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Vol. 30 No. 8 September 2013 - \$6.95



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CEO of Waterloo's
Accelerator Centre
Tim Ellis:
growth in an
amazing eco-system

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- Gaston Gonnet: advice and a start-up
- Dentist with a dream
- Start-up doc gets on-line funding boost
- Boardwalk Medical Centre attracting new MDs

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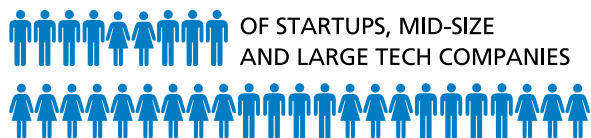
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THE FOUNTAIN OF YOUTH

Hanging out with the bright young things

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

This issue of Exchange focuses on our Waterloo regional tech community, with a special nod to start-ups. And there is no doubt that this is the place to be, when it comes to innovative, creative, entrepreneurial experiments.

While the end result of a successful start-up is an active, profitable company, I'm equally intrigued by the pre-profit activity, the sheer energy of early stage start-ups.

I am so intrigued so that I am playing a small part, myself, in start-up called Post-Beyond, a company launched by an exciting, vibrant group of young entrepreneurs from Waterloo and Toronto.

I am officially the old fart of the group – this collection of bright young things asked me to bring some writing expertise to the table, and I did so in return for a very small piece of the corporate pie.

I believe in the company – I hope to be able to tell its mature story someday in this magazine – but I admit that much of the fun involves being around this energetic visionary young business people. In an era when movies about 20-somethings feature stoners and slackers, these are anything but – dedicated, eager, willing and able to put in long hours and still keep their creative, problem-solving edge.

But what I appreciate every bit as much is how spending time with the young founders amplifies my own energy, leaving me inspired and enthusiastic.

I encourage you to pay attention to start-ups in their earliest stages, when incredible people are just starting to build incredible solutions. If you get a chance to be involved, as an investor, as a mentor, or as a partner (even a minor one, like me) – take it. It will be good for your head, your heart, and your imagination. ✕



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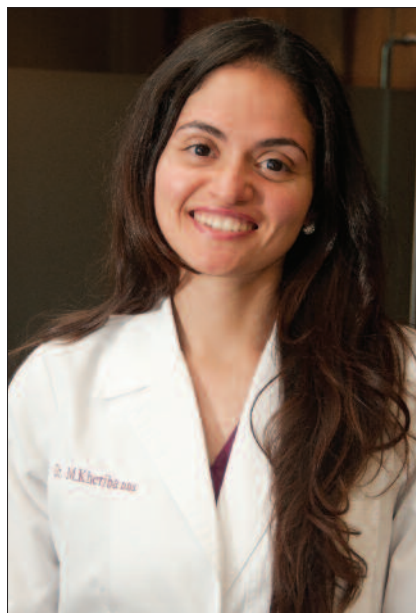
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YOUTHFULNESS IS OUR STATE OF MIND

Exchange turns 30, and remains as energized as a young start-up



JON ROHR is Publisher of Exchange Magazine for Business and President of Exchange Business Communications Inc. email: jon.rohr@exchangemagazine.com

This particular issue of Exchange Magazine is a milestone for all who have been featured in these pages. This volume of Exchange marks, in every mathematical, philosophical way that Exchange Magazine is officially 30.

Exchange Magazine for Business first published in October 1983. Its mission back then, as it still is today, was to share the successful stories of Waterloo Region so other entrepreneurs and innovators can get excited and encouraged. That start-up had its vested collaborators – the five local Chambers of Commerce, the local municipalities and of course its investors.

Exchange Magazine launched around the same time our Making a Difference feature, Gaston Gonnet, was messing about in his computer lab; having fun, running the halls and creating, with his colleagues, companies like Open Text and Waterloo Maple Software Inc.. It was years before he and his team of passionate computer enthusiasts – I believe “geeks” was the common term used to describe such a group – generated the world’s first meaningful search function. This led to the innovative search engine first employed by Yahoo, and then improved by Google. His work is now ubiquitous around the world and he hasn’t stopped.

Exchange was founded one year before University of Waterloo student Mike Lazaridis formed a company called RIM, and 15 years before RIM launched what was to become the Blackberry, a mobile device that would revolutionize the way the world communicates. We followed every step and shared in the success.

In 1987, Exchange had the first production

department that utilized an Apple Computer, a staple to the production department even to this day. At that time we were part of the Jemcom family of businesses, owned by the Motz family and Southam Company until Southam bought it and us in 1990.

In 1997 the title and artwork was sold to Exchange Business Communications Inc., the company that currently publishes this print edition. In 2007, Exchange Business Communications launched what became our daily news stream: Exchange Morning Post.

During the past 30 years, Exchange has witnessed, participated in and reported on the significant technological innovation that has fueled this region since its founders staked out their first tent.

Innovation in Waterloo Region has often been taken for granted, and as a result not commercialized – but that’s in our past. With the embracing and adoption of the Accelerator Program, the focus of this issue’s in-depth cover feature, we see the success of a program that is designed to successfully promote, encourage and support development of our home grown innovation.

As a result, our community has once again positioned itself for the future, to capitalize for employment, not with just one RIM-like company but, as Mike Stork says, many businesses: “40 new ones”. Currently, the graduates of the first cohort, back in 2009, have a success ratio of eight out of 10. These new companies are our future, it’s innovators, employers and philanthropists that will engage our communities industrial spirit well into the quantum age.



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DENTIST WITH A DREAM

For Mayada Kheriba, dentistry is not first of all about teeth. It's about making a major contribution to the health care of her patients; it's about "building a really long-term relationship with a patient"; it's about "being part of a community."

For Kheriba, that particular community is New Hamburg, where in late June 2012, she opened her Wilmot Dental Care practice, hoping to realize a dream that had carried her through her years of education at the University of Western Ontario (graduating with distinction in 2008), and several years of employment as an associate (non-owner) at a Kitchener practice.

Kheriba was raised in Mississauga; she studied in London; until fairly recently, she had never heard of the small town of New Hamburg. But she discovered the community by accident, and realized that this might be the perfect place to set up shop. "When I found New Hamburg, what attracted me to it, was the small community feeling. Even though I am from the GTA, I didn't enjoy the interaction with people the way I do here."

She says that her original business plan was to continue her association with her Kitchener colleagues, and to try to pay off her start-up costs in five years. But word of mouth, and her immediate commitment to her new community, have paid dividends. In September, 2013, she will be full time in her own practice, and she estimates she has shaved a year to a year and half off her pay-back projections.

Not that dollars are Kheriba's first focus. She agrees that anyone in business is hoping for financial success, but she expresses considerable scorn for anyone in her field who is in it only for the money – an approach she calls "drill and fill." In Kheriba's office, patients will be engaged in conversation long before any techni-

cal equipment makes its appearance.

In fact, she says, that's one reason she is glad to have left the GTA behind, where she feels profit is too much the focus in her profession. "I couldn't deal with that monetary mentality.... At the end of the day, everybody wants to make a living, but what is your primary goal in life?"

She uses a whole different vocabulary when she talks about her obviously beloved profession. "I have a certain philosophy when it comes to prevention," she says. "I want to see what you are doing in your lifestyle, what are you eating, what are you putting in your body?" She says her goal is that her patients will stop being afraid of visiting their dentist, so that problems can be solved at a very early stage. "My goal is that every patient in my office can say they don't mind coming to the dentist. There has to be a way we can change that pattern and deal with people's anxieties," so people are willing to participate in their own "preventative care."

Kheriba considered becoming a medical doctor, but her experience of five-minute visits to busy general practitioners convinced her that dentists actually have more opportunity to build health-care relationships with patients.

Many younger dentists opt to remain "associates", where they receive a percentage of their fees, with the remainder going to the owner of the practice. Kheriba admits that being the owner/manager means a lot more work, but it allows her to follow her own unique path in her profession. She welcomes the opportunity "to do things the way I wanted to, to treat patients the way I want to. Being the owner, I can experience that."

CLEARPATH ROBOTICS NAMED FINALIST FOR ERNST AND YOUNG ENTREPRENEUR OF THE YEAR AWARD



Clearpath's Matt Rendall, nominated as Young Entrepreneur of the Year.

The Ernst & Young Entrepreneur Of The Year Awards, celebrating 20 years of honoring entrepreneurship and innovation in Canada, have announced that Clearpath Robotics CEO, Matt Rendall, is a finalist in the category of Young Entrepreneur.

Clearpath Robotics is a Kitchener company that builds unmanned vehicles for research and development.

"I am honored and humbled for this recognition. Our accomplishments at Clearpath Robotics would not have been possible without my equally driven and passionate team and business partners. Entrepreneurship is a team sport and the amazing people at Clearpath deserve this recognition as much as I do," said Rendall.

"Our Entrepreneur Of The Year finalists are helping lay the foundation for a better working world," says Colleen McMorrow, National and Ontario Entrepreneur Of The Year program director. "When we stand behind these business leaders and empower them to thrive, there's no limit to what they can achieve."

The Ernst & Young Entrepreneur Of The Year Award honors the Canada's leading entrepreneurs from all areas of business. Award finalists are based on their vision, leadership, financial success and contributions to social responsibility.

The Ontario winners will be announced at the Ernst and Young Awards Gala in Toronto on October 24, 2013. The overall winner will represent the region at the national gala held in Toronto on November 27, 2013.



Dr. Mayada Kheriba

Success has come quite quickly to the young dentist from Mississauga. Word of mouth has been the primary reason people have found her – and she continues to meet 30 new patients a month, on average. She is adding a third operatory because of demand.

She calls herself a “continuing education junkie” – she was enrolled in a CE course only two months after she graduated with her doctor’s degree. Her office is decorated with many certificates from continuing education courses, which she says keep her current, and especially have contributed to her emphasis on proactive dentistry: “those courses are where a lot of my preventative knowledge comes from.”

Kheriba immediately reached out to make a clear and concrete commitment to the community, sponsoring soccer teams, planning mouth guard clinics for young hockey players, joining the local Board of Trade, and supporting the local arts festival.

“I do want to give back to the community,” she says. “I’m getting to know the place where I am planning to be, long term.” – Paul Knowles

CROWDFUNDING SITE LAUNCHED BY WATERLOO

The City of Waterloo has launched an on-line experiment in community fundraising. On July 1, the iFundWaterloo.ca “crowdfunding” website was unveiled, described as an innovative digital process that enables communities to help fund local city and community projects.

The Waterloo site was created by iCROWDFUND Social Media Inc. (iFUND), based in Toronto. Dr. Cindy Gordon of iFUND told Exchange that Waterloo is their first such project, chosen as the launching pad for a North America-wide enterprise. She said that iFUND has secured domain names for iFUND sites in every city in North America, and that discussions are underway with four other cities. “We’re trying to seed it with cities that are strategic,” she said. “We went to Waterloo first.”

Waterloo CAO Tim Anderson told Exchange that the city paid Gordon’s organization “a stipend to get it off the ground... we put \$10,000 toward it.” As well, according to the website, iFUND receives a fee of between 4% and 8% of money raised by fundraisers using the service; Gordon says a portion of that is given back to the city. There is a “fixed campaign” option for fundraisers in which, if the target is not met, all money is returned to donors.

At time of writing, there were two small individual projects on the site, but Gordon said that the city planned to launch a fundraising project to open a dog park, with that project starting August 1, and second, unidentified major project to be announced in September. Anderson said that the city is likely to use the crowdfunding portal to fund other projects in the future.

Exchange asked Gordon if a crowdfunding site like this was a means by which a municipality can offload some funding responsibilities to private donors – for example, in a case such as a dog park which might normally be funded from municipal coffers. She objected to that idea, pointing out that crowdfunding is a “creative” solution to the ever-present problem of limited municipal budgets. “This is a different way to engage citizens,” she added. Anderson agreed, saying that the crowdfunding site is “a new platform we recognize as an opportunity... and a trend.” Gordon suggests that Canada is five years behind the U.S. in crowdfunding for community projects.

The new site is not limited to community projects; it can also be used to raise funds for entrepreneurial projects and other private endeavours. Anderson, pointing to Waterloo’s strong business community, is pleased it can serve all segments in the city. Anderson says Gordon’s company approached Waterloo, offering the opportunity to launch the first crowdfunding municipal site in Canada. Gordon told Exchange that the idea arose from conversations she had with Waterloo Mayor Brenda Halloran. At the official launch of the service, Halloran stated, “Waterloo is a major advocate of technology innovation in our community and we are happy that iFUND chose our city as their first Canadian municipal launch... I encourage residents of Waterloo to begin thinking about their crowdfunding campaigns and

submitting them to iFUND’s new software portal.”

At the official launch, Gordon noted that “Innovation is at an all time high in Waterloo and we need to continue to be bolder and bring new capabilities like crowdfunding and crowdsourcing to market. We are all about helping the small business or entrepreneur, social enterprise, or creative worker to strengthen our local economy and community by bringing traditional forms of fundraising online, making it easier than ever to secure funding for your particular pursuit.”

Gordon also told Exchange that iFUND is seeking a Waterloo-based partner to share responsibility for and profits from the local site.



Waterloo CAO Tim Anderson: Crowdfunding is “a new platform we recognize as an opportunity... and a trend.”

XQuote

“Creativity has come to be valued – and systems have evolved to encourage and harness it – because it is increasingly recognized as the font from which new technologies, new industries, new wealth, and all other good economic things flow” – Richard Florida

BUILDING A BRAIN

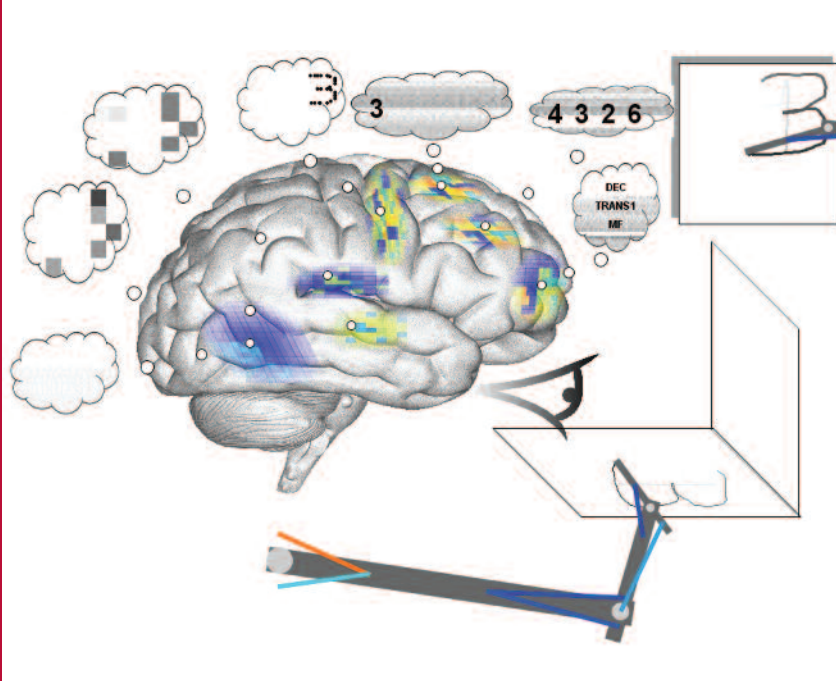
A group of neuroscientists and software engineers at the University of Waterloo's Computational Neuroscience Research Group (CNRG) have built the world's largest functional model of the human brain. Named Spaun, the simulated brain has a digital eye which it uses for visual input, and a robotic arm that it uses to draw its responses.

The robotic arm, the output system, is the only motor control system of the model. Researchers used Maplesoft's simulation and modeling platform, MapleSim, to create the arm. Travis DeWolf, the UW researcher who built the arm, attributes the success of the complex arm model to MapleSim's symbolic computation power and model simplification capabilities.

One problem DeWolf faced at the beginning of his research was that comprehensive models of the human arm were not readily available. However, empirical studies focused on brain research commonly involve having a subject perform various tasks with their arm. Consequently, it was important to have a simulated arm model to test the accuracy of a brain model.

Spaun (Semantic Pointer Architecture Unified Network) consists of 2.5 million simulated neurons, allowing it to perform eight different tasks. Spaun has a 28×28 (784-pixel) digital eye, and a robotic arm which can write on paper. The researchers show it a group of numbers and letters, which Spaun reads into memory, and then another letter or symbol acts as the command, telling Spaun what function to perform. The output of the task is then inscribed by the simulated arm. Using the arm, the brain demonstrates tasks such as copy drawing, counting, memorizing and reproducing sequences, and fluid reasoning.

Using MapleSim, Travis and the team constructed a 9-muscle, 3-link (shoulder, elbow and wrist) arm model, based on the model presented in a paper by Dr. Kenji Tahara. While Travis considered other similar modeling and simulation tools, it was MapleSim's symbolic computation capabilities that won him over. "In the other modeling software that we looked at, the underlying equations just weren't



accessible for analysis," continues Travis. "With MapleSim, we had access to the symbolic equations driving the system, which meant we could get very accurate descriptions and do extensive analysis of the model. And the equations were automatically simplified in MapleSim, giving us a highly efficient simulation."

The research goal for Spaun was to evaluate how different scenarios affected the output of the brain system. Results from this research can be applied to modeling new patient treatments. For example, the effects of deep brain stimulation, i.e., the process of inserting a wire through the brain to send electricity for treating Parkinson's disease, can be modeled in this manner. Having a model such as Spaun will help in more in-depth and accurate investigation before treatment begins. Another application area is the development of neuroprosthetics – better understanding of the motor control systems and the outgoing signals will lead to better functioning prosthetics. (Image courtesy of Maplesoft.)

LOCAL BUSINESSES BACK HERITAGE MUSICAL

Two Waterloo Region corporations are funding a unique program that uses song and narrative to bring the history of the Region to schools, museums and the local community.

"The River Rolls" has been described as a musical tapestry – 14 songs, linked by brief narratives, that tell the story of this Region.

The complete piece is now available to teachers and students, free of charge, via the website – and also is available on CD and iTunes.

It will also be presented live, in concert, twice this fall – at the Waterloo Region Museum on Friday, September 27, and at Steinmann Mennonite Church, between Baden and New Hamburg, on Friday, October 4. Concerts are at 7:30 p.m.; admission is \$15.

The Waterloo Region Museum performance is sponsored by The Boardwalk, as a benefit for the Museum. One hundred per cent of ticket sales will go to museum projects. Greg Voisin, a partner in The Boardwalk, told Exchange, "We decided to sponsor a performance of 'The River Rolls' because it provided a history of our area in the most entertaining way. And of course the central character was the Grand River which we all rely on—without it there would be no urban area in the Region of Waterloo."

The concert at Steinmann Mennonite Church is sponsored by TLC Pet Foods of New Hamburg. TLC owner Erik Kuttis was the recipient of the Arts Awards Waterloo Region Corporate Sponsor award this year. Kuttis says, "After seeing 'The River Rolls' at New Hamburg Live! in 2012, my wife and I were blown away. The way the production shared the history of the region using humour, clever lyrics, diverse production and lively music shocked us and the rest of the audience. It was that great. We decided that day that 'The River Rolls' needed to be seen and heard by many more."

Commenting on his commitment to supporting the arts, in general, Kuttis added, "TLC has always had a corporate philosophy of giving back to the community. The arts hold a special place in our hearts. Supporting the arts makes a community stronger and helps it evolve. A strong and vibrant arts scene leads to a strong and vibrant community. Without financial support, NH Live! and 'The River Rolls' could never happen and that would leave us weaker!"

Voisin says that arts are key to the community. "The Region of Waterloo is a very

prosperous area and has been for many decades. A lot of business people believe their success is of their own making. Most of us, however, realize that we owe our own success to the prosperity of the area we were lucky to be raised in. Part of the prosperity of this area has to do with its active arts initiatives and as such all successful business people should be ensuring that our area is enriched by funding and strengthening the arts community."

"The River Rolls" was composed by three New Hamburg musicians and writers; the music is by Charlene Nafziger and Mike Erb; lyrics are by Paul Knowles (editor of Exchange).

The songs cover the history of the region, from the days of occupation by native Canadians to the present day. Highlighted are many of the pioneers and the first entrepreneurs, including Barbara and Joseph Schneider, the many millers of the region, the brewers and distillers of Waterloo, early innkeepers like Walper, Sir Adam Beck, Mackenzie King, and many others.

The development, recording and website creation of "The River Rolls" was supported by grants from the Region of Waterloo Arts Fund, and the Waterloo Regional Heritage Foundation. The premier performance was presented by The New Hamburg Live! Festival of the Arts in 2012.

The recording and live concerts of "The River Rolls" feature the composers and several other musicians with local connections: vocalists Vicki St. Pierre, Erin Bardua and Nancy Knowles, and instrumentalists Junior Riggan and Jeff Cowell.



Sandra and Erik Kuttis of TLC Pet Foods, with their Corporate Sponsor Arts award.

FILM & ARTS

START-UP FILM GETS HEAD START WITH ON-LINE FUNDING

Taylor Jackson's film about tech start-ups in Waterloo Region is not close to being finished... but it already has won an enthusiastic audience. That became clear when his project, a documentary called "Startup Community", surpassed its "crowdfunding" goal on indiegogo.com within days.

On July 18, Jackson and his team posted this on their website, startupcommunityfilm.com: "Wow, what a week it has been. On Monday at 10 am we shared Startup Community with the world. We gave ourselves 60 days to raise \$10,000, and within 60 hours we had blown past our goal!" At time of writing, the project had been funded to the tune of almost \$14,000.

Jackson, a Waterloo region photographer and film-maker, told Exchange magazine that the project had been almost a year in development. "I think it started in October," he said. "I'm really interested in what my friends are doing," and many of his friends are involved in start-up businesses, mostly in the tech field. He was aware of some ventures that were being launched in Asia and the US, but quickly became convinced that "what people are doing close to home is just as cool as what people are doing overseas." And the idea for the documentary was born. "Start-ups are a culture I have always been interested in," he says.

The documentary, which will run 30-40 minutes, will be completed by mid-September. Donors who helped fund the film will see it this fall, and then the project will go back under wraps while Jackson and his team approach film festivals, including the famed Sundance festival. He expects the Waterloo public will see the film next February.

But Jackson says the initial documentary is not the sum total of the project. He and his crew will continue to shoot footage this fall, as the start-up community gears up in September; he says that this additional material might be incorporated into a feature length film, or might become a series of documentaries.

Jackson's photos have been used to create the brand for American Idol, and he has carried out his craft in Asia and in Canada. His colleagues on the doc project include Nicole McCallum, a social entrepreneur who teaches Marketing at the University of Guelph, and Lindsay Coulter, who has worked for the University of Waterloo Research + Technology Park and is the current Miss Oktoberfest. The



Taylor Jackson and Lindsay Coulter

colleagues have stated, "We need to say thank you to our community. From the individuals that have given us \$8, to the organizations that have made large contributions, you are what are making this project happen. We truly could not tell this story without you. The support of our community lets us know that we really are on the right track, and that our region truly is as collaborative as we thought." – Paul Knowles

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INTEL EXPANDS ITS WATERLOO LAB



Stefanus Du Toit, Software Development Manager, Intel Waterloo Labs.

Intel has opened a technology lab in Waterloo Region to help fuel Canadian digital media innovation. Located at the communities Hub, Intel Developer Zone puts Intel technology into the hands of Canada's next generation of developers and entrepreneurs. The new lab provides local developers with exciting access to Intel technology and platforms, and it underscores Intel's longstanding commitment to Canadian innovation and the digital economy.

Graham Palmer is Canada Country Manager for Intel.

The new Intel Developer Zone will act as both a hardware and software Centre, allowing the innovators and entrepreneurs based at the communities Hub to utilize Intel's processors, mobile platforms, and software development products. It will also provide an opportunity for local developers to interact with Intel experts at the lab as well as through online forums and blogs. A seminar series is anticipated which is intended to help drive innovation and share knowledge.

"Intel has long been part of the innovative technology cluster in the Waterloo region, and we are excited to expand our presence there with the Intel Developer Zone. This marks an important Canadian addition to our global strategy of research and development," said Graham Palmer, Canada Country Manager, Intel. "This lab will support innovative developers in the region by providing them with access to software developer tools, platforms, and expertise to enable the development of technology for the future."

"The Intel Developer Zone is a welcome addition to the Hub," said Iain Kingsman, President and CEO, communities. "We bring together technology start-ups, academics and multinationals such as Intel to boost digital media entrepreneurship and innovation. Intel's presence will give the developers at the Hub greater access to platforms and technology."

"Helping people get started on new directions, connecting labs that are doing similar work with companies to collaborations of various kinds – those are the kinds of things we're looking to do," said Stefanus Du Toit, Software Development Manager, Intel Waterloo Labs.

Palmer added, "There is a global operation for Intel, and the Waterloo Lab has access to all of that resource, and we have to funnel that into what ever topic of interest is – so it's not just about resources, it's about virtual access we have globally with Intel. Mobile is a big focus for what we do locally here but of course we cover the whole market right from the enterprise data through to the device connecting to the internet. Fundamentally, our strategy is whatever software you're running, we want it to run best on Intel. So we want to provide that kind of support to the development community to ensure whatever they are developing runs best on Intel."



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MEDICAL CENTRE ATTRACTING DOCTORS, MEDICAL SERVICES

Bringing new family doctors to Kitchener-Waterloo has been a challenge and a community focus for several years. It seems clear that the soon-to-be-opened Medical Centre at The Boardwalk is going to play a key role in solving that problem. At a preview open house this summer, Project Coordinator Cynthia Voisin told Exchange that the new centre has already attracted 18 General Practitioners, including four newly graduated doctors. Those new GPs translate into openings for 6,000 patients who are currently without a doctor.

And that's only part of the good news around the new Medical Centre. The four-storey facility, slated to open in January, will house physicians, specialists, nurses, and technicians, in family practices, specialist offices, medical imaging and cardiac testing, a travel clinic, a lab, and a state of the art pharmacy. Key concepts underlying the philosophy of the facility are "integrated and contiguous health-care."

Voisin says that the community response has been very strong. "We've had such good support from GPs who want to come here." Assisting with that process has been Dr. John Sehl, Voisin's husband, currently Medical Director for the Centre. Sehl will be one of the GPs who practices at the Centre.

The Medical Centre is part of The Boardwalk, on Ira Needles Blvd., the largest commercial development in the history of the region. On hand at the Preview event were Boardwalk partners Greg Voisin and Paul Dietrich.

Cynthia Voisin points to a plethora of innovations included in the Centre. The specialists' offices are set up in "sessional blocks" – essentially, shared space that allows medical specialists to book facilities for one more more days each week. That same floor includes "The Doctor's Lounge", a large meeting room for doctors.

The Medical Centre is tech savvy – The Boardwalk Pharmacy is installing a \$250,000 automated pharmaceutical dispensing system that will mean by the time a patient walks from a doctor's office to the pharmacy, the prescription will be ready and waiting. There is also digital reporting between doctors and service providers, including the lab, imaging, cardiac testing, and physio services.

It is not just doctors and medical services that have already signed up – the Medical Centre activated a waiting list for potential patients several months ago,

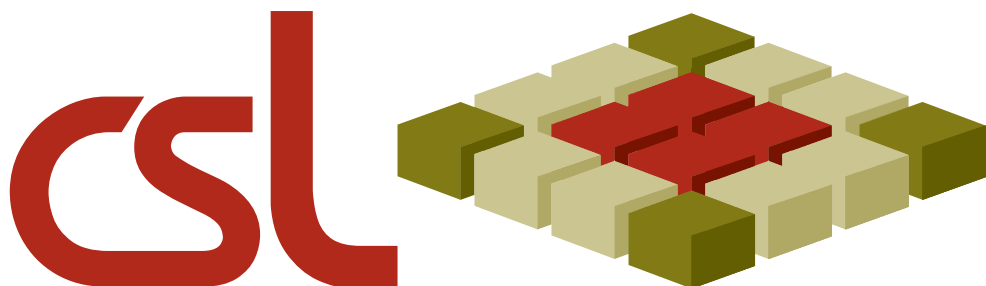


Dr. John Sehl, left, Cynthia Voisin and Greg Voisin at the Preview of The Boardwalk's innovative new Medical Centre, which will open in January. (Photo by Paul Knowles)

and about 2,000 have already put their names on the list. Capacity for new patients is expected to be about 6,000.

Cynthia Voisin says that some GPs who are moving to the Centre are within five years or so of retirement – they are coming to ensure continuity of care for their patients, expecting that there will be colleagues able to take over their patient lists when they do retire, a rare advantage for patients in an era when a doctor's retirement more and more means the patients are "orphaned."

The first and third floors of the Centre are already completely booked; there is still room for additional GPs and specialists. – Paul Knowles



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INCUBATOR WITH URGENCY

ACCELERATING GROWTH IN AN AMAZING ECOSYSTEM

BY JON ROHR

An accelerant can be any substance that bonds, mixes, or disturbs another substance and causes an increase in the speed of a natural, or artificial process.

Waterloo Region is without doubt home to a major accelerant, but this isn't something dangerous, forced upon us from the outside. We are positioned to accelerate.

This Region has a rich and diverse ecosystem. We don't try to place a round peg in a square hole, and then see if we can jam it in there. It's the exact opposite, says Tim Ellis, CEO of Waterloo's Accelerator Centre. He believes successful organizations and leaders listen to the needs of the community, closely monitor what's happening and understand the challenges faced.

In response, says Ellis, they ask 'What are we going to do about it?', quickly followed by 'Who is going to do it?' The community as a whole embraces the newfound challenge, and attempts to turn it into opportunity; "We're masterful at that," says Ellis confidently. Ellis is the third CEO to manage Waterloo AC – a natural, whose entrepreneurial career started when he was in his early teens, mentored by Waterloo variety store magnate Joe Forwell, of Forwell Variety fame. Forwell Variety was situated at the corner of King and University, right across the street from WLU. What Forwell taught a young Ellis, an elementary student at the time, was pricing and how to increase margin by using credit.

The lesson came after Forwell asked what Ellis was doing with all the blackballs he was purchasing. Ellis simply stated, "I sell them to the other kids at my school in Kitchener," in a part of town that didn't have blackballs within a reasonable walking distance. A young Ellis, who rode his bike to school, learned how buy on credit, and the huge cost savings that come along with purchasing in bulk. Every day, Ellis would turn a tidy little profit just after the recess bell.

As time went on, Ellis started messing around with cars, and real estate, but twenty years ago he was captured by the world of tech, and the exciting applications that came from within. It was a different time, and "we thought a certain way". In 2003, he was CEO of Handshake VR, a company working with the likes of NASA and top surgeons across North America. (Handshake VR was featured in Exchange in October, 2004; search exchangemagazine.com.) That was a decade ago – since then, infrastructure changes, technology changes and the evolution of social media has made "all that" go away.



Mike Stork and Tim Ellis



Ellis sees a bright future for Waterloo's Accelerator Centre, and for economic growth in The Region of Waterloo

As an innate entrepreneur, Ellis was self-made and determined to grow... and apart from his childhood lessons from fustell, there was little chance for mentoring. Today, he says, "it's different". Young people consider starting a business as a sensible plan for the future, and Ellis says there has been a shift in the once-dominant educational focuses of his youth. Students are "defaulting toward being entrepreneurs... It's a conscious choice, and it's a shift. Because of that the ecosystem has had to evolve around it." Ellis uses ecosystem as an extension of current Governor General David Johnston's famous question, "What's in the water in Waterloo?"

Ellis says Waterloo Region has unique

partnership between organizations, with excellent collaboration between like-minded colleagues and community groups. The area has created a unique model, one that is sustainable and focused on innovation for commercial success.

Ellis has worked at the Waterloo Accelerator Centre, located in the David Johnston Research + Technology Park, since 2008, and became CEO in 2012. The AC is known as a incubator facility, one designed to speed an entrepreneur's development time, accelerating the potential for commercialization. Ellis refers to the AC as "a club house for entrepreneurs to gather."

Many influential community groups had to get on the same page to come up with

the strategy. The AC evolved in an academic world – perhaps predictable, since two of North America's leading institutions lie within blocks of each other.

Creating the AC was the next logical step of Canada's Technology Triangle Accelerator Network (CTTAN). CTTAN was a municipal funding organization that was funded by Waterloo, Kitchener, Waterloo Region, Province of Ontario and Canada. The program had its own employees and was managed by communities, a successful technology association that evolved out

The community as a whole
embraces the newfound chal-
lenge, and attempts to turn
it into opportunity;
"We're masterful at that."

of the human resource needs of Waterloo's fledgling tech sector.

CTTAN was the first private-public-partnership in the Region of Waterloo, in response to requirements of Canada's Community Investment Program funding model. CTTAN was to assist early stage firms in attracting investment by linking them with possible investors and providing ongoing support. In 2006, Wilfrid Laurier described the mandate of the organization in one of their marketing case studies: CTTAN is a organization that "accelerates the growth of threshold companies by helping them access capital and expertise.

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The capital will come from structured access to the angel investor community, and the expertise will come from volunteer mentors, both before and following access to capital." A 2004 white paper by Allison Bramwell, entitled "Knowledge, Innovation and Regional Culture in Waterloo's ICT Cluster" stated that in 2004 three organizations were held out as responsible for the "promotion and maintenance of

"The intent of the founders was to ensure that success happened".

growth in the regional economy of Waterloo: Canada's Technology Triangle (CTT), Canada's Technology Triangle Accelerator Network (CTTAN) and the Communitech Technology Association."

Ellis indicates that the "goal was to actually put some structure around the program". Operating virtually until 2006, "there was really no structure, no process behind the mentoring and coaching was done without scorecards". The technology community rallied behind the program and sought to extend the program's reach. It "was an environment where if someone needed help, there would be some help available." Additionally, the environment was exciting but "there was nobody holding anybody accountable"; when the



Mike Stork, investor and volunteer, invests heavily in Waterloo Region's Start-up and Early Stage companies.

AC came to be, academic accountability came to order. "It differentiates us from most other incubators around the world" says Ellis.

"When these companies come in, one of the criteria we ask ourselves is, are they coachable?" says Mike Stork, Chair of the Accelerator Centre Board of Directors. Stork is also a Governor at the University of Waterloo, a successful entrepreneur, angel


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The Accelerator Centre, created "to ensure that success happens".

investor, and philanthropist

"A really key factor for success" is that if some one comes to the AC, "and they expect to benefit, but can't be influenced by the mentors and other residents, then they really shouldn't be here." The score card system Stork refers to applies to all companies in the program. They are measured on a number of different scales. This encourages realistic goal setting and accountability that is reviewed on a quarterly basis.

Each company is measured on a number of parameters, which account for the uniqueness of the company. When it's time to graduate, mentors and investors look for "a check on the upper right hand

box for all the different elements being scored." Stork, who was instrumental in the formation of the AC, was one of the first mentors. As an investor from the very first cohort, he states that ultimately, "the purpose is that the companies that are graduating from the Accelerator Centre, are more likely than not to succeed."

Stork was supportive of the partnership right from the start. "The intent of the founders," he says, "was to ensure that success happened". He credits Regional Chair Ken Seiling and Gerry Thompson, former Waterloo Region CAO, as the first to put the idea forward. "It was quickly embraced by the University of Waterloo, with David Johnston" at the helm.

"We were quickly able to produce a group of people to support the concept. We worked virtually trying to get funding pulled together. You have a synergy with like-minded people. In essence, the Accelerator Centre was a start-up in itself. I don't think we'll ever look back at that day as a bad day."

Stork reflects, "It was quite a momentous thing to get those first companies in here, and get them running." Stork

As an investor Stork sees a lot of opportunity in his own backyard.

"There is so much here, really one doesn't even have to go anywhere."

became Chair of the Accelerator in 2012; he took over from Watcom Co-founder, Ian McPhee. The Chair's position is a three year term that could go to six "if one wants too", adds Stork.

As an investor, Stork is at the top of his game. After selling the family business, Unitron, and its holdings in 2000, Stork is known around town as a philanthropist, investor and angel investor, who is often heard saying "it's not about the money". Currently his holdings are divided in thirds: 1/3 passive investments; 1/3 active in the sense that he "keeps myself informed on a regular basis"; the remaining 1/3, "I'm active on the board".

Within his holding group, they've done between 20-25 investments. Most of them are local, within Waterloo Region; some are outside the area. He cites Toronto, Ottawa, "predominately Canada" as his investment turf. Close to 80% of his holdings are now local employers. His first investment from the initial cohort was Miovision, in 2006. As an angel investor, he takes a much higher risk that other investments – with results that are so much more rewarding.

In the first year the AC "had something like 30 applicants for 12-14 spaces".

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At the June funding announcement, (l to r) AC CEO Tim Ellis; Kitchener-Waterloo MP Peter Braid; Jim Moss, Chief Happiness Officer, Smile Epidemic; and Andrew Jackson, Vice President, Client Services, Accelerator Centre.

Organizers became quickly aware of the kind of density they needed. “Of that first cohort”, Stork says, “probably eight of 10 are still active companys and are still growing.” He lists a few – Primal Fusion, Miovision, Clearpath Robotics are three of the 10 that have strong employment mandates. They would have all graduated

“We run pretty lean, we’ve got a budget of \$1.5 million a year, that includes all the mentoring, all the staff and the rent, everything.”

around 2009. “That first cohort will be a very significant economic contributor to the area,” he adds.

When Stork started at the AC, “at that time we kinda wore a couple hats, sitting on the board, on the executive, acting like mentors.” They were “in effect, volunteer board members, until the companies in the program mobilized”, the term used for moving on with commercialization.

As an investor Stork sees a lot of opportunity in his own backyard. “There is so much here, really one doesn’t even have to go anywhere.”

Part of the success of the AC is ironically wrapped up in what most consider failure. “Some companies don’t make it and that’s normal,” says Stork, “for one reason or another. Whether it’s management, technology or the market isn’t there, and you thought it was.” Part of the AC experience is summed in the mantra of entre-

preneur Jim Estill: “fail fast and fail cheap”.

“We are frugal and we try to keep the companies frugal,” adds Ellis. The last round of financing the AC received was \$945, 000 in June 2013. “Of that,” Ellis told Exchange, approximately “\$750,000 will go to the companies to fuel the companies’ growth, to get the products to market”, the remainder of the funding will go into “incremental mentoring ... we run pretty lean, we’ve got a budget of \$1.5 million a year, that includes all the mentoring, all the staff and the rent, everything”. With a team of seven, they run three incubators, one in Stratford, an incubation centre at the Hub in downtown Kitchener, plus the AC in the David Johnston Technology Park.

In the Hub, they run what’s be deemed “start up alley”, a corridor at the back of the technology facility, “where all the start ups are, and that’s the piece we manage”.

The AC is in partnership with communities, a lifetime partner, that contracts the AC to manage start-ups at their downtown location. “It’s their space, they collect the rent from the clients but we manage the process. We do the intake, just like we do at the Accelerator Centre, we do all the programming. The power of that is entrepreneurs get to make a decision: do I want to be the Hub or do I want to be at the AC. It’s exactly the same. It doesn’t matter where you are, you’re going to get the same thing. Your choice is purely based on personal preference. Some like an old factory that is ‘funkadized’ or the other choice is to be near the University of Waterloo”.

The AC model is a complex one that

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invests social capital in a effort to create capitalistic employers. "Entrepreneurs are here to have a positive effect on the economy, and create wealth," Ellis says.

For the AC, corporate success includes positioning Waterloo's Accelerator Centre as a model for success in other Ontario communities. "Our provincial and federal government buy into to what we are doing here. They know which ones work, there is history behind many of them, both good and bad. If they could make multi-year commitments that could make life a lot easier and a lot more predictable," says Ellis. Currently Ellis works with Owen Sound, Ontario to help them establish a similar ecosystem. What he would like to see is multi-year funding commitments for the successful clusters, the ones that really are making a difference.

A start-up's life is unique says Stork. "The first 6-12 months of the company, these guys eat Kraft dinners, and they just carry on. It's that way for the next two to three years, seven days a week, and they do it willingly, they just don't know any different, I guess, they're just so committed to the idea".

Characteristics that are favourable for each start-up, but are by no means formalized in the program, include the need for entrepreneurs who have that "fire in the belly", and offer "something special". They must have a "product or idea". Some additional questions include current conditions, do they have customers, enough money to get them through the first six or nine months. "The rest the AC takes care of", wrapping mentors around them and helping the mentors to identify goals.

By joining the AC, you join a "structure for success"; once

engaged for two to three months, once they start to get to a comfort point and sharing ideas – kaboom!! – breakthroughs happen.

"Some of these conversations will be CEO's of two or three companies, putting their heads together, to solve a problem for some particular company. It may not be related to a product, but could be how do you get a sales guy working for you in California, what sort of distribution system do you use, or how can you connect to that. It's all about learning – that's why we're here", states Stork.

Commenting on similar programs elsewhere in the world, Stork highlights the start-up program in Silicon Valley called Y Combinator which also got off the ground

in 2005. Its program focuses on early seed accelerators, "they do 90 day of super accelerated stint, within that incubating group, then they look at what comes out at the other side." Local start-ups that have gone through that program are Vid Yard, Buffer Box and Thalmic Labs.

As a UW governor, Stork is privy to the University's strategy and future plans. He indicates that at the AC "it's desirable to essentially double the program over the next couple of years."

"One of the things", he tells Exchange, that "will be driving that growth is the intent of the University to instill a entrepreneurial philosophy amongst all of its faculties... it will happen, sooner rather than later."

Entrepreneurism is already well established in engineering and computer science. The new entrepreneurial intent from the University Governance Board, will eventually become fundamental in all faculties.

"One of the things that will be driving that growth is the intent of the University to instill a entrepreneurial philosophy amongst all of its faculties... it will happen, sooner rather than later."



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Clearpath's 'Grizzly 4', one of six that were stacked in the company's Accelerator Centre start-up space designed for eight persons. Clearpath conducted test runs in the corridors at the AC.

That currently happens with a number of the companies flowing out of the University and into what's known "as the Velocity Group" located at the Hub. Stork guesses 80% are from the engineering stream. "The Dean is very intent on ensuring that coming out of her program will be engineers of various skills, ones that are the journeymen engineers to work, those that research and those that will go on to become entrepreneurs."

The AC receives new students from what Stork calls "feeder streams... We have a number of feeder streams, but again a prominent number of them are new companies, new students with new ideas." The facility houses seven or eight executives in residence; each of them has their own skill sets – sales, operations, general management, finance, Human Resources – all of these resources are available to companies.

The centre is approached regularly for advice on the potential to replicate its success in other parts of Ontario. "We're hoping that the powers to be, will recognize that in us, as being a leading accelerator centre for the province. We've been approached by folks, outside the country, we get delegations in here, weekly and from overseas, all looking to see how a good accelerator model can work, and as part of the broader ecosystem." Stork is quick to point out the AC does not function in isolation: "the University of Waterloo is part of that, government is part of that, all of the initiative that has been giving over the years through communities, and the aura that has been created, the investment community, Golden Triangle Angel Network, you start adding all of

those elements together, and it's quite an ecosystem. It's all those things that go to make this ecosystem work, and at the core of it is the University, and its technology policy." UW's intellectual property policy states: "at its highest level of interpretation grants ownership of any intellectual property (IP) to the creators of the IP." UW embraces the philosophy that providing incentive through IP ownership is the best "motivator to ensure that commercialization of research occurs for broad societal and economic benefit". Stork says, "The technology itself isn't any good unless you're able to bring the know-how with it, the stuff that is up in the gray matter."

And that gray matter is set to increase. Stork told Exchange during the exclusive interview that the University of Waterloo's intake this year, new students over last year, increased by 12% overall. "With a new student cohort last year in the 6500 range, this means this is going to get that first level cohort up to over 7200. That

would be replicated over the next four years," adds Stork.

With the intent of the University to foster and promote entrepreneurship in every faculty, the future of Waterloo continues to look bright. "Engineering got it, the faculty of Science the faculty of math, the faculty of applied health sciences, and so forth are going to take a look at all the things they are." Stork is quick to say "that the entrepreneurial mindset may not ripple out into all of the faculties for three or four years, but the general directional vision has been given – 'It's that way, folks'." With University of Waterloo embracing entrepreneurship in everything they do, accompanied with the model to facilitate a sustainable mechanism for growth, the University and the economy of Waterloo and surrounding area is secure.

And with growth comes a need for additional space. Currently the AC is looking for locations in which to put more mature companies, "companies, say, in their third year, that are here and want to stay here", perhaps moving into a slightly larger facility. In the current AC facility, "you can run companies that can do a certain kind of start-up, and that sort of thing is done very effectively, because you don't require a whole lot of space, but to get into some sort of mechanical element, we'll need some additional space," Stork says.

Stork points to Clearpath, a mechatronics company: "They may have left a little sooner than they might have". Clearpath builds machines that automate the world's duller, dirtier and deadliest jobs. They merge machine and software in innovative ways. At the AC they were jammed into a space designed for eight people, with eight people and up to eight prototype robots that were literally stacked up in the middle of the room. "Testing occurred by running them up and down



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The lighter side at the AC: Smile Epidemic's Jim Moss, left, and Waterloo MP Peter Braid add some levity to an already cheerful funding announcement.

the halls."

There is a lot of innovation that is going on, and "it goes on world-wide, and what we do here is a microcosm. It's necessary that we do it in order to stay competitive globally," states Stork. "If you think about the number of graduates in China, the really qualified graduates coming out every year, China is going to be a significant force and dominate in the next 25-30 years."

Stork insists, "this is a necessity, for Canada, for Ontario – the type of initiative that we are doing in this community, will keep us competitive for 25-30 years from now. We've got to keep spinning out these new companies."

As far as Waterloo Region, Ellis thinks a greater diversification will occur. Waterloo has transitioned from industrial, financial, insurance, manufacturing, knowledge economy, to a heavy knowledge economy.

As community investment continues, as energies get behind development, we look to find ways to bring back some of these historically well-performing sectors. A good example of good application of this model is the newly formed Canada's Technology For Food (CTFF), spearheaded by the Waterloo Economic Development Committee (WEDC) and its vice-chair Tim McKechnie. "The CTFF will be located at the Waterloo Accelerator Centre. And like other companies, the AC will assist entrepreneurs and early stage companies in commercializing their technologies and establishing market traction, through an up-to-three year program that provides business advisory, mentorship, education, connections to capital and other partners and commercialization expertise." It's a perfect fit for the needs of the industry. Ellis is focused on "introducing technology into sectors that will help them remain strong."

"It's a hard model to replicate," he says commenting on the ecosystem that thrives in Waterloo Region. "Without the University of Waterloo there wouldn't be an ecosystem". He refers to all partners, including news organizations that share the success stories over the years, such as Exchange Magazine: "It's a good healthy partnership," one that fast-tracks young companies and provides them the resources to grow and prosper. "The AC," says Ellis "is a incubator with urgency," and what's going to happen over the next ten years excites him. After all, "Waterloo is a simply amazing community".

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WATERLOO-BASED REBELLION MEDIA has acquired **Crucial Interactive** and **HomeSave**, Rebellion's twelfth and thirteenth acquisition in its first year of existence. Other acquisitions have included **Sortable**, **Jingu**, and **Incentivibe**.

Each month, more than 25 million unique users, accounting for 100 million ad impressions, visit Rebellion-owned websites including Sortable.com, Fighters.com, Snapsort.com, Twirlit.com, Manolith.com, SaffronRouge.com and Stuff4.com. Over 500,000 new users download Rebellion mobile apps from Jingu and Rebellion's **Mobile Mom** suite each month.

Rebellion Marketing Manager **Brenden Sherratt** told

Exchange that Rebellion Media is "a new digital media powerhouse that brings together websites and technologies that generate web traffic, create content, and monetize that content."

He added, "We are creating and acquiring popular websites that target technology, health and wellness, entertainment, and sports."

The company cur-

rent employs 175 people, the majority in Waterloo Region.

Sherratt says that the acquisition of Crucial Interactive "brings together expertise and experience at the forefront of Canadian digital media. The acquisition of Crucial Interactive gives Rebellion a seasoned team of online advertising experts with established, high-profile clients that reach more than 18 million Canadians every month through relationships such as **ESPN**, **TMZ**, **EllenTV**, **TechRadar** and many more."

"Acquiring Crucial gives us the digital advertising expertise to ensure premium advertisers are effectively reaching Rebellion's large and fast-growing online audience," said Rebellion Media CEO **Ted Hastings**. "Rebellion has grown tremendously, both through consolidation and organically, and adding Crucial to the Rebellion team fits perfectly into that strategy."

ONE OF WATERLOO REGION'S PRIME REAL ESTATE ASSETS, The Shops at Waterloo Town Square, has been acquired by a group of local private investors. The acquisition is facilitated by Cushman & Wakefield Waterloo Region, representing the investors. The deal marks the highest value single site transaction in Waterloo Region's history.

The Shops at Waterloo Town Square have been owned by **First Gulf Corporation**; the sale brings this important Regional landmark back into local ownership.

The Shops at Waterloo Town Square is a grocery-anchored, mixed use asset which comprises approximately 240,200 square feet of gross leasable area in three buildings on 6.23 acres in the heart of Uptown Waterloo. **Michael Klein** and **Benjamin Bach** of **Cushman & Wakefield**, provided exclusive representation to



Rebellion Media CEO Ted Hastings



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the buyer in the acquisition, under the guidance of President **Michael Polzl** and Managing Broker **Peter Hall**.

Spanning two city blocks along King Street in award-winning Uptown Waterloo, The Shops at Waterloo Town Square is a unique commercial and community hub, featuring Class A office space which houses global firms like **KPMG, Price Waterhouse Coopers, RBC Dominion Securities, ScotiaBank** and more, as well as retailers like **Valumart (Loblaw's INC), Shoppers Drug Mart, Beertown by the Charcoal Group, Starbucks, American Apparel, Channers, LCBO, David's Tea**, and many others.

THE UNIVERSITY OF WATERLOO announced that **Thalmic Labs** has launched from the **VeloCity** startup program. Thalmic Labs is the brainchild of University of Waterloo graduates **Stephen Lake, Aaron Grant**, and **Matthew Bailey** who conceived of the idea of the MYO gesture control armband during their time in the VeloCity business startup program.

While at VeloCity, Thalmic Labs generated more than \$4 million in pre-orders, raised over \$15 million in funding, and grew their staff to over 25 employees.

"Thalmic Labs founders Stephen Lake, Aaron Grant, and Matthew Bailey are a splendid example of startup success within the tech hub of Waterloo Region and the University of Waterloo's VeloCity startup program," says **Feridun Hamdullahpur**, UW president and vice-chancellor. "Waterloo is known as one of the world's top innovation universities and the success of Thalmic Labs proves what a special place this is."

Thalmic joined the VeloCity program in May 2012 and received initial funding of \$25,000 through the **VeloCity Venture Fund** in October 2012. They later received the additional \$15 million+ in funding from **Spark Capital, Intel Corp's** investment arm **Intel Capital**, and a number of angel investors in Toronto and Waterloo.

THE SCHLEGEL-UNIVERSITY OF WATERLOO Research Institute for Aging has announced the launch of a three-year project to accelerate the application of research to practice in senior living environments. This project is made possible through a donation from **The Cowan Foundation**. This donation will fund a "Research Application Specialist" who will focus on one major research initiative at a time and create a research-

informed program for residents in senior living communities. The first research-to-practice initiative will focus on promoting physical activity together with social integration and cognitive stimulation across 12 senior villages operated by the **Ron Schlegel** family. It builds on **Schlegel Villages'** highly regarded Program for Active Living and introduces a new element of mental exercises simultaneously with physical exercises. "We've known the benefits of regular physical activity for physical health for a long time," said **Dr. Mike Sharratt**, President of the RIA.

"We've also known the benefits of physical activity for brain health for a long time. What's relatively new is research that shows playing fun mental games and socializing while exercising has a synergistic effect on brain health."

"This new program has great potential to improve the lives of older adults, and especially those affected by memory decline", said **Heather McLachlin**, President, Cowan Insurance Group. "By donating \$300,000 to this program, we are supporting an important initiative that will impact communities across Canada."



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THE ACCELERATOR CENTRE WILL PROVIDE entrepreneurship training and seed funding to help up to 30 science, technology, engineering, and math entrepreneurs launch new innovative start-up businesses, thanks to a new investment of \$945,000 from the Government of Canada. The investment was announced by **Peter Braid**, Member of Parliament for Kitchener-Waterloo. The investment is being provided through Fed-Dev Ontario's **Scientists and Engineers in Business initiative**.

The Accelerator Centre expects the project will create up to 30 new start-up businesses and 70 to 90 new full-time jobs, and anticipates up to \$5 million in private investments could be generated for these new companies through its support. The Accelerator Centre will provide up to \$750,000 in seed capital for the businesses. "For early-stage companies seeking to bring their technologies to market, access to funding and mentorship at this formative stage can be a significant hurdle," says **Tim Ellis**, CEO of the Accelerator Centre

and Accelerator Program Inc. "The Jump-Start program addresses both of these challenges for start-ups. It provides essential funding, and through our Accelerator Program, offers these companies access to experts who can provide business guidance and mentorship."

GARY DYKE IS THE NEW CHIEF ADMINISTRATIVE OFFICER for the City of Cambridge, effective September 2. Dyke brings more than two decades of municipal experience in a wide range of areas including economic development, emergency management, community planning, and legislative protocol. Most recently, he served five years as CAO for the City of Quinte West, having held progressive positions within that organization since starting in 1996.

ON JULY 13, THE DOORS OFFICIALLY OPENED to the newest addition to **Bingemans** - the **Kingpin Bowlounge & Boston Pizza**, a 40,000 sqft bowling lounge attached to a massive Boston Pizza. Kingpin Bowlounge features 28 state of the art 10 pin bowling lanes and is a unique entertainment venue in Southern Ontario. "This is a huge addition to our already amazing line up of attractions at Bingemans," said **Mark Bingeman**, President of Bingemans. "The Kingpin Bowlounge & Boston Pizza, is the perfect place to come for birthday parties, corporate events or for fun on the lanes with friends and family."

"The opening of the Kingpin Bowlounge & Boston Pizza is just one of the ways that we are celebrating our 75th anniversary this year," said Bingeman. Also new to Bingemans is the just opened Playdium Game Centre, located adjacent to the Kingpin Bowlounge & Boston Pizza. The Playdium Game Centre is a 5,000 sqft game lover's dream that features arcade style games for adults and children as well as a laser maze.

MORE THAN 61,000 SPECTATORS ATTENDED the second annual **Manulife Financial LPGA Classic** over the course of the tournament at **Grey Silo Golf Course** to watch as **Hee Young Park** was crowned champion. In total, 144 of the best female golfers from around the world came to Waterloo to compete for a \$1.3M purse.

"Congratulations Hee Young Park," said **Marianne Harrison**, President and CEO, Manulife Canada. "The second annual Manulife Financial LPGA Classic was a great success and a special thank

you to all those who contributed, especially the dedicated volunteers and the entire Waterloo Region community for their continued support. Having two successful years behind us gives us great momentum to build on as we begin to organize next year's tournament."

Volunteerism was an important component to the tournament with more than 1,200 volunteers performing a variety of essential duties.

"Fans came out to support the **LPGA, St. Mary's General Hospital** and the Waterloo Region," stated **Richard Kuypers**, Tournament Director for the Manulife Financial LPGA Classic. "It was great to look out at the huge crowds and know how proud the community is to have this world-class event in Waterloo Region. The community continues to show it's strong support of Manulife Financial's commitment to volunteerism, and we are

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grateful to the volunteers, fans, players, and Manulife Financial for making this one of the player's favourite stops."

CONTEMPORARY ART FORUM KITCHENER AND AREA has announced that **Karie Liao** has been appointed CAFKA's new Artistic Director. Liao is a Toronto-based free-lance curator. She has a BA from McGill University with a double major in Art History and Cultural Studies and an MA from York University in Art History and Curatorial Studies. Most recently, she completed a Canada Council-funded residency as Curatorial Assistant at the Textile Museum of Canada.

COM DEV INTERNATIONAL LTD. of Cambridge has been awarded a fully-funded contract of almost \$8 million from one of its long

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WATERLOO'S SANDVINE HAS RECEIVED over \$7 million in expansion orders from three Tier 1 operators, all in the month of June. This includes over \$4.5 million in orders from a North American converged operator and over \$2.5 million in follow-on orders from two European mobile properties.

GRAHAM NELSON, PRESIDENT & CEO of **Glenridge Equipment Corporation** of Waterloo has announced the purchase of his company by **Assa Abloy Entrance Systems Canada**, an ASSA ABLOY ENTRANCE SYSTEMS AB company, headquartered in Landskrona, Sweden.



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Under an image of the Gömböc, a geometrical shape that can right itself from any position, are (left to right) Keith Geddes (Professor Emeritus, University of Waterloo), Gaston Gonnet (Head of the Computational Biochemistry Research Group at the Swiss Federal Institute of Technology, Zurich), Jim Cooper (CEO, Maplesoft), Stephen Watt (Professor, Western University), George Labahn (Professor, University of Waterloo), Bruce Char (Professor, Drexel University, Philadelphia), Stan Devitt (BlackBerry) and Benton Leong (Investor, Golden Triangle Angelnet, Waterloo).

CONTINUED FROM PAGE 30

that, you want to be looking forward to Monday morning, to get rid of all your bureaucracy, to get some time to work on what you really like. When you have that, then the rest falls into place automatically."

"When you do what you want, we have a little bit of passion, then you're going to be happier, because you're doing what you want to do when you wake up in the first place."

"You know there is another thing that I feel very sad, when people say, 'I am sort of having to go to suffer from nine to five.' If that's what you're saying, you're wasting your life, you are doing something that you don't like because you have to go and feed your family, but you're using so many hours of your day, that you're ruining your life. Do whatever you can, so that you will enjoy life, even if it's for less money, but don't waste your life."

"When you do what you want, we have a little bit of passion, then you're going to be happier, because you're doing what you want to do when you wake up in the first place. You want to get it done, so I like to transmit this idea to the younger generation, because, in particular in Europe, there is a bit of a distancing, you know, it's not cool to have a good time where you work, you have a good time with your friends, or doing something exotic. That's a horrible mistake, you have to enjoy your work."

"What I think is happening, is sad. I feel

it with my students, I feel it with colleagues and so on, that they always are looking for enjoyment in other things rather than enjoying what they do."

"I feel that the younger generation doesn't feel that this cool, so they're going to go into something, they do just to make

a living. Then they're not going to enjoy most of their life. That's philosophy... but I am a technologist."

Gonnet is a technologist who continues to prosper. His new start-up is located in Waterloo, and is called Porfiau. It originates from Probabilistic, Finite Automata, says Gonnet: "It is a tool to analyze text". This is quite a hot topic, says Gonnet, "people want to find out sentiment, people want to find out authors, people want to recognize automatically whether this person is angry or happy, or people want to recognize whether this situation will profit or not profit, people want to recognize in a chat, for instance, whether you have a predator on line or not."

Gaston is working on what is called Sentiment Analyses. It is used where we need to determine the attitude of a speaker or a writer with respect to some topic or the overall context of a document.

"I think we have a great tool to do Sentiment Analysis," says Gonnet. "This is a start-up - it's a very young start-up."



PASSIONATE ABOUT HIS WORK

GASTON GONNET IS BACK WITH A MESSAGE FOR THE YOUNG ... AND A YOUNG STARTUP

BY JON ROHR

As professor at ETH Zurich, Switzerland, in the Institute for Scientific Computation, Gaston Gonnet has a rather impressive CV. With an interest in symbolic and algebraic computation, his career has been quite productive and lucrative. His personal pages at the Institute indicate he has a panache for “solving equations”. This is an understatement.

In 1980, Gaston Gonnet was co-founder of the Symbolic Computation Group at the University of Waterloo. The group, now known as Waterloo Maple Inc., had previously commercialized a software called Maple. It's a mathematical software that, after several versions, is now used by engineers, architects and designers to build complete, functioning structures. For instance, Toyota uses their software to design and test new cars virtually. They build it in a computer, virtually run it on a computer, and

then take emissions read-outs from the data that gets pumped out of the exhaust pipe – it's really quite remarkable. One can quickly extend the computational application and use it in many highly complex projects, allowing designers to fail cheap and fail fast, thus improving the design of the final product exponentially.

Gonnet is also responsible for founding the largest software company in Canada, Open Text Corporation. Open Text is a global content management company located in the David Johnston Research + Technology Park, Waterloo.

It's fair to say that Gaston Gonnet has certainly made a difference in Waterloo and in the world at large. He is one of the area's best kept secrets. He and colleague Frank Tompa, as a result of a project with the

“It's not cool to have a good time where you work, you have a good time with your friends, or doing something exotic. That's a horrible mistake, you have to enjoy your work.”

Oxford Dictionary group, were the first ever to search and retrieve information over an internet, using a search engine. This led to a science group being the first to index everything on the internet. Which led to a deal with Yahoo, as the first public search engine. However, management at Open Text decided to focus on areas other than search engines, while Google added a index page ranking system to the search function and then slowly took over the world.

Needless to say Gaston Gonnet has made quite a difference in the way the world manages information. Exchange caught up with Gonnet at the 25th anniversary of Waterloo Maple Software, earlier this year. There, the

small, energetic man whose computational contributions outweigh those of many academics, spoke of spirit, passion and will. He addressed the staff on what it takes to be successful and the importance to love what you're doing, always.

“What do I think makes someone a success and a company successful? When we were doing the Oxford English Dictionary project in Waterloo, we were really passionate about it, it was like, ‘Wow! We can do this, and we can do a little more’. I remember working with Frank Tompa, and sort of running down the corridor: ‘I've got this,’ and ‘I've got that,’ and when you do things, things that you want, you want to get rid of everything else and go and focus on that. You want to devote your time to

CONTINUED ON PAGE 29



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