



ENLIVENING THE  
CREATIVE ENTERPRISE

MIXED REVIEWS FOR RIM  
WATERLOO REMAINS CONFIDENT



MEDIA MAN AND NOT SO RETIRED  
DENNIS WATSON

# EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ENTERPRISES / ECONOMIC DEVELOPERS / EDUCATORS

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## GOOGLE SEARCHES FOR THE FUTURE

Failure is a key stop on the road to success

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- Can you call your boss an ass?
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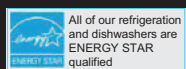
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# Laurier Offers Unique Executive Masters Program



When the Vice President of a leading Waterloo tech company identified a gap in graduate business education programs in Canada, Dr. Hamid Noori knew he was face to face with an opportunity. From that conversation has come a unique degree program, offered exclusively through the Wilfrid Laurier University School of Business & Economics.

The program is called the Executive Masters in Technology Management; the degree granted is the prestigious MSc in Management.

This year – 2011/2012 – has seen the initial cohort of learners in the program. It's an elite group – executives from companies such as Research in Motion, Desire2Learn and Christie Digital Systems. Learners must have at least eight years experience in their field to be considered for the program.

The reason for this program is rooted in reality. The leaders at Laurier recognized that many tech company executives have “grown into business leadership positions” from a personal launching pad of tech expertise. They may not have the full “tool kit” to be able to be as effective a leader as they could be.

And because they are managers in tech companies, a more general Executive Masters in Business Administration is not fine-tuned to meet their specific needs. That's where Laurier stepped in – to provide targeted educational opportunities to young and promising executives in high tech corporations. Waterloo is the ideal locale for such a program, but Dr. Noori, Director and Chair Professor of the EMTM, says applicants are appearing from across Canada, the US, and even from Europe.

The EMTM program is scheduled to allow learners to continue their corporate work; they meet on weekends. During the eleven-month program, they study global corporate strategy; technology commercialization; technology design and innovation; measurements and control; intellectual capital and economics; technology assessment and roadmapping; leadership and organization design; capital budgeting and corporate valuation; advanced topics in technology and innovation... and more.

Jennifer Smith and Jeremy Auger are in the initial EMTM cohort. Smith is Vice President, Global Engineering at Christie; Auger is CTO and Executive Vice President at Desire2Learn.

Smith holds a B.Eng. degree from McGill, but says, “I was looking for a higher level of business education to complement the engineering background.” She wanted a program that would foster “long-term career growth and depth of understanding.” After she had “looked at every MBA program you could think of,” she chose the new Laurier program.

Auger has an undergraduate degree in computer science from University of Waterloo. Laurier Business & Economics is a client of Desire2Learn, and because of that relationship, the chance to enroll in the EMTM program “came to me as an opportunity.” He liked its specific focus on tech companies, while still offering a rigorous Master's level experience.

The impact of the course on their careers was felt immediately, say Auger and Smith. Applying the lessons they have learned has become a daily experience. Smith recalls, “When I walked back in to my job, the first day after I took the first of the sessions, I had a different perspective on how I contribute to the executive team.”

And the significance of their learning reaches far beyond the material presented during their challenging class schedule. Smith points to the value for herself – and for her company – of networking with the expert educators, and with her highly experienced colleagues in the cohort.

Dr. Noori is clearly pleased at the warm reviews from his learners, but he's not surprised. This is exactly what the School of Business & Economics set out to do – to create the first executive MSc program in the country, with a curriculum “focused on technology and innovation,” developed through “partnership with the industry,” and offered to “up and coming executives in their companies.”

The Director acknowledges that if an executive is involved exclusively in sales and marketing, another EMBA program might be more appropriate; but he offers a long list of corporate departments that should feed right into the Laurier classroom – “advanced technologies, R&D, product development, global strategies, innovation, IT, global manufacturing, project management...” and more.

Dr. Noori is especially pleased that learners will graduate as Masters of Science in Management – a clear statement of their earned expertise.

The initial cohort were sponsored by their companies, but already, experienced executives from around the world are applying on an individual basis, as well. He notes that there are tremendous pay-backs for companies that support their team members: “These are up and coming executives, the next generation of key managers.”

Both Auger and Smith acknowledge that the EMTM program has more than filled up their already busy schedules, but both insist the effort is more than worthwhile. Auger says, “This has given me some real insight...They do a good job of addressing our businesses specifically.” Smith adds, “I am amazed at how much we have learned so far.”

Dr. Noori smiles. “I am very proud of our learners. I really am.”



From left to right:  
Dr. Hamid Noori, Jeremy Auger, Jennifer Smith

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On the cover: Google's Steven Woods searches for the future.



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# INTERESTING TIMES

*Yes, it's interesting... no, it's not a curse*

by PAUL KNOWLES



PAUL KNOWLES is editor of Exchange Magazine. He is an author, public speaker and executive director of New Hamburg Live! email: paul.knowles@exchangemagazine.com

There's an apocryphal "Chinese" curse – with no known Chinese origin – that says "may you live in interesting times."

In truth, it is not clear that this is a curse, at all. It is clear that in our region, these are indeed interesting times, especially, but not only, in the tech sector.


"Interesting" covers a lot of ground. Life at

Research in Motion is "interesting" these days, I'm sure. Whether there is a curse or an opportunity here is not yet known – we include a digest of wildly varying comments and opinions on the matter in this magazine.

But there is no curse involved as several local high tech firms celebrate significant expansions. Our cover subject, Google, has increased their dynamic footprint in the region; Desire2Learn is taking off like a rocket; the Communitex Hub goes from strength to greater strength. Pretty impressive – and "interesting" – developments.

Also interesting, in a very positive way, is the work being done by the Creative Enterprise Initiative, spearheaded by a very committed volunteer board headed by Roger Farwell, and now led by CEO Heather Sinclair. The CEI is bringing a new, pragmatic, effective approach to partnering corporations and culture.

We are experiencing very interesting times; it's a great year to be the editor of a locally-based business magazine. All around are signs of growth and success – from the initiatives centred at The Tannery to the amazing development of The Boardwalk on Ira Needles Boulevard to the innovative social enterprise models of the Creative Enterprise Initiative.

If you have followed national and international media this year, you might think Waterloo Region is under siege. Well, no. We at Exchange live and work here, we see what's really going on, and while it is "interesting", it is also terrifically exciting. Read all about it! 

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## RIM REVIEWS MIXED, TENDING TOWARDS PESSIMISTIC

Always near the forefront of Waterloo Region's self-image, Research In Motion moved to centre stage in January as iconic co-CEOs and co-chairs Mike Lazaridis and Jim Balsillie resigned to take lesser positions in the company. The new CEO, promoted from within RIM, is Thorsten Heins; new chair of the board is Barb Stymiest.

The media was quick to report on the developments at BlackBerry's headquarters, and to comment on the future of RIM. Exchange offers a digest of commentary from around the world, which proves, if nothing else, that the future is murky.

### The Wall Street Journal:

"Thorsten Heins, the new chief of Research In Motion Ltd., didn't win an endorsement from shareholders on his first day on the job, but executives who know him say his reputation for execution may be just what the BlackBerry maker needs as it rolls out a make-or-break new operating system later this year."

### Globe & Mail:

"Investors, however, were not convinced by what they heard, and some panned RIM's decision to install Mr. Heins, the former chief operating officer and a hardware specialist, at a time when the firm has fallen far behind Apple and Google..."

"While some took comfort from hearing a RIM executive acknowledge that the company faces many obstacles, investors and analysts worry the firm isn't tackling its root problem: inferior smartphones."

"There are also fears that by promoting an insider, RIM may not have done enough to shake up the firm. Before Mr. Lazaridis and Mr. Balsillie resigned, Mr. Heins was one of their trusted deputies..."

"I doubt Steve Jobs could resurrect RIM to its former status," said Kris Thompson, an analyst at National Bank Financial. RIM, he said, 'still has inferior products and is losing market share remarkably fast. Time is running thin,' he wrote in an e-mail. 'Thorsten

needs to have some impressive magic tricks. Tricks that encompass change management, operating cost control and timely product innovation.'

"It kind of feels that the time has passed for hardware specialists to be in charge of these companies," said analyst Stuart Jeffrey with Nomura Securities in New York."

### Roger Cheung, CNET:

"The collective shrug by Wall Street to RIM's management shakeup illustrates the underlying problems still facing the company. Despite a new CEO, the company faces the same old problems: overwhelming competition, next-generation phones that are coming far too late, and a brand that has lost its cachet among consumers. That the new CEO, Thorsten Heins, is a relatively unknown executive who has been with RIM for the past several years doesn't inspire much confidence."

"While we believe the market is likely to view the departure of Jim Balsillie and Mike Lazaridis favorably, we believe the lack of a high profile CEO or at least chairman from outside the company or a turnaround specialist will be disappointing to some, including us," said Kevin Smithen, an analyst at Macquarie Securities."

### CBC:

"Many analysts viewed the leadership structure as a source of RIM's current problems and... a number of them saw the change as positive."

"Investors may view these developments as a positive step near-term," according to Mike Abramsky of RBC Capital Markets.

"It's a decent first step," Sameet Kanade, technology analyst for Northern Securities in Toronto, told CBC News.

"As Queens University business professor John Plinius argues, 'It's the right move, but the wrong guy.'"

### Matt Gurney, National Post:

"RIM isn't dead yet, and still has many advantages. Globally, it's on a more even footing with Apple - most of the really bad news is confined to the United States, where consumers have never warmed to BlackBerries but flock to iPhones. And companies and businesses that have invested heavily in RIM to run their information networks have an incentive to stick with the company rather than re-investing in a transition to Apple.... A business-friendly BlackBerry, with enough fun gizmos included to keep people entertained, could still find a niche in the market."

"But in order to succeed, RIM has to get over its self-image problem and



Mike Lazaridis, Founder, Vice Chair of the Board

accept that it's a business company, not a consumer electronics producer. This will mean abandoning the pretense that a BlackBerry is ever going to be as fun, as cool and as entertaining as an iPhone...."

"Canadians should be proud of RIM's accomplishments, and wish it well for the future. There's no reason RIM can't continue to thrive. But it needs to recognize that its future lays in being a niche service provider to specialized clients. Let the kids have fun with their iPhones. Make BlackBerries the phone of getting work done."

### New York Times:

"The two men, in developing the innovative device that was the first to reliably deliver e-mail over airwaves, turned a tiny Canadian company into a global electronics giant. But they are stepping aside after disappointing investors and leaving customers wondering whether RIM still has the ability to compete, and perhaps even survive, in the rapidly changing markets for smartphones and tablet computers..."

"While Mr. Balsillie and Mr. Lazaridis, who have become the targets of some disgruntled shareholders, are stepping aside, investors and others looking for changes in the company's strategy may be disappointed..."

"Mr. Lazaridis... will become vice chairman and head a new innovation committee of the board..."

"Mr. Balsillie will remain a director... While his future role will be more limited, he said on Sunday that he would maintain his stake in the company."

### Globe & Mail:

"For Mr. Balsillie, being reduced to a mere director at RIM - former co-CEO Mike Lazaridis was named vice-chair and heads an innovation committee of the board - represents a dramatic transition from several years as head of the country's most important tech company..."

"Friends don't expect Mr. Balsillie to



Jim Balsillie, Board Director

remain on the sidelines for long. At 50, he's split from his wife (they have two children) and by all accounts he's in remarkable shape, thanks to a health regime that includes cycling, hockey and many other sports."

"He's a great Canadian and was very proud of his Canadian roots, I knew that from the first time I met him," said James Bradbeer, an American businessman who met Mr. Balsillie at Harvard. "And, whatever he does I'm sure it will be great."

### The Times of India:

"Jaguar CEO Vic Alboini, who leads an informal group of 16 RIM shareholders calling for a radical restructuring, is quoted as saying, 'If Thorsten really believes that there are no changes to be made, he will be gone within 15 to 18 months.'

"He will be a transitional CEO and this will be a transitional board."

### The Guardian (UK):

"The problem was that the duo in charge of RIM were in denial about the disruption happening around them. But the stock market wasn't: in February 2011 a steep selloff began..."

"Heins might be the caretaker before someone comes in and really shakes the company up..."

"The problem for RIM is that it isn't much of a takeover target. Despite having those millions of users worldwide, its infrastructure would be almost impossible to tie into any other company's systems; while its corporate clients are a tasty target for Microsoft, it may prefer to woo them via its Exchange and Sharepoint offerings, allied to Windows Phone, rather than by trying a complicated merger that would also upset Nokia and its own mobile strategy."

"For RIM, the future is even more uncertain than it was a week ago. If Heins is the man to turn it around, it will be a comeback to rank with Steve Jobs's return to Apple in 1996. But that looks increasingly like a one-off."

### Wall Street Journal:

"Prem Watsa, one of Canada's best-known value investors, is bringing his accomplished track record to Research In Motion Ltd.'s new leadership team, becoming the BlackBerry



Thorsten Heins, President and CEO



## Mobile Processing Service for Underserved Merchant Segment

**M**oneris Solutions has launched PAYD, offering Canadian small business owners – who have not historically accepted credit card payments – the ability to do so using their smartphone or tablet devices.

The decision to develop PAYD is in direct response to the needs of a large portion of Canadian small businesses currently not accepting credit card payments. According to Moneris, there are potentially over 1 million registered and unregistered businesses that do not process any form of card payments. PAYD provides this underserved segment an easy method to capture sales, in a secure and cost-effective way.

The PAYD card reader plugs into the audio port of most smartphones, including Apple iOS, Google Android and Research In Motion BlackBerry devices, allowing credit cards to be swiped on the spot for ease-of-use.



PAYD merchants can take advantage of simplified and upfront pricing. The service is backed by the security of Moneris' existing web-based payment processing platform, allowing merchants to access their accounts, transactions and history in a secure manner.

"Traditionally, many smaller entrepreneurs including artists, photographers, residential cleaners and artisans have missed out on sales because they could not accept credit cards," said Jim Baumgartner, President and CEO, Moneris. "PAYD offers this segment – that may have the perception that their business is too small or that costs associated with accepting cards are too high – the ability to expand the reach of their business."

maker's newest director and one of its biggest shareholders...

"Mr. Watsa, chief executive of Canadian investment giant Fairfax Financial Holdings Ltd., is often called Canada's version of Warren Buffett..."

"As head of Hamblin Watsa Investment Counsel Ltd., Mr. Watsa owns about 11.8 million RIM shares, or a 2.3% stake, as of the end of September, according to FactSet Research. That makes the money manager the fourth-largest shareholder after RIM's former chief executives Jim Balsillie and Mike Lazaridis, who each own about 5.1%, and Primecap Management Co., a U.S. money management firm, which holds a 5.5% stake."

### Financial Post:

"It's way too early to know whether the executive shuffle at Research In Motion Ltd. will help turn things around for the beleaguered BlackBerry maker, but if it does, investors should prepare for a very long recovery period."

"Ron Meisels, a technical analyst at Phases & Cycles in Montreal, suggests it could take several years – if ever – for RIM shares to gain back all of their lost value."

### Vancouver Sun:

"Research In Motion Ltd. Chief Executive Officer Thorsten Heins is viewed by some analysts as unlikely to alter the BlackBerry makers course enough to stem its market-share losses."

"There was enormous pressure for

the company to make a change, and Jim and Mike wanted to make as little change as possible," Charlie Wolf, an analyst at Needham & Co., said in an interview. "To me, this change looks largely cosmetic..."

"He's cut from the same cloth as the co-CEOs," Mike Abramsky, an analyst at RBC Capital Markets in Toronto, said in an interview...

"Historically, only an appointment of an outsider has helped companies recover," Edward Snyder, an analyst at Charter Equity Research, said in a note to investors. "There has never been a successful turnaround of a handset OEM without a wholesale change in management!"

### Financial Post:

"Jim Balsillie may have lost his position of co-chairman of the board at Research In Motion Ltd., but he still holds the position of chairman at Igloo Inc., a Waterloo, Ont.-based company that is attracting lots of attention from Canadian venture capitalists..."

"The company's origins trace to 2004 when Dan Latendre, a former executive at local enterprise software giant Open Text Corp., and Mr. Balsillie together developed a software platform for researchers at the Centre For International Governance Innovation to collaborate with..."

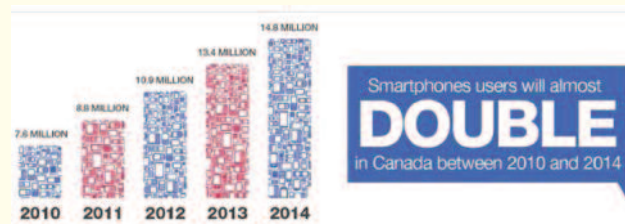
"About 500,000 employees working at 200 businesses around the world use the company's cloud-based collaboration software."

## WHERE'S YOUR MOBILE PRESENCE?

BY ADAM SMITH



**I**s your business easily accessible by mobile users? Eight million people in Canada owned smartphones in September 2011, representing 40% of the mobile market in Canada (<http://myitguy.ca/u/5b>). Canadian's appetites for accessing content quickly and easily from their mobile devices are insatiable and will keep growing for the foreseeable future.



Is your business reaching out to those users?

"I have a web site. Smartphones can browse the web. What's the problem?"

There is of course a real difference between accessible, and easily accessible. All mobile screens (by comparison to our desktop computers) are downright tiny! Having to zoom in to read a page, zoom out again to see what else there is, only to have to zoom back in to scan further, is a hassle.

Rather than presenting your mobile users with the same view that your desktop users see, you can instead format it specifically for their smaller screens so they're greeted with the information that's most important to them. This might mean using smaller images, or removing them entirely. Reducing the volume of information thrown at the user can also be a huge benefit. No one wants to read "War and Peace" on a three inch screen. Paring down your content, using meaningful headings and bullet lists where appropriate can make mobile use much easier.

There are other aspects of web sites that we take for granted: the simple process of navigating a web site can be made wholly impossible when it comes to pop-out menus that activate when you put your mouse on top of them. There's no way for your phone to know your finger is hovering over a navigation button until you click on it, which of course opens that link rather than showing you the other links that may be hiding within it.

### Leverage mobile to boost traffic to your site

One of the newer technologies you've likely heard of surrounding mobile accessibility is the QR Code. A QR code is like a two-dimensional barcode that can store more information than the few numbers you see along the bottom of a conventional barcode. The main benefit of this as far as mobile is concerned is that these scannable codes can be used to provide direct links to web sites.

Use QR codes:

- Flyers and posters: Give your customers instant access to more information with a custom, mobile-focused experience; Track the ROI of individual ad campaigns.
- Business cards: A quick scan and your contact details can be instantly saved.
- Menus: Provide customers with nutritional or dietary information.
- Web sites: If you have a mobile app download, a QR code displayed on the page can be a quick way for the user to get the app on to their phone...

A cautionary tale on not thinking through the experience of your mobile users:

Acme Corp. created promotional materials for a new ad campaign that included QR code. The code directed users to the company's web site where they could find more information. But the page they had directed the users to was Flash-based (Flash is a technology that is poorly supported, if at all, on most mobile devices). There's no telling how many of their users arrived at a page they couldn't see.

### Mobile Applications: Instant interaction with your customers

Would it benefit your business if your customers could instantly interact with your company and its products or services? One great example: TimmyMe (<http://myitguy.ca/u/5d>) quickly shows users the nearest Tim Hortons location. The Canadian Tire app (<http://myitguy.ca/u/5e>) goes a step further by letting you search their catalog and see stock levels in your nearest store. Once you're inside the store, the app will let you scan a product barcode and retrieve additional product information.

As you can see, there are innumerable ways you can benefit from being accessible to your mobile users, and moving forward, this will only become more important. Stay ahead of the curve and review your own mobile presence today! The first step is easy: Try browsing your own web site on your phone.

- Adam Smith is CEO of My IT Guy Corp ([www.myitguy.ca](http://www.myitguy.ca)).



## NEW NAME, NEW HOME, NEW PARTNERSHIP

With a new name, new partnerships and a new building, Cambridge has a reason to celebrate. After a year of anticipation, the new Langs has been unveiled. Langs and the William E. Pautler Seniors Centre celebrated their grand opening earlier this year.

Part of Langs' transformation from old to new was a name change and new logo design. The organization's name has been shortened to Langs with the tagline Community. Health. Wellness. In addition to being co-located with the William E. Pautler Seniors Centre, the new 58,000 square foot, two-floored centre includes expanded space for early years programs, the diabetes education programs; and more exam rooms for the community health centre, along with a walking track and a gymnasium. In addition, the facility has many unique features such as a green roof, living wall, six group rooms for programming and a courtyard.

A \$ 4.9 million dollar grant from FedDev Ontario and a \$ 3 million dollar grant from the City of Cambridge along with many other contributors have made the new facility a reality. The new building was designed by Robertson Simmons Architects and built by Melloul-Blamey Construction.

"It is hard to believe how far we have come from our humble beginnings in a town house over 33 years ago," said Theresa Wilhelm, Board Chair of Langs. "As we stand in this incredible, new facility, be assured that one thing will remain constant – our commitment and dedication to promoting the health and well-being of the members of the community."

"This facility is certainly a fine example of partnerships, demonstrating the community spirit and collaboration that happens here in Cambridge. We have been involved in the project since the very beginning, from site selection to financing, and we know this will be an exceptional health and wellness offering to all citizens of our community," said Cambridge Mayor Doug Craig.

"Over 20 community partners will be onsite at Langs in addition to the wide variety of existing programs and services already provided by staff and volunteers," said Bill Davidson, Langs Executive Director. "This is a unique model that is responsive to community needs, maximizes the use of existing resources and expertise and enhances access to a broad range of new and existing holistic services to truly address the social determinants of health."



PHOTOS PROVIDED BY ROBERTSON SIMMONS ARCHITECTS

## The Antithesis of Disposable

Take a look around during any "large garbage" collection day, and you find all the evidence you need of our disposable society. But here's what you won't find at the curbside – any piece of furniture produced by Andrew Wainwright.

Wainwright is a University of Waterloo science graduate, artist, and fanatical woodworker. He has been making furniture in which art marries function for 14 years. Today, his AJW Woodworking continues to blend an inherent sense

of tradition with a thoroughly current sense of the artistic. His workshop is located to the eastern edge of Kitchener's Huron Business Park, on Otonabee Drive.

This craftsman makes it clear that he puts product ahead of production. He creates unique wood designs based on traditional and classical practices, for clients looking for functional art and corporations looking for that unique foyer piece that gets noticed.

Clients are involved in the design process, and nothing goes to production until everyone is entirely satisfied.

Wainwright is proud that his designs are destined to become family heirlooms. He waxes poetic, describing the end result as "a one off, a piece of tangible, functional art, where less becomes more, and more becomes a testimonial in time. It's a start of a story, one coming to be that will resonate through generation and generation. It's the oldest 'pay it forward' investment – a legacy heirloom, a made memory."

His customers have certain values in common – they want "furniture that lasts generations," regardless of the significant price tag, he says. And for Wainwright, the customer comes first – literally, because he builds nothing on spec. He needs to meet the client, to understand exactly what the customer is looking for. Then, he translates that idea into a unique piece of "functional art", made to treasure.



Andrew Wainwright

PHOTOS PROVIDED BY AJW WOODWORKING



## MOODY'S MAINTAINS REGION'S AAA CREDIT RATING

Moody's Investors Service has again given the Region of Waterloo the highest credit rating possible. The Region's AAA rating reflects sound and stable financial management, a low debt burden and a strong liquidity position. The Region's debt burden is low compared to Canadian peers. These low debt and debt servicing ratios illustrate the municipality's high degree of fiscal flexibility and successful fiscal track record – two key characteristics supporting the AAA rating.

"Achieving this rating is a reflection of the Region's sound and prudent financial management and forward-looking budgets, especially in light of current global economic challenges," said Ken Seiling, Regional Chair. "The Region continues to be strong financially, and is well positioned for the future."

Moody places the Region of Waterloo amongst other highly rated municipalities in Ontario. The Region of Waterloo displays strong governance and management characteristics. In addition to long-term planning for capital and operating budgets and a history of meeting fiscal targets, management adheres to conservative debt and investment management policies. It also states that these decisions limit the Region's exposure to market-related risks and ensuing relatively smooth debt servicing costs.

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

- North American investors are feeling optimistic, according to Investor Sentiment Index surveys conducted by both Manulife Financial and John Hancock. Results suggest that Canadians are nearly twice as likely to view the present as a "good" or "very good" time to be investing in a range of investment vehicles as are their American counterparts.
- 55% of Canadians feel they would be better off financially two years from now, with 37% saying their situation would be the same, and 8% saying they expect to be worse off financially. 53% of Americans surveyed believe they would be in a better financial position, with 38% expecting to be in the same financial situation, and 9% expecting to be worse off.
- When asked about using a financial advisor, 53% of American investors say they use a financial advisor versus 68% of Canadian investors.
- 54% of global experts expect a major geopolitical disruption over the next 12 months, up from 36% in Q4/11, while confidence in global cooperation has dropped, said the World Economic Forum's third Global Confidence Index.
- 58% of Canadian employees expect their salaries to rise at the end of the year, and the same amount of employees anticipate they will have more disposable income in 2012 than in 2011.



## GAME ON! - THE SERIOUS SIDE OF GAMING

What do you do when you have 100 million plus registered video game players? Keep them coming back for more is the simple answer – how you achieve it is a more elaborate discussion.

Gamers and non-gamers alike descended upon Communitech's first Techworking Breakfast event of 2012 to listen to gaming guru Mark Vange. Vange is currently the CTO of EA Interactive, the digital gaming arm of Electronic Arts (EA).

Almost 30 years after he founded his first company, Vanguard Consulting (in his teen years), Vange continues to be a trailblazer as a technologist and en-

trepreneur. It started with new technologies for major corporate customers like Global Television and Ontario Hydro but he quickly carved out a niche as a pioneer in multi-player entertainment for the gaming industry. He was visionary by globalizing game development for some highly recognizable titles including Fighter Ace and Dragon's Lair.

Founded in 1982, EA quickly captured our imagination while they evolved into the name synonymous with video gaming excellence. Gaming has grown into one of the most influential, experiential based mediums that rivals and perhaps sur-

passes traditional forms of entertainment like television and movies on a truly global basis. It is not surprising when Vange reveals EA Games' "number one selling title is FIFA Soccer".

Traditionally selling their games in the aisles of top retailers, Vange indicates "EA was similar to any other package goods company" with their strategies. Over the years they evolved into a virtual distribution company. This was acknowledged by the creation of the EA Interactive, leading them into the brave new worlds of online and mobile gaming. Converting their extensive gaming expertise, they became the global leader in wireless entertainment by publishing award-winning games such as Tetris, Scrabble and The Sims. Understanding the impact of social media, EA acquired Playfish and their social media based titles like Pet Society and Hotel City among others in 2009. Currently, their Pogo.com site has over 1.9 million paying subscribers on a monthly basis.

Utilizing a "freemium" business model, Vange says "freemium games have grown to represent 60% of the top 25 grossing apps for Android and Apple mobile devices." This is an integral part when creating that initial interaction with an online or mobile gamer, strategy that has proven to be incredibly successful and relevant to all software or app launches. Conversion to a paying gamer rests on the added-value experience available beyond the initial freemium offering. Creating a degree of platform cannibalization, Vange recognizes the critical nature of this challenge by stating "we can sell a console game for \$65, but a mobile game might cost a \$1 or it is free."

Enjoying a chuckle with the audience, he explains the importance of "cequretee" (his word for security) without compromising the gaming experience itself. Considerations include the registration process, data collection, billing and most importantly, protecting the privacy of their gamers. "There's always tension between cequretee and a seamless experience," admits Vange. He offers sound advice for any technology based company: "a culture of security is important from the beginning, even for a startup. As you grow, you become a target."

Building on this, Vange demon-

strated his point by citing Sony's security breach due to hacker attacks in the spring of 2011. Numerous financial sources estimate financial costs alone could be around the \$2 billion mark. This excludes a more important factor and implication on future business, the cost of consumer perception and lack of trust. "Consumer uncertainty was biggest lingering cost of the Sony hack," indicates Vange. Expanding on this, he explains "It's not whether a hacker can get in your system, it is what they can gain access to." Further exacerbating this issue are users with over simplified passwords. Vange demonstrated his point by sharing a study revealing some of the most commonly used passwords, including examples like password, 123456, abc123, monkey, plus many more. Plan for the unexpected – the root of so many online privacy issues is often caused by the weakest link.

Answering the question, "What's on the horizon," Vange replies, "Relentless and ongoing thinking." Companies have never been more connected to, armed with knowledge and insights about their consumers, thanks to analytics. Discovery and collection is the first step, harnessing it and implementing an action plan is another. "The biggest opportunity for growth in tech right now is in analytics," shares Vange. Invest in and take advantage of it, it leads to identification of future growth opportunities and important prioritization of resources.

For EA Interactive a critical factor moving forward is continued reduction of barriers to entry. Vange went on to outline some specific opportunities including constantly improving cross-platform play for users i.e. integrated mobile and console experiences; live streaming gaming; and smart/connected TVs.

A highly informative and entertaining presentation gave the audience a lot to consider along with some insightful best practice tips. Resistance is futile; gaming is and will continue to be on the leading edge of entertainment. Game on!

- Jody Yungblut



## BioTalent Canada Tool Offers Hope for Unemployed KW Workers

BioTalent Canada, a national organization that addresses skills and human resources issues to ensure the bio-economy has access to job-ready people, was in Kitchener-Waterloo in February to launch an on-line skills transfer tool designed to assist unemployed manufacturing workers in gauging their readiness to work in biomanufacturing.

Speaking to a group of industry and business leaders in KW, Rob Henderson, Executive Director of BioTalent Canada, said that unemployed manufacturing workers are missing employment opportunities because they're unaware that their skills may match those of biomanufacturers.

"Our research shows that many traditional manufacturing skills are transferable to the biomanufacturing field. But unemployed workers simply do not know this," said Henderson. "Today we've launched an on-line evaluation tool that can start them on a process towards quality employment in the biomanufacturing field."

The process of transferring skills from traditional manufacturing to biomanufacturing is so extensive that BioTalent Canada has collaborated with industry to create a BioReady label for workers once they are verified as fitting the criteria.



Rob Henderson

Individuals who wish to access the on-line BioSkills Transfer Tool can visit the BioTalent Canada web site at [www.biotalent.ca](http://www.biotalent.ca).

Representatives of BioTalent Canada are in the Kitchener/ Waterloo and Guelph areas conducting information sessions on the new skills transfer tool. Local employment agencies are the first in Canada to receive the training.

BioTalent Canada plans to roll out the skills transfer program in other parts of Canada later this year. The goal is to use the new program to fill 100 positions in the biomanufacturing sector by the end of 2012.

"With many workers in transition to new opportunities, we welcome the BioTalent Canada initiative and encourage manufacturers and unemployed workers to take advantage of it. The on-line skills tool represents a creative, new approach for job seekers in our Region," said Carol Simpson, Executive Director of the Workforce Planning Board of Waterloo, Wellington and Dufferin.

Canadian biotechnology companies are currently suffering from a nation-wide skills shortage. BioTalent Canada is working with the industry on a range of potential solutions.

BioTalent Canada helps Canada's bio-economy industry thrive globally. As a non-profit national organization of innovators leading our bio-economy, BioTalent Canada anticipates needs and creates new opportunities, delivering human resources tools, information and skills development to ensure the industry has access to job-ready people.

## XQuote

"These are tough economic times, but that is no excuse for cutting aid to the world's poorest. The Global Fund to Fight AIDS, Tuberculosis and Malaria is one of the most effective ways we invest our money in every year. By supporting the Global Fund, we can help to change the fortunes of the poorest countries in the world. I can't think of more important work."

- Bill Gates, Co-Chair, The Bill & Melinda Gates Foundation



# Multiple Expansions Celebrated

*Google, Desire2Learn, VeloCity, Communitech all add capacity*

Key Waterloo Region tech companies are in dramatic expansion mode. Google, Desire2Learn, University of Waterloo VeloCity and the Communitech Hub were among the companies celebrating in February at the Communitech Hub, and attended by Ontario Premier Dalton McGuinty.

The expanding facilities are located at the Tannery Building in downtown Kitchener, home to the Hub.

Google, (Exchange cover story), continues to grow, expanding its current premises by another 11,000+ square feet for a total of 53,656 square feet at The Tannery Building.

Desire2Learn, a learning solutions company in growth mode with 200 job openings, has expanded to take over another full floor at the Tannery, now occupying 67,000 square feet.

UW's VeloCity incubator has moved into a new, expanded 6,500 square foot workspace in The Communitech Hub.

The Communitech Hub also celebrated the grand opening of another 14,000 square feet of space, bringing its total floorspace to 44,000 square feet.

As well, the Creative Enterprise Initiative (featured in this edition of Exchange), moved into larger space in the Hub.

Premier McGuinty was happy to celebrate the good economic news: "Ontario's innovation engine is on full throttle as we can see... Innovation programs that the Province has supported, including contributing to The Communitech Hub which opened just 18 months ago, are working."

"We're excited about the results being attained in Waterloo Region, driving innovative technologies, bringing those innovations to market and creating companies and jobs in Ontario, and we congratulate those who are in expansion mode and contributing to the vibrancy of the tech sector," said Iain Klugman, CEO of Communitech.

Since first announcing its move to The Tannery, Google has doubled in size and continues to be one of the top engineering offices in Kitchener-Waterloo, driving tremendous growth and innovation worldwide.

"Kitchener-Waterloo is a great place to work and invest, and we are proud to be a



(L to R) Steven Woods, Google; Ontario Premier Dalton McGuinty; John Baker, Desire2Learn

part of the community, and a partner with Communitech to support not only our growth but the entire community's success," said Steve Woods, Engineering Director at Google.

Desire2Learn develops innovative solutions to help transform the learning experience. The company is realizing phenomenal growth, with nearly 400 employees and more than 8 million users worldwide.

"We're thrilled to be an active contributor to the innovation being generated in this Region," commented John Baker, President and CEO, Desire2Learn Incorporated. "The outstanding products and services coming out of the Waterloo Region technology sector are having a dramatic impact around the globe."

The University of Waterloo's VeloCity program aims to develop Canada's next generation of successful entrepreneurs. Students take their first steps in building startups and professional networks while living in the VeloCity residence on campus and then move up to the next level at the VeloCity workspace in The Communitech Hub.

"The grand opening of the new VeloCity workspace is a critical milestone in our continued efforts to foster the next generation of University of Waterloo mobile, media and web entrepreneurs," said Mike Kirkup, Director of VeloCity. "The expanded workspace will enable us to increase collaboration, creative thinking and competition to help VeloCity companies turn their ideas into businesses."

Just prior to the celebration event, Communitech reported that 450 startup jobs and 300 new companies emerged in Waterloo Region during 2011, along with continued hiring in established companies. Companies working with the Communitech startups team raised over \$70 million in funding from venture capitalists, angel investors and government incentive programs to fuel innovation during 2011.

"If you're going to fail, fail quickly. When you are innovating, you need to try a lot of things, because most things are going to fail."





A man with glasses and a red jacket is sitting on a red slide, smiling. He is wearing a white t-shirt with the Google logo and the text 'www.google.com' on it. The background is a bright, slightly out-of-focus indoor setting.

# GOOGLE SEARCHES FOR THE FUTURE

BY PAUL KNOWLES

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## *Failure is a key stop on the road to success*

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If you Google the word “failure”, the first entry (from Wikipedia) reads: “Failure refers to the state or condition of not meeting a desirable or intended objective, and may be viewed as the opposite of success.”

Nonsense, says Steven Woods. Failure is entirely okay, and should be viewed as a step toward success. In fact, Steve Woods expects his people to fail. All he asks is, “If you’re going to fail, fail quickly.” He adds, “When you are innovating, you need to try a lot of things, because most things are going to fail.”

The road to success, Woods argued, has plenty of signposts of failure along the way, especially in high tech R&D. And there is no question that the company Woods works for knows something about success – he’s the Engineering Site Director at Google Canada, now located in the Lang Tannery complex in Kitchener.

Google is one of those brands that has entered the global vocabulary as both a noun and a verb; a leading-edge company making an impact everywhere you turn... and just about everything you turn on.

World-wide, Google has about 31,553 employees. Three hundred of them are in Canada and, although Google’s official Canadian headquarters is in Toronto, more than 200 of their employees are based in Kitchener-Waterloo, in the R&D facility headed by Woods since 2008.

His official bio says “he is responsible for building and fostering a creative culture of innovation, engineering, and product delivery.”

Among the key initiatives of the Kitchener operation are Conversion Optimizer, an advertising product that manages approximately \$1 billion in annual advertising expenditure; in strategic initiatives in commerce applications and services including mobile product search, offers and shopping; in person-to-person application areas like Gmail and related areas; and a strategic initiative in Chrome and ChromeOS focused on creating a hardware and software platform specifically for touch-based experiences on the web. Woods explains one of their goals: to develop “products that optimize value for advertisers.”

At least, those are the initiatives this week. A few days from now, who knows? Woods laughs that long-term planning is an almost impossible task for people working in his industry; change is simply too much of a constant.



## Broken vow

A glance at Woods' resumé might suggest that he is an unlikely candidate for his current position. He attended university locally, earning the J.W. Graham Medal for Computing and Innovation while completing his Masters and Ph.D. in math and computer science from the University of Waterloo. But then, Woods followed a familiar path – he headed southwest, to Silicon Valley, where he worked in a large corporate environment, but then became an entrepreneur, founding several companies which he developed and then sold, such as NeoEdge

The new frontier is touch.

"The thing that has changed mobile is touch," says Woods.

"Everything is basically mobile these days, but not everything has touch."

Networks, an in-game advertising company sold to Double Fusion; and Quack.com, an interactive voice portal service acquired by AOL/Time Warner.

But since 2008, he's back in the corporate environment – and he broke a solemn vow to do that! "I had vowed I would never do it again," he told Exchange. His previous corporate stint was "not a good experience," he admits. "I wasn't looking for a chance to come here."

But when Google came calling, Woods became convinced that this was a corporation with a difference. "They were look-

ing for an entrepreneur, someone who was credible, could talk to engineers, and could organize a start-up." Woods felt like he had Googled himself. He took on the challenge, and has not looked back.

## Google goes global

Exchange asked Woods why Google – the quintessential on-line company – felt it needed real, physical presence in Canada and other countries around the world.

There were good reasons for that decision, says Woods. The most obvious might be that Google decision-makers feel that if they are to do business in a location, they should have a presence in that location. That was the idea that sparked the opening of the Toronto sales office, more than 10 years ago.

But the company came to realize there were significant gains to be made by locating research and development in a variety of countries and cultures, as well. Woods argues that every Google R&D site has its own specific strengths and unique perspectives, arising from the community in which it is located. Locating in centres such as Zurich, Tokyo... and Kitchener-Waterloo... broadens the company's vision and its potential for success.

KW was a natural choice, argues Woods, because "This is a very entrepreneurial area, with a very strong history as a, if not the, major centre in innovation and start-ups."

He adds, "the culture here is different from Mountain View", the California "global headquarters" of Google.

And the Waterloo influence extends well beyond the high-security facility at



the Tannery. "Waterloo

has long been a source of talent for Google, world-wide," says Woods. "It was natural for us to locate here."

Woods insists that the local culture of innovation is alive and well in the Kitchener facility; and he proves it with a very current example. The date of this interview coincided with one of his frequent experiments in personnel realignment – he had just temporarily juggled all the working groups at the company, creating new groups who had a one-week assignment to come back with as many innovative ideas as possible. "It's a little time off from our day jobs," he said. "A chance to reflect a little more. I like to form teams that don't normally work together every week. It gives us a chance to work with other people."

Woods grinned and revealed that by mid-week, the teams had already "generated several hundred new ideas". Most of them would never get off the drawing board, he admitted, but a few might, or they might lead to an innovation, or they might simply ensure that his people are thinking outside the box, all the time. "We're trying different things," he says, simply, "something I personally believe in a lot. It's what I do for a living."

It's this creative, innovative approach, says Woods, that brings complete job satisfaction. "I'm still in the start-up world... but with more resources."

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#### All about "touch"

When Woods came to K-W, Google was located in what is now the David Johnston Research and Technology Park at the University of Waterloo, occupying the second floor of the Columbia Lake Health Club. It seems a logical locale for the company, but Woods says Google relocated because the rapidly expanding R&D facility ran out of room.

Today, it's not coincidental that Google's neighbour is the Communitech Hub. Woods says "We're here for the long haul." They want to be in a community with a history of entrepreneurial adventure, a high current level of dynamism... and all the advantages that come with being in the same city as the two local universities.

The KW Google facility is probably what you would expect. Bright colours abound, there is plenty of open space, and there are play areas for children and adults to have fun, hands-on (a rack of digital guitars sits along the wall of a lounge).

It's probably not a surprise that the offices have a tactile element; Woods says his business is now all about "touch". Mobility is not the goal – it's the reality. Everything is now mobile. The

Google acquires companies,  
not always to get access to  
products, but "to get access  
to the wonderful talents  
they have."

new frontier is touch. "The thing that has changed mobile is touch," says Woods. "Everything is basically mobile these days, but not everything has touch." That's the raison d'être for Google KW's work concerning Chrome and ChromeOS: to continue to produce "a better experience" for users.

#### "Team-builder"

Woods is an enthusiast. He's excited about... well, about darn near everything happening in his space. He talks rapidly, as though he knows his world is moving so quickly that he has to keep up.

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But at the same time, he is very people-focused. He praises his people: "we have a very strong team." And he offers a new spin on his job description: "I see myself as a team-builder. Anyone who's the best, we want."

He says that his aim is to "help people with wonderful ideas, to develop them."

Woods reveals a trick of his trade: he says that often, Google acquires companies, not to get access to products, but "to get access to the wonderful talents they have... Since I've been here, we've acquired a number of companies," and today, all of the leaders from those companies "are leading projects at Google."

#### "Part of the future"

Woods is being neither dramatic nor pompous when he describes Google's continuing role on the local and national scene. He's a believer in what the company is accomplishing, and in its impact on its surroundings.

He points to the history of their current quarters – they're located in a building that

"They were looking for an entrepreneur, someone who was credible, could talk to engineers, and could organize a start-up."

Woods felt like he had  
Googled himself.

once housed the largest tannery in the British Empire – and suggests that Google is one heir to that kind of enterprise. "We feel we are part of the future of industry in Canada," he says. He also is proud to be playing a part in the renewal of downtown Kitchener. Plans are well underway for the nearby development of a massive technology park, as well as the new transit hub.

But while Woods talks about the future of the region and the nation in enthusiastic terms, he's more guarded about the future of his operation, simply because his business changes so quickly. "Talking about our future is a little bit fanciful past six months," he says, with a smile.

One thing is certain, though, according to Woods – his team will continue to be free to explore, innovate... and fail. Google, he says, gives them free rein to play with ideas. It's all part of living in "a start-up culture" with world-wide corporate support. And, having completed the rapid-fire interview and fast photo session, Woods heads back to listen to another dozen ideas that just might change your world. X

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According to Daisy Wright, founder and chief career strategist for The Wright Career Solution: "Conestoga set the bar. It was the continuing education program that really fused my passion with the tools and techniques to work and support the people who I serve."

President and CEO of Magnitude Partners and award recipient Mark Kershey said the continued growth of the college, including the addition of degree programs, has helped Conestoga stay at the forefront of Ontario's colleges: "You've done an outstanding job and it's wonderful to be a part of that heritage."

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Photograph: Conestoga's 2011 Alumni of Distinction Award recipients



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For over 25 years, the CTCA has hosted high quality, cost-effective conferences for those working in the information and communications technology industry. The 2012 conference, **Collaboration in the Cloud** will be held April 10-13 in the Kitchener-Waterloo Region.

Over the past quarter century, CTCA conference attendees consistently say that our events are excellent value for the money. As a not-for-profit association, we always price our conferences as break-even but still offer top-quality food and beverages and nominal hotel costs.

Our attendees include consultants, analysts, carriers, and equipment/application services vendors who represent most of the major and many of the smaller, niche firms in the communications technology industry. CIOs, end users and others interested in the industry are especially welcome to attend. Due to the high calibre of our audience, we are able to attract top luminaries in our industry to share their visions with us. In fact, we have a waiting list for this speaking and collaboration opportunity.

What distinguishes the value of attending a CTCA conference is the privilege and opportunity to see and hear the visions, plans, directions and time frames for the latest information and communications technologies and business applications; to question the speakers regarding specific needs or issues that you may have; and to collaborate with others in the audience.

If you are involved in any aspect of providing information and communication services, you know the importance of developing a network of fellow consultants, users, and service and equipment providers who provide collaboration opportunities. Our social networking functions are always the highest-rated aspects of our conferences.

**Collaboration in the Cloud** will be explored through engaging keynote perspectives, dynamic panel sessions and informative presentations.

The following keynote speakers are well-known and prescient visionaries of the industry. They are skilled interpreters of technology and applications and amazing communicators:

- Michael O'Neil, Co-Founder and CEO/Chief Content Officer of IT in Canada;
- Lubor Ptacek, VP, Strategic Marketing and GM of Microsoft Solutions Group, OpenText.

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Because this is the first time we are holding the event in the Waterloo/Kitchener region, we are holding our gala evening dinner at the incomparable, Five-Diamond Langdon Hall restaurant, located in nearby Cambridge. This is a unique opportunity that you won't want to miss (our next conference in 2013 will be held in Vancouver).

Please take the time to review the accompanying information and then take advantage of this outstanding opportunity to register for the best value, top-calibre conference in the industry!

If you not already a member, we invite you now, before the 2012 conference, to join the CTCA to become a part of the only association of influential information and communications technology consultants, vendors, and industry experts in Canada. Simply apply for membership on-line at [www.CTCA.ca](http://www.CTCA.ca).

I look forward to meeting you in person at the 2012 CTCA conference!

- Michael Rozender, CTCA President 2010-2012



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**TUESDAY APRIL 10**

- ▶ Evening Reception

**WEDNESDAY APRIL 11**

KEYNOTE:

- ▶ **LUBOR PTACEK**, VICE PRESIDENT OPEN TEXT
- ▶ Presentations by Consultants
  - **J.R. SIMMONS**, PRESIDENT COMGROUP
  - "Telecom Forecast: Cloudy with a Chance of Pain" and "Future Vision on Wireless", presented by President Vinodrai & Associates Inc.
  - **LAWYER CHRISTIAN TACIT** will offer an Update on Regulatory Telecom Legal over lunch.
  - Industry specialists will discuss Business Transformation using Collaboration and Cloud Architecture, Public vs. Enterprise Cloud Base Applications, and Leveraging Consultants for Requirements Gathering.
- ▶ Gala Dinner at the fabulous Langdon Hall (Awarded Five Diamond Award from AAA/CAA)
- ▶ Network & Nosh with consultants & industry experts

**THURSDAY APRIL 12**

- ▶ **SPECIAL INVITATION TO ALL INTERESTED END-USERS, EDUCATORS & GUESTS**

Begin your day networking with industry leaders, consultants and vendors over a hot breakfast. After our **Keynote speaker MICHAEL O'NEIL**, CHIEF CONTENT OFFICER, IT IN CANADA; discover the direction services will be taking as the Carrier Panel discuss Collaboration & Cloud from their viewpoint.

The panellists:

- **DEAN PROVOST** PRESIDENT OF ALLSTREAM
- **TERRY CANNING** SR. VP. ROGERS
- **LLOYD SWITZER** SR. VP. TELUS
- ▶ Vendor Presentation: various vendors will discuss their products and services throughout the day. This is the only opportunity vendors have to self-promote during a presentation.

**Cost for the day: \$250.00 + taxes** (Price includes breakfast, lunch, breaks and dinner at the "Vendor Event" in the evening)



**FRIDAY APRIL 13**

FEATURED SPEAKER:

- ▶ **HENRY DORTMANS**, HENRY DORTMANS ASSOCIATES
- ▶ Presentations by Consultants
- ▶ Box Lunch for the trip home

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Network Telecom's team of professionals has been servicing customers, both in Ontario and nationally, since the 1979. We are an

Avaya Silver Partner (formerly Nortel Elite), and are proud of our professional team, our products, and our excellent service record. Network Telecom has won many awards throughout the years; the one that we're most proud of being the Customer Satisfaction Survey (CSAT), driven by the manufacturer.

Our staff and technology are centrally located in Southwestern Ontario, and our national support offer comes from our hand picked dealer network.

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Network Telecom services our customers 24/7/365, with a team of technical support situated in and around the province of Ontario, particularly in the 519 area code territory. Our head office is in Kitchener, Ontario.

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# Networking in the Cloud

**For all of your questions about connecting to the cloud – Allstream has clear answers.**

It's an intriguing example of the evolution of words. Not long ago, if someone had their head "in the clouds", it implied impracticality. But today, if a company is considering the Cloud, it's taking a forward thinking approach that is focused on reducing costs, increasing business agility and improving operational efficiencies. Allstream enables those business objectives by combining its full set of IP connectivity solutions with new cloud based services, providing a full end-to-end solution and experience.

## **Improved data protection and minimized downtime**

Businesses today are under constant pressure from increasing competition, declining budgets and rising costs. "These economic challenges can prevent them from implementing a traditional Business Continuity and Disaster Recover solution that not only requires redundant hardware, software and networking, but also a secondary facility for disaster recovery use, all of which comes

## **Improved Business and IT Agility**

The newest addition of Allstream's cloud services, is Allstream Cloud Compute, an enterprise grade "Infrastructure as a Service" solution. This offers improved IT scalability to businesses, essentially on an "on-demand" basis. Clients can use highly available and resilient cloud-based infrastructure resources on demand; the Allstream cloud infrastructure provides rapid provisioning of IT services to meet business demands; businesses benefit from cost savings as the cloud eliminates the need for physical servers, storage, network and on-going maintenance costs associated with running an in-house data centre; and companies only pay for the infrastructure and resources they need, when they need them.

LaPalme sums up the advantage in three words: "agile, effective and efficient."

As LaPalme explains, customers who partner with Allstream in the cloud are able to benefit from a new, more flexible and

If a company is considering the Cloud,  
it's taking a forward thinking approach that is focused on  
reducing costs, increasing business agility and  
improving operational efficiencies.

with upfront capital investments that most small and medium sized businesses simply can't afford," states Mike LaPalme, Allstream's Director of Managed IP Services.

Besides the upfront capital investment, a traditional Business Continuity and Disaster Recovery solution requires the involvement of highly trained and experienced IT staff for planning, implementation, test and support.

The cloud offers a more cost effective model for businesses and provides quick scalability. Allstream's Cloud Replication solution replicates physical servers that run mission critical applications and data to the cloud. The service involves no capital investment and can typically be implemented within 24 hours.

Smaller organizations that do not have business continuity and disaster recovery plans face potential nightmares of down-time, permanent loss of crucial data and applications and financial loss. That's no longer the case. "Business Continuity" is now simplified and affordable.

efficient operating model; businesses can focus on driving new growth opportunities and execute on strategic imperatives.

Allstream is not the only company working in the cloud, of course, but Allstream offers a number of unique advantages. Perhaps the most important is the location of the Allstream cloud - it's right here in Canada – which means Allstream connects its customers directly to it using its nationwide high-performance, reliable and secure network. Says LaPalme, "The biggest difference that Allstream brings to the table is our robust network. We're in the unique position where we allow customers to connect with confidence to the cloud."

LaPalme notes that this is the right time for Allstream's cloud solutions. "Organizations are trying to manage their costs, while driving new growth opportunities. The cloud is now becoming more important to them. Allstream can take you to the cloud and empower your business through our cloud services, bringing you an end-to-end solution and experience."

# Is your business ready for Cloud?



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# A Solid Community Foundation for Growth

## Strong focus on superior service and support

In operation since 1904, Execulink Telecom has evolved from a small independent local telephone company into one of the leading telecommunications providers in the region. Execulink Telecom has a remarkable history that began in a small rural community in Southwestern Ontario. Originally a local telephony provider, the technical knowledge Execulink acquired in the early years allowed them to develop superior services in many other areas of communication as well, including Data, Internet, Cable Television and advanced Voice services. These

cable territory, and manages this service in addition to local telephony connections, while Execulink's London office is home to their network operations team and is the site of their primary network and data facility.

Execulink Telecom Data and Internet customers have access to the largest private IP network in Ontario. Available services include broadband connections over Execulink Telecom's private network and the collective networks of Execulink Telecom's partner carriers. Their partnerships consist of Bell's wholesale

Execulink's consistent growth is attributed to their strong focus on providing superior service and support to their customers each and every day

services are now available to all levels of industry, encompassing 50,000 business, enterprise, government and residential customers.

Execulink's consistent growth is attributed to their strong focus on providing superior service and support to their customers each and every day as well as their reliable and affordable service offerings.

Today, Execulink's focus on company growth continues, now directed towards the continued development of products and the improvement of their systems. Built on a foundation of innovative planning and intellectual pride, and bordered by idyllic countryside, Execulink has not forgotten their community foundation. In that too, their focus is growth: growth of their customers, their community, and not least, their people.

Execulink Telecom maintains its small community feel by giving back to areas they serve, supporting over 150 non-profit and charitable organizations each year, as well as offering three post-secondary scholarships. Execulink also sponsors several minor sports teams and other community programs, such as the Woodstock General Hospital Building Fund.

From a geographical perspective, Execulink Telecom has four offices, located in Burgessville, Kitchener, Thedford and London. The Burgessville personnel consist of the executive, accounting and wireless teams. The Burgessville office also services telephony, wireless, DSL and fibre connections. The Kitchener office houses Execulink's technical support, sales, customer service and marketing teams. The Thedford office is within their

network, as well as multiple other independent telecom carriers, cable operators and various utilities based service providers. Execulink Telecom's private network contains a harmonization of interconnected fibre, DSL, cable and wireless networks, and solid partnerships have resulted in a firm connection to Regional, National and Global Carriers.

Execulink Telecom's business philosophy is focused on providing the highest quality of service and support within the telecommunications industry. With 24x7 network monitoring and live customer support, Execulink Telecom's Service and Support teams are dedicated to providing you with the most knowledgeable solutions to your issues. Execulink is highly responsive and their single point of contact approach to problem resolution results in even the smallest of problems being dealt with quickly and efficiently.

To meet today's business and technology needs, Execulink Telecom focuses on the availability, performance, scalability and redundancy of their communications infrastructure. Execulink Telecom constantly invests in network upgrades, increased service options and expanding their geographic coverage areas.

From yesterday's simple beginning, Execulink Telecom has grown to become a leading telecommunications provider in Ontario's communication industry with an unfaltering belief in progressive research and constant development.

For additional information visit [www.execulink.ca](http://www.execulink.ca).



# Expertise and a Fresh Perspective

**Technical expertise that powers your business objectives**

**S**ometimes, the work they do just isn't very sexy or exciting. Eric Sundin and Scott Murphy are the first to admit that.

However, always exciting or not, the work they do is effective. It makes a difference to their client's bottom line, to corporate efficiency, to staff morale. And in the long run, that is something to get excited about.

Sundin is President of Data Perceptions; Murphy is Vice President, Business Development, of the Waterloo-based IT Consulting Services company. Their services range widely, depending on the specific client, but their overall expertise can be summed up in four words: "Information and communications technology (ICT)."

Their client list is impressive: Agfa, exactEarth, Cinnabon, Maplesoft, Raytheon, Communitech, The Communitech Hub, Hammond Manufacturing, and hundreds more in fields ranging from financial services and health care to industry and education.

On occasion, they are involved in a dramatic project from the ground up – literally so, in an exactEarth project. exactEarth is a global vessel monitoring and tracking service based on world leading Satellite AIS detection technology. "Data Perceptions was a natural company" to provide "a high reliability well-designed system," says Eric Meger, VP, exactEarth. Data Perceptions worked with exactEarth for almost three years on the project, from concept to realization; the Data Perception team involved 25 senior experts.

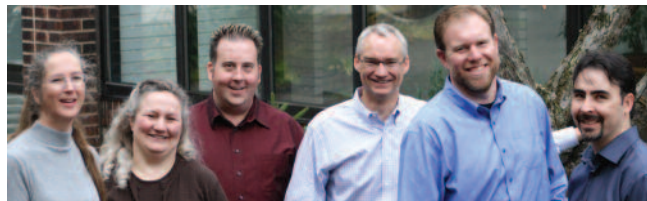
"We actually consider them a key part of our extended team," says exactEarth VP Philip Miller.

Sundin admits that, while the exactEarth project might qualify as "sexy", that is not the norm: "We've provided an email & collaboration system for hundreds of companies," he says... not as exciting, but of crucial importance to the client.

The company's focus is summed up in a paragraph: "Information technology is an integral part of doing business today. When designed, implemented and managed well, information technology improves operational efficiency, contributing directly to the bottom line. At Data Perceptions, we focus on making information technology work for you."

When Eric and Heather Sundin founded the business in 1993, they were a software development company. But Data Perceptions has innovated throughout their corporate history. They started providing ICT services to mid-sized companies just at the time that local tech pioneers such as RIM and Open Text were sparking the high-tech boom in Waterloo.

Their team is entirely "scaleable". Full-time staff totals only five, but over 80 senior subcontractors are "available to us" for projects ranging from a few days to a few years.



*The Data Perception Team (left to right): Heather Sundin, Rita Sundin, Shaun Webber, Eric Sundin, Scott Murphy, & Neil Murray.*

In the past decade, corporations have come to realize the benefits of working collaboratively with experts such as Data Perceptions. Small-to-medium sized companies cannot afford to have the kind of in-house expertise that Data Perceptions brings to the table.

Murphy points out that their teams provide solutions to a wide variety of problems, all under the ICT umbrella: "IT strategy, IT infrastructure, project management, software development and customization, security, best business practices," and more.

He says, "Small and medium enterprises are seeking to make their IT strategies more aligned with their business strategies." Well-designed ICT is the circulation system through which effective communication flows.

As a "vendor agnostic" company – they are not paid by any vendors – they are able not only to recommend the best solution to clients, but they can, and often do, combine hardware and software from a variety of vendors to create the perfect solution.

Sundin notes that business people and tech people "speak two different languages... but we speak them both." That's why the starting place on a tech challenge is often to look at the client's business strategy, and "how they use their technology to fulfill their business strategy." Too often, there is a disconnect – Data Perceptions can reconnect the two key spheres.

Murphy points out that Data Perceptions brings "tech expertise, business expertise, and a fresh perspective" to each project.

Sundin adds, "In a nutshell, you could call us builders, designing, planning and constructing the best ITC systems for our clients."

  
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# The Real Cost of Old Technology

In the past many Canadian SMEs considered telecommunications technology a commodity to be acquired at the lowest price and used until it failed before it was replaced. The telephone was a basic, but important, business tool used to communicate with customers, and telephone system manufacturers built key and PBX systems to meet the simple purpose of reliability with minimal feature functionality. Over time more functionality was added, offering call forwarding, conferencing and speed dialling features; however they added little additional value to the user or new capabilities to the business. The commodity aspect of the telephone system never really changed and many of the new features went unused.

Today, telecommunications technology is different. It is focused on improving how users interact with one another and with their clients. The functionality offered by Unified Communications and the integration with handheld devices has fundamentally changed the way businesses interact with their customers. This new

technology is so successful in allowing SME staff to react to their clients' needs that we are starting to see an important transition in how SMEs value technology. Organizations are now investing in technology with the understanding that it enhances customer interaction and sales activity.

So, what IS the cost of old technology? At a basic level, it involves the risks associated with old hardware failure and the potential down time in waiting for replacement parts. The real cost to your business is that old technology impacts productivity and how quickly you can respond to your customers' needs.

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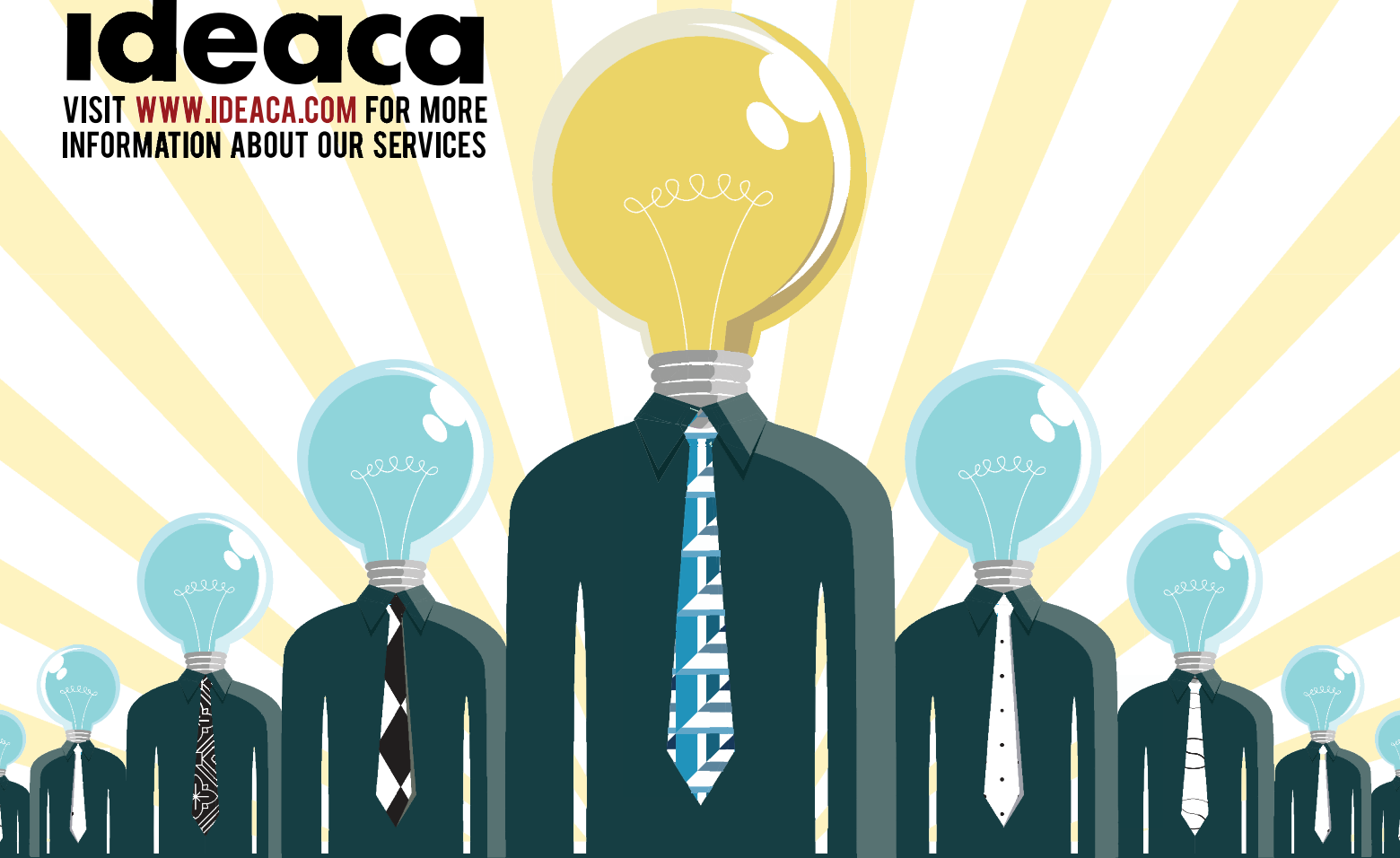
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Over the past 10 years, Ideaca has grown to become an established alternative to big consultancies across Canada. We've been able to work in a wide range of **industries** from mid-size businesses to leading National companies, such as Westjet and Subaru. Even though we've expanded quickly, we haven't forgotten how we got here. Ideaca continues to work on a highly personal level and our **unique approach** to each project **sets us apart from our competition**. Our portfolio of management consulting, advisory, implementation and support services and our focus on benefits-based delivery allows us to help our over 350 **customers** from **Strategy to Solution**.

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# Corporate Mobile Application Strategy

**M**obility has been rapidly changing, and even more so today. In Canada we may have reached a point across the entire mobile ecosystem that a benefits-based corporate mobile application strategy is achievable.

The mobile and technology marketplace has matured, further enabling SMBs to effectively take advantage of mobile applications with the same scale as large enterprises. Several essential technology components for a successful mobile strategy have come of age.

1) **Mobile Devices:** Smartphones and new generation tablets are more powerful and capable than ever before, and keep evolving at a rapid rate. Their power allows for more advanced applications. The ability to store data when network connectivity is lost, has been critical to corporate mobile application initiatives.

2) **Mobile Applications & Platforms:** Previously, organizations delayed investment in mobility for fear of tying themselves to a single hardware vendor, causing paralysis. Today's mobile computing platforms and development tools have advanced to the point that device OS/manufacture is no longer significantly relevant. Mobile applications can be developed once to run on Android, Apple iOS and Blackberry.

3) **Network/Carrier Infrastructure:** Wireless telecom companies have made tremendous investments to improve the speeds of data transfer and expand their geographic coverage. We have seen the transition from 2G to 4G networks. These improvements allow mobile applications to have more capability and perform at acceptable speeds.

4) **Corporate Technology:** Many companies have invested heavily in corporate systems and line of business applications to improve operational efficiencies in administrative functions, systems such as Enterprise Resource Planning, Financial, Customer Relationship Management and Business Intelligence. Organizations now have the key internal infrastructure to support a true corporate mobility strategy and extend these capabilities to their mobile workers in an integrated solution.

5) **Cloud Computing:** While many will argue that it isn't a core requirement, cloud computing has allowed many organizations to scale their technology footprint without incurring the significant capital costs of a more traditional on-premise hardware strategy. The ability to scale up or down the computing power of an organization, eliminating hardware and IT resource constraints, has freed up capital and IT resources to focus on value add solutions to increasing the organization's competitiveness.

The biggest threats preventing Canadian organizations from increasing their competitive advantage and lowering operational costs by leveraging the power of mobility are their own internal mindsets.

1. "We don't have employees travelling around. There is no need for mobility."

- There are several "use cases" with significant ROI for organizations without a highly mobilized workforce. Industries such as manufacturers, retailers and healthcare have leveraged mobile solutions within a single facility. Mobility is not just about what data you can collect from the worker, it is also about what information you can share and distribute to the worker effectively.

2. "We provided our mobile employees with laptops, which provided them with access to our applications."

- Laptops are expensive from an initial upfront cost, and the ongoing support costs for IT support, security and repairs are astronomical. Laptops do not provide instant access to wireless networks and applications.

- If you are already using smartphones in your organization for voice, email and calendaring, leverage an existing investment.

The largest obstacle to increased corporate mobile application penetration in the Canadian marketplace is our tendency now to blend Consumer selection criteria with Corporate requirements. We expect to find our corporate mobile application from the App Store. There are some great mobile apps that work for the self-employed entrepreneur but they are not designed and built to be corporate grade.

A mobile corporate application strategy needs to incorporate the same methodologies and disciplines as any other corporate application selection and deployment. What is the business case? What are the benefits? How will it extend and integrate with my existing systems? How are we managing the device? How are we protecting our data and our customers' information? How will we train the staff and support them? Answering these types of questions will form the basis of a solid mobility strategy.

There are significant benefits to organizations who invest in a mobile application strategy, often with a return realized within 12-18 months, when executed with a comprehensive plan. For example, best in class companies who have adopted Mobility for Business Intelligence are able to make a decision three times faster after a business event occurs than their competitors, 66 hours vs. 190 hours on average. (Source: Aberdeen Group, December 2011)

It takes the support of the executives, re-evaluating existing processes and policies, communicating and training the employees effectively, in conjunction with the implementation of technology. The ecosystem has never been stronger to support corporate mobile applications. At a time when Canadian competitiveness is a topic at global trade discussions, we owe it to our shareholders, employees and communities to put our best effort into attracting new investment.

- Brad Blaskavitch, Director, Solutions Consulting, Ideaca Knowledge Services



# TTMS: Partners in Managing & Reducing Your Telecom / ICT Costs

## Telecom services are expensive!

**B**y identifying the best communications options for your business, you can streamline expenses and increase profits. When day-to-day business leaves you little time for such analysis, you need TTMS.

TTMS can lower your costs through complete telecom management. Through analysis of your current telecom/ICT contracts, our team of professionals will identify areas of redundancy and unnecessary expenses that cut into your bottom line. In addition, we will identify areas of potential savings, negotiate new packages, and optimize your packages that you never knew existed.

### Why review your telecommunication expenses?

Because they're costing more than you think:

- ICT is one of the top five expenses in most companies
- Most organizations do not have a dedicated ICT specialist
- Organizations don't have the staff, expertise or time to fully manage their telecommunications services.

The ICT industry is dynamic, with new technology, services and costs changing daily. This makes it difficult for end users to track the best choices for their needs.

### Why partner with TTMS?

- **Reduce payroll costs:** Employees have more time to spend on clients and core responsibilities when they're not managing ICT services.
- **Provide ongoing support:** We strive to exceed customer expectations with ongoing support and regular reviews. This ensures that your savings goals are met and even exceeded.
- 85% of TTMS clients experience ICT expense reductions of 12% to 38%

### Our service also includes:

- Inventory of existing services and complimentary needs analysis
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- Mobile software applications

TTMS is an independently owned and operated company, unaffiliated with any service provider. Our services are based on your specific needs, require no capital outlay and work with your existing contracts and providers. Our office is conveniently located in Kitchener, Ontario.

TTMS was incorporated in 2004 and has over 32 years of combined experience in the field of ICT/telecommunications. Kirk Glaze is current Vice-President and Conference Chair of the Canadian Telecommunication Consultants Association (CTCA).



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***Before you sign any contracts with ICT providers, talk with us!***

# About the CTCA

**Canada's only professional Association of independent telecommunication consultants**

## Who We Are

The CTCA is Canada's only professional association of independent telecommunications and ICT consultants. The CTCA stands for competent, capable, knowledgeable, experienced and ethical telecommunications consulting.

- To encourage the exchange of information between telecommunications consultants and organizations that contribute to the telecommunications industry in Canada.
- To encourage members to strive for and maintain the highest degree of quality, competence and professionalism in their services.
- To be a self-policing organization whose members agree to and abide by a published Code of Ethics and Professional Conduct.
- To provide a forum where telecommunications consultants can meet and share their experiences.
- To encourage educational opportunities that will ensure the advancement of the telecommunications consulting profession.
- To provide a forum within which telecommunications suppliers can meet and communicate with consultants.
- To encourage Canadian organizations to retain members of the CTCA when they seek advisory services related to telecommunications.

## Benefits of Membership in the CTCA

The CTCA was founded for vendor agnostic consultants and is the only Canadian professional body for telecommunications and ICT consultants. While the consultants themselves adhere to an obligation of self-discipline above and beyond the requirements of the law there are other types of membership.

The CTCA has a long standing presence in the Waterloo Region and is a proud member of Communitech.

For further information on the CTCA or to become a member contact:

Mary Pawlus at 1-866-584-2822 or [manager@ctca.ca](mailto:manager@ctca.ca) to receive more details. We encourage you to access the CTCA website at [www.CTCA.ca](http://www.CTCA.ca) and to speak to any of our consultants and SLG members.



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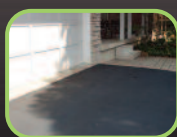
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# ENLIVENING THE COMMUNITY

BY PAUL KNOWLES

*Heather Sinclair has come to town  
to energize creative enterprise*

Roger Farwell can sum up the purpose of the Creative Enterprise Initiative in four words: "to enliven the community." That's what he told a large group of people representing arts and culture organizations in Cambridge. That message was repeated as the leaders of the CEI shared their vision with a crowd in Waterloo, a few weeks later.

Farwell, a senior partner at WalterFedy, is the inaugural Chair of the 20-member board of the CEI. The CEI was initially called the Creative Enterprise Enabling Organization, an accurate but tongue-twisting title that has been shortened in recent weeks.


In March, 2011, the CEI hired its first Executive Director, Heather Sinclair. Sinclair came to the Waterloo region initiative from a five-year stint with the Toronto International Film Festival, where she was instrumental in TIFF's rebranding program, and in driving annual revenue and audience growth. Prior to her work at the Toronto festival, Sinclair had been VP, Distribution for Alliance Atlantis Broadcasting, Director of Sponsorship for the Toronto Raptors, Head of New Properties Development at the Art Gallery of Ontario, and was involved in creating the Olympic program for Whistler, BC. Among other roles in the cultural community.

She came to this area to be close to family members who live in Elora, and also to be nearer her husband's businesses; her spouse, Phillip Stevens owns Mur-Van Manufacturing and related companies, in Kitchener.

Sinclair brings her own determination and vision to her role as CEO of the Creative Enterprise Initiative. She is as committed as Farwell to "enlivening" the community, and she believes in the credo of the group.

In its materials, the Initiative describes itself as "a business strategy driven out of the Prosperity Council to deliver against the economic imperative and objective of retaining the best and the brightest talent in Waterloo Region by driving sustainable creative economies. The Creative Enterprise will enliven the physical and cultural fabric of Waterloo Region by building upon our existing assets and creating new ones, by fostering creative endeavor in traditionally defined arts and culture while also exploring the powerful intersections of art, science and technology and by promoting the search for bold, undiscovered ideas as our regional brand. Its return on investment will be the retention and capture of top talent to fuel our economic development presently and to provide meaningful, if not world-changing, work for generations to come."





“Creativity and innovation”  
are exactly the same values  
that underpin successful  
knowledge economy  
businesses, and arts and  
cultural enterprises.



## MOVER & SHAKER

That probably seems like a mouthful, but it's worth chewing on for a while. It's clear that the CEI believes there is an essential co-relation between a lively arts and culture environment and a successful business community. That's not a unique idea – Richard Florida has become quite famous preaching this sermon – but it is an idea that has in no way reached fulfillment in the region of Waterloo.

But it will, if Sinclair, Farwell and their colleagues have their way.

Sinclair does not see corporate involvement in the arts as an essentially philanthropic exercise. In fact, when Exchange suggested that this article would focus on corporate philanthropy, she initially declined the interview. That's because she is fighting, with all her might, against a paradigm that suggests business should support the arts to be nice; that there is no ROI on such enterprise.

Wrong, she insists. Wrong, wrong, wrong. Sinclair will spend as much time as it takes to make her point that social enterprise – investment in sustainable artistic and cultural endeavors – has good return on investment in a larger, community sense, and especially in an individ-

ual, corporate sense. She's not interested in convincing corporations to be nice; she wants them to be smart, forward-thinking, effective and successful citizens of the 21st century.

And she believes that a lot of corporate largess has been ineffective, at best, from the perspective of the corporations.

The group identified “a \$3 million to \$5 million shortfall” in investment in arts and culture in the Region, on the part of government at all levels and the private sector.

She cites examples of significant donations by corporations to cultural enterprises, with no apparent return – that's foolish, in her opinion. A corporate donor should always be asking, what's in it for them – opportunities for promotion, for rewarding clients or staff with events, opportunities to bring the arts into their corporate space to “enliven” the workplace.

Sinclair has a clear sense that she has been hired to continue work that began almost a decade ago, when the Prosperity Council was founded, in 2003. “What an asset this community has,” she says, “in

terms of the business leadership, the contribution of time and effort that has gone into this particular initiative.”

That sense of vision from the corporate community has been demonstrated in very real terms – the CEI has office space, free of charge, at both the Accelerator Centre and the Communitech Hub,

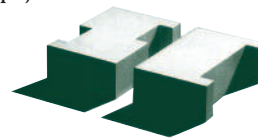
and Sinclair says, “Communitech and the Accelerator Centre have been so generous to us.” She also credits other donors, especially WalterFedy. The CEI goes out of its way to point out that all of the money invested in this organization is “new money”; nothing has been diverted from funds used to support arts and culture.

In fact, the CEI has already put money back into arts and culture, donating \$50,000 to a number of arts enterprises in fall, 2011, a pilot project linked to sustainability – the grant recipients had to demonstrate how their grant would be



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used to strengthen the organization's sustainability.

Sinclair understands the essential, 21st century link between business and culture. Communities are not going to attract successful corporate citizens unless those corporations can attract top talent. And top talent is only going to choose to live in communities with a thriving arts and culture scene. The "creative economy" is key to the overall economic success of today's communities.

So what does it take to foster such a creative economy in a community like Waterloo Region? That's the question the founders of the CEI set out to answer in 2008 and 2009, as part of the ongoing research by the Prosperity Council.

Their conclusion? It would take a greater level of investment in the creative economy, and it could be greatly enhanced by the creation of an organization such as the Creative Enterprise Initiative.

Specifically, the group identified "a \$3 million to \$5 million shortfall" in investment in arts and culture in the Region, on the part of government at all levels and the private sector, says Sinclair. The organizers of the CEI, in 2009, developed

a strategy statement calling on municipalities to up their contribution by a total of \$1 million; asking the province and the federal government to collectively match that figure; and stating that the private sector should also come through with an additional \$1 million. So when Sinclair came on board, it was quite easy to define her economic goal.

Some positive initial steps have already been made. "The municipalities stepped up," says Sinclair, noting that the cities of Kitchener and Waterloo and the Region of Waterloo have all stepped up and contributed additional funds – as opposed to diverting existing donations – to arts and culture. The total of those extra funds in 2010 was \$720,000, an amount approaching the \$1 million figure, even though Cambridge and the townships in the region had not yet become involved.

The three donor municipalities have continued that annual donation through 2011 and now into 2012.

That money has not come primarily to the CEI, by the way. Sinclair's organization is operating on a total annual budget of \$250,000, which she hopes to see increased to about \$450,000. And

\$50,000 of the \$250,000 has already been flowed back into the creative community.

The faith the municipalities has shown, and the increasing interest from the private sector, is already beginning to invigorate the arts and culture community. "There is so much going on here," says

There is an essential co-relation between a lively arts and culture environment and a successful business community.

Sinclair. "Every day, someone's got a new idea about what they want to do. Creativity and innovation is being nurtured."

It's important to realize that "creativity and innovation" are exactly the same values that underpin successful knowledge economy businesses, and arts and cultural enterprises.

Sinclair understands that the CEI exists to serve both of those sectors: to enable businesses to receive tangible return on their investment in the arts; and to enable artists and cultural organizations

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## MOVER & SHAKER

to succeed. She talks about “customizing the partnership so the business is helping to drive the mandate of the cultural organization and the cultural organization is helping to drive the mandate of the business.”

She also believes the CEI can make life a lot easier for both sectors to thrive, by cutting red tape and making connections. “Our mandate is to help make it easy, and to get the roadblocks out of the way,” she says.

She believes that a lot  
of corporate largess has been  
ineffective, at best, from the  
perspective of the corporations.

Sinclair did not arrive on the scene with carte blanche to implement her own, personal vision. The Creative Enterprise Enabling Organization board had put in a great deal of work, establishing a strategic plan and defining strategic priorities. Well thought-through strategy is fundamental for this group.

The official board was put in place in

March, 2010. Those directors – including representatives from municipalities, private sector and arts and culture organizations – met twice a month for a year, finalizing a three-year strategic plan and setting priorities, which Sinclair calls “my marching orders.”

Those marching orders include a lot of educational work. Sinclair is forthright – she says that neither the cultural groups nor the private businesses of the community are sufficiently “sophisticated” in understanding the realities and value of creative enterprise. The arts groups “aren’t sophisticated on how to sell”; the business people “aren’t sophisticated on what they’re buying.” They don’t understand that a partnership with a cultural organization is “a strategic opportunity,” something to “leverage” for the good of their business.

Her goal? Enabling “strategic relationships where there is trust.”

At least, that’s one goal in an ambitious list, some codified, some not. The CEI is clearly committed to helping build sustainability in arts and cultural organi-



“Our mandate is to get the roadblocks out of the way” - Heather Sinclair

zations and individual enterprises. They want to see ROI, too – this is not an open bank account ready to fund unsubstantiated artistic enterprises. The CEI wants to “make it easier for an artist to do their

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work that will help that artist to be more self-sustaining," she says.

So what does 2012 hold for Sinclair and the Creative Enterprise Initiative? "Our absolute priority is driving after private sector money," she says. But she exudes confidence: "I don't think it's going to be a challenge. The corporate sector is going to step up."

She also is committed to providing a full menu of "resources and services" through the CEI. The organization has already come through in that area, working with the Greater KW Chamber of Commerce to develop a benefits program for small cultural groups, and also offering "boot camp" for artists and cultural groups needing training in seeking funding through sponsorships and grants.

She's not interested in convincing corporations to be nice; she wants them to be smart, forward-thinking, effective and successful citizens of the 21st century.

Long term, she would like to have the resources to stage a full conference on such subjects right here in the Region.

One question that intrigues Sinclair, and will undoubtedly bring about a unique strategy, goes beyond partnerships within the region; she wonders how to most effectively market and promote the cultural assets of the region to the world beyond the borders of the regional municipality of Waterloo. There is so much here – consider the field of music, alone, from Bach to the blues – that could be drawing fans from around the world.

An organization such as the CEI might be expected to engender some skepticism and some tough questions from the entire constituency they hope to serve – and it probably has. But as people encounter Farwell, his board, and their CEO, they seem to come away as converts, whether they are artists or executives. Sinclair speaks of finding "a sense of hope and possibility, a freedom to explore and to try new things." She argues that the spirit of innovation crosses all the boundaries, from high tech companies to classical musicians.

"There's so much desire and passion," she says. "The opportunity is so great. The energy is there!"

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# CAN YOU CALL YOUR BOSS AN ASS ON FACEBOOK?

*Companies need to develop clear social media policies*

by MELANIE REIST



MELANIE REIST is a civil litigation lawyer and a partner in the Kitchener firm of Morrison Reist; morrison-reist.com.

I am part of a committee that is putting together a two day special lecture series in April, 2012 for the Law Society of Upper Canada, entitled "Employment Law and the New Workplace in the Social Media Age". When I first was recruited to the committee, I thought how would we possibly find enough content to fill two days. Since that time I am beginning to wonder if we will have enough time to cover all the many topics that we have been considering. As an employment lawyer,

The treatment of and response to social media in the workplace touches on a wide range of legal disciplines including, but not limited to, property and privacy laws, defamation, harassment/discrimination and criminal law.

I am daily dealing with novel fact scenarios which raise unique issues in terms of legal rights and responsibilities of workplace parties and the use/misuse of social media.

How does an employer manage professional and personal use of social media by employees? Social networking sites such as Facebook, LinkedIn, MySpace, Twitter, blogging and other forms of electronic communication are throughout our workplaces. While employees can benefit from the use of these tools, inappropriate use of social media can create liability for an employer and blemish its goodwill and reputation.

The treatment of and response to social media in the workplace touches on a wide range of legal disciplines including, but not limited to, property and priva-

cy laws, defamation, harassment/discrimination and criminal law.

A real concern for employers is how far can they go in monitoring employee use of social media both in and outside of the workplace, and what can be done to prevent or respond to employee misuse or abuse of social media.

A number of decisions by arbitrators, tribunal members and courts have provided guidance in the area and have consistently recognized that social media such as blogging on the Internet and Facebook are not private communications but meant for public consumption, and employees need to be careful about their communications.

In one case a union alleged that an employer had wrongfully terminated two of its employees. The employees had made a number of posts on their Facebook profiles which included rants about their workplace frustrations, and what was found by the provincial labour relations board to be "offensive, insulting

and disrespectful comments" about their supervisors. Some of the comments included aggressive and threatening statements referring to a supervisor as "a complete jack ass", a "half- a- tard" and "the Fixed Ops/Head Prick". Allegations were also made that a supervisor was engaged in a sexual relationship with another male manager and encouraging people to not spend money at the employer's business because it "ripped off" customers.

The board found the conduct amounted to serious insubordination, damaging to the employer's reputation, and supported the terminations for cause. The board rejected the union's argument that these were private communications, as there could be no serious expectation of privacy given that the Facebook posts

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were visible to everyone on the two employees' Facebook friends lists (over 400 people between the two individuals).

In another case a municipality terminated the employment of a personal caregiver at a retirement home. The dismissal occurred after the employer found that the employee had created a blog accessible to anyone with internet access where she published resident information and pictures without resident consent and had made inappropriate comments

While many employers have information technology policies and/or codes of conduct for employees in this digital media age, it is important for an employer to consider creating a social media policy.


about residents entrusted to her care. The arbitrator hearing the grievance filed by the employee described the blog as "ill written... blunt and laced with coarse language, and bitchy in style with an attempt at humour". The blog criticized management decisions, coworkers and contained disparaging remarks about the business generally and discussions of residents and their medical conditions. The union argued that the comments on the blog were similar to what employees would talk about on their breaks. The arbitrator disagreed and found that the

blog was available to the public and as such the employee had not only breached the confidentiality agreement she had signed but also ignored the high standards in the health care sector for confidentiality of personal information. The arbitrator also found that she had made insubordinate remarks about management. Her discharge was upheld.

In another decision, a pilot was discharged for posting derogatory comments regarding the company's owners on Facebook. The arbitrator noted that where the internet is used to display commentary or opinion, the individual must be assumed to have known that there is potential for virtually world wide access to the statements. The arbitrator found that the comments had "a real and material connection to the airline and gave reason to the company to have both substantial and warranted concerns about potential reputational harm." While the arbitrator upheld the discharge the employee was still awarded three months compensation. That may not have been the case if the company had a well articulated social media policy

While many employers have information technology policies (to govern the use and management of information technology equipment, software and services) and/or codes of conduct for employees in this digital media age, it is important for an employer to consider creating a social media policy. In addition to a written policy, equally important is educating employees about the policy and what is acceptable and unacceptable social media behaviour. The following should be part of any social media policy:

- define/identify what social media is;
- make employees aware that social media communication may become public and that anonymity on the internet is unlikely;
- emphasize that computer use by the employee may be monitored by the employer and the employee should not have any expectation of privacy;
- the policy should state that it is not restricted to use from work computers or devices and applies to use of social networking sites on employee time;
- make employees aware of what is prohibited including:
- making or posting racially or sexually offensive, defamatory, disparaging, harassing or indecent remarks or pictures about anyone including the company, its employees, vendors and customers;
- disclosing confidential or proprietary information of the company, its clients, employees;
- engaging in workplace gossip;
- a prohibition on the use of electronic networks for the purposes of soliciting or otherwise advancing any personal business or activity of an employee.

The policy and its enforcement should be clear to all employees and the consequences for breaching it including dismissal for cause if it is not followed. The policy should also be simple and accessible. Given the pervasive nature of social media in and outside of the workplace it is recommended that companies take this subject on in a real way and provide training with the aim of establishing a culture and etiquette that is understood and followed company wide. 

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# AN UNLIKELY SUCCESS STORY

*A fascinating tale of achievement in the face of government intervention, wrong-headed policies, and often, a bad product*

by DENNIS GRIMM



**DENNIS GRIMM** is a corporate director, Certified Sommelier 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).

When was the last time you tried a really good wine from Ontario? Five to ten years ago the answer more likely than not would have been never. In fact, complaining about Ontario wines was second only to complaining about the weather. If you have not tried a quality Ontario wine recently you are depriving your palate of one of life's true pleasures.

While not yet up there with the ranks of France, Italy, California or Australia, it no longer seems impossible to gain such status. Ontario wines have improved

If you have not tried a quality Ontario wine recently you are depriving your  
palate of one of life's true pleasures.

significantly. We are already one of the largest producers of Ice Wine in the world and are acknowledged as a global leader in cool climate viticulture. If the last decade is an indicator, the future is very bright. I suspect – as is typical in Canada – as the rest of the world realizes what we have, we Canadians will also start to appreciate it.

How did this success story come about? As with other things Canadian, success can be attributed mainly to some hard-working immigrants. Prince Edward County, Pelee Island, Lake Erie Northern Shore and the largest, Niagara Peninsula are the four wine regions in Ontario. While each has its own merits and is gaining international recognition, Niagara is the one most on fire at this time.

Wine is a living beverage that has been with us for some 5,000 to 6,000 years. It is a unique beverage that reflects the totality of its terroir (soil, sun, temperature, altitude, wind etc.). Wine is not made in the winery, it is made in the vineyard. One does not have to stretch one's imagination to anticipate the joy derived from a wine from a pastoral hillside vineyard outside Beaune. However, a fine wine from a farm beside the QEW in Grimsby might take a bit of imagination, but it shouldn't.

Niagara and Burgundy share the same latitude, 43°, continental climate (hot humid summers and cold winters), similar soils and growing season. Niagara has a unique array of several meso and microclimates caused by Lake Ontario and the escarpment which traps the tempering effects of the lake. While Niagara has viticulture challenges it does have all the ingredients to make fine wines. The key is to match the varietal to the terroir. Unfortunately, for way too long we focused on trying to make the wines the world was drinking; not the wines the land wanted to give us.

In viticulture there are basically two types of grapes (i) vinifera (i.e. cabernet sauvignon) and (ii) labrusca (i.e. concord). Labrusca is indigenous to North Ameri-

ca and vinifera is indigenous to Europe. The former makes great wine while the latter makes good juice. In the beginning Ontario made its wine from grapes indigenous to the area – labrusca grapes like concord, vidal and a host of others. A logical approach but the wrong approach if one wants a quality wine. But wait – I am getting ahead of myself.

The first sign of what was to become the Ontario wine industry occurred in 1811 when John Schiller started a commercial wine making operation in Cooksville along the banks of the Credit River. For a more detailed and interesting read, I recommend Linda Bramble's "Niagara's Wine Visionaries".

Later, Porter Adams set up operations in Niagara near the present Chateau de Charmes. Thomas Bright started in 1874 and was one of the first wine makers to come up with the idea that a winery should be close to the grapes, hence his move to Niagara. The rest of the 1800s saw failed attempts to grow vinifera varieties such as chardonnay, merlot, cabernet sauvignon, but the mindset to try to make wine out of the labrusca

varietals by adding water, sugar and anything else they could get their hands on persisted. The product was not grape juice but it certainly wasn't wine, either. By 1900 the province had 9,000 acres under vines, privately owned liquor stores and approximately 10 wineries. Unfortunately, we also had the rise of the Temperance Movement (maybe they had tasted the wine).

With WW II and the Temperance Movement in full swing, Ontario passed the Prohibition Act in 1916. Initially Prohibition called for a total ban on the sale and distribution of all alcoholic beverages. However, as a result of pressure by the grape growing farmers (a constant theme in Ontario politics), the law was quickly amended to permit wine to be consumed domestically.

For some reason the wine could only be made from labrusca grapes (this itself should have stopped everyone from drinking) and could only be bought directly from the winery. It was against the law to buy less than two cases at a time (a regulation that could only be the result of a committee). At the time the Prohibition Act was passed there were six wineries in Ontario. When the Act was repealed eleven years later there were fifty-one. Prohibition in the United States virtually killed its wine industry; in Ontario it actually started the industry.

All pubs and drinking establishments were confiscated and shut down. Entrepreneurial farmers opened their kitchens to both Americans and Canadians. The men tended the fields and the lady of the house served the prohibited liquids and wine to the all-too-eager paying customers. These farm houses were referred to as blind pigs, the equivalent to the United States speakeasy.

Another significant factor affecting the wine industry in Ontario that came out of Prohibition was the LCBO. Prohibition not only increased consumption, it showed the government that vast sums of money could be made with booze, a lesson that has repeated itself with smoking and gambling.

Immediately the LCBO put a moratorium on new

winery licenses and encouraged the larger wineries to buy out the smaller ones in an effort to solidify its monopoly and control. This one move had a profound effect on the wine industry in Ontario for over 50 years and lies at the heart of some of the serious issues affecting it today.

The LCBO prided itself in the first four decades in making the purchase of wine and alcoholic beverages a draconian experience. The customer literally wrote out their order on a piece of paper and slid it under a cage to receive a bottle of wine in a brown paper bag. Once the soldiers, nurses and others returned from Europe they brought back with them a different view of wine and spirits. The seeds of reform were planted in the province.

Winemakers started to again experiment with the vinifera varieties and in 1955 Ontario produced its first 100% chardonnay. The Ontario palate started its long journey from sweet fortified wine to more sophisticated vin de table, en route to truly fine traditional wines. At this time it was merely the start of journey. A case in point was that the largest selling wine at this time was Baby Duck. Fortunately, things were about to change.

In 1974 two brash immigrants sought to get a winery license. There had not been a new winery license issued since the LCBO had been established almost 50 years earlier. The industry was an unofficial but effective Old Boys Network supported and upheld by the LCBO. The two applied and were laughed at by the bureaucrats. Unbeknownst to the bureaucrats, the government felt the pressure for LCBO reform being exerted by those who had seen how adults and wine are

treated in the rest of the world. The government, afraid of losing revenue, was ready to act. They hired a retired army major from Scotland to head the LCBO with a mandate to bring it out of the dark ages and by the way increase revenues. Major General Kitching was about to shake things up.

When his staff told the Major about the funny story of two young men applying for a winery license, everyone was shocked when he granted them one. The two young men, Donald Ziraldo and Karl Kaiser showed their gratitude to the Major by naming their new winery after his regiment back in Scotland: Inniskillin.

The Ontario wine industry saw many changes over the next ten years, most brought about by the new upstart. Exporting Ontario wines to France (the French loved the wines but pride prohibited them from buying them), the attempts to start an appellation system, serious experiments with vinifera varieties were a few of the changes taking root. Then in 1985 free trade talks commenced.

From the onset, the wine industry was given up as a casualty for the better good of the country – we will give up our wine industry in the hopes that we can keep our beer industry. During this period even the industry had succumbed to the reality that its days were numbered. Then a big scandal broke out at the LCBO.

The LCBO labs discovered a carcinogenic in the wines caused by a yeast additive widely used in the wineries in Ontario. Some of the well-connected wineries were told of the problem while most others were not. When the issue was finally announced and all the wines were dumped, several

wineries were forced out of business. The result was a backlash against the lack of quality control, the old boys network, and general mismanagement of the LCBO. Change was demanded.

David Peterson, Premier of Ontario, wondered – what would the wine industry need to compete with the great wine industry in the US in a free trade environment? Did I mention that Ontario makes a lot of money off the wine industry?

The Premier called Ziraldo, who had been promoting a quality standard for the industry for years, and was asked how quickly he could get a system set up. The result was the VQA (interestingly enough this is not a quality system at all but is perceived as one and that is what counted then). A fund of \$145 million was set up to pull labrusca vines out and replace them with vinifera vines. Relaxed regulations over distribution, exports and marketing were quickly introduced. The industry survived free trade and was now going to either make it or break it on its own.

The industry with its new lease on life got its act together quickly. The result was a significantly improved product, an organized marketing thrust, a newly founded education infrastructure, an influx of world-class winemakers and better wines with each new vintage.

In 1991 poetic justice was delivered to the boys who in 1974 said “yes we can”, when they were told “you can’t do that”. Inniskillin was awarded the Grand Prix d’Honneur at the Vin Expo. The Ontario Ice Wine Industry was launched.

Once again – when was the last time you had a really good Ontario wine? How about tonight? Salut!!



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# RESPONSIBLE INVESTING

*Investing resources to achieve both social and financial returns*

by ROSEMARY SMITH



ROSEMARY SMITH is CEO of The Kitchener and Waterloo Community Foundation. email rsmith@kwcf.ca.

**A**trend I have been following lately is that of responsible investing (RI).

Also referred to as socially responsible investing, mission-based or mission-related investing, RI is an investment process by which Foundations can align the investment of their assets with their mission and have bigger impact on the issues that matter to their organization. RI also has the capacity to generate long-term financial returns.

So basically, in lay terms, this all means investing resources to achieve both social and financial returns.

Wait – investing in non profits to make money? That doesn't sound very charitable, now does it?

Yet with the economic downfall a few years ago and people making fewer and fewer charitable contributions, Community Foundations and private Foundations need to look at new and inventive avenues to assist the social profit sector and also remain responsible for the investment returns required to carry out their traditional roles.

In the inventory and needs analysis "Education and Training on Responsible Investing for Canadian Foundations and Endowments" written by Betsy Martin and Coro Strandberg, they note that responsible investing accounts for roughly 20% of the Canadian investment market. They go on to say that with more than \$609

billion invested, RI is an increasingly important approach to investing and one in which Foundations and endowments are increasingly interested.

This article was written in 2009. The movement has continued to grow over the past two years. I think about how RI investments could really make our own community a better place to live, work, and raise a family – allowing our non-profit sector to branch out, be innovative, and help attract more resources to advance their work.

So, what do these community investments look like? They come in the form of community loan funds, sustainable venture capital, green infrastructure, mortgages for low-income housing, and other similar microfinance programs.

According to Community Foundations of Canada, RI typically involves the following:

- ESG integration – considering environmental, social, and governance factors in investment policies and decisions.

*We are shifting the way we think about community investing.*

*RI is helping to build capacity in our Foundations.*

- Screening of industries or companies a Foundation specifically wants to support, or screening out industries and companies – tobacco, for example – that are contrary to the mission of a Foundation.
- Shareholder engagement – using the position as a shareholder to engage companies on issues that are important to a Foundation.
- Proxy voting – actively voting proxies or working with fund managers to ensure that a Foundation's proxies are voted in a way that is consistent with their mission.
- Mission or Community investing – using some of a Foundation's assets to invest directly in the local community through the vehicles I mentioned earlier, like mortgages for low-income housing, community loan funds and green infrastructure.

There are a number of reasons why Foundations should be taking a closer look at RI. Whether it's legal

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## THE FACES OF PHILANTHROPY

and financial, marketing, values alignment and/or impact, research has shown that social, environmental, and governance performance affects financial performance. Factoring this into investment policies and practice makes good financial sense and is a clear fit with the community building that Foundations do on behalf of their stakeholders.

Investing assets that support their mission can achieve great reimbursements for Foundations that grants cannot – like creating community loan funds that attract and leverage other capital for non-profit organizations. They are also given a chance to establish credit. Foundations can also use the community investments that are paid back to reinvest in other organizations – unlike grants which only give once.

For public foundations that are trying to attract donors, RI is a way of marketing and branding themselves. Some donors prefer to give where they know their donation is being invested in ways aligned with their social and environmental values.

In looking specifically at Community Foundations, a few of our colleagues are already making an impact with RI.

The Edmonton Community Foundation, along with their partners at the City of Edmonton, have established the Social Enterprise Fund, committing \$3 million each to help meet the need for access to capital to support social housing and spark social enterprise. Martin Garber-Conrad, CEO of the Edmonton Community Foundation has stated, “The Social Enterprise Fund gives us another way to assist charities in our community – beyond what we are able to do by granting 3.5% of our assets. It also enables us to invest directly in our own community.”

As the largest community foundation in Canada, the Vancouver Foundation currently has a \$10-million Socially Responsible Investment Fund in which donors can opt to place their donation. Vancouver Foundation is also exploring potential options around community investment funds with economic and social returns.

The Hamilton Community Foundation made a commitment last year of \$5 million to seed the Hamilton Community Investing Fund.

We are shifting the way we think about community investing. RI is helping to build capacity in our Foundations. As it continues to increase in the coming years it will help us tell an encouraging story about social and financial returns that make our communities stronger. ✕

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Cassie Campbell-Pascall to give keynote at the 2012 Outstanding Women of Laurier event on March 29 at the Waterloo Inn and Conference Centre

**CASSIE CAMPBELL-PASCALL**, a two-time Olympic gold medalist in women's hockey and a **Canadian Sports Hall of Fame** inductee, will deliver the keynote address at the **Outstanding Women of Laurier** (OWL) event March 29 at 11 a.m. at the **Waterloo Inn and Conference Centre**.

Campbell-Pascall's name is synonymous with hockey. She was captain of Canada's National Women's Hockey Team from 2001 until her retirement in August 2006 – making her the longest serving captain in Canadian hockey history. She is also the only captain, male or female, to lead her team to two Olympic gold medals, in 2006 and 2002.

The Outstanding Women of Laurier Award will be presented at the March 29 event. The award recognizes a female Laurier student who successfully combines athletic and academic achievement

with an active commitment to leadership and the development of young athletes through community teaching or coaching. Campbell-Pascall has remained a trailblazer. In October 2006, she became the first woman to do colour commentary for CBC's Hockey Night in Canada. One year later, she was the first female hockey player to ever be inducted into the Canadian Sports Hall of Fame.

**TECH SECTOR MOMENTUM** continues to grow in Waterloo Region, as **Communitech** reports that 450 startup jobs and 300 new companies emerged in the Region during 2011, along with continued hiring in established companies. Companies working with the Communitech startups team raised over \$70 million in funding from venture capitalists, angel investors and government incentive programs to spur on innovation during 2011.

The 2011 figures bring results for the past three years to a total of 1,441 new startup jobs and 531 new companies in Waterloo Region. In addition to startup growth, another 1,000 new jobs were created in medium to large tech companies.

"These figures are truly remarkable in view of global economic challenges," said **Iain Klugman**, CEO of Communitech, the organization representing 800 tech companies in Waterloo Region. "The growth trajectory demonstrates that tech innovation is thriving here, with the support of the tech community and specialty programs that help companies of all sizes get a toe-hold and grow."

Along with growth comes demand for specialized talent. **Desire2Learn**, a learning software company, currently has over 200 job openings to fill; there continue to be approximately 1,300 tech job openings overall in the Region. Communitech frequently stages job fairs – anywhere from the local community to as far away as Vancouver – to help attract needed talent to the area.

Many established tech companies in Waterloo Region have had a year of growth through acquisitions, such as **Descartes Systems Group** which acquired **InterCommIT** and **Telargo**; **Google** which acquired **PostRank** and **PushLife**; **Parametric Technology Corp.** (now **PTC**) which acquired **MKS**; and **Teledyne** (now **Teledyne DALSA**) which acquired **DALSA**; to name just a few. And new companies have located in Waterloo



Iain Klugman

such as **Electronic Arts (EA)**, attracted by the strong tech labour pool and quality of life in Waterloo Region. **Open-Text's** new CEO **Mark Barrenechea** is relocating to Waterloo Region from Silicon Valley to lead Canada's largest software company which is headquartered here.

**DESIRE2LEARN INCORPORATED HAS** announced that **Dennis Kavelman** will be joining the executive team as the Chief Operating Officer as the company continues to experience rapid growth. Kavelman brings years of experience as a previous member of the senior executive team at **Research in Motion**. During his 15 year career at RIM, he was instrumental in helping the company grow from 20 employees to more than 15,000, first as CFO, and then as Co-COO.

"I'm very pleased to be joining the team at Desire2Learn," commented Kavelman. "They are the thought leader in a global market and have huge growth potential. **John Baker** and his team have built an innovative, vibrant company that cares deeply about its customers and its employees. I'm looking forward to the opportunity to help take the company to the next level."

**THE GUELPH & DISTRICT HUMAN RESOURCES PROFESSIONALS ASSOCIATION** (GDHRPA) has announced the recipients of its fourth annual Employer of Distinction Awards. The Awards recognize local companies for being outstanding employers who shape organizational excellence and raise awareness of the Human Resources Profession through their organizations' suc-

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cess. **NGF Canada Ltd** is the 2012 Employer of Distinction in the large employer category and **Hospice Wellington** is the 2012 Employer of Distinction in the small employer category.



Sonya Poweska

**GUELPH ARTS COUNCIL** has named **Sonya Poweska** as the organization's new Executive Director. Poweska brings extensive arts leadership experience in fund development, programming and community engagement, most recently with the **Mississauga Arts Council**.

**CANADIAN SOLAR ANNOUNCED** an agreement with the **Al Fahad Group**, a diversified conglomerate with expertise in Defense & Intelligence, Homeland Security, Networking & Communications and Power. Under the agreement, Canadian Solar will supply more than 1.5 MW of its solar modules to the Al Fahad Group, which is spearheading one of the largest solar PV projects in Abu Dhabi, considered one of the pioneers for renewable energies in the Middle East. Canadian Solar's CS5A-M solar modules will be used for the project. "What convinced us to choose Canadian Solar was its proven performance and reliability, high quality and commitment to excellence. High performance under our challenging local climate parameters was at the forefront of our selection process," explained **Khaled**

**Obaid Al Othman Al Ali**, CEO of Al Fahad Group.

"We are very proud about our agreement with Al Fahad Group, one of the most important companies for renewable energies in the Emirates, and excited to further build our presence together in the important Middle East market for high value, sustainable energy solutions. Our leadership, quality and cost benefits enable us to work with the best partners in key markets worldwide," said **Dr. Shawn Qu**, Chairman and CEO of Canadian Solar.

**THE UNIVERSITY OF WATERLOO** has named an award-winning professor and accomplished researcher as its new dean of engineering. **Professor Pearl Sullivan** is currently the chair of the Department of Mechanical and Mechatronics Engineering at Waterloo.

"The exemplary reputation of Waterloo Engineering fueled a lot of international interest in this position," said **Feridun Hamdullahpur**, president of the University of Waterloo. "We were thrilled that, in the end, one of our own professors was the best person for the job. Faculty and students both here and elsewhere have the greatest respect for Pearl Sullivan."

Sullivan is the founding director of Waterloo's joint graduate program in nanotechnology within the faculties of engineering and science. Before joining Waterloo, she was a professor of mechanical engineering at the University of New Brunswick, and a visiting professor at Nanyang Technological University in Singapore.

Sullivan will be Waterloo's eighth dean of engineering, and the first woman to hold that post. She takes over from **Adel Sedra**, who has served two terms as dean and is retiring.



Prof. Pearl Sullivan

**WATERLOO-BASED STARTUP SWEET TOOTH** has hired **Walter Huber** as CFO. Huber worked at Open Text for 10 years until 2008 before taking on a position with **Sandvine**. He will now help drive growth for Sweet Tooth, which spun out of Web Development Canada. Sweet Tooth is a points and rewards software for ecommerce.



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**LAURIER'S COLOURS MAY BE GOLD AND PURPLE**, but the university is about to get a lot greener as it initiates one of the most comprehensive energy management projects among post-secondary institutions in North America, made possible in large part by a \$150,000 investment from the **President's Innovation Seed Fund**.

As part of this project, Laurier will capture data on electricity, natural gas and water use by submetering 40 buildings at its Waterloo and Brantford campuses and Kitchener location. All of the information captured by the submeters will flow into a software system by **Lucid Design**, which will show a public real-time dashboard view of energy consumption in each building.

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[to] capture energy data to help identify conservation initiatives, engage the university community and promote sustainability awareness," said **Ray Robichaud**, Director of Business and Facilities.

**FOODLINK WATERLOO REGION** has received a \$5,000 grant from the **Mennonite Savings and Credit Union Charitable**

**Fund** for its "Social Media Campaign for Local Food & Local Farms." The MSCU Charitable Fund is part of MSCU's "Stewardship in Action" program that advances peace, social justice and mutual aid in our communities.

The grant will be used specifically to expand Foodlink's capacity to deliver a number of on-line initiatives including Facebook, Twitter, the 'Local Dish' Blog, farm profiles and Foodlink's e-newsletter 'Local Harvest'.

While Foodlink works with a variety of stakeholders, much of their work is on behalf of Old Order Mennonites who wouldn't normally avail themselves of an on-line presence. Foodlink plays a unique role in bridging this gap and acting on their behalf to promote their goods and services in the modern, contemporary world.

**THE IMMIGRATION PARTNERSHIP** was officially launched in January, into the implementation phase of an initiative to address gaps for immigrants and refugees in Waterloo Region in the area of settling, working and belonging.

**Lucia Harrison**, Chairperson, Immi-

gration Partnership Council, said, "Over the past few years, there has been great commitment and involvement, from many community stakeholders. This passion and dedication has allowed us to be able to establish an initiative that we believe will address many barriers that immigrants face."

**The Waterloo Region Immigrant Employment Network (WRIEN)** integrated into the Immigration Partnership August 1, 2011. The Immigration Partnership will support some of the programs WRIEN delivered by offering seminars and networking events for employers and working in collaboration with Conestoga College and YMCA to deliver Internship and Mentorship programs respectively. The Immigration Partnership is located at 50 Queen St. Kitchener, Ontario.

**THE MANULIFE FINANCIAL LPGA CLASSIC** has chosen **St. Mary's General Hospital Foundation** of Kitchener as the official charity partner of the tournament for the next three years. The inaugural Manulife Financial LPGA Classic is scheduled to take place June 20-24, 2012 at **Grey Silo Golf Course** in Waterloo. The Founda-



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tion will receive a portion of the tournament proceeds to enhance the hospital's volunteer program and support its Regional Cardiac Care Centre while providing the opportunity to raise awareness about the importance of women's heart health.

**PIONEER CRAFTSMEN LTD HAS BEEN CHOSEN** as a Finalist in the **Canadian Home Builders' Association's** 2011 National SAM Awards in two categories: Home Renovation: Kitchen and Home Renovation: Any Room.

"It truly is an honour to be deemed to be among the best in the country," says **Jamie Adam**, President of Pioneer Craftsmen Ltd. "Submitting two projects and having both named as finalists is truly a tribute to our entire team."

Commenting on the SAM Award finalists, CHBA's Incoming President, **Ron Olson**, noted, "These builders, renovators and developers are indeed creating and transforming communities across the country in exceptional ways."

The first project is a transformation of a basic kitchen into a family friendly accessible kitchen and living space with-

out appearing accessible. The second project created a multi-functional, fun, lower level space for use by young and old from a basic basement. The space now includes a lounge area with fireplace, multi-station gaming centre and customized music stage for the children to explore their love of music.

Pioneer Craftsmen Ltd, a third generation family business, is an active member of the Waterloo Region Home Builders Association and actively promotes professionalism in the renovation industry for protection of the consumer.

**ON MARCH 9, BRIAN NEWMAN**, recent retiree of **Babcock & Wilcox Canada**, Cambridge, will be inducted into the **Klaus Woerner Skilled Trades Hall of Fame**.

**CANADA'S TECHNOLOGY TRIANGLE IS HOSTING** its first international business mission in 2012, a return to China. The mission will be led by Cambridge Mayor **Doug Craig**. Other upcoming CTT-led missions this year include Germany, led by Kitchener Mayor **Carl Zehr**, and India, led by City of Waterloo Mayor **Brenda Halloran**.

**MIKE AND OPHELIA LAZARIDIS** have donated \$21 million to the **University of Waterloo's** faculties of science and mathematics.

Half of the \$20-million pledge to the Faculty of Science will contribute to funding two senior research chairs in science in the areas of condensed matter and astrophysics. The remaining \$10 million allocated to the faculty will help fund the construction of an expansion of the new science building. The Faculty of Mathematics will receive \$1 million toward scholarships. With this gift, donations to the University of Waterloo from Mike and Ophelia Lazaridis exceed \$123 million.

**MENNONITE SAVINGS AND CREDIT UNION** has been named among the Top 50 Best Small and Medium Employers in Canada for the third consecutive year, coming in at 32nd.

"For us at MSCU, this survey reflects the collective voice of our staff. We're so pleased to hear them say that they are highly engaged with our mission to make a difference in people's lives through exemplary service that reflects the voice of the member and the values of our faith community," said Brent Zоргdrager, CEO. "We're honoured."



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## MEDIA MAN by JON ROHR

*Dennis Watson makes an impact, even in retirement*

When Dennis Watson decided to retire as Vice-president of CTV, responsible for the CKCO-TV franchise, he opted to leave with a bang. The “bang” was verbal – but it resonated across the broadcasting industry, as Watson addressed a Canadian Radio-tele-

“The internet generation is brought up with ‘we want it now, we want it free,’” he says.

“But that gives me some puzzlement.”

vision Telecommunications Commission hearing.

Watson is well known for his role at CTV, and for his contributions as a consultant, radio station executive, and community supporter.

Watson’s topic at the CRTC concerned what he sees as the negative effects cable has on local broadcasters – on their bottom line and on their content. His perspective is gaining support.

Watson argues that cable companies have slowly changed the landscape. The advent of direct to home satellite was a big change for conventional TV stations – it allowed stations carrying your programming to be available in your market in a different time zone. Viewers could “time shift”.

Cable companies saw this as a unique advantage and were quick to launch their own time shifting. Consumers could watch their favorite show an hour before the local television station ran it. This is without even considering the ability to download those shows.

CKCO-TV and other local stations started losing audience. In this business, audience is the coin of the realm. Thus the running fight between cable companies and TV stations. Local stations argued, “You’re destroying our business because you’ve destroyed our program rights,” says Watson.

Watson led the fight in this market area. His counterparts did the same right across the country. “This issue is still going on,” he says. “I like to say, this ‘overnight’ dilemma was 30 years in the making. The straw got to the point where it broke the camel’s back and we had to do something. I had to do something. We’ve won the battle at every level thus far. But now it’s going to the Supreme Court.” It is also before the United States Senate.

The issue is part of the intense international debate about ownership of intellectual property. Traditional media has been under siege by users thriving in an information age frenzy. Copyright and intellectual property conflicts plague the industry.

Watson confessed to being somewhat confused by the assumption that materials produced with a cost should then be made available free. “The internet generation is brought

up with ‘we want it now, we want it free,’” he says. “But that gives me some puzzlement.”

Watson understands the business model that drives local television stations.

As a broadcasting consultant, he formed an agency called Watson Weiss & Associates. He covered North America, working with television broadcasting businesses in every state.

He’s now looking forward to clearing his head, kicking back at his Mexican retreat with his wife and visiting family. “It’s about preservation now,” he chuckles.

During his 16 years living and working in KW he has held leadership roles in many community organizations: KW community Foundation, Oktoberfest Board, Conestoga College, Skills Canada Ontario, KW Counselling and Grand River Hospital Board. He believes

that the stronger the community is the better your business will be.

However, Watson is happy to scale back. “This job, as much as I love it, is pretty much is 24/7... you’re always on. I’ve always been involved in the community and I enjoy that. But it also means, you’re on nights and weekends.”

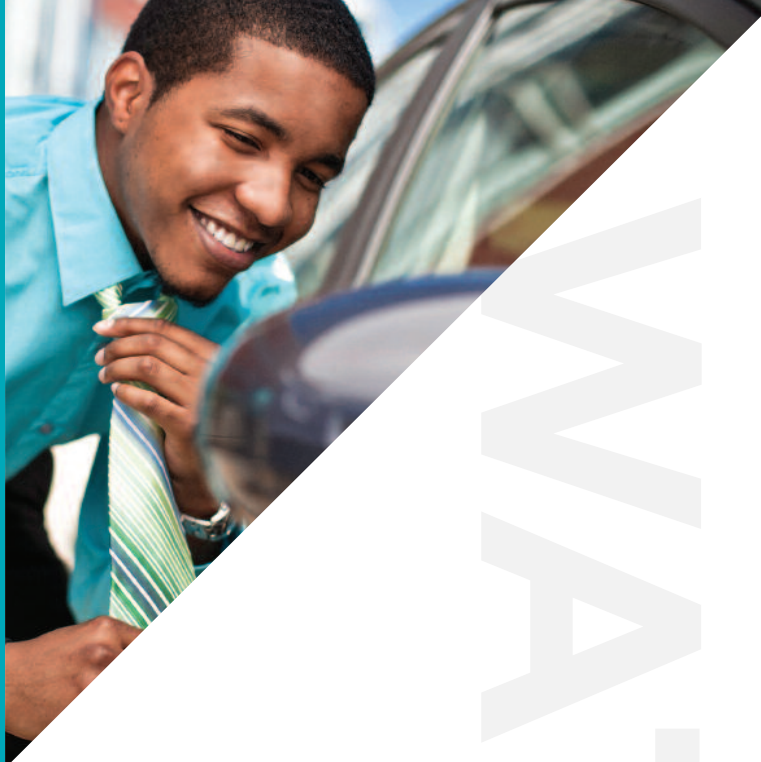
Now as a viewer, he continues to believe in his medium: “The delivery method may change, but television has a strong future as long as we remain relevant to the viewers.”



"Google has an excellent relationship with the University of Waterloo, and co-ops have consistently been able to come in and hit the ground running in Google's fast-paced environment. Even in short amounts of time, Waterloo co-op students make important contributions to Google's products and culture."

**Steven Woods**

Engineering Site Director  
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