



VOLUNTEER OF THE YEAR
CAROLINE OLIVER

MOVING ON



A DOLLAR SPENT IS A
DOLLAR SENT

EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ECONOMIC DEVELOPERS / EDUCATORS

Vol. 28 No. 5 May 2011 - \$6.95



BUILDING A BETTER SANDBOX

Iain Klugman leads Communitech as it develops one of the most innovative digital incubator and accelerator centres in the world

INSIDE

- The Next Challenge for Jim Harper
- Business Excellence Awards
- Busting Social Media Myths
- Relief Sale – hands-on charity

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On the cover: Iain Klugman, Communitech President and CEO, Building a Better Sandbox

EXCHANGE

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EXCHANGE magazine is a regional business publication published by Exchange Business Communication Inc., CEO Jon Rohr. Eight issues per year are distributed to each company in Kitchener, Waterloo, Cambridge, Guelph, and Fergus as determined by Canada Post Business Postal Walks. **Subscriptions are available for \$36.00. Send cheque or money order to Exchange, 160 Frobisher Dr. Unit 10, Waterloo ON N2K 3K0. Attn: Circulation Department.** Back issues are available for \$8 per copy. Phone: (519) 886-9953. Fax: (519) 886-6409. ISSN 0824-457X Copyright, 2008. No part of this magazine may be reproduced without written permission from the publisher.



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MAY 2011

EXCHANGE

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BE PREPARED

Earthquakes come in many forms

by PAUL KNOWLES



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

My wife and I have relatives in Japan. Her nephew, his Japanese wife and their little boy live east of Tokyo. So we were plugged into every news report from the earthquake and tsunami tragedy that ravaged Japan.

Our family members are fine. But as we know, thousands did not survive, and millions have felt the severe impact of the catastrophe. What we may not know for

Our west coast is also in the "ring of fire" susceptible to earthquakes, but I am not talking in such narrow terms. There are other tsunamis that could easily engulf our country, but our governments tend to do little or nothing to prepare. Whatever the issue, few look beyond the current term... or current election campaign.

Take pension plans, for example: everyone seems to

There are other tsunamis that could easily engulf our country, but our governments tend to do little or nothing to prepare.

years is the effect of the damage to the nuclear power plants, and the ensuing health risks.

As I watched and read about the continuing threats to health and well-being, I was forced to reflect on the foolish optimism of human beings.

Let's face it, there are a number of things that were quite well known prior to the earthquake. Everyone knew that Japan is vulnerable to earthquakes. Everyone also knew that nothing but harm can come from ripping open parts of a nuclear plant.

But with the foolish optimism that is common in humans, they went ahead and built the plants in a quake zone, anyway.

The driving force behind such decisions is usually the expediency of short-term governing. A government wants an answer to a pressing need, and wants it soon enough to reflect well on it in the next election. Long-term concerns are set aside for the short-term good.

Before we start pointing fingers to the east, however, we must realize that the same blind faith malaise is alive and unwell in North America; in fact, in Canada.

agree that the inverted pyramid of retirees compared to wage-earners makes our individual economic futures untenable; but who is doing anything about it? Governments think in the short term – this is a long term issue, although its ramifications are drawing nearer, all the time.

The financial outlook is rife with similar issues, economic earthquakes that could, in the longer term, shake the health right out of our economy. The long-term outlook for manufacturing, for example; the soaring costs of health care; the price of providing transportation systems, whatever their exact form.

We even fail to look long-term at issues regarding the internet. What is access going to cost in the future? It's unknown, and undecided. Will there be enough bandwidth? Who knows, as multiple millions of users use millions of applications.

It would seem as though our leaders – in Japan, in Canada, and around the globe – would do well to adopt that venerable motto of the Girl Guides: "Be Prepared." Because earthquakes come in many forms. ✕

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Clintar Poised for Growth....Again

Clintar Landscape Management has grown large by paying meticulous attention to the smallest details. The Kitchener Clintar franchise was launched in 1996, by Jim Maloney and Michael Malleck – and they freely admit it was initially a small operation.

Jim was the man on the spot through the early years and continues to run the day to day operations. The reality is that Jim has successfully grown the business, since Mike's primary focus has to be on the Clintar franchise in London, Ontario. Jim brought just the right level of determination and energy to the job, constantly double-checking to make sure the job was done right, and quickly earning the respect and loyalty of Clintar clients.

That loyalty sparked rapid expansion.

Clintar is a company that has found its perfect niche, although the partners point out that Clintar is really two completely different operations, depending on the season.

In the warm months, Clintar carries out landscape management for a wide variety of commercial and industrial clients. Services vary from Landscape Maintenance, Construction and Garden Maintenance to picking up litter. But when it snows, Clintar's plows, sidewalk crews and salt trucks efficiently clear hundreds of acres of parking lots.

Clintar has seen significant growth since the early years. When Jim and Mike launched the local franchise, 15 years ago, the company had four people and a fleet of four trucks. Today, Clintar has 40 full-time employees, another 40 part-timers, and a fleet of summer and winter equipment that a mid-sized municipality would envy.

And Clintar has also added a third business partner – John Burns, former VP of Sales and Partner at Basics Office Products, who has come on board in 2011 to navigate Clintar through another growth cycle.

The three partners go way back – they became friends in high school. But John didn't join only because of friendship – he sees his new company as a business right for the times. "We've found a market niche we're good at. Within Waterloo Region and Guelph, there is a lot of opportunity for growth. We want to expand our commercial business."

Jim concurs. "We've built a team, we have really great customers, and

our work speaks for itself." And Mike adds that the level of expertise and professionalism found at Clintar is significantly beyond the norm in the industry. He leads a tour through the Clintar facility, through the mechanics' shop where two full-time mechanics keep equipment in top shape, and states, "our clients expect us to have first class equipment, a level of knowledge and experience to tackle all their outdoor needs."

Today, the company services about 100 clients in Waterloo Region and Guelph, including some of the largest commercial and industrial sites, such as the Sunrise Centre and the newest and largest Regional commercial development, the Boardwalk, on Ira Needles Boulevard. Clintar's client list includes names like Lowe's, Walmart, Zehr's, Canadian Tire and M&M Meat Shops – whose head office was one of Jim's first clients. That relationship continues today.

Forget anything you might believe about a landscape management company being a couple of guys in jeans with a pick-up: Clintar team members are industry certified, well trained, are always in uniform, the hundreds of pieces of specialized equipment are state of the art, and in some cases for larger clients there are Clintar staff on site, full time.

Clintar also carries out landscaping design and build for private residences, but the bulk of its clients are commercial properties – insurance companies, not for profits, retail and industrial clients. The partners are ready to expand every facet of their business.

The Clintar partners understand their task – "it's our job to allow our customer to focus on their core business."

In order to make that happen, the Clintar owners keep a close watch on their own core business, which John describes as "high quality, high service" carried out by a team that Jim praises as "seasoned professionals."

Mike adds, "the end result is reliable, consistent service."



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HOME DELIVERY TO AN INTERNATIONAL MARKET OF DOG & CAT LOVERS

There are plenty of books that will tell you how to start your own business. Odds are pretty good, none of them will mention the Erik Kuttis approach.

Kuttis is the founder and owner of TLC Whole Life Natural Pet Products, a Canadian company based in New Hamburg, with branch offices in the United States, Japan and South Korea. The company is showing 35 per cent growth, year to year.

This month, TLC will celebrate the official opening of its new corporate headquarters, a 10,000 square foot facility that is three times larger than the previous corporate premises.

TLC's products are manufactured at facilities elsewhere in Ontario.

All this from beginnings that were not only humble, but entirely unpredictable.

Kuttis founded the company in 1994, while he was still a student at the University of Guelph. "I was in university," he recalls, "and had done some test marketing for someone who had come up with a unique dog food formula."

The formula was excellent – the business plan apparently was not. When Kuttis showed up to collect a paycheck, he found the company locked up.

It's a classic case of making lemonade from lemons – he "did a deal with the landlords," and while still a fourth-year student, founded a company.

He knew the pet food products were good – TLC produces high quality food for dogs and cats – and he also brought his inherent business acumen to the challenge. "Within six months," he told Exchange, "we were in Tokyo and across Canada."

Today, their product is also sold in South Korea and in the Caribbean.

Kuttis believes there are two keys to his company's success: "a very high quality product," and "we deal direct with the customer... the product gets dropped on your doorstep. No one else is really doing this."

It's a case of ancient tradition meeting the internet. Kuttis says that TLC "was a very early internet adapter," and the company has a very vibrant internet site (www.tlcpetfood.com), where clients manage their own delivery schedules, place orders, and generally interact with the company. They can also contact the company through an 800 number. But in the end, the model looks like the good old days when milk and bread were delivered right to your door... except that the product is food for your pets.

SECOND GENERATION TO HEAD A&Q

This year marks a major transition for Armstrong & Quaile Associates Inc., of Waterloo. In April, 2011, founder Ken Armstrong officially passed control of the company on to his children, John Armstrong and Heather Phillips.

Armstrong & Quaile was the featured business at a recent Centre For Family Business event. The company was founded 20 years ago by Ken Armstrong and Elwood Quaile, and origi-

nally based in Manotick, near Ottawa. Today, the larger operation is in Waterloo, with an office still located in Manotick.

Phillips told the CFFB audience that the family now owns four companies. What began as a mutual fund dealership and insurance agency has expanded to also include IntelReports, a back office system for client data, reporting, on-line statements and SmartCharts, and Retirement 101, "the standard in retirement education since 1995." The staff complement is more than a dozen.

Phillips said that her father managed the Co-Op in Echo Bay, east of Sault Ste. Marie, for 25 years. He took early retirement, and founded Armstrong & Quaile in 1991; ten years later, he bought out his partner. John Armstrong launched the KW branch in 1993; Phillips became an employee of A&Q in 1999.

Phillips told the CFFB members that succession was not a quick or easy effort, but she said, "Our family business is in good hands and hearts, with John and I at the helm. John and I are grateful for Dad's vision and heart to build Armstrong & Quaile to a point where it can be passed down."



Allison Graham, speaker & strategist, was the keynote speaker at the January 21 CFFB Breakfast meeting in which Heather Phillips (right), Vice-president of Armstrong & Quaile Associates Inc. shared their family business story.

PHOTOS: ALBRECHT IMAGERY



PHOTO: PAUL KNOWLES

Shown are some of the TLC Pet Foods head office staff: front, left, Courtney Miller, Lisa Paille; back, from left, John Schultz, Marjorie McMaster, Sandra Kuttis, Erik Kuttis, Stefanie Haffner, Peter Hessler.

Kuttis explains that his products lend themselves perfectly to this approach. The majority of pet food shoppers are women (70 to 75%), and they are not eager to haul home large, heavy bags of pet food. TLC ships it right to the customers' doors. Within 100 kilometers or so of the head office, deliveries are done by corporate staff. Farther afield in Canada and internationally, delivery is done by one of a number of courier companies under contract to TLC.

The product is innovative, as is the order and delivery system. So, too, says Kuttis, is TLC's approach to the environment. "We were one of the first pet food companies to green our packaging." The TLC website underlines this with the motto "Reducing the Environmental Pawprint."

Head office in New Hamburg is home to about 10 employees; there are also employees in Tokyo, Seoul, and Houston.

TLC is still a privately-owned family business; Kuttis' wife, Sandra Kuttis, is a full-time employee.

Success has come in large part because of wildly positive word of mouth. Unsolicited testimonials from pet owners are commonplace; TLC products are often "referred by pet professionals," says Kuttis, and also recommended by many breeders. "People are very, very happy with our products. That's how we've grown."

He's proud of the positive comments, but he recognizes that his business lends itself to such reactions. "Pets are a warm and fuzzy topic... Canadians love talking about weather and pets." He's no exception – the Kuttis clan includes a pet dog, and two cats have recently been adopted by the head office staff.

With the new head office now open and in full operation, what is next for TLC? Kuttis is looking at major expansion efforts in two places. First, the United States, where he sees great potential for building from their current foothold position.

And second, China – although there is a roadblock at the present time. "Right now, China will not accept Canadian pet food, although they will American-made pet food. As soon as Chinese markets open up, we've got representatives lined up" and ready to take on that mammoth market.



Business of the Year (Under 20 employees): Jeff MacIntyre Chair of the Chamber of Commerce Board of Directors, Matt Stube, Estimator, and Harry Oudman, President, both of KW Cornerstone Paving, John Jarvie, Lutherwood



Innovation Award: Igloo Inc. Jill Skene, presented by Dave Jaworsky, RIM



Non-profit/Charitable Award: Kelly-Sue Labus, Nutrition for Learning, Neil Henderson, Borden Ladner Gervais LLP

PHOTOS: TOMASZ ADAMSKI PHOTOGRAPHY

K-W Cornerstone Paving, and Steed and Evans share Business of the Year Honours



Young Entrepreneur of the Year: Jeff MacIntyre, Paul Maxwell, Maxwell's Music House, Ron McNaughton, CFFB, Entrepreneurship and Technology



Hospitality/Tourism Award: Jeff MacIntyre, Mark Bingeman, Bingemans, Mary D'Alton, Waterloo Inn Conference Hotel



WRIEN award: Prakash Venkatraman, Redragon Oil & Gas Systems International, Julie Ingham, Libro Financial Group



Workplace Training Award: Jeff MacIntyre, Rachel Romany and Dianne Weir-Rowell, St. Mary's General Hospital, John Tibbits, Conestoga College



Business of the Year (Over 20 Employees): Jeff MacIntyre, Paul Sausa, Steed and Evans Limited, Peggy Jarvie, University of Waterloo



Environmental Award: Sean Zister, Seven Urban Market & Café, Murray Costello, Union Gas, A Spectra Energy Company

Almost 800 people gathered in February to honour the exceptional contributions of 63 individuals and organizations who were nominated for Business Excellence Awards at the Greater Kitchener-Waterloo Chamber of Commerce annual gala.

Eleven awards were presented, including:

Young Entrepreneur of the Year: Paul Maxwell is the owner of Maxwell's Music House, which offers a unique blend of music and arts related services. Services include live musical performances seven nights each week, music lessons offered on a variety of instruments, a signature Rockstar Camp for Kids, a special needs music education program, and an in-house community/charity radio station.

WRIEN (Waterloo Region Immigrant Employment Network) Award: Redragon Oil & Gas Systems International Inc. is a certified manufacturer of custom-engineered solutions for the utility and recycling industrial sectors. They produce systems and products that allow strategic resources to be reused at a fraction of the cost of using virgin consumables. They currently have over 95% immigrants on their team, hailing from over 20 heritage backgrounds and speaking more than 20 languages. Part of their company name stands for "Reflecting Ethnic Diversity".

Volunteer of the Year Award: Caroline Oliver is the Chair of the Chamber's Networking Breakfast Committee. She has served as the Director of Development & Marketing with the Kitchener-Waterloo Art Gallery since 2003. In addition to her volunteer work for the Chamber, she serves on the Program Advisory Committee for the Public Re-

lations program at Conestoga College, and is a member of the Program Committee for the local chapter of the Canadian Association of Gift Planners.

Non-Profit/Charitable Award: Nutrition for Learning – It's hard to believe that every day in this thriving community there are children who go to bed, wake up and attend school hungry. Nutrition for Learning is dedicated to meeting this hidden need. With only four staff and through a network of over 600 adult and 250 student volunteers, a minimum of one nutritious meal is provided daily for over 9,000 children during the school year.

Workplace Training Award: St. Mary's General Hospital is one of Ontario's top performing hospitals. Nationally recognized for providing innovative, best practice care, the more than 1,200 staff, 800 physicians and 400 volunteers are committed to delivering on the hospital's vision to be the safest and most effective hospital in Canada, characterized by innovation, compassion and respect.

Environment Award: Seven Shores Urban Market & Cafe is a company that connects local and global producers to our surrounding area. They buy and sell products at fair prices to provide a sustainable living to our producers and employees. They work in a positive eco-environment, educating others about living a healthy lifestyle, socially conscious consumerism, and community.

Hospitality/Tourism Award: Bingemans has been providing hospitality and tourism services within Waterloo Region for over 70 years. Whether guests are visiting Bingemans for a day of fun at Big Splash Waterpark, Fun-

worx, and the camping resort, or attending a conference, wedding, trade show, or gala – they always seek to provide the highest quality experience possible for guests.

Innovation Award: IGL00 is a social software company that builds online communities for business. Uniting document management and collaboration software, within one secure social networking platform, organizations use IGL00 communities internally to improve employee productivity (Workplace Communities) or externally to foster stronger relationships with customers, partners and suppliers (Marketplace Communities).

Business of the Year Award (20 and Under Employees): K-W Cornerstone Paving Ltd. was established in 1956 and has worked diligently to be regarded as an innovative industry leader. Currently K-W Cornerstone Paving Ltd. employs 17 of the industry's most conscientious and dedicated people. They are guided by their core values of honesty and integrity while providing a high quality product, excellent workmanship and superior service at a fair market price.

Business of the Year (Over 20 Employees): Steed and Evans Limited is an employee-owned, diversified road building contractor and building materials supplier in South/Central Ontario. In business for 58 years, their work ranges from public civil infrastructure projects to private development sites.

Michael R. Follett Community Leader Award: Jacqui Murphy is a Partner in Tech Capital Partners, the co-founder of Social Venture Partners Waterloo Region, and founder of Art Allies, a company focused on increasing expo-



Michael R. Follett Community Leader Award: Jacqui Murphy, SVP & Tech Capital Partners, Karen Mason, Equitable Life Insurance Company of Canada



Volunteer of the Year: Caroline Oliver presented by Wayne Stahle, Stahle Construction Inc.

sure for local artists. She is also an active community volunteer, sitting on the boards of Communtech and The Kitchener and Waterloo Community Foundation.

The Gala was co-hosted by Nancy Richards from CTV and Mark Paine from KFJN.

STRAT PLAN CONSULTATIONS REVEAL CONTRADICTIONS

Residents of Waterloo Region are being asked what they like – and dislike – about their community. It's all part of a strategic planning process that the Region carries out with each new term of Regional Council. The members of Waterloo Regional Council were elected for a four-year term in the municipal election last fall.

At that time, the Region embarked on the public consultation process, says Lorie Fioze, manager of strategic planning for the Region. The first phase of public consultation – which included a telephone survey of 1160 regional residents, and on-line and published survey which resulted in 489 responses, and 18 focus group meetings – was completed earlier this year, and the second phase is now underway.

Fioze says that phase two involves “going out into the community again, just to be sure we had it right.” In the meantime, though, the findings of Phase One have been presented to council, and are also available on the Regional website – www.region.waterloo.on.ca; click on strategic plan. Fioze says that council has held a “brainstorming session” concerning the preliminary findings.

She told Exchange that there may be some gaps in the initial findings, although she quickly pointed out that the telephone surveys are “statistically reliable” across the three cities and four townships of the region. However, she added that the in-person groups were weighted toward seniors, immigrants and students (these three categories accounted for nine of the 18 focus groups), and that other segments of the community should be heard from in Phase Two.

Fioze also noted that Cambridge was the site of only one focus group – Phase Two will pay more attention to the part of the Region south of the 401 – and that only one meeting was held in the townships, although there are

four rural municipalities.

The four-year strategic plan will be presented to council at their last meeting before the summer, in June, and will probably be distributed to the public in July. Exchange asked if mid-summer was the most appropriate time for the dissemination of a key study; Fioze replied that the roll-out will continue through the fall.

The “Preliminary Public Input Report”, posted on line, explains that the strategic planning process is intended to “identify the most pressing priorities of the community.”

The consultation process was designed “to gather public input on what is liked best and least in Waterloo Region; experience and satisfaction with Region of Waterloo services; communication and engagement preferences; suggestions to boost trust and confidence in government; and most pressing needs of the community.”

Ironically, some themes emerged as both the best and the worst in the Region, according to respondents.

The study, to date, has identified a long list of things residents like about Waterloo Region. In brief, they include:

- Small town feel of Waterloo Region with big city advantages;
- Diversity of people;
- Post secondary institutions;
- Vibrant arts and culture scene;
- Easy to get around;
- Green space;
- Innovative/progressive;
- Collaborative nature;
- High tech sector;
- Agriculture and locally grown food;
- The downtowns.

However, several of these themes emerged as the very things respondents like the least. In contrast to those who praised the ease of getting around, some residents felt that public

transit is unreliable and inefficient. Unlike those who praised diversity, some feel the Region is a hotbed of racism. And there were many respondents who felt the arts and culture scene was not vibrant, and who called for more support for the arts.

Here are some of the things respondents like least in the Region:

- Getting around – public transit;
- Traffic congestion, especially Highway 7 to Guelph, and downtown cores;
- Growth management related to “suburban culture”;
- Lack of inclusion and racism;
- Lack of arts and culture;
- Fear of change that can stifle progress;
- Inequities between cities and townships;
- Water issues – management, sustainability and taste.
- Aesthetics – unappealing areas ranging from waterfronts to city entrances and cores.

Respondents were also asked about the priorities regional government should focus on in the next four years. The answers:

- Getting around the Region – Transportation;

- Eliminating poverty;
- Creating more and better affordable housing;
- Managing growth;
- Supporting arts and culture;
- Promoting active lifestyles;
- Improving services for children, youth and families;
- Improving services for seniors;
- Increasing inclusion and promoting diversity;
- Improving communication and engagement.

Replies to the telephone survey were intriguing – respondents were mainly positive about regional services, with a small minority in the negative on almost all issues. One exception is the area of transportation, where 50% agree that “The regional transportation system meets my needs,” 18% are “neutral”, and 33% disagree (figures don't total 100% due to rounding off).

Another exception to the general satisfaction occurs in the area of “Indicators of Trust in Regional Government.” Only 44% agreed that “the Region of Waterloo is in touch with the needs of my community,” and only 25% agreed that “I feel involved in decisions that impact me as a resident of Waterloo Region.”

- Paul Knowles

and lighter than its predecessor and retains the same 9.7 inch screen.

BLACKBERRY PLAYBOOK: To say the Blackberry Playbook is coming late to the game is a bit of an understatement when you consider Apple has already released their updated tablet while RIM is still trying to get theirs out the door. Regardless, they've come up with a strong contender with a 7 inch screen which will appeal to those that find the iPad's larger format inconvenient. Like the iPad 2, the Playbook will come equipped with front and rear facing cameras and be available with similar storage capacities. Unlike the iPad 2, the Playbook will have support for Adobe Flash, ensuring that web sites viewed on your Playbook look and function the same way they do on your desktop computer.

THE ANDROID CHALLENGERS: Google's release of the Android operating system has been a boon to smartphone makers for a number of years, and as it's grown more robust over time, that versatility is now being put to good use by several manufacturers releasing their own tablets. Along with Adobe Flash support and the familiar dual-camera setup, both the Toshiba Tablet and Motorola Xoom enter the ring with attractive features for those looking for a portable media device: Higher screen resolution than the iPad 2, and an HDMI port so you can watch your videos on a TV or projector in high-definition.

For those who want the same suite of tools available on a desktop computer, the most compelling tablets may be the ones getting the least attention: **WINDOWS 7 TABLETS.** These devices run the same operating system as any new PC and work seamlessly with the touch interface of a tablet computer. In fact, I wrote this article in Microsoft Word on my recently purchased Asus Eee Slate. As anyone who's used a touchscreen will attest, any significant typing on one is less than ideal. That holds true for the Eee Slate as well; fortunately, Asus had the good sense to include a wireless keyboard with it, which was perfect for a long typing session such as this.

At the end of the day, choosing the right tablet, or any tablet at all comes down to what your needs and priorities are and whether they can be met by a tablet computer. Think carefully about what you want to accomplish with it and find out if the model you're interested in can perform those tasks the way you want. In terms of getting a real sense for how a tablet will work for you, sheets of specifications can't compete with the feel of a hands-on evaluation. So get out there, find a demo model and play with it. After all, new toys are supposed to be fun!

Adam Smith, recently nominated for Young Entrepreneur of the Year, is the CEO of My IT Guy (www.myitguy.ca). He can be reached at adam@myitguy.ca.

THE TABLET TAKEOVER? BY ADAM SMITH

With so much talk of the iPad 2 and the Blackberry Playbook, not to mention the Android-based tablets that are supposed to give them both a run for their money, no one would fault you for thinking our future will soon be dominated by more and more brilliantly glowing portable screens.

Tablet computers exist to fill the gap between smart phones and laptops. But what does that mean for you? Is a tablet just a smartphone with a bigger screen? Or is it a laptop without a keyboard? Neither description is quite accurate, and the competing products all bring something different to the table.

What follows is a brief rundown of what each tablet has to offer.

APPLE IPAD 2: While the iPad wasn't the first tablet, it was certainly the first to be widely adopted. Nearly 15 million units were sold in the first nine months it was on the market. While the original iPad was revolutionary, the iPad 2 is an update on that established platform, and its improvements can be summed up quite simply:

Despite gaining two cameras (front and rear facing), it manages to be thinner



Feridun Hamdullahpur named UW President

Feridun Hamdullahpur was appointed the sixth president of the University of Waterloo in mid-March. He succeeds David Johnston, now Governor General of Canada.

In announcing the appointment, Robert Harding, chair of the board, said, "Dr. Hamdullahpur brings to the University of Waterloo presidency a deep appreciation of and commitment to what is unique about this institution at this important time in its history. He is an academic leader who is driven by a passion for both teaching and research and a genuine desire to demonstrate how quality education can change society and the lives of individuals."

Hamdullahpur came to Waterloo as a seasoned academic leader with more than 34 years of university teaching, research and leadership experience. He has served as vice-president, academic and provost and then as interim president.

In an exclusive question and answer session with Exchange Magazine, Hamdullahpur was asked to identify the positive factors about his university, and the Region in general.

He said, "Waterloo is an amazing place in terms of excellence in scholarship and research but, at the same time, it is also an unassuming place focused on providing a collaborative environment that encourages entrepreneurialism."

"This university is mindful of its role in sustaining the spirit of entrepreneurialism in our community and putting it into action. We are committed to experiential learning and co-operative education, including enterprise co-op for students who wish to start a business. We have established programs such as the Conrad Centre for Business, Entrepreneurship and Technology with its unique MBET degree; we founded VeloCity, where some of our brightest and most motivated students can access industry expertise and get a head start on their own ideas before graduating; and we offer business and entrepreneurship programs in all our faculties. As well, by reaching out to international students while preparing Canadian students for a global world view, we build a critical mass of world-changing ideas starting right here at home."

The new President added, "Supporting innovative ideas means supporting students first and foremost. The success of our students in turning their ideas into action depends on their academic and personal experiences at the University of Waterloo. With the establishment of our Student Success Office, we will improve retention rates from first to second year and engage in a wide variety of student support

programs. And we hope to expand our support of student collaboration and entrepreneurship."

"There is indeed something very special going on here, born of the collaborative spirit of this region, and the University of Waterloo – its students, researchers, and alumni – will continue to play a key role in this success."

As interim president since October 2010, Hamdullahpur has actively pursued initiatives already underway to build on the successful fundraising campaign led by Waterloo's past president, David Johnston. Hamdullahpur is committed to continuing the sixth decade journey of pursuing global excellence and seizing opportunities for Canada.

He told Exchange: "My first priority will be to oversee the successful implementation of our rather ambitious sixth-decade plan, entitled Pursuing Global Excellence: Seizing Opportunities for Canada. The plan runs from 2007 until 2017 and, as the title suggests, acknowledges the importance of ensuring that both Canada and our students are well positioned to succeed in an increasingly global world."

"There are more than 100 separate recommendations impacting 19 areas of university life and all supporting efforts to increase research intensity, growing graduate studies, improving the undergraduate experience and bringing the world to Waterloo as well as Waterloo to the world. The ultimate goal is to achieve a level of excellence in research and teaching that positions UW among the ranks of the top 100 universities in the world."

"One important priority involves ensuring our students have the best experience, the best opportunity to succeed, that we can provide. So we are centralizing a number of new and existing support services under the umbrella of a Student Success Office. That office will oversee VeloCity, the innovation incubator that encourages entrepreneurial students to develop the next big wireless technology, as well as run a transition program for senior high school students and parents who want to learn all they can about how students can make a successful transition to university."

"Another important goal of our sixth-decade plan is to make Waterloo more international. Steps include opening two international campuses, and we are well underway to achieving it as partners in a Sino-Canadian college opening in Nanjing and with the opening of a Waterloo campus in the United Arab Emirates. We set out to enrol more international students, and the number has grown from just over 5,600 in September 2007 to just under 7,300 in September 2010. And



PHOTO: UNIVERSITY OF WATERLOO

Feridun Hamdullahpur

we want to encourage students to seek out an international experience and have set up a scholarship so that high-performing students can receive \$1,500 towards the cost of an academic exchange, co-op employment or other international experience."

"There are a number of other equally important goals outlined in our sixth-decade plan and I see my role as facilitating our continued pursuit of global excellence."

Governor General Johnston commented, "I am full of admiration for what Feridun has accomplished and confident of Waterloo's future under his leadership. I predict he will be an outstanding president."

In the interview with Exchange, Hamdullahpur outlined his vision for collaborative relationships:

"Waterloo has been so successful because it has positioned itself firmly on the supply side of Canada's knowledge economy. Skilled graduates stand alongside promising research and high-tech innovations as the most important output of any university, and Waterloo is no exception. This university in particular has built a pipeline of innovation from its campus to the business community, and reinforcing that pipeline is one of my top priorities."

"And collaboration is, of course, key; collaboration between students and faculty members, co-op students and employers, and between researchers and industry, government, and other institutions. At Waterloo we want to share our model of higher education

for the 21st century, to promote the kind of connectivity that brings together ideas and industry connections to make a positive impact that can be felt both locally and globally."

"We've equipped ourselves with some wonderful tools and resources to make the most of those collaborative opportunities. Waterloo's co-operative education program is the largest in the world, and is based on the idea that employers shouldn't have to wait until students graduate to access the value-added skills, motivation, and drive that Waterloo students are known for worldwide. Our Commercialization Office is a gateway to engaging with Waterloo's achievements in research to support business innovation activities. Waterloo's open intellectual property policy has helped lay the groundwork for the smooth transfer of ideas from the laboratory and the lecture hall to the marketplace. Our research partnerships with industry are among the strongest of all Canadian universities. We will continue to promote opportunities for high-tech businesses, and businesses of all kinds, to tap into the wellspring of expertise that exists on our campuses."

"Waterloo's greatest natural resource is the brainpower of our talented students. Our local business partners know this, but it is time to let the world know, and promote our collaborative approach as an effective way of bringing universities, businesses, and communities together to seek solutions to the challenges of both today and tomorrow."

XQuote

"What is the process that has the same effect on cultural evolution as sex is having on biological evolution?... I think the answer is 'exchange'. The habit of exchanging one thing for another, it's a unique human feature, no other animal does it ... exchange creates the momentum for specialization that creates the momentum for even more exchange."

- Matt Ridley, TED Global 2010

A CONFECTION OF IDEAS

What type of future is sought by a modern society? What permits prosperous progress? How do ideas develop and become reality? How well do people cooperate/collaborate and why is a single idea simply an idea? What happens when a single idea "has sex" with another idea?

In what may have been a world-wide attendance record-breaker, the second annual, 2011 TEDx Waterloo – fittingly dubbed TEDx TheUncharTED – was again rated by Exchange Magazine as a "mega goo" of thought invoking stuff.

Held in early March, the event was attended by 1,000 of Waterloo's digitally expanding collective who enjoyed a plethora of topics ranging from video gesturing, space walking, the psyche and its relation to surrounding space, a lot of individual determination and – as this gathering is indicative of – society's collective brain.

It was, as TED Global speaker Matt Ridley said, a "confection of ideas". Ridley was perhaps referring to the sweetness of the ideas that, when cohabiting with other ideas, contribute to a sum greater than either would have on its own. More pragmatically, he would explain it as the resulting effect of great craft, skill and work that, when combined, create prosperity.

TEDx events – where the "x" stands for independently organized and created in the spirit of TED's mission, "ideas worth spreading" – are designed to stimulate dialogue through enlightenment. The stage was a simple sitting area, fantastically decorated with Christie Digital's new monitor cubes, a visual display cube that, when placed in conjunction with another cube, shares the image screen making for a unique, and visually interactive experience. The cubes, when organized as they were at the TEDx event, create the funkiest bookshelf any media savvy guru would be excited to show off.

Ramy Nassar, who billed himself as the hardest working unemployed person in Waterloo, was very pleased with the 2011 event. In his opinion TEDx Waterloo 2011 "was a huge success" that exceeded his "wildest expectations". The event hosted 12 speakers and close to 1000 attendees from around Waterloo Region.

"Countless new connections were made and even more ideas were spread," said Nassar. In addition to those who attended the Centre In The Square event, online viewers "had over 7000 livestream connections of people/groups viewing the event remotely. More than 15 remote viewing events/parties were hosted in Waterloo Region alone, as well as events in Toronto, Brantford, London, Hungary and Hong Kong! One high school in Toronto actually put classes on hold for the entire afternoon while the entire student population tuned in together to celebrate Ideas Worth Spreading!"

As for next year, Nassar says they have a couple of speakers – "very excited already about the opportunity". In addition, this seasoned host is looking to "step it up yet another notch in 2012."



Dr. Colin Ellard discussed a personal journey that encompasses the interesting relationship between our perception of space and how we build our planet. He entertained the audience with his personal reflections, combined with science. His talk highlighted his discoveries while away for a year; his enlightenment was that, "as time went by, I was putting together a narrative that was glued to the landscape". This led to his study that measures the connection between behavior and space.



Edwin Outwater discussed Rebel Music, utilizing musicians from WLU, the Penderecki String Quartet, and from Maxwell Music House, Dave Mansell. Outwater began with a story of a student in San Francisco who praised Outwater's generation, 70's and 80's, for producing music that stood for something: "It was cool ... it wasn't complacent, it had spirit. It shook things up, rap, hip hop and punk, and all the off shoots of Punk." The student got Outwater thinking about the rebellious nature of music. "It often involves a guitar, and you hear this sound that shakes you up." He discussed the changing paradigms and myths. Outwater believes that perhaps it is now rebellious to pick a oboe or bassoon, the exact opposite of the rock myth. He further stated there are only two kinds of art and of music: "there's music that turns you on and there's music that turns you off. There's art that engages you and there's art that makes you disengage. It's the engaging art that is the rebel art. It's the things that are fighting against mediocrity, things that wake you up and make you realize there's more in the world, than is in your philosophy."



Shawn Qu, CEO of Canadian Solar and past lead scientist and director of solar projects of ATS's Photowatt, talked about the role solar energy will play in the future of the world. He is on a quest to transform humankind's energy future. The company moved its head office to Kitchener in 2009, and is one of the world's biggest suppliers of solar modules, with revenues exceeding \$1 billion in 2010. It employs nearly 8,000 people, has subsidiaries in seven countries, has active sales in over 30 countries, large manufacturing facilities in China, and recently opened a plant in Guelph to serve the Ontario market.



Astronaut Roberta Bondar, 65, talked about the challenge of change and how change means so many different things to each person. In addressing what change is and what facing challenge is all about, Bondar said, "The best way to handle change is to choose to do it, and in that choice we can actually find out who we really are."



Cambridge resident and live performance artist Lori Wonfor Nolan painted professional noise maker Ben Grossman, creating a visual interpretation of sound.

Family Business Began As A Small Boy's Dream

Lewis Straus remembers when, as a small boy, he would accompany his father to a farm equipment dealer. There, he would climb up on a backhoe, and dream of being old enough to operate that piece of equipment. He says, "I would sit on a Massey backhoe and pretend I was operating it, knowing one day I would own one. I grew up learning to run every piece of farm equipment we had. All I wanted to do was run equipment."

Straus, his wife Anne and his son Luke – one of three sons who are now partners in the business – told their story at a recent Centre For Family Business event.

Eventually, Lewis Straus became a backhoe operator, working at that trade for about a decade before he decided to launch his own business, originally known as Lewis Straus Backhoe Service Ltd. Anne remembers, "January 28th 1985, when Lewis Straus Backhoe Service Ltd. was registered." She admitted to some financial concerns but the business prospered, and the start-up loan was paid off within 12 months. She served as office manager – the office was a corner of her kitchen.

Her sons – Luke, Lyle and Larry – followed in their father's footsteps. Or perhaps more accurately, in his machinery tracks. Says Anne, "They learned how to operate backhoes, skid steers and trucks... Lyle learned to drive a standard dump truck – at age 12."

Anne said, "A few years after starting Lewis Straus Backhoe Service Ltd, we created another business called Lewis Straus Construction Ltd. Eventually, assets from Straus Backhoe Service were transferred to Straus Construction and Backhoe Service was dissolved."

The company has known, in Anne's words, "The joy of success, the stress of recession." But despite the challenges of the recessionary 90s, the company survived and again is in growth mode, employing all five family members and nine additional employees.

Lewis Straus has vivid memories of the early days of this company. After having paid off the original backhoe in a year, "in year 2, I purchased a single axle dump truck and trailer... This would save me a lot of time, since I wouldn't have to drive the backhoe from job to job." In his second year, Straus hired his first, part-time employee. And he was a very early adopter of a communications innovation: "I was the second businessman in the K-W area to buy a cell phone – a \$5,000 cell phone."

The company built their first shop in 1989, behind the Straus home they had built on a St. Agatha area farm. And he was thinking about succession planning very early – as his wife also noted, "I showed the boys as much as I could. I would take them with me to job sites."

The Straus business was constantly eyeing innovation. In 1993, they launched another business to sell de-icing salt to snow removal contractors, a company that exists today as Blams Group Inc.. Lewis Straus also created an adapted conveyor system that allowed access to tight, back-yard swimming pool project sites. He says, "After about five years of improvements and changes, the boys have the set-up, pool dig and tear-down all done in less than a day."

In the late 1990s, the Straus Construction operation moved to a headquarters on Shirley Avenue in Kitchener; their main business is excavating, along with some concrete work – about 280 concrete pours each season.

By 1999, all three Straus sons were working for the company; in 2007, each bought a 10% share in the business. Luke Straus says, "2011 looks to be a busy and hopefully profitable year. We are also expanding into stone and brick masonry which ties in well to the work we do for renovations contractors."

He told the CFFB group, "Dad has taught us well. We can all operate any of the equipment we own. We all know how to read blue prints, and we're as good at finishing concrete as he is... we think even better!"

Lewis Straus reflected on the successful inclusion of the second generation of his family. "I have been asked many times, how did I get my three sons to be so interested in construction and my business? My answer is, pay your family well so they understand that there is money to be made in the business. Thank them for their hard work and show appreciation towards them."



Lewis Straus Construction: Front Row: Lewis Straus, Anne Straus
Back Row: Lyle Straus, Luke Straus, Larry Straus

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- Canadian industries operated at 75.8% capacity in 2010, up from 71.3% in 2009. The 2010 rate was below the rate of 77.5% in 2008.
- Canadian employers project a steady hiring climate for Q2 2011, according to the Manpower Employment Outlook Survey. 21% plan to increase their payrolls in Q2 2011, while 5% anticipate cutbacks. 73% will maintain current staffing levels.
- Among Kitchener and Cambridge area employers 27% of employers plan to hire for Q2, while 5% anticipate cutbacks. Another 68% plan to maintain their current staffing levels.
- From 2007 to 2009, 24.1% of adults in Canada were obese, below the prevalence of 34.4% in the US.
- On an annual basis, the international travel deficit increased \$1.9 billion to \$14.1 billion in 2010.
- Spending in Canada by residents from abroad and spending by Canadians outside of the country reached \$16.3 billion and \$30.4 billion respectively.
- Investment in capital construction and machinery and equipment is expected to rise 3.3% in 2011 to \$349.1 billion. If intentions are realized, increases in 2011 will be led by private investment, expected to grow 3.8% to \$261.3 billion.
- Canada's housing sector is forecast to increase to \$94.7 billion in 2011, up 1.5%, following 15.5% growth in 2010.
- Canada's transportation and warehousing sector is expected to rise 14.4% to \$22.1 billion in 2011. Most of this increase can be attributed to an increase of over \$1.5 billion (+28.0%) in the transit and ground passenger transportation industry.

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"We never let our egos get in the way. We never lose sight of what we're doing. It's always about the prosperity of the country, building it one company at a time." - Iain Klugman



BUILDING A BETTER SANDBOX

BY PAUL KNOWLES

Iain Klugman leads Communitech as it develops one of the most innovative digital incubator and accelerator centres in the world

Communitech President and CEO Iain Klugman is probably never going to be described with words such as “humble” or “self-effacing.” But as we talk about the proposed article for Exchange magazine, he comes awfully close to those descriptors.

That’s not because Klugman – a natural promoter, marketer and ideas guy – has switched personalities. It’s because he’s so darned excited about this new, 30,000 square foot playground, that he doesn’t want to waste time talking about himself. He’s all about “The Hub” – more accurately, The Communitech Hub – the astonishing new facility that opened last October in downtown Kitchener.

He makes the point himself: “We never let our egos get in the way. We never lose sight of what we’re doing. It’s always about the prosperity of the country, building it one company at a time.”

There’s good reason for his enthusiasm – when it comes to corporate start-ups, innovation, mentoring, cross-pollination, and networking, it’s all happening at the Hub.

That environment is diametrically opposite to the situation in Waterloo region six years ago, says Klugman. “There were no start-ups at that time.” And in his view – a perspective widely shared in the entrepreneurial community – that is a death sentence for a local economy.

Successful start-ups are a key to economic growth, he believes. An environment that nurtures start-ups is also an environment that brings vibrancy to local educational institutions, and an environment that attracts the attention of the big players in the techno-world.

So, shortly after Klugman took the reins at Communitech, he started to work on a plan to solve the start-up shortfall. The result is called The Hub, a place where the resources of Communitech combine with the resources of The Accelerator Centre to produce a veritable high-tech entrepreneurial hothouse.

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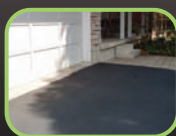
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The goal from the beginning

Klugman came to Kitchener-Waterloo seven years ago, hired to head up Communitech, the Waterloo Region Technology Association, an organization that includes all of the top tech companies in the region. He was born and raised in Denver, Colorado, but received his post-secondary education (he holds two Masters' degrees) in Toronto, Dalhousie, and Sudbury.

Successful start-ups are a key to economic growth, he believes.

An environment that nurtures start-ups is also an environment that brings vibrancy to local educational institutions, and an environment that attracts the attention of the big players in the techno-world.

His career, pre-Communitech, included stints with the Privy Council in Ottawa, at Nortel, as CEO of Ontario Tourism, and at the CBC.

Soon after he joined Communitech, the vision started to form that led, in the past few months, to the Communitech Hub. The original goal? "We needed to build a strong, start-up community," explains Klugman.

And thus was born the concept of the Communitech Hub, today located in the historic Lang Tannery building in downtown Kitchener, in a part of the city undergoing transformative revitalization. One neighbour is the new University of Waterloo Health Science Campus, which includes the School of Pharmacy.

"Open concept sandbox"

The Hub defies easy description, partly because it is so big and varied, partly because of its diverse applications, and partly because its own promotional materials use phrases like "an open-concept sandbox" and "a unique, 30,000 square foot accelerator for digital media companies, ideas and collaboration". Although, once you have been even briefly exposed to the hum of creativity that fills the Hub, all of these esoteric concepts start to make some sense.

The Communitech Hub is home to a wide menu of start-up endeavours, small companies that are based here so they can take advantage of a wide range of entrepreneurial expertise. That's available because the Hub is also home to representatives of the big guys – companies such as Research in Motion, Open Text, Desire2Learn, Christie and Agfa have facilities on site, as well. Google has

its Waterloo Region offices in the same building.

The Hub has representation from post-secondary institutions, especially the local universities – Waterloo and Wilfrid Laurier – and Conestoga College. There are also tenants which provide services to companies large and small – lawyers, government offices and the like. And there are Communitech's Entrepreneurs in Residence, on loan or self-imposed

sabbatical from the business world and available to bring the real world to the doorsteps of the young, would-be corporation founders.

Oh, and there are also small, frugal offices for the likes of Klugman, himself, and Tim Ellis, the COO of the Accelerator Centre, because in an almost unprecedented move, Communitech and the Accelerator Centre, two unique organizations with individual boards, are in full and friendly cooperation at the Hub.

Ellis told Exchange that the joint effort is the only sensible way to go. Client



Tim Ellis, COO of the Accelerator Centre

companies actually move between the Hub and the Accelerator Centre in Waterloo, depending on their current needs. Start-ups that see growth often move north to larger quarters at the Accelerator Centre, which runs programs at both facilities.

Klugman points out that this cooperation means "we're not duplicating our

efforts... we can put more resources into areas we're responsible for."

He adds, "it's working really well... totally seamless." Ellis adds, "I consider myself to be an employee of both."

It's a fertile combination, and as Klugman leads a whirlwind tour of the new facility (so new that there is plenty to be finished, still), there is no doubt that ideas are sprouting and growing, everywhere.

The Hive

If there is a potent symbol of how absolutely cutting-edge the Communitech Hub is, it would be The H.I.V.E. – in full, the 3D Hub Interactive Virtual Reality Environment. The practical use of the H.I.V.E, is to provide "promotional and research opportunities" to partner companies, by "integrating 3D technology and user-directed displays." One application of the Christie-designed H.I.V.E. is 3D prototyping.

Another application of the H.I.V.E. is to astonish visitors on tour with Klugman, and the CEO is clearly delighted to hand you a pair of the glasses that allow the visitor to experience full-dimensional 3-D. You can walk around, look under, and even walk through the projected 3D

"It's really opened my eyes, working here. It changed my life. It has given me a completely different view on what I could do with my life." - Cam Hay

images. It's almost as though you wandered onto the Holodeck of the Star Ship Enterprise. That's an exaggeration – there are no attractive bartenders or dangerous holographic villains here – but it is certainly a vastly superior experience to the idea the term "3D" currently conjures up.

Klugman refers to the experience as "immersing oneself in the data," and that seems an accurate description. There are only two of these Christie Digital installations in the world – one at the Hub, the other in the Pentagon.

In fact, The Hub is all about innovation and communication. The H.I.V.E. is simply a sophisticated communication tool, able to demonstrate design and R&D concepts far beyond traditional means. The Hub is filled with facilities for communication, from the uber-wired Execu-

tive Briefing Centre to the many tables available for face to face coffee meetings.

Christie is also responsible for the digital projectors and displays in The Hub's event space, which is managed by Bingenman's. Klugman describes the digital display space that encircles the room as "a canvas that has never existed before."

Entrepreneurs in Residence

And if anyone understands innovation, it's Iain Klugman. He has been the start-up motivator behind many of the key developments in and around Communitech. One of the most important is the

Entrepreneur in Residence program.

That program – which puts experienced, successful, big-league entrepreneurs in offices next to young people in the early stages of start-ups – began at the Communitech offices, in the Accelerator Centre, in 2007. Today, there are five Entrepreneurs in Residence at The Hub.

The newest is Cam Hay, who was CEO of Unifon for seven years, and has become an enthusiastic advocate for the Communitech Hub. "It's really opened my eyes, working here," Hay told Exchange. He says that he hears from entrepreneurs and innovators from all over the world



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WELCOME TO THE COMMUNITech HUB

"who want to work here, because of the infrastructure."

That might also apply to Hay, himself. Klugman was thrilled when Hay signed on to the EIR program. "He could have commanded a staggering paycheck,"

rate leaders "have a relationship with capital," he says. They know where venture capital exists, and are able to recommend new companies "perfectly aligned

If there is a potent symbol of how absolutely cutting-edge the Communitech Hub is, it would be The H.I.V.E. – in full, the 3D Hub Interactive Virtual Reality Environment.

says Klugman, but he came to the Hub to help young, visionary entrepreneurs. In doing so, adds Klugman, Hay experienced something of an epiphany. "He said to me the other day, 'You changed my life. You've given me a completely different view on what I could do with my life'."

Hay and Klugman agree that there has to be a critical mass of early stage start-ups. Hay refers to the dozens of early-stage enterprises at the Hub and the Accelerator Centre – where many are also headquarters – as "a portfolio" of possibilities.

Klugman uses a white board (one of his favourite tools) to sketch an inverted pyramid, indicating that a lot of potential businesses are necessary in order to produce a few successes. He sees the partnerships around the Hub as a greenhouse environment, nurturing new growth, some of which will reach successful maturity.

But apart from their key mentoring function, Klugman also points to another major benefit to the Entrepreneur in Residence program. These successful corpo-

to the objectives" of the venture capital "angels".

Klugman argues this is especially important in the current environment, where venture capital is harder to come by than 10 years ago. This presents perhaps the most significant challenge to start-ups – but having a start-up central like the Hub can make it much easier for VCs to locate the right matches for their investment dollar, unlike a market such as Toronto, where finding the right start-up is like looking for "a needle in a haystack," he says.

So the Hub does not exist merely to nurture smaller, start-ups: it's also home to the biggest digital players, not only present to mentor, but also as markets for the newcomers. Klugman points out that Communitech can approach the major corporations with the message, "Tell us what you're looking for, and we'll show you the kind of companies that fit."

That may mean direct acquisitions, partnerships, or "cross-company collaborations."

Growth continues

The Hub is still growing. The tour includes a vast, empty space that is being converted into office areas. Overall, the Lang Tannery facility comprises 450,000 square feet.

Communitech receives dozens of applications and inquiries from would-be tenants every month. There is room for 30 to 35 start-ups at the Hub (and about the same number at the Accelerator Centre), some in cubicle-style offices, some in suites.

But even the new companies that occupy a desk or two have access to all the facilities in the cutting-edge environment, part of the planned strategy of "allowing them to look bigger than they really are," in Klugman's phrase. The Hub gives new meaning to the term "value added."

By the way – in addition to the clients who are tenants, there are many more who are off-site, but using the programs and facilities available through The Hub, Communitech and the Accelerator Centre. Currently, there are about 200 off-site clients, but, says Klugman, within 12 months the client roster could reach 600!

Only six years after starting out to correct the dearth of start-ups, Klugman now reports that "We have a start-up community that is so far beyond what anyone would have dreamed."

There's nothing selfish about the men-



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toring approach at The Hub – Communitech itself has become a mentor, working with several other innovation centres in Canada. Klugman feels that if one such endeavour succeeds, everyone wins. “The more successful they are, the more successful we are.”

He’s helping to export the expertise, world-wide. A few hours after the interview with Exchange, Klugman left to

Only six years after starting out to correct the dearth of start-ups, Klugman now reports that “We have a start-up community that is so far beyond what anyone would have dreamed.”

accompany the provincial Minister of Research and Innovation, Glen Murray, to Singapore. The Communitech CEO explained the invitation: “I think he thinks we’re best in class”.

The Communitech Hub is also home to the Canadian Digital Media Network, which it helped create. The CDMN exists to link Canadian incubators and accelerators.

Although almost everything about the Communitech Hub is so new and innova-



Cam Hay, Entrepreneur in Residence

tive that it’s easy to exhaust the supply of appropriate adjectives, Klugman argues that its task is solidly anchored in the original mandate of the organization. “This,” he says, “is an extension and an expression of what we’ve always done... help tech companies start, grow and succeed.” X



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THE NEXT CHALLENGE, PLEASE...

BY PAUL KNOWLES

Community activist Jim Harper retires, ready to re-engage

Jim Harper's Curriculum Vitae covers four pages. There's plenty of information there, but perhaps the most important point is made in simple percentages – Harper's schooling and employment cover about 20% of the space; the other 80% lists community volunteer work.

In other words, four-fifths of the stuff that Harper thinks is important involves unpaid work in the community. Those who have worked with him in this plethora of projects would suggest that this sums up William Jamieson Harper pretty well.

And now, after a 41-year career as a Chartered Accountant, Harper is facing retirement, and wondering what his future holds. Odds are good, whatever it is, it will be a plus for the community.

Since 1998, Harper has been with BDO Dunwoody LLP; from 2003 until now, he's held the position of Waterloo Region Managing Partner. From 1970 to 1998, he was with the Kitchener-Waterloo office of KPMG. He told Exchange that he can continue to take contracts with BDO, but that company rules dictate that at age 65 – which he reaches this year – he must retire from the Managing Partner role.

"Retirement", for Jim Harper, actually means "what's next?" He is eager to stay involved in the corporate world, open to whatever opportunities present themselves, and very interested in the area of succession planning, one of his specialties. But he's certainly not backing off from community work, either.

His father's footsteps

Harper says his life-long role model has been his father, Jack, a well-known local lawyer and community activist who passed away in 2008, after career that saw him go into the office every day until he was 90 years old. His father's example was his initial inspiration to get involved in the community, and he continues to see those footsteps stretching out ahead of him.

Perhaps ironically, as a student Jim Harper also considered following his father into the legal profession, but decided against a career in law because he felt it would be a challenge to make his own mark in the community if his work too closely emulated his popular parent. "I always thought I was going to follow in my father's footsteps and become a lawyer." But he took a year off after earning his BA, and worked for one of his father's law partners at the Harper-Haney law firm.

That's when he realized, "As much as I would have enjoyed being a lawyer, my father had pretty big shoes to fill. I wanted to be my own person."

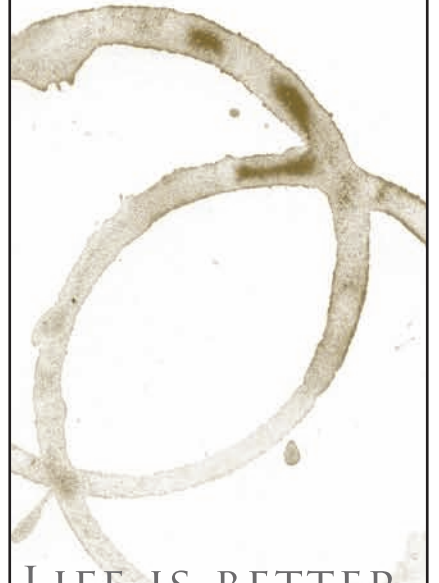


Jim Harper is looking for the next challenge

Retirement", for Jim Harper, actually means "what's next?" He is eager to stay involved in the corporate world, open to whatever opportunities present themselves, and ... not backing off from community work.



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He took his conundrum to the person whose advice he most respected: "I told my father, 'I just don't think I could be a lawyer in this community'." But he loved Kitchener-Waterloo, and wanted to stay here.

"My father said he understood that. He said, 'You like business. I think you might like accounting.'"

He remembers his role chairing the Waterloo anniversary celebrations. "It was a committee of like-minded people, my very first experience with doing that kind of thing. I got to know a lot of business people in the community."

Jim Harper credits his father with unusual vision. "In 1969, he said, 'I think accountants are going to be the business advisors of the future'... he was prophetic."

Harper joined an accountancy firm in 1970; the next year, Canada's Minister of Finance, Edgar Benson, introduced sweeping tax reforms, and accountants became tax advisors whose role was essential to business success.

Harper has enjoyed the role, every since. Sitting in his bright office, over-

looking the patio of the Bauer Lofts complex, he admits, "I can't complain about the career I've had."

"Doing something different"

It's not as though that career is shuddering to a stop, though. He officially retires as partner as of January, 2012, and will start gearing down as of June 30 of

this year, but he points out, "I'm still able to do consulting" as long as the company invites him to do so.

But that doesn't mean he will follow that road. "I'm kind of thinking about doing something different... I don't know what it will be, at the moment," he says. What he does recognize is, "I don't think I'm ready to retire in the sense that a lot of people do."

As he considers his next steps, he continues his interest in the same issue as it

faces companies – what comes next? "A lot of businesses around here are going through succession planning," he says. Harper is the only person in the Waterloo BDO office who has focused on that field. In fact, he has been an active supporter of the well-known Centre For Family Business, to the point where he provided free office space to the CFFB for a number of years. The CFFB has been a key advisory body to organizations dealing with succession issues.

His immediate plan, concerning succession planning is to "do one or two assignments before I retire in June... maybe they'll contract with me to do some more."

He adds, "I don't think I want to be full time, but I'd like to do something that would keep me engaged in the business community."

Diversified community interests

That's the somewhat opaque state of Harper's business career. His future community involvement holds as much intrigue and promise.

He admits that, "being an accountant, I've kind of compartmentalized my retirement" into time he'll spend in profession-

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al pursuits, time with his family (he has two children and two grandchildren), and time given to the community.

He traces his community involvement back to the 1970s, shortly after he signed on with his first accounting firm. The first organization that attracted his attention was the Waterloo Lions Club; he continued as a member through 1981, including serving as President.

Then, Harper started to diversify – and multiply – his community interests. In the decades since, he has been a volunteer with the Westmount Golf and Country Club, St. John's School in Elora, the Waterloo 125th Anniversary Committee, First United Church, the Kitchener-Waterloo United Way, the Chamber of Commerce (Waterloo and K-W), the City of

His father's example was his initial inspiration to get involved in the community, and he continues to see those footsteps stretching out ahead of him.

Waterloo Economic Development Committee, the Ontario Chamber of Commerce, the provincial government's Advisory Committee on Small Business, the Treasury Board of the Government of Canada, the Ontario Jobs Investment Board, the Economic Development Corporation of Waterloo Region and Guelph, the Kitchener-Waterloo Community Foundation, the University of Waterloo, Junior Achievement of Waterloo Region, the Sandra Schmirler Foundation, Wilfrid Laurier, the St. Mary's Hospital Foundation, and the Cambridge & North Dumfries Community Foundation.

Not surprisingly, his community service earned Harper the Governor General's Canada 125 Medal for Community Service.

Once again, he traces it all back to his father. "I'm just following the example my father set." And he quotes: "Community service is the rent you pay for the space you occupy."

He adds, "He believed it, he lived it. I wanted to follow in his footsteps."

Just as Harper followed his father's example, he also recognizes the value of walking alongside his wife, Pauline, who has been supportive of volunteer commitments that have meant many evening meetings.

As shown above, Harper's contributions have been many. But there are some that he especially treasures.

Asked for his proudest achievements, he thinks for quite a while, but then points to his work on the St. Mary's Hospital Foundation, where he served from 2000-2010, including a three-year stint as Chair. During that time, St. Mary's established its state-of-the-art cardiac unit, through the "One Voice, One Vision" campaign. "You feel pretty good," says Harper, "to know that you had a part in providing that for the community."

He felt especially good about it after he

ended up in the unit as a patient in 2009. "The people in there are fantastic," he says. "I couldn't have had better care."

He'd like to be involved in St. Mary's in one more role – as a member of the hospital's board of trustees.

Chamber work

Another of his key accomplishments comes from his work with the Chamber of Commerce. He was elected to the Board of Directors of the Waterloo Chamber in 1982, and served as President in 1987 and 1988. But perhaps his most important work came in two separate

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doses – when he was Founding President of the amalgamated Chamber of Commerce of Kitchener & Waterloo, and when he served as President and Chair of the Ontario Chamber, in the late 1990s.

During his time at the top of the Ontario Chamber, the executive director passed away, and Harper took over those responsibilities for three months.

Concerning the K-W Chamber amalgamation, Harper recalls the phone call asking him to chair the interim board of

His involvement as a board member and three-year chair of the Sandra Schmirler Foundation is especially close to Harper's heart.

directors, which included 10 members from Kitchener and 10 from Waterloo. "That was a tremendous experience," says Harper, who then served as the founding President, in 1992-93.

It wasn't easy, all the time, but the process led to success. Harper remembers a Saturday, all-day meeting when "there was some blood on the table, but by the end of that Saturday night, we were all going in the same direction." Today, the Greater K-W Chamber is one of the strongest chambers in the country.

All about the people

Once he starts listing his favourite organizations, it's not possible to stop the flow. He smiles as he remembers his role

chairing the Waterloo anniversary celebrations, "way, way back... in 1979. It was a committee of like-minded people, my very first experience with doing that kind of thing. I got to know a lot of business people in the community."

He continues to chair the board of the Cambridge & North Dumfries Community Foundation, and is committed to elevating the role and public awareness of this important community body.

He points to "another that was really fun... I had the privilege of serving on the Ontario Jobs Investment Board," a body that sought to "prepare Ontario's people for the jobs of tomorrow." Through this role, he learned more about the need for more trained tradespeople, and found himself working closely with Conestoga College President John Tibbits. Harper feels that work was successful. "I think we accomplished some stuff," he suggests casually.

You know immediately that his involvement as a board member and three-year chair of the Sandra Schmirler Foundation is especially close to Harper's heart. This foundation was created in 2001 as a legacy to the late Sandra Schmirler, three-time world curling



Jim Harper led the amalgamation of the Kitchener and Waterloo Chambers of Commerce.

PHOTOGRAPHY: EXCHANGE MAGAZINE

champion, Olympic gold medalist, and a wife and mother who died at age 36. The foundation raises money to help care for babies in crisis through direct giving to neonatal care across Canada.

This is one case where Harper seems lost for words. But his sense of accomplishment is evident because, in an office with a number of mementos of his community involvement, an autographed curling broom has pride of place.

Wherever his office is, next year at this time, odds are good that the broom will be prominently displayed there, too. X

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HARD-WORKING GENEROSITY

What could we learn from a Northern Alberta oil town?

by **SUNSHINE CHEN**



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

Earlier this winter, while I was working in Fort McMurray, I had one of the more interesting experiences I've had in awhile. I was tethered to a seat at the back of a nine seat twin-prop plane, shooting pictures out of an open door – a door which I opened in mid-

had come together to host an outdoor hockey game between their own Fort McMurray Oil Barons and the Drayton Valley Thunder.

Billed as The Northern Classic, it was the first outdoor Junior B game in the history of Canadian hockey;

The thing is, I think we just might be able to learn a thing or two from Fort Mac.

flight – shooting pictures through the darkness of the Northern Albertan sky, capturing the dazzling glow of the packed 5,000 seat outdoor rink, 1,000 feet below.

It was a spectacle unlike anything I had ever seen here in Waterloo Region and in many ways it was beyond anything that I could even imagine our community ever trying to take on. In just ten short weeks (the time it takes for some of our municipalities to agree on a time to meet), from the initial idea to the night of the event, the community of Fort McMurray

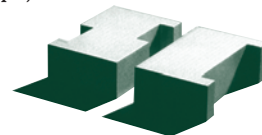
5,000 tickets sold out in 54 minutes. Community partners and sponsors raised over \$850,000 for the event in a little over two months. A fully equipped hockey rink was built from scratch in an empty sports field, with a mechanically chilled ice surface, boards and plexi-glass screens, power and lighting (it was a night game after all), VIP tents, food and concession areas, a full concert stage for the post-game show, and of course bleacher seating for 5,000 people.

The game was a hit, and after the night had ended,



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the organizers gathered at a late night, after-the-game press conference to reflect on what they had accomplished. They had delivered an evening the community would remember for a very long time, and created an experience that the young players would never forget. However, according to Tim Reid, the COO of MacDonald Island Park, as incredible as the evening was for everyone involved with planning and organizing the event, the real story of the night was not the Northern Classic and the making of Canadian Hockey History. No, the real story of the night belonged to the community of Fort McMurray, and the story was its amazing generosity. The Chair of the United Way in Fort McMurray then took to the podium and announced that despite a very difficult economic year, the United Way of Fort McMurray had raised a record \$6.8 million – the highest per capita giving in the country.

What struck me about this was that, just before I went up to Fort McMurray, I remember reading in our local newspaper that the United Way of Kitchener-Waterloo Region was having difficulty reaching its target of \$6 million. The question in my mind was, how does a town of about 100,000 people raise more money than our two cities with a combined population approaching 500,000 people?

Whenever I mention that I've been doing work out in Fort McMurray, the one thought that comes to people's minds and the one word that they think of is OIL. The development of the tar sands, its impact on the environment, and its effect on climate change and global warming is

one of the dominant news stories in Canada today. And if all you knew about Fort McMurray was from what you see and heard from the stories in the media, then your impression of the city has to focus on its reputation as a boomtown full of transient workers looking to make a quick buck, a town with more money than sense, a place dominated by an industry determined to grow regardless of the cost to the environment.

Here in Waterloo, however, our story is about our reputation as a global centre of innovation and hi-tech industries, a university town, an intelligent community – a world away from a dirty little oil town

families, and wherever possible, a better life for their community. Fort McMurray after all, is a working town, full of working people.

More and more, as I meet young entrepreneurs here in Waterloo looking to make their first \$billion on whatever venture they're working on, the notion of a working town full of working people becomes more and more distant. I recall a passage from a book called Taxi Driver Wisdom where a New York cab driver recounts, "The guy in the expensive suit with the pretty girl out on the town at night looking to impress – he doesn't tip. But the quiet guy with his wife and three

The question in my mind was, how does a town of about 100,000 people raise more money than our two cities with a combined population approaching 500,000 people?

up near the arctic. So, what could we possibly learn from a community like that? If anything, we believe, the question should be: what can Fort McMurray learn from Waterloo Region?

The thing is, I think we just might be able to learn a thing or two from Fort Mac. I've been working on another project up there called Faces of Fort McMurray, and I've been profiling people who live and work up there. I've met an incredibly diverse group of people ranging from helicopter pilots, to buffalo herders, to taxi drivers, to horse ranchers and to retirees – and the impression I've received from them is one of hard-working people, looking to make a better life for themselves, their friends and their

kids going to the airport – he tips big 'cause he knows what it means to work hard to make a dollar." Hard-working and generous – that's what I think we can learn from Fort McMurray here in Waterloo Region.

I'm not saying that we don't already do this today, or that our local history isn't filled with a tradition of generosity and hard work – I'm saying that as we transition from manufacturing and production to what is now popularly referred to as creative class industries, that we must not forget to sympathize and we must remember just how hard it is to make a dollar, and that we also remember to be as generous as we are hard working. ✕

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CHANGE: IS IT REALLY SO DIFFICULT?

Yes, when we don't believe we need it, we're not good at it, we are uncomfortable with it, and it's hard work.

by DOUG CATER



DOUG CATER is a manufacturing consultant; email: ca-terdj@gmail.com.

Opponents of change will rally behind the cliché "If it ain't broke, don't fix it". Proponents of change, on the other hand, will argue that if you're not changing, you are not improving, and if you're not improving you are losing ground to your competitors who are.

History is littered with long term successful businesses that blew up, withered away over time, or were beaten by their competition.

History is littered with long term successful businesses that blew up, withered away over time, or were beaten by their competition. Often these competitors were start-ups arriving on the scene long after the dominant players were established. A few well known examples include Nortel Networks, Chrysler (and GM for that matter), Polaroid and Commodore. While many reasons could be cited for their struggles, from dramatic shifts or advancements in technology, to off-shore competition, or as in Nortel's case the dot.com

implosion, I would argue they ultimately broke down due to a fundamental acceptance of the status quo, or a failure to challenge their own practices and beliefs. Contentment gives rise to complacency, which leads to apathy... the precursors to decline.

If we look at it purely from a strategic perspective, it might be fine to say, "We are number one in our field, why would we mess with success?" It might also be fine to say, "We are not number one, but we have carved out a very profitable niche and we plan to continue with the same business model that has worked for the last 15 years."

These are really strategic decisions however, not decisions related to what we do every day, how we do it, and whether or not it should be changed. If we consider the status quo from a procedural or behavioural

perspective, there is a completely different set of considerations.

As the old saying goes, insanity is doing what you've always done and expecting a different result. However, challenging and improving what we do, and why we do it, is very difficult. It usually requires us to admit that what we are doing is not the best we can do, or worse, it's not the right thing to do. It may require us to challenge practices that we were part of developing, or that were developed by a superior who



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sees no reason to change it.

It is especially difficult when we look at reliable practices, ones that have been in place for years. Breaking out of our comfort zones and doing something different requires us to break existing habits and change our process... which requires us to change our attitudes, which requires us to change our beliefs, which we cannot do without first challenging our existing beliefs. This is a very difficult thing for most people to do; hence we rarely find an appetite for change.

Very few individuals enjoy being pushed out of their comfort zones, and fewer still are comfortable challenging their own practices and beliefs, and driving themselves out of their comfort zones.

If we consider the status quo from a procedural or behavioural perspective, there is a completely different set of considerations.

Even in a company where there is a clear need, and a tolerance for change, there will be difficulties. A company bent on change would require individuals with sufficient breadth of experience and the objectivity to see beyond what is being done today. To look for and identify opportunities, to develop and propose changes (improvements), and to fight the inevitable headwinds they'll encounter during implementation. Headwinds that include both overt and covert resistance; resistance that is intent on maintaining the status quo.

Consider also, that if the current culture is one of complacency, then there is a good chance that breadth of experience and objectivity will have to come from outside the current workforce, setting up the not-invented-here mindset, and a whole new level of resistance. How difficult will it be for an outsider to gain the credibility and authority necessary to recommend and initiate changes to processes that have been proven over time, and were developed by the current supervisors and managers?

So why is change (continuous improvement) so difficult? Simple, it's because we don't believe we need it, we're not good at it, we are uncomfortable with it, it's hard work, and most companies don't have anyone willing and able to challenge the status quo. X

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LEARNING TO LEAD

Whether you know it or not, you are a leader

by DENNIS GRIMM



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

Whether you know it or not, you are a leader. A leader is a person who rules or guides or inspires others. Leadership has been defined as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Think about it – you are a leader. No matter what your job is, what your hobbies are or what activities fill your day, you are a leader. You may be a leader to your children, to other children, your peers, relatives or others. At a minimum and most importantly, you are a leader to yourself.

Since you are a leader, you might as well be an effective leader. How does one become an effective leader? While some people may be born leaders – and that statement is debatable – it is a fact that one can learn to be an effective leader.

One of the most enduring books on Effective Leadership is Steve Covey's "The 7 Habits of Highly Effective People" (Published by Simon & Schuster, 1989).

While less popular today than in the 90's, Steve does offer some real tools that one seeking to be effective should keep in mind and try to turn into habits.

The Seven Habits of Highly Effective People are as follows:

1. Be proactive

Reactive leaders are not effective. Leadership is about looking forward, organizing ones self and others in order to be proactive.

2. Begin with the end in mind

Effective leadership is all about results and goal oriented behaviour. As a leader you are the captain and the navigator on the journey. It is only logical that you have to know where you are going at all times.

3. Put first things first

Prioritizing is a must. Your to-do list cannot be sequential but needs to address the most important things first. This does not justify jumping from one job to another but it does demand focus and changing that focus when priorities change. I personally love completing a task and therefore will always allow myself to complete one task a day without giving up the focus on the priorities. I actually have a to-do list on my computer and love nothing more than moving a to-do to the completed side of the ledger. This allows me, on

One of the best ways to become an effective leader is to copy one.

We all have had examples of effective leaders in our lives. Pick one and purposely try to act like him or her.

the ride home, to think about the task I completed instead of what I did not get done.

4. Think win/win

The power of positive thinking has been proven scientifically, whether you are fighting cancer or trying to get your kids to do their homework.

5. Seek first to understand and then to be understood

Leaders accomplish more with their ears than with their mouths. Always remember it is clear to you what needs to be done but this is not the case with others.

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Spend the time upfront to be understood – it will save time, emotion and stress along the journey.

Since you are a leader, you might as well be an effective leader.

6. Synergize

Leadership is not a solo task. The saying 'it is lonely at the top' refers to an ineffective boss who has failed to maximize the potential of him or herself and the team. The effective leader does not lead in a silo but seeks corporate wide synergizes.

7. Sharpen the saw

Effective leaders are life learners, remain relevant and seek personal growth. With today's constant change, significant generational issues and the globalization of commerce and technology, the saw becomes dull very quickly.

The key: being an effective leader requires learning on how to become an effective leader. Covey's The 7 Habits of Highly Effective People is a great way to start the life-learning journey on how to become and remain an effective leader.

I have found that one of the most dysfunctional leadership activities is leading in an inconsistent style. Have you ever had a boss who pretended to be a consensus builder but in the end only did what he or she thought was best? This is ineffective leadership at its best. When in battle, this is the leader who yells "Charge!" and is surprised when the team watches their leader run in battle alone.

It is critical that as a leader you need to understand and recognize the different leadership styles and to, more importantly, know which one is best for you. Only then can you consistently apply your leadership style.

Perhaps the most definitive work done on leadership style dates back to 1939 with the work of Kurt Lewin. While time has brought refinements and much more research it was the 1939 study of school children that identified the three major leadership styles: authoritarian, democratic and laissez-fair.

Autocratic Leadership Style

At the extreme, the autocratic style ignores peers and subordinates and actually controls the group. The autocratic leader makes all decisions and owns the information needed to be effective in one's job. He or she uses this knowledge to keep others in the dark. Not all is bad with this style. It can be effective when

speed is of the essence, efficiency is paramount or the deadline is mission critical. This is why this style works so well in the Military. On the downside this style eliminates creative solutions to issues and ostracizes team members.

Participative Leadership Style

Also known as Democratic Leadership style, this style is where, as the name suggests, the leader permits and in fact encourages team members to participate in the decision-making process. Studies have shown that this style, when applied properly, results in the best decisions. It also facilitates the resulting implementation that usually follows the decision. Team morale and loyalty is significantly improved and is the most effective of the three styles. However, this style does not work when time is of the essence, the team members do not possess the knowledge or skills required to do the tasks ask of them, or where the roles and responsibilities are not clearly defined.

Delegative Leadership Style

Delegative or as it is sometimes referred to, laissez-faire leadership style is where the leader is actually hands-off, allowing the group itself to own the decision-making process. Research has proven this style to be the least productive. The exception is where the leader is totally ineffective and abdicating his/her

Leaders accomplish more with their ears than with their mouths. Always remember it is clear to you what needs to be done but this is not the case with others.

leadership responsibilities is actually a positive thing. I have had many excellent examples of incompetent leaders in my career as I am sure you have, that should have abdicated leadership to the team.

This style can be very effective if the team is highly skilled and the leader gives the knowledge, feedback and tools needed to do the job. It is very important that the leader remains available to the team and its members. However, without the knowledge and skills and proper mentoring and feedback this style can spell disaster.

The keys are, first, to understand the various styles; second, understand your style and finally, never change styles with-

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out informing your peers and subordinates that you are changing your style. You may temporarily change your style to get a project done or you may just want to

the different styles and second, it lets one know which style works best for them.

If you want to find out what leadership style you tend to use take the Leadership

effective leader is to copy one. We all have had examples of effective leaders in our lives. Pick one and purposely try to act like him or her.

There are some common pitfalls you need to avoid if you want to remain a effective leader. Some of the more common pitfalls are as follows:

Focus on putting out fires: Indecisiveness and inactivity is not what effective leadership is all about. If your day is all about putting out fires, dealing with crisis after crisis and running from meeting to meeting you are not an effective leader. If the indecisiveness is caused by the fact the decision is big, try dividing it into small ones and get the team working on it. Leadership is action not reaction. Remember, a fire fighter does not put out a forest fire by dealing with the fire; the firefighting team actually jumps ahead of the fire, contains it and lets it burn itself out.

Pick Donald Trump as your mentor: An effective leader must be confident and strong but cannot be arrogant. Arrogance is a barrier to proper decision-making, team building and effective leadership. Try listening to your staff uninterrupted for once. It is your ears not your mouth that makes you an effective leader.

Act as if excrement flows upstream: It doesn't. It flows downstream. The buck actually does stop at the top. If something is wrong with your company, your team or even your children don't waste your time looking for the problem look in the mirror first.

Believe Vision is a touchy, feelie subject: A leader without a vision is not a leader; he/she is team member. Have a vision and lead your team to it.

Assume People develop themselves: They do not. Human nature is such that we crave development. We are wired to improve and become better. Effective leaders understand that and tap into this basic human nature. They put people development at the top of their to do list. I have found that I lead best when my staff is developing at break neck speed. I only look good when those I lead look better.

Whether you are leading a large international corporation or coaching your daughter's soccer team, leading effectively has rewards for you, for those being lead and for the team. By being effective, you grow and believe me, your outlook on life improves, as does its quality.

Effective leadership is not genetic – it is a studied, practiced life-learning exercise. In the words of Lord Baden Powell, "Be Prepared".



Prioritizing is a must. Your to-do list cannot be sequential but needs to address the most important things first.

experiment. I often encourage my new managers to experiment with the different styles while they are young. This has two benefits: first, it is a hands-on way to learn

Style Test found the following about.com web www.psychology.about.com/library/quizzes/bl-leadershipquiz.htm.

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FIVE SOCIAL MEDIA MYTHS BUSTED

What social media can do for you...and more importantly, what it won't do, whatever the misconceptions

by HARP ARORA



HARP ARORA is the Chief Brand Alchemist at Sedona Communications, a Waterloo-based marketing agency specializing in branding and social media. She is also adjunct faculty at UW and WLU. Connect with her at www.facebook.com/SedonaCommunications, www.twitter.com/HarpArora or harp@sedonacommunications.com.

A year or two ago, most organizations were still wary about the merits of social media as a worthy marketing activity. But today there's less eye-rolling and the questions have shifted from "why" to "how". A newly-minted study from Hub Spot in March 2011 confirms that organizations are using social media to get

If you're focused on pushing your promotional message out to the masses, without listening or engaging, you're missing the real value of social media: building relationships.

results, with small businesses and B2B companies leading the charge.

Consider this: 57% of those using company blogs have acquired a customer from a blog-generated lead. 57% of companies using LinkedIn have acquired a customer from that channel. And Facebook and Twitter users reported customer acquisition rates of 48% and 42%, respectively.

Those results are phenomenal, especially when compared to traditional marketing activities like advertising, trade shows, and direct mail, which consistently decrease in effectiveness each year. But before you go racing to set up an account on yet another social networking site, let's clear up a few common myths about social media.

Here are five of the most common floating out there:

1. Social media is a strategy. I hear this refrain often – we need to develop our social media strategy. The reality is that social media is a tool, a medium, a communications vehicle, a channel – but definitely not a strategy. It's a little like saying you need a telephone strategy or an email strategy. These are simply tools to help you achieve your overall business and marketing objectives. Social media should be integrated with other tools such as blogs, advertising, Public Relations, websites, newsletters, print materials, networking, speaking, videos, articles, etc. Start with your business objectives, and then select the tools that are most relevant to your target audience.

2. Organizations need to be omnipresent on all social media. Not true. It boils down to one question – where does your target audience spend its time? Ask them. Depending on their answer, it might make more sense to focus on just one or two key sites, like LinkedIn and Twitter. Or blog instead. Or stick to your newsletter and website. Let your audience drive your presence. Trying to be everywhere at once just dilutes

your message and overall marketing and branding effectiveness. No point in shouting into a giant cavern of noise when no one is listening.

3. Social media is for getting your message out. This is the one organizations seem to struggle with the most. If you're focused on pushing your promotional message out to the masses, without listening or engaging, you're missing the real value of social media: building relationships. No one wants to be sold. Instead, create value. Find out what customers struggle with and then answer their questions, solve their problems, share your tools and exceptional knowledge. And wow them with your service. They'll thank you for it.

4. You can schedule in 15 minutes of social media a day and get results. It sounds enticing but it's baloney. Would you allocate 10 minutes a day to connecting

with a client by phone and then, just as you felt a real connection, cut them off mid-sentence saying "I'm sorry, time's up. I have you scheduled in for 10 minutes next week."

Slapping up posts once a day (or auto-posting) while you ignore those in your network doesn't cut it. These people are easy to spot. They post me-me-me content, rarely comment on other's posts, and then expect you fall all over yourselves when they say something. This is a surefire way to get ignored. You have limited time. So be discriminating about where you spend it, and be fully present when you're there. Don't think you can allocate five minutes a day to each of Facebook, Twitter and LinkedIn and actually build community. If you only have 15 minutes a day, it's better to show up every other day, limit it to one or two sites, and engage more fully.

5. Social media can replace other marketing activities. It can't. Not in 140 characters. Not in twice that. You'll still need to create interesting and valuable content, and integrate all of your marketing activities so they support each other to drive business. Social media is a teaser. It can help you build credibility and visibility by pointing people to more in-depth information like blogs, articles, case studies, white papers, product demo videos, websites etc. And unfortunately, it will never replace face-to-face interaction.

So before charging ahead on the next bright and shiny social media object, answer these critical questions:

1. Are our objectives for social media strongly tied to our business objectives?
2. Where does our target audience hang out when it comes to social media? Is that where we are?
3. Are we engaging in meaningful conversations with the people who matter? Or busy amassing followers and friends?

Comfortable with the answers? Then sail on. If not, adjust course and press on.



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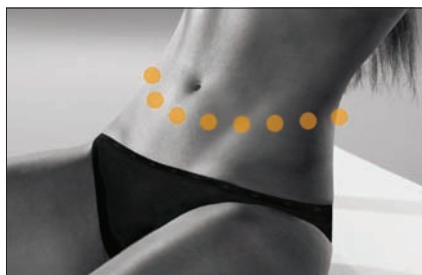
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Dr. John Tibbits

DR. JOHN TIBBITS will continue to lead Conestoga College through the largest expansion in its history, thanks to a recent agreement that extends his term through June, 2015. The decision was announced by **Craig Richardson**, chair of the Conestoga College's Board of Governors.

"Conestoga has flourished under John's leadership," said Richardson. "His tremendous knowledge and experience will play an instrumental role in our success through this unprecedented period of growth as we work to build Conestoga into a world-class polytechnic institute."

With the support of government and community partners, Conestoga has launched the first phase of a campus expansion and revitalization project that

will include the addition of 400,000 square feet of new buildings across five campuses within the next three years. When completed, the expansion will provide state-of-the-art facilities and leading-edge applied learning programs for more 15,000 full-time students and serve the needs of business, industry and the community through education, applied research and training.

"I am delighted that I will be able to see this first phase of expansion through to fruition," said Tibbits. "I look forward to working with the Board and the Conestoga community on the many opportunities that lie ahead."

Tibbits has been president of Conestoga Institute of Technology and Advanced Learning since 1987. Prior to joining Conestoga, he held senior administrative positions at **Dawson College** in Montreal, **Touche Ross & Partners** in Ottawa and **Canada Post Corporation** in Ottawa. He holds a Bachelor of Science degree and a Diploma in Education from **McGill University**, a Master of Education from the **University of Vermont** and a Doctorate in Education from **Boston University**.

THE GREATER KITCHENER WATERLOO CHAMBER OF COMMERCE has launched a new brand and website (www.greaterkwchamber.com). A major part of the new vision includes a tagline, "Business Building Community".

Jeff MacIntyre, Chair of the Greater Kitchener Waterloo Chamber of Commerce Board of Directors, discussed how the new dynamic vibrant brand, website and communications strategy will keep the organization current and able to provide strong support for the membership.



**GREATER KITCHENER WATERLOO
CHAMBER OF COMMERCE**
BUSINESS BUILDING COMMUNITY



Daniel Shaw, eSolutions Group; Ian McLean, President & CEO, Greater KW Chamber of Commerce; Bessie Schenk, Bessie Schenk Communications; Kathryn McEwin, Greater KW Chamber of Commerce; Jeff MacIntyre, Chair of the Board, Greater KW Chamber of Commerce.

"A new brand and website have been long awaited and we are more than thrilled to announce both of these new aspects of the Chamber," said MacIntyre. "www.greaterkwchamber.com has had the ultimate facelift. We've said goodbye to the old and dated, and are welcoming in a fresh and energetic look."

The new website eliminates scrolling down lengthy pages, as well as lengthy chains of sub-pages; in most cases, information will be only one click away. The Chamber thanked those involved with the new brand, website and communi-

cations strategy including **Quarry Integrated Communications** and **eSolutions Group**.

May 2011 also sees the Chamber embarking on a year-long celebration for its 125th Anniversary, which will include a number of unique events aimed at promoting the Chamber's mission, vision, and goals.

SOFTWARE FROM UNIVERSITY OF WATERLOO spinoff company **Desire2Learn Inc.** will be the replacement for the university's current learning management system, UW-ACE.

The word came from **Andrea Chappell**, director of the Instructional Technologies and Multimedia Services unit in Information Systems and Technology, who said "troubleshooting" of the new system will start in the spring term, and the move from ACE to D2L will be carried out this fall and in winter 2012.

"The new system," Chappell said, "needs to address some unique teaching needs of University of Waterloo instructors while having an easy-to-use interface. Pending contract negotiations, the committee has recommended that the University of Waterloo adopt Desire2Learn as the new LMS."

Why the change? "In May of 2009, **Angel Learning Inc.**, the producer of the software used for UW-ACE, was purchased by a competitor LMS vendor, **Blackboard Inc.** While moving to Blackboard was one option, it became clear that it would mean a significant change. This was seen as an opportunity to consider the larger LMS market and determine the best fit for the University of Waterloo's next online course system.

"In looking for a replacement, we wanted to offer the same level of func-

tionality and also to expand the LMS capabilities to enhance learning at UW."

"Desire2Learn consistently emerged as the most comprehensive and suitable solution for the University of Waterloo's LMS needs."

Started by a former Waterloo student in 1999, Desire2Learn is a Kitchener-based company that provides LMS solutions internationally and to a number of local universities, including **Wilfrid Laurier** and **Guelph**.

ROGER FARWELL, CHAIR OF THE BOARD of **The Creative Enterprise Enabling Organization** has announced the appointment of **Heather Sinclair** as the founding CEO of the organization effective immediately. "I am delighted to welcome Heather on board as our founding CEO. Heather's breadth and depth of experience spans a cross-section of business and creative industries within both the corporate and the not-for-profit worlds that are relevant to the future of the CEEO."

Sinclair has almost 25 years experience in driving strong business results in revenue, audience growth, brand, content creation and distribution, and customer service. Heather was instrumental in delivering the new brand for **TIFF (Toronto International Film Festival)**.

MEMBERS OF SUSTAINABLE WATERLOO'S REGIONAL CARBON INITIATIVE are taking action on climate change with commitments to reduce carbon emissions by almost 1,700 tonnes over the next 10 years – equivalent to taking more than 377 cars off the road. Their commitments, reductions and sustainable initiatives are published in Sustainable Waterloo's 2010 Report.

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"RCI members are coming together to create a community of knowledge sharing and action while promoting the tangible bottom-line benefits of lowering their environmental impact," says **Mike Morrice**, Executive Director, Sustainable Waterloo. "Their commitments, successes and stories are something we can all be proud of."

THE KITCHENER AND WATERLOO COMMUNITY FOUNDATION was born with a fund of \$135,000. That first year The KWCF increased its assets to just over \$205,000 and awarded grants totaling \$16,000 to 12 different charitable organizations.

In 2011, for the first time, assets of The Foundation have reached \$50 million. The KWCF manages 110 endowed funds including the Community Fund (an unrestricted pool of resources) as well as funds for distribution. Since its inception, The Foundation has granted over \$25

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million back into the community to 581 charitable organizations.

BEARSKIN AIRLINES will commence nonstop service between **The Region of Waterloo International Airport** and **Montreal Trudeau International Airport**. Montreal will become Bearskin Airlines' 18th city served and its second nonstop destination from The Region of Waterloo.

ON THE HEELS of their historic win at the **Ontario Engineering Competition**, a team of students from **Conestoga's Mechanical Systems Engineering** degree program brought home top honours in the national competition held at **McGill University** from March 10-13.

The Conestoga team of **Jamie Hobson** of Waterloo, **Ian Hillier** of Petersburg, **David Timmerman** of Elora and **Brian Montgomery-Wilson** of Orangeville,

competed against seven university teams from across Canada who had earned first or second-place rankings in their provincial competitions. In their first national competition, the Conestoga team received a second-place finish in the Senior Design category and was also awarded the W. R. Petri Engineering Design Award for innovative design.

SHIRLEY MADILL has been appointed Executive Director of the **Kitchener-Waterloo Art Gallery**, effective May 2, 2011. One of Canada's foremost curators of contemporary art and senior administrators in the visual arts field, Madill brings a wealth of experience, dedication to contemporary art and innovative programming approaches to her new role at KWAG.

CAMBRIDGE CHIEF ADMINISTRATIVE OFFICER, Jim King, will continue to serve the corporation until September 2013. King was appointed CAO in April 2009 and his contract was set to expire upon his retirement this September.

THE HONOURABLE TONY CLEMENT, Minister of Industry and Minister responsible for the **Social Sciences and Humanities Research Council of Canada** has announced the appointment of **Ginny Dybenko** as a member of the Council.

In recognition of her accomplishments as Dean of the **Wilfrid Laurier University School of Business & Economics**, where her leadership helped establish Canada's first MBA in Innovation and Entrepreneurship as well as introduce the BlackBerry to the university classroom,

Dybenko was recently appointed to head Executive-Strategic Initiatives in the university's Development and Alumni Relations office. In 2008, Dybenko was named one of Canada's Top 100 Most Powerful Women by the **Women's Executive Network**.

SUSAN WHELAN HAS BEEN NAMED Executive Director of the **rare Charitable Research Reserve**. Board Chair, **Keith Ainsworth**, announced the news: "I am pleased to announce that rare has hired the Honourable Susan Whelan as its Executive Director."

Previously, Whelan was a member of parliament for eleven consecutive years ('93-'04; Essex County), representing a border community with strong automotive and agricultural sectors, as well as manufacturing, mining, fishing, and tourism. She has also served as Canada's Minister for International Cooperation.

A HISTORICAL DOWNTOWN NEW HAMBURG BUILDING has opened its doors to offer two businesses that compliment each other. The shop, at 87 Peel Street in the heritage downtown area, now houses a shared showroom of fabrics for custom drapery by **Kathie Jordan Design** and upholstery by **Don's Upholstery**.

EXCHANGE MAGAZINE PUBLISHED an incorrect spelling of the name of a local businessman in the March/April edition. The painter featured in the story "It's not work - it's therapy" is **Al Vodicka**, of **Coat of Many Colours**. Exchange apologizes for the error. 

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continued from page 38

trucks, it costs very little and it's the least we can do for such a worthy cause."

Bingemans is another key sponsor that has been involved from the beginning. They host the annual Relief Sale Promotion Dinner held each April that is attended by about 800 people. In addition, family members and friends take over the kitchen to make hundreds of pies for the sale. Family members Lawrence Binge-

This year there was an additional special occasion. On March 4, 2011 past Relief Sale Chair Ron Zehr of New Hamburg was honoured as Volunteer of the Year by Festivals and Events Ontario. Zehr has volunteered in countless capacities at the sale from the beginning.

Ray Schlegel is another former Chair of the Relief Sale, and also a past Executive Director of Mennonite Central Committee

The Quilt Auction generates about one-third of the total revenue from the sale. Last year the sale of quilts netted \$116,000 out of a total of \$330,000.

man and Esther Gascho began the tradition along with their late brother Jonas.

Current Bingemans CEO Mark Bingham explained that the company continues its involvement because "It is our social responsibility to help where there is clear need and over and above that, there is also sense of pride in maintaining the tradition. I know Ross (Shantz) will be calling me every year," he added with a chuckle.

Home Hardware and the Mennonite Furniture Store have also been key corporate sponsors providing many products that are sold at the sale.

Ontario. Schlegel wrote a chapter in "Piecemakers: The Story of the Ontario Mennonite Relief Sale and Quilt Auction," edited by Exchange Editor Paul Knowles, in 2004. Schlegel referred to the Relief Sale as "a barn-raising," drawing the analogy to the longtime Mennonite tradition where the community responds "to the plight of a neighbour who has lost a barn to fire or storm." Schlegel noted that the Relief Sale brings people together to assist the plight of more distant global neighbours. He added that "The Relief Sale differs from a barn-raising in that a successful sale requires the support of the



The Relief Sale turns volunteer efforts into global aid programs.

general public in large numbers – purchasers play an important role in the success of each sale."

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“A DOLLAR SPENT IS A DOLLAR SENT”

Ontario Mennonite Relief Sale celebrates 45 years of “piecemaking”

by BRIAN HUNSBERGER

Mennonites are known for peacemaking – and also for “piecemaking”, in reference to the traditional art of quilting.

On May 27 and 28, 2011, the 45th annual Ontario Mennonite Relief Sale and Quilt Auction, or “Relief Sale” as it is commonly known, will again be held at the New Hamburg Fair Grounds.

The sale features 37 different venues that sell things ranging from all kinds of food (including the signature strawberry pies), to crafts, bedding plants and furniture. The highest profile venue is the Quilt Auction that draws quilt aficionados from around the world. The Quilt Auction generates about one-third of the total revenue from the sale. Last year the sale of quilts net-

The sale was established in 1967 and since then has raised nearly \$15,000,000
for the work of Mennonite Central Committee (MCC).

The sale was established in 1967 and since then has raised nearly \$15,000,000 for the work of Mennonite Central Committee (MCC), the relief and development agency of Mennonite and Brethren in Christ churches.

While raising funds for this cause is the primary goal, a significant by-product is the coming together of hundreds of volunteers with thousands of customers who come to purchase goods and enjoy the festive atmosphere. The Relief Sale is a major tourist attraction in the Region of Waterloo. Based on a survey done a couple of years ago, Relief Sale organizers estimate that more than half of those attending come from more than 40 kilometers away.

When asked to explain the success of this long-standing event, the Chair of the Relief Sale’s organizing committee Ross N. Shantz answered with one word: “People!” He added, “This includes the volunteers and donors who make quilts, crafts, furniture and food year after year and work to prepare and sell these items as well as the many people from the community and beyond who come to generously purchase them.” He stressed that is amazing how many churches, businesses, and individuals all pull together for a common cause. Shantz’s late father Ward was the Founding Chairman of the sale in 1967 and chaired it for 15 years until his death in 1982.

The sale organizers take pride in the fact that all services and products are donated. Thus the promotional tagline, “A dollar spent is a dollar sent.”

ted \$116,000 out of a total of \$330,000.

The record sale price for an individual quilt was \$44,000 in 2004 for “Kaleidoscope of Nations” designed by Renske Helmuth and quilted by the Waterloo County Quilters Guild and Listowel Mennonite Church.

There is a “Premier Quilt” each year that is a major attraction. It is not uncommon for quilts to be donated back to be sold again.

A related event is the Ontario Mennonite Heifer Sale, begun in 1982 and held each February. Local farmers donate heifers that are sold by auction. The Heifer Sale nets about \$150,000 annually and has raised over \$4,000,000 since its inception.

Many local businesses play a key role in the success of the Relief Sale. One of these is the Erb Group of Companies commonly known as Erb Transport. President Wendell Erb is the son of founder Vernon Erb. Wendell said the company has been involved in the sale “ever since I can remember.” He says the company’s more significant involvement dates back to about 1973. Erb provides refrigeration trucks to store food products for the sale and provides cold storage warehouse space year around. Erb noted that the company buys some new trucks each spring that get delivered just before the sale. They are first used at the sale before hitting the road the following week.

When asked why the company is involved Erb replied, “The sale is in our backyard, we have the

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