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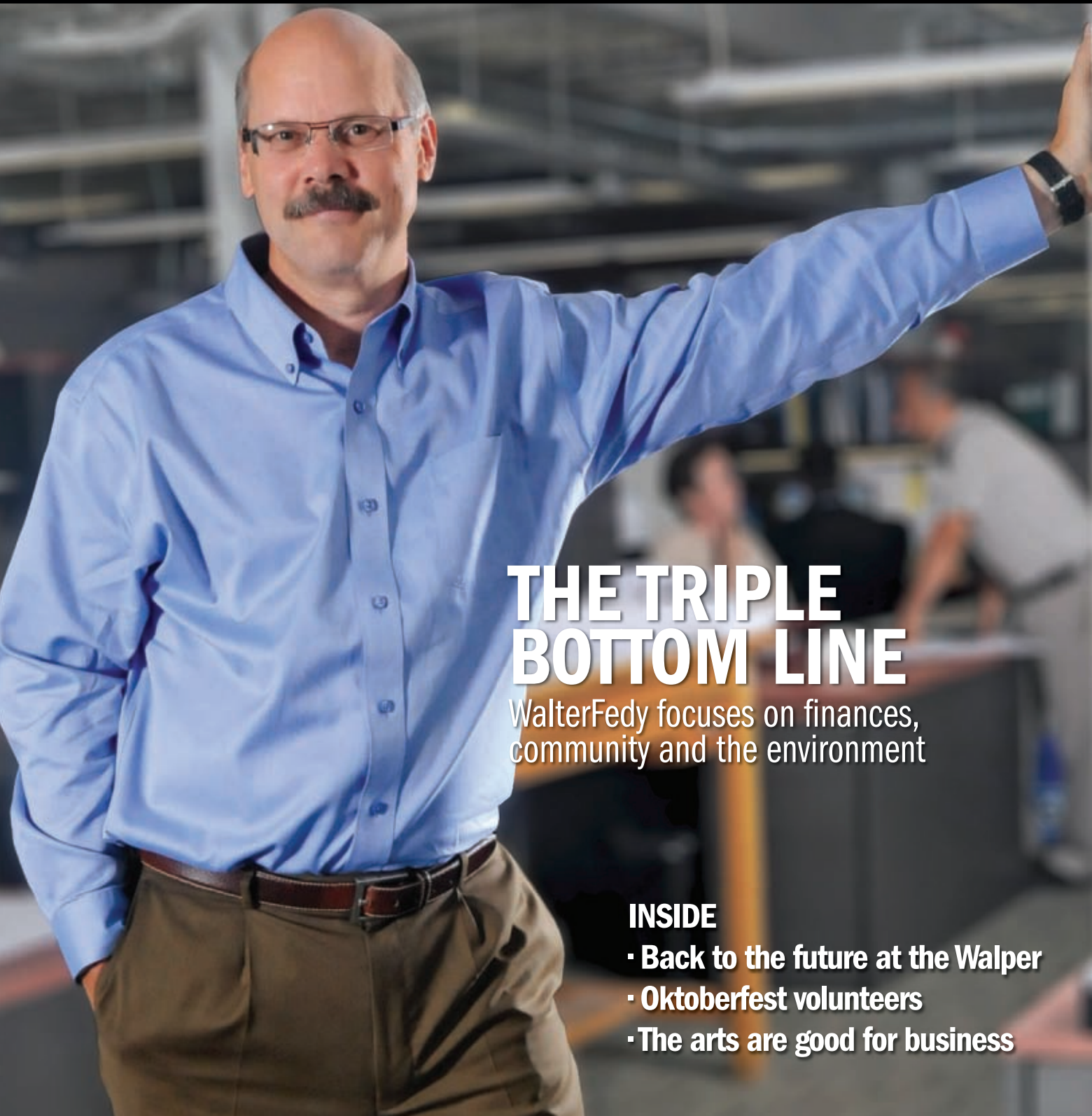


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# EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ENTERPRISES / ECONOMIC DEVELOPERS / EDUCATORS

Vol. 29 No. 1 October 2011 - \$6.95



## THE TRIPLE BOTTOM LINE

WalterFedy focuses on finances,  
community and the environment

### INSIDE

- Back to the future at the Walper
- Oktoberfest volunteers
- The arts are good for business

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Marg Byvelds

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Marg Byvelds, CA, Senior Manager, KPMG Enterprise, Waterloo, ON

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# AN ACCIDENTAL THEME

*Why are these all like the others?*

by PAUL KNOWLES



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

From time to time, Exchange magazine does a themed edition. Our "family business" focus in July is a good example.

This particular edition, October 2011, is not supposed to be themed. Which has given me reason to ponder. Because every feature story in the magazine has something significant in common – they are all about businesses and organizations that are dedicated to giving back to the community.

The company is expected to perform well financially, in community building, and environmentally

This is a complete coincidence, by the way – and I should know because, unusually, I have written each of the three larger stories.

We are covering WalterFedy because this venerable yet forward-thinking firm is celebrating both a 60th anniversary and a brand new home, on Queen Street South. But as I talked to half a dozen of the leaders at this company, I was very impressed with their commitment to giving back to their community.

So much so that they have adopted a unique "triple bottom line"; the company is expected to perform well financially, in community building, and environmentally. The three categories are equal pillars of the business, and it shows when you look at WalterFedy's contribution to arts and culture in our community, a contribution honoured by a 2011 Waterloo Region Arts Award.

CEO Allan Hayes told me, "In our history, there was always a recognition by the partners at the time that you needed to be a part of the community, you needed to pay back to the community. Recently, we have formulated that as part of our vision for the company." You have to applaud that kind of visionary, community-minded action.

We wrote about the Walper Hotel, because this historic hotel seems to be coming back from tougher times, and we like stories about downtown success stories. What we found was a business – and an entrepreneur – demonstrating philanthropy on an international level, as well as supporting arts and culture in the community.

Owner Michael von Teichman defends his active support of the arts. He said, "This is vital to a community being liveable, vital to make the community a place you want to be." But his vision reaches beyond this region – this year, the Walper began to support a school in Jinja, Uganda, through the Walper Education

Project. The annual donation will be approximately \$20,000, and von Teichman is trying to grow that amount through other initiatives.

We wrote about the Kitchener Oktoberfest Lions Club, whose members – many of them businesspeople – will work their buns off this month as volunteers, running a Festhall to raise money for community projects. They work tirelessly, as do volunteers at many other Oktoberfest halls run by service clubs, and they receive nothing but sore feet, aprons that smell like beer, and the satisfaction of giving back to their home town. Good for them.

So – a themed issue? Absolutely. Accidentally, but absolutely. And maybe this just means that when you go looking for the best in business, what you find are businesses that are best for their communities. X

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# A TIGHTER, MORE ORGANIZED GLOBAL VILLAGE

*How we continue to survive a fair weather storm*

by JON ROHR



**JON ROHR** is publisher of Exchange Magazine for Business, editor of exchangemagazine online and president of Exchange Business Communications Inc. email: jon.rohr@exchangemagazine.com

After a sabbatical from this column – I’ve returned to my keyboard. For our many new online readers who have joined us over the last two years, across North America and Europe, “I’m back”.

For those of you who used to read my pithy observations, let me know if my return to this page is a good thing or a bad thing, with a quick email to jon.rohr@exchangemagazine.com.

During my hiatus, economic challenges have again taken form. I had nothing to do with it. I’ve been working diligently on the magazines and our fledgling, online The Exchange Morning Post. We are in very exciting economic times.

The household sector, as it has been doing since 2009, will have to continue to be the “heavy lifter”.

It appears the world economy is in a bit of a bi-polar hyperdrive. With a proven financial model, Canada appears caught between a rock and a hard place. On one hand, our economy is correcting itself. Canadians continue to moderate their debt load; the Bank of Canada is expected to maintain benchmark interest rates until 2013, thus somewhat encouraging the accumulation of debt. When balanced out, this would permit moderate growth.

On the other hand, we’re sailing in a fair weather storm. An economy where it rains during the sunshine. The phenomenon is the same through out the advanced world, which includes all of Canada’s major trading partners. All are reporting financial turmoil and economic malaise. Aside from tourists, overseas exports are off. Instead, the household sector, as it has been doing since 2009, will have to continue to be the “heavy lifter” in this immediate economic climate. Cocooning or investing in your nest egg, remains not only vogue but also a way to serve your country – remember to buy local, and be smart about debt.

The key to surviving is to recognize change, then understand how it’s influencing your business, embrace it and learn to leverage it. Entrepreneurial spirit and innovative drive continues to power growth, not just in games but also communication, content management and assistive technologies..

Growth has always occurred in our not-so rural community. And it will likely continue. In a very short time, we have become tighter, more organized and an influencing part of the global village. We work hard, we’re dedicated to innovation, and we have the talent pool to support collaboration that crosses borders, making the sum much greater than its parts. It’s our domestic market that we call home, it’s our global businesses and organizations that make the world take notice.

As a publisher, I can say we continue to be proud to serve this dynamic community. It is our pleasure to share the successes of this community with the community and now with the world. This technological, mathematical, bio-technological, agricultural, entrepreneurial, authentic, collaborative, and worldly savvy part of the global village – rocks. We are ready for what lays ahead. X

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Building on a triple bottom line



DOUG GROSFIELD; "IT for hire", page 10

OCTOBER 2011

# EXCHANGE

SERVING BUSINESS IN WATERLOO REGION AND GUELPH | VOLUME 29, NUMBER 1

## EXCHANGE

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



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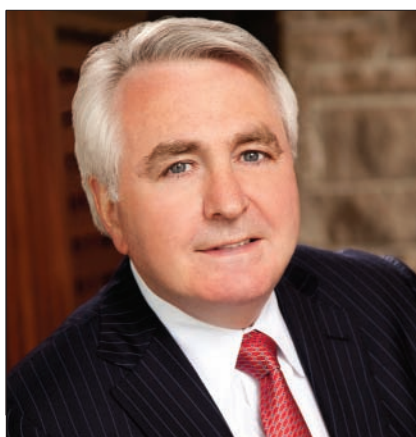
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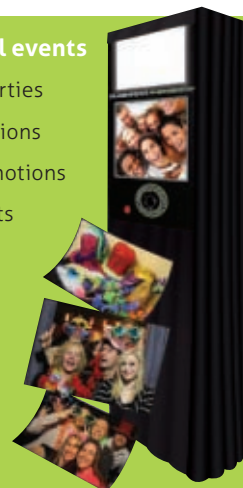
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## WATERLOO AIRPORT UPGRADES FACILITIES, RUNWAY

The Region of Waterloo International Airport opened its new combined maintenance and fire hall facility this summer, and announced upgrades to its runway system.

Officials gathered at the Airport to officially open the maintenance and fire hall facility, a spacious, multipurpose building featuring environmentally sustainable technologies, built to LEED (Leadership in Energy and Environmental Design) Silver standards. It enables airport staff to conduct all regular maintenance work on-site and provides ample storage for fire vehicles and equipment. When the former fire hall is removed later this summer, landing limits will also be significantly reduced.

"Investing in infrastructure projects that bring real benefits to communities is important to our government, and the improvements to airport management that will result from this new building are immense," said the Honourable Denis Lebel, Minister of Transport, Infrastructure and Communities. "We are proud to have supported this project at the Region of Waterloo International Airport that has consolidated airport maintenance services under one roof."

"This is a great new facility that will mean the Region of Waterloo International Airport can continue to grow and improve transportation services," said Leeanna Pendergast, Member of Provincial Parliament for Kitchener-Conestoga. "Growing will mean more jobs, more opportunities, and most important, the safety of all people that use this airport remains the top priority."

"The completion of the Combined Services Facility is another step forward in



MP Harold Albrecht, Minister Denis Lebel, MPP Leeanna Pendergast and Chair Ken Seiling officially open the new combined maintenance and fire hall

achieving Council's plans for the Airport," added Ken Seiling, Regional Chair. "The Region of Waterloo International Airport is an important part of the Region's economic infrastructure and the new Combined Services Facility will help ensure the continued efficiency, safety and reliability of airport operations well into the future."

The governments of Canada and Ontario each committed nearly \$2.4 million toward this project through the Infrastructure Stimulus Fund. The Regional Municipality of Waterloo contributed the balance of the total eligible project cost of \$7.1 million.

Meanwhile, Minister Lebel also announced that the Government of Canada is investing more than \$3.2 million in improvements to the Region of Waterloo International Airport. Under the Airports Capital Assistance Program, the money will be used to partially rehabilitate the pavement on Runway 08-26.

This year, the Government of Canada is investing more than \$20.9 million for 27 projects at 23 airports. Improvements include replacing snowblowers and runway sweepers; purchasing runway de-icing and fire-fighting equipment; and rehabilitating runway pavements.

Regional Chair Seiling noted, "The Region of Waterloo is committed to high standards for the Region of Waterloo International Airport. The ACAP funding from the Government of Canada for the partial rehabilitation of Runway 08-26 is greatly appreciated and supports our culture of safety at the airport."

"Waterloo International Airport, or YKF as my luggage is tagged, plays a vital role in our local economy," said Harold Albrecht, Member of Parliament for Kitchener-Conestoga. "These runway improvements are vital to continuing safe, predictable flights at the Region of Waterloo International Airport. Our government is committed to supporting smaller regional airports across Canada and the businesses that have come to rely heavily on them."

creased employer engagement."

The WRIEN Immigrant Support Working Group asked other organizations to get together to develop a collaborative strategy including solutions for successful settlement and integration of immigrants and refugees in Waterloo Region. It was in response to a Request for Proposals from Citizenship and Immigration Canada and the Ontario Ministry Of Citizenship, which are funding the new organization.

A new community initiative, called LIPC, was created to enhance existing partnerships, to establish a comprehensive Local Immigration Partnership and develop a collaborative strategy. The LIPC website says the purpose of this initiative is to enhance existing partnerships to establish a comprehensive Local Immigration Partnership Council in Waterloo Region. Through the coordination and work of this partnership, a collaborative strategy for successful settlement and integration of immigrants and refugees in the Waterloo Region will be developed.

### XQuote

"Small businesses are the backbone of communities across Canada, an integral part of the country's economic and social fabric. According to Industry Canada, 98% of businesses in Canada, or just over one million, are small (i.e. have fewer than 100 employees). Approximately five million people work in small enterprises, or almost half of the private sector labour force. Roughly 25% of small firms operate in the goods-producing sector while 75% provide services. Small businesses are active participants in Canada's international trade, accounting for one-quarter of the total value of exports.

"As impressive as these statistics are, they do not fully convey the importance of small enterprises in our dynamic economy. Small businesses offer a wealth of opportunities for enterprising individuals, are a source of new products and innovations, and play a crucial role in promoting competition and economic renewal. Recognizing the important contributions smaller enterprises make to the Canadian economy, both the federal and provincial/territorial governments employ a range of preferential tax policies to encourage the formation of small businesses and promote their growth." - Tina Kremmidas, Chief Economist, Canadian Chamber of Commerce

## WRIEN Merged into New Entity

WRIEN – the Waterloo Region Immigrant Employment Network – has been integrated into a new entity, the Local Immigration Partnership Council. As of August 1, WRIEN ceased to exist, and Executive Director Peter McFadden has, in his own words, "embarked on my next journey, that being semi-retirement and special project consulting."

According to Lester Holley, Director of Finance and Strategic Initiatives at the Greater KW Chamber of Commerce, the change may mean not much change at all... but there are details still to be worked out.

The new entity will still have staff members based at the Chamber office, although the local Chamber is not an official sponsor of the program. Funding will continue to come from the federal and provincial governments, the Ontario Chamber of Commerce, other organizations and the private sector – although provincial funding models have yet to be worked out. The objectives of WRIEN will be incorporated into the LIPC, which will have "a larger immigrant focus."

WRIEN had two and a half staffers, in addition to McFadden, and Holley says their future is not yet assured. At time of writing, funding was not finalized, and the staff members – all hired on contracts – were not working, because their contracts had expired. However, "We're hoping to bring the same people back on," said Holley. "That's our goal." The staffing situation may have been resolved by the time this is in print.

According to the WRIEN website, which acknowledges that it ceased to exist at the end of July, the Waterloo Region Immigrant Employment Network was a community network launched in 2006 to address concerns employers in Waterloo Region had about the aging workforce and the impending shortage of skilled workers. To ensure Waterloo region's

future growth and prosperity, the attraction and integration of skilled immigrants was critical. Hosted by the Greater Kitchener-Waterloo Chamber of Commerce and in partnership with the Cambridge Chamber of Commerce, Canada's Technology Triangle, Communitech, local education institutions, all four levels of government and service providers, WRIEN was a classic example of how multiple stakeholders come together and rally around community wide economic development challenges and opportunities.

In his farewell communication, McFadden stated, "It has been an honour and a pleasure to work with and partner with many of you over the past five years to see WRIEN become the success it has both inside the community and for its recognition as a leader across Canada. WRIEN fulfilled its role and mandate as a facilitator and catalyst to assist immigrants in connecting with and being employed by employers in the region that need their skills, in promoting systemic change enhancing the environment for cost effective immigrant service delivery and in-



Peter McFadden



## 16 BUSINESSES BENEFIT FROM UW PARTNERSHIP

Businesses in manufacturing, technology, and life sciences have an opportunity to bring new products to market, expand and create new jobs thanks to a new partnership with the University of Waterloo.

MP Peter Braid, on behalf of the Honourable Gary Goodyear, Minister of State for the Federal Economic Development Agency for Southern Ontario, joined Feridun Hamdullahpur, President, University of Waterloo, to celebrate the signing of agreements between the University and small- and medium-sized businesses.

"These agreements allow the University of Waterloo to work with businesses on exciting new research, and to get these results to the marketplace faster," said Braid. "Through the Applied Research and Commercialization Initiative, the Government of Canada is supporting the families, businesses and communities of southern Ontario."

Last year, under the Applied Research and Commercialization Initiative, the University of Waterloo was approved for up to \$750,000 from FedDev Ontario to partner with small- and medium-sized businesses on activities such as applied research, engineering design, technology development, product testing, and certification. The support provided will create new economic opportunities, help businesses in southern Ontario grow, and enable them to become even more innovative and competitive.

"Local businesses, the small- and medium-sized enterprises, contribute greatly to the Waterloo Region's economy, and indeed, are the foundation of Canada's economy," said Hamdullahpur. "This funding will assist us in our research and development partnerships, which are aimed at improving the performances of these highly innovative companies."

FedDev Ontario was created as part of Canada's Economic Action Plan to support businesses and communities in southern Ontario. Now in its second year of operation, the Agency has launched a number of initiatives to create a Southern Ontario Advantage and place the region in a strong position to compete in the global economy. These initiatives are designed to support businesses and other organizations through partnerships and investments in skills and training; innovation; research and development; and increased productivity. website.

The Applied Research and Commercialization Initiative is designed to bridge the gap between research and commercialization between Ontario's post-secondary academic institutions and small- and medium-sized enterprises. The University of Waterloo is pleased to be collaborating with the following companies.

• **Ag Energy Co-op./Deep Blue NRG Inc. (Guelph):** Ag Energy Co-operative Ltd. is Canada's largest farm energy co-op and offers natural gas and electricity to their farm membership. Deep Blue NRG Inc. provides energy optimization and technology development and design services to the manufacturing, industrial, commercial and residential sectors. Collaboration with the University of Waterloo will focus on the development of novel gasification processes for converting agricultural biomass to syngas.

• **AGFA Healthcare Inc. Canada (Waterloo):** AGFA is a leading provider of medical informatics solutions providing systems and services to improve efficiency and productivity while promoting advances in patient safety, medical outcomes and quality. This project will enable access to University of Waterloo expertise in digital information systems.

• **Avenir Medical Inc. (Waterloo):** Avenir Medical is on the cusp of revolutionizing the way hip replacement surgery is performed around the world. PelvAssist is a novel, low-cost, relative positioning technology that can drastically improve the quality of surgical outcomes. The Waterloo Autonomous Vehicle Laboratory (WAVE-Lab) will be used to test the technology.

• **CedarLane (Burlington):** Cedarlane specializes in providing high-quality research and diagnostic reagents to the life sciences community. Manufactured products include neuronal cell lines, monoclonal antibodies, cell separation media for tissue typing and immunocolumns. In collaboration with the University of Waterloo, new products for use in fish aquaculture will be developed for the global marketplace.

• **Clearpath Robotics (Waterloo):** Clearpath Robotics specializes in the design and manufacture of robust and reliable unmanned vehicle system solutions for research and development applications. Clearpath Robotics has extensive expertise in vehicle modeling and multivehicle control, providing systems with built-in expandability, and without unnecessary complexity and cost. The University of Waterloo will provide Clearpath Robotics access to its Waterloo Autonomous Vehicle Laboratory (WAVELab) and access to a research group with tremendous expertise in developing estimation, control and mapping algorithms for autonomous vehicles. Results from this new project will inform development of new vehicle control methods, which may lead to new commercial opportunities.

• **Icynene (Mississauga):** Icynene develops and markets innovative spray foam insulation and is a recognized leader in sustainable building practices providing green alternatives for construction. Icynene insulation is a water-blown, spray-in-

place, expanding foam which is healthier, quieter and more energy efficient than traditional insulating materials. Results of this project with the University of Waterloo will immediately be applied to the development of advanced fire retardant foam insulations and enable the commercialization of new products.

• **Integran Technologies Inc. (Toronto):** Integran is a world leader in advanced metallurgical nano-technologies, providing a broad international base of customers with advanced process & product design solutions through R&D, material sales, contract manufacturing and technology licensing. Application of Integran's advanced nano-metal cladding technology to composite hockey sticks may reduce damage and breakage, by protecting the outer composite fibers. Robotic expertise at the University of Waterloo will be utilized to test Integran's Nanovetm coating on composite hockey sticks.

• **Microbonds (Markham):** Microbonds is a pioneer and leader in the research, development and application of insulated bonding wire technology for semiconductor packaging and microchip industries. Effective joining and coating at low processing temperatures with a lower cost and environmentally friendly strategy has become a critical technical prerequisite for manufacturing. Knowledge gained in working with the University of Waterloo in this area is expected to lead to commercialization of techniques developed.

• **Natrix Separations Inc. (Burlington):** Natrix Separations is a leading supplier of high performance, single use and multi-cycle disposable chromatography products to the life science, pharma, nutraceutical, beverage and water markets. This project with the University of Waterloo provides access to expertise in new membrane based chemical separation techniques, and will enable company growth through new product and innovative products.

• **NewMan Media Inc. (Rockcliffe):** NewMan Media Inc. is member of a consortium of filmmakers, producers and developers with a vision to bring digital media storytelling to Canada's cultural sector. In partnering with the University of Waterloo, NewMan Media is looking to create mobile applications for traditional theatre productions.

• **Oakville Stamping & Bending Ltd. (Oakville):** Oakville Stamping & Bending manufactures, assembles, and distributes metal and plastic plumbing waste fittings to the wholesale and retail markets in Canada and the US. Through this project, the University of Waterloo will develop a flexible part handling system that will enhance the competitiveness of Oakville Stamping & Bending through increased production.

• **Polefab Inc. (Newmarket):** Polefab Inc. manufactures section steel poles providing economical solutions having the unique qualities of durability, safety and versatility for street lights, traffic signals and highway signs applications. University of Waterloo design and crash expertise will be utilized to enhance the crash characteristics of sectional poles through mechanical design and use of energy absorbing materials within the pole. The outcome, improved crash safety, will provide a market advantage for Polefab, and further establish them as a leader in their field.

• **Sober Steering Sensors Inc. (Waterloo):** Sober Steering's breakthrough advances in transdermal technology are the first step in developing a market ready product to replace breathalyzer systems with a steering-wheel based interlock system to prevent drunk driving through the interaction of the driver's hands with steering wheel based sensors. This project with the University of Waterloo will overcome the shortcomings of existing competitive products through the development of an unobtrusive, accurate, low cost system.

• **Teledyne Dalsa Inc. (Waterloo):** Teledyne DALSA has led the evolution of digital imaging for over a quarter century and has earned its reputation as a global leader in high performance imaging and semiconductors. A designer and manufacture of image sensors, cameras, and vision systems, Teledyne Dalsa will collaborate with the University of Waterloo on the application of new imaging technologies for use within CCD sensors/cameras.

• **Thesis Chemistry Inc. (Cambridge):** Thesis Chemistry delivers the chemistry and innovation to help advance small molecules from concept to commercialization by offering a broad range of manufacturing capacities, chemistry services and products in support of drug development and manufacturing needs. This opportunity to collaborate with the University of Waterloo will help develop effective bio-refinement processes for green chemicals.

• **Tyco Electronics Canada ULC. (Guelph):** Tyco Electronics is a leader in the automotive lighting industry producing light pipes and lamps used to conduct illumination from Light Emitting Diodes (LEDs) on Printed Circuit Boards (PCBs) to ambient lighting within cars. Tyco Electronics Canada provides engineering and development functions for its product lines sold around the world. University of Waterloo expertise in analysis, design, simulation and system integration will be accessed through this project, and will develop new PCB assembly systems providing Tyco new capacity, increased revenue and market leadership.

## "IT for hire" - XYLOTEK IS IN GROWTH MODE

When he's asked to describe his company, Xylotek President and CEO Doug Grosfield offers a crisp capsule: "An IT department for hire."

That's a pretty simply phrase to capture the work of a highly skilled business working in the most complex corporate field there is. But it does the job, summing up the *raison d'être* of this growing Cambridge-based company founded by Grosfield and partner Mike Topp in 2005. Since then, a third partner has joined the team, Chris Pickard, now COO of the company. Topp's title is Chief Technology Officer.

Grosfield, a self-described "geek" – he and Topp are both systems engineers – sees nothing but growth potential in all directions. The young company has expanded from an operation based in their basements only seven years ago to a firm located on Jamieson Ave. in Cambridge, employing 22 staff members – and looking for more.

Their accomplishments can be measured in several different ways. Xylotek has an enviable record of customer retention – virtually the only clients they have ever lost are a couple of companies that simply went out of business – and of staff retention, where two staff members have left to go on to higher education, and everyone else has stayed.

Their record of success can also be traced in awards the company has received. Xylotek is ranked #40 on Profit Magazine's Profit Hot 50. On the same magazine's Profit 200 list, Xylotek hit 101st in 2011, with a five-year revenue growth of 481%.

In March of this year, the company was named Business of the Year (companies under 50 employees) by the Cambridge Chamber of Commerce. This was followed, in May, by the Cambridge Mayor's Award for Excellent in Workforce Training and Development.

The latter award hits the heart of what Xylotek is all about. Information Technology is perhaps the fastest changing discipline in business today, and companies face a significant challenge to keep their IT departments up to date. Businesses often have to arrange for training for IT staff so they can accomplish one specific task, such as the installation or integration of a new system. That's costly in terms of time and money, argues Grosfield.

Enter Xylotek. Their customers range from "larger organizations that have internal IT staffs, even sophisticated IT staffs" to companies that use Xylotek for their IT services.

The Xylotek experts are called in to the former types of clients "on projects they may not have the expertise in," says Grosfield, "or on bleeding edge technologies."

The company is self-described as "full service", serving the customer from start to finish – from analyzing the problem to designing the solution, implementing it, documenting it, and carrying "knowledge transfer" – training – of the company's staff.

Sometimes, Xylotek then departs the scene; often, the company remains in a relationship with the new client. Grosfield says Xylotek currently has about "200 active clients," but has "a few thousand in the rolodex."

In its early years, Xylotek had no sales representatives, relying on word of mouth – a process that worked pretty well. But as the company has grown, a sales department has been recently developed, including a sales manager, three full-time "customer-facing sales people", an internal support person and a sales engineer who liaises between sales reps, the tech team and the customer. The company's primary market is mainly southern Ontario. "The vast majority of our customers are Canadian-owned companies based out of Southern Ontario," says Grosfield, but Xylotek will handle all their IT needs wherever their operations are located, crossing international borders as needed.

Grosfield emphasizes that they carry out sales with a different approach. The company does sell hardware and software, but this is not their goal. "We're selling an intangible relationship," he says. Xylotek wants to be the IT go-to solution for their clients, and that means developing a relationship of trust and a reputation for economical results.

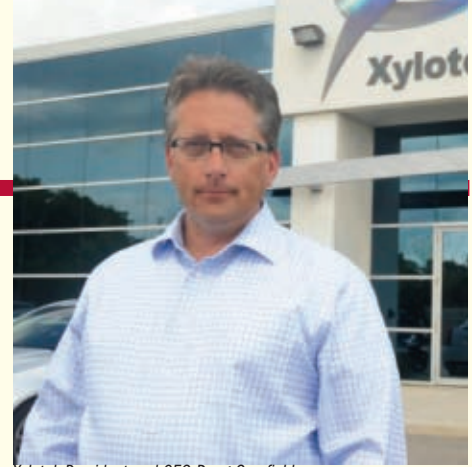
Those results derive from a highly skilled and unique team, who keep completely up to date with the changes in technology.

That's not easy, says Grosfield: "It's a struggle, I won't lie to you. Our industry changes in the blink of an eye. We have to be extremely nimble." Xylotek staff need to understand new technologies as well as do the engineers that designed those technologies.

Of course, that challenge also defines Xylotek's opportunity. Small, individual corporate IT departments are faced with the same challenge, and often lack the resources to keep up to the minute with the techno-change.

It might seem that a smaller company such as Xylotek would struggle to compete for new staff, in a market that includes so many tech giants. But Grosfield contends that a Xylotek staffer is not like a typical high-tech employee. He says that university-trained grads "are very product-centric." They want to develop new products;

but when those products are introduced into complex technological mixes – typical of companies dependent on such systems – difficulties arise. Or as Grosfield says it, "When you have to play together in the same sandbox, that's when problems happen."



Xylotek President and CEO Doug Grosfield.

Xylotek's people come into such situations to act as IT "traffic cops", sorting out the confusion caused by conflicting technologies. Grosfield argues that the kind of intuitive, creative person who loves that kind of challenge is very different from someone focused on product development. "They have to be technically brilliant... and part therapist, too."

The service the company provides also has to be economically efficient. Grosfield refers to the R.O.I. of IT – a concept more companies are starting to accept. An effective, efficient IT service can mean that dollars drop to the bottom line.

Grosfield cites figures suggesting that companies that out-source their IT completely to Xylotek can save from 40% to 70% of costs.

Those are the kind of facts that matter to customers, says the CEO. "I'm a geek. I love technology for the sake of technology, but in the business world, nobody cares." Xylotek has to constantly focus on marrying the needs of the business – including financial concerns – with new technology, he says. Grosfield believes that he is seeing a shift in corporate thinking, as companies stop seeing IT as a cost centre, and begin to see that effective IT can show a return on investment.

This is especially true when Xylotek is working in a long-term relationship with a company, although Grosfield says his company is often called in to do "fire-fighting" for a company in an immediate technology crisis. He loves to tell stories of examples of the latter that then grow into long-term business relationships.

Grosfield believes the next few years will be "a period of accelerated growth for us." That's partially because Xylotek has become more aggressive in marketing its services; partly because of the company's highly accessible headquarters, visible from the 401, in Cambridge (they moved there from downtown Kitchener in 2010), and partly because, as businesses examine their own "fiscal realities", more will turn to companies like Xylotek to supply start-of-the-art IT services.

Keeping up on IT is almost impossible for some companies, and yet, "if you don't keep up with the technology, you're going to lose ground," argues Grosfield.

Xylotek is ready to grow, he says. "We have built a company that is very lean and very reactive, with a great collection of very entrepreneurial spirits. We love a challenge and bring a level of expertise that historically, only the very large companies could afford." – Paul Knowles

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

- Statscan projects that the Canadian labour force will grow to between 20.5 million and 22.5 million by 2031. In 2010, the labour force numbered about 18.5 million.
- Between 2001 and 2009, the proportion of people in the labour force aged 55 and over rose from 10% to 17%. By 2021, roughly 24% of the labour force could be 55 years of age or over, the highest proportion on record.
- In 1981, there were roughly six persons in the labour force for each retiree. By 2031, or 50 years later, this ratio is projected to decline to less than three to one. The ratio is projected to decline in every province.
- By 2031, roughly one in every three people in the labour force could be foreign born. Between 1991 and 2006, the percentage of foreign-born people in the labour force rose from 18.5% to 21.2%. If recent immigration levels continue, that will be almost 33% in 2031.
- According to Statscan, Canadian corporations earned \$64.0 billion in operating profits in the second quarter, down 4.9% from the previous quarter.
- Ontario housing activity is set to moderate in the next few months and won't stabilize until the latter part of 2011 according to CMHC.
- Consumers are critical of the performance of the health-care system in such areas as wait times (57%), access (28%), wellness-orientation (26%), use of EHR (22%), and patient-orientation (22%)
- Venture Capital invested across Canada totaled \$328 million between April and June, down 2% from \$335 million invested the year before.



## COST SAVINGS FOR CAMBRIDGE BUSINESSES



New Cambridge Deputy Fire Chief Neil Main.

The City of Cambridge has improved its Public Fire Protection Classification, which translates into savings for commercial fire insurance within the city. PFPC is a numerical grading system on a scale of one to 10 that is used by commercial insurers. Class one represents the highest grade possible.

"The upgrading of the PFPC rating to a level three will mean savings of between two and five percent on fire insurance rates for commercial properties in Cambridge," said Fire Chief Bill Chesney. A 2010 review conducted by Fire underwriters Survey (FUS) looked at fire hydrant protection under the Commercial Lines category that evaluates insured properties within 150 metres of a recognized fire hydrant that are connected to the Cambridge water system and within 5 road km from a Cambridge fire sta-

tions. The City currently operates five fire stations with the Headquarters located on Bishop Street.

The FUS survey was conducted to more accurately reflect the existing situation in terms of fire protection. The last time the city was assessed was in 1987 and there have been enhancements since then that have contributed to the improved PFPC rating.

"This is good news for our commercial enterprises as shaving costs directly impacts their bottom line," said Bo Densmore, Director of Economic Development.

Chesney notes the City has continuously ramped up its fire services with a focus on prevention and education. "In terms of residential fire insurance, I am pleased to say that we maintained top marks for the Dwelling Protection Grade. This applies to single family dwellings and duplexes."

In another development related to the fire department, Neil Main was named Deputy Fire Chief for the Cambridge Fire Department.

"It was a very competitive competition for the position," said Chief Chesney. "There was significant interest from candidates both internally and externally, and we are happy to welcome Neil to the position. He has an exemplary record with the department and we are pleased to have him join the management team."

Main is one of two Deputy Fire Chiefs in Cambridge and joins Doug Tennant, the current Deputy Fire Chief-Operations. Main joined the Cambridge team as a fire fighter in 1989 and held a number of progressively challenging roles within the department including

Suppression Captain, Acting Platoon Chief and most recently, Platoon Chief.

"I am pleased to take the reins as the next Deputy Fire Chief," he said. "I have been part of the team for over two decades and have held a variety of positions that have prepared me for this new role. It's an honour serving the people of Cambridge and area."

A graduate of Dalhousie University, Main also is certified by the Ontario Fire College and has completed the Company Office Diploma Program. He is currently enrolled in the Public Administration and Governance course at Ryerson University. A long-time resident of Cambridge, Main is married with two children and has coached Cambridge Minor Soccer, and been trainer for Minor Hockey and Lacrosse.

### Criminal Activities

Once somebody is on your network, anything they do will get traced right back to you. Illegal downloads, hacking, accessing illicit content, participation in Denial of Service attacks – all under your good name. If that's not scary, I don't know what is.

### Corporate Risks

VPNs (Virtual Private Networks) are now commonplace in today's work environment. However, many companies don't take the time to ensure that the user's home network is secure. If one of their users has an unsecured wireless network at home, an intruder on their network could then utilize the VPN connection to gain access to corporate files.

The level of risk associated with an unsecured wireless network is unacceptable, especially when you consider the simplicity of setting up a secured wireless network. When you are setting up your wireless network, however, there are a few things to consider as well. Not all wireless security is created equally:

WEP: Wired Equivalent Privacy was developed in 1999, and was the first form of wireless security developed. By 2001, this security protocol was compromised and the privacy it offered was no longer wired equivalent. Using tools which are easily available online, a WEP security key can be retrieved in a matter of minutes. Unfortunately, many of today's consumer routers continue to offer this encryption option while failing to explain its weakness or to explain the strengths of the other, superior options.

WPA & WPA2: The WiFi Protected Access protocol was developed in response to the breach of WEP. Both are more secure than WEP, with WPA2 being the latest incarnation. Some older network adapters will have difficulty connecting with these newer standards, but for the most part everyone should be able to take advantage of this strong encryption. The most important thing to note with any means of security is that the strength of it is directly related to the strength of your password. Your dog's name probably won't protect you for long. (For more detailed information concerning password strength vs complexity, I recommend you visit <http://xkcd.com/936/>).

Once you've gone through the steps to secure your own network, it doesn't mean you're without risk. We've all been somewhere new with our laptop or WiFi-enabled phone, and the first thing we do is scan to see if there is an available wireless network to access (usually there's at least one, and it's likely unsecured). A couple clicks later and you're happily surfing away!

If you've accessed the network, odds are somebody else has as well. The ease with which you were able to connect is also a trade-off. For that ease of connectivity you've sacrificed privacy. Anyone on the open network can eavesdrop on communications across the network, and of course scan and potentially access your computer and its contents.

Before accessing a public network, it's important to ensure that safety measures have been taken to prevent intrusion. This includes ensuring your firewall is up and running and that file sharing on your computer is turned off.

As time goes on and more and more devices begin to use wireless networks, the security of these networks becomes paramount. Connectivity is a good thing, but staying safe is your responsibility.

Adam Smith is the CEO of My IT Guy ([www.myitguy.ca](http://www.myitguy.ca)). He can be reached at [adam@myitguy.ca](mailto:adam@myitguy.ca).

## YOUR WIRELESS NETWORK - A GAPING SECURITY RISK? BY ADAM SMITH



In today's world of smart phones, tablets, laptops and media centers, it seems like everyone has some form of wireless network set up. They seem so commonplace at this point that it is a strange occurrence when someone doesn't have one. Despite the convenience they provide, they do come with an amount of risk.

But who wants to enter one of those pesky passwords, right? Typing out long passwords on a smart phone can be a nightmare!

Let's consider for a moment, some of the risks you are taking by not securing your wireless network.

### Bandwidth Stealing

With the introduction of Usage Based Billing (UBB), the use of your internet connection can get quite costly. Having an unsecured wireless network is like having an open invitation for others to use it too, on your dime. If your internet bills are going up because of bandwidth use fees, there's a chance someone else may be surfing the net using your connection.

### Access to your files

Remember all those documents you've set up to share between your desktop and your laptop? Anyone on your network has access to those too. In fact, this goes for anything you have shared – a mischievous prankster could easily print hundreds of black pages with your printer, for instance.

It also opens the doors for criminal users to begin accessing some of the more important parts of your network. Perhaps they intend to gain access to your servers for the purposes of snooping, destroying or manipulating records, or even stealing your intellectual property.

# THE TRIPLE BOTTOM LINE

BY PAUL KNOWLES

## *WalterFedy focuses on finances, community and the environment*

It's a heck of a year for WalterFedy, the Kitchener architecture, engineering and construction firm that is celebrating its 60th anniversary. It has consolidated two offices into new quarters at 675 Queen Street South. It has gone through a re-branding exercise, as "The Walter Fedy Partnership" became, simply "WalterFedy". It has picked up some major awards and community honours.

And, it became its own client, carrying out the complete redesign and renovation of the former warehouses of the C.N. Weber company, which became the new home of WalterFedy.

CEO Allan Hayes – one of 13 partners at WalterFedy – told Exchange that the project was a very good experience for the company. "It showed us what our clients go through."

The new WalterFedy offices house a thriving company, a firm that has grown to offer a full menu of coherent services, from design through construction. Hayes says that fact that the opening of the new facility coincides with the 60th anniversary is actually a bit of a coincidence – the company had been looking for the right site for a new home for five years. "Having two offices was not the most effective way for us to operate," he says.

The company has embraced the fact that their move came during their diamond anniversary: "We're glad that it did," admits Hayes. "It gives us more to celebrate."

Celebrations are nothing new at WalterFedy. This is a company often praised for the excellence of its work. This year, WalterFedy has picked up a Design Excellence Award from the Ontario Association of Architects for the Waterloo Region Museum, designed in association with Moriyama and Teshima Architects. WalterFedy also received the Illumination Award from the Illuminating Engineering Society for the lobby at the new museum.

On a very different stage, the company and senior partner Roger Farwell received the Waterloo Region Arts Award as Corporate Arts Supporter.

Front, from left, Fei Wei, Mike Reid, Allan Hayes,  
back, Steve Hales, Mark Christenson





The company tracks financial stability, community building, and environmental responsibility. And the bottom line has to show success in all three areas.





### Triple bottom line

The contribution that led to that award is tied directly to an unusual strategic planning decision made by the company. Hayes explains that WalterFedy measures its success "using a triple bottom line concept." The company tracks financial stability, community building, and environmental responsibility. And the bottom line has to show success in all three areas.

The financial expectations may be self-evident, but the company is equally serious about the other elements. Hayes notes that "our designs show a lot of

ness, but he also is often the community face of the company, because of his focus on the community building elements of the company's mandate. He sits on four community boards on behalf of the company, including chairing the new Creative Enterprise Enabling Organization.

Farwell is very proud of his company's contribution to the community, and he is delighted it is now enshrined in the strategic plan. "This is a tremendously important thing," he says, and not only because it's good to support the arts for arts' sake. "You need a well place for employees to live in," he says, "a healthy

strengthened the scope of the business, but may have kept sign painters in business. In 1969, the company merged with a firm of structural and municipal consultants; the new name was Walter, Fedy, McCargar, Hachborn. Four years later, the addition of an architectural service produced Horton & Ball, Walter, Fedy, McCargar, Hachborn.

Not surprisingly, in 1991, this was all reduced to The Walter Fedy Partnership, and now, 20 years later, the brand is simply, WalterFedy.

Hayes points out that each of the acquisitions allowed the company to add to its expertise. The small company that was originally focused on electrical and mechanical engineering now needs a paragraph to list its skill set: "architecture, interior and sustainable design, building and civil engineering (including automotive manufacturing, commissioning and investigative engineering), project and construction management, and cost estimating."

The result of the integration of these knowledge sets has often put WalterFedy at the head of the pack. For example, Hayes notes that "we were one of the first to get involved with construction management which was, at that time, unique."

### Key projects

It's not only the expertise that can be described as unique – WalterFedy, while serving a wide variety of clients, has made a name for itself with projects such

as Kitchener's Centre in the Square, and the new Waterloo Region Museum. The firm has worked in China, in the southern United States (where they maintained an engineering office until the recent American economic downturn), and in many of the provinces of Canada.

The company has a staff of 135 full time team members, as well as another 25 contract, part-time and co-op program staffers. From CEO to the newest hire, WalterFedy staff members tend to have an intense loyalty to the company.

CEO Hayes has been with WalterFedy for 17 years. He became a shareholder in 1997, and was named CEO a year and a

"In our history, there was always a recognition by the partners at the time that you needed to be a part of the community, you needed to pay back to the community. Recently, we have formulated that as part of our vision for the company."

emphasis on environmentally sustainable buildings... the LEED process."

Farwell, an architect, is a director on the integrated services team at WalterFedy, with management responsibilities on the architectural side of the busi-

ness, but he also is often the community face of the company, because of his focus on the community building elements of the company's mandate. He sits on four community boards on behalf of the company, including chairing the new Creative Enterprise Enabling Organization.

Farwell is keenly focused on this issue, because part of his current responsibility is to "mentor the next generation of the practice," supporting "a very sturdy transition structure," while he continues to work with his long-time clients, and maintain his work in community building.

### The name game

Transition is nothing new, either, at a company that has survived – in fact, thrived – for six decades. The company was founded in 1951 by two Kitchener men – Herman K. Walter and Bill Roberts, who launched a small mechanical and electrical engineering business. The founders departed the company after a short period of time, and it was left in the hands of Art Walter and Joe Fedy – thus the name that has continued to this day, although there is no longer a Walter nor a Fedy involved in the business.

By 1959, the company then known as Walter, Fedy and Associates had built up a clientele throughout southwestern Ontario. The firm grew further through mergers and acquisitions, a process that



Art Walter (above) and Joe Fedy (left). The company was left to them after the departure of the original founders Herman Walter and Bill Roberts



PHOTOS PROVIDED BY WALTERFEDY



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PHOTO: EXCHANGE MAGAZINE

CEO Allan Hayes - one of 13 partners at WalterFedy

half ago. Hayes – whose father, Bud, was once a WalterFedy partner – is quick to note that technical expertise is not the only legacy that the company enjoys. He says the emphasis on community building through philanthropy is also ingrained. “In our history, there was always a recognition by the partners at the time that you needed to be a part of the community, you needed to pay back to the community. Recently, we have formulated that as part of our vision for the company.”

There is no lack of vision, around WalterFedy. And no lack of passion for their triple bottom line, either. In addition to Hayes and Farwell, Exchange interviewed the four partners who are responsible for the four main areas of business in the

company: Fei Wei, who is Director of Integrated Design; Steve Hales, Director of Engineering Services; Mark Christensen, Director of Civil Engineering; and Mike Reid, Director of Construction Services.

#### The goal: carbon neutral

Fei Wei has been with WalterFedy since 1998. He did his undergraduate studies in architecture in his native China, and his Phd in England, before moving to Canada. He's committed to sustainable design, and is proud that his firm “has been involved since 2003,” well before it became the buzz word it is today. That early start allowed WalterFedy to develop well-prepared staff; Wei notes

that there are currently 14 LEED certified experts on the WalterFedy team.

Because of their visionary preparation, he says, “We can see the fruits right now,” as the company has already been involved in a dozen LEED certified projects. He's excited about a proposal, set by an organization called “The 2030 Challenge”, to build an entirely carbon neutral building by 2030. He would be thrilled if WalterFedy was the company to accomplish that. “We're in a very good position to do so,” he told Exchange, “with our integrated design process in house.”

Along the way to that lofty goal, Wei and entire WalterFedy team are committed to ever-improving levels of sustainability. “The whole office is very passionate about this,” he says. This philosophy

is even reflected in the location of their office – the company took years to find a site that was centrally located and near public transit and bike trails (decreasing the energy level consumed as employees come to work), and where they could put their adaptive re-use skills to their best use. “We gave a second life to this building,” says Wei.

**“Over the 60 years, we have adapted to change, gotten ahead of the curve.”**

How does all of this impact on clients? Wei points out that customers who want LEED certification have come to the right place. But clients that may not be financially able to qualify will still get the benefits of his company's expertise in applying the same principles to produce the most environmentally friendly structures possible.

Wei also notes that legislation is forthcoming that will strengthen environmental regulations for the construction; WalterFedy is well-positioned to meet those requirements.

#### “Personal beliefs”

Steve Hales has been part of WalterFedy for 10 years. He was employed in Whitby, but when he and his wife had children, he wanted to return to his roots – he's from Elmira, his wife, from Fergus. When he explored employment possibilities in this area, he found that “WalterFedy was a fit for my personal beliefs.”

It's not often you find corporate lead-

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## FEATURE

ers using words like “beliefs”, but that’s the kind of commitment this company appears to inspire in its people. He

Hayes is delighted his company is located in Waterloo Region. “There is so much going on here. We’re very lucky to be here. There is lots of opportunity.”

explains: “Here, you treat the customer the way you want to be treated. The customer always comes first.”

It was also a good fit because Hales saw the potential in the firm: “There was an opportunity here, as well... you can go as far as you want to go.” He took full advantage, becoming a partner five years after he joined the company; today, he heads the building engineering group, in all its diverse aspects.

Like his colleagues, Hales and his team are constantly dealing with change and challenges – and they like that. The industry is seeing “a lot of change, beginning with building codes, energy, the

green energy areas.” The latter “has changed over the last few years,” he says, agreeing with Wei that “eventually, it’s going to be right in the code.”

But while Hales is focused on these challenges, he insists this is nothing new for the firm he now calls home. “Over the 60 years,” he says, “we have adapted to change, gotten ahead of the curve.”

His team even helps others get ahead of the curve, doing presentations for universities on sustainable design and engineering, and then putting it into practice in projects such as the innovative new pool at Wilfrid Laurier.

The new challenges are what the job is all about, contends Hales. “It’s what makes the difference, having a different thing to work on every day,” and he embraces the effort needed to “keep up with the changes... that’s important.” All of their projects demand up-to-the-second expertise, as they do major projects for hospitals across the province, including Grand River in Kitchener, pharmaceutical institutions, educational centres, and a lot of municipal projects, among many other clients.

Hales clearly loves the place; he praises “the people, the atmosphere.” Hales



PHOTO: EXCHANGE MAGAZINE

Roger Farwell (left) and Brian Rudy from Moriyma and Teshima Architects.

WalterFedy won the Design Excellence Award from the Ontario Association of Architects for the Waterloo Region Museum, which was designed in association with Moriyma and Teshima Architects. WalterFedy also received the Illumination Award from the Illuminating Engineering Society for the lobby at the new museum.

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believes the high level of staff retention is evidence of the success of the company. He notes there are a lot of “people who have been here a long time,” and even “people who left and came back.”

#### “Consistent vision”

Mark Christensen is one of those return engagements. He worked for WalterFedy for a number of years, and then left for a job in the municipal sector, in Guelph. He made the move, he says, because he “had worked my entire career in consulting,” and he wanted to see the other side of the coin. Six years later, “I found consulting was more my cup of tea,” and in 2006, Christensen returned to WalterFedy, becoming a partner two years later.

He returned to his former company because he values everything about WalterFedy, he says. “The fit was best, here.. the people I work with... the consistent vision.”

He uses the term “like-minded” to describe the interaction between his colleagues, qualifying it to stress that there is plenty of creativity and outside-the-box thinking, but all founded on a basis of mutual commitment to the triple bottom line.

His civil engineering division works in a variety of areas, including road reconstruction, land development, and water resources work. Many of these kind of projects, especially the road work, involve inevitable inconvenience for businesses and homes whose traffic accessibility is disrupted by the project. Christensen says his team takes very seriously the need “to

“We are most successful when we work for somebody who cares for the building.”

make the best of a situation that isn’t great.... it’s always challenging.” Part of the solution, he says, is that municipal projects in which WalterFedy is involved have “aggressive” schedules, in an effort to end the pain as soon as practical.

Christensen says that while WalterFedy is “always looking a new fields” for business – focusing on an area stretching from the western border of the GTA, north to the Blue Mountain area and west past London – a key to success is “repeat business. We want to be sure the people we are working for, we work for on subsequent projects.”



PHOTOS PROVIDED BY WALTERFEDY

*The Walter Fedy Partnership staff - taken at the Belmont office in 2001, the year of their 50th Anniversary*

That’s one reason why, although they do a lot of work in southwestern Ontario, “We’ll go wherever our customers take us.”

#### “We get attached”

Mike Reid’s division includes the construction management group, contract administration, and estimating. This is

pretty practical stuff, and may not sound all that visionary, but Reid, who has been at WalterFedy for almost 12 years, is clearly on the same page as his colleagues.

He told Exchange, “we are most successful when we work for somebody who cares for the building.” That puts the client in harmony with Reid, who admits,



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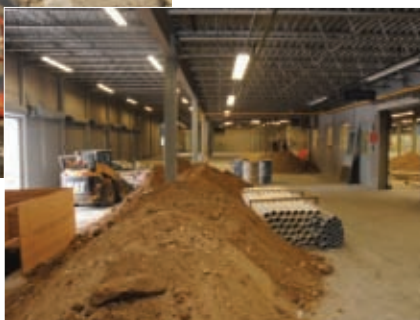




PHOTOS PROVIDED BY WALTERFEDY



The building of the new WalterFedy office



"we get attached" to the structures they are involved in. His goal is not merely to build a structure, but to produce "something you can be proud of." Asked for an example, his answer is unexpected – the \$25 million Clarica headquarters on Westmount Road in Waterloo.

Unexpected, because he admits that he was initially unsure of what the result would be, because "it went so quickly," built in only nine months. But four years later, he toured the building, and realized they had done the work quickly, but very well, and today he is proud of this living proof that WalterFedy can be fast and efficient without compromising the quality they have built their reputation on.

was a unique challenge – "It's turned out pretty well," he says, but "it's not an easy task to do work for 160 people who know the industry better than anyone else!"

#### Going forward

The company is celebrating its 60th with staff events (including a \$60 charitable donation of \$60 for each staff member, to a charity of their individual choice), an open house in their new facilities, and a new brand, but perhaps the most impor-

a vision. The master plan paved the way for the first building – the engineering and food processing technology centre. Once again, the Kitchener firm has worked with Moriyma and Teshima Architects – "they provided the architecture, we provided the engineering."

Those kind of large, visionary, "challenging" projects "are right up our alley," says the CEO. "We don't need to assemble a team, we can pull all the resources together" in house.

He notes that WalterFedy has been involved in building at least seven arts and performance centres. As well, "we've been involved in a lot of building conversions and adaptive re-use." That appeals to the entire team, and there is plenty of potential. One recent project involved the conversion of the historic Tannery building in Kitchener.

Another successful project is, of course, their own office. Hayes notes that "we followed LEED in the design and construction of this space. Our intention would be to get this office LEED certified", as a LEED CI adaptive reuse. That is

One of the challenging projects was building the new WalterFedy office. "It's turned out pretty well, [but] it's not an easy task to do work for 160 people who know the industry better than anyone else!"

Reid's division has to be "pretty flexible," he says, because of the "very cyclical" nature of construction.

At this time, he's focused on the corporate effort – linked to the rebranding – "to raise our corporate profile."

One of the challenging projects he faced in the past year was building the new WalterFedy office. He laughs that this

tant celebrations concern their current projects. Hayes is very proud of their award-winning work on the Waterloo Region Museum, and he speaks enthusiastically of the new Cambridge campus of Conestoga College. WalterFedy has been involved there for more than two years, working on the master plan for the new site when it was merely a field waiting for

a symbol of their corporate intent, he says. "It's our vision... that's where we see ourselves, going forward."

The company has national and international projects, but Hayes is delighted his company is located in Waterloo Region. "There is so much going on here. We're very lucky to be here. There is lots of opportunity."



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A man with short brown hair and a light beard, wearing a dark grey suit over a white shirt, stands on a stone patio at night. He is smiling and has his hands in his pockets. The background features a brick wall, a black lattice trellis with climbing plants, and a warm-toned spherical outdoor light. A black wrought-iron chair is partially visible on the right.

The Walper today, fresh with renovations from top to bottom, and undertaking innovative community interaction, is starting to look like the Walper of old.

*Michael von Teichman revamped the third floor patio which Eleanor Roosevelt used to enjoy her tea on*



# BACK TO THE FUTURE

BY PAUL KNOWLES

*The Walper is rediscovering the best of its past, with a vision for the future*

In its heyday, Kitchener's Walper hotel was the place to be in the city. It made top-ten best hotel listings, it attracted guests ranging from Eleanor Roosevelt to Louis Armstrong to Al Capone; it was hot.

More recently, the Walper has been seen as being dated, tired perhaps, in need of a facelift. Hot, it was not.

Enter Michael von Teichman, a passionate hotelier who is determined to take the Walper back to the future, and is already well along on that journey. The Walper today, fresh with renovations from top to bottom, and undertaking innovative community interaction, is starting to look like the Walper of old.

The present-day Walper was built in 1893, on the site of a previous hotel that was destroyed in a fire. That hotel had been constructed in 1820, an original hotel in early Berlin. It was first owned by Phineas Varnum, and included a blacksmith shop, and log cabins. The inn changed hands and names a few times before it burned in 1892.

The next year, Abel Walper rebuilt on the site, and the name was established that would last for more than a century. In 1908, Joseph Zuber bought the Walper, and ushered in its glory days. The Zuber family retained ownership through several generations, and remained a "destination" hotel through the 1950s and 1960s, but the latter part of the 20th century was not kind to the hotel – it was closed in 1979, and its furnishings were sold. It remained empty for three years, but was bought by Fred Lafontaine, who began to restore the hotel.

Eventually, it was sold to the von Teichman family – Michael's parents. However, they owned the business as an investment, not as a hands-on operation, and the business declined. About two years ago, Michael says, it was decided to close the Walper again, and demolition was being considered.

At that time, Michael, a Toronto native, was living in England, working for a large hotel chain. His career path had always involved the hospitality business. He learned that his parents were considering giving up on the Walper; in response, he secretly returned to Canada and checked into the hotel for a week-long stay.

That week was the start of an exhausting, exciting and ultimately successful two-year road to restoration for the Walper.

At the end of the week, von Teichman was convinced that the Walper had to be saved. "It has the bones, and the history" of a great hotel, he says. "It's just got so much character. It just needed love... and money. A little bit of TLC."

He approached his family, and wound up as the 30-year-old owner of a historic hotel at the key crossroads of Kitchener, a location he calls "the centre of this community". And that began what he describes as "two years of very long days."

Von Teichman doesn't make it easy on himself. He's a passionate man, eager for challenge, and when he decided to throw himself into the task of restoring the Walper, he moved right in – he lives in the hotel. And, if saving a heritage building and struggling business were not challenge enough, he also created a charitable project to build schools in Uganda, turned the Walper's rooms into individual art galleries... and began an MBA course at the University of Chicago which involves frequent commutes to the windy city.

But those are side projects. His first love is clearly his hotel – and he says he is committed for the long term.

A tour of the Walper with von Teichman is like spending an hour with an impassioned story-teller – and therein lies the charm of the place and its new owner. Because the Walper is a living archive of stories. Von Teichman says that when Al Capone came to town, during American prohibition, he met with the Seagram brothers at the Walper, to arrange shipments of alcohol.

Liberace played in the Crystal Ballroom, still the premier banquet and events hall in the Walper. Lennox Lewis boxed in that same room. The century-plus guest list includes celebrities ranging from Buffalo Bill Cody to Lady Gaga, from Bob Hope to the Queen Mother.

The history is more than the sum of the hotel's celebrity guests. A year into his tenure at the hotel, von Teichman was hauling extra chairs for an event when he discovered a jail cell, behind the chairs. That's a remnant of the days when the building included an immigration office – and a locked facility for detaining illegal immigrants.

Those kind of finds – although not all are as dramatic as a complete jail cell – are a regular occurrence at the Walper, as renovations have continued, room to room, floor to floor. Newer walls and ceilings hide highly ornate older structures. Von Teichman plans to continue to reveal the real Walper to the world.

But while the hotel is heavy on history in its appearance, the place is also thoroughly modern. The rooms – only two are the same in the entire hotel – include high speed wi-fi, flat screen TVs, and all the modern amenities visitors expect from a good hotel. That's especially important, says von Teichman, because a lot of his guests are connected to the high tech industry that flourishes in Waterloo Region.

The Walper includes 79 guest rooms, all renovated in the past year. These range from Landmark Rooms to King Suites, all unique – and all decorated with original art chosen by “Caviar 20”, an art curator under contract to the Walper.

Guests can buy the art in their rooms. Some repeat guests buck normal hotel trends by asking for different rooms, each time, so they can experience more of the art. Von Teichman has plans to open individual floors of the hotel from time to time, to allow open house tours of all the rooms so visitors can see all the art on that particular floor.

All of this, says von Teichman, has led to the Walper's motto: “As unique as you are.” This is not a cookie-cutter establishment; von Teichman is marketing a unique experience. “This is a hotel not like any other,” he says. “There is character oozing out of it.”

He has a talent for highlighting that “character”. One evening, he was looking out of his window in his hotel suite, contemplating an empty patio on the third floor level, which is surrounded by the weathered brick walls of the building. He hurried to his car, drove to a home and garden store, and bought trellises, tables, chairs and umbrellas. Next morning, staff learned they were outfitting the patio as a relaxing and dining area – and it's a won-

derful spot. He later learned this was not an original concept – Eleanor Roosevelt had enjoyed tea on that very patio.

restoring various aspects of the hotel for the next 20 years,” he admits. Von Teichman insists it was not mere, impractical whimsy that sparked his interest in the Walper. He saw genuine potential in the business – linked to the potential in the ongoing revitalization of downtown Kitchener. During his week of undercover surveillance, he walked the nearby streets of the city, and saw the positive results of the intensive efforts being made to bring the core back to life. Had that not been the case, he says, he would have left the Walper to its fate. “Downtown Kitchener was in a slump for a while,” he says, “but it's come out of that slump.”

He says that the city's efforts go hand in hand with individual business owners. “They go together,” he says. “The downtown needs to have vital businesses. You need to have businesses to bring people in.”

Von Teichman makes full use of his downtown location. The hotel caters events, but does not operate a restaurant at this time. The building houses a coffee

The Walper had to be saved. “It has the bones, and the history” of a great hotel. “It's just got so much character. It just needed love... and money. A little bit of TLC.”

shop and the Rum Runner Pub, both spaces leased to the operators of those businesses. When a Walper guest orders room service, the food is prepared either in the Rum Runner or by excellent nearby restaurants such as Peter Martin's 41, or Classicos.

Renovations are “substantially complete,” with all of the guest rooms finished, but von Teichman's adventurous spirit is always present: “We will be



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As well, although the hotel needed a complete cosmetic facelift the internal infrastructure was in good shape. "Thankfully, in 1997, there was a huge retrofit – fire systems, plumbing, electrical. Otherwise, I would not have been able to do this."

His contributions to the new look of the Walper are new carpets, paint, furniture, art... and vision.

He is committed to supporting the arts, especially right in his own community. He hosts local arts and culture events, including the nominee reception for the Region of Waterloo Arts Awards, and in September, the Walper was the setting for a unique play, staged room to room as part of the innovative Impact Theatre Festival. "Anything we can do with the arts community," says von Teichman, "I'm just delighted to do."

The Walper has flown flags designed by a local artist – an arrangement made as the artist and von Teichman met on King Street in front of the Walper. He argues that those sort of innovative events and connections are "something a hotel like this can do that a branded hotel can't."

There is a practical side to supporting the arts, he insists. "This is vital to a community being liveable, vital to make the community a place you want to be." With the twin commitments to elegant heritage and current culture, von Teichman laughs that the goal is to make the Walper the place "where the Royal York meets the Drake."

Von Teichman has plans for events like ballroom dancing, a Big Band New Year's Eve celebration, and other festivities to "animate" the hotel.

Events and corporate business are vital to the Walper's success. Weddings are big business – but von Teichman says that in that area, there is not a lot of room for growth. With 75 weddings booked every year at the Walper, the hotel is near capacity. Careful scheduling might allow ten more, but that would be the maximum.

He intuitively understands why the Walper is especially popular for weddings and other family events such as graduation celebrations, and baby showers. "For life long memories," he says, "you want to have your milestone event in a setting that will be around." He cannot count the number of guests and visitors who tell the staff about an important occasion celebrated decades ago at the hotel. "People come in and feel that connection," he says.



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## MOVER & SHAKER

The Walper connection stretches a long way east – to The Walper School in Jinja, Uganda, supported by the Walper Education Project. The concept is simple – for every guest of the Walper, the hotel donates \$1 to the project.

That's not just overnight guests, though – a dollar is given for everyone who is a guest at a wedding or special

*"We have to let the community know that the Walper of recent memory is gone, and the Walper of more distant memory is back."*

event, or participates in a corporate event. In total, that adds up to 20,000 guests a year – and therefore, \$20,000 annually, just about the amount needed to build the school. He's enthusiastic about the effort – and yet modest at the same time. "A dollar for guest is not a large amount," he says, although the results will be significant, indeed.

Von Teichman has visited Jinja, and

came back even more committed to the project than he had been. He explains that he was familiar with large, profitable corporations giving relatively small amounts to charity for the public relations benefit. He wanted to go beyond that – and now, he wants to go further still.

In the section of Uganda where the project is located, there is not a problem with food supply. There is plenty of water and food – but little education. If the people are going to rise above subsistence farming, education is key, he believes. It's especially important to encourage the empowerment of women in the community. "Education, to me, is the only possible solution," he says.

And so, just this year, he launched the Walper Education Project, to build schools. But since his trip to Uganda, his vision has grown. "This is not a final solution," says von Teichman. "Just building elementary schools is not going to fix anything." He identifies a need to allow the brightest students – "the most curious" – to go on from elementary school, and he wants to create a scholarship program to support the top elementary students to continue to high school, and a second program to do the same for top



PHOTO: EXCHANGE MAGAZINE

*The Walper has become a living gallery of contemporary art.*

high school students who want to attend university. "Now, you're absolutely making a difference. You're producing a community leader in 10 or 20 years. Will it work?" He tries to remain cautious, answering his own question, "We'll see," but then throw caution to the wind: "Yeah, it will work!"

He's early in the planning for the scholarship programs, but he recognizes that it will need to be run as an endowment, with capital raised to guarantee the project can continue, year to year. The costs are still relatively low – a full high school scholarship would cost \$750; university, \$1200. Guests at the hotel all receive information about the Walper Education Project, and many choose to contribute, topping up the \$20,000 annual donation from the business. The Walper Project is run through a Waterloo relief and development charity, GIVE International.

The young owner has targetted certain markets for growth. He sees potential for hosting business meetings, "big time." He is promoting the hotel's event facilities for occasions such as galas and banquets that can take place on Thursday or Friday evenings. He has high hopes for his unique art gallery business.

Von Teichman believes his public relations challenge is fairly straightforward, because he has such a solid, historic reputation to build on. "We have to let the community know that the Walper of recent memory is gone, and the Walper of more distant memory is back."

He looks around at his hotel. "I really like this building," he says. "I've never stayed in a hotel that has such a great feel to it." You can almost hear Louis Armstrong playing on the balcony. X

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# BARE MINIMUM IS NOT ENOUGH

*"Cavalieri, harsh, malicious, reckless, outrageous and high handed treatment"*

by MELANIE REIST



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

A recent Ontario Superior Court decision slammed an employer for what it called hard-ball tactics surrounding its methodology in the termination of employees during a restructuring, and particularly the impact upon one of its long term employees. Louis Romero Olguin immigrated to Canada from Chile in

was 55 years of age and had been employed for almost 24 years.

Canac adopted a strategy at the time of the restructuring to only pay out and meet its minimum statutory obligations under the Employment Standards Act (ESA) to dismissed employees. Accordingly, Mr. Olguin was provided with eight weeks termination pay and just over 23 weeks severance pay. His benefits were terminated eight weeks after his dismissal. Unfortunately Mr. Olguin experienced serious health issues following his dismissal which required surgery and rendered him totally disabled and unemployable. As a result of the termination of his benefits by Canac shortly after his dismissal no disability benefits were available to Mr. Olguin when he became disabled.

The issues at trial were what, if any period of notice was Mr. Olguin entitled to beyond the 31 weeks provid-

The Court made Canac step into the role of the insurer and awarded damages against Canac equivalent to what Mr. Olguin would have been entitled to under the terms of the disability policy... a total of \$200,000.

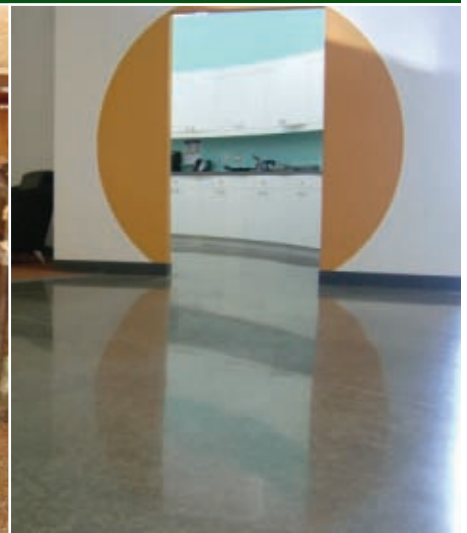
the fall of 1979. Shortly after immigrating Mr. Olguin obtained employment with Canac Kitchens, (Canac) a division of Kohler Canada Company. Mr. Olguin worked as a cabinet maker for 23 years. On July 15, 2003, Canac dismissed Mr. Olguin without cause as a result of a restructuring. At the time of his dismissal he

ed by Canac under the Employment Standards Act and what, if any additional damage entitlements were owed to him as a result of his disability and the termination of disability benefits.

The Court awarded a notice period of 22 months. The big issue in question at trial however was



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whether Mr. Olguin could look to Canac to pay damages equivalent to what he would have received in disability benefits pursuant to the group insurance policy from the time he became disabled in 2004 at age 55 through to age 65 – a period of 10 years.


The basic principle of common law is that an employee is entitled to reasonable notice of dismissal or payment of lieu of notice. During the notice period the employee is to be made whole in terms of his or her compensation package which includes not only salary, but benefits as well. In its assessment, the Court indicated that if it was to place Mr. Olguin in the position he would have been in had Canac provided him with proper working notice, he would have received his regular cash employment compensation, plus all benefit coverages for the entirety of the 22 month notice period at law. In this case, the Court commented that: Canac consciously chose not to make alternative arrangements to provide its loyal, long service employee with replacement disability coverage; rather, it chose to go the bare minimum route. It provided only the statutory minimums in pay and benefits and then gambled that he would get

another job and stay well. When it lost that gamble, it chose to litigate this matter for over five years.

**It is prudent for employers  
when dealing with dismissal  
situations to negotiate a  
severance agreement with  
employees and obtain signed  
releases.**

In the end that gamble did not pay off for Canac. Medical evidence was lead at trial that satisfied the Court that Mr. Olguin was totally disabled. At the end of the day the Court made Canac step into the role of the insurer and awarded damages against Canac equivalent to what Mr. Olguin would have been entitled to under the terms of the disability policy. This amounted to damages for a period of over 10 years, to his 65th birthday, a total of \$200,000. The Court also awarded ancillary damages of \$15,000 for what it called cavalieri, harsh, malicious, reckless, outrageous and high handed treatment.

What I found surprising about this decision is that many employers take a similar approach with long term employees where the statutory minimum entitlements are significant, hoping that the dismissed employee mitigates his or her damages by finding employment. This case is a warning that in doing so, employers are playing a high risks game that if they lose could be very expensive. In order to manage this risk, it is prudent for employers when dealing with dismissal situations to negotiate a severance agreement with employees and obtain signed releases in order to reduce the possibility of a much greater obligation in the event that a former employee should become disabled during the period of notice.

It is quite common for insurance carriers to refuse to continue disability coverage for employees beyond the statutory notice period. This will create significant challenges for employers who in light of this decision, must attempt to either continue coverage or alternatively enter into an agreement with departing employees which will release them from any liability arising from the cessation of those benefits. 

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# THE ARTS ARE GOOD BUSINESS

*The Bohemian Factors demonstrates impact well beyond basic GDP results*

by DENNIS GRIMM



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

It is a fact that Arts and Culture not only enrich society, they help business improve its bottom line and are very important drivers of economic activity. This positive impact that Arts and Culture have on the micro and macro-economy is often referred to as "The Bohemian Factor". This Bohemian Factor does not refer to the very real fact that Arts and Culture is actually a sector of our economy just like, say, automotive,

forestry or agriculture. The Arts and Culture industry is an employer, consumer of goods and services and a contributor to our Gross Domestic Product (GDP). However, The Bohemian Factor is much more than the direct impact Arts and Culture has on our GDP, it is the indirect role it plays on business, the economy and society in general, where its greatest impact is felt.

Perhaps Robert L. Lynch, President and CEO of Americans for the Arts, said it best when he stated: "Understanding and acknowledging the incredible economic impact of the nonprofit arts and culture, we must always remember their fundamental value. They foster beauty, originality and vitality. The arts inspire us, soothe us, provoke us, involve us and connect us. But they also create jobs and contribute to the economy."

While it is virtually impossible to provide an exact

economic value culture has on a community, a major study, "Arts, Heritage, Culture" produced by the Region of Waterloo placed an economic value for culture in the region of \$39.1 million, some ten years ago. There is no doubt that this number is significantly higher today.

This, as mentioned above, is the direct or near direct impact of the sector's employment and purchasing of real goods and service. But it does not take into account the more significant effect of The Bohemian Factor. Business in general and an individual company specifically, benefit financially, competitively, strategically and sustainably from operating in an economically vibrant community that enjoys a high quality of life. It is this quality of life where The Bohemian Factor has its largest impact.

It is not a secret that today's competition for skilled, educated and passionate employees is fierce and global. It is very tough to recruit and retain talent today and it is going to be more and more difficult in the months and

Business goes to the communities that have the skilled and talented labour force they need. Talented and skilled employees go to the communities where they find the quality of life they seek.

years ahead. If you are young and looking for a career opportunity, you are more likely to first look at where you want to live instead of where you want to work.

My daughter graduated from law school in the United States and her husband from a graduate business school. When they graduated, they visited New York, Boston, Charleston, Chicago and Washington D.C. They were looking for a city they would like to live in. They picked Washington. They moved there and then started looking for jobs. This was not the way her parents did it but it is more the norm today.

The communities that understand this trend will prosper by continuing to attract businesses that offer higher paying and more rewarding jobs. I believe Waterloo Region is one such community. Business goes to the communities that have the skilled and tal-

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ented labour force they need. Talented and skilled employees go to the communities where they find the quality of life they seek.

Jason Azmier completed a study in 2002: "Culture and Economic Competition: An Emerging Role for Arts in Canada." His research illustrated that exposure to culture amenities produces several positive benefits, including:

- Improved health and well being by reducing an individual's sense of isolation;
- Stronger social cohesion and community identity by promoting intercultural understanding; and
- Community revitalization and urban redeployment by building bonds among neighbours and encouraging residents to take an interest in their own community.

While he did not use the label "The Bohemian Factor," he unknowingly defined it when he wrote: "Individuals and business base their location decisions on a number of factors including urban amenities and quality of life... now it is argued that increasingly corporations choose human capital centres locations that can attract managers and skilled workers who want the opportunity for an active culture life... Quality of place contributes to the development of human capital centres by attracting individuals looking for the most desirable working conditions. As human capital is drawn to a specific location, it raises production capacity of the business in that region and draws new (and high technology) industry to the area. This growth then raises the ability of the region to compete internationally."

Given all this, it is obvious why governments at all levels should invest in Arts and Culture. I have on purpose refrained from using the word "funding" because "funding" implies that one does not get anything back, whereas investment implies that a Return on Investment (ROI) should be expected. The investment in Arts and Culture most definitely has a significant ROI.

However, business cannot just rely on the public sector to invest in Arts and Culture. It is too important to business to leave it to the government. Governments tend to underfund and to fund for short periods, which places the organizations in perpetual fund raising mode. Quality of life needs a sustainable Arts and Culture sector, not a here today and maybe gone tomorrow approach. Coordinating investments through public/private partnering,

YES; abdication of the investment to the public sector, NO.

The need for business to step up to the table is not only good business, it is needed today more than ever before. Many of our cultural groups are under water and in need of immediate investments. According to the Creative Enterprise Enabling Agency, employment in Arts and Culture in Waterloo Region has dropped from 3,800 in 2008 to 3,200 in 2009. This is the wrong direction. In Waterloo Region 1.3% of the Region's work force work in the Arts and Culture sector, the average in Ontario is 2.2%. In Toronto \$18 per capita

If you are young and looking for a career opportunity, you are more likely to first look at where you want to live instead of where you want to work.

is spent on the Arts (ignoring libraries). This according to the Creative Enterprise Enabling Agency compares to \$11.58 in Waterloo Region.

Governments are cutting back at a time when they should be investing for future prosperity. The need for businesses to step up to the plate is real and critical. However, many businesses are also challenged today and, as we all know, when cuts are needed the Arts and Culture are hit first. Many groups within the region have raised the red flags but we continue to be challenged with the money invested compared the monies that are needed to be invested. Granted, several injections of cash by the local governments have been made such as the Drayton Theater in Cambridge, the John Harper Library in Waterloo, and the Symphony in Kitchener to mention a few but the need for

increased sustained investing in the local Arts and Culture community is required.

We need to take the warning from Sir Peter Hall seriously: "Creativity is no longer an incidental miracle that happens occasionally in exceptionally-favoured cities; in a globalized economy where no place can rest on its laurels for long, it is now a central part of the business of being a successful city."

The need to preserve our quality of life and reap the synergies, and economic growth benefits from The Bohemian Factor, demands a sustainable and increasing investment in the Arts. The trend of short term under-investing needs to be reversed at a time when both the public and private sectors find themselves with fewer resources. What is one to do?

I suggest the solution lies in "Partner". There are many examples where this has worked in the past and they should be showcased and replicated. In this way, we can do more with less and keep the circle of prosperity continuing in the Region. Individually, we should make a commitment to increase our attendance at local cultural events. At the end of the day, our artists, actors, museums, musicians, authors, etc. want to be self sufficient, they want to survive and thrive, they do not want to live day to day surviving on hand outs.

By supporting them individually our lives are enriched, our community becomes more engaging, our prosperity increases, our quality of life improves and our local Arts and Culture community becomes self-sufficient. In other words, The Bohemian Factor is allowed to do its magic.

Why not invite some friends to the Symphony, take the kids to TheMuseum or have a date that includes a play at the Drayton Theater? You will love it and the cost of your ticket will ripple through the community, fueling the circle of prosperity. X

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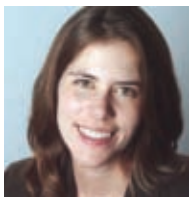
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# THE “I’S” THAT NEED TO BE IN “TEAM”

*A team is not simply a group*

by CARLY O'BRIEN



CARLY O'BRIEN is Principal & Lead Achievement Advocate of The Achievement Centre - Excel, serving Kitchener-Waterloo, Guelph, Cambridge and beyond. ([www.tac-excel.com](http://www.tac-excel.com)); email: [cobrien@theachievementcentre.com](mailto:cobrien@theachievementcentre.com).

There's no "I" in Team!" Really? Absolutely, there is an "I" in team. In fact, the best teams have a whole collection of I's:

I for Individuals with the skills, talents and personalities that make a team worth joining;

I for "I put up good numbers!";

I for "I expect and demand excellence from my team";

I for "International awards and recognition".

Any team worth joining will include strong individuals – the tricky part is finding a leader strong enough to

The stronger our ego, the more devastating failure feels and the more emphatically we will seek recognition for our accomplishments.

transform a group of strong individuals into a strong team. The strength of an individual can be defined by their talent, character or physical musculature. Here, we'll focus on the traits responsible for generating results, as results are the only component that justifies

that problematic entity – the ego.

We all have an ego – it protects us from huddling in the corner and forces us to search out and exhibit our individual talents while avoiding failure and ridicule. The stronger our ego, the more devastating failure feels and the more emphatically we will seek recognition for our accomplishments.

The individualistic drive of competing egos can cause an organizational leader to revert to the school-house phrase, "There is no I in Team". This is an attempt to redirect team members to the bigger picture when things get out of hand; however, a determined focus on results can negate the need for clichés.

Consider the three primary responsibilities of an organizational leader: 1. Share a vision, and the corresponding goals and direction; 2. Encourage and develop individuals; 3. Obtain results.

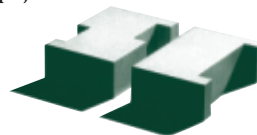
In many a Hollywood blockbuster, the archetypal coach gives the rallying speech while individuals look at one another and see their compadres with new respect. The intensity builds until in an explosion of

determination the individuals rise up, not as the unfocused, infighting group they were, but as the unstoppable, interconnected mass of strength that will conquer the next challenge. That speech represents what so many workplace leaders need to do to convert the



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people HR hired to the team we need.

In that moment, a group of individuals is converted to a team – not just in name, but a team of people that will weather adversity, search for glory and return triumphant. But for many organizational leaders, impassioned elocution is elusive. Is it worth the effort to use other methods of converting a group to a team? Below are some differences between groups and teams that may help you convince yourself that yes, the effort is worth it:

- Both teams and groups are made up of individuals, but in teams, individuals understand a common goal of results and have agreed to contribute their part of the equation;
- A team has direction and can therefore get stronger momentum towards that direction; a group can only get bigger;
- In a group, people can simply exist and pursue their own agenda without regard for group success. In a team the finite nature of resources – time, money, energy – is acute. Each member has a defined role and expectations to meet;
- In groups, accountability and quantified contribution are not required. In a team, records are kept that allow decisions about where resources should go, how the team is progressing and how individuals are performing – transparent records inherently hold people accountable for their contribution.

Which would you rather lead – a team structured to achieve results together, or a group that is not? The team leader and team members have responsibilities all season and every season, until the end of their careers. Each season may require a different mix of contributions, but the

responsibility to bring game is consistent year to year. How long are your seasons and your career?

Another key differentiator is that participation in a team is by choice. The team decides whether they will keep you and you decide whether you will stay. In a team, these decisions are often thought through, articulated and final decisions are made explicit, because the loss of a team member requires filling a void of defined contribution. With groups, accountability and contribution are not expected, so the comings and goings of individuals are less notable.

If you are a team member, how would your most respected coach classify your contributions? What would they say about the size of your ego and your ability to manage it?

When an individual joins a team, there will be a storming period during which the individual, and the previously existing team will be sizing each other up to determine how, and whether, the new addition will fit. This scenario provides a magnified look at the key components for morphing a group into a team. When a new person joins a team it is a case of an “I” joining the team and, assuming the recruitment process was intelligent, a justified ego is about to enter the mix.


When an organization decides to leverage teams and is not afraid of strong individuals, the leader may need to work harder, with the payoff being a stronger team. If the leader is not strong enough there are some interesting choices:

- Find weaker team members;
- Find a stronger leader and replace the current one;

- Strengthen the leader;
- Let the weak leader become a figure-head whose influence is overshadowed by a true, unofficial leader.

For leaders and coaches that want a team built of strong I's, try the following:

- Learn the role of leader – it requires vastly different skills than being a technical team member and is a position in its own right;
- Clarify expected results and related timelines;
- Protect the front door – Recruit individuals who have earned respect and can be trusted for their talents, as this allows everyone to operate from a position of respected professional peer and can reduce the power struggles often seen in superior/subordinate relationships. If it is tough to see people in the team as peers, check the recruitment strategy and tactics – if the front door is too easy to get through it may not be possible to treat people as peers;
- Trust, respect, admire the individuals involved – a team requires goals, direction, measurements of success. Find people who have already demonstrated a willingness and capability to live with the accountability these tools create;
- Allow a person the opportunity to perform – then watch and reinforce, or coach, based on outcomes.
- Resolve conflict quickly – don't just quiet the conflict, resolve it;
- Accountability – where invisible contribution is unabashedly made visible.

A strong team will be made stronger by strong individuals led by a leader capable of transforming a group to a team. Play ball! 

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From left, George Patton, Brian Spall, Sandy Dietrich-Bell.

**THE KITCHENER-WATERLOO ASSOCIATION OF REALTORS** raised \$23,000 for **Reaching our Outdoor Friends**. The donation is the result of the Association's 18th annual charity golf tournament held at Conestoga Golf Club June 21, 2011.

Since 1989, ROOF has been providing support to homeless and at-risk youth ages 12-25 in Waterloo Region. "We are able to continue our good work through the generosity of funders and community groups like the KWAR," said **Sandy Dietrich-Bell**,

Executive Director of ROOF. "We are extremely grateful to be this year's recipient of funds raised via their golf tournament. The day was a complete success and we congratulate the Association on such a well orchestrated event."

"Every dollar raised at our golf tournament supports a local charity," says **George Patton**, President of KWAR. "Thanks to the generosity of our REALTOR members, participants, and our sponsors we were able to support a very worthwhile organization in our community."

Sponsors included: **Eastforest Homes, RBC, The Waterloo Region Record, Heffner Lexus/Heffner Toyota, HomesPlus, Geowarehouse, This Week in Real Estate, Bingemans, Madorin Snyder, Scotia Bank's Hildegard O'Connell, Victor Hussein Law Office, Piller's Sausages & Delicatessens, and Re/Max Twin City Realty Inc.** This year's tournament exceeded last year's fundraising effort by \$3,000.

Since 1993 the KWAR has donated more than half a million dollars to support local charities.

**ON OCTOBER 28, 2011** the third **Rethink Waterloo** event will take place to raise funds for the charity **All Our Relations Hospice and Retreat Centre**.

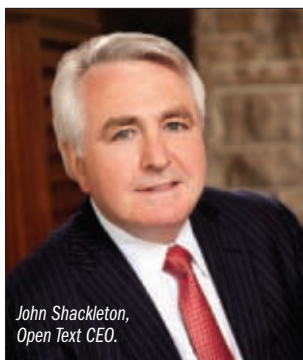
Rethink Waterloo is the premier sustainability conference in Waterloo Region and will host representatives from **Mountain Equipment Co-op, Canadian Tire and SwissRe** to tell their stories of the pursuit of sustainable development in their businesses.

Closing out the day will be keynote speaker **Mark Jaccard**, UBC Professor and former CEO of **British Columbia's Utilities Commission**. Professor Jaccard is known internationally for his work in resource and environmental management; and for his role on the International Panel on Climate Change, he won the **Noble Peace Prize** in 2009. Mark will provide a broader view of the future of the green economy in Canada and worldwide.

This full day event will also provide an opportunity to engage each speaker directly in a round-table discussion format. For more information go to [www.rethinkwaterloo.org](http://www.rethinkwaterloo.org) or [www.allourrelations.org](http://www.allourrelations.org) or contact **Marjorie Paleshi** at [mdpaleshi@rogers.com](mailto:mdpaleshi@rogers.com).

**OPEN TEXT CORPORATION** announced financial results for its fourth quarter ended June 30, 2011. Total revenue for the fourth quarter of fiscal 2011 was \$285.5 million, up 19.0% compared to \$240.0 million for the same period in the prior fiscal year. License revenue for the fourth quarter of fiscal 2011 was \$79.6 million, up 16.2% compared to \$68.5 million for the same period in the prior fiscal year.

Total revenue for fiscal 2011 was \$1,033.3 million, up 13.3% compared to \$912.0 million in the prior fiscal year. License revenue for fiscal 2011 was \$269.2 million, up 13.1% compared to \$238.1 million in the prior fiscal year.



John Shackleton,  
Open Text CEO.

"Fiscal 2011 was a strong year for both revenue and profits. With a 30 percent year-over-year increase in adjusted earnings per share, Open Text delivered strong value to its shareholders," said **John Shackleton**, President and Chief Executive Officer, Open Text. "With the addition of leading Business Process Management (BPM) products, Open Text is focused on distributing its integrated product suite to an even larger global market."

**SOUTHERN ONTARIO FAMILIES** may benefit from a new system to develop, test and demonstrate clean water technologies for local, national and global markets thanks to a federal investment in a new partnership, the **Southern Ontario Water Consortium**. The new program involves three local universities – **University of Waterloo, Wilfrid Laurier, and University of Guelph**.

The announcement was made by the Honourable **Gary Goodyear**, Minister of State for the Federal Economic Development Agency for Southern Ontario (Fed-Dev Ontario). "One of the most important issues for communities around the world is access to clean drinking water and the safe treatment of wastewater," said Goodyear. "This investment will strengthen southern Ontario's position as a world leader in clean water technologies, create new jobs in our region, while offering solutions for communities across the globe that lack easy access to clean water."

Through the Southern Ontario Water Consortium, universities, private sector companies, municipalities and not-for-profit organizations will work together to develop, test, and pilot market-driven

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water technologies that are in high demand both regionally and around the world. The project responds to private sector needs for access to actual water environments on a watershed level, and leading edge research expertise to advance water-related technologies and help bring them to the marketplace. It is anticipated that this project will lead to the creation of many high quality jobs, resulting from the expansion of current water companies, the creation of new companies, the attraction of companies from outside the region, and the expansion of public sector jobs in the water industry.

**THE GRAND RIVER CONSERVATION FOUNDATION** and the **Cambridge & North Dumfries Community Foundation** have developed a new partnership to advance environmental work in the area. The two foundations will work together to raise money to sup-

port environmental improvement projects undertaken by the **Grand River Conservation Authority**.

"This is a very exciting partnership," said **Jim Harper**, chair of the CNDCA board of directors. "We look forward to engaging donors for health and prosperity in the Grand River watershed so that together we can develop a sustainable community for future generations."

**PHILLIPS LYTLE LLP**, a law firm from Buffalo, has established an office in Waterloo Region. More than a dozen Phillips Lytle lawyers, who currently serve more than 200 Canadian clients, will spend time in its new Kitchener office, providing U.S. legal counsel in key areas such as corporate, tax, labour, intellectual property and other areas encountered in cross border business expansion.

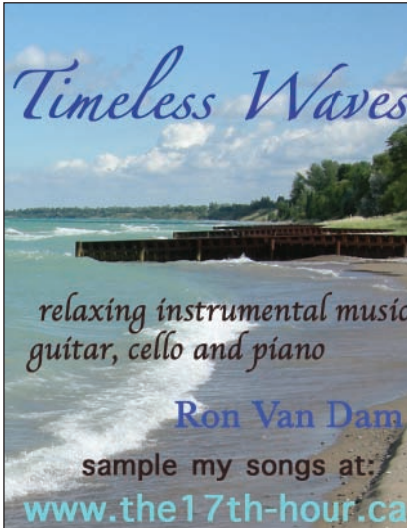
"Waterloo Region is a powerhouse of start-up activity. Phillips Lytle's history with assisting innovative companies combined with our expertise in cross border legal services makes this area in Ontario a natural fit for our first office outside of the U.S.," said **David J. McNamara**, Managing Partner, Phillips Lytle.

**Douglas W. Dimitroff** and **Thomas E. Popek** will serve as team leaders for ongoing Canadian efforts.

The new Phillips Lytle office will be located in the innovative **Communitech Hub**. The Hub now houses 28 emerging companies and five established multinationals, along with a suite of professional services organizations to serve as expert resources and expedite commercialization of their innovative solutions.

**WIND MOBILE** has brought wireless change to Kitchener-Waterloo by providing **Pathways to Education**, Kitchener with \$10,000 for their Mobile Education Project (MobileED). The Pathways to Education program in Kitchener helps more than 600 students living in economically disadvantaged neighbourhoods. They provide tutoring, mentoring, advocacy and financial supports. However, Pathways still has barriers to overcome to achieve their objectives. At their tutoring sessions, students need to be able to conduct research on the internet, write an essay, build a resumé, or apply for post-secondary education or a job. But computers and internet access are not available at most of their community sites, and the students do not have the proper tools they need to complete their assignments.

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**EXACTEARTH LTD.**, announced the successful launch of two advanced AIS satellites designed to extend its exactAIS constellation and increase the capacity of its global vessel monitoring service. The two spacecraft were built by **SpaceQuest, Ltd.** and exactEarth will take ownership after the successful completion of in-orbit testing. These satellites incorporate next generation advanced AIS payloads designed to further improve AIS message

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**DESIRE2LEARN HAS BEEN HONORED** with the 2011 **Microsoft U.S. Public Sector Partner of the Year Award**. The company was recognized for its innovative use of Microsoft technology in support of Learning Suite and services.

"Working together in partnership with Microsoft we're able to fulfill our mission of delivering innovative technology that enables our clients to accomplish their goals," states **John Baker**, President & CEO, Desire2Learn Incorporated. "We're extremely pleased to have been recognized by Microsoft through receipt of this award."

**THE APPLE STORE CONESTOGA** has opened to the public. The facility offers service, with dedicated space for technical support, personal training and free workshops. Customers are offered free support and advice at the Genius Bar. The new retail store is located at Conestoga Mall, 550 King Street North Waterloo.

**LEE VALLEY TOOLS LTD.**, a Canadian retailer of woodworking and gardening hand tools including cabinet hardware, has opened its newest retail store in Waterloo, on the corner of Davenport and Northfield Rds.

Lee Valley's Showroom displays all of the current woodworking and gardening hand tools, as well as the extensive selection of cabinet hardware available in the Lee Valley catalogs and on its website. Lee Valley Tools Ltd. is a family-

owned business, founded by **Leonard Lee** in Ottawa in 1978. It has 15 retail stores across Canada; Halifax, Ottawa, three in Toronto, Burlington, London, Winnipeg, Saskatoon, Edmonton, Calgary, Coquitlam, Vancouver, Victoria, and now Waterloo.

**EDUCATION CREDIT UNION HAS ACQUIRED** a new, expanded facility at 27 Water St. North which will be renovated to provide members of Cambridge with full banking services now available in Kitchener and in Waterloo.

**Canadian General Tower** Employees (Galt) Credit Union incorporated in 1955, merged with Education Credit Union, in December 2009, retaining a small office in the Cambridge Place building. **Melanie Mondoux**, CEO, says "It was rapidly apparent that our Cambridge members were thrilled with the additional services Education Credit Union had to offer, and that we would quickly outgrow our current location. After a year of searching for affordable office space to remain convenient, to add the desired services, and to allow for future expansion, our negotiations lead to the purchase of a building a block away, that had previously housed two banks."

**SUSTAINABLE WATERLOO, REEP GREEN SOLUTIONS**, and the **Regional Municipality of Waterloo** are collaborating to take community-wide action on climate change. Thanks to the generous support of two local funding agencies the project, called "**The Climate Collaborative**", will develop a community-scale greenhouse gas inventory, reduction target and action plan for Waterloo Region. The Ontario Trillium Foundation has committed \$150,000 to the project over two years, while The Kitchener and Waterloo Community Foundation has granted \$30,000 through their Community Fund.

These grants add to the cash and in-kind contributions of current Climate Collaborative partners, including a \$25,000 commitment from the Regional Municipality of Waterloo.

The Climate Collaborative will address the need for local, community-based action on climate challenges across Waterloo Region. "It's important to approach this project in a collaborative manner," says **Sarah Brown**, Project Manager for The Climate Collaborative. "Sharing resources and knowledge will benefit not only the organizations

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involved but also the greater community – now and for generations to come."

**THE CO-OPERATORS ANNOUNCED DONATIONS** totalling \$236,150 to 156 community organizations throughout Canada, selected by Co-operators staff members, directors and delegates. The contributions are part of the organization's Directed Donations program, in which staff members each direct \$75 of corporate funds and directors and delegates steer \$125 to the organization of their choice.

"This popular program allows employees to be directly involved from start to finish as they nominate organizations and then choose which will receive their portion of the corporate donation," said **Kathy Bardswick**, President and CEO of The Co-operators. "These charities are very close to our employees' hearts, ones they feel make enormous impacts in the communities they serve." X

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THE KITCHENER  
AND WATERLOO  
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The Festhall is licensed for 400 people – it's not rare to go through 60 kegs of beer on a good weekend – and the Lions also run special corporate events for the Kitchener Business Association during the week. Lunch time is busy every day – “a lot of people come for lunch.”

**The Lions keep none of the money; “all of the money goes into the community.”**

**- Nancy Fox.**

The Lions don't net all the profits from the Festhall. They split the net with the city of Kitchener; KW Oktoberfest also takes a piece, although Kreller says that amounts to “a small percentage of what they take in,” and Oktoberfest supplies the venue.

The volunteer Lions and their friends work hard for their money. Club treasurer George Patton told Exchange that “we usually budget for the operation to be able to make about \$15,000 per year.” He adds that this is the minimum – they don't want to miss making their budget – and says, “some years we do better than that, but that's the number we can live with... It would be nice to do \$25,000 or \$30,000 in a year.”

In truth, the Lions keep none of the money; “all of the money goes into the community,” says Fox. The club donates funds to local hospitals, to the Lions Foundation, which fund guide dog programs; to Kitchener shelters and the soup kitchen; to diabetes awareness programs; and to programs for the blind.

“We give a lot to the blind,” says Fox. “Helen Keller named us ‘The Knights of the Blind’.”

The Festhall is not the only volunteer work carried out by the Kitchener Oktoberfest Lions members. This summer, they catered breakfast for the Kitchener Blues Festival. They run the bar for the downtown Cruise Night. “We have a pretty good relationship with the community,” she says, adding, with a laugh, “if you want a beer poured, you know who to call.”

The club is currently in conversation with the city of Kitchener about a larger project – such as an amphitheater – that would carry the Lions brand. Donating to a variety of causes is a good thing, the Lions believe, but sometimes community groups need some public recognition to draw attention and help with future projects.



Mark Kreller

All of these projects mean the Lions are busy, and like most volunteer organizations, Fox's club struggles with recruitment. Membership is stable, she says, adding “there are a lot of great volunteers in Waterloo region, but there are also a lot of newcomers who go home, shut the door, and don't participate.”

They're missing out, she believes. There's a lot of satisfaction in helping the community, and there's also a lot of fun. The Lions pool all the tips from the tip jar at the Festhall, and use the money to hold a dinner for all the volunteers and sponsors, a night when the proceeds are presented to the charitable recipients.

Mark Kreller is sure this year's Oktoberfest – his first at the helm of the venerable organization – will be a ton of fun. He told Exchange, “things are looking really good. We have some great new partners coming into the Festival this year.”

**“Our volunteer numbers grow to over 1,300 once the Festival starts.” - Mark Kreller**

He noted a new event – “Stein and Dine” – that will be a “major culinary event.”

In general, he said, “there's a lot of enthusiasm in the community.” That includes the enthusiasm of 1300 volunteers – members of service clubs, German clubs and other community-minded residents, who work free and hard to insure that Waterloo Region's signature event is again a huge hit.



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*Nancy Fox, immediate Past President, Kitchener Oktoberfest Lions Club*

## VOLUNTEERS ARE THE HEART OF OKTOBERFEST

*Seven Festhalls are run by volunteer service club members*

by PAUL KNOWLES

October! Everyone with even the most nebulous connection with Kitchener-Waterloo knows what that means – the largest Bavarian Festival outside Munich. Kitchener-Waterloo Oktoberfest, for many, the defining image of the twin cities and the region at large.

Oktoberfest means many things to many people – it's a cultural festival, an arts event, the biggest Thanksgiving Day Parade in the country, a beer bash, all of the above.

To the members of seven regional service clubs, and all of the area German clubs, it means hundreds of hours of volunteer work.

For the service club members, it's all for a good cause – several good causes, in fact. As Nancy Fox, immediate Past President of the Kitchener Oktoberfest Lions Club says, running their Festhall "is a major fundraiser for us... all the money goes into the commu-

nity." But, she admits with a smile, "It's fun. It's exhausting, but it's a party to look forward to."

The Kitchener Oktoberfest Lions Club – so named to differentiate it from the other five Lions Clubs in Kitchener-Waterloo – operates "Oktoberfest Haus", in Willkommen Platz, otherwise known as the intersection of Frederick and King Streets in Kitchener.

Mark Kreller is the new Executive Director of Oktoberfest – although as a long-time board member, past-president, dedicated volunteer (and drummer in a popular Oktoberfest band), he's no newcomer to the event. He notes that a number of service clubs run Festhalls, also mentioning the Twin Cities Optimist Club, which runs Heidelberg Haus; the Kitchener Lions Club, which runs Altes Muenchen Hall; The Cambridge Rotary Club, operators of Cambridge Rotary Haus; the Kiwanis Club of the Twin Cities, which hosts the Karlsgerhaus at the Aud; the Elmira Kiwanis Haus, in Elmira, and the Waterloo Rotary Club, which runs Ruedesheimer Garten.

The Kitchener Oktoberfest Lions have run the Oktoberfest Haus "for decades," says Kreller. The kind of volunteerism "is highly important. The Festhalls support what we're trying to do."

It could be argued that Oktoberfest runs on the energy of volunteers. Says Kreller, "Our volunteer numbers grow to over 1,300 once the Festival starts." That would be October 7, this year, running through October 15.

Nancy Fox, who in her day job is Division Director and a financial consultant with The Investors Group in Waterloo, says the Kitchener Oktoberfest Lions Club numbers about three dozen members, but recruits many helpers for a total of about 100 volunteers involved in running their Festhall. That includes volunteers from Scout House, who partner with Lions and their spouses and friends. "We give a donation to the Scout House Band," says Fox.

Some volunteers spend a shift or two at the Festhall; others are there for the long haul, working every day. Unlike some Festhalls, open only on weekends, Oktoberfest Haus runs every day of the Festival, and some dedicated volunteers – Fox mentions people like Doreen and Bob Clements and George Patton – never seem to go home.

Fox praises the synergy of her group. "Everybody brings some specialty" to the complex mix of running a Festhall.

She believes her club's efforts are something special, from the quality of food provided (catered by Marbles Restaurant) to an atmosphere based as closely as possible on the genuine Munich experience. "We're trying

"There are a lot of great volunteers in Waterloo region, but there are also a lot of newcomers who go home, shut the door, and don't participate." - Nancy Fox

to make it as much like Oktoberfest in Germany as possible," she said. "We're trying to have it more authentic."

Fox's favourite day is Day One, as everyone eagerly jumps into the spirit of Oktoberfest. The Lions' least favourite time may be after closing on the final day – the entire Festhall has to be gone so the street can be opened by 8 a.m.



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