarter in 2008. For the fourth quarter, Canadian vehicles were driven 77.4 billion kilometres, down 5.4% from the same quarter in 2008.
- The number of vehicles on the road

- increased by 1.3% in Q4 2009.
- Canadians drove their vehicles, on average, 3,739 kilometres during the quarter, down 6.6% compared with the same quarter a year earlier.
- According to Statscan, tourism spending in Canada increased 1.3% in real terms in the first quarter, as outlays by both international visitors to Canada and Canadians were up. This was the third consecutive increase in tourism spending in Canada. These increases followed four consecutive quarters of declines that started in the summer of 2008.
- Outlays by international visitors on passenger air transport were up 11.4% in the first quarter. Spending on vehicle fuel was 2.8% higher compared with Q4 2009.
- Spending on tourism in Canada by Canadians increased 0.3% in real terms in the first quarter, following a 1.2% increase in Q4 2009.
- 9% of CFOs interviewed for the Robert Half Financial Hiring Index said they plan to hire full-time accounting and finance employees during the third quarter of 2010, while 9% anticipate staff reductions. 81% do not expect to make changes to their personnel levels.
- 38% of Canadians say they cannot drive without their GPS.

UW PRESIDENT TO BECOME GOVERNOR GENERAL

"This particularly active and engaging Governor General"

Most Canadians – and virtually everyone living in Waterloo Region – is well aware that University of Waterloo President David Johnston will be the next Governor General of Canada. Johnston will take office October 1, succeeding popular Governor General Michaëlle Jean.

The announcement of Johnston's appointment was made in early July, to great fanfare – which then gave way to a complete media blackout concerning interviews with the Governor General-designate. Although Johnston continues to serve as President of the University of Waterloo until he takes office in Ottawa, the University's media relations branch were forbidden to arrange any interviews... and the federal government's Heritage Canada, now in charge of such things, politely but firmly refused any and all requests for an interview with Johnston.

Prior to the interview ban, Johnston made a statement in Ottawa; he was quoted saying the appointment is "mark of confidence that touches me profoundly," and added, "I've had the good fortune to witness Canadians' creativity and our ties to the world, as well as our diversity and our vitality... The opportunity to see these values at work across the country means a great deal to me."

Johnston, 69, has been President of University of Waterloo since July 1, 1999. He has been an outspoken advocate for the university throughout his tenure there, but has also registered a significant impact on the community at large, not least through his now-famous "ten goals to make Waterloo Region Canada's Knowledge Capital", which he issued in 2006.

Ironically, perhaps, Johnson suggested a plan that culminated in 2010 – the year he moves to Rideau Hall, home of the Governor General.

His ten goals, which he admitted in an interview with Exchange were heavily weighted toward post-secondary education, included:

1. Improve our educational achievement levels.
2. Ensure our colleges and universities are leaders in their disciplines in the country.
3. Build better access to quality health care.
4. Attract transformational public investment in research and development, and higher education.
5. Create a tax-free zone in Waterloo Region.
6. Invest in smart and more specialized infrastructure.
7. Encourage immigration.
8. Reduce poverty.
9. Create a vibrant cultural centre.
10. Celebrate our accomplishments and use them as a springboard to greater things.

Johnston and his wife, Dr. Sharon Johnston, live on a farm in Heidelberg, Ontario. In his speech introducing his 10 goals, his familiarity with his adopted region was obvious; he said, "if we take the best of New Dundee, add the strengths of Cambridge, Waterloo and Elmira, we'll reap the rewards across Kitchener, St. Jacob's, and Wellesley. My proposal is that we should work to make Waterloo Region the Knowledge Capital of Canada."

Now, the man who has studied law in three countries (England, the United States – where he attended Harvard and was named to the athletic hall of fame for his hockey prowess – and Canada), and who has held posts at Queen's, University of Toronto, Western, McGill and UW, moves to the national and international stage, a venue where he is already very comfortable.

Local leaders hope that the new Governor General will retain his affection for, and connection to, Waterloo Region. Harold Albrecht is MP for Kitchener-Conestoga, a riding that includes Johnston's farm. Albrecht is confident that this area will remain home base for Johnston, even though our Governors General live in Ottawa.

He sees Johnston's appointment as an important development. David Johnston is a legal expert who has often been called on to provide advice to governments

of all political affiliations. Albrecht points to current Parliamentary issues inherent in a minority government, such as the questions around proroguing Parliament that have come up on two recent occasions, and suggests that Johnston's "legal background" could be invaluable.

He describes Johnston as "an amazing bridge-builder," and emphasizes that he is "very personable." Albrecht cites two examples of the latter quality. "He was one of the first people who made an effort to contact me when I was elected," he says. And Albrecht adds with a laugh that Johnston also eagerly joined Albrecht's pancake flipping team at the Elmira Maple Syrup Festival. He said, "David and I had a fabulous time when he joined my team for the Elmira Maple Syrup Festival Pancake Flipping Contest... I'm hoping he'll make it back in an official capacity."

Albrecht noted that while the UW President is "held in high regard", he is also very approachable. The MP said, "It is a great honour to have the Governor General come from this region."

Dr. Gail Cuthbert-Brandt is a professor at Renison College at UW, and served as a Vice President of UW during Johnston's Presidency. She told Exchange, "he is an excellent choice for this most important post, due to his distinguished record of public service, his passion for Canada, and his ability to connect with people on an individual basis."

Cuthbert-Brandt offered some personal insight into the new GG: "In my experience of observing him interacting with people from a variety of backgrounds, he is able to engage in a conversation on any subject they might put forward. He is extremely well read; when he travels, he

often takes four or five books with him to read while on the plane. Despite his punishing schedule, he reads every night and often shares with other members of the admin team what he is reading."

She noted his role as a visionary: "His many successes at UW can be attributed to his ability to formulate a vision of what the University should become, and to get others to buy into it. He has been a very successful leader because, while he demands a great deal from those around him, it is never more than he requires of himself. Because of his own very strong commitment to his family [the Johnstons have five daughters], he has always encouraged those who report to him to maintain a sensible balance between their work and their family life. One of my fondest memories of David is seeing him on a very cold day one December in the barn at Chatterbox Farm. He was in his old clothes, enthusiastically thawing out a frozen water pipe with a blow torch. Another time I was at the farm, he was busy sowing carrot seeds so that the horses could have fresh carrots."

Cuthbert-Brandt also shared a small insight into the tightly protected new life of the Governor General-designate: "His high energy level has been commented on extensively, and I guess that is already proving a test for the RCMP who are providing security for him. I heard yesterday that when David went cycling last weekend (it is not unusual for him to cycle to work), the RCMP officer assigned to shadow him, had some difficulty keeping up. I suspect that this is only the first of many challenges for those assigned to protect this particularly active and engaging GG. I am also sure that Lord and Lady Dufferin would be pleased to have someone living in Rideau Hall who will take full advantage of the skating rink they had built during the time they were the vice-regal couple."

Prime Minister Stephen Harper has also commented on the appointment, although in less personal detail than Cuthbert-Brandt. Harper said, "Mr. Johnston has a strong record of public service, a broad base of support and an impressive list of achievements."

Those include honorary doctorates from 12 universities, his appointment as a Companion of the Order of Canada, and his work on many provincial and federal task forces.

Harper added, "He has extensive legal expertise, a comprehensive understanding of government and a deep appreciation of the duties and tasks now before him... David Johnston represents the best of Canada. He represents hard work, dedication, public service and humility. I am confident that he will continue to embody those traits in his new role as the Crown's representative in Canada."



PHOTO: EXCHANGE MAGAZINE

David Johnston is moving from the UW President's office to Rideau Hall.



"Stephen Hawking is here, one of the most brilliant minds of the last century. This is staggeringly important in terms of the history of thought, and theoretical physics is an area where other governments are backing out. We're not..."

- Jim Flaherty

A photo history of the times of Stephen Hawking, produced during Hawking's presentation through two Christie double-stacked and blended HD10KN projectors.

CENTRE OF THE UNIVERSE

BY EXCHANGE STAFF

"The world's most famous scientist" draws international attention to Waterloo's Perimeter Institute

In our celebrity-conscious world, it's not unusual for the presence of a movie star or sports hero to cause a stir. Even a politician can raise a storm of interest – witness Bill Clinton's appearance at a Kitchener fundraiser in 2006.

In Waterloo, however, the hype has been focused in a much less likely direction – the world's most famous scientist (almost an oxymoron) has brought unprecedented attention to the already well-known Perimeter Institute. Stephen Hawking spent the summer at PI, and special events involving Hawking engendered as much interest as any Hollywood or NHL spectacular.

There is no doubt that Hawking's involvement in the Perimeter Institute – inspired by his long-time association with PI Director Neil Turok – has been a public relations (and fundraising) gold mine for the Institute, now in the midst of an expansion program. The new facilities, not surprisingly, are named for Hawking – The Stephen Hawking Centre at Perimeter Institute. The new construction is part of an overall "Expanding the Perimeter" advancement initiative, in which public and private partners come together to invest in cutting-edge research, training of next generation scientists and educational outreach activities.

Turok has stated, "the Stephen Hawking Centre... will attract the best and the brightest from all over the world, and encourage them to pursue bold lines of research. Our goal is nothing less than to foster the break-throughs that will serve humanity into the future."

Cosmic ground-breaker

Hawking is known for his formidable intellect, and also for his indomitable spirit as he continues his work while suffering the ravages of a neuro-muscular dystrophy related to Amyotrophic lateral sclerosis (ALS, or "Lou Gehrig's Disease"). The scientist has lived much longer than most with ALS – he was born in 1942. Today, Hawking is almost completely paralysed, and communicates using a DECTalk DTC01 voice synthesizer.

And communicate, he does. In a much-promoted presentation at the Perimeter Institute in June, Hawking shared the history of his scientific work with his audience, work that has involved a complete rethinking of science's understanding of the origins of the universe.

He talked about the environment necessary to such achievements, saying, "The recipe is simple: Bring brilliant people together in an inspiring and free intellectual environment where they are encouraged to pursue ambitious and timely research. The importance of special places at special times, where magical progress can happen, cannot be overstated."

His initial example was Cambridge University, in the 1960s, "where I was fortunate to participate in the birth of modern cosmology and the theory of black holes."

But he used that experience to draw a full parallel with Waterloo in 2010. Said Hawking, "It seems to me, the same ingredients are being assembled here, at Perimeter Institute. Perimeter's chosen scientific focus, connecting quantum theory and spacetime, is central to new insights, which are emerging, concerning not only black holes and the beginning of the universe, but also

nuclear and particle physics, quantum computers, and the science of new materials. Perimeter is a grand experiment in theoretical physics. I am hoping, and expecting, great things will happen here... I would like to thank Neil Turok and the staff of Perimeter for making me so welcome."

The PI has announced that Hawking's summer tenure this year "is expected to be the first of many visits."

Long-time collaboration

The names of Neil Turok and Stephen Hawking are inextricably linked in scientific lore. The two men developed the Hawking-Turok instanton solutions – a theory that suggested the universe formed from a minuscule twist in matter and spacetime.

Hawking is in the unusual position of being legitimately famed in the scientific community for very important theories, while known among the general public for accomplishments as diverse as writing the hugely best-selling book, "A History of Time", and even for his appearance (as a hologram of himself) on Star Trek: The Next Generation.



Neil Turok, left, and Hawking, with Canada's Minister for Science and Tech Gary Goodyear, and Ontario Premier Dalton McGuinty.

Perimeter Institute is a very exciting venture. Its chosen scientific focus, quantum theory and spacetime, is very close to my heart. I am strongly supportive of its bold expansion plans and its ambitious research and training programs."

And he explained why his presence in Waterloo is important to such programs:

cial importance and enabled me to develop my own ideas. Perimeter Institute seems to me today to be trying to create a similar atmosphere. With a mix of excellent scientists, inspirational visitors, and first rate students recruited from around the world, I expect exciting discoveries will be made."

"The recipe is simple: Bring brilliant people together in an inspiring and free intellectual environment where they are encouraged to pursue ambitious and timely research." - Stephen Hawking

Those are clearly side-lines for Hawking, who has been associated with Cambridge University since 1979. In a statement provided to Exchange magazine, he talked about his current enterprise: "The

"Physics is best communicated in person. In my case, meeting people like (English mathematical physicist) Roger Penrose, then developing new mathematical ways for understanding spacetime, was of cru-

Praise from all quarters

Representatives from the scientific and political sectors have been quick to leap on the Hawking bandwagon. Political leaders like Ontario Premier Dalton McGuinty and Canada's Minister of Finance Jim Flaherty were on hand to hear Hawking, soon followed by Prime Minister Stephen Harper's visit to Waterloo.

Flaherty told Exchange, "Stephen Hawking is here, one of the most brilliant

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minds of the last century. This is staggeringly important in terms of the history of thought, and theoretical physics is an area where other governments are backing out. We're not, we're, in Canada, committed to continue our commitment to this. It's not all just theory... the theories result in things like MRI machines, like microwave ovens in all our kitchens. They wouldn't be there today if it wasn't for the great thinkers like Stephen Hawking."

Flaherty's pitch – that theory leads to practical application and financial successes – was repeated by many of the leaders who came to pay homage to

Ontarians are proud to support."

McGuinty added, "Stephen Hawking is a theoretical physicist without equal... He stands with Galileo, Newton, Einstein as one of the handful of scientists in human history who have fundamentally changed our understanding of the universe.... At the same time, there is no one who has done more to make physics accessible and understandable to everyday people... Stephen Hawking is passionate about helping humanity to understand the complexities of the universe, and about inspiring others to build on his discoveries."

McGuinty echoed Flaherty's contention

that theoretical science makes a practical difference; said the Premier, "Ontario has become a hotbed for world-leading collaborative science and research. Not only is this helping us to build a strong economy and a better quality of life for our people here in Ontario, it's helping us to spread the benefit... around the world."

Cambridge MP Gary Goodyear is also Canada's Minister of State for Science and Technology. He says repeated the return on investment mantra of other politicians, arguing the potential financial return on the investment in research could be "astronomical."

Stephen Hawking,
the world's most famous
scientist has brought
unprecedented attention to
the already well-known
Perimeter Institute.

Hawking. He specifically noted the \$50 million included in "my 2007 budget," and called it a "great investment. We now attract the best and the brightest. We're leveraging Canada. This is great for our country. Once we have firmly established an institute like this, the PI, it will just grow and grow and attract more and more brilliant people from all over the world to Canada, so Canada becomes a hub for great thinkers and great research."

Hawking himself has made a similar argument, noting that his field of research is comparatively cost-effective. He said, "Our field of theoretical physics has been the most successful and cost-effective in all of science. Where would we be today without Newton, Maxwell and Einstein? Many great challenges lie ahead. Where this new understanding will lead, is impossible to say for sure. What we can say with confidence is that expanding the perimeter of our knowledge will be the key to our future."

"A physicist without equal"

Ontario Premier Dalton McGuinty is clearly a fan: "The people of Ontario are honoured, thrilled to host Stephen Hawking. We're very proud to have him at the Perimeter Institute, where people from around the world, across disciplines, can work together to push out the boundaries of our shared knowledge even further. That's the kind of collaboration that

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CANADA BACKS TUROK'S AFRICAN INITIATIVE

\$20 million for Next Einstein Initiative lauded by Hawking, Lazaridis

Prime Minister Stephen Harper came to the Perimeter Institute in Waterloo early this summer, not only to meet Stephen Hawking, but also to announce \$20 million in federal funding "to speed the growth of science and technology capacity in Africa by developing the talent of its brightest young minds."

This funding supports the Next Einstein Initiative, to encourage and develop the best young minds in Africa.

The funding is described as "high impact investment" which leverages Perimeter Institute's expertise to build upon the success of the African Institute for Mathematical Sciences (AIMS) in Cape Town, South Africa. A release stated that Canada's lead investment will help support the establishment of a network of five AIMS centres across Africa by 2015. Year over year, the centres will graduate African scientists with the skills needed to tackle development challenges and seize opportunities for innovation and growth.

In the longer term, The AIMS Next Einstein Initiative seeks to create a network of 15 AIMS centres by 2020, graduating 750 scientists and technologists per annum.

AIMS was founded by Dr. Neil Turok, now Director of the Perimeter Institute for Theoretical Physics, in 2003. Turok was born in South Africa; his parents were active in the anti-apartheid movement. With the funding, the PI will now launch five new AIMS schools in different African Nations.

Harper credited Kitchener-Waterloo MP Peter Braid with drawing the government's attention to the AIMS endeavour.

Dr. Stephen Hawking is PI Distinguished Research Chair as well as patron of the African Institute for Mathematical Sciences. At an event that involved Professor Hawking, Prime Minister Harper announced the new federal funding as a central element of a partnership between Universities, the private sector and African governments focused on establishing the AIMS network, including new centres in Ethiopia, Ghana, and Senegal.

The Prime Minister said, "History shows that our world becomes safer, healthier and more stable through advances made in science and technology. Humanity's ascent from ignorance and barbarism to enlightenment and equality has been a

fitful and uneven process. If there is, however, a universal constant in human affairs, it is that the expansion of knowledge and technology has continuously made life better for more people. That's why our government is supporting scientific and technological research, as well as development at home and abroad."

Turok, who won the prestigious TED Prize for his work to found AIMS, said, "We are honoured to be working with the government of Canada in support of its efforts to build a better, safer world in which health, freedom, peace and solvency – rights which characterise life in Canada – are shared by all. With today's announcement of major support for the African Institute for Mathematical Sciences, Canada is also pioneering the sharing of knowledge and expertise as a route to development. Just as ideas and innovation are the foundation of Canada's new economy, they will be the basis of Africa's future economic, edu-



Clockwise from top, left, RIM Co-Ceo Mike Lazaridis, Stephen Hawking, Neil Turok, and Prime Minister Stephen Harper with Hawking.

cational, scientific and governance self-sufficiency."

Stephen Hawking visited South Africa in May 2008 to help announce the Next Einstein Initiative that would

see the growth of AIMS into a pan-African network of centres. Upon meeting Prime Minister Harper and learning of this new, federal support, Prof. Hawking said, "I was lucky to visit AIMS in South Africa, in 2008, to enjoy the remarkable atmosphere, filled with the students' enthusiasm for math, science and the future of Africa. Science is a powerful unifier of people from all countries and cultures. I believe that connecting Africans to each other and to the world through science is one of the best investments one can make in Africa's future."

PI founder Mike Lazaridis, co-CEO of Research in Motion, stated, "I am very gratified that Perimeter Institute is not only advancing scientific research, training and outreach here in Canada, but is now viewed as a model of excellence throughout the world. We will do all we can to share our expertise with other centres and we welcome all partners who believe in our vision to harness the process and power of science for peace, progress and prosperity." X

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He added, "I believe what we're attempting to do here is create a real 'thinkers' forum'," with "freedom of thought and ideas to explore without the pressures of where's the next round of funding coming from."

And he repeated, "the outcomes will be financial benefits for all Canadians, exponential and astronomical." Goodyear claims that Waterloo Region is a prime example of a location where you can find everything from "the basic theoretical physics, quantum computing, right straight through to commercializing the next anti-microbial floor tile for hospitals."

John Milloy is Kitchener Centre MPP, and holds two ministerial portfolios, including Ontario Minister of Research and Innovation. He focused on the impact on Waterloo's profile, because of the presence of Hawking. "We don't think of ourselves as world leaders, but I think his presence here over the couple of months

with the best. Some of the work that is coming out of here that feeds into institutes like the Quantum Institute and is distilled through to the high tech world

presence here, his permanent affiliation as a research fellow, and the affirmation we heard about the PI says, 'Our investment is paying off. We are world leaders in this area'."

"The Stephen Hawking Centre... will attract the best and the brightest from all over the world, and encourage them to pursue bold lines of research. Our goal is nothing less than to foster the break-throughs that will serve humanity into the future." - Neil Turok

he's here is an endorsement of what's happening at Perimeter, and really reaffirms that when it comes to scientific research that we are world leaders, and we should be very proud of that locally as a community and as a province. We should realize that we can fight it out

here in Waterloo and across the country. This is about the future and we'll well-placed for it.

"This will strengthen and enhance the work and the position of PI. We want to position ourselves as world leaders in a number of areas of research. [Hawking's]

He says, though, that there is still much work to be done. In the statement given to Exchange, Hawking says, "Many great challenges lie ahead: understanding the big bang, unifying gravity with quantum mechanics, working out exactly

continued on page 23



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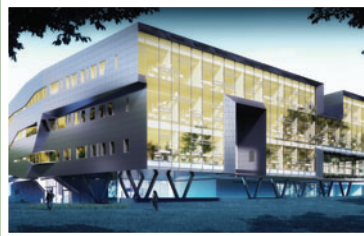
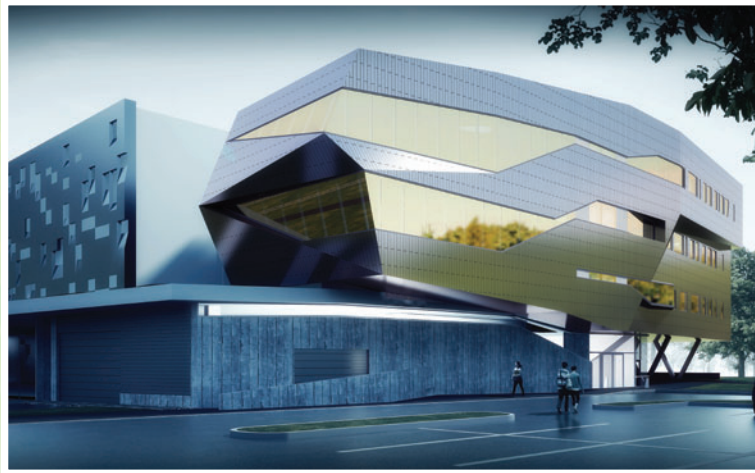


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what happens when black holes decay."

He believes that understanding such things is key to humanity's understanding of life, itself; in his June presentation, telecast on TVO, he said, "The fact that we can understand ... the formation of the universe... is the basis for all modern science and technology."

Neil Turok has underscored some practical aspects of this thinking; of course, he is almost making a case for a facility like his own Perimeter Institute: "Theoretical physics is one of the highest impact, yet lowest cost, fields in science. Its breakthroughs, such as those from Newton, Maxwell and Einstein, advanced our fundamental understanding of the world around us and enabled the creation of new technologies which have literally transformed society.

"Stephen Hawking is passionate about helping humanity to understand the complexities of the universe, and about inspiring others to build on his discoveries." - Dalton McGuinty

"Today, its ideas drive and help guide giant international experiments like the Large Hadron Collider, which push technology to its limits and inspire the public about science. Theoretical physics is highly interdisciplinary, contributing key concepts to diverse fields from astronomy to neuroscience, pure mathematics to computer science. It is above all a creative field constantly reinventing itself, discovering deeper insights into nature while broadening its range of application."

Stephen Hawking's connection with Turok, personally, and with the Perimeter Institute, has help to guarantee that whatever important work is done in these fields, much of it will take place right here in Waterloo. As the PI grows, the best scientists and young physicists from around the world will be attracted here, and that is no accident. Turok himself has stated that "Ours is a strategic approach."

When a scientist attracts the attention usually given to Stanley Cup champions or film stars, you have to believe the strategy is working. Call it the Hawking-Turok phenomenon. ✕

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PHOTOGRAPHY: EXCHANGE MAGAZINE

“WE WERE ORGANIC BEFORE IT WAS COOL”

BY SCOTT CRESSMAN

Combining family farming traditions with modern science and technologies

As CEO of Pfenning's Organic Farm, Wolfgang Pfenning sometimes has to wear a suit. More often, however, he's in work clothes with sleeves rolled up, getting just as dirty as his employees who hoe and weed the fields.

"I can't sit up in an office and expect my workers to be motivated," he said. "When it's difficult out there, I get out there and join them. That's how our parents and grandparents taught us."

In an era when Canada's small farms are fading, Pfenning's has survived on a mix of old and new: embracing family farming traditions of the past while expanding the business to control its produce from the field to the table.

The key has been flexibility and diversity, a willingness to try new things, and staying true to the centuries-old traditions of many generations of Pfenning farmers.

Pfenning's Organic sits on 300 acres near New Hamburg, Ontario. The family settled there in 1981 after centuries of farming in Germany, and siblings Ekk and Wolfgang, along with their wives, Jenn and Regina respectively, now grow a wide variety of organic fruits and vegetables that are sold in 130 grocery stores and independent health food shops across the province.

"We're good at surviving. That doesn't sound like much," Wolfgang said. "It's an achievement that we're still here.... I

"We were organic before it was cool," he said. "We did it because it fit our lifestyle."



From left, Wolfgang, Regina, Ekk and Jenn Pfenning carry on the Pfenning family farm tradition.

don't know yet if we're successful, but what kept us alive over all these years is we're a little bit good in a lot of things."

Pfenning's has chosen a holistic strategy that gives this farm maximum control over all aspects of its business. The staff repairs their own machinery, scientifically manage their fields to improve crops, and – most importantly – package their produce on site and distribute it to stores. Ekk and Wolfgang's sister, Almut Wurzbacher, operates a store in St. Agatha, called Pfenning's Organic & More, which is a business separate from the farming operation.

This unique attention to the entire process has paid off. Canadian consumers, eager to embrace wholesome foods, have created strong growth in the organic industry during the past decade. Pfenning's has seen annual growth of 30 to 40 per cent in recent years, said Wolfgang.

But the family was growing crops this way well before popular opinion joined them. The Canadian public might eventually lose interest in organic foods, Wolfgang said, but Pfenning's



Pfenning's founders Barnhild and Wilhelm Pfenning

business approach will stay the same.

"We were organic before it was cool," he said. "We did it because it fit our lifestyle."

The Old Kitchen Cupboard, on Belmont Avenue, in Kitchen-er, is a specialty food store that has bought directly from Pfenning's for around twenty years. The Pfenning's truck delivers twice a week, straight from the farm.

"They are the supplier that is most likely to have local produce in season. And the nicest, too," said Joanne Czarny, a store manager.

Conscientious shoppers don't just want organic foods, they now also prefer local farms, said Czarny. Both the store and its customers appreciate the personality and values a grower like Pfenning's can offer, something that large, faceless corporations do not have.



"They're earthy," she said. "When a grower has a story to tell you, that connects you to them...Your level of caring is different."

Pfenning's business has had to evolve to find its niche in the Canadian farming industry. One of its greatest challenges has been farming's uncertain nature. In the current marketplace, distributors who sell to grocery stores can take advantage of the farmers who supply produce, Wolfgang said. Most farmers are not marketing experts, and buyers can refuse full payment for any complaint about the produce's size or quality.

To escape this helplessness, Pfenning's took a bold step in 1985, even though other farmers laughed at the idea. The farm began distributing its own products to stores, though only once its customer base was well-established. By making the

large investment to build a refrigeration and packaging plant, the farm now completely controls its product from the fields to the stores. Although it waited until its customer base was strong, this expansion was still a bold step, one that not many farmers are able to take.

"You need to be crazy enough to do it," Wolfgang said. "You've got to have the guts to jump off a cliff. Then you realize you don't fall forever."

Despite its strong recent growth, Pfenning's has a tough row to hoe in the farm industry, which is never very stable. Farmers must steadily invest money and labour in their crops, while weather, customer demand, and prices bounce up and down. Farmers see no pay for a year, but must ride the market's waves, and being in the black is never guaranteed.

sonable and honest business values. The farm is not looking to run its competition out of business, Wolfgang said, nor convert other farmers to organic farming. Instead, it focuses on providing good products. He would rather fit smoothly into the community than preach his values.

Those values extend to all areas of business. Pfenning's Organic has made hard decisions not to deal with stores who avoid paying full price, Wolfgang said, and chosen to work only with more friendly and flexible buyers. The business operates on high standards, and he demands the same from its partners.

That accountability applies both ways. Organic farming is an industry where growers too often take liberties and consumers cannot always trust product labels and company slogans. Increased

"In this day and age, good customer service is hard to find. They kind of bend over backwards to make things work," she said. "Their product is always fresh. Their reputation is very good."

"In farming you never have control," Wolfgang said. "That's why we needed to have the whole chain, from production to distribution, to stay stable."

"We're here because we're different," he continued. "It takes a little more creativity, but then you can't be compared. You can't be measured with the same ruler."

Pfenning's mission is to focus on its own strengths, which are its unique role as both grower and seller, and also its per-

demand for these naturally-grown foods has led the American and Canadian governments to tighter organic farming regulations and require more documentation

But Pfenning's has been ahead of the curve, Wolfgang said, using lot numbers for years to trace their vegetables: "You can trace the product right back to the field where it grew."

That integrity is the core of Pfenning's philosophy, he added. They aim to be a business that looks at more than the bot-



tom-line profits. He dislikes the idea that business is horizontal, with an executive level that dictates to the workers. Instead, he said, Pfenning's tries to forge relationships with its workers, customers, and community to benefit all parties.

"You need to be crazy enough to do it," Wolfgang said. "You've got to have the guts to jump off a cliff. Then you realize you don't fall forever."

"It's very important to provide a social help to the community," he said. "That's why money is not the top priority." It's important, he said, but a business needs something more to keep it afloat when profits are low.

"We want to be givers not takers. There are too many takers in the world."

This unusual approach to business strategy was passed down from the previous generation. Wolfgang's grandmother advised him and his siblings to "do your service to humanity and you will find enough to survive and to live."

The approach taken by many marketers "is totally different [from our outlook]," he said. "Their goal is to make money, and on the backs of farmers."

That attitude gets Pfenning's noticed by its customers. The farm is always willing to negotiate back and forth or work to fix a problem, said Old Kitchen Cup-

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board manager Czarny.

"In this day and age, good customer service is hard to find. They kind of bend over backwards to make things work," she said. "Their product is always fresh. Their reputation is very good."

The Pffenning's' focus on integrity also extends to their workers. They expect employees to earn their pay, and they see that ability to work hard in the many new Canadians they hire.

"We found a way to farm and make a living," Wolfgang said. "We're enjoying a fairly dynamic business while the industry is depressed."

The farm used 130 workers during peak season last summer to tend fields. Those workers include new refugees and immigrants to Canada, local high school students, and Jamaicans who arrive through a government work program and live at the farm for eight months of the year.

"It's not cheaper, but they have a willingness to work," Wolfgang said. The



Pffenning's: family-oriented and hands-on farming.

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farm has used this Jamaican program for five years and, as the experienced workers have moved up to more supervisory roles, both sides benefit.

“We’re good at surviving... It’s an achievement that we’re still here.... I don’t know yet if we’re successful, but what kept us alive over all these years is we’re a little bit good in a lot of things.”

Throughout the winter, the work continues inside Pfenning’s refrigeration and distribution centre, although the workforce dips to 30. Employees package and ship parsnips, potatoes, and other root crops.

Despite its strong links to the past, Pfenning’s has also turned to modern chemistry to improve its products – not through pesticides, but by optimizing the soil. It has hired an outside company to help test and balance the nutrients in the fields. The farm also creates its own fertilizer from compost and woodchips, then tests and adjusts for ideal carbon and nitrogen levels.

These chemical levels create a choice between the crops’ substance and appearance. In the United States, where organic foods are held to different standards, growers use sodium nitrate to produce crops that look large and colourful, but hold fewer nutrients. Pfenning’s does not want to use this shortcut to cover an empty product, Wolfgang said. Their peppers might be smaller, but they pack a

bigger nutritional punch. Pfenning’s strategy yield fruits and vegetables that are high-octane fuel for the body, he said, which justifies organic foods’ higher

prices: “You pay more, you get more.”

While many modern farms have struggled, Pfenning’s has used such ideas to

stay afloat while staying loyal to its traditional roots.

“We found a way to farm and make a living,” Wolfgang said. “We’re enjoying a fairly dynamic business while the industry is depressed.”

Just as satisfying for Wolfgang is how the farm has remained a family enterprise. He and his family can all make a living in the organic industry, and now their children are joining the business, too.

“It’s kind of nice to see grandma with all the kids on the transplanter,” he said. “It’s hard to put a value on that in this materialistic world.” X



Almut Wurzbacher, sister of Ekk and Wolfgang Pfenning, operates Pfenning's Organic and More, in St. Agatha.

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SUPPORTING BOARD DECISIONS

Do's and don'ts of director dissension

by JOHN T. DINNER



JOHN DINNER is president of John T. Dinner Board Governance Services (www.boardgovernance.ca). He can be reached at john@boardgovernance.ca.

A common challenge for boards in any sector is to make decisions for which there is broad support both in the boardroom and beyond. While boardroom discussions are meant to be confidential, I regularly run into situations where directors express concern and frustration at the lack of a single voice the board speaks with, once a decision has been made. Rehashing decisions and second guessing their validity after the fact is surprisingly common.

the news wires and was picked up in the national media. And then the clean-up began.

This is an extreme example of a lack of respect for the decision-making authority of a board and a lack of understanding as to the role of an individual director in that process. But the incidence of rogue directors seeking to torpedo a board's work happens all too frequently.

Such scenarios prompt several questions: what does a director do who is unable to come to terms with a

If board members and management are on the same page with respect to the organization's purpose and future direction, decisions should align closely with those foundational pillars.

Recently, a director of a multi-billion dollar corporation issued a news release following a board decision to hire a new executive officer. As a representative director for an influential stakeholder group, he put into question the hiring process, the qualifications and competency of the individual and the appropriateness of the compensation package. Even though he was the only director who voted against the resolution confirming the hiring of this individual, he determined that the next appropriate action would be to challenge and possibly undermine the decision by going public with his opposition and specific points of criticism. A news release summarizing his concerns was issues across

decision by their board colleagues? What recourse does a board have with a director who goes public with their opposition or betrays confidential boardroom discussions? How does a board get to the place where dissenting views produce healthy debate but don't stymie good governance?

Boards rarely tackle this difficult topic until such time as they find themselves mired in the middle of the conflict. By that time, any trust has dissipated, emotions are running high and rational discussion becomes elusive.

As much as the concept of board solidarity is easily embraced in theory, the practice of board decision-



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making often bumps up against a clash of values that are most common on constituent or representative boards. With these models, deep-seated philosophies and conflicting priorities often result in situations where there are going to be winners and losers, depending on the decision made.

Acting in the best interests of the organization can easily be sideswiped by power plays and a short-term perspective. The best defense in such situations is, as always, a good offense. In the boardroom, this means ensuring there is full commitment to, and ownership of, the organization's mission and vision. If both board members and management are on the same page with respect to the organization's purpose and future direction, then decisions should align closely with those foundational pillars. The board's role is then to become guardians of the strategy by discerning the best options for achieving full organizational potential.

Individual directors need to be satisfied that, in considering the range of choices available on any given matter, all pertinent issues are identified and fully and reasonably considered. The final decision is not about personal preferences, despite some individuals' absolute confidence that their preferred option is the one and only course of action.

Directors' due diligence needs to focus on risks and the process used to identify a recommended course of action with a view to ensuring that all the information needed is available to make the best possible decision relative to the organization's strategy. There also needs to be an

acceptance that responsibility for the long term viability and sustainability of the organization may mean shorter term decisions for stakeholders. This is where courage and resolve is required to fully deliver on a director's fiduciary obligations.

The final decision is not
about personal preferences,
despite some individuals'
absolute confidence that their
preferred option is the one and
only course of action.

Of course, there are situations that come to mind where directors were likely faced with decisions that were clearly unethical or illegal. In this scenario, directors are likely limited to one or two options, neither of which is particularly palatable given the potential impact on the organization. A director can either resign or blow the whistle, both of which can present an unfortunate risk to the organization. Careful consideration to the implications of either scenario needs to be given.

Boards often lack meaningful recourse with the rogue director. Depending on the election or appointment process, boards often have little ability to deal with disruptive directors in meaningful ways. This speaks to the rigour required of the nominations process to ensure that individuals with the right skills, experi-

ence, shared values and commitment to the organization are identified and recruited.

Solid process is a board's best response to situations where one or more directors are intent on undermining the board. This means methodically working through every issue requiring a decision by allowing every director to speak to the matter, calling the vote and proceeding based on the will of the board. Eventually, a rogue director will likely become frustrated at their inability to gain more influence than their single vote allows. As every decision is determined by the majority of board members, the rogue director will eventually realize that their efforts are pointless. Most will resign (which is what they likely should have done when they realized they could not support the strategic direction of the organization).

Boards need to take care not to undervalue dissenting or different points of view. The whole point of having a board made up of individuals with different skills and experience is to foster rich discussion and thorough consideration of the issues of the day. As long as the varied perspectives are voiced in clear and legitimate defense of the organization, the differing views should be welcomed and encouraged. But there needs to be agreement among board members, as well as management, of the common cause to which they are equally and unequivocally committed – a cause which will enable all board members to make a contribution using their individual abilities for the purpose for which the organization exists. X

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ALIGNING TALENT TO STRATEGY

Setting the goals is only an initial step toward success

by MICHAEL SNYDERS



MICHAEL SNYDERS HCS/ CIM is a Senior Partner with Future Focus Inc., which provides consulting and education in talent development, leadership, and general HR practices; email: msnyders@future-focus.ca.

This article is for all leaders, not just the senior executives who directly set the organization's strategy. The steps to align talent to strategy at the organizational level are more comprehensive than what is suggested below.

However, as I suggested in my previous column – engaging talent is every leader's business! According to Peter Drucker in 1954, "The important decisions are strategic decisions. Anyone who is a manager has to make strategic decisions, and the higher his level in the management hierarchy, the more of them he must make."

As Drucker suggests, each leader and employee has a part to play in the achievement of strategic objectives. As leaders, it is our job to set goals for our team in alignment with strategic objectives, and to ensure our team is effective and capable to meet these goals. To simplify the myriad theories for boosting organizational success, I pose the following simplified steps to ensure the right people with the right competencies are doing the right things:

1. Define goals that leverage and support your team's contributions to strategy;

2. Identify the skills and behaviours required to achieve these goals;
3. Assess the skills and behaviours of your team and identify any gaps;
4. Fill the gaps through training, recruiting, or re-organizing your talent.

Quite simply, if our teams are to become high-performing, they must have employees who possess the right skills, abilities, and mindsets. When sufficient numbers of appropriately skilled employees cannot be found or trained, team performance is bound to suffer.

A simplified list of steps is good, but how do I apply it? Let me use an example to illustrate. In this example, I am the Sales Manager for a technology company and I have eight external sales people.

Defining the Goals

The company has recently developed their strategic objectives, one of which is to enter the Business-to-Business (B2B) market, although we have traditionally been dominant in the Business-to-Consumer (B2C) market. The measurable objective is to generate 20% of the company's revenues in 2014 from B2B sales

As leaders, we are far more likely to succeed in our organization, and our careers, when we recognize and take inventory of the skills, behaviours, and motivations of our team.

while maintaining 10% year-over-year growth in our B2C revenues.

To keep this simple, I am going to focus this example on one business goal and one supporting goal – Generate 50 B2B relationships by the end of 2010 (direct); limit staffing increase to one additional sales associate in the second quarter (support).

Identify Talent Requirements

In speaking with some of my peers from other organizations that manage a B2B sales team, it

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became evident that the tasks of a sales associate to initiate relationships in the

Angela after she and Frank have established themselves in their new roles. And

As leaders, it is our job to set goals for our team in alignment with strategic objectives, and to ensure our team is effective and capable to meet these goals.

B2B marketplace are somewhat different from a sales associate who maintains relationships in the B2C marketplace. To achieve the direct goal, I need two sales associates who are very effective at building a professional network and have superb communication skills specifically with presenting to executives and writing business proposals. These requirements have not been priorities with our sales approach in the B2C market.

Assessing Current Talent

I currently have a high-performing team of sales associates that work well as a group and that are dedicated to the organization. I am very aware of their strengths and challenges within their current role of B2C sales. I met with each of my team members to identify if they had an interest in working on the B2B sales team, and if they have experience in professional networking, presenting to executives and writing proposals. Additionally, each team member completed a sales profile assessment provided by a local assessment centre to identify the team members that had the best behavioural match to the initiation of B2B sales.

These two activities revealed that I had three team members that were interested in joining the B2B sales team – Lisa has excellent past experience and a strong match to the B2B sales profile; Frank has little past experience in B2B, but strong skills in presentations and proposal writing with a strong match to the B2B sales profile; and Angela has no previous experience in B2B, but has a relatively strong match to the B2B sales profile.

Filling the Gap


I have identified that Lisa is ready to take on this new challenge. Frank is also ready to take on this new challenge and he has signed up for two courses to enhance his skills for the new role. Even though Angela is not ready yet, she has potential and the interest. As we continue to grow the B2B side of our business, we will need more team members on this sales team. Lisa has agreed to mentor

Angela has set up a development plan that will further her readiness for the B2B sales team next year.

My supporting goal is only adding one


additional person to our sales team. Having shifted two of our B2C team members to the B2B sales initiatives, I now require one additional B2B sales associate which represents my recruitment for the second quarter (support goal). As leaders, we are far more likely to succeed in our organization, and our careers, when we recognize and take inventory of the skills, behaviours, and motivations of our team; and make decisions to effectively align them to achieving the goals that are most important to us and to our respective organizations! X

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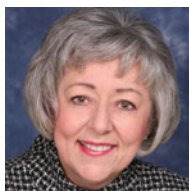
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IN THE MIND'S EYE OF A NON-PROFIT LEADER

Emerging challenges facing the charitable/non-profit sector

by ROSEMARY SMITH



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

What is on the minds of our non profit leaders? What problems keep them up at night looking for solutions? In this article I will be exploring some of the emerging challenges being faced by our charitable and non profit sector.

If you are a non profit leader, you have a growing number of worries to consider these days including finding more funding, board development, an

donations from current donors.

Building a strong and engaged board of directors – one that fosters strategic direction– is likely high on the list of priorities for non profit Executive Directors and CEO's. Board members can impede the work of an organization if they are not prepared for the governance responsibility. Board members can often confuse operational and governance roles or the difference between the organization's interests and their own. Tactics for creating effective boards include education, strategic planning and financial literacy training, and providing more opportunities for board members to put into practice their newfound skills.

Organization leaders are finding that they have to look for new and innovative ways to respond to an increased need for their services. With less funding, they are trying to cope by engaging in new partnerships, using up funding reserves, cutting back on staff or professional development for staff, increasing

They collaborate, partner, connect, fundraise, recruit, train, re-train, engage, contribute, collaborate, and educate – all while realizing an increased demand for their services.

increased demand for service, finding strong, capable staff members, and keeping your finger on the pulse of future trends. The decisions you make now will have great impact on the future of your organization.

To begin, let's talk about funding. Competing in a highly competitive fundraising environment is not easy. Organizations are struggling with their ability to retain donors, the loss of government support, a lack of granting dollars available, and more emphasis being placed on accountability. Funders have increased administration and reporting requirements causing organizations to redirect their attention from the cause to fulfill those requests.

Developing new and effective marketing programs directed at recruiting and retaining donors to expand current donor bases remains important as is increasing

unpaid time, using volunteers more often, and increasing fundraising efforts.

Identifying new leaders and recruiting and training skilled staff members lays heavily on the minds of our charitable sector leaders. We've been reminded time and again that many of our top non profit leaders are getting close to retirement age. With that in mind, the charitable sector will experience great change over the next number of years. From the traditional role of a non profit organization built over the 1970's and 1980's, new leaders will reflect the values and ideals of their own generation. We must ensure that we are doing a good job at developing our young leaders and that we are designing effective succession strategies within our organizations.

Non profit and charitable organizations are also

__Generation to generation, not quarter to quarter.

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expected to collaborate and work with community partners – in both the non profit and for profit sectors. Collaboration is a strategic approach that enables an organization to increase its resources, make a stronger impact, take on leadership roles, and improve community confidence for the work they accomplish. As the sector matures, non profit leaders must look for opportunities to form strategic collaborations that strengthen their organizations and from which they can learn and grow. This, however, is not always easy. Trust must be present and organizations must have a values align-

The whole social media phenomenon is a new and exciting experience.

ment in order to work together effectively. And, this takes time and energy to develop.

Effectively managing information is another worry. Evaluating and measuring programs and organizational performance helps in establishing benchmarks and determining the benefits of marketing and development initiatives. These consistent points of reference can be strong tools in telling the story of an organization.

Understanding the whole social media phenomenon is a new and exciting experience for these leaders as well. Not to mention the online donating trend that has brought charitable giving to our handhelds and smart phones. Reaching a whole new market of donors – many of them young – will open additional doors of opportunity for charitable organizations. And, this will help to educate and engage our youngest citizens in philanthropy.

Charities and non profits play a significant role in our community. The work of these organizations improves quality of life and touches the lives of so many. They are asked to do more with less. They collaborate, partner, connect, fundraise, recruit, train, re-train, engage, contribute, collaborate, and educate – all while realizing an increased demand for their services. Over the next few decades we will see a very different charitable sector emerge – one that builds on existing strengths yet moves forward with current trends and innovation. This is a sector in which I am excited to participate, share, and help lead. X



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WHICH CAME FIRST, ENGAGEMENT OR MOTIVATION?

What management can do...and what they can't

by DOUG CATER



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

What manager or supervisor wouldn't want a crew of fifteen or twenty highly motivated employees? Employees who are engaged and involved in making decisions that ensure customers are satisfied and the business is profitable. Silly question right? A better question might be, how does a supervisor or manager end up in such a great place?

Assuming there are only a few employees that are a

are performing adequately? Is it worthwhile putting a bunch of energy into raising the performance of this group when they are not creating any real problems?

Mediocrity, in some cases, is plenty good enough to stay out of trouble. And what to do with those shining stars while the bottom of the pack is getting all of the attention?

There are a couple of ways to view this. We could

The truth is, you can't really motivate someone. You can attempt to create an environment where they are motivated, but motivation comes from within.

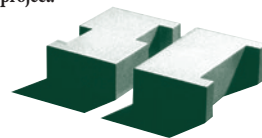
challenge, should you spend energy to keep trying to convert them, or would it be easier to replace them? Maybe you should just keep them in jobs where it doesn't matter how they perform. What about the employees in the middle of the pack, the 60-70% who

say the employees are not engaged because they are not motivated; or we could view this from the opposite perspective and say they are not motivated because they are not engaged. Which came first, the chicken or the egg?



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If we take the perspective that the issue is the former, then the supervisor's job is to motivate the employees. Traditional methods include communicating the benefits of improved performance, or highlighting the risk of not improving while the competition continues to get better and take market share – “blah, blah, blah”.

The positive side of this argument might motivate some, but most people will not connect business improvement with personal gain. “So what if the business does better, I won't see a nickel of it anyway.” Another portion will sit back and wait to see what happens. They'll get on board when they see some positive change, and they are sure it isn't going to adversely affect them.

Even worse, many will remember six years ago when Bill from shipping took the initiative to improve the warehouse layout. His objective was to try and reduce the amount of travelling required to pick orders. And while successful, he ended up with more orders picked than could be processed through packaging. Within a couple of days the backlog in packing resulted in congestion causing shipping errors to rise and additional handling. The bottom line was, customer service levels fell from 97% to 90% in the first two weeks and they were working overtime in the packaging area.

Rather than see the benefit and move on to improvements in packaging, Bill's supervisor had him move everything back to the way it was “before things got any worse,” and explained to management that the drop in customer service was the result of some changes that were made that weren't thought out. He assured them it wouldn't happen again. “Damn right it won't,” Bill thought.

Using the fear mongering technique rarely results in motivation either. The argument that our competition is going to eat our lunch if we don't make significant improvements, rarely strikes a chord with most employees. They will be quick to point out the local companies that went through similar change initiatives and ended up closing anyway.

The truth is, you can't really motivate someone. You can attempt to create an environment where they are motivated, but motivation comes from within. What happens, then, if we take the latter perspective where employees are not motivated because they are not involved or engaged? This means that the manager's or the supervisor's job is to get people involved. That is actually something they

do have control over, or should have.

This requires management to structure the work environment, assignments and tasks in a way that employees can learn

is nourished by trying new things that don't work, and the realization that we are one step closer to success. This perspective also requires management to put energy

Given everything we know today about organizational behaviour, it is still surprising how many companies operate based on the Command and Control model.

and develop new skills. To become motivated, employees need the opportunity to try new things and succeed in making improvements to the process and or the product. Just as important, they need the opportunity to fail in a safe environment where failure is critically assessed, and perceived as a step in the improvement process. Bill's success turned into a failure because the organization had no mechanism to evaluate his efforts. Hence the problems in packaging were viewed as the result, rather than the improved picking efficiency.

Even unsuccessful improvement initiatives – “failures” – need to be viewed in a positive light. A healthy desire to improve

and time into coaching and facilitating others, rather than directing and dictating. Given everything we know today about organizational behaviour, it is still surprising how many companies operate based on the Command and Control model.

So get out there and create that new environment, ask questions, provide support and encourage involvement. Give employees time to develop and try new ideas. Be prepared for failure, accept it, learn from it, and move on! And remember, a fifty percent solution that your employees generate is much better than your eighty-five percent solution imposed on them. Give them something to get motivated about. X

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WHERE CAN WE GO IN OUR REGION TO FEEL TRULY INSPIRED?

Looking for inspiration in transcendent moments of beauty, wonder and awe

by **SUNSHINE CHEN**



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

After a remarkable month of travels to destinations both near and far, exotic and ordinary, I find myself reflecting on the transcendent moments of beauty, wonder and awe I have recently had the chance to experience. And though it might seem like a bit of a reach, I think these experiences have relevance in the discussions we are having today about investing in arts and culture, and nurturing creativity and innovation in our Region.

quiet darkness and profound silence of stone and space, just before making a splash on the two thousand year old marble floor, we are in awe of not only the remarkable architecture surrounding us, but also the power of the imagination of an Emperor and a culture whose creativity can still be felt even after millennia.

2. Music in the streets, magic in the square. We are walking through the curved streets of the Tuscan city

Inspiration and imagination are essential to anyone working hard in our community to invent new technologies, start new enterprises, find new solutions, and face new challenges.

1. It's raining in the Pantheon. As my girlfriend and I stare up and watch droplets of rain fall through the opening at the top of the dome, suspended in the

of Siena. Sounds of drums and song echo through the neighbourhoods as a troop of drummers, in their splendid renaissance costumes, march into the city's

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magical piazza del Campo, where the great Palio horse race is held each year. On the city's main gate is written, "Siena opens its great heart to you". And as we enjoy the radiant colours of the streets, the square and the buildings, we can only marvel at how much this city and its citizens love beauty, love life, and love Love.

3. A walk in the park, a park in the sky. This is the Highline in New York City. Strolling through the tall grass gardens, seeing people sun tan on lounging benches between flowerbeds and enjoy themselves at bistro tables, looking at art installations, or watching artists try to draw and capture panoramic views of the city, it's hard to believe that this was once an abandoned elevated industrial rail line that brought coal, cattle, meat and other supplies to the factories surrounding it. What stroke of creative genius, or spontaneous civic vision could turn such an unwanted industrial relic into such a wonderful urban oasis?

4. Beethoven – in a barn. In the winter, the town of Elora stores mounds of snow clearing salt and sand in it, but on this summer night, the sand and salt have been removed and the heavy trucks and loaders give way to a stage for a full symphony orchestra, an entire choir, transforming the Gambrel Barn from a big drafty structure with oversized metal doors, gaps in its wooden siding, and old timber rafters, into a remarkable concert hall. And when the symphony and the orchestra hit the first note of the classical master's Mass in C Major, Opus 86, I am moved to tears by the beauty of it all, and we in the audience are no longer in a barn in Elora.

So what does standing in the Pantheon, or admiring the buildings, streets and squares of Siena, or walking along the Highline in New York, or listening to Beethoven in a barn in Elora have to do with investing in arts and culture, and nurturing creativity and innovation in our Region? Everything, I think.

Transcendent moments of beauty, wonder and awe, provide people with an opportunity to feel inspired. They engage and challenge a viewer/participant to connect fully to something greater than themselves, appealing not just to their minds, but engaging their senses, their hearts, their souls and their passions, and transporting them outside the limits of their ordinary reality and everyday rou-

tines. They give people a chance to better understand something about themselves and the world around them, and (perhaps more importantly) they open people's imaginations to consider and reconsider what is possible beyond what they already know.

Inspiration and imagination are essential to anyone working hard in our community to invent new technologies, start new enterprises, find new solutions, and face new challenges.

Where can we go in our Region to feel truly inspired? And how can we be cre-

ative, if we cannot be inspired to imagine new worlds where our creative efforts can make a difference and have an impact through the things we make, the places we create, and the experiences that we share as individuals and as a community?

We need to create transcendent moments of beauty, wonder and awe of our own to nurture creativity and innovation in our Region – so that creative individuals working in our community no longer have to go to Rome, Siena, New York City, or Elora to feel inspired. ✕



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DALSA Corporation enthusiastically celebrated the company's 30th anniversary. Cutting the anniversary cake were, right, Brian Doody, CEO and Savvas Chamberlain, Chairman & Founder, DALSA Corp.

TWO AREA COMMUNITY FOUNDATIONS have announced grants totalling more than \$800,000, awarded in the first half of 2010. The **Kitchener-Waterloo Community Foundation** has distributed \$617,000, while the **Guelph Community Foundation** announced grants totaling \$213,754.58.

KW Community Foundation CEO **Rosemary Smith** stated: "The work of our talented non profit organizations and the positive impact their programs and initiatives make is what truly makes our community a vital, creative, and innovative place."

To date in 2010, 127 KWCF grants have been made to 92 different non profit organizations in our community this year, with another granting session happening in the fall.

Andrea Olson, Executive Director for The Guelph Community Foundation, said, "As we continue to connect donors who care with causes that matter, we have been able to grant \$1.7 million to a wide-range of community organizations since inception just 10 years ago. Spring grants for 2010 are almost double what they were for 2009 and it is important to ensure that programs supported with grants are productive and efficient and to consider a program mix that will be sustainable over time."

She added, "We have not completed our granting for the year. The Foundation will be granting over \$50,000 more this fall within the arts & culture sector and our Building Vital Communities program which is focused on areas of opportunity and need as identified in our Vital Signs reports."

Added Smith, "We believe in a vision of building a better community where friends help friends, families help families, and neighbours help neighbours... a community where everyone benefits."

TED ROWE has been appointed President of **MTE Consultants Inc.**, effective Nov. 10 of this year. MTE's current president, **Greg Marks**, will retire after serving in that role since 2006.

"MTE is fortunate to have someone of Ted's calibre to help move the company into our next phase of growth and prosperity", said **Angelo Innocente**, Vice President and Chair of the Board of Directors. "We are also grateful for Greg's tremendous leadership and support during the growth of MTE over the last five years."

Rowe has over 21 years of experience in the engineering field, and has worked with MTE since 2007, joining the company as Vice President of MTE's land and development services. For the past year, he has also served as General Manager, responsible for overseeing the company's operational financials.

During his tenure, Marks was influential in MTE's mergers with five companies – **Frontline Environmental**, **Waterloo Geoscience**, **GlobalTox International Consultants**, **McNeil Surveying** and **Finelli Engineering Inc.** of Burlington.

The latter merger was announced in mid-July; the Finelli office, which includes nine

people, will remain in Burlington, but will be branded MTE.

Since 2006, MTE has grown from a 110-person firm to a 220-person company with offices in Kitchener, Guelph, Stratford and now Burlington.

UNMANNED PLANETARY EXPLORATION is a focus for many space research agencies worldwide. To do this successfully, advanced autonomous robotic rovers are needed.

Dr. Amir Khajepour, Canada Research Chair in Mechatronic Vehicle Systems and Professor of Engineering in the Mechanical and Mechatronics Engineering department at the University of Waterloo, is working with the **Canadian Space Agency**, **Maplesoft**, and the **Government of Canada**, to develop a full solution for the power management system of autonomous rovers. Dr. Khajepour is a leading figure in mechatronics and robotics and he has chosen MapleSim, an advanced physical modeling tool from Maplesoft, as a key tool in his project.

The CSA has a strong history of applying symbolic techniques in space robotics modeling. They have used these techniques in the design of various space robots deployed through the Space Shuttle program and the International Space Station. This new initiative at UW is using MapleSim, the latest generation of symbolic modeling technology, to rapidly develop high fidelity, multi-domain models of the rover subsystems.

"With the use of MapleSim, the base model of the rover was developed in a month," says Dr. Khajepour. "The benefits of MapleSim compared to traditional tools are significant. We now have the mathematical model of the 6 wheeled rover without writing down a single equation. MapleSim was able to generate an optimum set of equations for the rover system automatically which is essential in the optimization phase."

HOME HARDWARE STORES LIMITED received top honours from the **Private Motor Truck Council of Canada** (PMTCC) when it was presented the Safest Large Fleet Award at PMTCC's annual conference. With more than 75% of the miles it covers considered 'long-haul', the Home Hardware fleet runs approximately 17 million kilometres a year while serving stores coast-to-coast from the company's four distribution centres. The 132 power unit and almost 500 trailer fleet was previously



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deemed the Safest Large Fleet in 2005 and 2008.

"I'd like to congratulate the Home Hardware team members who manage and drive our fleet on this significant accomplishment," said **Paul Straus**, President and CEO, Home Hardware Stores Limited. "Our fleet covers millions of kilometres a year and delivers products to our independent Dealer network of 1,070 stores. This award is a clear demonstration of the utmost commitment to safety embodied by our highly skilled drivers and fleet managers. They consistently get the job done while ensuring that road safety remains a number one priority."

DESIRE2LEARN continues its client-focused commitment with the establishment of its newest subsidiary, **Desire2Learn Australia Pty Ltd.**, providing local presence for both clients and prospects in the Asia-

Pacific region.

Brisbane Grammar School, Te Aho o Te Kura Pounamu - The Correspondence School, Curriculum Council of Western Australia (CCWA), among others, are part of the growing list of clients in the region who will benefit from having direct access to Desire2Learn personnel in the area.

The Desire2Learn Australia Pty Ltd. team, who have extensive backgrounds in international education and eLearning, has been hired within the region. Heading up these efforts are: **Chris Jones**, Regional Sales Director and **Ian Smisen**, Director, eLearning Strategies.

"We are very pleased to be announcing the establishment of our subsidiary in the Asia-Pacific region," states **John Baker**, President & CEO, Desire2Learn. "This region has demonstrated its leadership in adopting eLearning technology. We are looking forward to the continued growth of our local teams and helping clients achieve their goals and vision."

CONESTOGA COLLEGE INSTITUTE OF TECHNOLOGY AND ADVANCED LEARNING held an official ceremony to celebrate the grand opening of the new Skills Centre at the Ingersoll facility. **Dave MacKenzie**, Member of Parliament for Oxford; **Paul Holbrough**, Mayor of Ingersoll; and **John Tibbits**, President of Conestoga College, were in attendance.

The new 12,000 sq. ft. Ingersoll Skills Centre will be home to three highly specialized and skilled trade programs at Conestoga College, including: Power Line Technician, Construction Techniques programs, and Fork Lift and Reach Lift Operator. These programs will serve to train 126 highly-skilled graduates per year, enhancing the labour pool in the region, and improving sustainability and growth to related industries. The college is currently working with the Town of Ingersoll to develop a business plan that identifies the future training and employment needs of the community.

The **Government of Canada** committed up to \$3,305,400 to this project through the Community Adjustment Fund in southern Ontario. The Town of Ingersoll provided 4.2 acres of land at 420 Thomas Street for the development of the Ingersoll Campus.

"Conestoga is very pleased to work with the federal government and the Town of Ingersoll to create this new and much-needed Skills Centre. The centre

will provide programming in a number of trades essential to our economic recovery and prosperity," said Tibbits. "These training opportunities will ensure a sound future for Ingersoll, Oxford County, southern Ontario and our many industry and business partners."

CHRISTIE, a global visual technologies company, participated in the **Experience Canada Pavilion** during the **2010 G8/G20 World Summit** in Toronto, June 23 to 27. Christie's High Definition projectors and innovative Christie MicroTiles played a large part in providing compelling visuals showcasing Canada as a prime destination for business, investment and tourism. Housed within the International Media Centre located in the Heritage Court of the Direct Energy Centre, the pavilion was designed to promote Canada to over 3,000 international media.

WITH VERY FEW EXCEPTIONS, Ontario's business property owners are hugely overtaxed for benefits delivered to all Ontarians, according to the latest **Canadian Federation of Independent Business** report, **"The Tale of Two Tax Rates: How Ontario and its Municipalities Tax Business Properties"**. In almost all of the 201 Ontario municipalities reviewed in the study, small business owners (and commercial tenants through their rent) shoulder a much higher burden of property taxes than do residents on property of similar value. The CFIB maintains that this disparity between the property classes cannot be justified on any practical grounds - there is no relationship between the rate of taxes paid by business properties and the services received. While some progress has been made to right this injustice since CFIB last reviewed the gap, small businesses continue to be treated as cash cows by the province's property tax system.

For instance, in 2009, industrial owners in Pembroke paid over four times more in property taxes than residents (a tax gap of 4.39), Toronto was second with a gap of 3.56, followed by Hamilton (3.33) and Calvin (3.22). In the commercial class, businesses in Toronto paid over three times more, in Owen Sound the tax gap was almost 2.3, followed by Kirkland Lake and Orillia (2.21), Brantford (2.13) and Prescott (2.10).

Both municipalities and the provincial



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government have a role to play in fixing the business property tax unfairness. To this end, CFIB has recommended a series of measures:

- Accelerate the Business Education Tax (BET) relief plan and expand it beyond 2014;
- Reduce the tax gap by controlling local spending;
- Do not allow another City of Toronto Act; giving municipalities more taxing powers will not solve their budget woes;
- Tax all property classes proportionately to the services that they receive.
- Collect all property tax data in one public repository to increase transparency and accountability.

THE TOYOTA MOTOR CORPORATION CAMBRIDGE SOUTH plant received the **Gold Plant Quality Award** in the North/South America region, averaging just 30 problems per 100 vehicles, according to the **J.D. Power and Associates** 2010 U.S. Initial Quality Study.

The Cambridge South plant produces the Lexus RX and is the only plant outside of Japan to build a Lexus model.

"The success of Toyota's Cambridge South plant in the 2010 IQS, as well as that of high-performing models built in Canadian plants, is a testament to the skill and dedication of the Ontario communities that continue to deliver high-quality vehicles to the North American market," said **Ryan Robinson**, automotive practice leader of J.D. Power and Associates Canadian operations.

THE UNIVERSITY OF GUELPH has opened the first phase of a new centre to help ensure safe and sustainable groundwater supplies that is intended to become one of the most advanced bedrock aquifer research facilities in North America.

"Water is a precious resource, and it's an ongoing challenge to balance human needs and demand with nature's process and supply," said **Kevin Hall**, vice-president (research).

"This state-of-the-art facility will allow our researchers to discover new information about bedrock aquifers. It will lead to improved water management practices and generate practical, sustainable solutions for preventing water contamination."

The Bedrock Aquifer Field Facility will be overseen by U of G engineering professor and groundwater expert **Beth Parker**. Researchers will study every-

thing from how contaminants travel through groundwater in fractured rock and how they affect well-water supplies to whether they can be easily removed or destroyed underground.

"What we learn here will help advance our understanding of entire urban water systems in Canada and around the world," Parker said.

Guelph draws its water from one of Canada's most important bedrock aquifers, made up of fractured dolostone. It's Ontario's largest community supplied by bedrock groundwater.

"As a municipality, Guelph is on the front lines of protecting and conserving the city's water supply," said Mayor **Karen Farbridge**. More than a million people living in some of southern Ontario's fastest-growing communities rely on bedrock aquifers for their water.

CONESTOGA COLLEGE has just launched a new initiative that will benefit and support all Aboriginal students at Conestoga. **Be-Dah-Bin Gamik** (Place of New Beginning) is an Aboriginal student services centre located in the Student Life Centre at the Doon campus in Kitchener.

"The significance of the Aboriginal centre is that Conestoga College now provides a direct link to resources, including cultural and academic support, to overcome issues and barriers faced by Aboriginal post-secondary students," said **Myeengun Henry**, Manager of Aboriginal Services at Conestoga. "This includes working closely with Conestoga College staff and faculty as an advisor on Aboriginal issues."

THE CO-OPERATORS GROUP LTD. has been ranked No. 2 among the 50 Best Corporate Citizens in Canada by **Corporate Knights**, an organization that promotes socially responsible entrepreneurship. The list is based on an evaluation of environment, social and governance indicators. The Co-operators Group Ltd., a 100% Canadian-owned co-operative, is well known for its community involvement and commitment to sustainability. As a co-operative, it adheres to the international principles, which include democratic member control and concern for community.

"The fact that the top three organizations on the 50 Best Corporate Citizens list are all co-operatives suggests that co-ops are living up to our principles and making a real contribution to the economy and Canadian society," said **Kathy**

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Bardswick, President and CEO of The Co-operators. "More and more, people are considering the track record of a company, rather than just the product and price, when deciding whom to do business with. Studies like this one provide valuable information that can help them make informed decisions."

The Co-operators formally adopted a sustainability policy and strategy for the group of companies in 2007. Since that time, it has made its operations more environmentally-friendly, introduced products and services aimed at promoting sustainability, and supported the sustainability efforts of many partner organizations and individuals. The Co-operators has 5,100 staff members and 487 exclusive agents throughout Canada.

LINA SHAMOUN, FOUNDER AND HEAD STYLIST at Kitchener's award-winning **Artline Salon**, has been selected as a member of Team

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Canada at this year's **Hairworld**, the international hairstyling championship. This is the third time Shamoun has made the team. The 2010 Hairdressing and Beauty World Competition will be held November 6-8 2010 at the Mondial Coiffure Beauté.

THE UNIVERSITY OF WATERLOO'S school of environment, enterprise and development (**SEED**) has maintained its top billing in **Corporate Knights** magazine's annual business schools survey on how well universities do in integrating sustainability into the learning experience.

It's the third year in a row that the Waterloo environment and business undergraduate program has been ranked No. 1 in the country. **Corporate Knights** is a Canadian-based publication that positions itself as the "world's largest circulation magazine with an explicit focus on corporate responsibility."

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"I am thrilled that we have not only held our lead but have strengthened our performance," said **Steven Young**, interim director of SEED. "It is gratifying that the work of our students and employees in the school is being recognized by **Corporate Knights**. We have hired exceptional new faculty, are developing innovative courses, and our professors and students are engaging society in solutions for environment, business and development."

SEED addresses the huge need for sustainability professionals by preparing graduates skilled in business and sustainability. A new master of environment and business (MEB) degree has been launched this year along with sustainable development training programs for professionals.

Corporate Knights editor **Melissa Shin** said Waterloo scored the highest in the undergraduate category out of all universities in Canada. She said the magazine measures the range of course options available to students and how well sustainability is embedded into the framework of those programs. "Waterloo was the only university to achieve full points in the sustainability-related core and elective courses questions," Shin said.

BDO'S KITCHENER AND WATERLOO OFFICES have consolidated their local accounting, tax and advisory services at the Bauer Buildings. Dean Elliott, Partner, stated: "The BDO partners feel that this move will help us better attract staff and, most importantly, continue to improve the services we offer our clients. They benefit from our local presence, with professionals who understand the communities they serve."

BDO offers clients assurance and accounting, taxation, financial advisory services, risk advisory services, and financial recovery services, as well as its software implementation, support and systems training service line called BDO Solutions.

BDO now has three offices in Waterloo Region, in Cambridge, Kitchener and the newest location in Waterloo at the Bauer Buildings. The firm has close to 100 staff members in the region to serve local clients and 95 offices across Canada.

GEMINI MOTORS, ON COURTLAND AVE. in Kitchener, has completed a \$3 million renovation to grow to over 20,000 square feet. Owner **Larry McKnight** says, "The continual growth of Subaru sales and service has allowed us to grow in this community." X

remaining within Kitchener city limits. He has photographed a barber in a shop where "they'll still do a shave for you." Again, that subject was one dear to his own heart – when he came to KW, he found Bruce Martz's barbershop, run by the Martz family since 1926. Kessler became a customer... and felt the impact

"You never read a newspaper headline, 'Guy makes a living'," he laughs. But that is life for most people. "People will see themselves in this."

when the business closed, five years ago. "That was the last straw" that impelled him to launch the photographic project.

His subjects are usually "surprised" when Kessler and Chen ask for photos and an interview. "They're just making a living," he says. "They don't glamorize it at all."



PHOTO: KARL KESSLER

George Kakousian, Foundryman, Troy Custom Brass Inc.

That's part of what Kessler loves about this work; he's capturing life, not at its extremes, but in its day to day reality. "You never read a newspaper headline, 'Guy makes a living'," he laughs. But that is life for most people. "People will see themselves in this."

Not unique to this era

Kessler notes that the existence of vanishing trades is not a 21st century phenomenon. "Throughout history there are always trailing-edge technologies as well as leading-edge technologies." A

similar project could have been done in the 1950s, or in 1900... and was carried out by Harvey Wang in the 1980s.

But Kessler lives in Waterloo region, in 2010, and that dictates his milieu. His focus is on genuine business – he isn't photographing people doing older crafts that have experienced "a renaissance as an art form," he says. No blacksmithing as an art, or post-modern quilting will be in his collection. Kessler is capturing the images of people performing increasingly

and trades on his wish list; some he may never find, but he's appreciate all the help he can get to locate people performing disappearing trades. He'd like to photograph hands-on furniture makers, people working in "heavy manufacturing in general", a small appliance repairperson – "someone who fixes toast-

The project involves black and white photographs of men and women who work at trades that are disappearing, along with a brief, tightly edited profile.

rare trades as their day to day business. So his work is largely carried out "in the commercial sector."

This is a typical volunteer venture – it costs time, and at this point it returns nothing, financially speaking. This prompts the question, "Why?" Kessler says this is the one question he has no definitive answer for. "I don't know. I'm just fascinated by the idea of people that are sort of the last of their kind... I find older technology interesting."

He adds, "We hear a lot about the cutting edge of technology. It is very interesting, fascinating in its own right... but [this much change] begs the question, 'What's the constant?' There are things that are constant."

Subject wish list

Kessler admits there are categories

ers" – a forge blacksmith "who does hot horseshoeing," and a perfumer.

Recently, he has photographed the founders of an independent community newspaper, the last member of a church congregation, and members of a defunct Women's Institute. He confirms that there is room in his self-designed mandate for "cultural stuff, too."

He asks that anyone with a tip about "trailing edge technology" workers contact him at info@photomemory.ca.

Kessler has been taking the photos – with Chen, a multi-media communicator (and Exchange columnist) doing the accompanying interviews – since 2008, and expects the project may be complete by 2013. But he quickly confesses while 50 photos and profiles is a good goal, "I'll keep going until I run out of subjects."



Alf Hannenberg, Felt Worker, Rumpel Felt Co.

PHOTO: KARL KESSLER

"Hands On" has been the subject of one exhibition, at the Kitchener City Hall Rotunda, but Kessler's hope is that the photos and material will eventually interest a book publisher.

And asked if books, themselves, are in the category of trailing-edge technologies, Kessler only smiles, and points out that he is taking the photos on a film camera, processing the films and printing the images in his own darkroom. No digital photography for him, not for this project, anyway! He clearly has no problem utilizing older technologies... especially if they are still the right means to accomplish the best result. X

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TRAILING EDGE TECHNOLOGIES

Capturing some of the last of the hands-on workers

Karl Kessler, left, and Sunshine Chen are on a mission to find and record "trailing edge technologies."

by PAUL KNOWLES

Karl Kessler calls them "trailing-edge technologies."

He's referring to "trades that have become increasingly rare," and his goal is to create a permanent record of as many of these skills and crafts as possible. The project – a joint effort by Kessler and Sunshine Chen – involves black and white photographs of men and

It's a labour of love, but Kessler is the first to admit it is not a unique venture. Instead, he opens a book called "Harvey Wang's New York," a collection of black and white photos of unique New York craft and businesspeople, complete with crisp, brief profiles, produced in the 1980s. Kessler carries copies of this book with him, loaning them out to anyone interested, and (since it would seem not all copies are returned promptly) buying more on a regular basis through Wordsworth Books in Waterloo.

He says that this book resonated with him the moment he encountered it. Perhaps that's not surprising – Kessler is a New York City native, who came to Canada about 14 years ago, at age 26. Today, he works in partnership with his wife, Jane Snyder, as coordinators of Doors Open Waterloo Region.

Kessler says that when he saw those photos of an earlier New York, it reminded him of something now lost. His first stop in Canada was Toronto, where he discovered some of the same kinds of archaic businesses that had gone missing in New York.

And when he moved to Waterloo, he found even more... and was seized with a passion to record their existence before they too were lost.

He has not always succeeded. Kessler can tick off several locales he wishes he had photographed before the business disappeared. But those circumstances only serve to underline the fragility of some of these "trailing edge technologies", and the value of capturing their essence before they are gone.

"Only a couple left"

Kessler loves to tell the stories of the people he has photographed. Some of them are elderly, and some have passed away since their story was recorded. He talks about Louis Pfeifer, "a guy who could actually make you a shoe." Pfeifer, who died a year ago, was a rare craftsman – there are "only a couple of shoe repair places left" in the area, says Kessler, but Pfeifer's craft extended to the full shoemaking trade. He had learned the business from his father, a European shoemaker, and opened his own business in the 1960s.

The photographer lists just a few of the trades he has photographed so far – a watchmaker, a felt-maker, a furrier, foundrymen ("I found three brothers in Cambridge who do everything by hand").

He's intrigued by the typewriter repairman who – in an age when it might be expected that business would

Kessler is capturing the images of people performing increasingly rare trades as their day to day business. So his work is largely carried out "in the commercial sector."

women who work at trades that are disappearing, along with a brief, tightly edited profile, 200 to 350 words, culled from interviews Chen conducts with the subjects.

The tradespeople range from shoemakers to typewriter repairmen; to date, Kessler and Chen have photographed and interviewed 23 of them in the Waterloo Region area, almost half of the total Kessler hopes to capture.

be nil – has found a niche repairing typewriters for legal offices where they are still used to produce certain documents.

He photographed a glove-cutter who, until very recently, cut his materials using form and a mallet.

Kessler also has photographed a farmer, Stuart Trussler. Not that farming, in itself, is a dying trade, but Trussler runs one of the few working farms still

continued on page 44

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