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On the cover: Agfa, a company that has remade itself



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NOVEMBER/DECEMBER 2010

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FINDING OUR "PIVOT POINTS"

Successful business leaders know how to spot the key moments

by PAUL KNOWLES



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

I interviewed Ian McLean two days after he moved into his new office. In early October, he officially became President and CEO of The Greater Kitchener-Waterloo Chamber of Commerce.

In spite of his very brief tenure at that point, McLean was pretty firm about one thing – this is an important time for business in the region. He called it a “pivot point”. That phrase caught my imagination.

The Agfa story is a great example of corporate adaptation, survival and, well beyond survival, success.

From McLean’s perspective, “pivot point” means he has come to his role at a key time for the Greater KW business community. He understands part of his job to be “advocacy” for business – and he argues that a one-year period that includes the formation of new municipal councils, a provincial election next fall, and a federal election that could come at any time, is an ideal opportunity for an advocate.

When elected positions are on the line, political leaders are readily available, and they listen. That situation is key to McLean’s short-term advocacy roles, and as a just-retired Waterloo municipal councillor, he understands the situation perfectly.

It is a “pivot point” for the Chamber.

But as I thought about the phrase, it occurred to me that businesses continually find themselves at “pivot points” – and our reaction in those situations has a great deal to do with the future success... or failure... of our enterprises.

When I was a young journalist, in the long ago 1970s, I carried both a notepad and a camera. My film?

Agfa. The paper in the darkroom where I braved the fumes of developer and fixer? Agfa.

Today, film is almost extinct. But intriguingly, Agfa is not. In fact, the international company is thriving, and is expanding its Agfa HealthCare R&D facility in Waterloo. The company has completely reinvented itself. When it hit a “pivot point”, corporate leaders were wise enough to recognize the challenge and seize the moment. The

Agfa story is a great example of corporate adaptation, survival and, well beyond survival, success.

Agfa is an international story with a local connection. Our second feature is very much local – the story of Josslin Insurance, a Waterloo Region business with a 130-year history. Full disclosure: every member of the family that owns Josslin – parents Don and Rose Wagler and sons Steve and Scott – are close friends of mine. However, I neither developed the story nor wrote it, but I am pleased to be part of the magazine that is publishing it. The Josslin story is also an account of “pivot points”, from Don and Rose’s purchase of the company to the continual expansion of this business through acquisition of other brokerages. Don explains their growth: “Business is like riding a bicycle: If you stand still, you’ll fall over. Keep moving and keep your balance.”

“Pivot points”: each issue of Exchange features business people who have learned to recognize these situations, to seize the moment and take the risk. That’s surely a key part of the definition of “entrepreneur”. X

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OVER 600 WOMEN ATTEND SOLD OUT EVENT



Audrey Wilson (above) founder of Gemini Group, spoke to the audience about her professional journey "From farm girl to fashion model".

Keynote speaker, country music star and wellness advocate, Naomi Judd (right) talked about "How to have a breakthrough not a breakdown".

With country music star Naomi Judd as a keynote speaker, the 2010 Inspiring Women "The Experience" event, held Sept. 16, attracted a sold-out crowd of over 600 people... almost all women. Judd, also known as a health and wellness advocate, talked about "How to have a breakthrough not a breakdown".

The event was held at Bingemans. Hosted by the Waterloo Region



PHOTOS: FEELIMAGE PHOTOGRAPHY

Small Business Centre and title sponsor TD Canada Trust, this was one of the only events in Ontario to feature outstanding women speakers who connect to the audience by candidly discussing personal and professional challenges, adapting to change and issues that matter most to women.

Speakers included Audrey Wilson, a local entrepreneurial success story. The founder of Gemini Group told her audience about her professional journey "From farm girl to fashion model". Author, entrepreneur and Food Network Canada celebrity chef Anna Olson's theme was "In good taste... a culinary journey". And Cathy Jones, writer, award winning actor and star of This Hour Has 22 Minutes talked about "Appreciating the moment with curiosity no matter what (defining success by your own experience)".

The goal of The Inspiring Women's Event "the Experience" was to empower women with information, innovation, inspiration and the tools and resources they need to create balance in their personal and professional lives.

"The speakers take the audience through their journey to success; passing on the wisdom, life-lessons and the practical tools they have learned to make a difference every day and, by their example, inspire us to do the



Inspiring Women award winner Cheryl Perry established the Canadian Testicular Cancer Association after her son Adam died in 2003.

same," said Chris Farrell, Manager, Waterloo Region Small Business Centre.

This year local businesses donated over \$7,900 in products and services as raffle prizes for the event. All funds raised from the prizes are donated to the MS Society, Waterloo Region Chapter.



VITAL SIGNS REPORT HIGHLIGHTS SUCCESSES, CONCERNS

What are the people in Waterloo Region most concerned about? What improvements are needed; what successes can be found?

The fourth Waterloo Region's Vital Signs report, issued by The Kitchener and Waterloo Community Foundation

and the Cambridge & North Dumfries Community Foundation, tells a story about a community that has accomplished much but still knows that there is room for work and improvement.

Jane Neath is Executive Director of Cambridge & North Dumfries Community Foundation. In an exclusive interview with Exchange, she highlighted the positive findings in the 2010 report: "As a Region, there are many characteristics to celebrate. Most notably, the Composite Learning Index score continues to be higher than both Ontario's and Canada's scores. In addition, our motor vehicle theft rate has declined by 52% since 2004 and our police-reported robbery rate is half of what is seen across the province and the country. Last but not least, many of our citizens recycle and compost."

However, Neath also underlined some areas of concern, according to Vital Signs: "New to the list of concerns is the area of belonging and leadership. This year we have noted that our charitable giving numbers are somewhat stagnant and even decreasing. In addition, our volunteer rate is down, our sense of community belonging is sagging and our life satisfaction has also taken a hit. When we get involved by volunteering, voting and donating, we feel more connected to society and to one another."

Neath was asked, "Who should now take action on the findings?" and she laid the responsibility on "all citizens." She said, "Waterloo Region's Vital Signs is about building community vitality. It is designed to encourage all citizens across the Region to come together and get involved with community issues by finding ways to give back their time, talent, and treasures. This year's report also provides useful tips for each key area so that each person can take action - check out the 'You Can' suggestions in the 2010 report and then take action."

Other findings in the report: Waterloo Region residents use less water; families enjoy a higher income than other Canadians; and this is one of the safest communities in the country.

However, a release from the Community Foundations continued, "Arts and Culture continues to be an area of concern as noted by our loss of cultural workers, lack of government and private sector investment and a low number of our citizens attending cultural events and festivals. In addition, we have a significantly increased Youth Unemployment Rate, making it harder for our youth to integrate into the workforce. This year's report also found that our activity levels are lower here than across the country, access to long-term care beds has decreased considerably, and we still don't have enough doctors."

"Vital Signs is a tool for community understanding, discussion, reflection, and change," said Rosemary Smith, CEO of The Kitchener and Waterloo Community Foundation. "We want it to assist our non-profit sector, businesses, governments, and residents in saying: 'Yes, we have achieved so much together, but there are still areas where further development is needed. Let's not settle on being a good community - let's be a great community'."

The report also suggests that Waterloo Region is well on its way to becoming a large, urban centre. While still faring better than Ontario and Canada, the Region is slowly trending toward provincial and national averages and experiencing more of the challenges associated with urban living.

LOCAL VENTURE CAPITALISTS FOUND NEW PHILANTHROPIC GROUP



Tim Jackson is co-founder of Social Venture Partners, Waterloo Region.

Tim Jackson and Jacqui Murphy, partners in Tech Capital Partners, are taking their approach to venture capital investments and putting it to work for the region's non-profit sector. In early October, they announced the formation of Social Venture Partners Waterloo Region (SVP Waterloo Region), a new network of community-minded individuals who combine financial contributions and professional skills with a passion for philanthropy.

Shifting away from traditional "cash only" donations, SVP's model of engaged philanthropy follows a venture capital model: partners pool their donations, provide funds to a small number of promising, carefully selected non-profits, then actively nurture their "investments" by providing hands-on guidance

and working collaboratively with the non-profit to strengthen the organization.

"For more than 150 years, our region has had a tradition of neighbours helping neighbours," explained Jackson. "As our community evolves, the hands-on

philanthropic approach of SVP seems like an obvious extension of our culture of 'barnraising.' Our goal is to bring together members of our community who realize that collectively we can do much more than we can as individuals."

In addition to pooling resources and expertise, SVP Waterloo Region's other mission is to educate new philanthropists to be informed, effective, and engaged.

"There's a groundswell of people in our region who care deeply about our community, want to get involved, and want to see the direct impact of their giving," said Murphy. "SVP will provide a way for partners to really see the difference we're making. We will learn about our community's issues and needs, we will have a say in where our money goes, and we will learn about giving strategically for bigger impact."

SVP Waterloo Region will operate with the support of The Kitchener and Waterloo Community Foundation. A member of Social Venture Partners International, SVP Waterloo Region joins the world's largest organization for individual philanthropists.

"We are delighted to welcome Waterloo into the Social Venture Partners network," said Ruth Jones, Chief Executive Officer, Social Venture Partners International. "Waterloo is our 26th member and our fourth Canadian member, joining organizations in Calgary, British Columbia, and Toronto. Today, the SVP network is made up of 2,000 philanthropists who are transforming communities throughout North America and Japan."

To date, SVP organizations have contributed more than \$26.5 million in grant investments and countless volunteer hours to more than 300 non-profit organizations.

SVP Waterloo Region invites individuals who want to pool financial contributions and skills to help non-profits thrive to join its growing partner team. Interested individuals can contact Jennifer King, Executive Director of SVP Waterloo Region.

King joins the organization on a part-time basis, also continuing her ongoing work with Capacity Waterloo Region, which has included managing the pre-start-up of the organization and leading a one-year Social Ventures initiative. Prior to Capacity Waterloo Region, she spent more than a year in Sri Lanka building the organizational capacity of a social enterprise that provides training and market linkages for rural food producers, most of them women. Her background is in community and economic development and marketing and communications, having worked with many non-profit and for-profit organizations over the past 15 years, including Canada's Technology Triangle, Communitech, and the Waterloo Region Small Business Centre.

This fall, partners will select an investment focus area for SVP Waterloo Region's first call for proposals, due to be announced in early winter. In the spring of 2011, one Waterloo Region non-profit organization will begin a three to five year relationship with SVP Waterloo Region, benefiting from annual grants and professional volunteer expertise. At least one new organization will be supported each year.

THE BUZZ AROUND THE HUB



Christie Digital provides advanced visualization tools at The Hub

The Communitech Hub, the digital innovation centre located in the 150-year-old Lang Tannery building in downtown Kitchener, officially opened October 7.

The Communitech Hub is already home to 14 "early stage technology companies", along with "enterprise" tenants including Research in Motion, Agfa, Open Text and Christie Digital.

The Hub includes 30,000 square feet of space, and is ready to welcome many more participants. Tenants in the facility have access to Communitech's Executives-in-Residence program. Startups will also gain connection to the Communitech network of more than 700 technology companies in Waterloo Region, and have access to the specialized tools and Research and Development infrastructure available at The Hub.

"Waterloo Region is increasingly being recognized as one of the best places in the world to do a startup," said Iain Klugman, president and CEO of Communitech. "We've modeled The Communitech Hub on the considerable success of our partners at the Accelerator Centre. And we'll be working closely with them to offer a coordinated set of programs and services to startups in Waterloo Region, both at the Accelerator Centre, and at the new facility."

Christie Digital plays a key role at the Hub, as provider of advanced visualization tools and integration expertise to help companies explore new concepts and advance their initiatives. Featured prominently in the partner space is a four-sided, 3D 'immersive environment' (known as the Hub Interactive Visualization Environment or HIVE), designed and integrated by Christie. The HIVE enables the display of vast amounts of data in a totally immersive setting - providing advanced research capabilities.

"The Communitech Hub is where ideas will incubate. Canada's future is with start-up companies that drive innovation forward and we are proud to provide our support," said Gerry Remers, president and COO, Christie Digital Systems Canada Inc. "We want these start-ups to embrace our technologies to explore new concepts and advance their ideas."

Wilfrid Laurier University is a founding academic partner of The Communitech Hub. As the Hub's academic partner, Laurier will create opportunities for faculty and students to share their expertise with new entrepreneurs and early-stage companies. While all Laurier faculties and departments are invited to participate in the Hub, the Laurier School of Business & Economics will play a key role.

"This is a perfect fit for Laurier," said WLU president Dr. Max Blouw. "More than 1,000 Laurier graduates work in the local technology industry. In many cases they underpin the business success of the companies. Their impact reflects the innovative approach of our faculty members and of our emphasis on developing well-rounded graduates who excel academically and who are inspired to get involved and play a leadership role in all aspects of their lives."

The Communitech Hub is one of many facilities and organizations that comprise the Canadian Digital Media Network, which aims to establish Canada as a world leader in digital media by fostering connections and speeding the commercialization of Canada's digital talent, products, and companies.

CHANGING OF THE GUARD AT GREATER K-W CHAMBER

The Greater Kitchener-Waterloo Chamber of Commerce has two new faces in its key positions. Waterloo City Council veteran Ian McLean took over at President and CEO in Early October, and Jeff MacIntyre, owner of Winexpert Kitchener South and So There Business Solutions, has been elected Chamber Chair for 2010-2011.

McLean's position is a paid, full-time post; MacIntyre and other executive members serve as volunteers. McLean succeeds Joan Fisk in the CEO office; Fisk left the Chamber in the summer. MacIntyre followed Mary D'Alton as Chair.



New Chamber CEO Ian McLean

McLean brings experience in the private, public and not-for-profit sectors, as well as having served as a Waterloo councillor for seven years. He is a shareholder in McLean & Associates, along with his father, former MP Walter McLean. Ian McLean will remain as Chair of that company, but has given up day to day responsibilities. "All of my energies are focused now on the Chamber of Commerce," he said.

He told Exchange that he has come to the Chamber role at a "pivot point" for the organization. He ticked off the significant events that are occurring in a twelve-month period – the municipal elections, provincial elections, potential for a federal election, and the Chamber's 2011

celebration of its own 125th anniversary. "It's been a tough last few years," he said, "but now is the time for advocacy for business.... It's a unique opportunity."

McLean believes his experience in workplaces ranging from Labatt's and Lakeport breweries to the Workplace Safety Insurance Board give him broad perspectives on the businesses and challenges of Chamber members.

The Chamber is currently completing a strategic plan; McLean says his role will be to "operationalize it," once the Board has approved the plan.

He is looking forward to the 125th anniversary as an opportunity both to celebrate what the Chamber has meant to the region over a century and a half, and just as importantly, to look to the future: "What role can we play to continue to grow our economic prosperity?"

Concerning McLean's appointment, D'Alton said, "We are delighted to welcome Ian to this position. He has an impressive track record of commitment to the community, understands how government works both from an elected and a staff perspective and brings business experience to his new role."

At the time of his appointment, McLean said, "It is a great honour to take on this role. The Chamber has a long and proud history of being a positive catalyst and vibrant part of the growth of this community. Greater KW is a progressive and involved community and I look forward to working on its behalf along with our staff, stakeholders and partners."

Jeff MacIntyre greeted his installation as Chair of the Board of the Chamber by saying, "Any business owner across the Region of Waterloo faces significant challenges on a daily basis. Our Chamber's responsibility is to ensure governments implement an agenda that allows economic growth, job creation, and community prosperity. Combining that with providing members the necessary opportunities and forums to expand their business is critical."

Three new members were elected to the Chamber Board, including Linda Dancey (Grand River Personnel), Rosa Lupo (Gowling Lafleur Henderson LLP), and Lois Norris (Dare Foods Ltd).

These individuals will join MacIntyre and Rick Baker (Spirited Investors Corp), Brian Bennett (BME Consulting), Murray Costello (Union Gas), Mary D'Alton (Waterloo Inn Conference Hotel), Ginny Dybenko (Laurier School of Business & Economics), Paul Eichinger (Coldwell Banker Peter Benninger Realty), Al Hayes (The Walter Fedy Partnership), Rahim Hirji (Manulife Financial), Dave Jaworsky (Research in Motion), Karen Mason (Equitable Life of Canada), Scott Murphy (Data Perceptions Inc), Sandra Stone (Conestoga Mall), Tim Sothorn (BDO Canada LLP), Trevor Strauss (NextEnergy Inc), Tim Strome (Reid's Heritage Homes Ltd), and Diane Wolfenden (RBC Dominion Securities)

The Executive Committee is composed of Jeff MacIntyre, Chair Elect Brian Bennett, Past Chair Mary D'Alton, Vice Chairs Murray Costello and Sandra Stone, Secretary Tim Sothorn, and Treasurer Tim Strome. Ross Wells of Gowling Lafleur Henderson LLP and Heather Melrose both retired from the Board.

The Greater KW Chamber of Commerce is the largest accredited, with distinction, Chamber of Commerce in Ontario.

CPP CHAIR RESPONDS TO EXCHANGE COLUMN

The October edition of Exchange magazine included an "Initiatives" column by regular contributor Dennis Grimm. Grimm wrote on the subject of pensions in Canada, at the request of Exchange.

His column prompted a response from Robert Astley, Chair of the Board of Directors of the Canada Pension Plan Investment Board. Astley, a Kitchener-Waterloo resident, is the former President of Sun Life Canada and former President and CEO of Clarica Insurance Company.

Astley wrote, "I am writing to correct an inaccuracy in the article 'Peter Is Broke, So Paul Is On His Own,' by Dennis Grimm, which appeared in the October edition of Exchange Magazine.

"Mr. Grimm stated that the stability of the Canada Pension Plan has been an issue for several decades. In fact, federal and provincial policy makers successfully reformed the CPP in the mid-1990s so that it would be sustainable for generations to come. The Chief Actuary of Canada published a report in October 2009 reaffirming that the CPP is sustainable, at current contribution and pay-out rates, for the 75 year period covered by his report.

"The CPP Investment Board invests the funds that are not needed to pay current benefits. It currently has assets of \$130 billion, which are projected to grow to approximately \$465 billion within the next two decades. It will be 11 years before even a small portion of the CPP Funds investment income will be required to help pay pension benefits.

"Canadians can be assured that the CPP will remain the foundation of their retirement security."

PUTTING PORK ON THEIR FORKS

A group of area businesspeople and farmers have banded together to deliver a practical solution to local hunger. Volunteers from St. Jacobs, Tavistock, New Hamburg and the surrounding area are providing fresh pork products to area charity food banks in Kitchener, Stratford, New Hamburg and Tavistock.

The project is called "Pork for Life"; the goal is "to be able to provide fresh pork products to a number of local charity good banks for those in the community who need assistance."

A number of area farmers have agreed to donate butcher pigs each month; companies including Reist & Weber butchers and Krug's Meats are preparing the meeting; volunteers are assisting in processing, packaging and delivering the food to House of Friendship in Kitchener; House of Blessing in Stratford; Wilmut Family Resource Centre in New Hamburg;

and the Tavistock Assistance Program.

The organizers explain that while the program is very dependent on donations of the meat, services and volunteer time, there are still costs – the government environment charge, casings for the sausage and a portion of the killing and processing costs. Total cost is about \$85 per hog, or \$500 for one month of the program. The organizers are seeking donations to help share the costs; tax deductible donations can be made through the charity food banks involved.

The program has been operating for more than six months, and organizers are planning for growth, because the need has been clearly demonstrated. For more information, contact Clair Schlegel (519 662-6122), Bruce Schumm (519 662-6798), Lynn Yantzi (519 662-2580) or Bob Jantzi (519 655-2221).

XQuote

"This persistent weakness in the country's venture capital ecosystem began around 2004, it has now reached crisis levels and it has serious implications for the future of our technology sector and the future of Canada. The ongoing Canadian funding crisis in venture capital continues to have a negative effect on our tech sector, and as a nation we need to rapidly adopt key policy responses that will help build our Innovation Economy, [and] create jobs."

- John Ruffolo, National Leader, Technology, Media & Telecommunications Industry Group, Deloitte.



Participants in the re-branding of Popeye's Gym as the first World Gym in Ontario.

POPEYE'S GYM IS NOW A WORLD GYM

Popeye's Gym, a popular Kitchener-Waterloo facility for 34 years, has experienced a re-branding. The local landmark is now part of the international World Gym family. The branding change does not affect the local ownership; the newly minted World Gym continues to be owned and operated by the Hodgson family, including President Marty Hodgson and Managing Partner Wes Hodgson.

Wes Hodgson told Exchange that the Popeye's brand is being phased out; the business is now a World Gym, the first of that brand in Ontario. The Hodgsons own the local franchise of the company, which has about 200 gyms around the world. Hodgson added that all 3500 Popeye's mem-

bers now have the benefit of membership access to all World Gyms, which are located in 17 countries.

"We'll be able to offer our members an enhanced workout experience, a greater range of health supplement products, and a more comprehensive pro shop," added Marty Hodgson. "It also provides us, as a company with the flexibility to expand into other markets in the future."

Wes said, "It's the perfect marriage of two fitness icons. Both Popeye's Gym and World Gym started out in 1976, and the similarities between our approaches and ideals toward health and fitness are uncanny. This is why there was no doubt in our mind that becoming a World Gym

was a great move for our members and for us."

Sherry Hodgson is CFO of the KW operation. She stressed that the friendly atmosphere of the family-run business "is not going to change. One of the reasons we've been able to stay in business for over three decades is because we genuinely care about the members of our club."

Wes pointed out that "World Gym is a great name to be associated with, but most important of all was being able to maintain full ownership and independence of our business, so we could continue to run things they way we want to and they way our members like it." For more information, visit www.worldgym.com/kitchener.

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- Since 2006, the amount of treated water used in the Region has been decreasing, making us one of the lowest water users per capita in the province. (Waterloo Region's Vital Signs report)
- Since 2004 the motor vehicle theft rate has declined by 52%. (Vital Signs)
- Charitable giving numbers over the past few years are stagnant. They have slightly decreased since 2006. (Vital Signs)
- The unemployment rate for youth has increased by 45% since 2008 – a significant increase when compared to the provincial increase of 27% and national increase of 32%. (Vital Signs)
- Only 9% of our residents over the age of 75 could be served from all available long term care beds – a 13% decrease from 2005, and lower than Ontario and Canada. (Vital Signs)
- Hate crimes have risen significantly since 2006 – much higher than Canada's rate. (Vital Signs)
- According to a Robert Half Management Resources survey, 24% of CEOs interviewed said that, other than technical or functional expertise, integrity is what they look for most when grooming future leaders. Interpersonal and communication skills followed, being chosen by 23% of respondents.
- Most jobs carry a certain amount of stress, but work-related pressure has grown for many, according to a new OfficeTeam survey. 25% of managers interviewed said they are more stressed at work today than they were one year ago. In addition, 22% expect their anxiety levels to increase in the coming year, compared to 11% who anticipate reduced stress.
- Home sales to the end of the third quarter of 2010 in KW are ahead of last year by 4.5%. There were a total of 5,113 home sales through the Multiple Listing System of the Kitchener-Waterloo Real Estate Board during the first nine months of the year, compared with 4,892 during the same period of 2009.
- The most popular price range year-to-date has been for homes selling between \$225,000 and \$250,000, with nearly 15% of sales in that bracket, down slightly from 2009, when the percentage was 16%.
- The number of residential sales increased in every price category above \$250,000, with the biggest jump occurring in the most expensive homes. 62 homes sold to the end of September for more than \$750,000, compared to 24 last year at this time, a jump of 158%.
- The average price of all residential properties sold year-to-date was \$288,887, a 9.1% increase relative to 2009 results.
- Tourism spending in Canada was up 1.5% in real terms in the second quarter, as increased spending by Canadians more than offset a decline in spending by international visitors to Canada, according to Statscan. This was the fourth consecutive advance in tourism spending in Canada. With this recent upswing, tourism spending has recovered from its year-long decline that began in Q3, 2008.
- Canadians' spending in Canada on tourism advanced 2.2% in Q2, following a 0.6% gain in Q1.
- Spending by international visitors to Canada fell 1.4% in real terms in Q2. This decline followed a strong gain in Q1 that was related to the 2010 Vancouver Winter Olympics.
- Tourism gross domestic product

JA WATERLOO CELEBRATES 40TH

Junior Achievement of Waterloo Region has turned 40, and to highlight this milestone, the organization held a birthday celebration, Sept. 22. Featured speaker was Robert Herjavec, star of TV's *Dragon's Den* and *Shark Tank*.

Margo Jones, President of the Junior Achievement Board of Directors said, "We are thrilled... to celebrate Junior Achievement's 40 years of delivering business education programs to local youth and honour the spirit of entrepreneurship in our community."

Herjavec was presented by Sun Life Financial. "At Sun Life Financial we believe strongly in being active in the communities in which our employees live and work," said Vice-President of Human Resources at Sun Life Financial Canada, Sandy Delamere. "We were pleased to be the presenting sponsor of this event, as it supports our commitment to financial literacy and educating youth about the importance of making sound financial decisions."

Junior Achievement of the Waterloo Region Inc. is a non-profit organization dedicated to providing business education and staying in school programs since 1970. Annually, Junior Achievement of Waterloo Region provides a valuable business learning experience for over 13,000 students. The Junior Achievement experience helps young people understand the ins and outs of business, finance, banking, entrepreneurship, leadership and workforce readiness skills.

- (GDP) increased 0.9% in the second quarter, the fourth consecutive quarterly advance. Gains were registered across most tourism industries, notably in transportation (+1.2%).
- The strength in tourism GDP did not translate into employment, however, as tourism jobs declined 0.5% compared with the first quarter. Job gains in the recreation and entertainment and non-tourism industries were not enough to compensate for job losses in other tourism industries.
- Canadians used the Internet in 2009 to place orders for goods and services valued at \$15.1 billion, up from \$12.8 billion in 2007, according to Statscan. The increase resulted from more online shoppers and a higher volume of orders.
- In 2009, about 39% of Canadians aged 16 and over used the Internet to place more than 95 million orders. This was up from 32% and the 70 million orders placed in 2007, when the survey was last conducted.
- Average value per order declined from \$183 in 2007 to \$158 in 2009.
- World trade is expected to grow by a brisk 13.5% this year, a turnaround from a 12.2 % drop in 2009, according to the World Trade Organization.
- Statscan says labour productivity of Canadian businesses fell 0.8% in Q2 following gains of 0.5% in Q1 and 1.2% in Q4 of 2009. The productivity decline in Q2 reflected a slowdown in business output, combined with a rise in hours worked.
- The pace of growth in the real gross domestic product of businesses slowed in the second quarter, up 0.5% compared with 1.7% the previous quarter. Output in the second quarter was moderated primarily by a decline in services industries. However, the output in goods producing industries (+1.9%) continued to increase in the second quarter, but at a slower pace than in the previous quarter.



“Given the fact we’re a family business, we really don’t look at the people we work with as ‘people we work with’. Families are all about help and support, and that’s what we do.” - Scott Wagler

Scott, left, and Steve Wagler

130 YEARS OF HELP AND SUPPORT

BY NIGEL GORDIJK

Josslin Insurance continues to grow, nurtured by the company's deep roots in five communities

Scott Wagler, of Josslin Insurance Brokers Ltd., is waxing philosophical about the company's attitude to business: "It's part of our moral fabric. What we've learned from our life – and our background – is humility".

The New Hamburg-headquartered brokerage, which is celebrating its 130th anniversary in 2010, is owned by the Wagler family. Scott, along with his father, Don, mother, Rose, and younger brother, Steve, are Josslin's only shareholders.

Of course, morality and humility aren't attributes that everyone would apply to the insurance industry, but Scott thinks they are central to the continued success of the firm.

According to both Don and Steve, there are other factors that contribute to the fabric of the company: family, naturally, and responsibility. The Josslin definition of "family" isn't limited to relatives, but also includes employees, clients, suppliers (insurance policy providers) and the community at large.

Scott says: "What we think makes us unique is, given the fact we're a family business, we really don't look at the people we work with as 'people we work with'. Families are all about help and support, and that's what we do."

He adds, "We're connected as individuals, and we're connected to the community that we live in. That's why we have the locations that we do: we want to stay connected to the communities that we live in."

That sense of connection came to the fore in late December, 2008, when New Hamburg suffered devastating floods that caused severe damage to many residents' homes. Josslin Insurance was instrumental in galvanising support for the local flood relief fund, which raised over \$60,000 in donations. The money was distributed amongst flood victims to help pay for essential items that had been destroyed, such as furnaces and boilers. Steve Wagler sat on the fund's committee, alongside a representative from a local competitor, Zehr Insurance, and also helped to raise donations from the brokerage's suppliers. The combined efforts of the two brokerages alone contributed \$20,000.

Steve adds, "We do good works with our partners, charitable works. More often than not, they're happy and willing to help out."

Don explains a flood isn't something that is easily insurable because they mostly happen in flood plains, but the losses are real. "It's not something we could cover with insurance, but we felt a responsibility to the community."

Charity may begin at home, but, in the minds of Josslin's principals, it continues far beyond national borders. In September, the company wrote a substantial cheque for the Mennonite Central Committee's flood relief efforts in Pakistan. Earlier this year it also donated financial assistance to Haiti, following the deadly earth-



Josslin Insurance is a family business in every sense of the word, owned and operated by Rose, Don (left), Scott and Steve Wagler.

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quake in January. In that case – and many others — Josslin matched the donations raised by its employees.

According to Scott, on a local level the company can offer direct financial help; for a global reach, Josslin works with MEDA (Mennonite Economic Development Associates), a faith-based organization of compassionate businessmen and women who invest in people living in poverty around the world.

“There’s certainly no shortage of potential purchasers, but we’re not for sale. We don’t even entertain the conversation.”

- Don Wagler

The School Of Experience

Don Wagler is a self-made man. Raised in new Hamburg, he reluctantly dropped out of high school after one day in Grade 11 at Waterloo-Oxford to work in his father’s agriculture vehicle and implement business. “When I arrived home, I was told that if I wanted to go to school, he would sell everything.”

After five years, he realized that there was only so far he could go in his father’s business. He tried his hand at boat-building, but that didn’t take, either. So, when he was offered a job by The Prudential Insurance Company of America, he accepted. Don made progress at the company during his 10-year career, but then came a turning point. To go further he would have to move around the country, which didn’t appeal to him.

Wanting to remain in New Hamburg, Don began negotiations with J.B. Josslin to buy his local insurance company. “J.B. Josslin was a respected individual in the General Insurance industry, having been a former executive of the Shaw & Begg group, and having grown up with the CEOs of his time.”

Josslin Insurance Brokers was founded in 1880 in New Hamburg by Louis Peine, who operated the business until his death. It had several owners until 1953, when John (J.B.) Josslin acquired a partnership interest, becoming sole owner a year later.

J.B. Josslin was a student of the insurance business and is regarded by some as having been the best in the industry because he was so well respected and knowledgeable. He was a colourful character who had a reputation as a dapper dresser and bon vivant. According to Don,

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Don Wagler bought Josslin in 1974

he liked to “socialize” after a game of golf, often closing the New Hamburg Legion with “one more final-final.” However, if you needed J.B.’s help, he gave you his undivided attention. “He was a tough nut. After lengthy negotiations, I presented our final offer – take it or leave it. And he took it.”

Family Business

The deal was finally completed in late ’74, and Don took over the company on January 1, 1975. It has operated as a family business ever since. Don’s wife, Rose, joined the business as a licensed insurance broker in 1977.

Scott and Steve both joined Josslin in 1991, a few months apart. Steve joined straight from university, while Scott became part of the company after gaining experience elsewhere in the industry. Both earned their current positions by working their way around and up through the company so that they could determine their individual strengths. “No one

was parachuted into their positions,” proclaims Don, proudly.

As with any family, there can sometimes be tensions. Don describes the mixture of family and business as “living life in a goldfish bowl”, but Scott doesn’t see that as a bad thing. “What can be difficult – not just for us – is the dynamic of family. We’re a close family. We work together and we often vacation together.” Steve jokingly interjects that at family Thanksgiving and Christmas dinners there are no buns flying. All of the children and grandchildren love each other and enjoy spending time together. That family bond is unique and vitally important because, continues Scott, “it can tear businesses apart.”

When the company has changed hands over the years, the name has changed, too. So why didn’t Josslin Insurance become “Wagler Insurance”? The aforementioned humility is one reason. When Don bought the company in 1975,

he felt that, “In my opinion, I had an okay reputation. But J.B. Josslin had an excellent reputation and was known in the industry. What was to be gained?” Also, J.B. stayed with the bought-out company for another five years, so changing its name didn’t feel right.

After a company changes proprietors, some clients can feel connected to the previous owner, but not the new one. So there’s a more pragmatic reason for keeping the old name, too. When the Waglers bought Josslin Insurance from J.B., it was a 100% cash deal. “We couldn’t afford to lose any business,” says Don. When people think of Josslin Insurance – both then and now – they hold the brokerage in high regard, recognizing that the firm will be there when people need them. “That’s a reputation earned.”

“We’re connected to the communities we live in. That’s why we have the locations that we do. We want to stay connected to the communities that support us.”

- Steve Wagler

Besides, adds Scott, “it’s the people that are behind [Josslin Insurance] that actually matters.” Retaining the name of the old company is also a way for the Waglers to separate family and business. Steve observes: “You can make decisions that are business decisions, and not

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always family decisions."

Don says he's tried to make Josslin Insurance a place where people look forward to coming to work, rather than resenting it. "We treat employees like family members. We're not strong on titles or positions."

The Personal Touch

"We don't use voicemail," notes Don. "I resent being on the phone for 20 minutes, being told how important I am when there's nobody to talk to. And when I do, I find they've connected me to the wrong person." The main reason why there's no voicemail at Josslin is because when someone calls the office, they need help right away, an issue they need to resolve. Josslin has two receptionists in New Hamburg who answer all the calls and then dispatch them appropriately to one of the five offices.

New Hamburg is Josslin's communication hub. When someone phones the company, the New Hamburg office routes their call via a live answering service. "Customers speak to a real person, 24/7," says Don, who once received a forwarded call while sitting on a boat in the middle of the Atlantic. "No voice-jail here!" jokes Steve.

Scott adds: "To make the statement, 'We're focused on customer service', and then treat a [customer] that way, is oxymoronic."

The cost of doing business in a multi-location environment is not without drawbacks. With offices in New Hamburg, Elmira, Tavistock, Wellesley and Kitchener, "our overhead is huge," says Steve, "but there's a good reason for it." Scott elaborates: "We're connected as individuals, and we're connected to the communities we live in. That's why we have the locations that we do. We want to stay connected to the communities that support us."

When looking for new hires, Josslin always searches for talent that is local to where the employee will be working. This allows the company to maintain its connection to the community, which Scott refers to as following its mission of "foundedation of protection."

"Keep Moving"

Why continue to expand? Don resorts to an analogy: "Business is like riding a bicycle: If you stand still, you'll fall over.

Keep moving and keep your balance." In other words, says Scott, "As an organization and as individuals, we're not com-

"As an organization and as individuals, we're not complacent. We don't sit still well. We either move forward, or we die." - Scott Wagler

placent. We don't sit still well. We either move forward, or we die."

However, says Steve, "Our goal is not to be big; it's to be the best". Acquisitions are a calculated way of enabling Josslin to build its expertise in niche areas. For example, Elmira is known for farming and agri-business, while the Kitchener office has plenty of commercial experience. "We simply can't be experts at everything," points out Scott, "so we acquired the necessary local specialists."



Steve Wagler served as President of the Ontario Insurance Brokers.

The main reason for this "knowledge acquisition" approach to growth is also pragmatic. By increasing the company's areas of expertise, neither customers nor insurance partners need to go to Toronto for the services they require. Josslin's expansion methods allow it to offer products that support local industries.

Josslin Insurance is likely to continue growing in an organic way. Steve observes, "It's not growth at all costs; it's controlled growth, it's understood growth, it's strategic."

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Scott Wagler joined the family firm in 1991 after working elsewhere in the industry.

All this expansion has not gone unnoticed, making Josslin attractive to others in the industry. At least once a week the company receives an offer to buy it.

"There's certainly no shortage of potential purchasers," says Don, "but we're not for sale. We don't even entertain the conversation."

If you want to get the Waglers animated, ask them what they think about banks and supermarkets selling insurance. "I don't mind competition and we don't care who they are, as long as they're qualified and we have a level playing field," Don states firmly, with a steely glare. He complains that banks have so much money that it can skew the market by limiting choice.

Many of the financial products that supermarkets and department stores in Canada sell are "white label" services

provided by banks, a technique copied from the United Kingdom. Don points out that several have failed, leaving customers high and dry. This is because, Steve elaborates, the supermarkets' financial products don't take a long-term view, adding, "Canada's unique in so many ways. You can't simply transplant ideas from other countries and expect them to work here."

Built-In Succession Plan

So, what about Josslin's future? Does the company have a succession plan? Don says: "Scott and Steve are

the succession plan, along with the rest of the team." That team includes people who have been with the company for over 20 years. While a more defined plan is not yet in place, the topic is clearly on the minds of those who will be most affected. "It's a very big issue right now," says Steve. "We've been asked to present (our views) to a panel about family successions. We see a lot of companies that have sold out to insurance companies" because they didn't plan ahead.

He adds: "It's better to start earlier than later because many companies find there isn't a plan in place, so they end up selling out."

That's not a route Don wants to follow, relishing Josslin's independence. When brokerages are in a partnership with an insurance company, there are often strings attached. If they're approached by

a potential client, "They'll say, 'Okay, you have to give us first crack at the business'."

It's all about integrity in the marketplace, says Steve, who served as President of the Insurance Brokers Association of Ontario in 2007-2008. "We want to make sure there are many independent competitors out there because it's better for the customer."

He explains that there are two ways brokerages in Ontario have grown. One is the way Don pursued when he bought an existing operation. He had a background

"We do good works with our partners, charitable works. More often than not, they're happy and willing to help out."

- Steve Wagler

in life insurance, which enabled him to hone his skills as a good manager of people, teaching them to look after their clients. The second way, which was prevalent in the 1970s, involved salesmen hanging out their shingle and growing their businesses from the ground up. They were good at sales, but poor at managing people.

"They would reach a certain size and then implode because they didn't have any management skills," says Steve. "We're good at getting the best out of our people so they can give their best to our customers." X

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A COMPANY REMAKES ITSELF

BY PAUL KNOWLES

Waterloo is home to Agfa's premier North American research and development site.

The company named Agfa is exactly as old as Canada itself. In 1867, as the Canadian confederation was becoming a reality under leaders such as Prime Minister John A. MacDonald, Agfa was launched in Belgium as a pioneering photography products business.

Most people who carried cameras in the pre-digital age know the name as the brand on the film they shot, and perhaps on the boxes of paper stored away from the light and developed in their own darkrooms.

As the era of digital photography began, the film business clearly was not a path toward future success. But Agfa adapted, brilliantly, and today is a shining international success story, with a major facility located right here in Waterloo Region.

It's not about photography any more. In fact, in 2004, Agfa divested its photo activities to an independent, newly-founded company called AgfaPhoto.

Today, the web site of the company now known as the Agfa-Gevaert Group offers this description: "Agfa is now a 100% business-to-business company, fully focused on its three business groups: Graphics, Health Care, and Materials." Business is booming for the company that has re-invented itself.

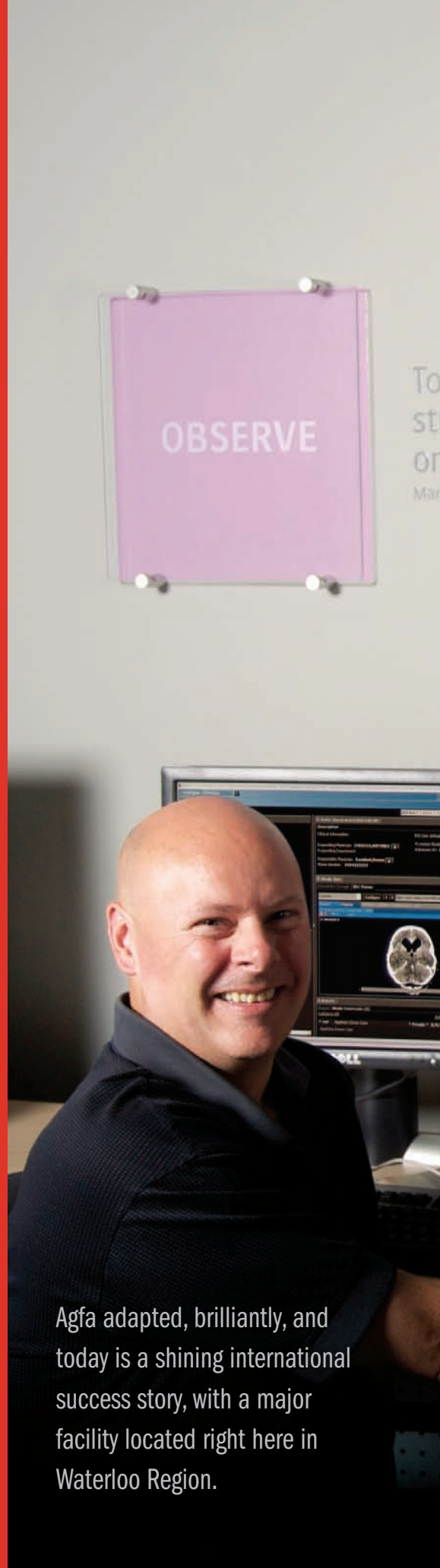
Agfa HealthCare is the group impacting on Waterloo and area, since Agfa has named this facility as key to the Health Care business across North America.

Just over a year ago, Agfa HealthCare announced that it had "chosen Canada as a site for reinvestment and expansion." The company approved an investment of about \$200 million in its Ontario operations in Waterloo and Toronto. The province of Ontario kicked in a \$30 million grant. By fall, 2010, Agfa was employing 350 people in the Waterloo facility, and a total of 470 in Ontario. Agfa's world-wide staff numbers about 5,000 people.

Agfa HealthCare's Director of External Collaborations, Jeff Nesbitt, is a graduate of both the University of Waterloo and Conestoga College. The K-W native, who had travelled the world for Agfa for 13 years, played a pivotal role in convincing Agfa to base its research and development facilities in Waterloo, and was rewarded with the top management position at the facility, which he describes as Agfa's premier North American research and development site. Agfa HealthCare also has sales offices in Toronto and in the US.

Nesbitt explains that judicious acquisitions have been part of the path to success for the new and dynamic Agfa. He notes that successful companies "recreate themselves." Recent corporate history shows acquisitions around the globe; key to the Health Care group was the acquisition of Mitra in 2002. Waterloo-based Mitra was "one of the most important global suppliers of imaging in information management systems for healthcare."

That was a key acquisition, but by no means the only one. Agfa has aggressively pursued a policy of acquiring compatible companies and start-ups. That kind of growth has spurred a hiring trend at the company; Nesbitt quoted the staff figures



Agfa adapted, brilliantly, and today is a shining international success story, with a major facility located right here in Waterloo Region.

to acquire knowledge, one must
study; but to acquire wisdom,
one must observe.

William of Savant



Jeff Nesbitt, right, and Chris Townend

noted above, but quickly added that these figures will probably be surpassed within days or weeks. "We've been recruiting for the last year and a half... there are another 44 positions to be added."

The new R&D site is "a true success story," he says, as he conducts a whirlwind tour of the facility. "For Waterloo Region, it's a terrific story."

The sales pitch

Agfa is a truly international company. Headquarters is still in Belgium, but it is active in over one hundred countries on every continent. There are two dozen

nitech. The level of active community support left him "amazed," says Nesbitt. "The collaboration was instantaneous."

He also credits the active involvement of local politicians, and of the Ontario government, including Premier Dalton McGuinty.

The deal was done in January, 2009, with the announcement of a five-year plan, including the development of a brand-new facility, which will be open and occupied by March, 2011.

Currently, the Waterloo Agfa operation is based in a 75,000 square foot facility owned by Research in Motion. But within

Townend says that "Canada is one of the leading countries when it comes to health care."

"top R&D sites around the world", and Nesbitt used every wile he could muster to convince his employers to choose Waterloo as the North American centre for R&D. He didn't do it alone – he credits former University of Waterloo President David Johnston – now Canada's Governor-General – with playing a pivotal role, and also gives credit to the work of Iain Klugman, President and CEO of Commu-

a few months, Agfa will move to a 100,000 square foot facility in the University of Waterloo Tech Park.

The products

So far, this story is about what Agfa has done in Waterloo, in terms of corporate growth. It has also stated what the company no longer does – photo supplies. But what does Agfa HealthCare do,



PHOTOGRAPHY: EXCHANGE MAGAZINE

Director of Marketing Chris Townend

in terms of product?

In order to answer that question, Nesbitt and his colleague, Chris Townend, like to sit a visitor down in front of a bank of computer monitors, in order to demonstrate their contribution to the world of modern health care. Townend is Director of Marketing.

In a rather densely phrased description, here's the pitch: "Agfa HealthCare is a leading provider of IT-enabled clinical workflow and diagnostic image management solutions, and state-of-the-art systems for capturing and processing images in hospitals and healthcare facilities."

When they show this in practice on the computer screens, it all makes a lot of sense. Agfa systems enable health care works – not only neurosurgeons with their specialized equipment, for example – to call up all the information, medical images and all, about a specific patient. It can all be there for all doctors and nurses to see through systems that are all known by acronyms: PACS (Picture Archiving and Communication Systems), LIS (Laboratory Information Systems), CVIS (Cardiology Information and Image Management Systems), and many more.

Townend notes that Agfa has designated "R&D centres of excellence" all over the world; Waterloo is the centre of excellence for PACS.

Essentially, Agfa systems allow effective distribution of information throughout a health care facility, and between health care professionals, wherever they are located.

For a layperson, the three-dimensional images and wealth of information that pop onto the screen may not mean a lot, but it isn't hard to grasp that, for a medical practitioner, having this much data – images and all – about a patient is going

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FEATURE

to speed up understanding and appropriate treatment significantly.

It is no secret that the medical field has been one of the slowest to adapt to the possibilities of the digital age. Many doctors' offices have only recently gone to fully computerized operations. In the past year, news stories have covered the debate about the use of antiquated pager systems for doctors in hospitals. How much better would be a system that used Blackberrys, for example, to convey not only an emergency call, but also all the medical information about the patient involved, including X-rays, CT scans, and more.

Townend notes that Agfa does not develop the diagnostic software – the company develops the systems that communicate the information. He says that Agfa specializes in “integration... we have always been known as the integration experts, from the days of Mitra.” That means that Agfa systems can work with any software developers that follow the

Agfa is moving to a
100,000 square foot facility in
the UW Tech Park.

accepted standards. “We do not go down the proprietary road,” he says. “We can integrate with anybody as long as they comply with the standards... we are a global integrator.”

And he is quick to point out that while Agfa systems allow the appropriate dissemination of medical information, there are careful safeguards to protect privacy. “These are fully secure, encrypted.”



PHOTOGRAPHY: EXCHANGE MAGAZINE

Nesbitt and Townend, with an artist's rendering of the new Agfa HealthCare facility in the University of Waterloo Tech Park.

To illustrate that statement, he notes that a major client is the US Department of Defense. “We have to meet their strongest security rules.”

Canada a leader

Townend says that “Canada is one of the leading countries when it comes to health care.” Many of the medical leaders in this country understand the benefits of effective, efficient communication of medical information and images because of the large land mass and small population. Cutting-edge treatments now involve tapping the expertise of doctors who may be thousands of miles away from the patient. Picture Archiving and Communication Systems may, for example, hold the key to life-saving treatment based on full information.

“We have been very successful in Canada,” adds Townend. “In Canada we are number one by far when it comes to imaging.”

In five Canadian provinces – Nova Scotia, New Brunswick, Prince Edward Island, Manitoba and Alberta – Agfa systems are virtually the only systems used in the medical field.

Ironically, Agfa doesn't dominate in Kitchener-Waterloo; only St. Mary's Hospital uses their solutions. Townend and Nesbitt are not thrilled to have to admit that.

All about adaptation

Providing the best in medical imaging is a moving target. That's why the R&D centre in Waterloo, well populated with development experts, is so crucial to Agfa's future. But the company is building on an impressive history of innovation and adaptation. Agfa started with film, which led it into medical imaging. When computerization changed the model, Agfa adapted. Then came PACs. Each time, says Townend, “we made the transition.” The plan is, to keep adapting.

The potential for Agfa solutions seems



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limitless, especially because of developments such as the federally-funded Canada Health Infoway. On Sept. 27, the Canadian government announced funding totalling \$500 million, most of which is intended to speed up the implementation of electronic medical record systems, systems that, according to an Infoway release, "are the gateway that will enable physicians and nurse practitioners to securely access vital patient information including diagnostic images, blood test results, drug histories and clinical reports."

Canada Health Infoway CEO Richard Alvarez said, "The time has come to shift

our attention to the front lines, where the lion's share of care is delivered, so more physicians and nurse practitioners can

The Canadian government announced funding totalling \$500 million... to speed up the implementation of electronic medical record systems.

access and retrieve the information stored in these systems."

This is music to the ears of the Agfa executives. Townsend refers to the Infoway as "the Holy Grail".

Nesbitt points out that Agfa's solutions are very user-friendly. Another

catch-phrase pops up in the conversation: "XERO" technology, an element of Agfa solutions that basically refers to the need

for no - zero - software installation. XERO underlies developments like IMPAX Data Centre Viewer, a "zero footprint medical image and report viewer developed to provide access to imaging information for clinicians at any point of care."

The average business reader probably doesn't need to understand that, but Nesbitt insists that medical personnel understand completely and quickly. A radiologist, for instance, "will typically get two hours training, one on one with an expert from Agfa."

The bottom line

Nesbitt and Townsend love to talk technology, but they also get really excited about the human factor. And that's where all the technology really makes the difference.

Townsend refers to the situation in the North West Territories, where medical images on film had to be sent by plane to an expert in another part of Canada. The process could often take "at least a week" before action could be taken in the NWT.

Now, using the Agfa systems, adds Nesbitt, radiologists in Nova Scotia are getting the images instantly, reading them, and returning their reports within the day. Lives are being saved.

The same is true halfway around the world, where wounded soldiers in Afghanistan are receiving treatment based on expert readings done by doctors in North America.

The next step

Agfa is now aiming to bring its applications to smartphone platforms. This would not be used for diagnostic purposes, but could be invaluable in terms of conveying the range of medical information available through the system.

The exciting part is, no one is really sure where Agfa may go, next. The future lies in the minds of the hundreds of R&D staff at the Waterloo facility; in the effectiveness of the Infoway; in the willingness of doctors and administrators to adopt technology that will make live easier - and healthier - for staff and patients.


One thing is certain, though: Agfa will continue to be synonymous with adaptability. X

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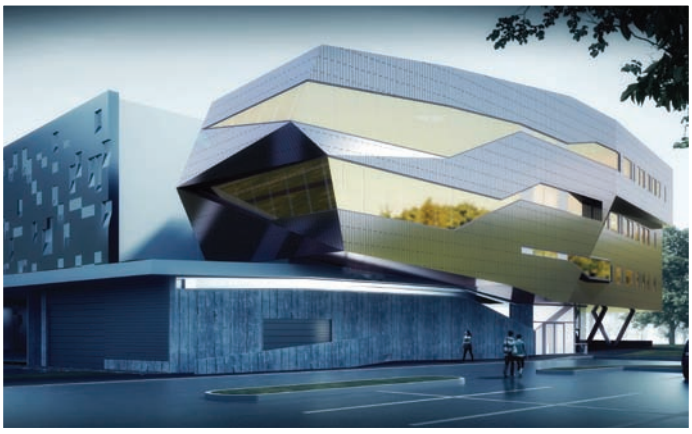
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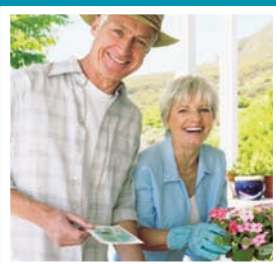
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And the answer is: "It depends"

by MELANIE REIST



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

One of the most difficult issues my employer clients face is managing the employment relationship with employees who have been ill and off on an extended sick leave. I am often asked the question, "At what point can they terminate the employment relationship?"

If there is a violation of the Code, in addition to damages for any wage loss, damages can be awarded to compensate for injury to dignity, feelings and self respect.

Is there an obligation to pay severance?" A primary legal concern is to ensure that the employer's actions do not violate the Ontario Human Rights Code which guarantees an individual's right to equal treatment with respect to employment without discrimination because of disability (which has been broadly defined to include a handicap or illness). If there is a violation of the Code, in addition to damages for any wage loss, damages can be awarded to compensate for injury to dignity, feelings and self respect.

Under the common law, from which our law of wrongful dismissal is derived, when an employer ends the employment relationship there is an obligation to provide reasonable notice or payment in lieu of notice. Does that obligation exist where an employee has been absent due to illness for a significant period of time? As is often the case the answer is: "It depends".

There is a legal doctrine known as frustration of contract. A contract of employment can be frustrated by an employee for illness or incapacity, but is dependent upon whether or not the illness or incapacity is of such a nature or likely to continue for such a period of time that either the employee would never be able to perform the duties contemplated by the original employment contract or that it would be unreasonable for the employer to wait any longer for the employee to recover. In the recent decision of *Naccarato v. Costco Wholesale Canada Ltd.* ("Costco"), the Court was asked to determine whether Costco was entitled to end the employment of Naccarato after a continuing and lengthy absence from employment, without any common law pay in lieu of notice.

Naccarato commenced employment with Costco in 1990. He worked as a clerk. In 2002 he became ill and went on a medically approved sick leave. He initially received short term disability benefits and then qualified for long term disability benefits. After an absence from employment of almost five years, Costco terminated Naccarato's employment on the basis of frustration of the employment contract. It relied upon Nac-

carato's family physician's report which indicated that there was no prognosis of when Naccarato could return to employment. Costco argued that based on Naccarato's continued absence from work and his ongoing inability to return to work due to illness (con-

firmed by his physician), his contract of employment had become frustrated. Naccarato sued for wrongful dismissal and argued at trial that Costco had not established that there was "no reasonable likelihood of him being able to return to employment in the foreseeable future". Naccarato argued that the response of his physician indicated that he was still attempting treatment through a referral to a new psychiatrist and it was unknown when he would be able to return to work.

In the Naccarato case, while the duration of the illness was significant, the trial Judge found that the medical evidence did not support a finding that there was no reasonable likelihood of the employee returning to work in the reasonably foreseeable future. Rather, the evidence from the Court's perspective supported that the employee was still being treated by his doctor and a new psychiatrist was being sought.

The Court also recognized that given the clerical position of Naccarato within the organization, there was no evidence that his absence was harmful to the company or that maintaining his employment status resulted in any disruption to Costco's business.

Naccarato was successful in his wrongful dismissal action against Costco and was awarded damages equivalent to 10 months earnings.

Costco might have had more success if the position held by Naccarato would have been of a management or more senior level employee. In a 2007 Court decision, it was recognized that if an absent employee is a senior executive whose absence cannot be tolerated for any extended period of time if the business is to succeed, then a relatively short period of incapacity may frustrate the employment contract.

In my experience these cases are rife with difficulty, exposing an employer to possible litigation in a wrongful dismissal action and/or an application to the Human Rights Tribunal. Much patience is required by employers to navigate their way through these thorny issues; however that patience will avoid costly legal fees and court or administrative proceedings. ✕

LEVERAGING POSSIBILITIES

Achieving success with Board mentoring relationships

by JOHN T. DINNER



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

Many boards see the wisdom in supporting new directors by assigning a more senior or seasoned board member to act as their mentor. The mentor can provide ongoing, real time, practical support that is intended to supplement the theory that is often the basis of traditional new director orientation sessions.

Mentoring programs rarely deliver on their intended objectives until such time as they are formally structured and a level of accountability is established for their success.

Mentoring programs rarely deliver on their intended objectives until such time as they are formally structured and a level of accountability is established.

Providing new Directors with the support they need to the point where they are able to fulfill their potential as valued contributors is a significant challenge requiring a strategically designed process to ensure individual director success in the boardroom. More broadly speaking, organizations need to proactively identify director developmental needs and to establish a planned and concerted program to properly orient and develop new Directors.

Typically, the Board Chair and the Corporate Governance Committee have critical roles in making sure that the potential new directors bring to the boardroom is leveraged as fully as possible. While general

information delivered passively is valuable and essential, director orientation must be tailored to the new board member's specific needs and the board's requirements.

The need for a mentoring relationship recognizes that new director orientation can rarely address all of the issues and questions that a new Board member may encounter. After a new Board member has served as a director for some time following the formal orientation, new issues often arise without an ability or

forum to have questions addressed. A mentoring relationship provides the means of closing this gap.

An effective director mentoring process, then, should be viewed in the context of a new director orientation program that serves to introduce the "softer" side of the board: its culture, the relationship with management, group dynamics and other governance "informalities". This can be achieved through a mentoring relationship that can help establish rapport and help to set expectations around director contribution and performance. One way to tackle this side of director orientation is for established board members to mentor new appointees through easily accessible off-line



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advice. The mentoring relationship should be established as part of new director orientation objectives and deliverables.

One way to tackle this side of director orientation is for established board members to mentor new appointees through easily accessible off-line advice.

Positioning for Success

Board mentoring processes often fail because the mentoring process is not spelled out clearly so that all participants share commonly held expectations and understanding of how the relationship will unfold and work. Some of the following dynamics often contribute to the failure of mentoring relationships:

- an absence of clear roles that both the new directors and senior board members are to play;
- a lack of a formal and explicit introduction and launch of the mentoring relationship;

- a lack of clarity as to who is responsible for ensuring the success of the mentoring relationship;
- a lack of accountability for ensuring that the relationship delivers on its objectives; and,
- a lack of staff support that may be needed from time to time.

To ensure success of the mentoring initiative, the following steps should be considered:

- a formal, in-person introduction of the mentor and mentee;
- clear descriptions and expectations for both the mentor and mentee roles;
- well defined objectives for the mentoring relationship;
- an explicit timeline the relationship is expected to last;
- clear expectations set as to what the interaction can or is expected to look like during this time; and,
- a mechanism for reporting back or assessing the mentoring relationship.

To enhance the opportunity for personal interaction, consideration should be given to having the mentee assigned a mentor who:

- resides in the same area to facilitate in-person interaction; and,
- serves together on a board committee

to enhance the opportunity for personal contact.

Mentor Role

The mentor's role would be to be available, ideally in person or, if more convenient, by telephone, to give an overview of how the Board operates from the perspective of a Board member and to answer questions and issues as they arise for the new Director. It is estimated that the mentor role would involve an average of one hour per month over one year. This time may be concentrated in the first several months, depending on the needs of the new director.

It should be the mentor who is primarily accountable for initiating contact and ensuring the relationship with the new director is successful. Given that any successful relationship is based largely on effective communication, the experienced director is in a better position to foster this essential component of the mentoring process.

It is estimated that the mentor role would involve an average of one hour per month over one year.

Resourcing and Accountability

In addition to the mentor and mentee roles, there are other contributing roles to be played to support and ensure an effective director mentoring process. These could include:

- the Corporate Governance Committee to give ongoing active oversight of the mentoring program as part of its overall "ownership" or responsibility for the orientation of new directors;
- the Board Chair who would have a more active role, possibly, in assigning mentor relationship and monitoring their effectiveness; and,
- a Staff Coordinator who would provide logistical and other forms of "operational" support as required.

To address many of the factors that can undermine the success of a mentoring program, it is recommended that the Board Chair take an active role in establishing and monitoring mentoring relationships between the newer and more experienced directors. It would be the Chair's responsibility to check in with the new director during and at the conclusion of the mentoring relationship to determine whether then needs and expectations of the new Directors have been met and to arrange for further follow up, if required. X

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DEVELOPING POTENTIAL

Building capability in your team builds your ability to get things done

by MICHAEL SNYDER



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

If you followed the steps from my last article, “Aligning Talent to Strategy”, you may have already defined your goals where talent can be leveraged; identified the skills and behaviours required to achieve these goals; and assessed the skills and behaviours of your team to identify any gaps. The last step we touched on was filling the gaps through training, recruiting, or re-organizing your talent pool. My tendency is to lean

Without disputing the accuracy of the CLC’s research, I pose a rhetorical question to readers: Is an employee’s chance of succeeding at the next level solely determined by his/her capabilities? I dub this question rhetorical because the answer, in my mind is ‘no!’

It is our role as leaders to collaborate with our high-potential employees to prepare them for success within their present and future roles with the organization.

It is our role as leaders to collaborate with our high-potential employees to prepare them for success within their present and future roles with the organization.

towards training and re-organizing the talent within because it increases retention of high-potential employees, sustainability of corporate knowledge, and overall employee engagement.

The key ingredients to successfully develop the potential within your current employees are:

1. Recognizing where potential resides within your organization;
2. Understanding where each employee’s potential can best be deployed to benefit the organization;
3. Developing high-potential employees for their current and successive roles in advance of the need.

According to the Employee Value Proposition Survey, 2009 conducted by the Corporate Leadership Council, only 8% of employees have better than a 75% chance of succeeding at the next level, creating a finite number of candidates with potential to succeed in critical roles.

With constant demands and pressure on us every day, it is hard to fathom spending more time coaching and mentoring our employees.

However, spending at least 20% of your time recognizing and developing the talent within your teams will pay significant benefits to you and your ability to manage successful results in your department and organization! Building capability in your team, builds your ability to get things done with the right quality, timeliness, and cost effectiveness.

Recognizing Potential

To reiterate from previous articles, it is the executive team’s responsibility to lead by example in talent development by demonstrating that recognizing potential talent is a priority. Executive meetings and departmental meetings should have “Talent Development” on the

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agenda – who are our high-potentials? Where can they best be deployed and where are they interested in contributing? What state of ‘readiness’ is each high-potential at in their development? It is also wise to measure the retention rate of your high-potentials the same way we measure overall employee retention.

Recognizing high-potential talent starts with the leader’s observation, but this should be further supported by both qualitative and quantitative evidence. Performance evaluations, behavioural and skills-based assessments, and their participation in learning events are all evidence to answer the question “Is this employee capable, motivated, and interested to succeed in their role and future roles?”

Deploying Potential

We now know where potential lies within our team or organization, now what do we do with this knowledge? A good place to start, and probably the easiest, is to ask your high-potentials first. Each leader should meet one-on-one with their talented employees and take them through a ‘career interests discussion’. You can find information online on how to conduct this discussion, but here’s a summary:

Armed with the employee’s performance evaluations and assessments, you can start this discussion by letting him/her know why you consider them a great employee and that you want to support their career development within your organization. Following this, ask the employee about his/her interests, aspirations, special talents, and where they would like to see their career develop. Additionally, ask the employee if he/she feels their talents and potential are being utilized and recognized.

After you have identified the high-potential’s career aspirations, collaboratively discuss the opportunities and career paths that are available or will be available in the future. With this information you can now go back to the departmental or executive meeting to discuss how you feel this person’s talents can best be deployed considering the organization’s current and future talent requirements.

Developing Potential

We know who we have and why we consider them to be high-potentials; and we have a pretty good understanding of where their talents can best be deployed. The key to the term high-potential is the word “potential”! To round out the high-potential development equation, we need

to understand the how and when.

In coordination with the high-potential employee, create annual development plans that focus on going from good-to-great with their strengths, and shoring up any significant challenges that may negatively impact their career progression.

In all cases of high-potential development, it is always the responsibility of the high-potential employee to take ownership of his/her career development.

Any of their skills and attributes that fall in-between these two extremes can be valuable to develop as well, but the employee will see the greatest progress by focusing on the top strengths and most significant challenges. Focus only on two to three competency development areas so that the employee can reasonably achieve professional growth.

The 70/20/10 Model for effective learning is a widely-adopted and logical application for creating development plans for high-potential employees. To put it simply:

- 70% of learning and development takes place from real-life and on-the-job experiences, tasks, and special proj-

ects. This is the most important aspect of any learning and development plan.

- 20% comes from coaching, mentorship, and from observing and working with role models.
- 10% of learning and development comes from formal training. Even with

learning that is acquired through coaching, mentorship and formal training, the real learning for a skill acquired takes place back on the job when the skill or feedback is applied to a real situation.

In all cases of high-potential development, it is always the responsibility of the high-potential employee to take ownership of his/her career development. As leaders, it is our responsibility to coach, guide, support, and encourage development opportunities. The more you become involved, provide encouragement and visibly track their progress, the more they will be motivated toward success. X

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CREATIVITY AND LOVE

RIM and Apple agree on a theme

by **SUNSHINE CHEN**



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

Much is being talked about and pursued in our community around the issues of improving our capacity for knowledge, innovation and creativity. There are initiatives to make greater investments in arts and culture, so that we can better attract smarter and more talented people from around the world to come into our Region and contribute to making life better here through what they do.

'Love' as a driver for creativity and innovation in business, enterprise, and growing our community – a little too far fetched, and new age?

And because of what we've already accomplished, and what we've done, our achievements have been quite exceptional. We've been recognized as the most intelligent community in the world, have a university presence in all of our major city centres in the Region,

have one of the world's tech giants in our backyard, and enjoy the benefits of being in one of the fastest growing economies in the country – but I fear that in our drive to develop our community's creativity – and prosperity – through talent, hard work and enterprise, we sometimes overlook a more fundamental inspiration for creativity – Love.

If you haven't yet seen it, "Love what you do" has been Blackberry's ad campaign for this past year. The ads showcase an array of almost caricature-like, stereotypes of people: an Asian surfer dude, a black hair stylist who's into hip haircuts, a new-age-20-something female yoga instructor, a teenage girl who's being teased about a boy she likes, a pair of gay male interior designers, a Paris Hilton wannabe extolling the benefits of being able to see if someone has read her messages, and a Hispanic gang banger who's into souped-up cars – all of whom use their Blackberry and the Blackberry Messenger Service (BBM) to be cool

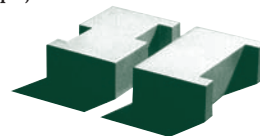
with their friends and the people they work with. The ads end with all the people making funny sounds, followed by Blackberry's tagline: "Love what you do."

Meanwhile, Apple's iPhone 4 ads have been highlighting the phone's Facetime feature by focusing on



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significant moments in peoples' lives that are made better with an iPhone. A father away on business can see his wife, watch their baby crawl, and see their daughters play; grandparents can see their granddaughter on graduation day in cap and gown; girl friends can help each other pick out clothes while they chat about a date; a soldier away on duty can see the first sonogram of his new baby with his wife back at home; and a boyfriend can sign "I love you" to his deaf girlfriend. Fade to Apple logo while Louis Armstrong sings "When you're smiling, the whole world smiles with you."

Now although some might say that the Apple ads are too sentimental, and too emotional, they remind us not just to 'love what you do', but what's more, to 'love who you are' and 'love who you're with'. Even though Apple and Blackberry are in the same business of selling smartphones, it seems to me that RIM aims to change the way we work with the Blackberry, and Apple aims to change the way we live with the iPhone. The Blackberry

In our drive to develop
our community's creativity – and
prosperity – we sometimes
overlook a more fundamental
inspiration for creativity – Love.

ads draw attention to how you could be more efficient – and 'cooler' – with a Blackberry. The iPhone ads show how you can better connect with the people that matter to you, and how your life could be more meaningful with an iPhone.

By putting feeling into technology at Apple, and by putting emotion into computer animation at Pixar, by focusing on 'Love', Steve Jobs and his companies are not only changing the way people use technology to communicate with one another, but they are revolutionizing and improving the way people relate to one another, understand more about each other, and reminding us all that technology and enterprise are here to enrich our experience of who we are and who we're with. In the process, Pixar and Apple have become arguably two of the most profitable, influential, innovative and creative companies working in the world today.

So 'Love' as a driver for creativity and innovation in business, enterprise, and growing our community – a little too far fetched, and new age?

I remember watching a documentary on the birth of the Renaissance in Italy. It asked where, when, or to whom, could the beginning of the Renaissance be attributed. I thought it would have been Pietro Brunelleschi, the builder of the Dome of Florence, or Leonardo da Vinci – but no, they concluded that the Renaissance began with St. Francis of Assisi. St. Francis and his capacity for love was so great that it changed the very notion that

divine love was beyond the grasp of human beings, and instead, allowed people to see that human love was divine. And in so doing, the idea that man was the centre of his universe unleashed the creative explosion, scientific and artistic pursuits, and the period of innovation and high invention that we now know as the Italian Renaissance.

How about that – the beginning of a whole new way to see the world, all that because of Love.

Makes me wonder, why can't we put a little more 'Love' in our lives here in our community as we go about 'What we do'? X



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MAINTAIN YOUR PROFITABILITY

Care for your factory the way you care for your car

by DOUG CATER



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

While there will come a time when it makes sense to replace an aging piece of equipment, hopefully it's not because it is letting you down.

Most machines have consumable and replaceable materials and components. Consider your car as such

Maintaining simple, right-sized equipment, capable of meeting short-term deadlines, and available when called upon, is the number one priority. And that maintenance is no more difficult than maintaining your car.

a machine – a very complex and expensive piece of equipment you spend years paying for. It's a machine that you rely on to start when you need it to, so it will take you where you need to go every day. The U.S. Department of Transportation reports that the average life span of a vehicle is just over 13 years, with a final mileage of 145,000 miles. Few people keep their cars this long however. The most recent estimate has peo-

ple trading in their new cars after six years and typically around 70,000 miles.

Your car, new or used, is loaded with wearing components and materials that require regular maintenance or replacement. Follow the manufacturer's scheduled maintenance plan, and you stand a pretty reasonable chance of having a reliable vehicle that will last for years. Skip the prescribed maintenance, and you could end up stranded on the side of the road, late for work, and facing significant repair bills.

Your factory is pretty much the same. Poorly maintained equipment will leave you with unplanned downtime, quality problems, frustrated employees and irate customers, independent of whether newer, faster, bigger equipment is available. And in a lean environment, where we focus on creativity over capital,

newer, faster, bigger equipment is the antithesis of what we are after. Maintaining simple, right-sized equipment, capable of meeting short-term deadlines, and available when called upon, is the number one priority. And that maintenance is no more difficult than maintaining your car.

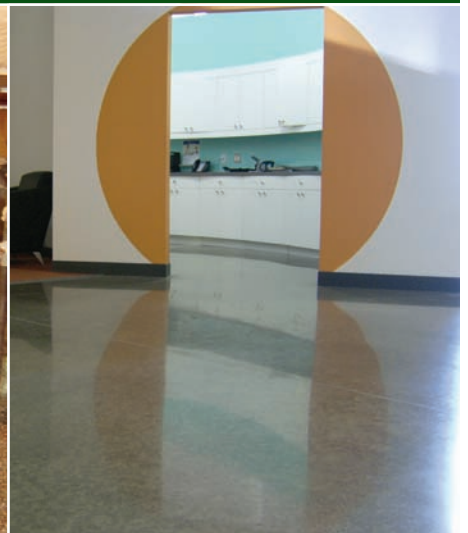
Equipment manufacturers provide everything from maintenance schedules to spare parts lists to help you



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keep your equipment in top shape. Did you purchase an older machine without a manual? No problem – have your maintenance personnel spend some time looking it over for grease fittings, oil cups, belts, clutches, brakes, load cells, chains, sprockets, bearings, gaskets, filters, lin-

Poorly maintained equipment will leave you with unplanned downtime, quality problems, frustrated employees and irate customers.

ings and seals, then develop your own! If you still need help, contact the manufacturer to obtain recommended service and replacement frequencies or go on-line to find user and equipment manuals. These are often available even for equipment produced before these companies even had websites.

Just a few other maintenance thoughts and questions:

- Are clear expectations and measurements available and communicated with respect to equipment reliability?
- Does your company differentiate and track planned vs. unplanned maintenance hours and costs?
- Are breakdown events analyzed to determine the root cause of their failure?
- Do maintenance “projects” take precedence over preventive maintenance activities?
- Do you schedule maintenance activities, or maintenance personnel?
- What history is available to show repair costs vs. event frequency?

Most organizations spend an inordinate amount of time fixing equipment rather than preventing its failure. Think again about your car. Preventive maintenance includes, everything from washing your vehicle, to changing the oil (engine, gear oil, transmission oil, etc), and replacing brake pads and clutch linings – exactly the types of activities that prevent premature, unplanned and expensive break-downs on large capital equipment.

World class organizations focus on increasing planned (preventive) activities first, in anticipation of reduced breakdown maintenance requirements. They also spend a significant amount of time and energy developing and reporting appropriate measures to track and support the analysis of breakdown causes and their impact on profitability. X



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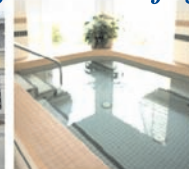
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Savvas Chamberlain and former UW President David Jonston, now Canada's Governor-General; the Chamberlain family has donated \$3 million to the University of Waterloo.

THE FOUNDER OF DALSA CORP. has donated \$3 million to the faculty of engineering's Vision 2010 Campaign at the **University of Waterloo**. In recognition of the gift from the family of **Savvas Chamberlain**, the electrical and computer engineering wing in the new Engineering 5 building will be named the **Savvas Chamberlain Family Floor**. The donation will support the faculty of engineering's infrastructure program as well as provide scholarships for undergraduate and graduate students.

Chamberlain, a former University of Waterloo electrical and computer engineering professor, is widely respected as a scientist, academic, inventor and entrepreneur.

"Savvas Chamberlain's early and pioneering work helped put Waterloo on the international map of microelectronics research," said **Adel Sedra**, dean of engineering. "Savvas has given a lot of his time over the last few years to ensure that the department of electrical and computer engineering continues to thrive and be among the best in the world. Now, Savvas and his family are continuing in this generous vein by making a substantial gift to the department."

Chamberlain founded DALSA, a University of Waterloo spin-off, in 1980, based on extensive research in CCD (charge coupled device) technology and MOSFET (metal-oxide-semiconductor field-effect transistors) image sensors. He is currently chairman of the company's board.

Under Chamberlain's leadership, DALSA has grown worldwide from few employees to more than 1,000 employees worldwide. As chief executive officer, he was responsible for corporate strategy, strategic technology direction and long-term planning, as well as setting the direction of the company's culture.

Chamberlain continues to spearhead the faculty of engineering's faculty, staff and retirees campaign as a dedicated co-chair and volunteer. He sits on the faculty's dean's advisory council and is the incoming chair of the dean's development council. The development council oversees the Vision 2010 Campaign, which so far has raised \$75 million of its \$120-million target.

ROGERS COMMUNICATIONS INC. has entered into an agreement to acquire **Atria Networks LP**, owner and operator of one of Ontario's largest fibre-optic networks for cash consideration of \$425 million, subject to certain

adjustments. Atria Networks is privately owned by **Birch Hill Equity Partners**.

The purchase of Atria Networks, based in Kitchener, augments the Rogers Business Solutions offering by enhancing its ability to deliver on-net data centric services within and adjacent to the company's cable footprint.

"The business-to-business market represents a significant opportunity for Rogers. The acquisition of Atria strategically fits with our enterprise strategy to offer on-net, high growth data services to small and medium sized businesses," said **Nadir Mohamed**, President and Chief Executive Officer, Rogers Communications Inc. "Atria brings a highly experienced and dedicated management team with a strong track record of success. We are pleased to welcome Atria's 130 employees to the Rogers team."

Atria's unique and scalable network includes 5,600 fibre route kilometers and over 3,800 on-net buildings in high-growth territories including Ottawa, Cornwall, Kitchener-Waterloo, Cambridge, Guelph, Richmond Hill, Markham, Hamilton, Barrie, Orillia, Peterborough and Vaughan. Atria serves a diverse customer base of over 1,100 customers spanning the public sector, enterprise and carrier providers.

COM DEV EUROPE, a subsidiary of space hardware manufacturer **COM DEV International Ltd**, has signed a 5 million Euro contract with the **European Space Agency** for the development of new SB-SAT (SwiftBroadband for Satellite) technology. Partnered with Inmarsat and Broad Reach Engineering (US), COM DEV Europe will develop an SB-SAT terminal that will enable 24/7 access to Low Earth Orbiting spacecraft, utilising Inmarsat's existing I-4 satellite network.

Low Earth Orbiting (LEO) spacecraft can currently only communicate with the ground during the ten minute period when they fly over a dedicated ground station. Consequently, satellite operators have to invest in expensive ground segment infrastructure, or lease dedicated facilities, in order to communicate with the spacecraft for just a short period a few times a day. Satellites have to be designed to store data until the satellite passes over a ground station and such data is very often 'out of date' by the time it reaches the user.

The SB-SAT concept would enable LEO spacecraft to continuously communicate during the whole orbit. Space-

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qualified SB-SAT terminals, which will be specially adapted versions of Inmarsat's aeronautical SwiftBroadband service, will be incorporated on LEO spacecraft. The terminals relay signals to the Inmarsat satellites located further out in space, in geostationary orbit, and then through the Inmarsat ground stations to the user or operator, making full use of Inmarsat's mobile broadband system and its proven infrastructure. This will allow 24/7 access with very low latency at data rates up to 475kb/s, opening up new mission opportunities.

REGION OF WATERLOO PUBLIC HEALTH has honoured the winners of **Waterloo Region's Healthy Workplace Awards Program**. This program recognizes and celebrates workplaces in Waterloo Region who demonstrate a strong commitment to improving the health of their employees.

The following workplaces were recognized for one of the award levels at the Awards Ceremony on October 7: **Boehmer Box; Equitable Life of Canada; Erb Group of Companies; Labstat International ULC; Raytheon Canada Limited; Babcock and Wilcox; Canada Revenue Agency; Christie Digital Systems Canada; City of Kitchener; Corporate Benefits Analysts; Enermodal Engineering Ltd; Extend-A-Family Waterloo Region; Region of Waterloo; Sun Life Financial of Canada; Toyota Motor Manufacturing Canada; Trinity Village; Waterloo Wellington Community Care Access Centre.**

EXCITING ADVANCEMENTS IN specialized medical care for children with special needs were announced at **KidsAbility Centre for Child Development**, including plans that are currently underway to open a new site in Kitchener in Spring 2011.

Through the generous support of local donors, **Dr. Karen Backway** has joined the KidsAbility staff on a part-time, weekly basis while Developmental Paediatricians **Dr. William J. Mahoney** and **Dr. Olaf Kraus de Camargo** will provide outreach clinics at KidsAbility sites in Waterloo, Cambridge and eventually Kitchener. Attracting such highly-trained specialists to Waterloo Region is a major achievement for not only KidsAbility but for the Region as a whole. Families that have children with special needs, have in the past had to travel to various medical appointments in much larger cities that

have teaching hospitals; facilities that typically attract Developmental Paediatricians.

"The addition of these specialized physician resources will be a huge benefit to our community in terms of supporting the development of care for children with complex medical needs and complementing the skills of our talented local paediatricians," said **Stephen Swatridge**, CEO, KidsAbility Centre for Child Development.

These three new physicians will support the interdisciplinary teams at KidsAbility and enhance the medical expertise, skill and knowledge available locally.


"Having this level of expertise available and accessible to families in our community is wonderful news," said **Sue Simpson**, Community Resource Coordinator, Waterloo Region Family Network. "Families have been asking and hoping for this for quite sometime. It speaks to a growing need in the area of complex special needs and we welcome these paediatric specialists with excitement and anticipation."

"Our deepest gratitude is extended to our donors whose continued support has helped to make the appointment of Dr. Backway to the KidsAbility staff a reality," added **Lisa Talbot**, Executive Director KidsAbility Foundation.

THE UNIVERSITY OF WATERLOO has officially opened its new world-class **Energy Research Centre**, which will support cutting-edge research and technology development in energy conversion. At the opening ceremony, the university also announced the appointment of University of Waterloo professor **Claudio Cañizares** as the inaugural **Hydro One Chair in Power Engineering**. The Hydro One Chair in Power Engineering is funded by a \$2.5-million agreement signed last year with Hydro One Networks Inc.

The Energy Research Centre provides a focal point for energy research groups in the faculty of engineering at Waterloo, including the Centre for Advanced Photovoltaic Devices and Systems, solar thermal research laboratory, energy and pollution modelling, and fuel cell research and development labs.

"The University of Waterloo has made energy a top strategic priority and through the **Waterloo Institute for Sustainable Energy (WISE)**, we address the full spectrum of sustainable energy R&D, education, partnerships and commercialization," said **Jatin Nathwani**, executive



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director of WISE. "Energy challenges continue to command attention at the national and international levels. It is a reasonable premise that a healthy energy equation requires balance among the energy sources: those we know and those that we have yet to discover."

In its 14,000-square-foot research facility on the ground floor of the Energy Research Centre, CAPDS conducts key work in photovoltaic energy conversion, which turns sunlight into energy.

The Energy Research Centre also houses laboratories in the department of mechanical and mechatronics engineering: solar thermal research lab, which develops new solar thermal technologies mainly aimed at housing; advanced glazing system lab, which analyzes energy-efficient glazing systems and shading devices; and lab for fuel cell and green energy research and development, which investigates cost-effective and reliable fuel cell technology and clean biodiesel



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engines. Research is also carried out in pollution dispersion and energy storage through computer modelling.

The rooftop of the Energy Research Centre features test platforms for the solar thermal lab and for wind turbine acoustics, which examines the causes of excessive wind turbine noise.

Funding for the Energy Research Centre came from Canada's federal government, Ontario's provincial government, industry and the University of Waterloo. The 43,200-gross-square-foot Energy Research Centre cost \$11.4-million to build. Federal and provincial government funding totals \$31.3 million for lab equipment and research support.

GREY CANADA HAS ANNOUNCED the opening of a new branch in the heart of **Canada's Technology Triangle**. The new GreyKW office will be located in **The Communitech Hub: Digital Media and Mobile**

Accelerator, in the **Lang Tannery** building, in downtown Kitchener. This location puts GreyKW in the centre of Canada's thrust for achieving digital media excellence through innovation.

"This initiative is very exciting because it allows us to explore new business opportunities in a very vibrant region within Canada," said **Ann Nurock**, President and CEO, Grey Canada. "The region of Waterloo has a thriving business community with a range of industries that can benefit from the global expertise that a company like the Grey Group can provide. We are keen to become part of and support the business community in the region."

The key driver for opening this regional office was to be part of the excitement generated by the Communitech Hub. This location offers a very dynamic component for Grey Group's expansion into the region. As part of the Hub community, Grey's team will be working directly with startup companies, to assist them in creating their marketing strategy and establishing sales opportunities. The global marketing experience plus the strategic and creative excellence that Grey is known for will be of great value to entrepreneurs and companies throughout the region.

Grey has appointed **Beth Cotter** as Business Director for this office. Cotter is a long time resident of KW and has over 18 years marketing, communications and branding experience, working exclusively in Kitchener Waterloo with B2B companies. Cotter began her agency career at **Quarry Communications** in Waterloo. She also worked as a Brand Strategist with **MFx Partners**. Beth has a Canadian Advertising Agency Practitioner (CAAP) designation from the Institute of Canadian Advertising (ICA).

Outside of the agency business, Beth is a member of the Board of Directors of the **Food Bank of Waterloo Region**.

ECONOMIC DEVELOPMENT EXECUTIVES from 11 large Canadian cities across the country – the **"C-11"** – have created a new unified brand called **ConsiderCanada.ca**. The ConsiderCanada.ca brand will be launched in November.

Canada's large cities represent more than 50% of Canada's economic activity. Similarly, the globe's top 25 mega-cities, including **Beijing, Mumbai** and **Mexico City**, account for more than half of the world's wealth. The C-11 will be working

in cooperation to attract trade and investment opportunities from around the world.

The C-11 member from Waterloo is **John Jung**, Chief Executive Officer, Canada's Technology Triangle.



John Jung, CEO, Canada's Technology Triangle

Economic development agencies participating in the C-11 include the **Greater Halifax Partnership, Quebec International, Montreal International, OCRI (Ottawa Centre for Research and Innovation), City of Toronto, Canada's Technology Triangle Inc. (Waterloo Region), Economic Development Winnipeg Inc., Saskatoon Regional Economic Development Authority, Edmonton Economic Development Corp., Calgary Economic Development, and the Vancouver Economic Development Commission.**

GREENWAY HOME PRODUCTS, under its operating division of **Greenway Water Technologies**, has announced a new Canada/China joint venture with **Ningbo Aquaworld Group Co. Ltd.** of Ningbo, Beilun China. Focused on expanding its residential water treatment business to international markets, Greenway (Ningbo) Water Technologies Co. Ltd. will also support Greenway's growing North America business with added engineering, product development and manufacturing capacity.

"This is a great opportunity for Greenway to further participate in the global Residential Water Treatment market," say **Phil Greenway**, Chairman. "China's surging domestic market and the global thirst for clean, safe drinking water makes it the right time to expand our global reach. Selecting a partner for our expansion that holds the same values

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and goals is often difficult; however in this case it was easy. Aquaworld has been a strategic supplier to Greenway over the past decade and their participation in the domestic China and world markets will assist us in achieving our global objectives in residential water treatment."

Greenway's existing Suzhou China Office will assist the new Joint Venture with Administrative and Logistics support.

ALLAN HOLMES led the **Grand River Conservation Authority** through its darkest times when he was Chief Administrative Officer between 1991 and 2000, but his passion, commitment and integrity helped overcome funding cuts and put the GRCA on a solid footing. Holmes, a resident of Guelph, picked up his 2010 Grand River Conservation Honour Roll Award at the GRCA awards ceremony in Cambridge in September. This is a special award that is not given out by the GRCA every year.

The 1990s were difficult times and Holmes knew many challenges were ahead when he accepted this position at the GRCA. In 1991 he conducted an organizational review so when the province cut funding from \$4 million to under \$1 million the blow was lessened.

"I wanted to maintain the integrity of the organization and stabilize the GRCA to ensure it generated income of its own," he said. In the years since, up to half of the GRCA's annual budget has come from self-generated income. The rest is from municipal levies and grants.

Despite the challenges, there were many great successes for the GRCA during those difficult years, including the designation of the Grand River and its major tributaries as a Canadian Heritage River in 1994.

"Allan really put his heart and soul into getting the Heritage River designation. This was a tremendous achievement for the GRCA," said **Barbara Veale**, coordinator of policy planning and partnerships, who worked on this project. This distinction has helped bring recognition, partnerships, tourists and funding for many improvements. Most importantly, it turned the attention of residents back to their local waterways, where they found exceptional recreational opportunities close to home. Holmes also had a hand in securing the land for the 75 kilometres of rail-trails during the 1990s.

After retiring, Holmes was on the

Grand River Conservation Foundation board until 2008, and continues to be a great contributor as a Grand Champion. Contributions of more than \$25,000 were made in his honour when he retired and this was just the beginning, as he has actively worked with the foundation on many projects.

Five 2010 Grand River Conservation Awards were also given out. They went to **Clare Rennie** for his work on the Guelph Rotary Forest, **Chuck Beach** for environmental work including the Brantford Earth Week committee, **Paul and Steve Cressman** for tree planting and stewardship of their two farms near New Hamburg, **Ducks Unlimited Canada** for wetland creation and enhancement throughout the watershed, and **Wellington Green Legacy** which has planted a million trees since starting in 2004.

THE UNIVERSITY OF GUELPH has launched **The BetterPlanet Project**, an ambitious plan to help improve the quality of food, environment, health and communities here and around the world.

The BetterPlanet Project spells out a vision of what the University wants to accomplish, a \$200-million fundraising campaign to help build human capacity and a strategy for accelerating innovation. Guelph alumnus **Tye Burt**, president and chief executive officer of **Kinross Gold Corp.** and vice-chair of the University's Board of Governors, will lead the campaign.

"The Better Planet Project is a call to action for the University and concerned citizens everywhere to work together to improve life on this planet," said U of G president **Alastair Summerlee**. "The world is at a critical point, and the University of Guelph is uniquely positioned to make a significant contribution... We have the interdisciplinary expertise to make a difference, but we need to accelerate the pace of change — we must transform the way we are contributing to make this a better planet."

The campaign, which has already attracted close to \$88 million, will provide the people and tools required for discovery and for translating U of G innovation into practical, useful applications, Burt said.

AT THE ECONOMIC DEVELOPERS ASSOCIATION OF CANADA'S annual conference in **Quebec City**, the **Waterloo Region Manufacturing Innovation Network** or MIN was honoured with a **2010 Marketing Canada**



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Launched in January of 2009, the MIN (www.waterloomin.com) provides free tools to local manufacturers like an online company directory, job board and expert blogs. With over 750 members from across the region, province and globe — the MIN is a central online resource for Waterloo Region manufacturers.

COVARITY INC., HAS RECEIVED an additional \$2.3 million in investment funding from **Business Development Bank of Canada - GrowthWorks, Tech Capital Partners, VentureLink Group of Funds and Ontario Emerging Technologies Fund**. The funds will be used to execute the company's growth plans to expand its presence in the U.S. financial services market.

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Covarity grow and transform the way financial institutions manage their commercial credit portfolios – becoming a critical component of the success of their clients,” said **Andrew Abouchar**, Partner, Tech Capital Partners. “We are proud of our ongoing contribution to their progress and look forward to watching Covarity take advantage of an extremely exciting market opportunity.”

STEMMLER MEATS OF HEIDELBERG has been honoured as one of the Top 100 Canadian Food and Beverage Processors as listed in the September 2010 issue of **Food In Canada** magazine.

Stemmler's has been recognized based on the type of work it does in filling the void of allergy sensitive meat products and the sales growth it has experienced over the last number of years. Stemmler Meats celebrated its 25th Anniversary in October.

THE WATERLOO CATHOLIC DISTRICT SCHOOL BOARD has announced that **David Eby** is the Board's 2010 Distinguished Graduate. A lawyer by training, David attended Canadian Martyrs Catholic Elementary School in Kitchener and is a 1994 graduate of St. Mary's High School. He is presently Executive Director of the **B.C. Civil Liberties Association**.

Recognized by **Vancouver Magazine** as one of the city's "Power 50" most influential advocates, David is the author or lead editor of five publications on the state of housing and social sustainability in Vancouver. He has appeared frequently in national and international venues, speaking and writing on civil liberties.

THE GREATER KITCHENER WATERLOO CHAMBER OF COMMERCE has announced that nominations for the 2011 Business Excellence Awards are now being accepted. The following award categories are available for nomination:

- Business of the Year (over 20 employees)
- Business of the Year (under 20 employees)
- Environment Award
- Innovation Award
- Michael R. Follett Community Leader Award
- Non-Profit/Charitable Award
- Volunteer of the Year Award
- Workplace Training Award
- Young Entrepreneur of the Year Award
- Waterloo Regional Immigration Employment Network (WRIEN) Award

See www.greaterkwchamber.com.
Deadline for Nominations is Friday November 5th, 2010 at 5:00pm.

MTE CONSULTANTS INC. HAVE DONATED \$10,000 towards the Market Square Skating Rink / Water Feature that is being built outside Guelph's new City Hall.

CANADA'S MINISTER FOR SCIENCE AND TECHNOLOGY, Gary Goodyear, recently announced the launch of the **Graduate Enterprise Internship initiative**, the second in a series of new funding initiatives FedDev Ontario will deliver to build a Southern Ontario Advantage.

The announcement was made at **Agfa HealthCare** in Waterloo.

Goodyear said, "This program will support businesses and not-for-profit organizations as they provide recent STEM (Science, Technology, Engineering and Mathematics) graduates and current graduate students with internship and structured mentoring opportunities to help them gain business and management knowledge in a workplace environment. Businesses will also benefit from the technical and scientific knowledge of students and recent graduates.

"I invite all not-for-profit organizations and post-secondary institutions located in southern Ontario that currently offer mentorship or internship programs for STEM graduate students and recent graduates of undergrad programs to submit applications for this new program."

Details about the Graduate Enterprise Internship are available at www.feddevontario.gc.ca; 1-866-593-5505, or at info@feddevontario.gc.ca. X

attempt was made to change the power balance between the so-called northern and southern nations.

She loved the work but the position was based in Toronto and involved extensive overseas travel. Though she was strongly supported by her husband Michael on the home front, the commuting and travel was too overwhelming.

She thus left and began the next chapter of her career in a new position at the United Way of Kitchener-Waterloo and the Townships of Wellesley, Wilmot and Woolwich as the Director of Planned Giving and Leadership Giving. She said she "loved the diversity of constituencies that United Way is involved with – business, labour, non-profit organizations and people from all walks of life." She recalled that United Way supported her early work in Windsor and she has been a supporter ever since.

In the mid-1990's her husband Michael decided to retire from his federal government position and yearned for another overseas experience. Things happened quickly and following French language training in Strasbourg, France, Hulene and Michael became country directors with Mennonite Central Committee in Burkina Faso. They worked there for five years helping to develop local leadership and working with Ten Thousand Villages to get new products into their stores.

Returning to Kitchener-Waterloo in 2003, Hulene took a position as Senior Director of Government Relations and Development at the University of Waterloo. It was an exciting time when the university began planning for the development of their downtown Kitchener campus and focusing on the knowledge economy. She recalls working with then president (and current Governor General) David Johnston as especially gratifying.

"Hulene has spent her life creating community that is both expansive and inclusive."

She left that position in 2005 to help launch the Lyle S. Hallman Foundation. A prominent local entrepreneur and philanthropist, Hallman died in an automobile accident in 2003. Montgomery describes this organization as "an amazing resource for the community." It makes grants in the areas of health, education and children's development, all special interests of Hallman. In this role, she sticks to her commitment of working with



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people to develop good proposals for funding.

Asked about her motivation to do all these things, Montgomery referred to the "three F's – faith, family and friends". She believes "we are all part of God's world" and caring for it and its people is at the core of what she does.

She added her family upbringing, particularly the influence of her late mother Annette, has been profound. "My mother was involved with the YWCA in Cam-

In 2005, she helped launch the Lyle S. Hallman Foundation.

Montgomery describes this organization as "an amazing resource for the community."

bridge. We often hosted international guests in our home. This gave me a window on the larger world," she recalled. "My grandmother took in other kids who became part of our family. Our home was always open to people."

She also emphasizes that she could never have accomplished all she has without the abiding support of her husband Michael, who shares her interests and values. Daughter Heather and her two grandchildren are also sources of great joy in her life.

Finally, her varied paid and volunteer jobs have left her with a wide circle of friends around the world. She noted they are a "great support and also a lot of fun."

Community and organizational development consultant Theron Kramer is one of those friends. He has known Montgomery for 30 years. He said, "Hulene brings incredible vision and passion to everything she does. She sees the big picture, but more importantly, works diligently at using her wealth of community knowledge and contacts to link people and build networks that move the community forward in meeting the needs of some of its most vulnerable populations."

Another close friend, Spiritual Director Margaret Nally, first met Hulene in the early 1980's at the Global Community Centre. "The ethos of Global Community has been a wonderful metaphor for how Hulene moves in the world," Nally recalled. "Hulene has spent her life creating community that is both expansive and inclusive." In so doing, she is making a difference in our local community and in the global community as well. X

Montgomery worked with the Mennonite Central Committee in Burkina Faso.



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BRINGING THE GLOBAL COMMUNITY HOME

Hulene Montgomery has had a remarkable career building community both locally and global

by BRIAN HUNSBURGER

If you have ever worked in community development across Ontario or in Africa, chances are you've met Hulene Montgomery. She thinks, but especially acts, both locally and globally.

From her first jobs picking tobacco and working as a lifeguard in her hometown of Ayr, Montgomery has gone on to work in government, university and non-profit settings leaving a remarkable legacy in the process.

Currently the Executive Director of the Lyle S. Hallman Foundation, Montgomery has extensive experience working for agencies that have both granted and received grants from a variety of private foundations

and government sources. This experience has reinforced one cardinal rule for her: "Programs that are set up without consultation with those who will be the end user of the funds are bound to fail." She noted that a recent publication of Grant makers for Effective Organizations is titled "Do nothing to us without us."

Montgomery started her career after graduating from the University of Guelph working in Windsor doing what she called "door-to-door community development." She founded an agency called Home Help. In the early 1970's she started an Opportunities for Youth program in Essex-Kent-Lambton where she also set up a grant-making process.

Following a stint with a Federal Government employment support and small business development program in Toronto, she ended up in Kitchener-Waterloo in 1977, working for the federal Local Initiatives Program (LIP).

Regional Chair Ken Seiling first met Montgomery around that time when he worked as Director of the Wellington County Museum. "Hulene is the kind of person who is not a blocker, but a facilitator of good work," he recalled.

In the late 1970's immigrants from south-east Asia were flooding into Canada. "Waterloo Region sponsored more families than any other community in Canada," Montgomery noted with pride.

She moved into a refugee liaison position and helped establish a coordinating committee in cooperation with Kitchener-based Mennonite Central Committee of Ontario (MCC). "I loved that job," she recalled. It was her first, but not last, experience working with MCC.

While volunteering at the now defunct Global Community Centre, then Executive Director John Van Mosel encouraged her to apply for a George Drew Commonwealth Award that matched people and projects in various Commonwealth countries. Through this process she and her husband Michael Graham and her daughter Heather ending up working with CUSO in Marpong, Botswana, from 1982-1985. Their job was to help set up a knitting factory to replace South African imports that were banned because of trade sanctions against the apartheid regime.

Upon returning, she soon found herself Executive

In the late 1970's immigrants from south-east Asia were flooding into Canada.

"Waterloo Region sponsored more families than any other community in Canada,"

Montgomery noted with pride.

Director of the local YWCA that was struggling at the time. In her tenure there from 1986-1989 the agency shifted its focus to concentrate more on social issues. She recalled working with an outstanding board that made this transition possible.

From there she took a job with the Anglican Church of Canada as Director of the Primate's World Relief and Development Fund. The focus of her work was in human rights advocacy in 60 countries where an

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