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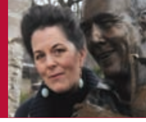

LAST CHANCE TO RIDE WITH LANCE

EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ENTERPRISES / ECONOMIC DEVELOPERS / EDUCATORS Vol. 28 No. 6 June 2011 - $6.95

BUILDING THE FUTURE ON A CENTURY OF EXPERIENCE

WLU celebrates its 100th anniversary while planning for the next 100 years

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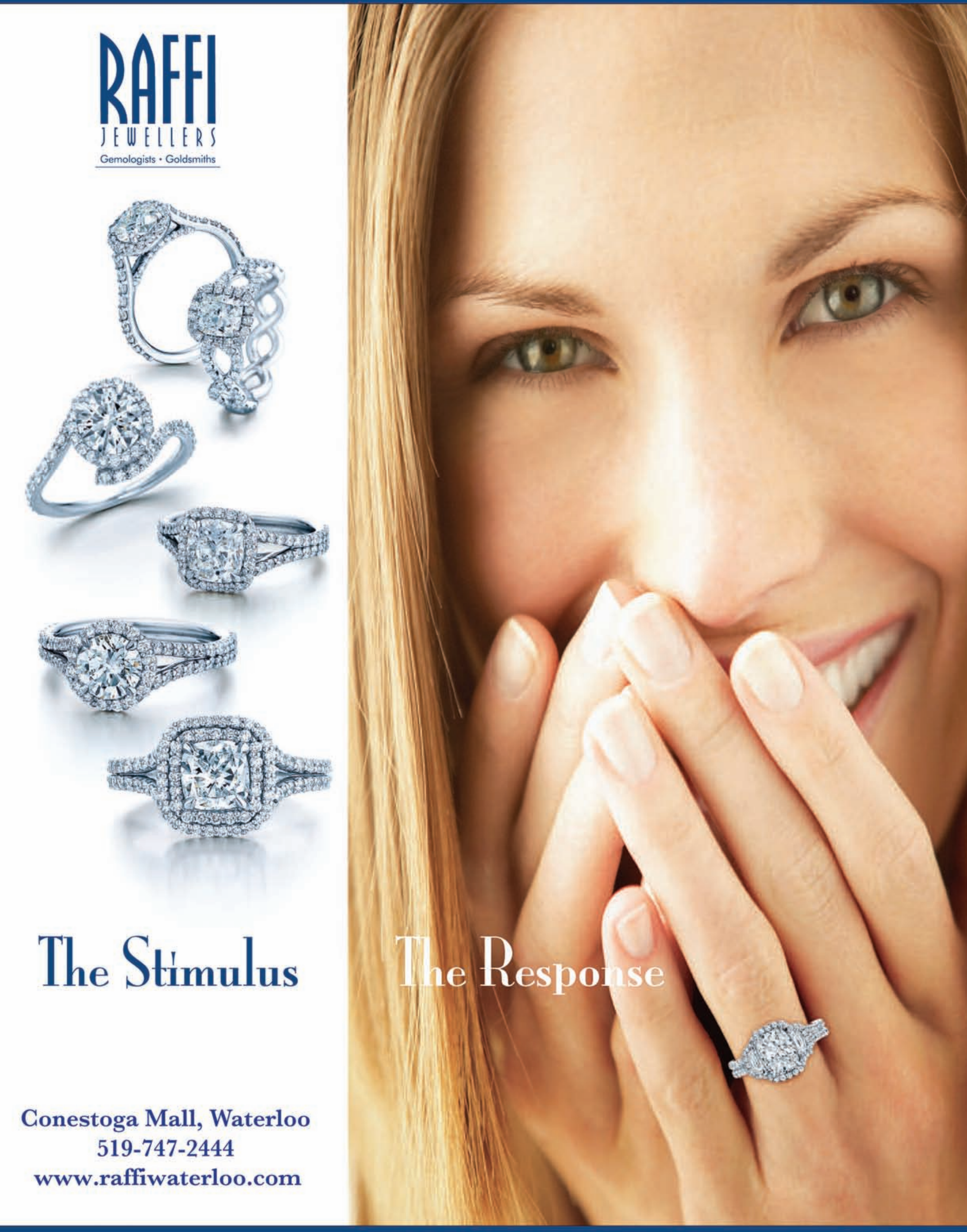
- Cambridge honours the best
- Conestoga - full growth mode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On the cover: Dr. Max Blouw leads WLU into its second century

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JUNE 2011

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GREENHOUSES OF ECONOMIC GROWTH

Our schools have made all the difference

by PAUL KNOWLES

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

When it comes to issues of higher education in Waterloo Region, I have what you might call an evenly balanced bias – although John Tibbits might challenge that assertion. I am an alumnus of two of our three institutes of higher learning – I have an undergraduate degree from Waterloo, and an MA from Wilfrid Laurier.

I have a lot of affection for both schools – and a very high level of appreciation for the role of post-secondary schools in our area, Conestoga College included. If you look at all the things that make this region the success that it is, our educational institutions have to be near the top of that list. They are producing the graduates that fill the positions at every level of trade and profession – and without this talent pool, nothing that we boast of would be true.

> While each of these leaders is intent on leading his school toward higher levels of success, they are not so much competitors as collaborators.

So it was a pleasure to work on this issue of Exchange Magazine, as we highlight the contributions of Conestoga President Dr. John Tibbits, whose tenure has been extended to unprecedented lengths, and as we feature Laurier's centennial celebration and an interview with Laurier President Dr. Max Blouw.

And before the University of Waterloo feels spurned, I should point out that the May Exchange included a long and – I thought – insightful interview with its new President, Dr. Feridun Hamdullahpur.

While each of these leaders is intent on leading his school toward greater accomplishments and higher levels of success, they are not so much competitors as collaborators in making this region a superb centre of post-secondary education. As Dr. Hamdullahpur told me, "There is indeed something very special going on here, born of the collaborative spirit of this region."

Dr. Blouw emphasized the mutually beneficial roles of the two universities: "I like the atmosphere between the two schools. They are very complementary... It's a little bit like being Harvard and M.I.T. "

Dr. Tibbits argues that with its unique focus on applied science and skills training, the college is an ideal partner for the more academically-oriented universities. There's a great symbol of this symbiotic relationship at the Communitech Hub, also featured in a recent Exchange, where all three schools have neighbouring open concept offices. That says a lot about their attitudes – and helps to explain why these three growing, visionary schools are at the heart of the good things happening in our community.

Our stories also highlight the good things that are happening right on the campuses of these schools, and once again, each and all of them are setting new standards in higher education. Conestoga is burgeoning, and its new Cambridge campus is evidence of the fulfillment of a very ambitious vision.

Laurier is growing new campuses in Brantford, Kitchener and, perhaps in the near future, Milton. Meanwhile, Waterloo has sparked an incredible number of important high tech companies.

The environment is dynamic; the future will be astonishing. And our schools are the greenhouses of this phenomenal growth.

Last Chance to Ride with Lance

When Jim Balsillie lured Lance Armstrong to Waterloo Region to headline a ride for charity, four years ago, he set in motion one of the most effective fundraising and consciousness raising programs the region has ever seen. And now, four years later, area riders are facing their "last chance with Lance", because 2011 marks the last time the world-famous Tour de France champion, and cancer survivor, will bring his bike to Waterloo Region.

The Ride with Lance 2011 will take place on Saturday, August 27. Again this year, all the proceeds – and there are very significant proceeds – go to the Grand River Hospital Foundation, in support of the Regional Cancer Care Facility. Each participant – there will be between 50 and 65, according to organizers – must raise at least $20,000 each to enter. Last year, the event produced a total of $1.8 million.

PHOTO: KREUTZ PHOTOGRAPHY

Jim Balsillie, Co-CEO, Research n Motion (left), lured Lance Armstrong (right) to Waterloo Region to headline a ride for charity.

David Fedy has chaired the "Ride with Lance" event for three years. He admits that he is "absolutely going to miss it," but he's quick to point out that each year's event has seemed like a "once in a lifetime" opportunity.

Fedy – who in working hours is a lawyer with McCarter Grespan Beynon Weir LLP in Waterloo – believes that every good fundraiser has a shelf life. "Everyone recognizes that these types of high-profile events have a life span." He gives full credit to Research in Motion co-CEO Jim Balsillie for bringing Armstrong to the Region, and for participating fully in the event.

David Fedy, Chair of the 2011 Ride With Lance (left) rides alongside Lance Armstrong in the 2010 Ride With Lance.

Balsillie will be riding again this year. So will Fedy – who signed up as volunteer chair of the event, three years ago, with no intention of riding in the 120km ride. He helped the original organizers in year one, when Toronto's Sunnybrook Hospital shared in the proceeds. But in subsequent years, when the focus shifted more toward Waterloo Region's Grand River Hospital (now the only beneficiary), Fedy was tapped as a leader with a local connection.

But he didn't plan to ride. His only recent experience on a bike was riding mountain bikes with his young son. Some friends insisted that "you can't chair it without participating in it," so Fedy took what he calls "a crash course" – occasionally, literally – and signed on.

He made the typical rookie mistake of forgetting to unclip his shoes, which led to him toppling over, unable to stop his fall. At least once, he performed this ignominious feat under the very nose of Jim Balsillie. The slightly good news? "I'm not alone in that."

He's now a cycling convert, riding not only in the Ride with Lance, but spending a lot of time on the road bike.

Jim Balsillie (left), rides alongside Lance Armstrong in the 2010 Ride with Lance. Balsillie will be riding again this year.

Fedy believes the 2011 event will be "the biggest and the best", yet. It's the last chance, literally, and he strongly encourages any bike riders who have been "on the fence" to get on their bikes, instead, raise the sponsorship needed, and grab this truly once in a lifetime opportunity. His goal is to surpass the $1.8 million raised in 2010; "we'd like to go out with a bang."

In addition to Armstrong and Balsillie, road race champions Canadian Steve Bauer and Belgian Axel Merckx may again join the ride in 2011, says Fedy.

The event is a charity ride, but it does have an edge; Fedy says, "Lance has called this a charity race."

Fedy is no stranger to charitable fundraising. He co-chaired the Deer Ridge Golf Tournament for 10 years, and has done fundraising for local hospitals for two decades. "In my view, everybody, at one time or another, is involved with the hospital," he says.

The Ride with Lance stands out as a unique event for him, though. "This is by far the biggest one. We're very fortunate that K-W supports this ride."

He added, "Grand River Hospital has been put on the map, as a direct result of bringing Lance Armstrong here, which is directly attributable to Jim Balsillie and his family's contribution."

Personally, he says, "I've really enjoyed the opportunity. It's been life-changing in a lot of ways."

Although this is definitely the last year for the Lance Armstrong event, Fedy believes that bicycle rides in some form will continue to raise funds for local charities. "Cycling is coming to the forefront," he told Exchange. "I'm pretty confident there will be some sort of event that continues. Maybe with more riders and less dollars per rider."

But that's in the future. This year, it's the biggest of the big time, as Lance Armstrong hits the roads of Waterloo Region with a few dozen fundraising cyclists – for the very last time. For more information, visit www.ridewithlance.org.

- Paul Knowles

CAMBRIDGE CHAMBER HONOURS THE BEST IN BUSINESS

The Cambridge Chamber of Commerce has honoured the best in business in that community, presenting 11 Business Excellence Awards.

Environment Award: *Cambridge Heat Treating: Barb Shortreed, Director of Customer Care and Public Relations, Cambridge and North Dumfries Hydro, Peter Robbins of Cambridge Heat Treating, and Cory McRae, Hemmerich, Flanagan, Kratz Eamer & McRae LLP and Chair, Cambridge Chamber of Commerce.*

New Venture of the Year *is Ontario Christian Gleaners, a non-profit organization that dehydrates vegetables to make soup for hungry people around the world. Volunteers contribute 35,000 hours a year, and prepare over 7.6 million servings of soup annually. Shown, Shelly Stone of Ontario Christian Gleaners.*

The ***Chair's award*** *went to Uniglobe Donaldson Travel, acknowledging its wide-spread community involvement. Barbara Donaldson of Uniglobe Donaldson Travel accepted the award.*

PHOTOS: TOMASZ ADAMSKI

Dr. John Tibbits of Conestoga College addresses the audience following the presentation of his ***Lifetime Achievement Award.***

Business of the year (more than 50 employees): *Gerry Menezes of Bank of Montreal, Charles Cipolla, Chair of the Cambridge and North Dumfries Hydro Board of Directors and Cory McRae, Hemmerich, Flanagan, Kratz Eamer & McRae LLP and Chair, Cambridge Chamber of Commerce.*

Nickey Stanley, Spotless Gecko Residential Cleaning, accepts her award in the ***Young Entrepreneur Award Category.***

Sunrise Rotary Scholarship Award *– Bob Bell of CIBC, Jessica Vanlauwe (recipient) and Cory McRae, Hemmerich, Flanagan, Kratz Eamer & McRae LLP and Chair, Cambridge Chamber of Commerce.*

Douglas Grosfield, President and CEO of Xylotek Solutions, makes a speech following his win in the category of ***The Business of the Year 1-(49 employees).*** *The company has seen sales growth topping 800% since 2005.*

WowCambridge.com Customer Service Award: *Gary Winch of Bradley Gaskin Marshall Financial, Abdul Zalgaonker of Hespeler Pharmacy (winner) and Cory McRae, Hemmerich, Flanagan, Kratz Eamer & McRae LLP and Chair, Cambridge Chamber of Commerce.*

Personal Business Achievement: *Maureen Cowan of Cowan Insurance Group, Erica Tennenbaum of RBC Dominion Securities Inc. and Cory McRae, Hemmerich, Flanagan, Kratz Eamer & McRae LLP and Chair, Cambridge Chamber of Commerce.*

PHOTO: PAUL KNOWLES

Keith Taylor Memorial Award *– Gary Hapke, retired Scotiabank Community Manager, Bill Davidson of Langs Farm (winner) and Cory McRae, Hemmerich, Flanagan, Kratz Eamer & McRae LLP and Chair, Cambridge Chamber of Commerce.*

H.L. Staebler Insurance Brokerage Nearing its 15th Decade

The H.L Staebler Company Ltd. can make a boast unique among businesses in the Region – it seems to be adding years to its life, at both ends. That became clear as Joanna Philpott shared the story of Staebler Insurance Brokers at a recent Centre for Family Business event.

Philpott admitted that efforts to pinpoint the exact genesis of the family firm were not completely successful. She told her audience, "I'd love to be able to give you an exact month, day and year that H.L. Staebler Company Limited was founded, but with almost 140 years in business and seven different Presidents, that kind of detail seems harder and harder to come by. Up until 1964, Staebler was thought to have been founded in 1883. We later found an announcement from 1878 in the Berlin Daily Newspaper that listed Jacob Merner Staebler as an agent for the Accident Insurance Company of Canada. But it was finally discovered in 1996, when the Economical Insurance Group celebrated their 125th anniversary, that J.M. had been one of the company's insurance agents since 1873."

She noted that J.M. Staebler became mayor of Berlin (now Kitchener), and added that "J.M. was also President of the Berlin Piano & Organ Co., whose pianos were said to be unequaled in tone, touch and finish. His passion for music virtually predetermined Staebler's local musical connections, right from the very beginning."

The family's support of local musical culture is as well known as its lengthy history in the insurance business. For example, J.M.'s son, Herbert Leslie Staebler, became President of Berlin' first musical club in 1910.

The third generation was included Norton and Keith; Norton was a member of Kitchener's first symphony orchestra, while Keith was a solo pianist, a long-time member of the Kitchener-Waterloo Symphony board, and directly involved with the opening of the Centre in the Square in 1980. Philpott noted that "Today, we honour that musical tradition with our annual H.L. Staebler Piano Scholarship at Wilfrid Laurier University." That's just one of the company's community philanthropies, which also include support for The United Way, KidsAbility, Family & Children's Services, the Heart & Stroke Foundation and other causes.

The brokerage changed ownership in 1963, when Keith Staebler sold the business to two employees, Selwyn Sangster and Dawn McPherson. At the same time, Lorne Edward Philpott joined the Staebler Team as a Commercial Salesman. In 1978, the business was sold again, to Lorne and his partner, Richard Forler. When Forler passed away unexpectedly in 1980, Lorne – Joanna Philpott's grandfather – assumed full ownership of H.L. Staebler Company Limited.

The family tradition has continued. In 1995, as Lorne retired, his son Stephen, who had worked at Staebler for 10 years, took over the business, joined in 1999 by his wife, Kim. Today, Stephen holds the title "Chairman" while Kim is President of H.L. Staebler, and three of their children – Joanna, Russell and Alex – are part of the company.

This makes H.L. Staebler a unique entity, having been owned and operated by three generations of two different families. It's not surprising that Joanna Philpott told her audience, "From our humble beginnings, in our tiny offices above Oberholtzers Book-store, to becoming one of the largest brokerages in Kitchener-Waterloo, Staebler Insurance has always valued the importance of family."

She added, "At a time when consolidation throughout the insurance industry is occurring more and more rapidly, it can be challenging to continue as an independent, family business. The Philpott family continues to build on the strong foundation set by the Staebler family all those years ago, and are excited to embrace our opportunities for the future."

PROGRAM MATCHES ACCOUNTING STUDENTS WITH NOT FOR PROFITS

PHOTOS: JENNIFER KING

Professor David Carter, a lead contributor to the partnership.

It's 8:30 p.m. and in an upper-floor classroom in Hagey Hall at the University of Waterloo, about 20 fourth-year accounting students are carefully reviewing a batch of financial statements that show absolutely no profit. The statements are not snapshots of underperforming corporations. They are from non-profits applying to two local foundations for grants and the students are part of a volunteer team brought together to learn about and analyze their financial health.

Now in its fourth year, the unique initiative is an innovative financial review process supporting the work of the Lyle S. Hallman Foundation and The Kitchener and Waterloo Community Foundation. A highly successful partnership between the two foundations, the university's School of Accounting and Finance, and the Waterloo Wellington Chartered Accountants Association, it owes much to Professor David Carter, a chartered accountant and tireless community volunteer who has been involved with each of the participating organizations.

As a way of better understanding the organizations submitting proposals to her foundation, Hulene Montgomery, founding Executive Director of the Lyle S. Hallman Foundation who retires from that position this month, approached Carter several years ago asking for his volunteer help reviewing the financial pictures of the applicants.

"That year, David personally did so, on one condition. I would work with him and the community foundation to engage students in the process," Montgomery says.

Carter's goal was to get the students involved with the non-profit sector while also utilizing the resources and knowledge that the students could provide. Montgomery also saw the opportunity to encourage students' future community involvement.

"We're fortunate that David approached us on this," says Donna Psutka, Director of the Accounting and Financial Management Program at the University of Waterloo. "It is a wonderful opportunity for students." David has a deep understanding of what's involved at the school and was able to match students' financial expertise with a need in the grant review process, she says. "David recognized that this would be a win-win for everyone."

Before launching the student financial review process, the two foundations depended largely on teams of reviewers that looked at all areas of the grant application. While some of the reviewers had financial backgrounds, others did not. Carter says the program fills the knowledge gap by providing a more thorough financial review.

"We're providing a service at the beginning of the process for a better result at the end," Carter explains. "The professional organization, plus the university, the students, the agencies, and foundations make a wonderful mix of a lot of people working together to do something that's really necessary in our community," he adds. "When foundations allocate funds for various projects and they're all worthwhile but there are limited resources, the more good information you can get when you're doing the review, the better the review and the better for the community."

Students work in teams of two, looking at the organizational budgets and financial statements of every proposal submitted to the two foundations. They learn about the goals of the applications and the foundations' assessment criteria. They develop a complete report for each proposal that allows the foundations' grant committees to ask important financial-related questions of potential grantees.

"It's a perfect program," Montgomery says. "It provides very concrete and essential information and analysis that helps us when making our investments." One third of the proposals reviewed by the students identify red flags of concern. The reports often lead to questions the funders can explore further, ensuring that the organizations' goals, priorities, and strategies are in line with their financial picture.

"I love the process," Montgomery adds. "I love the questions the students come back with. They are often questions not about finances, like why does a particular problem exist?"

While the benefit to the foundations is substantial, the benefit to students may be ever greater.

"You're exposed to what you haven't seen before," says Grace Li, a Loran Scholar. "It opens up your vision of what accounting can be." Unlike other faculties like engineering or health studies where students can volunteer locally or abroad and put their skills directly to work, accounting is not front line work, Li says. "But for the first time I felt that I could use what I do and make a direct impact. From this experience, I can see how I would use my skills in this sector."

The School of Accounting and Finance promotes the volunteer opportunity to students at the beginning of their fourth year and accepts applications which include a statement of interest and academic background.

"The skills that you gain from being in this program, you can't get anywhere else," says student, Vamsi Gandikota. He says that the program has helped him learn about grant making and the thought process behind it.

For many of the students, the program is their first exposure to the financials of a non-profit organization. Guidance from Carter and Chartered Accountants from the association is critical to the process.

Yuan Wang, a fourth-year student volunteer, was surprised by how differently the financial information of non-profits is presented. "It was challenging to figure out," he says, adding that review and feedback on his work was essential to learning new skills.

"I think the important thing is that the students feel comfortable in doing the review. They're not going to be left out on a limb if they've gone on the wrong track," Carter adds. "I want to give them a safety zone. They're getting instant feedback, which is helpful in a non-threatening way."

Experiential learning is a focus of the School of Accounting and Finance. In recent years, the program has strategically developed its own learning model based on a better understanding of how real learning happens.

"We know that there is better knowledge when combined with experience," Psutka says. Rather than reading a chapter in a book about non-profits, these students are able to put their knowledge to use first-hand.

Students commit to giving more than 24 hours of their time throughout the school year. The program starts with an orientation session which includes background on the foundations, explanation of the process, and a run-through sample financial review.

This year, the program also gave students the opportunity to experience first-hand the work of a local non-profit. Participants toured The Working Centre, a 30-year-old, $6.5 million dollar community-based organization and one of the region's most innovative non-profits. The centre's volunteer-inspired projects include a bike shop, a computer recycling venture, a cafe and market, a used furniture store, a cinema club, as well as educational initiatives, public access computers, social housing, and a resource centre.

Co-founder, Joe Mancini, led the tour and talked with students about his organization and the unique needs of non-profits. Mancini is proud of the fact that The Working Centre's programs are self-sufficient; while they use a business model and generate revenue he emphasizes that "revenues are for social good." He adds that the centre's approach is always entrepreneurial and always people-centric. "Our model is about including people in the work. Unless you do, it only perpetuates the problem."

Opportunities like this help students see the important, behind-the-scenes work of the types of organizations they are reviewing. The university wants to grow the program by increasing its awareness on campus and in the community. Gandikota hopes the program can expand to include students in earlier years of study. He believes that the positive experience could influence future career choices such as co-op placements.

Not only does the program teach students new skills, it also builds a bridge between the university and the community while exposing students to the vital work of non-profits and the contribution they make to the region.

"There are so many wonderful pieces to it," Psutka says. "The students get to see what's going on in the community that they've lived in for four years, and they feel like they're giving back."

"It was an interesting insight into non-profits," Wang adds. "The process helped me understand the challenges they face. There are organizations struggling to raise sufficient funds. Before, I never really thought about the financial aspect of non-profits."

That's music to Carter's ears, who has always hoped that the program would help lead students to become active members of the non-profit sector.

"I have much more awareness of the community now," Wang says. "It's surprising how much is going on here."

- Jennifer King

XQuote

"Canada isn't in a crisis situation, but there are clear warning signs of potential threats to our environment and wellbeing, and we ignore them at our peril. We are huge consumers of natural resources with a seemingly endless and unsustainable appetite for fossil fuels, water, metals and energy. We have an unsustainable economic model built around producing, consuming and throwing away things – many of which we don't actually need. Some of these trends could eventually result in poorer health, a weaker economy, lower standard of living, and diminished quality of life."

- The Honourable Roy J. Romanow,
chair of the Canadian Index of Wellbeing Advisory Board

IS THE INTERNET SAFE FROM BIG TELECOM?

BY ADAM SMITH

Did you know the Internet in Canada may be undergoing some significant changes that will directly affect your pocketbook, and potentially your freedom to access the information that is important you?

Since the issue is largely ignored by the mainstream media, you may not have heard any discussion of Usage Based Billing or Internet Metering and the impact this may have on you.

What is Usage Based Billing? Actually, you're already familiar with it – just have a look at your cell phone bill. Every minute you talk, every text message you send and every megabyte of data you use is accounted for and added to your bill.

On the face of it, this doesn't seem like a bad idea. It is, after all, how we pay for everything else we use in our daily lives. Similar to a cell phone plan, Internet Usage Based Billing is sold with a limit, or cap (in most cases its quite low – perhaps 50GB, or in some cases only 25GB), and every extra gigabyte used beyond that cap is charged at a much higher rate.

Big Telecom initially justified this change in billing by saying that power users of the Internet were putting more strain on their networks and harming the experience of the average user, and therefore they should be charged more than the average users. Some of the power users gave in and paid (significantly) more for their internet connection, while others cancelled their accounts with Big Telecom and moved to one of the many independent Internet Service Providers.

Seeing their most profitable customers leaving in droves spurred them to action: In November the CRTC approved a proposal by Bell Canada and other large players from Canada's telecom oligopoly that would allow them to impose Usage Based Billing charges upon independent Internet Service Providers. This meant Big Telecom could essentially dictate what and how these competing, independent companies could charge for their services!

If that doesn't sit right with you, you're not alone. Social media networks exploded with news of this development, many people rallying around an organization called OpenMedia.ca, whose mission is to advance and support a media communications system in Canada that adheres to the principles of access, choice, diversity, innovation and openness.

As they gained both monetary and public support (over 416,000 people have already signed the anti-UBB petition) they've been able to actively lobby the government to take action. In February they had their first victory when the CRTC was instructed to go back to the drawing board and reverse its Usage Based Billing decision. Bell has since drafted a similarly damaging, re-branded proposal known as Aggregated Volume Pricing that is currently before the CRTC.

The issue has since been picked up by Rick Mercer and featured on his show, The Rick Mercer Report, in a sketch titled, Our Gouge-Based Heritage (http://youtu.be/qOZGkqQvAVw), and at the time of this writing, Canada was going into a Federal election with three party leaders registered as Pro-Internet candidates with OpenMedia.ca: Michael Ignatieff, Jack Layton and Elizabeth May.

You may be wondering why, with the support of politicians and celebrities, the issue has been so poorly reported on in the mainstream media? This bring us to perhaps the more corrosive effect of Usage Based Billing, which is that it moves control of content up the channel, away from consumers and into the hands of Big Telecom.

In Canada, the Big Telecom companies have significant control over what information is available to us, and how we can access it. Whether that's newsprint, radio, television, magazines or even video rental stores, chances are that content is controlled by one of a few large companies. As for how we get that information, its a simple matter of the connection were using: Cell phone towers, phone lines, cable lines or satellite signals. All are controlled by Big Telecom.

You may recognize the ties to net neutrality here as well. Paid services such as NetFlix would essentially be billed twice – once by NetFlix, and again by your Internet Service Provider for the downloading the content. These companies can (and do) control the speed with which we can access certain types of services. As we the consumers continue our migration to online content, the bottom-line of the Big Telecom companies suffers and they're left seeking new ways to reign us back in. A short video titled, The UBB Deception (http://youtu.be/6peRQV5hFEQ), describes these implications quite well.

Fortunately people are taking action. Along with the many individuals supporting OpenMedia.ca, are independent ISPs like TekSavvy and Acanac – both of which matched donations to the tune of several thousand dollars. The May 2Federal election also brought some much needed light upon the subject, which will hopefully translate into the next government taking a more proactive role in protecting consumers' interests.

If the Internet in Canada can be saved, you won't ever have to think twice about the cost (or the possibility) of watching two short online videos you read about in an article in an independent magazine.

Sources:
http://www.cbc.ca/news/canada/story/2011/02/03/crtc-internet-clement.html
http://openmedia.ca/hero
http://openmedia.ca/blog/ignatieff-joins-party-leaders-layton-and-may-pro-internet-candidate

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.

New Head for L.S. Hallman Foundation

Hulene Montgomery, founding Executive Director of the Lyle S. Hallman Foundation, will leave that position this month. New Executive Director is Laura Manning, who comes to the Hallman Foundation after serving as Director, Advancement at the Health Sciences Campus & School of Pharmacy, University of Waterloo, a position she has held since the opening of the School of Pharmacy.

Nancy M. Waite, Interim Hallman Director and Director Health Science Campus, announced Manning's departure, lauding her for "her leadership, great personality and communications skills, and knack for professional relationship building with prospective donors... She has also been a key link to one of our biggest supporters, the Kitchener community."

Manning explained her move to the Hallman Foundation in enthusiastic terms: "It's a once in a lifetime opportunity. The Lyle S. Hallman Foundation has an incredible reputation of integrity and thoughtful, principled funding."

That reputation has much to do with the leadership of Montgomery, who has led the Foundation since its inception.

Montgomery told Exchange that the Foundation was building on the work of Lyle Hallman, known for his community generosity throughout his life. "We were building on a history of Lyle's philanthropy," she said. "Lyle left us very specific wishes about where he wanted to see the investments go in the community."

Montgomery credited Hallman with "great instincts" that led him to focus on causes that promoted prevention, children's issues, and literacy. His goal was "to try and invest before problems began," she said. The foundation that carried on Hallman's vision following his death is also committed to communication with the community, seeking input before suggesting solutions. This has led to what she calls "broad-based community investments."

PHOTO: EXCHANGE MAGAZINE

Hulene Montgomery and Laura Manning

Those are principles that have attracted Manning to the position. She is eager to work with an organization dedicated to improving the overall health of the community, she says.

Manning assumes the new position on June 20; she left the School of Pharmacy in May.

Montgomery describes her new role as "retirement", but with some qualifiers. "I'm going to take a mini-sabbatical," she said, "then do some contract work, spend more time with family, travel, maybe improve my French." Prior to her work with the Hallman Foundation, Montgomery was involved in international programs concerning fair trade and international development, still issues close to her heart.

Guelph's Co-operators Publishes "Guide to Sustainable Meetings"

According to the United Nations Environment Program, more than 80 million people around the world attend a meeting, conference or trade show every year. The average meeting produces 20 pounds of garbage per person each day. To help people and organizations reduce the impact on our planet's health, The Co-operators has publicly released its Guide to Sustainable Meetings.

PHOTO: EXCHANGE MAGAZINE

Kathy Bardswick, President and CEO, The Co-operators

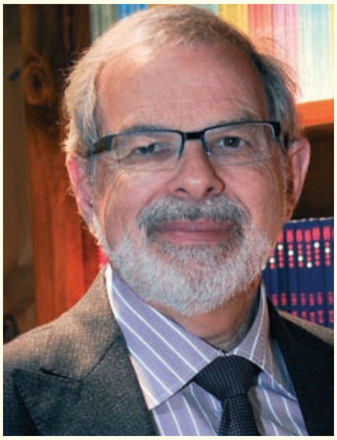
The comprehensive guide is designed to be a resource for conscientious organizers of all types of gathering. From everyday staff meetings to large conferences, sustainability should be taken into account at every stage of planning. The 34-page guide is full of tips, case studies and resources and is designed to be as interactive as possible. Checklists and questionnaires are available on a fillable PDF format that can be saved separately on your computer, reducing the need for printing.

"Embedding sustainability principles into the everyday operations of an organization starts with a new way of thinking about the things we all do every day. Documents like this guide remind us to do the little things that, we hope, will become second nature over time," says Kathy Bardswick, president and CEO of The Co-operators. "This is information that applies to everyone, and our hope is that others interested in making a difference will make use of it."

As with its Sustainability Best Practices paper, The Co-operators continues to make its sustainability documents public in hopes that other organizations interested in contributing to a greener and healthier tomorrow find the information useful as well.

To view the guide in its entirety, visit www.cooperators.ca and search "guide to sustainable meetings".

CIGI APPOINTS TWO VPS, ANNOUNCES NEW STRATEGIC PLAN



David B Dewitt, VP of Programs

J. Fred Kuntz, VP of Public Affairs

The Centre for International Governance Innovation (CIGI) has appointed David B. Dewitt vice president of programs, and J. Fred Kuntz vice president of public affairs. These appointments follow the adoption of a new strategic plan for the Waterloo-based think tank on governance issues.

As vice president of programs, beginning July 1, Dewitt will oversee strategy and implementation of all of CIGI's work programs and research-related activities. He is currently associate vice-president of research, social sciences and humanities, and a professor of political science at York University in Toronto.

As vice president of public affairs, Kuntz is responsible for CIGI's publications, communications, digital media and public events. He joined CIGI in 2010 as senior director of communications and public affairs, following a 30-year career in major Canadian media, including as editor-in-chief of the Toronto Star, publisher of the Waterloo Region Record and associate editor of The Globe and Mail.

The new CIGI strategic plan sets CIGI's objectives for the next five years, with emphasis on the focus of its research and policy development programs.

CIGI will focus its work in four program themes: the Global Economy, Energy and Environment, Development, and Global Security.

XQuarterly – www. xquarterly.ca

- The Canadian retail economy fared better in Q1 2011, compared to the same period last year. The Moneris Spending Report showed an overall increase of 2% during the first three months of 2011.
- The travel industry saw the largest growth in spending, with an increase of 11.98 %, including a spike of 26.62% in February.
- Restaurants and entertainment categories continued to see a positive growth in the beginning of 2011, with an increase of 4.68% and 2.29%, respectively. Fast food restaurants saw the largest increase compared to the same period in 2010, with a growth of 7.24% in spend.
- In February, 628,900 people received regular Employment Insurance benefits, down 8,300 (-1.3%) from January and a fifth consecutive monthly decrease.
- In Ontario, the number of regular EI beneficiaries has fallen in 38 of its 41 large centres since February 2010. The largest percentage declines occurred in Greater Sudbury, Tillsonburg, Belleville, Guelph and Thunder Bay.
- Investment in non-residential building construction increased 1.3% from the previous quarter to $10.7 billion in the first quarter. This was the fifth consecutive quarterly increase and reflected higher spending in both commercial and industrial building construction.
- Locally, investment rose in 16 of 34 census metropolitan areas. The largest increases occurred in Kitchener–Cambridge–Waterloo, Toronto, and St. Catherines–Niagara.
- Soaring greenhouse gasses, increasing waste generation and energy use, declining stocks of large fish species, and shrinking water supplies in parts of the country are offsetting gains like reduced air pollution emission levels, good water quality, and healthy forest bird populations, said a new environment report released by the Canadian Index of Wellbeing. Greenhouse gas emissions are rising, up 24% since 1990. More than half of our GHG emissions are produced by the oil, gas and coal industries (which accounts for 22% of emissions), transportation (also 22%) and electricity production via utilities (16%).
- Non-renewable fossil fuels still make up 90% of our primary energy production. While we're generating more electricity from wind, solar and tidal sources than in the past, it represents less than 0.5% of total generation.
- The effective supply of water in Southern Canada shrank by 8.5% over the past 30 years.
- Between January 2010 and January 2011, average weekly earnings of non-farm payroll employees rose 4.2% to $870.33. This was the sixth consecutive month with year-over-year growth at around 4.0%.
- In comparison, average weekly earnings between January 2009 and January 2010 increased by 2.2%.
- Between January 2010 and January 2011, growth in average weekly earnings was above the national average of 4.2% in 6 of the 10 industries with over 700,000 employees, led by administrative and support services. The slowest growth in earnings occurred in retail and wholesale trade.
- For the fourth consecutive quarter, Canadian homeowners say debt-reduction remains one of their top financial priorities, according to a recent poll for Manulife Bank of Canada. Nearly three in 10 homeowners rated debt freedom as 10 out of 10 – their top financial priority. 71% rated debt freedom at 8, 9 or 10 out of 10.
- 8% of homeowners aged 30-55 had no debt at any time in the past 12 months – relatively unchanged from previous quarters.
- As of January 1, 2011, Canada's population was estimated at 34,278,400, an increase of 40,400 (+0.1%) from October 1, 2010.
- In Ontario, the population was estimated at 13,282,400 on January 1, an increase of 13,900 (+0.1%) compared with October 1, 2010.

Today, The Conestoga Institute of Technology and Advanced Learning has taken its place as a major post-secondary institution, a force to be reckoned with in the academic community.

IN FULL-TILT GROWTH MODE

BY PAUL KNOWLES

Dynamic community, growth opportunities, keep John Tibbits at the reins of Conestoga College

John Tibbits sees Conestoga College's involvement in the Communitech Hub as a potent symbol of how far his college has come since he took the reins, in 1987. "Twenty years ago," says Dr. Tibbits, "we would not have been here [in the Hub]. We would only have read about it."

When Tibbits became President of the College, it was playing the very circumscribed role of all community colleges of the time, with little impact outside its perceived "community college" mandate. But not any more – today, The Conestoga Institute of Technology and Advanced Learning has taken its place as a major post-secondary institution, a force to be reckoned with, in the academic community.

And Conestoga's invitation to participate in the Communitech Hub, alongside the University of Waterloo, Wilfrid Laurier University, and major high tech companies like RIM and Christie Digital, offers clear evidence of that fact.

Conestoga College was established in 1967; Tibbits became President twenty years later and today, he is the longest-serving community college president in the country, and has just had his contract extended through 2015 – by which time he will also be the record-holding elder statesman of College Presidents.

The College is currently in the middle of its largest expansion, ever, adding 400,000 square feet of new buildings across five campuses, including the new campus located in Cambridge, just across the 401 from the 138-acre Doon campus. The new campus will house most of Conestoga's Engineering Technology programs, and will eventually include one million new square feet of learning space. Phase one opens this fall.

Conestoga also has campuses in Waterloo, Guelph, Ingersoll and on a smaller scale, in Stratford and downtown Cambridge.

John Tibbits featured on the cover of Exchange Magazine May 2003

"I like it here"

Tibbits admits that staying in one job, as head of an academic institution, for most of three decades is unusual. His career path, prior to Conestoga, touched down in a variety of locales – he holds degrees from three universities (a Bachelor of Science degree and a Diploma in Education from McGill University, a Master of Education degree from the University of Vermont and a Doctorate in Education from Boston University) and held senior administrative positions at Dawson College in Montreal, Touche Ross & Partners in Ottawa and Canada Post Corporation in Ottawa.

But then he came to Conestoga... and stayed.

Why? Tibbits smiles, and offers the simplest explanation, first. "I like it here." He says that "this is a community that is extremely dynamic."

That community dynamism has been reflected in constant growth and change at the

PHOTOGRAPHY: EXCHANGE MAGAZINE

college, he says, so that while his title may have remained the same, the job has grown and changed continually. He didn't have to move to grow... growth is all around him. "Look at the change in this community since 1987," he says. "We've been able to adapt to this community."

That commitment is built right into the College's mission statement, which includes the idea, "we shall respond to the needs of the community."

Tibbits has stuck to that principle, and an interview with the Conestoga President is filled with examples of how the College has listened to the community, and adapted or developed new programs to meet the changing needs of a marketplace attuned to high tech, global competition. The challenge, he says, is to be an institution that meets the ever-changing needs of companies like Research in Motion and Toyota.

These challenges have taken Conestoga to brand new heights, he says. "We've had to meet the needs of the community... we've had to blend applied learning and theoretical learning in a way that had never been done before.... these people are looking for world class employees."

He explains his career longevity: "I stayed because this college and community are not what they were in 1987. They are more sophisticated and exciting. And

PHOTOGRAPHY: EXCHANGE MAGAZINE

Conestoga's Dr. John Tibbits and WLU President Max Blouw sign a historical agreement between Conestoga College and Wilfrid Laurier on April 16, 2010.

you become part of the institution... you have so much invested. I've had opportunities to go elsewhere, but why would I leave?"

He notes that the immediate drawing area is projected to grow by 200,000 in the next ten years. "We'll be hard pressed to keep meeting the needs of this community in the next ten years."

Pathways

It has not always been easy. When Tibbits joined Conestoga, community colleges were completely separate from other educational institutions, and, in his words, "there weren't a lot of pathways" for a community college student to continue his or her education. The Ontario system was less flexible than its American counterpart, where students often used credit from one level of post-secondary education to open doors to additional study. That was difficult, here, but Conestoga has been a major player in bringing change about.

Today, Conestoga grants some degrees. The college has joint programs, cooperating with universities. And, Conestoga offers internal "pathways", courses at various levels that can provide a learning ladder for students who enter at a lower point but learn their way up. For example, in the health field, a student can enroll in a pre-health program, which can open the door to higher levels – one-year and two-year programs and even the four-year nursing degree, a program run in conjunction with McMaster University.

Tibbits sees the creation of such flexible "pathways" as a key part of his responsibilities.

"Influence the system"

Tibbits recognizes that his influence for change extends well beyond the Conestoga campuses. He has been a leading lobbyist on behalf of the community college system, and has played a key role in initiating change and growth.

One important accomplishments involves the granting of degrees. He recalls, "When we started talking about degrees, probably 15 years ago, many people snickered." But Tibbits and other community college leaders "had a chance to have influence in the system," and the improbable came to pass – Conestoga is now a degree-granting institution, including in engineering, with plans for more of the same. "We've opened the door," says Tibbits.

The President says none of this has come easily. When Conestoga set its sights on granting engineering degrees, Tibbits and his colleagues definitely did their homework. They hired a professor from the engineering program at the University of Waterloo, and consulted with experts from all over North America.

The goal, says Tibbits, was not just another engineering degree program, but a program that granted "the engineering degree of the future."

"We looked into the future," he says, and saw project-based engineering. The vision was certainly ratified in February, as a team from Conestoga's Mechanical Systems Engineering degree program took first place in the Senior Design division of the Ontario Engineering Competition, a yearly event that sees competition between students from accredited engineering programs across the province. This year was the first time college students had been allowed to compete in the primarily university-based event; Conestoga won.

Tibbits expects the College to have 15,000 full-time students within the next five years.

By the numbers

Tibbits' influence on the College can be seen in many ways – in the growth and improvement of the programs, in the role Conestoga plays in the community – but also in the numbers of students.

In 1987, there were 2,300 students and between 400 and 500 apprentices at Conestoga. This year, there are 10,000 students and 4,500 apprentices. "So," says Tibbits with a certain amount of understatement, "we've grown a lot."

Tibbits expects the College to have 15,000 full-time students within the next five years. But "growth" clearly means much more than bums on classroom seats. It has to do with quality, and complexity, and reaching out. Tibbits muses, "Who would have thought, in 1987, that we would have 15 research projects going on." In the 80s, that was the purview of universities. Not any more. The President hopes the College will be home to $10 million to $15 million in research projects, within half a decade.

Not done yet

With his contract extended to 2015, Tibbits is eager to look into the future. Asked for his vision for Conestoga, five years from now, the President says, "We'd like to be a nationally recognized polytechnical institute."

> Although his official position is "President", he also serves as evangelist, visionary and chief marketing officer.

Already, he says, Conestoga is one of the strongest colleges in the province. But he wants more, he wants his school to become one of the top-rated undergraduate schools of applied learning, granting about two dozen degrees. Tibbits is not striving to become another university, but he wants to be an equivalent choice: "Not less than, different than" the universities.

He believes the College is poised for accomplishment. "Applied learning is becoming more and more important."

He adds, "We don't want to compete with universities in BA or BSc degrees." Instead, he sees the need for applied learning blended with theoretical knowledge, which will produce well-educated graduates "ready for the job market."

"Centres of excellence"

A keystone of the Conestoga strategy is to develop "centres of excellence" focused on specific disciplines. For example, the new Cambridge campus – just across the 401 from the Doon campus – will be home to engineering programs. The Waterloo campus is a centre of excellence for skilled trades and culinary training. The Guelph campus specializes in transportation trades. The new Ingersoll campus is home to the unique Powerline Technician program. The health program at the Doon campus is state of the art, with a full operating room; the program offers "programs equivalent to university programs."

Tibbits says that centres of excellence will focus on areas of Conestoga's expertise, including construction, transportation, health, "seven or eight areas. We will be known for those areas." Many of these programs have come into being as a direct result of requests from industry. The President refers to conversations with leaders from various trades who have challenged the school to get involved in training craftspeople and technicians for their industries. The school has responded.

"We put a lot of time into our relationships with employers. We've raised the profile significantly on a number of fronts. The only way to move our programs ahead is to have the support of industry."

Industry support has had to be earned. Tibbits recalls a conversation with the owner of a roofing company; the Conestoga President was asking for assistance with a roof at the Waterloo campus, but the answer was "you're not doing a lot for us... you don't have a roofing program." Now, they do.

The same thing happened after a discussion with representatives of the sewer and mains business – a program was developed to train people for that industry. Along the way, says Tibbits, college leaders have learned to be "better listeners."

Today, says Tibbits, there are four Ontario schools that "do most of the trades training in Ontario. We're the third largest... eventually, we'll be the largest."

Tibbits is passionate about the need for the community – and for young students – to recognize the importance of the trades. He notes that only 1% of grade nine students think they are going into the trades. Many flounder in dead-end jobs before realizing the potential that work in the trades can hold, and today, the average age of an apprentice is 27. If a higher emphasis were placed on the trades – on the importance of these jobs, and the potential remuneration – the lack of qualified tradespeople could be solved.

Tibbits cannot resist launching into a short sales pitch, noting that industry leaders like Frank Stronach of Magna, Frank Hasenfratz of Linamar, and the late Klaus Woerner of ATS Automation Tooling Systems, all began in the trades.

Competition

Tibbits consistently stresses the theme of cooperation with universities, arguing that the College is not competing for the same programs, but exists to meet other, growing needs, to develop educational and training pathways for its students.

However, he is not quite so cooperatively-minded when it comes to other community colleges. Asked if there is direct competition for students and for resources with the other colleges in Ontario, he's blunt: "That's for sure."

He admits that there is competition for students, but quickly adds that the regional community is growing so fast that Conestoga may see much of its growth generated right here at home. He notes that the immediate drawing area is projected to grow by 200,000 in the next ten years. "We'll be hard pressed to keep meeting the needs of this community in the next ten years."

Tibbits recognizes that the challenges will continue to grow. Many young people are graduating from high school with no clear idea of "where they want to go." In many cases, that has demotivated them and they leave high school without adequate marks or the right courses to pursue careers.

The ever-changing job market is also producing a regular crop of suddenly unemployed workers who need career retraining to re-enter the job market.

> "Look at the change in this community since 1987," he says. "We've been able to adapt to this community."

Tibbits believes Conestoga can be an answer in many of these situations. Students can get into programs that contain "pathways" to higher levels of training and competence. Conestoga will always be an institution that places "a high value on sills, a lot of value in trades training."

It's working. "Last year," he says, "we trained 1,300 unemployed workers."

But he thinks a shift in mindset is still in order. This number of people needing retraining is not because of a short-term economic issues, he says, it's the new reality.

"We have to stop thinking that this is an aberration. We hope that the recession was an aberration, but we have to realize that we're in a country where innovation is the order of the day. That's great... but there are going to be people who are going to suffer. We need to create a

PHOTOGRAPHY: EXCHANGE MAGAZINE

John Tibitts, shown standing in front of the new Cambridge Campus, housing Engineering Technology Institute and Institute of Food and Processing Technology.

retraining system... It shouldn't be something special, it should be in place. We're going to live with this for the rest of our lives." And that kind of system, he argues, requires subsidies from government.

Having mentioned subsidies, Tibbits notes that government contributions, per student, have actually decreased over the time of his tenure. The annual grant per student was once $6,000; today it is $4,300. As well, in 1987 the federal government would buy "seats" to subsidize students. The budget for that was $35 million; now, that funding is gone. The President is quick to lay out the need for reliable government funding to allow his College to do its expanding and challenging job.

John Tibbits has been much honoured in his community. He has been named Business Leader of the Year by the KW Chamber of Commerce, and received the Impact Award from Communitech. He is a member of the Board of Cambridge North Dumfries Hydro, the Accelerator Network, Canada's Technology Triangle, Business and Education Partnership and Polytechnics Canada and is also on the campaign cabinet for United Way.

He has also been Chair of Grand River Hospital and a Board member on the Greater Kitchener-Waterloo Chamber of Commerce, the March of Dimes, Skills Canada (Ontario), Thyssen Krupp Budd Canada, and Communitech, and was President of the Chicopee Tennis Club.

But... his heart and mind are clearly always centred on his College. That is his life, his passion, and his focus. He has a vision for Conestoga, and for its impact on the larger community. He believes the College can surpass all expectations, and in doing so, can play a role in supporting industries and creating employment in large measure.

He believes in Conestoga, and although his official position is "President", he also serves as evangelist, visionary and chief marketing officer. It's not just the College that has grown exponentially since 1987 – so has its President's love for the place. It shows in everything he does.

BUILDING THE FUTURE ON A CENTURY OF EXPERIENCE

BY PAUL KNOWLES

WLU celebrates its 100th anniversary while planning for the next 100 years

Dr. Max Blouw has been President and Vice Chancellor of Wilfrid Laurier University for only four years... but right now, it feels like 100.

That's not too surprising – as head of the university, Dr. Blouw is also point man for a very significant celebration. This year, Laurier is marking its 100th anniversary, and the school's President understands the importance of this landmark – and the opportunity it presents.

As his school celebrates an important birthday, Blouw reflects on the philosophical balancing act this involves. On one hand, it's time to "take time out to say thank you and to celebrate all who came before." On the other, this is an opportunity "to think about the future."

Blouw may be an administrator, but he's first and foremost an academic. He came to Laurier after a distinguished career at the University of Northern British Columbia, where he was Vice-President of Research, and at St. Francis Xavier University. He is very involved in academic affairs on a national level, serving on the Board of Directors of the Association of Universities and Colleges of Canada. He's on the Executive Committee of the Council of Ontario Universities, and is Co-Chair of the College-University Consortium Council.

A biologist, Blouw is the recipient of the Science and Technology Champion Award from the British Columbia Innovation Council.

And Blouw brings the mindset of an academic to his reflection on this pivotal point in Laurier's history and development. In other words – he thinks about it.

Lately, in the midst of a lot of planning for special events ranging from a Homecoming that may draw more than 80,000 people, to major musical concerts and much more, he's been... wait for it... reading history books.

The original Laurier

Specifically, Blouw has been reading about Sir Wilfrid Laurier. He rejects the word "researching," because he is not delving into primary sources, but he has been reading a lot of biography and history.

He sees "telling the story of Wilfrid Laurier" as an important part of the celebration. After all, says Blouw, the

PHOTO: WILFRID LAURIER UNIVERSITY

Dr. Max Blouw makes a bold comparison, pointing to the neighbouring American schools, Harvard and M.I.T. "It's a little bit like being Harvard and M.I.T. in the same community," he says. "WLU would be Harvard."

university is "named after a politically successful Prime Minister who really strengthened this country… I'm reading a fair bit about him."

But was the University really named after Laurier because he was a great Canadian, or was it because his initials – W.L. – conveniently matched the initials of Waterloo Lutheran University at the time when the school opted to move beyond its ecclesiastical connections?

Blouw admits the truth. "The convenience of alphabet would be the honest answer." But he doesn't care, because the alphabetical coincidence has forever linked the school with the idea namesake, in his opinion. Wilfrid Laurier was "a great individual." The university is "proud to bear his name," says the President.


PHOTO: WILFRID LAURIER UNIVERSITY ARCHIVES

Celebrating Frosh Week at WLU.

He waxes even more enthusiastic. "It's quite wonderful about the name… it's not place or location dependent." This is ideal for today's Laurier, he argues, as the school establishes its presence in a number of communities, with campuses in Brantford and Kitchener, as well as Waterloo.

A highlight of the 100th anniversary celebrations will be the unveiling of a statue of Sir Wilfrid Laurier. Blouw points out that the work that has been commissioned is not the typical image of Laurier as an elder statesman, but it captures Laurier as a younger man. Blouw laughs, and shares the insider information that the image "bears an uncanny resemblance to Pierre Trudeau!"

The President sees a lot of symbolic significance in the affiliation with Prime Minister Laurier, a man who understood the two founding cultures, who recognized the importance of independence from Great Britain, who knew what it meant to look to the future with vision and hope.

That kind of perspective is an ideal starting place for Blouw's vision of the future for his school.

Complementary roles

In Blouw's view, the future of WLU can largely be summed up in two concepts: multiple campuses, and academic areas of excellence.

What doesn't cloud his vision at all is the presence of another university with an address on the same Waterloo street – University Avenue. After all, the University of Waterloo owes its very existence to Laurier, so why should the parent school feel intimidated, even if it is smaller – although "small" is a relative term, since Laurier is home to more than 17,000 undergraduate and graduate students.

> "The city of Waterloo gave the seminary five acres. And the seminary is the birthplace of post-secondary education in Waterloo Region."

Blouw says, "I like the atmosphere between the two schools. They are very complementary." In fact, he makes a bold comparison, pointing to the neighbouring American schools, Harvard and M.I.T. "It's a little bit like being Harvard and M.I.T. in the same community," he says. "WLU would be Harvard."

UW may be bigger, but Blouw doesn't necessarily see that as a point in the newer school's favour. In fact, he says "I think our smaller size is a huge advantage."

Blouw adds, "Our reputation is very, very strong." He admits that Waterloo stands very high in public perception, especially when it comes to areas such as engineering, but he counters, "We have an extraordinary reputation in the academic community."

The public image of Laurier is getting a boost through a unique academic venture

PHOTO: WILFRID LAURIER UNIVERSITY ARCHIVES

Opening ceremony at Waterloo Lutheran Seminary, October 30, 1911.

linked to the Laurier 100th celebration: the university will be awarding 100 Centennial Scholarships to “100 of our most promising future students”, covering tuition for their first year.

Here’s a precis of the historical record: a Lutheran seminary was established in Waterloo in 1911; it grew to include the Waterloo College of Arts, established in 1924. The College affiliated with the University of Western Ontario. In 1959, two Associate Faculties became the University of Waterloo; one year later, the seminary was re-chartered as Waterloo Lutheran University. WLU kept its letters but changed its name to Wilfrid Laurier University in 1973, when the institution became a provincially funded university.

Areas of excellence

From Blouw’s first semester as President, he has been focused on defining a clear vision for Laurier, so the current “exercise in examining our future” is simply part of that larger endeavour.

One thing has emerged very clearly: Laurier is well known, nationally and beyond, in certain disciplines, and the President is determined that the school continue to focus on “areas in which we can really excel.” Part of the current discussion is aimed at discovering the most effective ways to produce these areas of excellence.

Blouw is ready to identify at least some of these areas of strength. He points to the Laurier School of Business and Economics. But he also notes the “extraordinary capacity in the liberal arts.”

“We’re like to enhance that, to create an institute of excellence in the liberal arts.”

He points to music – “We have a fabulous, performance-oriented music faculty,” and looks forward to “building that to an exceptional standard.... [but] let’s do it right, let’s do it very strategically.”

Music will play a significant role in the Laurier 100 celebrations, with world-class concert performances scheduled for the fall of 2011.

Other areas of excellence targeted for special emphasis by the university include social sciences, social work, education and theology.

Fully grounded

Asked for his personal vision for the future of Laurier, Blouw says, “I’d like to see a university that is fully grounded in the values that have many this university successful.” He mentions factors like “student engagement,” and “sense of community.”

It’s not surprising, then, that the celebrations will include several elements that highlight the ties of Laurier with the community of Waterloo. Lori Chalmers Morrison is Associate Director of Communications and Public Affairs. She told Exchange that the university will honour “100 Alumni of Achievement,” graduates who have gone to “really exemplify what Laurier is about.”

The centennial celebrations also include a “100 hour project”, which Director of Communications and Public Affairs Kevin Crowley calls “a call to action” to community volunteerism, a call that goes out to anyone associated with Laurier – “staff, faculty, students, alumni.”

Morrison believes that integrating the university and the community is especial-

PHOTO: WILFRID LAURIER UNIVERSITY

Music performance is one of Laurier’s many “areas of excellence.”

PHOTO: WILFRID LAURIER UNIVERSITY

Gold Hawks football fans and players – a true Purple and Gold Homecoming tradition. The 2011 Homecoming, marking the school's 100th anniversary, is expected to draw more than 80,000 visitors.

ly appropriate, because Laurier – along with its progeny, the University of Waterloo – has its origins in the Lutheran seminary founded in 1911, 100 years ago. The school was officially known as "the Evangelical Lutheran Seminary of Canada". And that was made possible, she says, because "the city of Waterloo gave the seminary five acres. And the seminary is the birthplace of post-secondary education in Waterloo Region."

> The university will honour "100 Alumni of Achievement," graduates who have gone to "really exemplify what Laurier is about."

President Blouw is quick to point out that Waterloo is no longer the sole community that benefits from the presence of Wilfrid Laurier University. When he talks about the key to WLU's success, he adds, "we have taken that to other communities," including Brantford, where the WLU campus has rejuvenated the heart of the city, and Kitchener.

And they are not stopping there; adds Blouw, "Milton is a possibility."

"I would hope," says the President, "that the identity of Laurier will transcend the geography." His university "meets the demands of Ontarians in a number of communities," a number of "multiple campuses" that seems likely to grow.

More to come

The celebrations are already underway, but will really gain steam in the fall. Prior to that, there is the Laurier Centennial Conference (International Conference on Applied Mathematics, Modeling & Computational Science), July 25-29. But the action is focused on autumn events like Homecoming, expected to attract more than 80,000 people, when runs from September 30 through October 2. In addition to all the usual Homecoming hoopla, the 100th anniversary edition includes the 100 Alumni of Achievement Dinner.

The last weekend in October features both the Fall Convocation and a "Gala Opera and Concert Weekend," with concerts in Waterloo and in Brantford, featuring the best musicians associated with Laurier's famed music program.

Dr. Blouw puts his academic vocabulary aside for a moment to exult in the fact that the celebrations "will bring an awful lot of people together." It's amazing what 100 years of vision and effort can add up to.

Sustainability

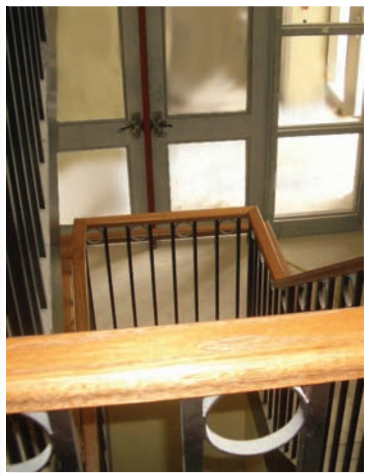
Driving Innovation, Building Diversity

325 bed King Street Residence and Parking Garage, WLU, Waterloo

LEEDing a Vision

Constructing & Renovating structures for WLU's higher learning programs

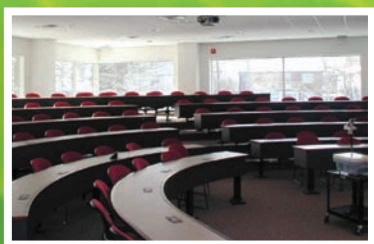
Wilfrid Laurier University, addition to Dining Hall Facility
Renovations to current 20,000 suare feet dining hall



Faculty of Social Work, WLU, Kitchener
Renovations of the 100 year old St. Jerome's High School

Faculty of Social Work, WLU, Kitchener
Renovations of the 100 year old St. Jerome's High School

School of Business/Arts/Library, WLU
41,000 square feet School of Business



School of Business/Arts/Library, WLU
41,000 square feet School of Business

Diversity

Waterloo College Hall Student Residence, WLU
94,000 square foot new residence for 320 students

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THE EMOTIONAL BUSINESS OF MAKING MONEY

When it comes to human beings, emotions rule!

by CARLY O'BRIEN

CARLY O'BRIEN is Principal & Lead Achievement Advocate of The Achievement Centre – Excel, serving Kitchener-Waterloo, Guelph, Cambridge and beyond.
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People buy emotionally first and logically second – and business only happens when people buy. Since the health of the balance sheet is just a symptom of people's decisions to buy from (and into) you and your organization, it helps to be excellent at the items that connect with human emotions. Funny thing about humans – whether they are clients or employees, emotions rule!

Many of us have invested fortunes in cultivating our minds at one of our many fine local institutions of higher learning and, as illogical as it may sound, most of our decisions are cemented while in the throes of emotional euphoria. Rest assured that your many hours spent with data reports, in strategic planning meetings and weighing the factual pros and cons of ideas were valid. We must also acknowledge that the instant you bought in to someone else's idea, the merits and brilliance of their arguments melted away and the surety you felt in your gut was all that mattered.

Is there any doubt that people will attach irrational, emotionally-based interpretations that seem to defy the logic of the facts?

You have lived with people your entire life. Is there any doubt that people will attach irrational, emotionally-based interpretations that seem to defy the logic of the facts? Knowing this, how equipped are you and your leaders to communicate and connect with the emotional frequencies of employees, clients, regulators and suppliers? Of course, your leaders can move a spreadsheet to create results, but can they move people?

Queens MBA students are now investing time and energy with Nicholas Boothman, best-selling author of "Convince Them in 90 Seconds or Less," during their program to learn how to earn people's emotional attention. The reality is that fickle humans will be hesitant to a) listen, b) internalize and c) act quickly with determination if they can't first say to themselves, '"I trust you, you make sense and you move me to act".

Whether it is a potential client committing to a large order or an employee choosing whether or not to give you their discretionary efforts it will be those who trust you with their guts, understand you with their minds and like you with their emotions, who will act to create results most quickly.

For example, the client who actually enjoys speaking with you – not only because they get something of value for their business, but because the two of you seemed it hit it off – likely sends more of their business your way. Another example would be the employees that work for that other manager and seem to generally have a good time and get their work done. These people trust, like and understand the people they are with – it's not magic but it is annoyingly important.

The fundamental question is, "Are you charming or alarming?" When your presence graces someone else's present, do they tense up slightly and think a little "uh oh" in their head or do they instantly sit back, smile and think, "ahhh, it's you"?

Which initial reaction to your presence is more conducive to a long standing positive, results-based relationship? Whether it's a marriage, recreational sports team or professional relationship,there are small, simple things you can do to earn "ahhhs" vs. "uh ohs".

1. Check yourself before you enter their present or dial their number. What is your frame of mind? Are you demonstrating an attitude useful for getting a positive reaction from another person (unless you actually are Darth Vader, fear and dread don't really count).
2. Smile, make eye contact and keep your body posture open and relaxed. Let their subconscious know there is no threat intended. Notice the term smile – not grin like a maniacal, toothy villain, or smirk like a 6th grader pulling a practical joke. Once the other person acknowledges your presence, move to step 3.
3. Ask an interesting question that gets them talking. "How has your morning been?" "What has required the majority of your time today?" The most interesting thing to most humans is themselves and their own experience – you can respect this or fight it. Asking "How is your afternoon looking?" assuming it is still in the future, may earn you an "uh oh" instead of an "ahhh" because it sounds like you are fishing for some of their time.
4. Bridge to the reason you came to talk to them. Genuinely acknowledge and interact with their answer to your question. This may require a small exchange of two or three sentences back and forth, then let them know "The reason I came to speak to you is...."

By this time you have earned an "ahhh" and the other person has likely adequately disengaged to properly listen and respond realistically. Depending on your reason for speaking to them, the response may not be a happy one. Realistic is better in the long run.

Sure, this approach may be different that your usual habit of looking at your handheld, while throwing your voice over – "Hey Jim, what's going on with that account?" If Jim and you are fast friends, do what works, you've earned the shortcuts. If not, the lack of eye contact, smile, respect of the other person's time and concentration could end up costing you time in the long run.

Imagine the missed opportunities to earn an "ahhh" when the only introduction to you and your request is the ping on the email or the buzz announcing that your text has arrived – again, these are shortcuts in human communication that are best used after a long string of face to face "ahhhs" have been earned. Every relationship is vulnerable when each person is reduced to a computer program, only receiving bits and bytes.

> Of course, your leaders can move a spreadsheet to create results, but can they move people?

The business of making money requires the involvement of people. Are you advanced enough to use both logic and emotion to earn people's trust and movement? Are you missing opportunities because you insist that a logic-only approach is good enough? Add it up.

YOU OWE YOUR FAMILY A PERSONAL FINANCIAL PLAN

Developing the right plan is a detailed but worthwhile project

by ED ARBUCKLE

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You live in the home you always dreamed about. The kids are moving along in school as planned. Each year you ski at Whistler and enjoy cottage life in the summer. Everything is pretty darned good. Life is busy but there is just not enough time in the day to look at family finances – tomorrow, maybe! Finally you pick up the phone and make that dreaded call to get some help in doing a personal financial plan. Isn't everyone supposed to have one?

What's in a financial plan?

Personal financial plans are talked about a lot, but seldom does anyone really say what should be in a good plan. A financial plan – that's about making sure I save enough money so my spouse and I are not in the poor house when we retire, right?

That is partially correct but by no means the total objective of a personal financial plan. We do lots of personal financial plans for our clients. The opening part of every plan should define its objectives:

- Meeting lifestyle needs and expectations
- Protecting and growing family capital.
- Managing taxes effectively.
- Transferring wealth to the next generation.
- Guarding against the unexpected.
- Fulfilling social and philanthropic goals and commitments.

It's obvious that the above list goes well beyond cash flow and net worth projections to show that you can pay the bills – now and in the future. A good plan also needs to have a strong personal ingredient tailored to the specific objectives of the individuals. They might be as follows:

- We want a financial plan that allows us to consciously draw down our assets, because we expect to live full and meaningful lives in our retirement.
- We want the financial element taken care of so we can do other things.
- Our plan should provide a step by step route that we

Personal financial plans are talked about a lot, but seldom does anyone really say what should be in a good plan.

feel confident in and will completely buy into, so that when we execute it and it will deliver financial independence when we retire.

- We want to minimize taxes and maximize our after-tax income.
- We want to guard against possible loss of employment income.
- We want to mentor our children in handling and respecting the financial resources they receive, and be able to pass our wealth to them effectively.

A good plan must meet the needs of the individuals in a very personal way and this requires a review of many documents – usually guided by the use of comprehensive questionnaires that ask probing questions about every aspect of the individual's financial DNA. Goals and priorities must be defined. The plan should identify strengths and weaknesses of the current situation and identify specific recommendations for change. Financial plans themselves have both strengths and weaknesses and trade-offs need to be found between the wish list of personal goals and the ability to meet them. Recommendations in the plan must meet the comfort level of the individuals, or they should be discarded and re-worked until everyone is satisfied.

What does a financial plan do?

A financial plan in the end does many things. It allows individuals to take more control of their future. It sets realistic and attainable goals. It reduces the impact of negative events such as disability, death, investment losses and other financial threats. Finally, a good financial plan can be adjusted for new goals as circumstances change, laws change and new issues evolve. The plan is not just about confirming the importance of staying the course but it also must show new and better options as assumptions are altered.

> The financial plan should discuss all of the objectives in a personal way.

Financial plans typically make projections of the financial future to the time of death. Although plans project one's entire financial future, they are seldom reliable beyond four or five years and need to be reviewed and redone frequently. The major defect of financial projections is that they are generated by spreadsheets and for the most part they are straight line projections that cannot account for financial tsunamis and day to day events that take things off course. They are obviously useful documents but should be read with a dose of common sense.

Projections are still nice to see

Naturally, a personal financial plan must be backed up by detailed financial analyses that support the conclusions. Otherwise individuals don't really understand or see the tangible outcomes. The following schedules should back up the plan:

- Current balance sheet showing asset ownership of each asset and classified as personal assets, investment assets, insurance and retirement assets.
- Analysis of current and projected return on investment by asset class.
- Projected income from portfolio and retirement capital.
- A calculation of personal income taxes, marginal tax rates and average tax rates that drive the projections.
- A detailed analysis of today's cost of living and projected cost of living based on assumptions on inflation and changes in spending patterns.
- A schedule of future RRSP and pension payments.
- A projected schedule of net worth confirming adequacy of capital.

Most people view projections of net worth, income and expenses as the essence of a financial plan. While they are interesting and need to be understood, they are only part of the plan as discussed earlier.

Getting more specific

A good financial plan should look at each aspect of financial planning and deal with each one in detail in the report: Lifestyle issues and philanthropy; Investment and retirement funds; Tax planning and minimization; Personal risk management; Retirement planning; Financial independence; Estate planning and wealth continuity.

In each of these areas, the financial plan should review the individual's wishes, the changes (if any) that need to be made and the related strategic recommendations to accomplish all of this. For example, in the Lifestyle Issues and Philanthropy area, an individual may have the following specific objectives:

- Remain in the same house but downsize at retirement.
- Mentor children in financial responsibility.
- Have funds to make sure children can attend university.
- Devote modest amount to philanthropy.

The financial plan should discuss all of the objectives in a personal way. How can the individuals attain their desired goals? What must they change? What are the threats and challenges – and so on.

As you can imagine, any plan will contain many conclusions and recommendations scattered throughout the report from beginning to end. It is beneficial if all of these recommendations are laid out in point form in a Summary section which will act as a master checklist. The individuals can then drill down and set out to implement the plan one issue at a time. One by one, they can tick off each item as it is completed and move on to the next one.

Personal financial plans need to be holistic

Financial plans can look like legal documents prepared by accountants and lawyers for accountants and lawyers. They need to have some empathy, personal thought and be understandable so they meet the users needs in a holistic way so something gets done. Not an easy task!

GETTING "BUY-IN"

Powerful, engaged teams are crucial to performance management

by GREG VINER

GREG VINER runs the ELDC Group, helping people achieve superior results by developing unconventional but practical solutions to complex problems. Email greg-viner@eldc.ca; visit the ELDC Group on Facebook.

We want to improve employee performance, but how? We know that we could be doing a better job – we think.

One of the challenges organizations are faced with today is implementing a Performance Measurement System. This is simply standardizing the best practices, for the work that needs to be done, and there is an easy outline to follow:

- Get the team involved.
- Set standards.
- Measure the actual vs. the ideal.
- Develop a supporting plan to fill the in the gaps.

> When employees lack honesty, trust and mutual respect for management and for each other, suspicion and fear arises.

ensuring that team members follow through and are supported where needed. The goal is to set the team up for success.

The problem that most teams face is, often team leaders lack the tools to set standards and measures

In many organizations there is confusion about processes and procedures. While some supervisors approach situations one way, others may use an entirely different approach. And no one knows that this is the case! These situations lead to a lack of clarity and accountability within the team. In some cases, managers feel they need to take-charge so that work is done. While there is no problem with the idea of getting the job done, a top-down approach often leads to micro-managing and a culture of workers who at best are reactive rather than proactive, and at worst are fearful and disengaged.

Even if you are generally satisfied with your team, outcomes can usually improve when tasks are measured; however, this can be disastrous if introduced incorrectly. New ideas are challenging enough without being resisted. When employees lack honesty, trust and mutual respect for management and for each other, suspicion and fear arises. New ideas will fail regardless of how great they are. Buy-In is more than popular management terminology. It is a crucial component to performance improvement. The best way to ensure buy in is to include everyone in the process.

If they help plan the battle, they won't battle the plan!

Teamwork and a culture of honesty, trust and mutual respect is essential. The first step toward performance improvement is an overview with team members of how effective communication helps to maximize profit. This ensures 'buy in' from team members. This part of the process is essential – skipping past it will greatly diminish the probability of having a successful project.

If they help plan the battle, they won't battle the plan!

Next, workers are interviewed so that they can explain their key responsibilities, the skills and knowledge required. Measures and resources are also considered. This process quickly identifies the gaps that exist between management and staff. Management then consults and provides feedback. Opportunities and challenges are dealt with. The process is a collaborative one and is not complete until management is satisfied with the final documentation.

When the team is engaged in the process of establishing best practices, not only will they support the mandates but they will also provide greater insights and greater ideas than management alone ever could. Management benefits by accessing the best ideas available as well as achieving 'buy in' from workers of both established and new initiatives. The Key Responsibilities can be updated and consulted regularly as required.

At the end of the process, the team has an extremely clear understanding of what is expected and how to perform their jobs to the optimum standards. This process will help to increase the proficiency of the newer employees as well as reinvigorate the motivation of the veterans. A synergy of teamwork will result.

Using a team effort to develop a Performance Management System is more than a nice concept. It will positively affect results immediately. When interdepartmental agendas are clearly understood, workers are more motivated to contribute. The phrase 'not my job' is all but eliminated. When everyone feels that they are good at their job, no one will allow a team member to under-perform and get away with it. Ninety per cent of problems are resolved at a peer to peer level, freeing up management for coaching for success rather than policing for failure.


Ted Livingston, standing, second from left, with his Kik Interactive Inc. colleagues.

A 23-YEAR-OLD FORMER University of Waterloo student, high tech entrepreneur **Ted Livingston**, has donated $1-million to support UW's students' business startup ambitions. The donation will be used to help fund **VeloCity**, the unique residence-based program for student entrepreneurs.

Livingston's support of VeloCity has inspired the university to establish a $1-million seed fund for student startups. Over the next several years the fund will provide at least 30 student ventures with $25,000, four months of office space, incorporation services and mentoring. In addition, 75 student startups will receive $500 prizes as part of the first stage of the screening process.

"This is truly a wonderful development for our students who dream of launching their own successful startup," said **Feridun Hamdullahpur**, president of the University of Waterloo. "Ted exemplifies the entrepreneurial spirit that so often defines Waterloo and the need to give back that we seek to encourage in all our students."

Both VeloCity and the amount of the $25,000 investments have special significance to Livingston, the founder and CEO of Waterloo-based **Kik Interactive Inc.** Livingston, who studied mechatronics engineering at Waterloo between 2005 and 2009, founded Kik (then called Unsynced) while in the VeloCity residence in the winter term of 2009.

The $25,000 awards exactly match the amount of money left to Livingston by his grandfather – money that kept Kik afloat and fuelled the company's development in its earliest days.

Livingston's donation was made possible by the sale of some of his personal Kik shares in a recently completed $8-million round of venture capital (VC) funding. The shares, valued at $1 million, were sold to one of three VC investors to prevent further dilution of other Kik employees' shares.

"With few responsibilities and surrounded by other talented minds, UW students are uniquely positioned to start world-changing companies," Livingston said. "Unfortunately, few investors are willing to bet on young entrepreneurs, especially in Canada, so getting the start-up funds they need is a huge challenge. This fund is a step towards changing that."

OPENTEXT has been ranked Canada's top software company for the third consecutive year by the **Branham Group**, a Canadian industry analyst and strategic consulting firm serving the global information technology marketplace.

"OpenText is really a homegrown Canadian success story, given that the company evolved from an ambitious project at the **University of Waterloo** initiated 20 years ago," said **John Shackleton**, Chief Executive Officer at OpenText. OpenText's growth is reflected in the expansion of its headquarters location in Waterloo which when completed this summer more than doubles the capacity at the facility. The company now operates in 114 countries serving millions of software users, partnering with companies like **Microsoft**, **SAP** and **Oracle**.

FOR THE SECOND consecutive year, **Lutherwood** has been identified as one of Canada's Best Workplaces by the **Great Place to Work Institute of Canada**. The results identify Lutherwood as one of the top 10 best workplaces for women and 13th overall in best workplaces across Canada.


Dr. John Colangeli, CEO Lutherwood

"One of the most enjoyable experiences for me is to see our team recognized and rewarded for their hard work," said Lutherwood CEO, **Dr. John Colangeli**. "Every day, our employees strengthen the lives of people living in our community. This can be very demanding but is also rewarding and fulfilling. To support our employees, we are committed to building a culture where we engage not just their minds and hands, but their hearts too. We create an environment where employees have a healthy work-life balance, are encouraged to strive for personal excellence, and in the end, where they want to come to work. It is this culture, created by our caring employees, that made Lutherwood one of Canada's top workplaces for a second consecutive year."

Lutherwood is a not-for-profit organization that provides a wide range of children's mental health, employment, housing and family counselling services.

ENERMODAL ENGINEERING was named one of the Top 10 Best Workplaces in Canada, as the **Great Place to Work Institute** recognized the 100 best places to work from across the country. Of the seven consulting engineering firms on this annual list, Enermodal was the only firm to place in the Top 10. Enermodal was also the only Waterloo Region firm in the Top 10.

The evaluation of Enermodal's corporate culture and policies identified several strengths, including Enermodal's LEED Platinum offices in Kitchener, Calgary, and Toronto which provide superior indoor air quality and daylighting; and a Kitchener headquarters that is most energy-efficient office in Canada and includes employee garden plots.

Stephen Carpenter, President, Enermodal Engineering

"As a company that bases its competitive advantage on innovation and expertise, attracting and retaining Canada's best consulting engineers and sustainability experts is one of our top priorities," says **Stephen Carpenter**, president of Enermodal Engineering.

THE UNIVERSITY OF WATERLOO has been selected as the natural home of a comprehensive index that measures the wellbeing of Canadians. **The Honourable Roy J. Romanow** joined campus leaders to officially launch the **Canadian Index of Wellbeing Network** at UW.

"Most Canadians realize that our wellbeing cannot be measured by just narrow economic measures like the GDP," said Romanow, chair of the network's advisory board and former Commissioner on the Future of Health Care in Canada. "The Canadian Index of Wellbeing is a single, national instrument for tracking and reporting on our overall wellbeing, on the things that matter to Canadians. The Index provides a snapshot of our country's progress - or lack of it."

The CIW offers unique insights into the quality of life of Canadians – overall, and in specific areas such as health, standard of living, environment, education, time use, community vitality, democratic engagement, and the state of leisure and culture.

Its development is led by the Canadian Index of Wellbeing Network, an independent, non-partisan group of national and international leaders, researchers, organizations and grass roots Canadians committed to improving and protecting quality of life across the country.

"Waterloo's faculty of applied health sciences has been an international leader for over 40 years in research related to promoting health and optimizing quality of life," said Romanow. "They have a proven track record in delivering and translating research to drive behaviour and policy change. It was a natural fit."

ROBERTSON SIMMONS ARCHITECTS INC. is partnering with commercial real estate developer **The Cora Group** in the achievement of **LEED** Gold New Construction Certification for the **innoTECH** building, making this project the first multi-tenant building within Waterloo Region to achieve the LEED Gold NC status. The innoTECH building, located in Waterloo's **David Johnston Research + Technology Park** was commissioned by The Cora Group and designed by **RSai**. Other project team members included Enermodal **Engineering Ltd., MTE Consultants Inc., Roth and Associates, Schorn Consultants Inc., MNE Engineering Inc., Rombald Inc.,** and **Ball Construction Inc.**

"We are incredibly proud to achieve LEED Gold NC 'first' status for the innoTECH building within Waterloo Region. This was a particularly challenging certification to attain, as the multi-tenant nature of the project required not only the commitment of building owner, but all tenants as well, who must participate in 'fitting out' and maintaining internal spaces to LEED Gold standard. This project is a clear demonstration that our Waterloo technology community is deeply committed to environmentally sustainable building design," says **Laird A. Robertson**, partner.

DURING NATIONAL CO-OP WEEK, **Conestoga College** recognized the recipients of its Co-op Student of the Year and Co-op Employer of the Year awards at a special reception at the Doon campus.

Sergio Batir of Kitchener, **Erin Brown** of Port Colborne and **Shuchi Pandit** of Guelph were named as Co-op Students of the Year. **Graham Construction and Engineering Inc.**, a Mississauga-based company, was named Co-op Employer of the Year.

COMMUNITECH'S VENTURE SERVICES program is expanding to support the burgeoning number of startup companies relying on Communitech for commercialization expertise, with more new companies "walking through the doors" every week, Communitech CEO **Iain Klugman** says. The program provides expertise and resources to startup companies, engaging executive-level talent from the Region.

Communitech continually seeds its Executives-in-Residence team with high-level executives. The Venture Services team at Communitech currently includes Executives-in-Residence **Lillian Bass**, **Marc Castel, Cameron Hay, Chris Howlett, Dave Litwiller** and **Brett Shellhammer**.

DESIRE2LEARN INCORPORATED HAS ACQUIRED **Captual Technologies Inc.,** makers of ePresence. ePresence becomes Desire2Learn's sixth standalone product platform, and be known as Desire2Learn Capture.

THE KW AWESOME FOUNDATION has officially launched. The KW Awesome Foundation will give away $1,000 grants to anyone in the community with an awesome idea for a project or event needing money to get it off the ground. The Foundation consists of a board of 12 trustees and two non-voting administrators.

Every other month, the board will hear pitches from community members who have ideas on how they can improve Waterloo Region with an awesome idea. No lengthy deliberations. No business plans or spreadsheets. Non-profit or charitable status not necessary. The board will simply hand $1000 cash to the chosen applicant, empowering them to bring their vision to life. KWAF is looking forward to funding projects that will contribute positively to the Waterloo Region and that likely would not happen without a jumpstart.

THE REGION OF WATERLOO has been named one of **Canada's Greenest Employers** for 2011 by **Mediacorp Canada Inc.** as part of their annual Canada's Top 100 Employers project.

BEARSKIN AIRLINES began flying a daily service between Waterloo Region and Montreal's Trudeau International Airport in May. The service will provide five flights each way every business day, three non-stop and two one-stop via Ottawa, with a reduced weekend service.

DR. DAVID EDWARDS is appointed **Professor and Hallman Director of the School of Pharmacy** at the University of Waterloo. Dr. Edwards is currently Chair of the Department of Pharmacy Practice at Wayne State University in Detroit, although he maintains Canadian citizenship and lives in LaSalle, Ontario.

A TEAM OF MBA STUDENTS from **Wilfrid Laurier University** took home $20,000 after winning the **Aspen Institute's** 2011 Business & Society International MBA Case Competition for an innovative study that incorporated corporate profitability, as well as environmental, social and ethical issues. The Laurier team of **Priyanka Sundaram, James Munro, Robert Colorafi** and **Adam Melnik** was awarded top prize.

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Ideally, Abernethy would like to complete one piece of public art annually. Life isn't so neat and tidy, though – she has been commissioned to do a sculpture of Prime minister, Sir John A. MacDonald, but that's slated for 2012, and it's not yet time to do the physical work. Those scheduling gaps are when she has time to produce her smaller, unique creations.

Her gallery and show work is quite different from the public art. Abernethy continues to produce pieces for her "Canadiana collection". These works combine her interests in heritage and in making objects with our hands – a pursuit she fears is being "lost to today's kids", to society's peril — with reflections on current societal debates. In the end, of course, you are much better off to see the pieces – this is visual stuff, ideas in three dimensions. And everything she does is intended, says the artist, "to provoke dialogue."

PHOTOGRAPHY: J.R. RIBBEE/THE CANADIAN PRESS

Ruth Abernethy with her sculpture of Oscar Peterson.

Average artist's income: $8,000

Like most living artists, Abernethy is not getting rich. "The average artist in Canada makes less than $8,000 a year. I do better than that," she says. But she adds, "not by much."

It can change dramatically, year by year – in 2006, for example, she sold five pieces to the Royal Ontario Museum. While her work can be purchased in several galleries in Ontario – including Paula Diamond White, in Waterloo – she believes relationships with marketers need to be approached cautiously.

And she also notes that her other roles in life – as wife to Mark Smythe, and mother to two teenage boys – take a lot of her time. She works "full time" – but is also anticipating the emancipation that will come when her sons head off to university in the next few years.

Implications of uniqueness

Abernethy is intensely thoughtful about her work. She notes the irony that, while artists are generally working near or below the poverty level, individual pieces of art are often seen as expensive. "Contemporary artworks," she says, "are custom pieces. Though some of them can be reproduced, this is an applicable and honest term, and one that may help viewers to understand the pricing of the original work."

She maintains an intriguing balance between the personal nature of art appreciation, and the public realities; she seems to long to explain what may be inexplicable.

For example, the sheer uniqueness of a work of art presents very real financial implications. She commented on the unusual gap between creating a piece of art and realizing return on that piece. She says, "Despite considerable thought, I've not found another business model that must endure the 'lag time' between the incurring of the cost of creation and the financial return through a sale of the work. It could be years, even decades, before the right buyer or perfect exhibition context appears – and other business would never retain product in the way artists must. Sometimes it is due to appreciation; the 'legacy factor' where an artwork gains cachet simply as a precedent for other greater works over a long career."

> Everything she does is intended, says the artist, "to provoke dialogue

Soon after the interview which led to this article, Abernethy wrote a lengthy email, expanding on her comments about art in the real world: "Hand-in-glove with my comment that art is never at its best when it becomes 'market savvy', I believe it is an artist's task and tendency to watch and respond to the world around them; hence, they are responding to what they see, quite probably, in advance of it being noticed by others. Therein lies some of the 'Oh, but of course!' recognition that can occurs in an encounter with artwork, as though it summarizes a personal experience not yet put into language."

"Oh, but of course!" Most of us know that moment, arising from an experience of art. It happens, too, in an experience with an artist named Ruth Abernethy – you come away feeling enlightened … which can verge into feeling dazzled. Understanding, seasoned with wonder – perhaps one perfect recipe for art.

ONE PIECE AT A TIME

Ruth Abernethy is creating an artistic image for this region

by PAUL KNOWLES

Ruth Abernethy makes a difference, one piece at a time. And for this talented Waterloo Region resident, her career is as much a unique creation as the three-dimensional art she produces in her studio.

Abernethy produced the entrancing tableaux that anchors the sculpture garden – two workmen raising the original Stratford tent, watched by a little girl.

Sculpture is a second career for Abernethy, but it grew directly from her first career, as props maker for some of the best-known theatre companies in Canada, including the Stratford Festival.

Now, Abernethy is putting this region on the map as a source of important public art. More specifically, she's putting us on prominent street corners and in public squares, with life-size bronze sculptures of Canadian luminaries such as jazz pianist Oscar Peterson and classical music phenom Glenn Gould.

These very public works of art are only part of Abernethy's work – she also produces an intriguing and diverse collection of smaller pieces, sold through galleries and shows. And she carries out private commissions across North America.

Her media include bronze, steel and wood, but all works have one element in common – the intense, concentrated thought that Abernethy puts into everything she creates. Her work is art with meaning... even if it it sometimes left to the viewer to work out what that meaning is.

A conversation with Abernethy is packed with bits of philosophy, excursions into music, ruminations on family life, and concepts of the place of the artist in our world.

"Always been a sculptor"

In some ways, she insists, "I've always been a sculptor. I've always been very spatial... knowing what things look like in three dimensions."

Her talents landed her a job with the Kawartha Summer Theatre. That launched her career, as Abernethy built props for theatres and ballet companies in New Brunswick, Toronto, Winnipeg, Victoria, Louisville, and eventually, Stratford.

Her first major public work grew directly from her work at Stratford. When the Festival's decision-makers opted to mark an expansion of the Festival Theatre with a major sculpture, Abernethy was the natural choice – she was especially known for her figurative work for classical theatre. However, theatre props are not intended for longevity; she was now about to move into producing bronze works intended to be permanent. She embraced the opportunity; working with designer Douglas Paraschuk, Abernethy produced the entrancing tableaux that anchors the sculpture garden – two workmen raising the original Stratford tent, watched by a little girl.

Off the stage and into the studio

That was completed in 1996, Abernethy's last full season at Stratford. She readily admits that this was an unprecedented first commission for an artist, and she was suddenly in demand for public and private commissions.

However, "suddenly" is a relative term, when it comes to public art and private commissions. It's not unusual for Abernethy to invest many hours in proposals for projects that eventually founder because of lack of funds. And the time period between commissioning and unveiling can be lengthy.

Abernethy is clearly proud of the work she has done. The best known are probably the full-size Glenn Gould that sits in front of the Glenn Gould Studio at the CBC headquarters in Toronto, and the great sculpture of Oscar Peterson at his piano, unveiled last year.

Those are highlights of a long list. She has produced sculpture portraits of Colonel John Butler, equestrian Ian Millar, actor/director Al Waxman, golfer Arnold Palmer, and others. Abernethy's public work can be seen locally – William Lyon MacKenzie King, at Kitchener Collegiate Institute, and "Leap of Faith", at the Oasis in the Centre on Bleams Road in Wilmot township.

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LIVE FOR GREATNESS
EVERY ROLEX IS MADE FOR GREATNESS. THE SUBMARINER, INTRODUCED IN 1953, WAS THE FIRST WATCH TO BE WATER RESISTANT UP TO 100 METRES. IT WAS LATER STRENGTHENED BY ITS PATENTED TRIPLE-SEAL TRIPLOCK WINDING CROWN, MAKING IT CAPABLE OF WITHSTANDING DEPTHS OF UP TO 300 METRES.
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