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THE HST IMPACT

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# EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ECONOMIC DEVELOPERS / EDUCATORS

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### INSIDE

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- Revitalization Frustration
- Contagious Compassion
- Peter's Broke, Paul's on His Own

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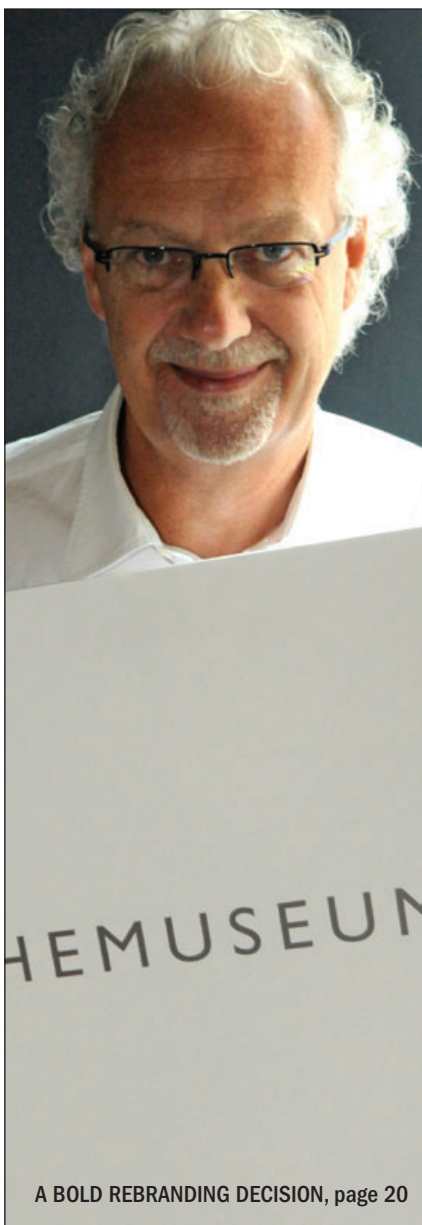
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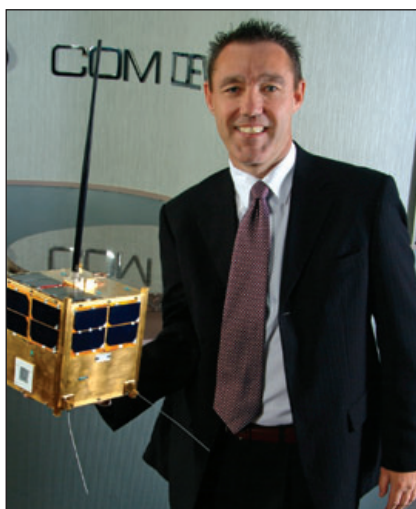
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# GIVING, AND GIVING AGAIN

*The full circle of corporate citizenship*

by PAUL KNOWLES



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

Our region is noted for its high-profile philanthropists. In any of our cities, you are likely to encounter some gleaming new public project, funded by one of the well-known names of the local business community.

And good for them. These are the many of the same names that tend to appear fairly regularly in the pages of Exchange Magazine, because they are indeed the movers and shakers of our economic environment. This issue is no different, as leaders like Jim Balsillie, and Manfred Conrad figure in our articles.

This one young man is not a major institution bearing the name of the donor; but who would argue that he represents a very worthwhile investment?

This issue also carries a Monitor story about Habitat for Humanity. On the foundation of enthusiastic business sponsorships, Waterloo Region has been a Canadian leader in the Habitat program; 17 years ago, local interest was sparked when former US President Jimmy Carter worked on the local build.

I was there, covering the event as a journalist, and had the opportunity to interview Carter. It was a high-

*A healthy community needs both kinds of activists – those who give big, and those who work hard. Sometimes, you find both traits in one person.*

However, as great as their deeds are, we also want to focus on some of the people who draw fewer headlines, but are also making an important difference in our world. One such couple are Tillie and Merv Lichty. Tillie is featured in Brian Hunsberger's Making a Difference feature in this issue, because of her tireless work to bring help and hope to Rwanda.

Of course, she doesn't do it alone – Merv is a major supporter of her work, and her projects have received financial help from a number of area businesspeople. Each donor that I have met reports that he or she was inspired by the work Tillie is doing – work that became intensely personal when she brought one Rwandan young man back to Canada for medical treatment he could not receive in his homeland. Fabrice Mugisha was injured by a land mine; he has received successful treatment in Canada, and currently lives with the Lichtys as he attends school here.

light of my life. Here was – and is – a man who seems to combine the two approaches to philanthropy I have referred to. He understands the value and impact of big projects supported by big names – and his own is one of those names. But he also knows the importance of getting his hands dirty, doing the work, setting the on-site example.

A healthy community needs both kinds of activists – those who give big, and those who work hard. Sometimes, you find both traits in one person, like Carter, or perhaps our own Jim Balsillie, who donates millions to public institutions, but also hops on the bike and rides to raise funds for cancer.

Exchange Magazine understands the connections between business success, corporate citizenship, philanthropy, and personal commitment. We're proud to cover stories in all these areas; we really enjoy the examples when they all come together. X

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## BAUER LOFTS PROJECT COMBINED SELL-OUT SUCCESS AND EXTREME FRUSTRATION

“Reurbanization” is one of the buzz-words in urban development circles. There is lots of talk – and, indeed, action – around projects involving infilling (developing previously vacant sites within existing urban areas), and “adaptive reuse”.

Waterloo is home to one of the most innovative and successful adaptive reuse projects, the Bauer Lofts, a 750,000 square foot development of a property that was once a manufacturing and warehouse facility for the Bauer Industries of Waterloo.

Investor Peter Schwartz is a major partner in the project. Schwartz told Exchange in an exclusive interview that he became interested in the renovation of the historic building because “We needed this in Waterloo. The concept of live, work, shop and play in the core is fantastic and people around the world love it. Canadians don’t have much access to this sort of lifestyle, in part because developers have guided them there, perhaps because of the difficulty of doing these, and also because the availability of this type of land and these types of buildings is scarce. It’s much easier to develop the way Canada is developing. Everywhere else in the world this lifestyle is part of the social fabric. Selfishly, I live in this community and I hoped that people would grab on and they seemed to like it.”

Today, the development includes 157 residential loft condos, including three upper penthouses and five lower penthouses, as well as twenty-two businesses. These include Vincenzo’s, the Bauer Kitchen, regional head offices of CIBC Wood Gundy, BDO Canada, Validus Reinsurance, and Boston Pizza, along with many more commercial and retail tenants. There are also two levels of underground parking, which can accommodate about 550 cars.

The project, which began in 2005, involves several partners. Waterloo Region developer and project manager Heri Polzl is a partner, and also responsible for “construction management through Projectbuildings.com Inc.” He says that “most of the leasing of the commercial space was done by Primus Realty Ltd.”; Heri’s wife, Heidi Polzl, and their son, Mike, are both involved in Primus, a Waterloo company. The building was sold out before construction was completed, although Heri Polzl notes that some units are now up for resale.

Ironically, perhaps, although the Bauer building has a long history in the city, Heri Polzl notes that, “The building is not a historically designated building.” That would have eliminated the opportunity for any grant money being available for the project... but such funding would not have been sought, anyway.

Schwartz is adamant: “I don’t believe in it. The public shouldn’t fund private, for profit developers. There are enough good ideas and good opportunities out there. Someone will figure out how to make a project work, and ultimately one has to believe that development will happen and no incentives are necessary.”

Schwartz adds, “There has been a lot of talk about brownfield (old buildings) incentives for remediation. I think instead of subsidies, the money should be spent on clarifying and simplifying the remediation process such that developers aren’t so afraid of them and can budget accordingly. I also believe that if a property owner has a contaminated site, that is their problem, not the public’s. If that problem becomes a public health issue, then this would be a useful application of grant funds, for the benefit of the public not a developer.” He says, “I really can’t figure out how we got here, but the current system is broken.”

The developers all agree that the Bauer Lofts presented an inspiring and unique



PHOTO: EXCHANGE MAGAZINE

opportunity. Heri Polzl told Exchange, “It is a very unique building in a great location. The Waterloo momentum made the project a success. No one else in the core offers as much on site parking as the Bauer Buildings. Parking drives the site...no pun intended.”

### “Right now we are sitting tight”

And Schwartz does not anticipate any similar projects at this time, partly because of the unique opportunity presented by the Bauer building. Asked if there were other local projects on the radar, Schwartz said, “Probably not now. We had a list of uses that we thought would make a development in the core special and then we worked with our customers to bring the vision to reality. Maybe we just shot too high, and knowing that the odds of finding that combination and chemistry again are low, it’s hard to imagine starting again without that same excitement. We aren’t interested in typical development projects; who knows, we may think of something again just like Bauer was born, but right now we are sitting tight.”

Schwartz spoke candidly about struggles with municipal officials. “We had great support from many of the staff and elected officials in the community, but we also had serious resistance from some. We just guessed it was because they weren’t familiar with this sort of thing but as time went on, that didn’t hold up. We had a super team, very experienced but it didn’t make sense. We would be remiss not to admit – as sad as it is – that we need to take some time to recover from the extreme frustration that came as a result of the lack of clarity and support that was there for the remediation process, and less so but still difficult, was interpreting the various issues that required approval.”

He added, “We were 100 per cent committed to remediating every last issue that we discovered and we laid our plans out clearly and well in advance to ensure that we were budgeting sufficiently and setting aside significant contingency funds. This was based on the deep knowledge we had on our team as well as with the capable consultants that supported us. I still don’t know what happened, but these costs were immensely over budget, and we felt literally helpless for almost two years while we were led around countless hurdles, none of which we could get clarity on. Eventually it stopped, and we don’t know why, and that made it even more frustrating, even though we were able to get on with things. Some day we will ask to have it all explained but in the meantime we are hoping that the expression ‘time heals all wounds’ will apply.”

Schwartz points out that those struggles cut the investors’ margins considerably: “Unfortunately, it added significantly to the cost, and because we chose to keep our prices down to make it possible for more people to be there, it will take a very long time to try to repair the damage. But far and away it wasn’t about our costs. We realized that it is part of being a developer and that the rules can change underneath you. What was much more disappointing was watching the impact of this on the people who supported us and who made major decisions in their lives – selling their homes, moving or setting up their businesses – and who relied on the information we gave them about when the project would be completed. Tradespeople also had a difficult time giving us the support we needed, which led to delays and increased costs, and it wasn’t their fault. We did the best we could with the information we were given but we just simply didn’t know despite every effort to find out.”

Schwartz’s final comments sounded an optimistic note: “Every day this gets better – for sure when you see how it is working out for the people who stayed with us. And the excitement of seeing all of the wonderful progress in the city is also a motivator. Maybe some day we will wake up with another idea. Hopefully by then someone can hand us a roadmap for getting it done, one that covers the interests of the public, so we can prepare for that while remaining focused on the reasons why we do this.”

Upon opening, the Bauer Lofts filled quickly; with all the residential condo units sold, and a full menu of businesses. In addition to those noted above, Bauer Lofts businesses include Romeo” Salon and Spa, Caesars Closet, Stork Baby Boutique, Distinctly Tea, Paula White-Diamond Art Gallery, Occasions Card Shop, Primus Realty Ltd., Brokerage - Branch, Holistic Nutrition, Siht Optical, Thrive Juice Bar, Not Just for the Garden, Mark Nunes Clothiers, Tsavo Media, Wildeboer Law, MDK Financial and Bauer Lofts partner The Laurence Group. - Paul Knowles

### XQuote

“Ontario’s declining economic freedom has hobbled the province’s growth, which has been among the slowest in the nation in recent years, while strong increases in economic freedom have powered growth in British Columbia... If economic freedom in Ontario continues to show weak growth, it’s likely Ontario’s economy will also lag. The link between economic freedom and prosperity is clear: provinces with high levels of economic freedom see greater economic growth. When denied a reasonable level of economic freedom, people are left poorer than they need be, and this is happening in some parts of Canada. A common theme among provinces with high levels of economic freedom is a commitment to low taxes, small government, and flexible labour markets. These conditions foster job creation and greater opportunities for economic growth.... The provinces that maintain low levels of economic freedom and reduced economic activity see additional federal transfers of money from wealthy parts of the country. Strong incentives exist for the political and business elites in the so-called ‘have-not’ provinces to limit economic freedom and growth in order to preserve the federal allowances they’re accustomed to.”

- Fred McMahon, Fraser Institute vice-president of international research and co-author of *Economic Freedom of North America 2010*.



## JIM BALSILLIE APPOINTED TO U.N. PANEL ON GLOBAL SUSTAINABILITY

Jim Balsillie, Chair of The Centre for International Governance Innovation (CIGI) and co-CEO of Research in Motion, has been appointed to the United Nations Secretary-General's High-level Panel on Global Sustainability.

Balsillie is one of 21 members of the panel including two co-chairs, Finnish President Tarja Halonen and South African President Jacob Zuma. The RIM Co-CEO is the panel's only Canadian, and the only representative of the private sector.

The panel is charged with formulating a new vision for sustainable growth, in response to the growing risk of dangerous climate change. It will address questions such as how to move to a low-carbon, green economy, eradicate poverty and achieve sustainable levels of consumption and production. Its report is due in December, 2011.

U.N. Secretary-General Ban Ki-Moon stated that the panel should "think big". In a letter to appointees, he said their "leadership and expertise will make a vital contribution to the work of the panel as it articulates a new way forward with global green prosperity."

Balsillie said, "I am pleased to help this esteemed group develop new ideas for prosperity in a low-carbon world. This is a critically important initiative for all countries, and integrates perfectly with the work CIGI is undertaking to address the international governance challenges of climate change."

"Jim Balsillie's appointment to this U.N. panel can be seen, in part, as an endorsement of CIGI's work on the most pressing problems facing the world," CIGI Vice-President of Programs and acting Executive Director Thomas Bernes said. "Our efforts to illuminate the most critical issues and the best possible courses of action on governance innovation are giving Canadian-led policy research a stronger voice on the world stage."

Fred Kuntz is Senior Director of Communications and Public Affairs at CIGI. He told Exchange, "As the sole Canadian and sole business representative on the panel, Jim will bring unique and valuable perspectives to the panel's work."

Kuntz noted that the timing of Balsillie's appointment is ideal, for CIGI's annual fall conference – this year's event on Oct. 1-3 in Waterloo is titled "CIGI 10 – Climate of Action." "Auspiciously, the theme of CIGI 10 is global sustainability, which fits precisely with the U.N. panel's work," Kuntz said. "This gives CIGI an opportunity to be heard by a wider audience, as we advance debate on how to integrate bottom-up efforts on climate change with global solutions. Jim will likely be both a participant and a keen observer at CIGI's conference, in support of his role on the U.N. panel."

"It's all about being heard," Kuntz added. "CIGI's ultimate purpose is to help make the world a better place, through improvements in governance. To have that kind of impact, our policy thinkers need to be connected with an international network of policy-makers and decision-makers, in governments, business and key multilateral organizations. Having a board chair and other CIGI personnel who move comfortably in a global context with high-level connections is directly supportive of our efforts to engage an influential audience with CIGI experts' innovative ideas and solutions."

Other panelists include: Gro Harlem Brundtland, former prime minister of Norway; Connie Hedegaard, EU Commissioner for Climate Action; Jairam Ramesh, India's environment minister; and Susan Rice, United States representative to the U.N.

The panel's work will feed into intergovernmental processes, including preparations for the United Nations Conference on Sustainable Development (Rio 2012), and the annual meetings of the Conference of the Parties to the United Nations Framework Convention on Climate Change. The Panel will be supported by a small team within the Secretary-General's Office in New York.



CIGI Chair and RIM co-CEO Jim Balsillie

### XQuarterly – [www.xquarterly.ca](http://www.xquarterly.ca)

- Production in several hard-hit Canadian manufacturing industries is expected to improve in 2010. It will, however, take until 2011 for some industries to experience an increase in profits or to emerge from the red, according to the Canadian Industrial Profile-Summer 2010, published by The Conference Board of Canada in collaboration with Business Development Bank of Canada.
- Aerospace production slowed abruptly in the second half of 2009, and is expected to weaken again in 2010. As a result, industry profits are forecast to decline by 35% to \$269 million this year.
- Motor Vehicle parts-makers are expected to lose money for the third consecutive year in 2010, but a projected loss of \$41 million is much smaller than those incurred the previous two years.
- 90% of Canadians believe that improving literacy levels in Canada is key to improving the country's economy, according to Ipsos Reid.
- A new survey of senior managers confirms the late afternoon is the most common time for workers to hit a wall. 32% of managers surveyed said 4 p.m. to 6 p.m. is the least productive time of day for employees. Coming in second was 2 p.m. to 4 p.m., as cited by 28%.
- Human resources departments are focused on continuing education for workers, suggests a new survey. 41% of HR managers interviewed said their greatest staffing concern is employee training and development. Recruiting new employees came in second, with 27%.
- Financial executives are more optimistic today than they were this time last year, according to the annual Robert Half Global Financial Employment Monitor. 83% of financial leaders surveyed worldwide are at least somewhat confident in their companies' growth prospects, including 30% who are very confident.
- Employers today seem less concerned about keeping top performers than they were one year ago. 45% of those surveyed said they are at least somewhat worried about their ability to retain staff in the coming year, down from 53% in 2009.
- Global Financial Employment Monitor respondents said they anticipate making the most hires at the entry and staff levels, as cited by 26% and 25% of those surveyed, respectively.
- Hydro One revenues for the six-month period were \$2,484 million, which were \$91 million, or 4%, higher than the same period last year. Transmission revenues of \$626 million were higher by \$53 million primarily due to the OEB-approved transmission tariff rate increases that were effective July 1, 2009 and January 1, 2010, partially offset by lower revenues associated with the lower average monthly peak demand.
- Venture capital activity in Canada grew in the second quarter of 2010,

with \$334 million invested in total, nationwide, or 57% more than the \$213 million invested the year before. Q2 2010 saw the first substantial increase in dollars invested in the Canadian VC market in over two years.

- Longer-term trends suggest a continuing slow pace. Owing chiefly to Q2 2010 outcomes, a total of \$643 million has been invested to date this year, including investments by 57 Canadian funds. While this is up 31% from \$492 million invested in the first half of 2009, it is down 10% from \$712 million invested in the first half of 2008 – the first year of the current market slowdown – and down 37% from \$1.0 billion invested in the first half of 2007.
- In contrast with disbursement flows, the number of Canadian companies financed by VC between April and June was generally unchanged on a year-over-year basis. VC-backed firms totalled 107 in this period, as compared to 108 firms in Q2 2009. This points to the importance of larger VC deal sizes as a driver of

market trends in the second quarter. Amounts invested per company averaged \$3.1 million, up from \$2.0 million on average the year before.

- However, somewhat larger domestic VC financings did little to reduce the competitive gap between Canada and the US. The data show that since the beginning of 2010, Canadian innovative firms have captured only 44% of the venture capital dollars invested in American firms.
- With 267 people being born every minute and 108 dying, the world's population will top seven billion next year, while the ratio of working-age adults to support the elderly in developed countries declines precipitously because of lower birthrates and longer life spans.
- In 2010, the global population reached 6.9 billion, with nearly all the growth in the world's developing countries. The world's poorest developing countries account for 20 million of the 80 million people added to the global population every year.
- World's population is expected to reach 8 billion mark by 2025.

## Habitat Waterloo Launches New Build Site

A 16-unit Habitat for Humanity build was launched in August, on Howe Drive in south-west Kitchener. The project is scheduled for completion over the next three years, and will eventually be home to 25 adults and 35 children. Each unit measures between 1,100 and 1,200 square feet, with floor plans of two to four bedrooms. One unit will be barrier-free.

Habitat for Humanity Waterloo Region anticipates that, "Like HHWR's recent initiative on Cherry Street in Kitchener, finished in 2009, the Howe Drive site is bound not only to transform the lives of partner families and their children, but to revitalize the neighbourhood as well."

The 2010 phase of the project, now under construction, includes five units of the first block. A small army of donors, supporters and volunteers are involved in the cause. Bessie Schenk of Canada's Technology Triangle, chair of the Fund Development Committee, stated, "We have had overwhelming response from corporations and individuals who have committed to sponsoring rooms" in the first two units. She continued, "We are especially grateful to Coldwell Banker - Peter Benninger Realty and the Kerr family for sponsoring each house."

In addition to house sponsors Benninger Realty and the Kerr family, initial room sponsors included



Peter Benninger, at the 2010 Waterloo Region Habitat for Humanity build.

Cambridge Landscaping and Garden Centre, Canada Mortgage and Housing Corporation, Citi Bank Foundation, Pano Cap, Peter Kerr, Ed and Susan Taves, Waterloo North Mennonite Church, and Mersynergy Charitable Foundation.

A statement from Habitat for Humanity Waterloo Region said, "Coldwell Banker-Peter Benninger Realty and the Kerr Family have shown their commitment to breaking the cycle of poverty in Waterloo Region by con-

tributing such a tremendous level of support... Habitat is committed to making a lasting difference, building homes and hope to make our vision for safe and affordable housing a stronger reality in our community."

HHWR is one of the oldest affiliates in Canada, initiated in 1988. Since then, the local branch has built and renovated over 80 homes to assist hard-working low-income families in Waterloo Region.

## TAX ON HEALTHY LIVING IS WRONGHEADED, ARGUES MARSLAND

Melanie Marsland is doing her bit to make Canada a healthier place – but she is not convinced the Ontario government is doing the same. Marsland spent most of September riding and raising funds as part of the Sears National Kids' Cancer Ride. She bicycled 175 km. each day, from Sept. 9-23, as the team rode from sea to sea – from Vancouver to Halifax.

Marsland raised over \$60,000 for the cause; she's committed to making Canada as healthy as possible.

It's in her day to day role that she

questions whether Ontario's Liberal government has that same commitment. Marsland is General Manager of the Northfield Racquet and Fitness Club in Waterloo – and she is an outspoken critic of the application of the new HST to health club memberships.

When the HST kicked in, tax on fitness club memberships rose from 5% to 13% – previously, fitness clubs had an exemption from the now defunct Provincial Sales Tax. Marsland says the change has had a direct impact on the number of people willing to pay for memberships. "Given that we've been in a recession or downturn," she says, "people are being extremely careful with their money. People are taking a serious look."

The 8% hike also inspired some people to renew early – so the club will not see the total impact until those early birds, who avoided the HST hike, face renewal at the new taxation rate over the next year or so.

Marsland thinks the province has it backwards – "They are taxing people who are not a burden on the health care system, who are trying to do something about their health."

Northfield has been in business for 32 years; today, it has 3,000 members. And Marsland points to one key difference between 2010 and 1978 – today, "all of our members really use the club. Usage is higher." This fall, she expects daily use to hit the 1,800 mark.

Marsland notes that there is a tax credit up to \$500 a year for young people, a "health tax" that allows deductions for health club memberships, camp charges and other fees related to healthy activities. But this does not apply to adults – and she argues that it should be. – Paul Knowles



Melanie Marsland

## DIANE JOHNSON MOURNED



Diane Johnson

The staff of Exchange Magazine joins with family and friends in mourning the death of Diane Johnson. Diane, who served as Creative Director of Exchange for many years, passed away on Sunday, July 25, after a courageous battle with cancer.

Until illness dictated her departure from Exchange, Diane was the creative talent behind the visual image of this magazine; she was a key contributor to every element of the publication and an inspirational member of the production team of both Exchange and Visitor magazines.

Diane (nee. Wunnink) was the beloved mother of Leslie Maria Johnson and Heather Margaret Johnson; loving sister of Gerrie (Janet) Wunnink of Goderich, and Jack (Linda) Wunnink of London.; cherished daughter of Hanny and the late Jack Wunnink of Goderich.; dear aunt of several nieces and nephews from the Wunnink and Johnson families.

Diane was devoted to her volunteer activities, as a proud member of the Stratford and Grand River Kinette Clubs as well as a past District Officer.

Exchange Publisher Jon Rohr said, "Diane played such an important role here at Exchange; we have missed her greatly since she resigned, and all of us are mourning her passing. Our thoughts are with her family."

At the time of her death, Diane was a resident of Lisaard House, the residential cancer hospice in Cambridge. The Lisaard website (lisaardhouse.com), includes this description: "Waterloo Region's first and only residential cancer hospice, Lisaard House provides care, free of charge, for individuals facing a limited life expectancy. Lisaard House is committed to helping people dying with cancer live the life remaining to them as fully as possible and easing the challenges facing their loved ones."

It was Diane's wish that memorial donations go to Lisaard House, and Exchange is proud to include information about Lisaard and its programs in the community service announcement on page 40.



## TEN PROJECTS BENEFIT FROM \$1 MILLION-PLUS IN LOCAL FUNDING

Ten new Kitchener community projects will soon be underway with the help of grants totalling \$1,079,400 from the Ontario Trillium Foundation. Grants were announced for:

**Centre for Community Based Research:** \$60,000 over one year to hire a community facilitator to bring together diverse stakeholders to organize the CU EXPO conference (a conference dedicated to the exploration and advancement of community-university partnerships) which will be held in Spring 2011.

**Creative Waterloo Region Services Organization:** \$225,000 over three years to develop an enabling organization to assist the Waterloo Region creative sector reach its full potential. Funding will be used for, among other things, contract staff, web design, audience engagement marketing, festival management, promotion/advertising and administration.

**Hospice of Waterloo Region:** \$100,000 over two years to increase the organization's ability to recruit and train additional volunteers that require minimal direct contact with clients. Funds have been awarded to engage the community in becoming more informed and active in the organization.

## Home Hardware Driver Named Provincial Grand Champion

Home Hardware Stores Limited truck driver, Shawn Matheson, has been crowned Grand Champion at the Ontario Truck Driving Championships. Shawn took first place in the Tandem Tandem class and received the highest points overall – making him the Grand Champion.

"Safety on the roads is extremely important," said Matheson. "I have been driving for 10 years and I take a lot of pride in my job as a driver for Home Hardware's award winning fleet. As a professional driver, I am on the road every day. I strongly believe we need to do our part to enhance road safety by leading by example."

Matheson is from Listowel, Ontario.

"I'd like to congratulate Shawn on this significant accomplishment," said Paul Straus, President and CEO, Home Hardware Stores Limited. "His hard work and dedication to safety is commendable. We are very proud of our drivers who consistently perform to the highest of standards."

Home Hardware recently received the Safest Large Fleet Award at the Private

Motor Truck Council of Canada's annual conference. With more than 75 per cent 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. Home Hardware previously won the Safest Large Fleet Award in 2005 and 2008.

Home Hardware has developed industry leading road safety policies for the fleet, including written policies for the hiring, orientation and training of drivers. With policies developed in conjunction with the Canadian Standards Association, Home Hardware was one of the first fleets to adopt a Carrier Safety Management System, which documents all phases of a carrier's safety program from the initial hiring of drivers, through orientation, to the continual monitoring of their ongoing performance. On-board recorders monitor driver behaviour and drivers are kept apprised of their own and the entire fleet's performance. Home Hardware recognizes high performance by awarding bonuses to drivers with good results.

**Kinsmen Club of Waterloo - Grand River:** \$11,600 over one year towards the purchase of barbecue equipment, generator and tents, thereby increasing the organization's capacity to raise funds for community organizations and activities.

**Kitchener-Waterloo Multicultural Centre:** \$148,700 over two years for the collaborative to implement a pilot project called Oral Familial. Funds will enable work with families in supporting black youth to be successful academically, socially and financially.

**Kitchener-Waterloo YMCA:** \$75,000 over one year towards the overall cost of accessibility upgrades to the A.R. Kaufman Centre. Funds will be used to install an elevator in this well-used Kitchener community centre in order to increase public access to all programs and services.

**Latitudes Storytelling Festival:** \$23,300 over one year to hire a co-ordinator/artistic director and buy computer equipment that will improve administrative processes and help introduce an evaluation component for this annual two-day festival hosted by the Kitchener-Waterloo Multicultural Festival. This grant will promote arts and culture and celebrates the diversity of the Kitchener community.

**Nutrition for Learning:** \$98,000 over two years to employ one full-time coordinator to maintain existing student nutrition programs and establish eight new breakfast clubs within the Kitchener/Waterloo communities. This grant will support the organization to optimize and sustain health and well-being for children and youth.

**The Working Centre:** \$112,800 over three years to hire staff and buy equipment that will allow the Multicultural Cinema Club (a collaborative comprising The Working Centre, Social Planning Council of Kitchener Waterloo, Waterloo Regional Arts Council and the City of Kitchener) to improve and expand an existing cinema program in downtown Kitchener.

**Waterloo Regional Children's Museum:** \$225,000 over three years towards the cost of rebranding the Children's Museum to "THEMUSEUM" in order to increase its capacity to sustain operations. The organization will continue with its priority objective of serving children and young families, and will hire a director of sales to diversify revenue streams and implement evening programs and sales in order to sustain its operations.

Announcement was made by Kitchener Centre MP John Milloy, who stated, "I am extremely pleased to announce these grants for organizations in our community. The funding will help provide new and unique programs and services in our community, while strengthening these important local organizations."

## CHRIS BISSON HEADS GUELPH COC

The Guelph Chamber of Commerce has named its new Board of Directors for 2010-2011. Chair of the Board is Chris Bission, of The Mortgage Centre. Past Chair is Andrew Anderson, Devlan Construction; Vice Chair is Janet Roy, Premium HR Solutions, and Treasurer is Murray Short, RLB LLP.

New Board members include Sean Palmer, Delta Hotel and Conference Centre; Rachaelle Dias, GJA Communi-

cations; and Rob McLean, Sociable Communications.

Retiring directors include Alan Boivan, Delta Hotel and Conference Centre; Mark Rodford, Guelph Downtown Business Association; Kevin Cahill, Cahill Financial Services; and David Gray, Pacesetter Consulting.

President and CEO of the Guelph Chamber of Commerce is Lloyd Longfield.




Champion driver Shawn Matheson









“The growth of Bingemans certainly mirrors that of the Region of Waterloo,” he says. “We have an incredible place that we live in. All of us have the opportunity to educate others and promote what we have to others.... Waterloo Region is a marquee destination... it’s something really special.”

# THE FAMILY BUSINESS

BY PAUL KNOWLES

---

## *Tradition and innovation meet at Kitchener’s hospitality giant*

---

Mark Bingeman knew he wanted to be involved in the family business. He knew this as a Kitchener high school student, and he chose his university carefully, enrolling at Michigan State University because of its strong hospitality industry program.

So it was a bit of a shock when, months before graduation, Bingeman contacted his father to discuss his next move; the answer, he admits, “caught me a little off guard.” His Dad told him, in no uncertain terms, that Mark needed to look for a job. “He said, ‘I suggest you start polishing your resumé and applying and finding a job’.” There wasn’t to be a soft landing back home.

“Home” was the multi-faceted Kitchener leisure and recreation facility that bears the family name – Bingemans. It has been home to three generations of Bingemans, first purchased by Mark’s grandfather, Marshall Bingeman, who was a veterinarian, and who bought the acreage on Victoria Street as his home, with a barn for veterinarian work and the adjacent farmland, 170 acres in all.

The land included a large pond, which became a popular swimming hole for many in the community; this was the first cautious step the Bingemans made into the recreation business. Soon, the property was being used for retreats, church socials and other gatherings. Dr. Bingeman’s role is acknowledged today in the name of the main conference and hospitality facility, Marshall Hall.

Dr. Bingeman left the property to his three children – Esther, and two larger-than-life brothers, Jonas and Lawrence (Mark’s father). Jonas has passed away, but Esther and Lawrence continue as partners in the family-owned enterprise, and Lawrence is still active in the business. Mark observes, wryly, that “obviously, things grew” from the early days.

So it is not all that surprising that Mark was ready to continue the family tradition upon graduation, but Lawrence had other ideas. His son took the suggestion to heart, sending out dozens of resumé’s, and over the next several years forged a successful career with both the Marriott and the Hyatt hotel chains, at a number of locations in the United States.

In 1994, Mark was with Hyatt, based in Atlanta, and on a rapid, upward-moving career track. He’d been in that city for four years, in six different positions, but in his words, “I was ready for a change.”

The change was bigger than he expected; although he was headhunted by more than one major hospitality company, his first call was to Lawrence, for advice. This time, the message was entirely different; Lawrence recognized that Mark had gained the experience – and the expertise – to make a real difference at Bingemans.



### Time to come home

"You really have to give credit to my father," says Mark. It was time to come home.

"I always knew that eventually I would come home," he says. "The timing just fit well." But he admits that returning to hometown KW, after a career in large American cities, caused "a real culture shock." That was not lessened by the fact that he was moving from a large hospitality corporation to a family business – a large, successful family business, but still...

"He said, 'I suggest you start polishing your resumé and applying and finding a job'."

There wasn't to be a soft landing back home.

"It was a significant transition for me," he says. "It's not better or worse, it's just a different culture, a different environment."

A key element of that unique environment is the continual, local connections that are key to Bingemans success.

Today, Bingemans operates a variety of divisions; its website breaks the elements down into conference centre, entertainment, camping, catering and events. Mark says, "in every aspect of our business, there is a significant proportion of local clientele."

It's not just the clients who are local. Bingemans now employs over 600 people. Many of these positions are career-oriented, but "we also employ a significant number of part-time, seasonal employees." Both as a hospitality host and as an employer, Bingemans is very youth-oriented; in lots of cases, Bingemans offers students their first job. Some of the young employees are Mark's nieces or nephews (he is not married), so a fourth generation of Bingemans is now involved in the business.

### "Woven into the fabric"

The local connections occur at every level. Mark, who is now President of Bingemans says, "We want to be sure that Bingemans is woven into the fabric of Waterloo Region, and vice versa. The community has always been very supportive of Bingemans. It gives us a sense of pride."



Lawrence Bingeman

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That's a large part of the reason for Mark's involvement beyond the borders of Bingemans. He is the founding, volunteer chair of the Waterloo Region Tourism

the strong level of access to government funding that our Region deserves."

Her words are echoed by board members of the tourism body. Dan Brenneman,

"We want to be sure that Bingemans is woven into the fabric of Waterloo Region, and vice versa. The community has always been very supportive of Bingemans. It gives us a sense of pride."

Marketing Corporation. According to the most recent figures available (2008), the Kitchener CMA (Kitchener, Waterloo, Cambridge and two townships) welcomed over 3.6 million visits. There are almost 5,000 tourism-related businesses in the Region. Of those, only 71 employ 100 or more employees; Bingemans would clearly be at or near the top of the list.

Susan Cudahy was the original general manager of WRTMC; she has recently taken a position in Ottawa. She told Exchange "Mark's guidance as the founding Chair of the Waterloo Regional Tourism Marketing Corporation has proved invaluable in insuring that the true tourism operators, and their needs, remain the drivers of the strategy and the programming for tourism marketing in Waterloo Region. His strong knowledge of hospitality, catering, conferences, events and attractions provide the organization with highly developed skill sets in a wide variety of key products within our industry. He has been an integral part of positioning Waterloo Region on the radar screen of senior governments and advocating for

CAO of the Township of Woolwich and, says, "Mark Bingeman is an excellent ambassador for Waterloo Region, and someone that does a fabulous job promoting the many and diverse tourism opportunities that await visitors to our region."

Brenneman added, "He is a strong and effective advocate for the tourism industry at all levels of government. His voice carries much weight when it comes to speaking about the importance of the tourism industry to overall economic development... All in all, I believe Mark was a solid choice to lead the new regional tourism corporation through the early years of its development."

Grant Whittington, CAO of Wilmot Township and also a member of the tourism corporation board, echoed his colleagues: "Mark is a strong promoter and leader of the tourism industry in the Waterloo Region and area. He is an excellent spokesperson about the importance of the tourism sector and the need of the creation the marketing association to promote the regional strengthens and attractions and services. He provides a great tourism private sector voice, which provides insight into the industry for the local and regional municipalities."

Mark is quick to share any credit for the work of the WRTMC. He deflects the praise, pointing out that on the board, "there are 13 individuals who contribute time and effort to a purpose they see to be of value to the Region."

There is no doubt that Mark puts a lot of energy into his work with regional tourism promotion. But he always has at least one eye keenly focused on his home turf. And he cares about the details – a walk with Mark around Bingemans' attractions will include collection of any litter than might have been dropped recently. He talks to guests. He offers directions. He encourages his staff members. And he points with pride to the many recent additions and upgrades.

Bingemans has grown significantly in the last two decades, with additions such as the Cyclone at Bingemans Big Splash, "the area's largest water park", Funworx,



From camping to cooling off (below), it's all about fun.





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## MOVER & SHAKER

"the newest and largest indoor family playground", and beach volleyball... you guessed it, the "most significant" beach volleyball venue in the region, complete with specially imported sand.

Clearly, the "larger than life" Bingemans tradition is in safe, third-generation hands.

There have also been upgrades right across the facility now branded as "Bingemans Grand Experiences". The goal is to be ahead of the curve, whether that applies to new water slides or state of the art Wifi access in the conference facilities.

### "Planning for more growth"

Mark says "we're planning right now for more growth in the amusements, more growth in the conference facilities." He anticipates "significant growth in the hospitality business in the next few years," partially because of the success of the Region of Waterloo, and specifically because the Bingemans management team asks the public what it wants... and then makes it happen.

"We do a lot of surveys," he says. "We base a significant portion of our development decisions on the input consumers are providing us. They will tell us when they're not happy, and they're also telling us when they're ecstatically happy." Customers tell them what they love to do, "and what they didn't do." This has resulted in the elimination of some of the more "tired" facilities; Mark is not one to hold on to outworn attractions that are past their shelf life.

Mark sees every contact with a customer as an opportunity. He stresses this



*Bingemans are now also operating in "The Hub" in the revitalized Tannery.*

to his staff: "We really encourage our staff to be in touch with our customers, to be interacting with our guests."

Potentially, that means thousands of guests, every day, guests who have come with a vast array of expectations, from those ready for a relaxing family camping weekend, to kids wanting all the thrills of the water park, to golfers, to high tech execs attending a conference.

"On a recent holiday weekend," recalls the President, "we had 5,000 people." That's a lot of opportunities.

ure occurs every time we're in front of a client."

Bingemans includes the whole array of features and facilities noted above, but the three major areas are quite distinct, from the campgrounds on the east to the entertainment areas that are central, and the conference and banquet facilities on the west. Mark admits that, while this may not have been developed entirely intentionally, it is a key benefit – conference goers can use only those facilities or, if their schedule includes the time,

**"Mark Bingeman is an excellent ambassador for Waterloo Region, and someone that does a fabulous job promoting the many and diverse tourism opportunities that await visitors to our region."**

Mark underlines the concept: "When we're serving a wedding, and there are 150 people, these are potential clients, or clients we are reinforcing our brand with. Our business is so unique: success or fail-

they can move across to the entertainment area. Campers can do the same from the other hand, or simply remain in the vacation park, enjoying that experience. "We're very much working to capi-

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talize on our natural settings," he says.

The various arms of the overall Bingemans business effectively operate as separate entities, each judged on its own results. "We measure each segment of our business," says Mark. That means the management team, while very aware that "we ramp up significantly in the summer time with the water park", still looks for ways to make each element a year-round factor in the business. That means more indoor attractions, for example; or it means promoting weddings and other summertime activities in the conference centre when business clientele are on summer holidays.

When Mark uses the pronoun "we", he's doing so deliberately. Yes, Bingemans is a family-owned business, and yes, he is President, but he stresses that "when we go through our decision-making process, the whole management team goes through that, not just one person."

On the immediate horizon at Bingemans are upgrades at the conference facilities – and this being Waterloo Region, the company has a commitment to keeping absolutely current with communication. Mark laughs that "If the Twitter relay here is two seconds slower than they're used to.... they tell us." On the entertainment front, Bingemans will include more indoor attractions, and a revamping of some outdoor features.

Bingemans has also launched a unique partnership at The Communitech Hub: Digital Media and Mobile Accelerator (usually known simply as "The Hub") in the revitalized Tannery building at Victoria and Joseph Streets in Kitchener. Bingemans is operating The Hub Theatre and Tannery Event Centre, which Mark describes as "the coolest venue in Waterloo Region," and which can host events for up to 250 guests.

Bingemans is growing. Mark believes that this is directly related to the success of the Region of Waterloo. "The growth of Bingemans certainly mirrors that of the Region of Waterloo," he says. "We have an incredible place that we live in. All of us have the opportunity to educate others and promote what we have to others.... Waterloo Region is a marquee destination... it's something really special."

There's little doubt that Mark Bingeman wants to see Waterloo Region thrive as a visitor magnet... and that he would be most happy if, atop everything else on that "marquee", there was the single word, "Bingemans". Hundreds of thousands of clients would undoubtedly defend its right to be there. X



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Survival is often dependent on finding alternative funding, expanding demographics and accumulating feedback from the wider community.



*David Marskell, CEO of the rebranded THEMUSEUM; is one of many cultural leaders with one eye on the bottom line*



*The Museum**Canadian Clay & Glass Gallery*

# THE SHOW MUST GO ON

BY PHIL WRIGHT

---

## *Surviving with one eye on the art, the other on the money*

---

When the economy is suffering, cultural institutions feel twice the pain. As disposable income decreases, attendance at theatres, museums and other cultural sites similarly declines. Less money spent equates to fewer tax dollars available for the arts community that relies to varying degrees on public funding. As a result, arts institutions are forced to operate in an environment of uncertainty. In other words, to operate much like any private enterprise. It's not unusual for entrepreneurs with private sector experience to be hired to oversee the financial and operational challenges of these institutions. Survival is often dependent on finding alternative funding, expanding demographics and accumulating feedback from the wider community. Exchange surveyed some local cultural icons to find how they are coping in a challenging and uncertain economy.

### **"Finding the money"**

For the Canadian Clay and Glass Gallery, funding is a persistent concern. "The biggest challenge is finding the money," explained Gallery director Robert Achtemichuk. (Subsequent to this interview, Achtemichuk began an extended medical leave which continues at publication). The Waterloo gallery features a year-round program of exhibitions, lectures, workshops, and offers educational opportunities for schools and members of the community at large. The Caroline Street landmark receives significant funding from the Canada Council for the Arts and the Ontario Arts Council. It also receives over \$100,000 annually for building maintenance from the City of Waterloo; the City is also the landlord, and the Gallery is the tenant. All told, approximately 40% of the museum's revenue is attributable to grants and the amount received from the City of Waterloo for the premises.

Confronted with the unpredictability of government funding, the gallery has become increasingly self-funded. For its latest fiscal year-end results, the gallery earned the majority of its revenue internally. These revenues were earned from the gift shop, admissions, special events, education programs and donations. Attendance slightly decreased at the gallery in comparison to the previous fiscal year and compounding the reduction was that admission prices were decreased in honour of the gallery's 15th anniversary. To partially offset the decreased admission revenue the gallery earned more revenue from educational programs. Although the gallery's total revenue decreased approximately 10% relative to the prior fiscal year, expenses were decreased by an ever larger percentage resulting in a marginal net loss after depreciation.

As a means of addressing its long-term viability, the gallery embarked on a sustainability project. The purpose of the ambitious project was to garner valuable feedback from the community regarding the operations of the gallery. Every operational aspect from marketing to fundraising is put under the proverbial microscope.

The sustainability plan has been released, and one result was that the City of Waterloo, in August, approved a \$51,000 one-time grant to assist in incorporating findings of the plan. Some of the perhaps surprising recommendations in the study include the "elimination of the general admission fee", expansion of educational and programming offerings, and efforts to draw more municipal support across the Region of Waterloo.

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## FEATURE

Educational programs have long been recognized by those at the gallery as integral to its long-term viability. Reinforcing the importance of culture through educational programming is not only sound

uals from all three bodies had encouraged us to apply, and had expressed a good amount of interest and enthusiasm in our project. The reasons for turning down our applications were never sup-

*"During my first summer at the museum we held a strategy session where I suggested we didn't have a shot at sustainability just marketing to young families with children under the age of 10."*

*- David Marskell*

business practice, but it is also an important message for the older generations, and not just from an economic perspective. "Arts and culture is important for a vibrant community," says gallery marketing manager Heather Majaury. "There's a creative economic culture in the city. We have something that's really special. There's intellectual capital in the City of Waterloo and the gallery reflects that intellectual capital."

Over 5,000 children attend the gallery annually; the greater challenge is attracting their parents. "Our challenge is to get their parents in," explained Achtemichuk.

### **"Fight for the funding"**

For Nancy Knowles, producing a small-town Arts festival has been a labour of love, not a money-making proposition. Knowles organized the inaugural New Hamburg Live! Festival of the Arts in 2009 alongside her husband Paul (editor of Exchange Magazine). The goal was to break even, although there were fears the couple would have to bear any loss. "It went better than expected," explains Nancy Knowles. "All of the performers who came offered a reduced rate and everyone was paid." The five-day festival is a celebration of Canadian music, art, literature and drama and was held in a number of venues throughout New Hamburg. That success laid the foundation for the 2010 Festival.

Although the Festival was brand new, Knowles was convinced to apply for funding assistance; she found the process frustrating. In preparation for the second annual Festival, "In addition to Trillium and Celebrate Ontario, we also applied to Fast Start, which is another provincial funder," explains Knowles. "We were not successful with any of our applications, even though individ-

plied." The only financial assistance given the fledgling festival was a modest municipal contribution. "The Township of Wilmot gave \$500," says Knowles. The festival's relatively small initial budget was \$22,000, which for all intents and purposes was entirely raised by the Knowles' who have long been enthusiastic supporters of the arts.

Knowles believes a strong backbone is a definite asset for a funding applicant. "You have to fight for the funding," explains Knowles about the determination required to secure financing. "There's been so much funding cut. The rural areas get cut first and the larger urban centres stay." Nevertheless, the ambitious couple was determined to host a top-notch event and was more than pleased that acts sacrificed some financial reward for the greater good in developing a thriving artistic environment festival. That sacrifice did not go unnoticed



*Nancy Knowles - New Hamburg Live!*



by Knowles. "Canadian artists are generous," explains Knowles. "They give back to the community and to the country."

This year's version of the festival had a budget increase of over 50% relative to the initial year and was once again self-financed by the Knowles', who once again broke even. Since the June, 2010 Festival, New Hamburg Live has become a legal, not-for-profit corporation, says Knowles, who is not only a United Church minister, but also manages the careers of classical singers. "Having not-for-profit status should open up more opportunities to apply for funding," explains Knowles. "Some granting bodies only accept applications from either Not-For-Profit organizations, or from charitable groups."

Winning the Waterloo Region Arts Awards honour as Best New Festival will not hurt New Hamburg Live's profile with funding organizations.

#### "No shot at sustainability"

The Waterloo Regional Children's Museum was opened in 2003 to much fanfare. At the outset, things looked promising. Located in the heart of downtown Kitchener in a state-of-the-art facility on King Street, the museum was the benefactor of \$17 million in donations. However, the momentum of a promising start could not be sustained. Within the span of three years the museum was suffering from shrinking earned revenue and declining attendance.

It was during this time of poor performance and unrealized expectations that the museum's board of directors decided to take drastic action. Among the ideas discussed were plans to

"Canadian artists are generous," explains Nancy Knowles. "They give back to the community and to the country."

increase earned revenue by – in part – attracting a broader demographic. A comprehensive review of alternative business models was also part of the process. As a result, the board boldly decided to hire a new CEO with an entrepreneurial and creative flair. The position was filled by David Marskell, who most recently was director of marketing at Exhibition Place.

Fundamental to Marskell's philosophy

*continued on page 26*

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# ECOLOGICAL WIN-WIN

*Eco-Shift Power leads the way to lower costs, lower eco-footprint, and better work environments*

The timing could not be better for Eco-Shift Power Corp. of Cambridge. In fact, CEO Gib Wood describes the current environment as “the perfect storm,” both for his company and for Eco-Shift clients.

Even more importantly, perhaps, his clients agree. For example, Joe McLeod, of Pro Treadz, says he would “absolutely recommend” Eco-Shift Power’s services as innovative consultants, anywhere, any time.

It does seem that all of the elements have aligned in an ideal combination for a business like Eco-Shift Power. The company’s mandate is quite simply stated – Eco-Shift supplies and installs advanced lighting technologies and advanced lighting management systems.

That’s accurate, but it does not touch on a raft of important benefits arising from those installations – their customers use less energy, become more environmentally friendly, improve the quality of lighting in their facilities... and save significant amounts of money.

The concept is currently enhanced by government subsidies for companies becoming more ecologically responsible – Eco-Shift clients receive rebates for a large portion of the project costs. Typically, a customer sees immediate improvement in the lighting quality of their facility, and the savings and rebate combination pays for the project costs within a period ranging from six months to two years.



Gib Wood, C.E.O. & President (left) and Ryan Cook, V.P. of Business Development

From then on, the savings contribute to the corporate bottom line.

Wood also points out that energy-saving lighting technologies are now mature; the initial glitches were ironed out years ago, and the options now available are time-tested and reliable.

All of this means that Wood and his colleagues, including VP of Business Development Ryan Cook, are actually surprised when they do not make a sale! They believe in their service, and they are convinced they can save energy and money, while improving the workspace environment, for just about any facility. Says Wood, “The timing of what we are doing... you could not have written a better script. It does not have to cost you anything, and it can make a significant impact.”

Joe McLeod is a believer. Eco-Shift Power carried out a retrofit of the Pro Treadz shop and front office. Eco-Shift introduced new lighting fixtures with “smart ballasts”. The result in the warehouse was striking. McLeod says “there is a huge difference as far as the brightness of light”. The number of fixtures needed was reduced from 25 to just nine. As well, half the 8,000 square foot shop is warehouse, which is often not occupied by people. In that part of the facility, motion sensors – also known as occupancy monitors – were installed, so the light levels drops by half if the area is unoccupied. The bottom line? “We have saved a significant amount on our lighting bill.”

The payback period is 16 months, says McLeod, who adds, “we received a nice rebate cheque, too... about 40% of our project cost.”

Wood and Cook say that this kind of customer response is typical. Their industry has reached a point of a clearly evident “win-win” situation, where customers improve their “eco profile”, while saving significant amounts of money.

## CONSULTANT ROLE

Gib Wood has been involved in the high-tech lighting business for a decade. As President and CEO, he founded Eco-Shift Power three years ago, intent on developing a company that was first and foremost a consulting firm.

That is one of the key points of differentiation for Eco-Shift. The company is not a sales tool for a specific manufacturer; instead, they function as a broker, with a wide variety of products available. They are able to suit the service to the client, unlike firms that bring only one option to the table.

Three years ago, says Wood, “I had seen some shifts in the industry. A consulting firm is really what the market is looking for,” not a sales rep “selling one specific product.”

In the current, sophisticated eco-market, one size or one solution does not fit all; Eco-Shift can tailor a system, choosing from a variety of eco-friendly lighting systems, and marrying them with Wifi communication and even security camera systems.

Wood explains that Eco-Shift spends many hours learning about the world the clients live in, before they proceed to create a lighting solution. “We spend the time up front, asking questions as to what their needs are.”

## FOUR TIMES BRIGHTER

When they do introduce the answers, though, they tend to be amazing. Wood and Cook break out the laptops, and start running through before and after photos of client facilities – factory floors where an Eco-Shift system has increased light levels by four times, while saving thousands of dollars in electricity costs.

They have installed and retrofitted systems in factories, warehouses, industrial shops, arenas and many other locales.

Savings are realized by the modern, high-efficiency light fixtures, and also through the smart ballasts and wireless systems that facilitate “communication” with the fixtures. That creates numerous opportunities for efficiency, as well as improving the systems’ effectiveness. For example, Eco-Shift Power has installed eco-friendly lighting systems in automotive dealerships which improve their security. The lights have motion sensors that cause the lights in the outdoor auto lots to brighten, light by light, as someone moves through the area – giving the impression that the intruder is being followed by the lights. As well, the system is linked with security cameras that catch the action perfectly under the enhanced lighting.

All while saving the business significant amounts on their energy bill.

Also on those laptops are spreadsheets displaying 10-year analyses of corporate savings arising from an energy-efficient retro-fit... and the figures are convincing. One client, for example, will face a \$344,000 cost, but receive half of that back in rebate. Within 14 months the installation is paid for (and Eco-Shift provides financing that does not touch corporate capital; more on this below); within 10 years, the client will realized \$1.35 million in profit from the energy saving, and will have also eliminated 535 metric tonnes of CO2 and 146 metric tonnes of carbon emissions. Eco-Shift clients show significant results like this, right across the board.



## ECOLOGICAL WIN-WIN

Wood and Cook know that their company name reflects the current times – there is undoubtedly an “eco-shift” taking place. But they understand that while companies feel a need to become greener, those companies often do not know how to take even the first step. Says Wood, “Everyone right now wants to reduce their environmental footprint and reduce their operating costs.”

He says that has indeed changed – less than a decade ago, “It was all economics. Now, there is a dramatic shift to where they really want to understand the environmental impact.”

Being seen as being green is important to companies as good corporate citizens, but it is also important as part of corporate branding strategies. So they are hungry for solutions.

But, he says, “they often have a pre-conceived notion that there is one silver-bullet product for everything.” Not so, he insists. In fact, a lighting system that might be perfect for a warehouse may be a disaster in a foundry; and neither system might be right for a public arena or swimming pool facility.

The good news is, through a consulting-style firm like Eco-Shift Power, there are “many options.” Eco-Shift’s first job is to help clients “understand how those options are going to solve their problems.”

It is not unusual for a company to focus on one problem – their carbon footprint, for example, or their bottom line. Most are pleasantly surprised when they learn they can improve both of those areas, and even more pleased when the solution also means vastly improved quality of lighting.

While the accountants may emphasize the increased profits (energy cost savings tend to range from 50% to 65%), for many of the employees, the improved working environment and environmental benefits may be the most important advantages. Wood notes that better lighting has many positive results, from health and safety to employee retention.

Cook notes that this wholistic approach to eco-solutions is what lured him to Eco-Shift Power. “Here is a company that has a vision,” he found, “ready to go out and communicate and educate, to make a difference. The core values are right... that is what sold me.”

## VALUE ADDED

Eco-Shift offers four lighting technologies – HID fixtures, T5/T8 fluorescent systems, induction lighting, and L.E.D. But they can access the product of a range of manufacturers in each category. Wood says, “We sift through the manufacturers – who is credible, who stands behind their warranty, who provides service. We ask the tough questions, and get the right answers. We are in the client’s corner.”

The result, for the client, is “the right technology, and the right company to supply it.”

Eco-Shift technicians carry out the installation of any system, but their work does not start there – each product is tested in the Eco-Shift lab before it is delivered to the company. That is just one of what Cook likes to refer to as their “value added”.

Another significant added value is a service Wood describes as the “tipping point” for some clients. Although the payback time on retrofitted, energy efficient lighting systems is a relatively short period, especially with current rebate programs in place, some companies still were reluctant because of the capital outlay.



The Eco-Shift team

Eco-Shift adapted. Now, Wood’s company will finance the installations, at a modest rate of interest, with the repayment tied to the actual savings from the refit. The economic benefit funds the installation; when the project costs have been paid, the profit accrues to the company’s bottom line, with no capital investment involved at any time. Says Wood, “We provide the solution where there is capital involvement. We do not affect the balance sheet,” until the impact is entirely positive, after the project is paid for and the savings improve the bottom line.

## THE TIP OF THE ECO-ICEBERG

Wood and Cook acknowledge that Eco-Shift Power’s appeal is currently tied to the rebate programs that make retrofitting and new installations especially palatable for clients. Those programs are set to phase out in about two years.

However, the Eco-Shift team does not anticipate a decline in business at that time, because it has been made very clear that power costs are rising on a steep curve, in Canada. For example, costs are up by about 15%, says Cook. And that does not include the impact of the HST in Ontario. The company anticipates a rate of 20 cents per kwh, double the current real cost, in the next ten years.

Wood adds that many companies are unaware of their current costs; they look at the cost per kilowatt hour, but fail to factor in the additional charges. It is not rare for the officials of client companies to suddenly realize that they are paying almost double what they had assumed.

There is no doubt that energy costs are rising globally; Eco-Shift Power is currently carrying out projects in the Caribbean, where costs are much higher than in Canada. There, with no rebates, high energy systems are showing a payback time measured in months.

They see the same trend taking place in Canada – they have customers right across the country – and they know that as energy costs increase, their services will be in more and more demand. Wood notes, “The day of cheap energy is gone. Our job is to make clients aware of what is coming,” and to point out that “the government is prepared to pay, to support you to reduce peak demand.”

Says Wood, “The world is telling us we need to reduce our energy, but no one is telling us how to do it.” Eco-Shift Power is out to change that. Just ask them.



for the Museum was the necessity to broaden the audience. "We needed programming for children as well as parents and young adults," he explains. As a partial solution – and what seems a paradox

ents yet another challenge – attracting adults into a venue branded as a children's museum. "I don't think people realize how many evening activities take place at the museum," says Marskell,

**"The biggest challenge is finding the money," explained Gallery director Robert Achtemichuk.**

in a children's attraction – the museum began hosting adult-oriented licensed events. "We're merging into a universal museum," explains Marskell about the somewhat risky strategy. But that pres-

"from business to cultural to third-party rentals and weddings. It will always be a children's museum at heart, drawing thousands of school children weekdays and weekends, but Museum After Dark is

beginning to take off."

Rebranding of the museum has been seriously considered for quite some time, explains Marskell. "During my first summer at the museum we held a strategy session where I suggested we didn't have a shot at sustainability just marketing to young families with children under the age of 10." At the time Marskell believed the catchment area couldn't support the museum. Although the museum has a deep historic association with children and a decision to re-brand was not an easy one, the change official takes place this month.

Marskell told Exchange that the rebrand is a go – and the new brand name is "THEMUSEUM", one word, all capital letters.

After the success of major exhibits including *Discovering Chimpanzees: The Remarkable World of Jane Goodall* in late 2008 and *Andy Warhol's Factory* 2009, Marskell was convinced the site needed to be expanded. "The region is growing by 10,000 a year," explains Marskell. "We need an expanded facility and more space. I envision people getting up in the morning and wanting to come here." Camps and school programs are near full capacity and currently the museum is restricted in the size of exhibits it can host.

"We are currently bulging at the seams, with little space for storage and our school groups are at capacity which reduces the potential for additional earned revenue," says Marskell. "With increased rentals and evening activity we also have begun bumping into the hours our members and the general public can attend. We also require more space to accommodate the numerous collaborations we wish to offer the community." Marskell added, in August, that the Board is beginning to address these concerns.

The financial model endorsed and practiced by Marskell is based on equally shared responsibility between the museum, the corporate community and local governments. "Our model is one third earned, one third corporate grants and one third municipal and regional government," explains Marskell, who oversees the museum's \$2.1 million annual budget. There has been occasional funding from the province for curricular programs and from the federal government for major exhibits. The City of Kitchener owns the museum building and takes care of its repair and maintenance. The museum recently received \$472,000 collectively from the Region and local

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municipalities, but such funding, though substantial, is not guaranteed on an annual basis.

With a hoped-for expansion in programming and space, funding remains the biggest challenge for the museum,

However, when it comes to broader challenges, Alex Mustakas maintains attracting a younger audience is perhaps foremost.

says Marskell. "With a board that advocates risk taking combined with over 8,000 kids in attendance over the most recent March break," Marskell feels the time for substantial and sustained support is now. Yet, corporate donations have not been to the level Marskell anticipated when he first came on board. "One area I believe that we have not been successful in attracting support from is corporations. We are viewed as 'regional' by many Toronto head offices and for some reason we haven't broken through to local businesses and head offices as successfully as I thought we might."

#### "At par right now"

At Drayton Entertainment, Canada's third largest regional theatre company, founder, artistic director and chief executive officer Alex Mustakas says advance



Alex Mustakas,  
CEO, Drayton Entertainment

PHOTOGRAPHY: TOMASZ ADAMSKI

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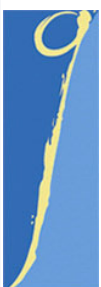


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ticket sales for the coming season were behind last season's pace, but since the season began, single ticket sales have "bridged that gap."

He adds, "Given the world economy right now, I'd say we're doing okay." The 2010 season comes on the heels of a previous year Mustakas characterized as very successful. Boasting six theatres scattered throughout Ontario, Drayton is opening a seventh theatre, slated for completion in 2011 in Cambridge. The facility, which is intended to be the company's head office and provide rehearsal and warehousing space, is being funded equally by municipal, provincial and federal governments.

Mustakas boasts both a Masters degree in Arts Administration, and an artistic flair. He emphasizes show business is equal portions 'show' and 'business'. So, not surprisingly he oversees artistic production as well as administration within the growing entertainment enterprise. Mustakas has been at the helm of the non-profit registered charity since its inception in 1991 and has seen it grow from a \$100,000 annual budget and one full-time employee – Mustakas himself – to a \$7 million budget and a full-time staff of 44, with 300 seasonal staff.

Drayton, which is governed by a volunteer board, has been relatively unaffected by the economic downturn. "The economy hasn't affected us much," says Mustakas, who is quick to point out the business model employed by Drayton may set it apart from other theatrical companies. The Drayton model amortizes pre-production and administration costs between their network of theatres. Rehearsals and set construction are done just once. The production is then sent on the road. The majority of the ticket price charged by Drayton is directly attributable to production costs. "Production costs account for approximately 75% of the ticket price," explains Mustakas. With a healthy 3,000 members, 4,200 subscribers and 300 corporate donors, Drayton is able to keep the price of admission affordable. And despite the recent troubling economy, "I would say we're at par right now. We have lost a few this year – due to economic reasons – but others have come to the table, which is reassuring," says Mustakas.

Just because Drayton withstood a harsh economy doesn't mean there are no serious challenges in theatrical production. Attracting and retaining corporate sponsors and memberships is always a challenge. Keeping ticket prices afford-



able in an environment where there are numerous entertainment options can also be problematic. However, when it comes to broader challenges, Mustakas maintains attracting a younger audience is perhaps foremost. In an effort to lure a younger demographic Drayton presented High School Musical this season. Drayton not only has to try to attract a younger demographic, but also tries to produce entertainment that has a mass appeal. Musicals, comedies and dramas are all part of the diverse mix in producing balanced and appealing theatre.

#### “Developing partnerships”

In September 2009 the former King Street Theatre Centre was purchased by the Manfred and Penny Conrad Family Foundation. The Conrad family is well-known locally not just for their association with property management, but also for their interest in supporting the arts community. The previous owner of the property, the KW Performing Arts Association, was mired in debt. In explaining the purchase, the Conrad's emphasized the importance in revitalizing the downtown core. The anchor tenant and building manager of the Conrad Centre for the Performing Arts is the Kitchener Waterloo Symphony who would also serve as building manager.

Although Kitchener's landmark Centre in the Square was built specifically with the Kitchener Waterloo Symphony in mind, their relationship remains unaffected by KWS becoming the primary tenant of the Conrad Centre. The KWS's administration staff of 15 relocated to Conrad, but the Centre in the Square remains



PHOTOGRAPHY: EXCHANGE MAGAZINE

Geneieve Twomey, Conrad Centre Executive Director

their primary performance venue. “It was a good opportunity,” says Conrad Centre's executive director Geneieve Twomey about the symphony's relocation. “There's improved office space here. The Centre in the Square remains incredibly important to us. It was built for the KWS.”

Twomey has been satisfied with the rental requests over the first year of Con-

The move wasn't made primarily for financial reasons, explains Twomey. As the anchor tenant at the Conrad Centre, the symphony pays rent to the Conrad Foundation. “The goal is to break even. We want to be a good citizen and enliven the block – we want the space to be affordable and accessible.” The Conrad Centre is not only intended to help revi-

“The goal is to break even. We want to be a good citizen  
and enliven the block – we want the space to be affordable and  
accessible.” - Geneieve Twomey

rad Centre operation. “Many of the bookings are theatrical performances with Symphony practices as well. There are also meetings, staff meetings, dances and a host of other non-symphony rentals.”

talize Kitchener's core, but also to revitalize the arts community. “We haven't seen a downside to it,” explains Twomey. “It has been very positive for us in terms of developing partnerships.” X

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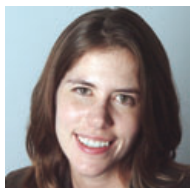
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# INFLUENCE, CONVINCE AND LEAD

*Utilizing the most adaptable, intelligent resource available*

by CARLY O'BRIEN



CARLY O'BRIEN is Principal & Lead Achievement Advocate of The Achievement Centre - Excel, serving Kitchener-Waterloo, Guelph, Cambridge and beyond. She and the team help people and organizations "Make More Money and Have More Fun" to Achieve More ([www.tac-excel.com](http://www.tac-excel.com)); email: [co-brien@theachievementcentre.com](mailto:co-brien@theachievementcentre.com).

In any organization there are things to be fixed – top lines to be topped up and bottom lines to be buffed up. Unless your organization is populated by those amazing walking robots from Honda, real, live, thinking, feeling people with competing commitments and personal motivations will be involved in fixing these things. If you really want to "Push the Boulder" on change, adopting a systems-approach can help.

that colours are unlikely to express themselves differently day-to-day or minute-to-minute. Once a red, always a red. People are a bit more like an iridescent plaid – a combination of colours that present themselves differently with each small tilt and ripple.

Organizational leaders who can marvel at the adaptability and strength of people may be more likely to implement successful "Push the Boulder" initiatives.

People are a bit more like an iridescent plaid – a combination of colours that present themselves differently with each small tilt and ripple.

Those with an engineering mindset may be uniquely qualified to orchestrate change initiatives. Engineers are familiar with using known information to create original solutions to meet specific needs. Sure, there may be similarities between two solutions, but inevitably there is a parameter that necessitates an adjustment. Just as a designer uses the Colour Wheel (a schematic that shows the known relationships between colours) to select unique combinations to customize a space, organizational leaders can use known information about human behaviour and influence to craft solutions.

One obvious difference between designing a room and building a functioning organization of people is

Pushing the Boulder requires three phases, each with several components that must work together – a system.

1. **Set up for Success:** The key to a great outcome is a great set up. When done intelligently, this phase can feel the longest, because it occurs before the action happens and before the results can be seen. Those who can delay gratification are best suited to be involved in this phase; otherwise, resources can be spent prematurely and the initiative becomes another flavour of the month. The Set Up Phase lays the foundation for the Success Skyscraper to stand.
2. **Act for Success:** Except for those who inherently enjoy the process of learning new ways of doing

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things, this phase can feel like the most frustrating. For those who are questioning the rationale for the initiative and who are suspicious, this can be a time of passive or blatant aggression, the time where people feel the change happening and may wobble between avoiding the horror or embracing the opportunity.

3. **Reinforce for Success:** Unless Pushing the Boulder was a one time event (highly unlikely with all the change going on outside your walls), this phase increases the probability that the results will be maintained, whether that requires consistent effort or periodic adjustments. Reinforcing the Success acknowledges the work that has been done and primes anticipation for the benefits of the next Boulder that needs to be pushed.

Phase 1, Set up for Success, begins with articulating the expected outcomes and the gap between the current state of affairs and the desired state. To assuage the cynics, be honest and support the need for adjustments with data. You have a valid, logical reason for deciding that adjustment was needed; share that data in a way that earns trust without overwhelming your audience.

Your goal is to influence people to participate constructively in Phase 2, Act for Success: while you are communicating your reasons, be sure to include the outcomes expected, level of commitment and assistance people can expect from the primary power holders, feedback/accountability metrics that will be measured and the schedule for reporting. This will be revisited in Phase 3. The reason for the organizational adjustment is not likely because people were not performing well, otherwise, you would have implemented your performance management strategy, not your change strategy.

Phase 2 will require real, live, thinking, feeling people to replace some past behaviours with some new behaviours. This can be greatly accelerated if the physical environment can be constructed to make the replacement behaviours as easy as possible. At first, the replacement behaviours may be undesirable – your role is to make them desirable and easy to perform. The point here is not to diminish the involvement of people's behavioural change efforts, or to whine, the point is to simply increase the probability of getting things done.

Humans have the ability to choose our conscious behaviours during each second

and we are more likely to select the easiest choice. Organizational leaders can either ignore this known piece of information or work with it.

Once the environment has been adjusted, those who possess the skills for the new behaviours can begin using them, while people who have yet to learn

You have a valid, logical reason for deciding that adjustment was needed; share that data in a way that earns trust without overwhelming your audience.

the new skills may require some education and training to add the new skills to their repertoire. Notice that people training is just one part of Pushing the Boulder and in some cases may not even be necessary – although having facilitated discussions that raise the consciousness about responsibility, ownership, discipline and self-leadership would likely help.

It is also well known that humans are social beings and that social influence is very powerful. There will be bright spots of success in the organization. Spotlight these early wins and convince those with social influence to participate in the process or be prepared to reduce their influence.

Now for the fun part: Phase 3, Reinforce for Success. By utilizing the feedback/accountability metrics you outlined in Phase 1, you can now justifiably celebrate success achieved by everyone involved. The outcomes will begin to be evident and spotlighting the data and evidence will acknowledge all the work involved. When success is reinforced, the behaviours that lead to that success are more likely to reoccur. It can be more common to highlight the items to be fixed, rather than the items to be protected – successes deserve protection.

This is often the phase that is first to drop off the project plan and yet greatly influences the likelihood of future projects. Base the celebration on evidence and have fun with it – this is one phase that really wouldn't matter to those walking robots. You've got something much more powerful than those robots – the power of the most adaptable, intelligent resource available. X



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# PETER IS BROKE, SO PAUL IS ON HIS OWN

*Our veteran financial expert offers his "Grimm" take on the current status of pension plans*

by DENNIS GRIMM



**DENNIS GRIMM** is a corporate director and vineyardist sharing his time between his home in Conestogo and his vineyard in Argentina. He can be reached at [dennis@epitomevineyard.com](mailto:dennis@epitomevineyard.com).

The financial demands in the near and long term on pensions both private and public are staggering and by virtually all predictions crippling. The probability that pension plans will be around to fund the retirements of their members is looking less and less likely. Over 90%

tinue to decline.

- Corporations that funded many of the Private Pension plans are either bankrupt or in such serious financial trouble themselves that they are having to make deep cuts to current and future retirees' benefits.

It is estimated that more than 11 million workers do not have a pension plan and of the 11 million, 8 million do not even have a Registered Retirement Savings Plan.

of the country's private pension plans are in deficit positions. There are many reasons for the this. Some of the significant factors contributing to what is beginning to be referred to a "The Broken Promise" include:

- Older workers are and will continue to live longer and therefore the benefits to be paid out are greater than originally estimated.
- The number of workers available to fund the retirements of older workers is less and projected to con-

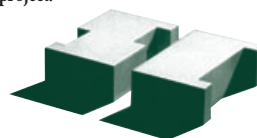
- The global economic meltdown and tenuous recovery have hit Pension plan assets hard. Values declined in the Fall of 2008 by more than 20%. At the end of 2008, over 90% of the country's Defined Benefit Pension Plans were in a solvency deficiency position.

The fact that retirement promises are likely to be broken might not cause one to lose sleep if you are in your 20's or 30's, but if you are looking forward to retir-



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ing within the next 10 to 15 years – that, my friend, is a completely different story. The old solution, at least in the public sector, of borrowing from Peter to pay Paul is not an option either, since Peter is also broke.

When my late father retired, the only pension he had was the Canada Pension Plan and his savings. While this may seem unusual it is not, even today. More important, it will be even more prevalent in the months and years ahead. According to a report issued by the Certified General Accountants Association of Canada (Gauging the path of Private Pension in Canada: 2010 Update on the State of Defined Benefit and Defined Contribution Pension Plans), over 70% of private sector workers are presently required to fund their own retirement. This number will most definitely increase in the years ahead.

There are fundamentally two types of pension plans: (i) Defined Benefit Plan (DBP) and (ii) Defined Contribution Plan (DCP). A DBP is a promise to pay you a specified dollar amount per month, usually determined based on your salary and years of service. A DCP is a promise to pay you a specified monthly amount per month. The amount is determined based on the accumulation of you and your employers' contributions to the date of your retirement and the investment income earned. The DBP more than ever before requires younger generation of workers to fund at least part of the older workers' retirement. The DBC does not.

With the majority of workers in the private sector responsible for their own pensions, the future is not very bright. There is a very rough rule that states when you retire, you need to have accumulated a nest egg equal to 20 to 25 times your annual salary for retirement. Therefore, to have an annual after tax income of \$50,000 – ignoring CPP and other government payments – a worker will need a nest egg of a \$1 million. According to Statistics Canada, the median worker between 55 and 64 has only \$55,000 in their RRSP.

According to a study by the University of Waterloo for the Canadian Institute of Actuaries, a person earning \$40,000 a year who starts to save for retirement at age 40 would have to save 14% to 20% of each pay cheque for the next 25 years. How likely is that? Conclusion: 70% of today's workforce will likely not have the retirement income needed to retire.

There is a difference between Private Sector workers and Public Sector work-

ers. But before we look at the growing gap here we need to understand the fundamental elements of Pensions in Canada. Namely, DBP, DCP, RRSP and Government plans such as Canada Pension Plans and OAS etc.

### The Private Sector

There are presently approximately 14.5 million non-self-employed workers in Canada. About 11 million work in the private sector and 3.5 million in the public sector, according to Statistics Canada.

Less than 25% of the private sector have a pension plan. Here is where the Defined Benefit and Defined Contribution plan difference come into the analysis. If you are an employee, you want a Defined Benefit plan because it guarantees you a level of income irrespective of whether or not the pension plan has the money to back up the guaranteed income you are to receive. An employer, on the other hand, wants a Defined Contribution Plan because the ultimate pension their members receive is directly related to the accumulated funds in the plan.

The issue in the private sector is that many newer employees are not allowed to join plans, many significant plan sponsors have gone bankrupt, and pressure to convert DB plans to DC plans continues to mount. In 2006 DC plans accounted for 16% of the workers participating in registered pension plans. Today DCPs account for 27%. This means that more and more private sector workers are having to fund their retirements.

It is estimated that more than 11 million workers do not have a pension plan and of the 11 million, 8 million do not even have a Registered Retirement Savings Plan. The 6 million remaining workers who do have a company pension plan are seeing those plans trend significantly to Defined Contribution Plans, requiring them to also look to funding their own retirements. Oh, by the way – this less than rosy outlook has not yet factored in the 20% decline in all pension investments resulting from the market meltdown in the fall of 2008.

### The Public Sector

Whereas less than 25% of the private sector have any company pension at all, over 80% of workers in the public sector have a pension plan. If that is not enough to make one a little concerned, let's look at what the Public sector workers are entitled to. Remember, the DBP is a guarantee to receive a specific amount of retirement income and a DCP is com-

mitment to pay a retirement benefit based on what monies are in the plan to pay the benefit. In other words you can't borrow from Peter to pay Paul. Paul is on his own.

In the Public Sector about 90% of the 80% of the employees that enjoy a Pension enjoy the DBP, and DBP benefits are increasing in the number of members.

This places even more pressure on the private sector since any deficits in these guaranteed Defined Benefit Plans will

70% of today's workforce will likely not have the retirement income needed to retire.

have to out of tax revenues. In the case of the public sector, it looks like Paul will have to borrow from Peter. This is already a very serious situation that is only going to get worse and needs to be addressed sooner than later. As Greece and other countries have found out, eventually Peter gets mad at some point and demands some fairness in the arrangements.

### The financial soundness of DPB

One might accept the inequity of the DBP for some workers (mainly public sector) if the plans were financially sound and had the money to pay the benefits as promised. Unfortunately, they are basically broke. Once again, the Certified General Accountants Association of Canada Update found that over 90% of the country's DBP's were in a solvency deficiency position. The situation has not changed and in fact most plans are petitioning the authorities (public sector) to lengthen the five funding requirements, claiming that the capital market meltdown is the culprit. One could suggest that the benefits might be a significant contributor to deficiency and that extending the time to get the funding in order is akin to a bail out by the younger generation.

The growing imbalance between Private and Public sector pension is more than a financial issue; it is a divisive issue that strikes to the social core of the country.

### The Canada Pension Plan

The need for a financially sound Canada Pension plan and related ancillary support programs has never been more important in our history. Unfortunately, the stability of the Canada Pension Plan has been an issue for several decades already. ✕

# TEAMWORK: EXPERT MODEL

*Positive culture pays off*

by GREG VINER



**GREG VINER** runs the ELDC Group, helping people achieve superior results by developing unconventional but practical solutions to complex problems. Email [greg-viner@eldc.ca](mailto:greg-viner@eldc.ca)

Although tough economic times present a host of real challenges, slow markets can also provide the catalyst needed for much needed change. People and organizations are all too often governed by inertia; things are done a certain way because 'that's how we do it'. People are creatures of habit and many of us would choose the familiar over the new, even when we know that a new approach may be best. We need

object at rest tends to stay at rest and an object in motion tends to stay in motion with the same speed and in the same direction unless acted upon by an unbalanced force). Tough times may just require a new perspective.

Consider this: based upon casual daytime only observations, we have all the evidence that we need to 'know' that the Sun orbits the Earth. Galileo also considered the perspective of the stars at night to more accurately understand the nature of our galaxy. In fact, Galileo's observations proved that the exact opposite of conventional thinking was the truth. How powerful perspective can be.

If we look at our challenges from a new point of view, our observations may dramatically change. Often the information that we need is imminent. We must remember to ask ourselves solution-based questions and not focus solely upon defining problems.

How do we find these new perspectives? One rich

One rich source of ideas is available that won't cost your organization any additional money. The people who make up the organization all have various perspectives and ideas.

to give ourselves mental permission to reject our old habits and traditions if there is evidence to suggest that we should.

A recession can provide the proverbial 'unbalanced force' featured in Newton's First Law of Motion. (An

source of ideas is available that won't cost your organization any additional money. The people who make up the organization all have various perspectives and ideas. How many times have we heard (or thought) "If they only asked me. I could show them the answer, I



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could really make this place thrive!?”

A group of intelligent individuals alone is not enough to get the best ideas. The culture of a workplace needs to foster positive communication. Top down dictatorial management styles where the boss gives instructions and communication is solely one direction is no longer effective. This old fashioned management style promotes a value system of isolation and fear. Employees are ‘trained’ not to seek improvement if their ideas are never heard anyway. They will focus only upon their area of responsibility. Inertia takes over and innovation is lost.

The Expert Model recognizes that employees are a part of a team and are experts at their function within the organization. Ken Blanchard, author of “The One Minute Manager” has a great quote: “None of us is smarter than all of us!” Each individual has a unique perspective on both problems and solutions. If they have a voice to make suggestions and improvements, the whole organization benefits. They are recognized as experts when they can effectively perform their role to the standard of the organization. At this point they are considered to be 100% trained. This is more than technical training and includes how to deal with co-workers effectively and positively.

Managers at all levels need to be effective leaders. People respond much better when they feel that they are inspired by a leader rather than simply managed by a superior. How do managers become effective leaders? One of the best ways is to actively listen to the team and learn how to provide positive and effective feedback. Coach for success rather than police for failure. Each interaction with any team member should be approached asking the question of what obstacles are in place, how can they be addressed, and are there any resources this person needs to help reach their goals? Problems become based upon fact and are not personal or judgmental. The workplace becomes less stressful.

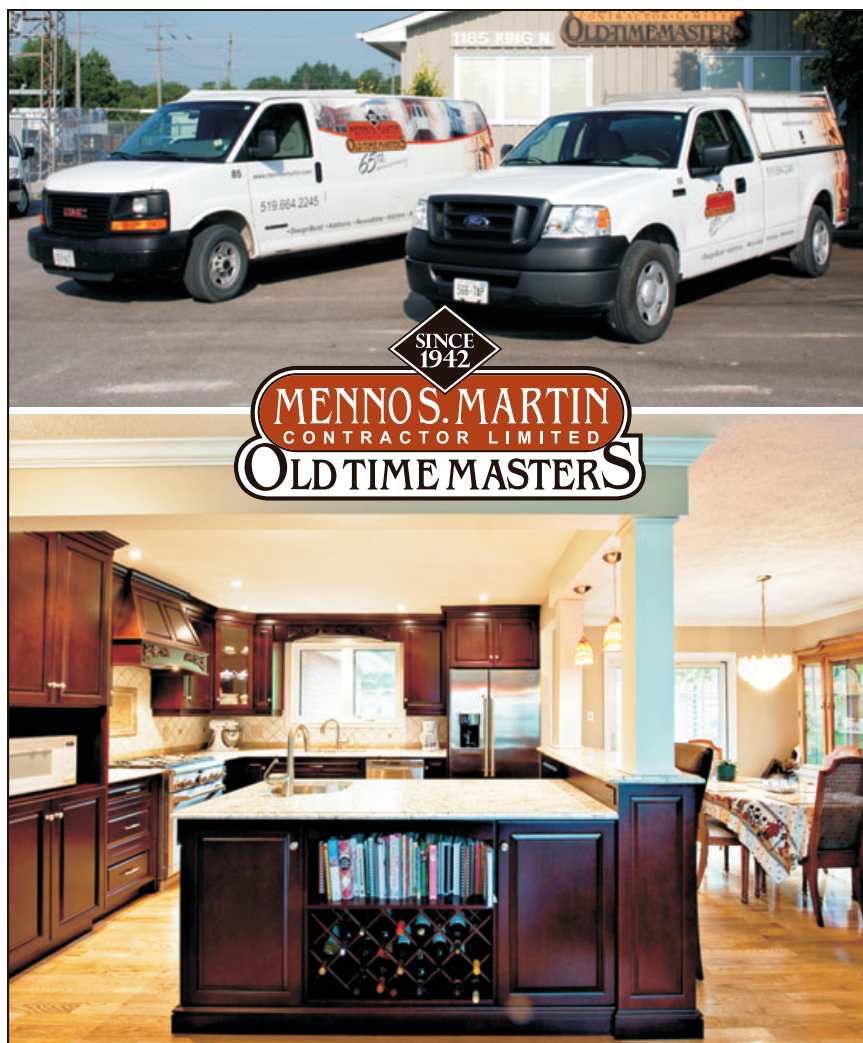
Senior management is able to focus on becoming ‘futurists’ or ‘visionary leaders’ since they are not weighed down with dealing with day to day issues (team member experts and team leader experts are in place for daily operations). The futurist is able to focus on strategic planning. Strengths, weaknesses, opportunities and threats can be evaluated. Constant communication is promoted. Workers provide additional effort when they feel that they are a part of a team.

Management benefits from workers bringing their ‘A Game’ to work. Insightful and innovative ideas continue to flow from all members of the organization more often and team members automatically come up with better more efficient processes. Why not access all the intelligence that the organization has to offer? It doesn’t cost more to thrive!

When this model is adopted a positive culture replaces a fearful one. A value system of trust, honesty and mutual respect emerges. Mistakes still occur, however if there is mutual respect, team members recognize that everyone’s

actions were for the right reason and focus on solutions rather than wasting energy punishing the person who make the mistake.





With the right culture, teams become extremely responsive and agile. The opportunities for improvement are vast. With each team member performing a specific function, clarity and accountability is achieved. The sum total of each team member’s efforts is greater than the individual components. Team synergy is accomplished. Inertia is overcome. Challenges are more likely to be met successfully. X



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# INVESTMENT OUTLOOK

*Looking ahead to “seven lean years”*

by DANIEL E. GIRARD



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

The forecasting business is a tough gig (unless, of course, your name is Joseph and you have a technicolor coat). First, you have to predict accurately what the future may hold; then you have to get the timing of the assumed events correct; and lastly you have to determine what actions taken today will benefit if your

on what the outlook is for the capital markets (stocks, interest rates, currencies, etc.). This outlook is used to help us position our client's assets into investments that should benefit if said outlook is correct. While we don't make wholesale changes to portfolios based on this view – because we also never forget that we don't know what we don't know (and therefore have to position portfolios so that they do relatively well no matter what the future holds) – we do make medium-sized changes based on our forecast.

I normally, however, don't provide this outlook as part of this column. The variables change so quickly,

Slower economic growth is not necessarily a dire outcome. Corporations have, in general, the healthiest balance sheets they've had in 20 years.

prognostications are accurate. And to make matters even more difficult, at least as it relates to investing, you need to be able to do this not just once, but repeatedly over a lifetime. No wonder Joseph was so popular!

None the less, in my role as an investment advisor part of my job is to indeed have a continuous opinion

and thus our outlook does as well, I normally consider it prudent not to put myself out on that limb. But, considering the level of investing and economic uncertainty that currently exists, and the subsequent anxiety among investors, I thought I'd make an exception and share with you our current outlook for the markets; and consequently what we're doing in the portfolios

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we manage based on those thoughts (although take this with a grain of salt, since the assumptions do change quickly). And remember, you read it here first (unless I'm totally wrong, in which case simply wipe it from your memory).

#### Seven Lean Years

Up until 2008 we had certainly had far more than seven years of plenty in the global economy. In fact, we have gone through a debt supercycle in the last 20-years that has produced unprecedented global economic growth and prosperity in the developed nations. And investors today seem to believe that this "new normal" will continue. We do not. We believe that eventually the markets will adjust to a new "new normal" in which expected economic growth is significantly lower than it has been for the past 20-years.

We believe this because, as humans are apt to do, we over did it. Whether through greed or simply a lack of common sense, we took it too far. And now, in the words of Bill Gross, managing director of PIMCO (the world's largest bond manager), "the financial reaper is at the door, scythe and financial bill in one hand, with the other knocking on door after door to initiate a 'standard of living' death sentence."

What Mr. Gross is suggesting is that the consequence of the extraordinary debt that individuals and nations have taken on to produce this wonderful prosperity (and bail us out of a once-in-a-generation financial crisis) is that a return to fiscal responsibility is going to be forced upon us. And the subsequent reduction in spending will logically lead to lower levels of economic growth.

In addition to towering debt levels to work off, stubbornly high unemployment numbers in the developed nations and weakening home values will put further pressure on economic growth for the foreseeable future.

Therefore, we do see, as the Pharaoh did, "seven lean cows". Further complicating matters for the investor, this slowdown in global growth, which probably lasts for at least seven years, is coming at a time when stock prices, in our opinion, are still generally overpriced; and bond yields are dismally low.

So how do we invest in an environment where economic growth is less than current expectations and almost all assets are at least slightly overpriced?

First off, slower economic growth is not necessarily a dire outcome. Corporations have, in general, the healthiest bal-

ance sheets they've had in 20 years. And moderate growth rates will still allow viable companies to make healthy profits and provide shareholders with reasonable returns.

Therefore, in the risk portion of our portfolios (i.e. money with a five-year plus time horizon and a growth focus) we are concentrating on income producing

The consequence of the extraordinary debt that individuals and nations have taken on to produce this wonderful prosperity is that a return to fiscal responsibility is going to be forced upon us.

assets (bonds and dividend paying stocks) issued by large high-quality companies that have low economic sensitivity. In other words, companies that derive their income from products and services that don't require economic growth to prosper: telecommunications, pipelines, utilities, Canadian banks, conservative commercial real estate, etc.

Furthermore, we have increased our exposure to short-term risk-free assets (cash, GICs, etc.) so that we have "dry powder" to take advantage of any large market declines over the next one to

three years.

Lastly, we have greatly reduced our exposure to non-Canadian investments; and have increased our allocation to investments that do not closely track the equity markets: gold bullion and investment funds that have the ability to short the stock market (i.e. make money when the markets drop in value).

Although these are just a few of the steps we're taking today to position portfolios for our outlook, space constraints necessitate that I condense an otherwise lofty topic into several paragraphs. However, hopefully this gives you at least a taste of our current viewpoint and how we're investing based on it. However, keep in mind how fleeting the value in forecasts can be; as illustrated here by this Donald Rumsfeld quote, "I believe what I said yesterday. I don't know what I said, but I know what I think, and, well, I assume it's what I said." X

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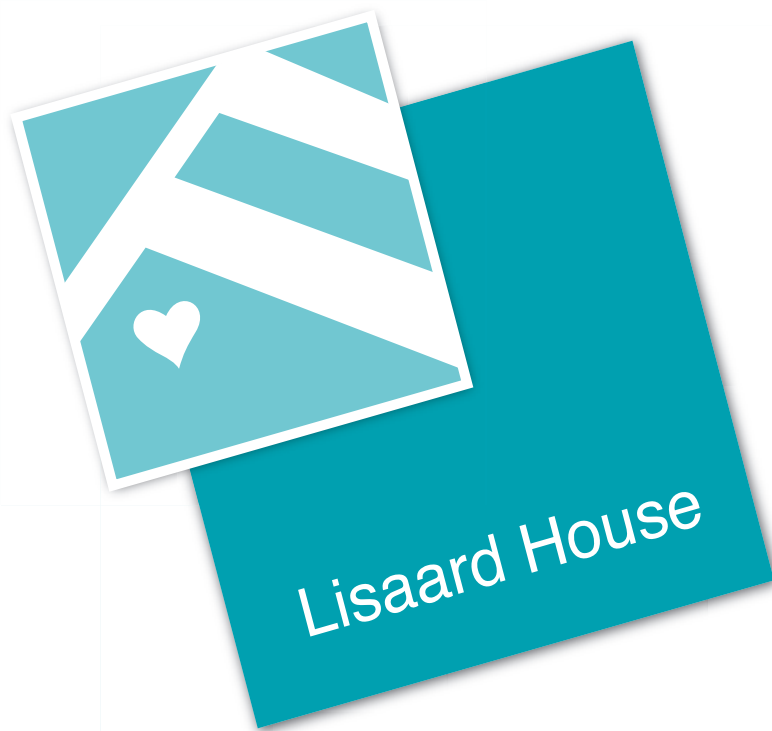
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John Keating

**WELL-KNOWN REGIONAL** high-tech star **John Keating** was “replaced” at COM DEV International at the first of September. A terse announcement from COM Dev stated: “COM DEV International Ltd. ... has commenced the search for a new Chief Executive Officer following the decision by the Company to replace Mr. John Keating. Mr. Keating will be stepping down effective immediately and the board of directors has appointed **Mike Pley** as interim Chief Executive Officer during the search process. Mr. Keating has also resigned as a director of the company.”

COM DEV Chairman, **Terry Reidel**, said, “COM DEV wishes to express its gratitude for the significant contribution that Mr. Keating has made to the Company and wishes him well in his future

council and other senior officials were consulted, and a recommendation was made to the board that Hamdullahpur be appointed.

Hamdullahpur has been serving as Waterloo's vice-president, academic and provost since Sept. 1, 2009. He is also a tenured faculty member in the department of mechanical and mechatronics engineering.

**MENNONITE SAVINGS AND CREDIT UNION** has announced that **Emily Brubaker-Zehr**, a grade 11 student at **Rockway Mennonite Collegiate** in Kitchener, is the recipient of MSCU's first annual **Peace in Action Essay Award**.

The award is part of MSCU's new Stewardship in Action program which focuses on advancing peace, social justice and mutual aid. The panel of judges for the award consists of one member each from **Mennonite Central Committee Ontario**, **Project Ploughshares**, **Conrad Grebel University College** and **Canadian Mennonite University** and is chaired by **Benjamin Janzen**, Stewardship in Action Advisor with MSCU. Janzen noted that, “It's important for MSCU to partner with the organizations that are actively working to promote peace.”

Brubaker-Zehr's essay, entitled “The Power of Education”, illustrated how the simple act of foregoing a new banquet dress meant that 12 girls in a Kenyan refugee camp would receive solar lamps to study at night.

**ENERMODAL ENGINEERING WAS** named to the **ZweigWhite HotFirm 2010** list. This is Enermodal's second time on the list and one of only a handful of Canadian-owned firms.

“We are pleased that the continuing interest in energy efficiency and green buildings has translated into sustainable corporate growth in our industry,” says **Stephen Carpenter**, president of Enermodal Engineering. The annual list of 150 North American architecture and engineering companies calculates the fastest growing firms based on the percentage and dollar increase in revenue over the past three years. ZweigWhite is the largest engineering and architecture research and marketing organization in North America.

Last September, Enermodal moved into a new office of its own design to accommodate its increasing number of

endeavours. The Company is moving on to the next phase of development in its business plan with a renewed focus on profitability and the Board of Directors was of the view a new vision was required at this time.”

The dismissal came a week after the Cambridge company released third quarter results that included a net loss of \$1.7 million CDN on revenue of about \$52 million. At that time, a statement from COM DEV said, “Management now expects annual revenues for fiscal 2010 to be approximately 5% lower than fiscal 2009 revenues. This compares to previous guidance of minimal revenue growth.”

Concerning the financial statement, Keating said, at the time, “Our results in the third quarter were affected by continuing cost growth on the five programs that have recently proved troublesome for us. These programs caused a combined negative gross margin impact of \$6.7 million in the quarter. Collectively, those programs are 86% complete and are expected to represent a steadily decreasing proportion of our revenues, falling from 5% of Q3 2010 revenues to less than 2% of revenues by the second half of next year. We believe we have taken the appropriate steps to fully address the expected costs on these five programs, so they won't continue to generate negative gross margins.

“The balance of our business remains on track and performing in line with our expectations, and our management team is committed to doing what is necessary to improve profitability. We are focusing on the pursuit of those opportunities that are best aligned with our core strengths, and we are working to ensure that our resources match current revenue opportunities.”

The Board, however, subsequently stated its desire for a “new vision”.

**THE UNIVERSITY OF WATERLOO'S** board of governors has named **Feridun Hamdullahpur** as interim president, effective Oct. 1. Hamdullahpur currently serves as provost and vice-president academic. He will occupy the office currently held by **David Johnston**, who has been appointed Canada's next governor general.

“I am pleased to advise that the board unanimously approved this recommendation and professor Hamdullahpur has agreed to serve as interim president, until such time as Waterloo's sixth president takes office,” said **Bob Harding**, chair of the board of governors.

Members of the university's executive



Feridun Hamdullahpur



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employees (75 at the Kitchener headquarters and over 100 across Canada). Named **A Grander View**, this office is predicted to be the most energy efficiency office in Canada using 70 kWh/m<sup>2</sup> compared with the Canadian average of 375 kWh/m<sup>2</sup> and achieve LEED (Leadership in Energy and Environmental Design) Platinum certification.

**THE ONTARIO HOCKEY ASSOCIATION**, in conjunction with **Hockey Canada** is offering an **Adult Recreational Insurance Package** for this upcoming season. The insurance package is available to any male adult recreational hockey player. For \$25 per player a team can be covered with a similar insurance package that minor and junior hockey players throughout Canada already have. A portion of that money will be put back into the grassroots level of hockey in the participants' community. For more information, contact Stephen

Boscariol 519-622-2402 ext. 0; steveb.oha@execulink.com or OHA Board Member Graham Snyder 519-500-5484; graham@snyder1937@hotmail.com.

**PIONEER CRAFTSMEN LTD.** of Kitchener was named a finalist in two categories for **Ontario Home Builders' Association 2010 Awards of Distinction**. Pioneer Craftsmen earned the nominations for "Most Outstanding Home Renovation (\$100,000 to \$500,000)" and for "Most Outstanding Bathroom Renovation."

OHBA President **James Bazely** stated, "This award program honours the vision of some of Ontario's most creative and talented builders, renovators, designers and marketers. Winners represent the pinnacle of achievement in the residential building industry."

**Jamie Adams**, President of Pioneer Craftsmen Ltd., attributes being part of this announcement and the many awards received over the years to his dedicated team of designers, project managers, carpenters, assistants and trades. "They are all committed to creating the perfect solution for our clients," he said. "The conferences and seminars we regularly attend, along with in-house training sessions, help us keep abreast of new technology and trends so that our clients receive the best possible value for their investment."

**OPEN TEXT CORPORATION** has expanded its solutions in the global legal market including introducing key integrations between Open Text Document Management, eDOCS Edition (eDOCS DM) and Open Text Social Workplace available this fall.

The announcement was made at the ILTA 2010 conference at **Aria Resort & Casino** in Las Vegas, Nevada. Open Text is a platinum sponsor of the event.

"Open Text Social Workplace was used most recently by members of the G-20 Summit to collaborate on major issues and ideas world-wide. Similarly, law firms are recognizing the benefit of collaborating with others on key projects and cases, and require the same type of secure environment that follows existing information governance rules and regulations," said **Todd Partridge**, General Manager eDOCS and Legal Solutions for Open Text. "By integrating Open Text Social Workplace and eDOCS DM, law firms will have more options for collaborating on ideas, documents and matters

with clients and employees that will be secured and stored within their eDOCS repository."

**WILFRID LAURIER UNIVERSITY CONTINUING STUDIES** has partnered with **Advocis, The Financial Advisors Association of Canada**, to offer courses leading to Certified Financial Planner (CFP) designation. Laurier will offer Advocis' four core curriculum courses as well as the capstone course at regularly scheduled intervals, beginning September 2010. The courses are offered through Advocis in conjunction with CCH Canadian Limited, the lead professional publisher of reference material in tax and financial planning. They will be taught in-class by Laurier faculty as well as outside professionals.

"There are a lot of professionals interested in obtaining this designation in our region, and in having access to classroom instruction to do so," said **Lisa Fanjoy**, manager of continuing studies. "By drawing on the expertise of Laurier instructors and local professionals, we are able to fill this niche."

**"EXECUTIVE DIRECTOR** of **Junior Achievement of the Waterloo Region Inc.**, **Rosemary Trakalo** has announced that she will retire as head of Junior Achievement of the Waterloo Region Inc. effective January 31, 2011 after 14 successful years of service.

"It is with mixed feelings that I have made the decision to retire at this time, but I've truly enjoyed my fourteen years with Junior Achievement. It's been both a challenging time, and a hugely satisfying experience for me. I've met and worked



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with many wonderful people, the staff at JA are truly amazing, dedicated people, and the Directors and Governors of the organization have become good friends. I thank them all for their support and encouragement over the years."

Trakalo will stay on in the role through to the end of the year. Since taking the



Rosemary Trakalo

Executive Director position in 1996, Trakalo not only brought the organization back from the brink of bankruptcy, but has overseen tremendous growth in the delivery of programs to over 13,000 students each year, a base of more than 700 volunteers, and improved financial sustainability through the establishment of the Junior Achievement of Waterloo Region Foundation.

"Rosemary has been an incredibly passionate ambassador for Junior Achievement and the business education programs we provide to local youth," says Board President **Margo Jones**. "She has put her heart and soul into JA. She fundraises, manages special events and still enjoys teaching the 'Banks in Action'

class program. She truly enjoys making a difference in a child's education."

**Jim Harper**, Chair of the Board of Governors and Junior Achievement of Waterloo Region Foundation states, "Rosemary has done a wonderful job in raising the profile of JA in our community and helping to put the organization on a solid financial foundation. We appreciate her contribution to the success of JA."

**LONGTIME GUELPH** resident **Anne MacKay** has been named new Executive Director of the **Guelph Arts Council**, succeeding recently-retired Executive Director **Sally Wismer**. Anne brings senior management and fundraising experience as well as a strong interest in and commitment to the arts. She spent 12 years at the United Way of Kitchener-Waterloo and Area, first as Director of Resource Development and then as Vice President for five years.

**ATS AUTOMATION TOOLING SYSTEMS INC.** has reported its financial results for the three months ended June 27, 2010. First Quarter Summary: Consolidated revenue was \$151.1 million, 1% lower than \$152.7 million a year ago; Consolidated earnings from operations increased to \$9.7 million from \$0.5 million a year ago; Earnings increased to \$0.07 per share (basic and diluted) compared to \$0.00 per share (basic and diluted) a year ago; A strong balance sheet was maintained with cash net of debt of \$83.5 million at June 27, 2010; On June 1, 2010, acquisition of **Sorimat Group** was completed.

"Our Automation Systems Group operating earnings remained strong and Photowatt was break even, despite the ongoing challenging market conditions that have continued to negatively impact our Order Bookings and revenues," said **Anthony Caputo**, Chief Executive Officer.

**GEORGE LAVALLEE**, a realtor with **Century 21 Home Realty Inc.**, in Waterloo and long time member of the **Kitchener-Waterloo Real Estate Board** has been elected to Chair the **Real Estate Council of Ontario's** board of directors for 2010/2011. Lavallee is a past president of the KWREB having served in 2005 as president, and has been active in the local real estate scene since 1978.

"As members of organized real estate, we place a great deal of importance on good governance," said **Ted Scharf**, President of the KWREB. "George contin-



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ues to show a strong willingness to give back to our industry, and we are very proud to have a member of our REALTOR community serve in this significant capacity."

**THE CO-OPERATORS RECENTLY RECEIVED THREE AWARDS** at the 52nd annual Insurance Marketing & Communications Association 2010 Showcase Awards, held in Atlanta, Georgia.

**DALSA CORPORATION REPORTED REVENUE** from continuing operations of \$52.3 million for the quarter ended June 30, 2010 and net income from continuing operations of \$5.5 million or \$0.30 per share, diluted. "In the second quarter, we were pleased to see continued strong demand in our Digital Imaging business in all geographic regions, contributing to record revenue in the division and solid earnings company-wide," commented **Brian Doody**, CEO. X

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op and market their products to build a sustainable, market-driven economy. He describes Lichty as "an energetic, enthused individual who gives from the heart and is passionate on giving back." When she approached him, he replied, "How could I say anything but 'how can I help?'"

Paul Feick describes Lichty as "an energetic, enthused individual who gives from the heart and is passionate on giving back."

Greg and Marie Voisin of Voisin Developments are also supporters. Greg traveled to Rwanda with Lichty and got hooked. "Once in Rwanda I saw the extent of the need and the warm-hearted people. I couldn't say no so Marie and I decided to help with the school project Tillie was working on at the time."

The result – at the NuVision High School there are two new dormitories.



PHOTO: EXCHANGE MAGAZINE

Land mine victim  
Fabrice Mugisha

"Tillie is the inspiration and the glue that makes things happen," Voisin said.

Lichty offers a persuasive pitch to successful entrepreneurs like Feick and Voisin. "There comes a time in life when a greater satisfaction comes when we give back. We want to give you that opportunity to give back to our world in a meaningful way and have fun doing it. Learn to share your valuable knowledge before it goes under ground," she implores.

Lichty emphasizes that she could not do the work she does without the emotional and financial support of her husband Merv. In 1984 they started a business called MDL Doors that is located in Brussels, Ontario. The business has



become quite successful and helps to finance Tillie's work in Rwanda. "Merv's support makes my work possible," she said. "I certainly couldn't do it without him." The Lichtys have three adult daughters and a teen-aged son.

On her first trip to Rwanda, Lichty met Beatrice Mugisha and her son Fabrice, who were both seriously injured by a landmine. Fabrice was not able to get the medical attention he needed so in 2006 Lichty brought him to Canada and he lived with their family for two years. Through the donated services of a Kitchener surgeon, his leg was saved from amputation. His hospital costs were covered by an anonymous donor. He went back to Rwanda for two years but this March he came back to Canada and is again living with the Lichtys and furthering his education and training. Lichty says the generosity of our local community to support Fabrice has been overwhelming.

Neil Ostrander, CEO of International Teams Canada, sang Lichty's praises when contacted by Exchange. He said "In Africa, the people call her 'Momma Tillie' and that is both a term of endearment and of respect. Tillie has been a passion-



*Lichty brought Mugisha to Canada for medical treatment and education.*

ate and powerful leader for our Rwanda Program since 2004 and her list of accomplishments is extensive. Tillie works to empower our African leaders with tireless fundraising efforts and planning with business leaders for sustainable impact and results. All this work is done with a mother's heart of compassion for the widow, the street kid and

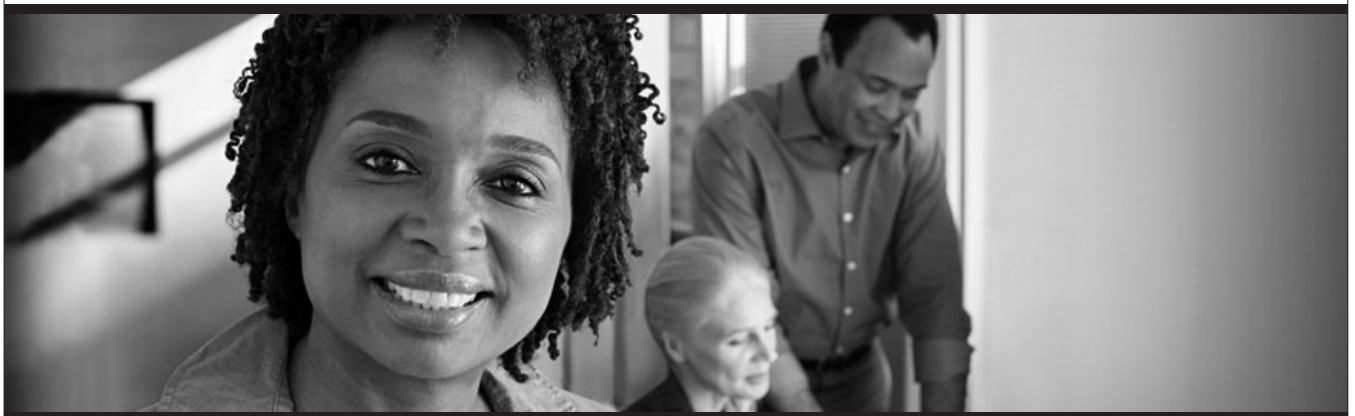
refugee who are stuck in the system. International Teams Canada is indeed fortunate to have a leader like 'Momma Tillie'."

Readers wanting more information about Impact Rwanda or the Kayonza Village of Hope can contact Tillie Lichty at [tillie.lichty@gmail.com](mailto:tillie.lichty@gmail.com) or phone 519-274-9433. 

PHOTO: EXCHANGE MAGAZINE

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## ONE WOMAN'S CONTAGIOUS COMPASSION

*"I could not come back without doing something"*

*Tillie Lichty has forged a compassionate Canadian connection with Rwanda*

by BRIAN HUNSBURGER

In 2000 Tillie Lichty took a journey that changed her life. A year earlier, through a relative in Thunder Bay, Lichty, who lives near New Hamburg, had been introduced to a Rwandan refugee family who wanted to return to their native country to establish an optical

first visited Rwanda. She described the impact that trip had on her in one word: "heartbreaking." She added, "I knew I could not come back our country of privilege without doing something."

Her response was to start a non-profit organization called Vision of Hope in an attempt to assist. But she soon learned that the effort and administration involved in starting and maintaining an agency was too time-consuming.

A few years later International Teams Canada made a presentation at her church, Waterloo Mennonite Brethren. According to its website, "International Teams Canada is a Christian mission organization dedicated to helping churches meet the physical and spiritual needs of widows, orphans and refugees." It is based in Elmira.

Lichty was impressed by their presentation and approached them about joining forces in Rwanda. International Teams was working in several countries but were not in Rwanda at that time. They agreed, so she shut down Vision of Hope and helped ITC establish a program in Rwanda that is called Impact Rwanda. Lichty is currently a volunteer Program Leader with this program.

Impact Rwanda has four projects, three of which are currently operating and a fourth that is still in the development phase. The Vivante Street Kids Project in the capital city of Kigali feeds over 200 children and provides language, math and life-skills training. It also links street kids with widows. Lichty says "the results have been very encouraging. A couple of the kids who have come through this program are now in university!"

The second project is The Ubuzima HIV/AIDS Association Project. It provides homecare support, tuition funding, food and medical care to HIV/AIDS Association children.

The third project is The Kiziba Refugee Camp Project that works in a camp of 18,000 Congolese refugees to administer programs and training for hundreds of youth in micro-enterprises, business management, sports and health care.

The fourth project, Kayonza Village of Hope, is currently under development. Property has been pur-

*"There comes a time in life when a greater satisfaction comes when we give back... Learn to share your valuable knowledge before it goes under ground." - Tillie Lichty*

clinic. Lichty and her husband Merv provided some financial sponsorship to help make that possible. The following year she took a trip to Rwanda to see how the family was doing.

In 1994 this small African nation experienced one of the worst genocides of the last half of the 20th century. Nearly 10 percent (800,000) of the population of 8.7 million people was killed in brutal ethnic violence. Many more were permanently disabled and thousands more died as a result of the HIV/AIDS epidemic sweeping Africa.

It was only six years after the genocide that Lichty

chased in Kayonza to build a training and development centre. ITC is working with local leaders and agricultural associations to improve agricultural practices to make better use of local resources to produce more local food in ways that are sound environmentally and economically sustainable.

Lichty is currently looking for Canadian sponsors to get the Kayonza project off the ground. ITC is looking not only for money but also for business expertise.

Waterloo businessman Paul Feick works in the manufacturing, chemical and agri-food sectors. He is currently working with Lichty to help Rwandans devel-

*continued on page 44*





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