



LOCAL FOOD AND LAURIER

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BARNRAISING ASSOCIATES



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BIOMATERIALS EXPERT

EXCHANGE

MAGAZINE FOR ENTREPRENEURS / ENTERPRISES / ECONOMIC DEVELOPERS / EDUCATORS

Vol. 31 No. 1 October 2013 - \$6.95

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EXCHANGE

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EXCHANGE magazine is a regional business publication published by Exchange Business Communication Inc., CEO Jon Rohr. Eight issues per year are distributed to each company in Kitchener, Waterloo, Cambridge, Guelph, and area as determined by Canada Post Business Postal Walks. **Subscriptions are available for \$85.43. Send cheque or money order to Exchange, PO Box 248, Waterloo ON N2J 4A4. Attn: Circulation Department.** Back issues are available for \$12.00 per copy. Phone: (519) 886-0298 x 302 Fax: (519) 886-6409. ISSN 0824-457X Copyright, 2012. No part of this magazine may be reproduced without written permission from the publisher.



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EVERYTHING'S CHANGED BUT THE PASSION

Agrifood industry is forward-thinking and complex

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

When I was a kid, I worked on a dairy farm every summer. I have tons of memories – most of them involving sweat, and smells, and sunshine.

That was a long time ago. But three years ago, my wife became the pastor of Thamesview United Church in Fullarton, where a significant number of the congregation are farmers. We get the opportunity to visit gigantic dairy operations, ride in modern harvesting equipment, drop in on maple syrup producers, and catch other glimpses of modern day farming.


The industry has changed completely. It's as technological as any other sector. It involves vast investments, and requires continual innovation.

What has not changed is the commitment farmers bring to the business.

In this issue of Exchange, we feature agriculture and food. A lot of us see farming through nostalgic eyes, remembering the farm in the 1960's. That's not an accurate perspective. Food production and processing is one of the biggest – some say, it is the biggest – business in our country. But because it happens out of sight of urban dwellers, it doesn't get the attention that it should command.

It was a treat to talk to people like Ontario Agricultural College Dean Robert Gordon, and Canada's Technology for Food founder Ted McKechnie. They are on the cutting edge of the agri-food industry, and their insights are acute.

What they do share with the farmers I knew then, and the men and women – and teenagers – I now see every Sunday, is, passion. I cannot imagine an industry more populated with passionate, dedicated, focused individuals.

It bodes well for the future of this increasingly complex business. 



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CONTINUALLY IN AWE

Building the foundation of food and farming



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It's the time of year where I become a little reflective. And in doing so, I ponder history, think about past economic periods and then, as feeble as it might sound, try to position just where our local economy is, in the vast economiverse, otherwise known as the global economy.

Once again this year, I am in awe of what goes on here. The industriousness of this area is impressive, our global reach is dynamic and our position for future opportunities, endless. We're in a good space.

This community has a unique planning approach to innovation. More importantly, it also has an accelerated or compressed approach. One sample of this is the confluence of our four globally significant educational institutions. All, by the way are within a 30 minute drive of each other.

For instance, the University of Guelph, which celebrates its 50th year in 2014, is home to the 140-year-old Ontario Agriculture College. Exchange interviewed Dean Robert Gordon and was amazed at the biological discoveries and perhaps more importantly, the filing of patents that occurs at that institution. Agriculture, after all, is the staple of our existence, more R&D will mean better productivity, and resource use and development. This in sectors like food, energy and materials.

Our take on innovation stretches to our ability to

the meet demands of investors, as indicated with this Issue's Making a Difference subject, Craig Richardson. I find it refreshing that when Conestoga College named its new food processing institute for him, it was because Richardson had earned it. It was bestowed on him by his peers, and colleagues. That's not an easy thing to do. Nor is it the norm in today's "put up the cash and name the building" mentality.

Richardson had other motivations. The remarkable rippling effect Richardson put in motion, with industry support will echo in the food processing industry for decades, further creating opportunity for additional research and development that is only imaginable. As it turns out, the industry now has a physical food processing collaboration centre, one of the strategic pillars Waterloo Region relies upon to position itself for future prosperity.

The situational fact that the institute is local, and with complementary food services less than 30 minutes down the street will make Waterloo Region an attractive place for more food processing companies, reversing a trend that nearly saw food processing in Waterloo Region disappear.

The accepted facts – that we need to eat, that the population will continue to grow, and that increasing demands will be experienced in our food's journey from farm to plate – is the future.



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FOOD AND TECHNOLOGY: A MARRIAGE MADE IN WATERLOO

Ted McKechnie gets right to the point: “The food industry in Canada is underserved by technology.” The result? “From a productivity standpoint, we don’t compete at all with the US.”

He underlines some key issues. First, despite the local focus on high tech, “Technology is not an industry in itself. It’s a vehicle to support other industries.” And second, the food industry hasn’t figured that out yet: “We [the food industry] don’t invest, we don’t drive technology as such.”

He knows the food industry, intimately, as a 30-year veteran of the business, including as a former President of Maple Leaf Foods. “I’m passionate about the food business,” he says.

And he wants to bring the tech and food sectors together to their mutual benefit. So, with the support of the Accelerator Centre, the city of Waterloo, and other community and industry leaders, he, along with Bob Kalbfleisch, has spearheaded the creation of Canada’s Technology For Food (CTFF).

CTFF is described as the country’s first innovation program focused on the food industry. McKechnie used his position as vice chair of the Waterloo Economic Development Committee to bring industry, community and academic representatives together with the goal of fostering innovation and accelerating the commercialization of technologies which can serve the food and beverage industry. And McKechnie has been doing this on his own time for more than a year; he says, “I want to give back to the community.”

He was able to do this because in March, 2012, he sold a company, Ethnic Food Group; at that point, he agreed to a three-month volunteer stint with CTFF. It has stretched out, a bit, and his volunteer efforts will eventually reach up to two years.

He’s not full time, but he has spent countless hours working with people in the industry – like initial contributors Pillar’s, Conestoga Meat Packers, and Brick Brewery; with leaders at universities and colleges; and with government representatives, especially the Ontario Ministry of Agriculture, Food and Rural Affairs. He knows the challenge: “Technology can be a huge support for the industry... but they don’t look at it that way.” McKechnie is out to alter their vision.

He’s a big fan of Waterloo Region; even when his work with large corporations meant his office was in Toronto, he remained rooted in the region, commuting to work. So he understands that the home of the Accelerator Centre is the perfect place to launch the CTFF. “Tech for food,” he says, “is right in our wheelhouse... Southwestern Ontario is the breadbasket of Ontario, and of Canada.”

Initial seed funding for the CTFF came from the city of Waterloo. McKechnie says, “I would give credit to the city of Waterloo, Mayor Halloran and Waterloo CAO Tim Anderson.” But he sees this connection as a bit of a two-edged sword – the support has been very helpful, and he continues to use office space at City Hall when necessary, but he also believes the CTFF has to become a priority right across the region, and he is seeking active support from the municipalities of Kitchener, Cambridge and Waterloo Region itself.

He is also working with four educational institutions, targeted because of their specific expertise – University of Guelph (food), Conestoga College (food technology), University of Waterloo (engineering), and Niagara College (wine and beer studies).

One of his first priorities was to meet with “the fabricators and the technology people who support fabrication.” There are a lot of them – McKechnie says there are 8,000 food processors in Canada, half of them in Ontario. And “99% of them have under \$500 million in sales.” That’s important information, he says, because it indicates that people in the industry probably don’t have the time or the inclination to collaborate together on research and development of technology. The CTFF has been created to carry that out on their behalf, working with individual beta sites to develop better tech that will then spin out across the entire industry.

McKechnie also set out to learn from others’ successes and challenges; he rec-



Ted McKechnie of CTFF

ognized that, two decades ago, the auto industry went through the same process in embracing new technology. So he met with Toyota’s Ray Tanguay, Linamar’s Linda Hasenfratz, and top executives at GM, Magna and ATS. He discovered what they did right – incorporating a high-tech vision – and what was not so successful (full collaboration between competitors). He brings those insights back to his work with food and beverage processors.

The immediate goal is to lock down funding for the CTFF. Funding applications are currently before several potential funders, including provincial and federal sources, and McKechnie hopes to have the arrangements finalized in the first three months of 2014.

McKechnie sees advantages far beyond the economic. He points to the increasing focus on food safety. The marriage of the food and tech industries, he believes, is the answer. “Let’s find a way to build an integrated food safety system” that is more effective, less costly, and of higher quality, he says.

His aims are not small. He hopes to “develop world-class technology for food,” and to “build a global network for technology and food.” He lists three phases in his plan: first, Waterloo and southwestern Ontario (he’s already in meetings with other municipalities in the province); second, all of Ontario; third, Canada and the world. He sees the CTFF and the Accelerator Centre playing a key role, enabling the commercialization of the new technologies for Canada and the world. – Paul Knowles



Political leaders turned out in full force to lend support to the merchants and owners of St. Jacobs Farmers Market, following the Labour Day fire that destroyed the building. Shown are Ontario Premier Kathleen Wynne, with Regional Chair Ken Seiling, centre, and Woolwich Mayor Todd Cowan, right.

ST. JACOBS MARKET TO REBUILD

The Labour Day destruction of the St. Jacobs Farmers' Market inspired an almost unprecedented outpouring of community support. The loss of the main market building – estimated at \$2 million – left 60 vendors without a commercial home, but the Mercedes Corporation, owner of the property and much other St. Jacobs real estate, vowed to rebuild as soon as possible.

Ross Shantz, who with his brother, the late Milo Shantz, is a founder of Mercedes Corporation, told Exchange the loss was “absolutely devastating.”

Remarkably, the outdoor sections of the market were open for business on the Thursday following the blaze, although few of the businesses displaced by the fire were operating in the open air space. Present, though, were thousands of supportive shoppers, as well as Ontario Premier Kathleen Wynne, Waterloo Regional Chair Ken Seiling, Kitchener Centre MP John Milloy, Kitchener-Conestoga MPP Michael Harris, Woolwich Mayor Todd Cowan and other community leaders.

Ross Shantz said that, at that point, it was “too early” to offer details about what arrangements could be made for the businesses that had been located inside the building, many of whom had suffered significant losses of inventory. Some carried no insurance. Shantz added, “There will have to be a temporary setup for the vendors that were in there. It takes time to plan for how the building should be.”

Commenting on the community response, Shantz said, “It’s really heartwarming. It’s a meeting place for people, we hear that clearly. People enjoy it. We’re grateful to the community, to everyone who supports it.”

Soon after the fire, farm markets and other venues in centres like Kitchener and Cambridge had offered displaced merchants opportunities to open for business in those centres; it was not clear in the early days if any, or how many, of the homeless merchants had accepted such offers.

The fire was investigated by the Ontario Fire Marshall’s Office, which concluded it’s on-site investigations within days, but had announced no conclusions about the cause of the fire.

The St. Jacobs farmer’s market is a historic fixture, but the building that was lost in the fire was only 26 years old. However, that was long enough ago that current building regulations did not apply at the time of its construction – the building had no sprinkler system, and was a wood structure. Officials of the Mercedes Corporation, while pledging to rebuild, also stated that no details concerning a new structure had been decided upon. The building that was lost covered 24,000 square feet, on two storeys. The adjacent Ontario Livestock Exchange was not damaged.

GROW, BUY AND CONSUME LOCAL FOOD

Food grown and consumed locally across Canada should be more deeply integrated into the broader national food distribution system, a move that would benefit local producers and ultimately the whole food economy, according to a new Conference Board of Canada report. Most food grown locally in Canada is currently sold through large retail chains and major distributors within the food system, a pattern that is likely to continue.

“Local food is a growing part of the Canadian food system and interest has surged in recent years,” said Michael Bloom, Vice-President, Organizational Effectiveness and Learning. “What we’re finding is that there is room to expand the role of local food systems in Canada, and that in doing so, there are significant economic benefits to be realized.”

The Centre for Food in Canada report, “Cultivating Opportunities: Canada’s Growing Appetite for Local Food,” finds that the economic impact of local food systems is most significant in Quebec and Ontario.

Across Canada, 20% of food is consumed within the same province in which it is produced—a widely-used definition of local food. Quebec leads with 29% of the province’s overall food production (in total dollar value) being consumed by Quebecers. In Ontario, 24% of food produced (by value) is eaten within the province. Locally-produced food also makes up a substantial share of the food consumed in British Columbia (16%) and Nova Scotia (13%).

For the purposes of this research, local food is defined as food consumed as close to where it is produced and processed as is reasonably possible, taking into account regional differences in seasonality and availability.

Highlights of the study’s findings:

- Interest in local food is being driven by concerns about quality, health and nutrition, food safety, local economics and farmers, and the environment.
- The bulk of local food in Canada is sold through large retail chains and major distributors, a pattern that is expected to continue in the future. Local food systems have economic benefits for a wide range of businesses. The largest economic benefits go to small and medium sized producers, as well as retailers and

food service operators that focus on niche and premium markets.

- Local food is not a stand-alone solution to public concerns about the food system. Non-local food plays an important role in providing Canadians with access to a wide variety of products; Canada also benefits from global trade in food.

Consumers indicate that some of their motivation for purchasing local food is to support their local economy and farmers. Many also believe that local produce is fresher than alternatives. Availability, convenience, and the price of some local food products, are the main barriers preventing consumers from buying local food.

The report recommends a number of actions that to support local food systems:

- Provide small and medium producers with additional information and guidance on direct marketing and selling local products to large retailers in the broader food system.
- Retailers, food service operators and distributors should extend their work with local producers to increase the availability and visibility of local food, and label these products as local.
- Governments - both provincial and local - could expand their leadership in local food marketing and labelling initiatives.
- Public sector institutions could make procurement of local food a priority when cost-effective and efficient to do so.

XQuote

“Nine out of 10 Canadians believe Canada needs a pan-Canadian strategy for seniors’ health care at home, hospitals, hospices and long-term facilities... The results of this year’s Canadian Medical Association report card send a clear and direct message to policy-makers and public office holders that all levels of government need to act to address the demographic tsunami that is heading toward the health care system... The anxiety Canadians have about health care in their so-called golden years is both real and well-founded. Let there be no doubt that a national strategy for seniors health care should be a federal priority.” -CMA President Dr. Anna Reid.

THE REINVENTION OF ALAN QUARRY

His birth certificate reveals he was born in 1952. His body backs this up, as he resembles many of his contemporaries. Silver hair, glasses and laugh lines long-since turned to real wrinkles. But that's just his exterior. In his head, he says he is much younger - 24 years old, to be exact, "and that's a really good place to be." It's from this youthful mindset that Alan Quarry, longtime businessman, global branding expert; university instructor and community supporter launches his newest, personal startup - BarnRaising Associates. Its raison d'être is to help North American not-for-profit associations and social entrepreneurs build brand equity.

"BarnRaising will use cloud-based, inbound marketing and social media platforms to help our clients build their brands, develop strategy and attract more contributors," says Quarry. "There is a fee-for-service integrated with performance-based compensation. This is not a pro bono operation, however 25% of the fee will be returned to the client, in the form of a cash donation."

That's right, instead of simply discounting the fee up front, he's going to charge full pop and then give them back exactly one quarter of what they paid BarnRaising in the first place.

Why would a man who has made a comfortable living as the head of Quarry Integrated Communications (QIC), a successful multi-national, 40-year-old branding firm based in St. Jacobs, take on such an unproven business model in a world where "branding and strategy" is offered by thousands of North American competitors?

"It's strategy," says Quarry. Using his 30 years of brand equity building expertise garnered at the helm of a firm that has helped BlackBerry, Syngenta Canada, John Deere, Acklands-Grainger and eBay make inroads into an increasingly complex global marketplace, Quarry knows that discounted and pro bono work "cheapens the value of the work" in the minds of clients. Free is the enemy of value in world where we pay for goods and services, according to Quarry. Yet it's not just a clever twist on fee-for-service or targeting naïve, niche markets. Quarry, who is funding this new venture personally, comes at this from a philanthropic point of view.

"I don't have the kind of money to write the big cheques," says Quarry, referring to the benefactors who contribute millions of dollars to endow charities, "but I can help build socially responsible brands."

Helps those who help others

For Quarry, it is his brand equity-building expertise that can catapult a not-for-profit organization from the fringes of public consciousness to centre stage where contributors are confident their donations are creating change.

Creating positive change, or as he often says, "shift happens," is a driving force for Quarry. His reputation, and that of QIC where he is chairman and majority shareholder, is sterling. He is known for his generosity, especially when it comes to mentoring young people and sharing knowledge.

Natalie MacNeil, 27, entrepreneur, Emmy award-winning producer, best-selling author and founder of one of the world's top blogs for women, She Takes On The World, is a fan of Quarry, as well as one of the people he has mentored.

"I adore him, every relationship is a two-way street with him," says MacNeil. "What I really appreciate about Alan he is one of those people who doesn't look at young people as less experienced than himself. He's happy to share his own experiences and it always feels like you are talking to a friend who has respect for you."

MacNeil met Quarry through the Golden Triangle Angel Network, where Quarry is a member (he is also an angel investor in three local startups). "He's usually right on the money," she says. "One of the things that I really appreciate [about Quarry] is that he told me when you make a decision you have to know it's the right decision and you can't second guess it. I always know I can go to Alan for inspiration and collaboration."

Advising startups

Quarry's youthful enthusiasm is apparent as he reveals he is also about to plunge into a new role as one of six Entrepreneurs in Residence at Communitech in Kitchener. For two and a half days a week, Quarry will be advising and working with startups so they can leapfrog over the competition, while getting branding right the first time. He's not worried about the potential 40-year age gap between him and the young startup founders. Quarry is an "early adopter" and has consistently led QIC to the very edges of technology in order to better serve client needs. In the 1990s, it was QIC who developed some of the very first interactive websites and



Celebrating 30 years at Quarry, Alan Quarry, Chairman of Quarry Communications launches his own BarnRaising Associates

saw customer insight marketing as the way of the future. With a wink and nod to the early days, Quarry keeps his 1991 Mac Classic II (2 MB) in plain sight in his St. Jacob's office. Back then it was leading technology from an upstart company. He is not afraid of the future.

Brand ethnography pioneer

At Communitech, Quarry's style is one that a nascent business would do well to emulate. He, along with his QIC partners Glen Drummond, Ken Whyte and Jay Fournier have created a company culture that forms the bedrock of their success. Fifteen years ago, Quarry developed a prescient mantra for his QIC team, "Think and feel like the customer ...always anticipate and have fun." This insight, which precedes brand ethnography thinking by a decade, is simply part of Quarry's personal character; he is, by all accounts, a truly decent man who cares about people and wants to deliver the best while being his best. This attitude and work ethic has inspired loyalty among his clients and his employees.

Glen Drummond, QIC's chief innovation officer for the last decade, has been with the organization since he graduated with a degree in literature in 1984. "One thing a literature degree teaches you is just how important character is in predicting how things are going to work out. When I first met Bob [Alan's father and founder of Quarry] and Alan, it struck me immediately those these were good, ethical, smart and kind people. Those qualities were the right qualities to take a risk on."

Lights, camera, insight

Risk taking and new ventures seem to be Quarry's personal fountain of youth. Last June, he launched AQ's Blog and Grill, which is a professionally produced internet video show where he lightly "grills" movers and shakers from startups and the branding world in order to give other entrepreneurs insights on all levels of branding and strategy. He knows that many young firms cannot afford extensive marketing campaigns, but he believes every entrepreneur must have a grip on branding if they are to be successful. For Quarry, branding is what pulls people into desiring a relationship with a product, service, organization and/or goal.

Yet in the end, it's the confluence of Quarry's ability to build brand equity and desire to live out one of his favourite quotes from NCAA basketball Coach John Wooden, "You can't live a perfect day without doing something for someone who will never be able to repay you" that has led to Quarry's reinvention. He figures the best use of his talent to help those organizations that are helping others. For him that's a perfect business. - Angela Pause

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PLANTFORM - BIOSIMILAR DRUG TO COMBAT BREAST CANCER



Dr. Don Stewart

Atlantic Assets Trust Limited of Edinburgh, Scotland has signed an agreement to invest a total of \$2 million in PlantForm Corporation to support manufacturing process scale up and other activities required to complete Phase 1 clinical trials for the company's first biosimilar drug candidate, a plant-produced version of the breast cancer drug Herceptin® (trastuzumab). The funding will enable PlantForm to produce the antibody drug in the quantities required for Phase 1 clinical trials, and to perform the necessary characterization and analysis of the drug.

Plantform is a Canadian company with headquarters in Guelph that was formed in 2008 to commercialize a plant-based manufacturing platform for low-cost monoclonal antibodies, protein drugs and vaccines for cancer and other critical illnesses.

The company's website states that its "technology platform provides several

advantages over mammalian cell culture and other fermentation systems used to produce most biologic drugs on the market today: it's fast, efficient, highly versatile (for new product development) and easily scalable. Best of all, it's capable of reducing manufacturing costs for life-saving drugs by up to 90%."

Atlantic Assets Trust Limited is managed by Scott Investment Partners LLP, which is based in Henley-on-Thames, U.K. The agreement gives Atlantic Assets Trust a 20% equity position in PlantForm.

"This investment recognizes the value of PlantForm's biologic drug program," said Dr. Don Stewart, PlantForm President and CEO. "It allows the company to take a major step forward as we bring a low-cost version of this important breast cancer drug to market. We're very pleased and look forward to further demonstrating the capabilities of our technology."

"PlantForm's technology is truly groundbreaking and will play a major role in the future of low-cost pharmaceutical biologics," said Dr. Oliver Mahony, Director of Atlantic Assets Trust Limited. "We are privileged to partner with PlantForm and we are looking forward to growing with them over the coming years."

PlantForm's biosimilar trastuzumab product has demonstrated equivalent purity and activity compared to Herceptin® in lab studies published in the *Journal of Agricultural and Food Chemistry*. Animal efficacy studies have shown that PlantForm's drug is as effective as the commercial antibody in reducing the size and growth rate of breast cancer tumours.

Herceptin® has global sales of approximately \$6 billion annually, and its patents begin to expire in 2014. PlantForm aims to launch its biosimilar trastuzumab, in

partnership with a pharmaceutical company, in world markets, beginning in Europe in 2017.

PlantForm Corporation's low-cost, plant-based manufacturing platform is designed to produce a wide range of monoclonal antibodies, protein drugs and vaccines for cancer and other critical illnesses. The company's pipeline also includes biosimilar versions of two additional antibody drugs for cancer; antibodies for the treatment of human immunodeficiency virus (HIV), funded by the Canadian HIV Vaccine Initiative; and an enzyme to protect against nerve agent exposure, under contract with the U.S. Defense Advanced Research Projects Agency. Projected revenue is more than \$120 million by 2017.



Historians Marie Voisin and Ernie Ritz stand in front of some of the historic buildings of downtown New Hamburg. To the left, behind them, is a building constructed in 1914, which first housed The Standard Reliance Trust Company; prior to that, the property was a laneway between older buildings, including the Commercial Hotel, detail shown right, built in 1876.

BOOKS

RESEARCHERS TACKLE BIG JOB IN A SMALL TOWN

Two New Hamburg researchers and writers are taking on a major historical challenge. Marie Voisin and Ernie Ritz are researching and publishing two volumes documenting the historic buildings of the original Village of New Hamburg – volume one, entitled "New Hamburg's Historical Houses", focuses on the heritage homes, and volume two, the historic businesses of the community. The books will detail the history of ownership of the buildings, and photographs of the original details of as many of these interesting buildings as possible. As well, they are including what they have termed "ghost buildings" – historic structures that have been already been demolished. It's a significant undertaking – about 350 homes are on the research list, and about 150 businesses. Work on the first volume will culminate in publication in late 2014.

Marie Voisin's most recent book was entitled "William Scott and His Extended Family", a detailed biography of one of the early residents and entrepreneurial pioneers in New Hamburg. Ernie Ritz, a former mayor of New Hamburg and former member of Regional Council, is the author of "New Hamburg As It Really Was", a history of the community.

GROWTH IN GUELPH - HANLON CREEK BUSINESS PARK

Greenfield development is in full swing in Guelph Ontario, through the Hanlon Creek Business Park plan which first came to light at the turn of the century after 675 acres of land were annexed by the City of Guelph. The lands are north of the 401, stretching along Guelph's four-lane thoroughfare, the Hanlon Expressway, a well travelled roadway that connects Guelph to Southern Ontario's transportation corridor, the 401.

After taking seven years dedicated to getting various approvals, the City of Guelph put a quarter of those lands on the market. CBRE, a global commercial real-estate organization represents sales for a large part of the greenfield development. Officially, the park has been up for sale since 2010-11, when all of the planning processes, the pre-grading and the installation of services that building owners require were finished.

In Southern Ontario, as close as we are to Toronto, this size of a commercial parcel is considered a "large property" and is also considered to be available at half the cost of Toronto lands. In total, Guelph has 400-500 acres of employment land, says Jim Mairs, Senior Economic Development Officer for the City of Guelph. With a relatively low cost per acre of \$300-\$325 thousand, it remains competitive with higher priced properties located west of the GTA. The Hanlon Creek property is located around some wetlands, and "when you net out the wetland complex, and net out the roads and storm ponds, you have about 380 net saleable acres," says Mairs.

The business park that is zoned for a "wide range of uses", has a number of vested partners involved, "it's not just the City" Mairs tells Exchange. There are in fact four land owners of the park. There are two private developers who are in the business of ICI development - Belmont Equity Group and Cooper Construction. Belmont Equity and the City of Guelph own lands north of Laird Rd., which are considered Phase 1 lands. Phase two lands, located on the southeast corner of the property, are currently owned by Cooper Construction.

Cooper has approximately 120 net saleable acres and generally can accommodate the larger sized developments. Between Belmont and the City of Guelph, "there are probably another 100 acres in Phase 1." Between the two phases, there are about 200-plus acres available for sale and development today." Phase 3 are the remaining lands, which are now going through the engineering and planning stages. "it will be a couple of years down the road before lands will be ready for sale."

There are no buildings yet in Phase 2, but Cooper is said to have sold some land to a developer who is investing in a six-floor medical centre to serve the City of Guelph. Phase 1 has a number of building built and in transition. Each phase provides a broad range of uses. Mairs says, "there is no reason today why a office building can't coexist with an industrial building, which means there is opportunity to provide some mixed uses within the park."

Easily accessible from the 401 along Highway 6, the south end of Guelph is the growth area in terms of neighbourhoods and commercial centres.



Jim Mairs is Guelph's Senior Economic Development Officer

The park has a unique feature that will provide opportunities for combined heating and cooling for the new buildings. Mairs states that businesses that are already under construction are participating in this unique venture which is in cooperation with Guelph Hydro.

Fusion Homes head office is up and occupied, the new head office and Eastern Canada distribution facility for Wurth Canada is building a 110,000 sq. foot building, to replace their facility which is currently located in Mississauga. Wurth is relocating and expanding their head office and distribution centre to Guelph. Wurth will employ approximately 110 local people, but as a sales office will attract new people in and out of the community on a ongoing basis.



Photo courtesy Marie Voisin

BOT HAS PAST PRESIDENTS REUNION

Past Presidents of the New Hamburg Board of Trade gathered recently, for a networking opportunity, a friendly beverage or two, and a photo op.

The photo was taken in front of the Board of Trade offices in New Hamburg, a joint project of the Board and the Township of Wilmot in the 1990s.

The Board of Trade has been in operation in its current incarnation since 1950, although there is evidence a similar body existed in New Hamburg in the 19th century. All but two living past-presidents were able to attend the event; absent were John Steifelmeyer and Edward Innes.

Shown, front, from left, are Past Presidents Ed Lemont, David Seyler, Ernie Ritz, current President Tim Bender, President-elect Steve Wagler, immediate Past President Paul Knowles; second row, Past Presidents Sam Lucibello, Leslie Elkeer, Bob Starr, Audrey Cook, Larry Zehr; back row, Past Presidents John Hanson, Carl Junker, Bruce Junker, David Sapelak and Hollis Stock.

MANY CANADIANS AVOID SHOPPING ONLINE

Think Canadians are savvy online shoppers? Think again. A new international study commissioned by RetailMeNot.ca reveals that 22% of Canadians never buy anything online, compared with only 6% of both Germans and Britons, and 4% of the Chinese.

Americans fall in the middle of the pack, with 12% shunning online retail.

Put another way, of course, this also suggests that a large percentage, 78%, have, in fact, shopped on line.

The study also showed that 15% of Canadians never look for deals and offers on products and are the least likely out of all 11 countries surveyed to visit a price comparison website (6%).

"The vast majority of Canadian consumers have shopped online. Yet, with three in four still shopping primarily in-store, our research of more than 10,000 consumers in 11 countries shows Canadian consumers have yet to embrace online shopping at the levels of consumers in the UK and Germany. That behaviour is consistent with Canadians looking for deals and discounts offline in their weekly flyers versus online," says Josh Harding, vice president of global operations for RetailMeNot, Inc.

Other Canadian findings:

- Men are more likely than women to shop primarily online, either via retailers' e-commerce website and/or on their mobile device (31% vs. 22%);
- Only 4% of Canadians surveyed look for deals and offers primarily via social media; and
- Quebec has the highest percentage of respondents who never buy online (29%).

Internationally, only 12% of respondents have used a QR code to find out more information about a product. Germans are most likely to use a QR code (20%).

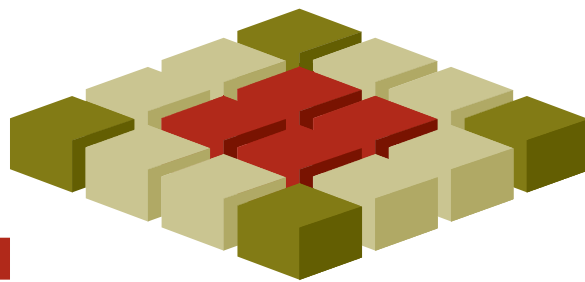
Internationally, only 15% of respondents said they preferred the privacy of shopping online rather than going to a store, with Canadians at 14%. However, 30% of respondents from both China and India indicated they prefer the privacy of shopping online.



Each with 28%, Canadians, Americans and Germans mainly look for coupons and vouchers in the newspaper or mail, ahead of the international average of 16% for the rest of the countries in the study.

The Chinese (5%), as well as Britons (6%), are among the least likely to do so.

Canadians are also among the least likely to use their mobile device for shopping (40%), joined at the bottom by the French (30%) and Dutch (41%). Survey respondents in India (82%) and China (76%) are the most likely to use their mobile devices to shop for items and deals.



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LEADING THE LEADERS

ONTARIO AGRICULTURAL COLLEGE IS A HOTBED OF INNOVATION

BY PAUL KNOWLES



OAC Dean Robert Gordon



The ivy-covered halls of academia at Ontario Agricultural College may disguise the fact that this institution is doing cutting-edge research and leads the country in creating patents.

Dr. Robert Gordon has a gigantic constituency. Of course, since he is Dean of the Ontario Agricultural College, he is responsible to the faculty and students of OAC, at all of its campuses – at Guelph, Kemptville, Ridgetown and Alfred. And since the OAC is an integral and pivotal part of the University of Guelph, he has responsibilities there, too.

But Gordon's vision for his own job stretches way beyond those academic horizons. He believes he, and the OAC in general, has a vital role to play in the entire

The agricultural industry is the second largest in the country, with more economic impact than any other field except the automotive sector.

agricultural industry, from farm to processor to marketer and ultimately to consumer. The agricultural industry – yes, the one that keeps reminding urbanites that “Farmers Feed Cities” – is the second largest in the country, with more economic impact than any other field except the automotive sector. Gordon sees the OAC as a leader in research and development, in problem solving, and perhaps most importantly, in developing new partnerships right across the agri-spectrum. “New partnerships,” he says, “are evolving in agriculture and food.”

Gordon is committed to the OAC being a key player in any and all of this partner-

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ships. And he's on a time line to achieve his goals – he has just begun the second of two five-year terms as Dean, and this will be the final term. That is definite, because the University of Guelph has an unusual rule that deans may serve only two, five-year terms.

So Robert Gordon has four years-plus to make his mark.

There is no lack of opportunity. One

Various crops will not only produce renewable biofuels to run our vehicles, they will be used to produce an array of “biomaterials” that can be turned to everything from car parts and furniture, to building materials and new kinds of rubber.

current focus is “food and health”, an area that has drawn more than its fair share of attention in the marketplace in recent years. OAC is in preliminary discussions with the University of Toronto Medical School concerning partnerships in food and health research.

Bio-materials

He also points to an increasing amount of work being done in “bio-materials”. Seven years ago, the university founded a bioproducts discovery and development centre, but more recently, the emphasis has been ratcheted up significantly, with the establishment by the province of the Premier's Chair on Biomaterials. The OAC recruited Dr. Amar Mohanty from the University of Michigan – an unusual decision that Gordon describes as “embedding a chemical engineer” in a department focused on botany.

The U of G website states: “Amar Mohanty has a radical vision of the future global economy.

“Plants are an integral part of it. Mohanty, the U of G's new research chair in biomaterials and transportation, and a professor in the department of plant agriculture, outlined a not-too-distant future scenario in which plants become the foundation of the economy: ‘Various crops will not only produce renewable biofuels to run our vehicles, they will be used to produce an array of “biomaterials” that can be turned to everything from car parts and



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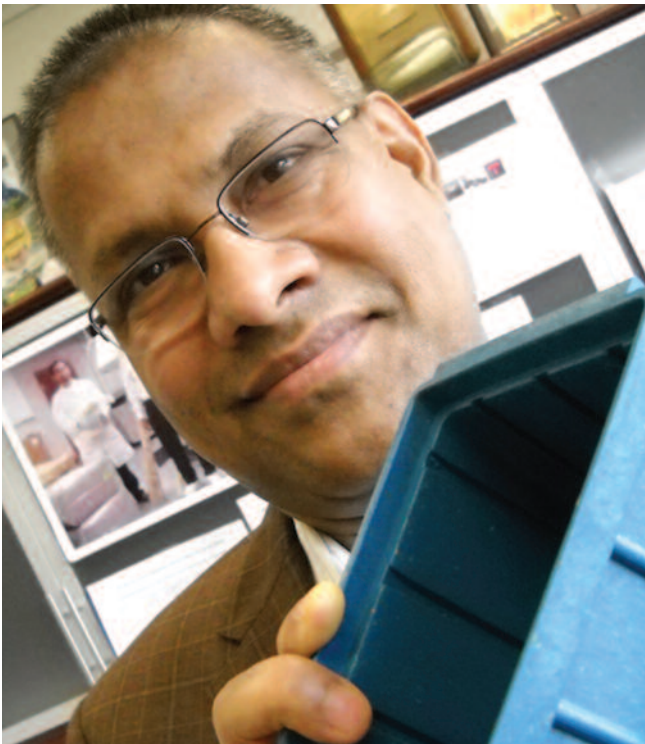
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Dr. Amar Mohanty was recruited from the University of Michigan – an unusual decision that Gordon describes as “embedding a chemical engineer” in a department focused on botany. Cupped in Amar Mohanty’s hands is an item that looks and feels like ordinary plastic and is meant to hold anything from small parts in a garage or carpentry shop to pens and pencils on your desk; this bio-bin combines post-consumer plastic with natural plant fibres, notably switchgrass.

furniture, to building materials and new kinds of rubber.’

“Mohanty, a world expert in the production of biomaterials, said the technology currently exists to turn plant materials into resins, polymers and tough fibres for the production of petroleum-free plastics. In fact, he said, ‘that knowledge has been around for about a hundred years. Unlike the plastics we are currently dependent on, these plant-based plastics are biodegradable, and the crops that produce them are completely renewable.’”

Gordon sees the potential for the development of biomaterials from some of the major crops produced in the province of Ontario

– high-flying science with the very practical result of increased marketplace for the products produced by farmers.

It also means that much research at the university will be focused on “bio-engineering” – plant breeding, with the goal of developing “specific varieties that will be more efficient at producing agricultural biomass.”

Gordon says that a lot of emphasis is being placed on develop-

University of Guelph faculty lead the country’s universities in number of “patents and disclosures” per faculty member – and 90% of those patents and disclosures are generated from the Ontario Agricultural College.

ing sources of bio-energy. “One key area is the production of agricultural biomass as an energy source,” he says.

“A catalyst”

It may still be true that, in the public mind, “agriculture” is not a term that conjures up ideas of “innovation”. But Gordon would argue that such a mindset is flat wrong. He sees nothing but opportunities for innovation in the agricultural fields. He believes agriculture can be a solution for a wide variety of marketplace challenges.

OAC has existed for 140 years, launched long before the relatively young University of Guelph, which is celebrating 50 years. But its traditions are not a barrier to innovation, says the Dean. He calls the school, and its work in research, “a catalyst”.

It helps his cause that the current trend in post-secondary education is toward specialization; universities are expected to excel in specific and unique areas. Guelph has an unchallenged role in agriculture – and that means a lot more than it sounds at first hearing.

The OAC Dean has a lot of loyalty to his school, not only as a faculty member and leader, but as a grad – he earned his PhD here, after attending college in Truro in his native province of

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Because of the University of Guelph's term limits on the office of Dean, Robert Gordon has less than five years to see his vision through to reality – and he is working hard to accomplish just that.

Nova Scotia, and then completing an MA at Magill.

Gordon believes that his college should be tackling diverse tasks simultaneously. While research and innovation is impor-

essentially academic. But they are essential to academics, if Guelph is going to lead the agri-industry in reality, as well as in name. And Gordon enjoys his job, while still taking the opportunity to get in

“Our role is developing strong, science-based” information.

“Having people like our faculty engaged in this discussion adds some real value.”

tant, he believes OAC still must also be training farmers, and agri-industry leaders.

But it will also be the place that changes that very industry. And that means research. And a growing emphasis on research means that the Dean's job includes fundraising and promotion and public relations and public speaking and... a lot of things that don't sound

front of a classroom whenever possible.

His job also involves creating opportunities for his faculty members to excel. “We're trying to create an environment where we're encouraging faculty” to develop innovations in biomaterials and other key areas. It may surprise readers to learn that University of Guelph faculty lead the country's universities in number of “patents and disclosures” per faculty

member – and 90% of those patents and disclosures are generated from the Ontario Agricultural College.

Pragmatic innovation

One thing that becomes clear is that, as esoteric as “innovation” may sound, the researchers at OAC keep their feet very much planted in reality. For example, as they explore developing energy sources from biomass, they are looking at such practical materials as, well, manure. Gordon asks, “can we do better at capturing methane from livestock production systems, and turning that into energy?”

University researchers are also spending time examining current, and sometimes controversial, energy sources, such as solar and wind power. The Dean says UofG scientists are looking at ways of “developing technology to optimize them... but also looking at “conflicts” that have arisen about the economies – and potential health challenges – of these energy sources. In that area, he is clear: “our role is developing strong, science-based” information. “Having people like our faculty engaged in this discussion adds some real value.”



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He lauds the OAC faculty – which numbers 150 at the four campuses and two research stations (Vineland and Simcoe) – for their dedication and research efforts.

The ongoing goal of all of these people? “To be solution providers,” says Gordon.

Funding conflicts?

As noted, part of any Dean’s job description involves corporate relations – more bluntly, fundraising. He’s good at it – it’s one of his markers of the success of his first term as Dean. “There have been some fantastic things,” he says. “Enrollment is way up,

“This industry has some real challenges ahead of it, but at the same time, it’s quite recession-proof... We always have to eat.”

and research funding is up substantially.”

Exchange asked Gordon if funding from multi-national corporations has any deleterious impact on the integrity of the research, especially in areas like plant breeding.

No, says the Dean. “For a lot of our plant breeding programs, funding from large multi-nationals tends to be quite small, compared to other sources.... The bulk of our research funding comes from OMAFRA (the Ontario Ministry of Agriculture, Food and Rural Affairs).” Other sources including federal funding, other provincial sources, and “provincial, national and international agri-business.”

Agri-challenges

One challenge that is faced by the entire agricultural industry, says Gordon, is, simply, change. “The industry has evolved. We have fewer farms. There are some real challenges for new entrants – capital costs, cost of land.”

But he’s in the ideal place to see the pluses, as well as the challenges. “There are some real, positive success stories of new people who have gotten involved in the industry.” He adds, “This industry has some real challenges ahead of it, but at the same time, it’s quite recession-proof.” In simplest terms: “We always have to eat.”

The Dean says that it will continue to be important to find ways to bring new entrants into the farm business, while also supporting those who are devoted to the family farm. These two groups have at least one thing in common; he says “farmers are a passionate group.”

And let’s be clear: “Our industry is extremely strong in this province,” he says. That’s a key talking point for everyone who is part of the OAC. Faculty members spend a lot of time in front of industry groups, sharing researching and speaking to farmers, processors, and everyone across the business. OAC reps also spend a lot of time speaking to high school students – working hard to recruit promising students to the agricultural industry.

The field is not high on many high school students’ radar screen, but Gordon thinks it should be – and not only because he’s paid to say so. He says the potential for challenging employment across the spectrum of the agricultural industry is enormous, and students should be giving the idea more than a second look. “We’ve been very aggressive at trying to recruit students who might not have thought of OAC as a program” that would interest them. He stresses the importance of “our ability to continue to communicate to the non-traditional student about the exciting opportunities that come through an OAC education.”

In fact, he says, “there are more jobs waiting for graduates than we have graduates.”

And their efforts to attract “non traditional students” are bearing fruit, he says.

And that bodes well for the future of agriculture in Ontario. “We need to have people bringing diverse skills... we will continue to grow the opportunities.”

Gordon contends that Ontario’s agri-business is ideally located – a strong production community in close proximity to major population centres.

A successful future will be the result of finding ways to bolster the industry’s production capacity, while finding new and innovative markets for that product.

So Dean Gordon is committed to “getting the word out about the opportunities, the future potential of the agricultural industry in this province.”

He leans forward: “We take very seriously the role we play in supplying the next generation of leaders in the agricultural industry.”

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LEAVING CANADA, EH?

by ED ARBUCKLE

Tax Planning and your departure

We live in a very mobile society these days. People regularly move from country to country. In Waterloo our itinerant population is as big as it gets. With a significant hi-tech and academic population mix from all over the world, borders just become signposts. In Canada, like most countries of the world, this coming and going has tax consequences.

There are rules in our Income Tax Act that spell out

deemed capital gains on the assets you own at departure. And finally, you should understand how you can avoid double taxation and the punitive penalties that apply for overlooking filings or late filing. As far as Canada is concerned, the good thing is that when you are done with departure tax filings you are done. That's quite different than the United States which continues to tax its citizens no matter where they live in the world



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The taxation rules in Canada and the new country will be quite different so it is important to get some help with these rules in advance.

the tax implications and filing processes when you cease to be a resident of Canada. In general, you need to understand the impact of three separate sets of rules and the interplay between them: 1) rules in the Canadian Income Tax Act, 2) tax rules of the other country and 3) rules in international tax agreements between Canada and the other country. To be more specific, you need to identify how each of your various sources of income will be taxed in both countries in the year you change residence and how the income will be divided between them. And then there is the matter of tax on

or whether or not they have US income.

The reporting of employment and investment income is a fairly standard issue, but the reporting of capital gains on the disposition of property (actual or deemed) is a bigger concern. It gets more complicated when you factor in the departure tax on the deemed sale of assets. After you leave Canada, you will eventually pay tax on the unrealized appreciation in the value of the assets you owned when you left Canada. The gains on certain assets will be reported at the time of departure (on your final tax return) but other gains

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(most notably on Canadian real estate) are not reported until the property is actually sold.

Obviously, the taxation rules in Canada and the new country will be quite different so it is important to get some help with these rules in advance to avoid the traps, penalties and possibly double taxation. For example, the United States only recognizes the actual cost of your assets in their tax filings after you move there, so you may want to sell certain assets and repurchase them before you leave Canada to increase your cost to current values for US tax purposes. Canada has a tax treaty with virtually all of the developed countries of the world. Tax treaties are designed to eliminate the contradictions between the tax rules in the departing country and the new country of residence. Tax treaty provisions trump domestic tax law. They work reasonably well but not perfectly and therefore you may need some professional help.

If you are about to leave Canada, here are some concerns you should check out well in advance:

- Are you really becoming a non-resident of Canada?
- Do the rules change if you have only lived in Canada for five years or less?
- What are the implications if you do not sell your home until after leaving Canada?
- What special tax filings and elections does Canada want and what are the filing deadlines?
- If you rent out property after you leave, how is that handled?
- If you overlook some of your filings, can you file a voluntary disclosure with CRA and avoid penalties?
- Maybe, just maybe, you might come back to Canada and does that matter?

Tax planning your departure from Canada is different for almost everyone. I suggest you think carefully about your situation and get some advice if your situation is at all complicated.

There are many forms to file when you are heading out of Canada but most of them are filed after you leave Canada. Here is a list with filing dates noted:

- T1 Personal tax return (final); due April 30 following year of emigration
- T1161 List of properties of an emigrant of Canada; due with final tax return
- T1243 Deemed disposition of property by an emigrant of Canada; due with final return
- T1244 Election under subsection 220(4.5) of the Income Tax Act to defer payment of tax on income relating to the deemed disposition of property; due with final return
- T2062 Request by a non-resident

Leaving Canada for good is a tricky business. Start thinking about the issues as far in advance as you can.

of Canada for a certificate of compliance related to the disposition of taxable Canadian property; due within 10 days of sale of property

- NR6 Undertaking to file an income tax return by a non-resident receiving rent from real property or receiving a timber royalty; due annually before first day of taxation year (including withholding account identification)
- T2068 Certificate – The Disposition of Property by a Non-Resident of Canada (Certificate of Compliance)


- T1159 Income tax return making election under section 216; due by June 30 following tax year (section 216(1) election)
- Letter Election to defer gain on

change of use of a principal residence; due with tax return for year of sale

- T2091 Designation of a property as a principal residence; due with tax return for year of sale
- 5013-R Income tax and benefit return for non-residents and deemed residents of Canada for sale of real estate; due after receive Certificate of Compliance
- Letter Election to ignore change of use of principal residence under subsection 45(2); due with tax return for the year
- NR4 Non-resident tax withholding, remitting and reporting; due by the 15th of the month after rent receipt (see T4144 – guide for electing under section 216)

A client left Canada in 2005 (details have been changed) and retained their Canadian home which they rented out from 2005 to 2012 when it was sold. No reporting was ever made to CRA. As a result of the sale there was a withholding of 25% of the proceeds sitting in their lawyer's office which they wanted back. To do that, they needed to file all of those uncompleted returns – some which carried significant penalties for being late. In the end, almost all of the tax was recovered and all penalties were completely avoided by a voluntary disclosure to CRA. Without filing, the results would have been as follows:

- Penalty for not filing form T2062 within ten days of sale
- Penalty for not filing form T1161 of the value of properties or ceasing to be a Canadian resident
- Tax on the gross income and not net rental income
- Partial loss of the principal residence exemption
- Withholding tax equal to 25% of the selling price of property and not on the taxable gain.

Leaving Canada for good is a tricky business. Start thinking about the issues as far in advance as you can and get professional advice. If you don't, your life will take on a considerably grimmer aspect, not to mention the loss of dollars. 



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Alison Blay-Palmer

LAURIER ASSOCIATE PROFESSOR ALISON BLAY-PALMER has been named finalist for the **Social Sciences and Humanities Research Council of Canada's** (SSHRC) 2013 Impact Partnership Award, demonstrating Waterloo Region's commitment to highlighting the importance of local foods and local farming. The winner will be announced October 15 at the World Social Science Forum in Montreal.

For more than a decade, Blay-Palmer has been involved in research related to sustainable food systems. Blay-Palmer's SSHRC-funded research partnership, "Building and Reinforcing Resilient Food Networks in Canada and Beyond" involves **Carleton University, University of Guelph, Lakehead University, Ryerson University**, local food networks in Ontario, across Canada, and extends into the international community. The partnership has produced a widely respected report, "Ontario Communities of Food: Models and Best Practices" and a community food toolkit. The tool kit is being used by communities around the world and has been a catalyst for extending Blay-Palmer's

partnerships globally.

"The continued growth of Dr. Blay-Palmer's partnerships, both locally and internationally, is a testament to how deeply this work addresses the critical food security issues facing Canadians," said **Abby Goodrum**, Laurier's vice-president: research. "'Building and Reinforcing Resilient Regional Food Networks in Canada and Beyond' is a superb example of what can be accomplished through academic and community partnerships. The partnership has broadened the conversation around food security, engaged Ontario Premier Kathleen Wynne, and reached out to include provincial and international partnerships."

Blay-Palmer's research is based on community-linked research meetings, participatory research projects, workshops, reports, peer-reviewed journal papers and conference presentations. Her sustainable food partnership has been credited with having a significant impact on Canada's food security. Blay-Palmer's dedication to local food was recognized in the Ontario Legislature during the second reading debate of the proposed Local Food Act, introduced by Premier Wynne, who also serves as the Minister of Agriculture.

Blay-Palmer is director of the recently established **Laurier Centre for Sustainable Food Systems**.

"We are very excited about the work of the research centre," said Blay-Palmer. "Local and sustainable community food initiatives reflect a growing public awareness that food can act as a vehicle for positive change. The SSHRC award nomination recognizes our continuing work to be at the forefront of research on these initiatives."

THE WALL STREET JOURNAL HAS PREDICTED THAT BLACKBERRY COULD BE SOLD as soon as November of this year. In early September, the venerable publication reported that Blackberry "intends to run a fast auction process that could be wrapped up by November, according to people familiar with the matter." The story reported that possible bidders for the Waterloo tech pioneer could include **Canada Pension Plan Investment Board, Bain Capital**, and Chinese smartphone and computer maker **Lenovo Group Ltd.**

The article continued, "The Waterloo, Ontario, company once controlled more than half of the U.S. market for phones that handle email and Web-browsing, but now has just 3%, according to research firm **IDC**."

A Harley-Davidson advertisement for "Project Rushmore". It features a close-up, low-angle shot of the front of a dark blue motorcycle, showing the headlight and fairing. The background is dark. The text "THIS IS PROJECT RUSHMORE" is prominently displayed in large, white, bold, sans-serif capital letters. Below it, in smaller white capital letters, is "BUILT BY ALL OF US. FOR ALL OF US." The Harley-Davidson logo is centered below the text. At the bottom, it says "THE NEXT HARLEY-DAVIDSON® MOTORCYCLES ARE HERE. TEST OUR METAL AT DEMO DAY, OCTOBER 20TH." In the bottom right corner, there is a logo for "Kitchener HARLEY-DAVIDSON" with a flame graphic and the website "www.kitchenerharley.com".

A PARTNERSHIP INCLUDING LOCAL INVESTORS has purchased Kitchener's **Walper Hotel** for \$4.65 million, with promises of a \$3.5 million upgrade to the historic business. New owners include **Perimeter Development's David Gibson, Don Zehr of Zehr Group, David Strucke**, a local tech investor, and **CK Atlantis**, a Toronto hotel operator. CK Atlantis will manage the hotel.

Gibson and Zehr have also been partners in other core area redevelopment projects including the Simpson Block and the Breithaupt Block. The new owners bought the hotel from **Michael von Teichman**, who had also invested significant amounts of cash in the hotel in the past few years.

Gibson told **Exchange Magazine** that discussions that led to the purchase began 18 months ago, initiated by Strucke. Eventually, Zehr became involved, and Don Zehr brought Gibson in. "We've been heavily involved downtown," said Gibson, "so we decided we would hook up."

He mentioned that there were rumours of another possible purchaser buying the Walper and converting it into a discount hotel. That would be wrong for the place, he contends. "We've always liked the Walper and its history." The new owners intend to further upgrade the hotel, renovating the lobby, the second floor amenities, and some of the rooms. Gibson confirmed that plans for the 82-room hotel will be announced within the next six to eight months.

He praised his business partners, and added, "We feel very fortunate to have CK Atlantis managing the Walper for us."

He stated the intention of the new partnership to "keep the brand, maintain the name."

"We're going to try to take this hotel to another level," Gibson



said the \$3.5 million upgrade costs are "a rough estimate" and pledged to spend "whatever it takes to get the level we want it at."

TWO BUSINESSMEN WITH CLOSE TIES TO WATERLOO REGION have purchased **The Shops at Waterloo Town Square**, the heart of Uptown Waterloo. Waterloo Region-based developer **Heri Polzl, of Primus PM**, has teamed up with Markham-based developer **Tricap Properties**, owned by **Peter Czapka**, who was born in Kitchener-Waterloo, to make the acquisition.

The Shops at Waterloo Town Square were acquired from **First Gulf Corporation**. Heri Polzl says, "It's a once in a lifetime opportunity, to be able to buy the centre, the true heart, of a substantial city like Waterloo, especially when you realize Waterloo is



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known internationally because of its universities.... we could not pass it up... Along with our two universities, these important institutions put this city on the map. Waterloo is world-class."

The property will be managed by Polzl's company, Primus PM. The entire current, five-person property management staff at Waterloo Town Square has been retained by Primus, with no jobs lost. Polzl says that there is available space in the retail mall – at the time of the purchase, approximately 18,000 square feet of space was unoccupied. "Our first goal," says Polzl, "is to fill the empty space in the mall."

THE ACADEMIC RANKING OF WORLD UNIVERSITIES has named the **University of Waterloo** among the top 50 universities in the world for academic achievement in engineering/technology and computer science for the second year running. Waterloo ranked at 43 in the world for Engineering and amongst the top 200 universities overall globally. The results mark the fourth year running that the group has named Waterloo in the top 200 worldwide and places it seventh out of 23 Canadian institutions. ARWU ranks more than 1,000 universities worldwide in broad fields and five specific subject fields. The group ranks schools without respect to region or size. Waterloo is within the 151-200 range of ranked institutions. After 100, the next 400 universities appear in groups, and not assigned a specific number.

"The University of Waterloo is proud of the excellence in research and academic programming that places us among the top universities in the world," said **Feridun Hamdullahpur**, president and vice-chancellor of UW. "These results demonstrate our core strength in research which, together with our unique experiential and entrepreneurial approaches to education, make us one of the world's top innovation universities." Waterloo's ranking for the Engineering/Technology and Computer Science category puts it second in Canada. The university also appears in the top 100 globally in subject fields of computer science and chemistry as well as the top 150 for mathematics. Waterloo was ranked in the top 200 for economics/business for the first time.

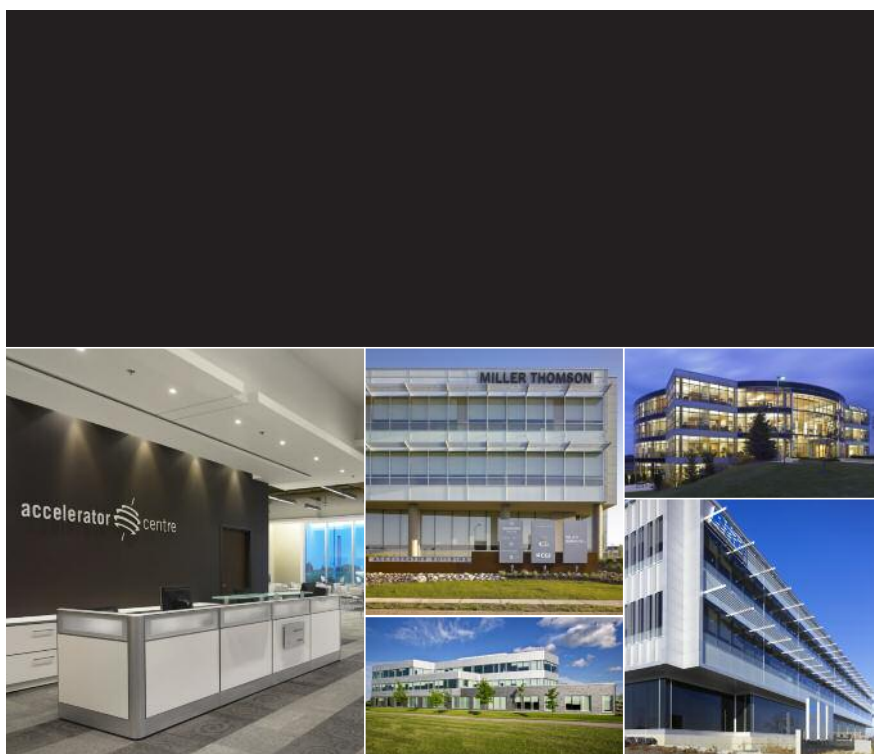
CLEARPATH ROBOTICS WAS NAMED THE WINNER of the **Gold Stevie Award** for "Best New Product or Service of the Year – Industrial Products & Services" in the 10th Annual International Business Awards. Clearpath's new product to be recognized for the Gold Stevie is their most recent robotic platform, **Grizzly Robotic Utility Vehicle**. International Business Awards are one of the world's top premier business award programs. The Stevie Awards, nicknamed the Stevies for the Greek word "crowned," were created to honor and generate public recognition of the achievements and positive contributions of organi-

zations and working people worldwide. More than 3,300 nominations from organizations in over 50 nations and territories were submitted this year for consideration in a wide range of categories.

"The 2013 International Business Awards are noteworthy for featuring the best collection of entries we have ever received," said **Michael Gallagher**, president and founder of the Stevie Awards. "The judges have been unanimous in their comments about the quality of achievements, and the expertise with which they were portrayed, in the nominations we received this year."

Clearpath Robotics introduced Grizzly RUV in March 2013. The autonomous vehicle is engineered to handle harsh, dangerous environments.

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ness Awards and congratulate all of the nominees and fellow honorees for their achievements", said **Matt Rendall**, CEO of Clearpath Robotics. "Grizzly Robotic Utility Vehicle is the first of its kind in the industry and the team here at Clearpath is beyond excited for their acknowledged accomplishment – Grizzly would not have come to fruition without the dedicated, awesome team of engineers that stand behind it." The awards will be presented to winners at a gala awards banquet at the W Hotel in Barcelona, Spain on October 14 2013.

OPENTEXT HAS ACQUIRED BPM MARKET LEADER CORDYS.

The addition of Cordys affords OpenText customers the most comprehensive set of EIM and BPM software from a single vendor, says a corporate release. Customers leveraging the benefits of their software today include: **Siemens, Mercer, Pacific Blue Cross** and **Tata Steel**. Cordys is based in Putten, The Netherlands.

"OpenText envisions a world where

information and processes are fully integrated, enabling the next generation of Enterprise Information Management applications with out-of-the-box software," said OpenText CEO **Mark J. Barrenechea**. "The acquisition of Cordys will enable OpenText to offer the strongest process and case management platform in the business. It means that we are now able to offer the broadest set of BPM technologies, including a 100% native cloud-based BPM platform and PaaS solution, cloud orchestration, integration ESB, rules engine, business activity monitoring, social and mobile interfaces, and an application development environment all from a single vendor and single platform."

"We are very excited to be part of the OpenText family," said **Art Landro**, CEO of Cordys. The approximate purchase price was \$33 million USD.

ATS AUTOMATION TOOLING SYSTEMS INC. has entered into a definitive agreement to acquire all shares of **IWK Verpackungstechnik GmbH** as well as **OYSTAR IWK USA, Inc.**, a leader in technology driven high performance tube filling and cartoning machinery for the pharmaceutical and personal care industries. The acquisition of IWK aligns with ATS's stated strategy of scaling its leading position in the global automation market and enhancing growth opportunities, particularly in strategic customer segments and with technology leadership. IWK is expected to add core capability in primary packaging (tube fillers) and secondary packaging (cartoners), which management expects can be leveraged into other markets ATS currently serves. IWK brings new relationships with key pharmaceutical and personal care customers, which management expects will improve ATS's position in those sectors.

"We welcome the addition of IWK's highly skilled people, customers, complementary technologies, scale and worldwide presence to our world leading automation business," said **Anthony Caputo**, ATS Chief Executive Officer. "This acquisition significantly enhances our capability, and deepens our involvement with two attractive customer segments, pharmaceuticals and consumer products."

Headquartered in Germany, IWK engineers, assembles and markets primary packaging and secondary packaging machinery and provides services for customers around the world. As part of ATS, IWK will continue to enhance its portfolio under its own brand. IWK's approximately 420 employees are based at production facilities near Karlsruhe, Germany and

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SANDVINE HAS WON TWO NEW COMMUNICATION service provider customers in the Europe Middle East and Africa region. Combined, the DSL service providers serve over two million broadband subscribers. After competitive processes the CSPs have issued purchase orders for Sandvine's network policy control solutions totaling over \$4 million. One CSP is based in northern Africa and the other in eastern Europe.



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Tri-Mach Group Inc., based in Elmira, played a major role in outfitting the new Craig Richardson Institute of Food Processing Technology, installing three full processing lines, including designing and building the liquid processing line for the Pilot Plant (shown), as well as making a donation of \$56,629 to the Institute. Tri-Mach President Michael Hahn is also on the advisory board for Canada's Technology for Food (see page 10).

CONTINUED FROM PAGE 30

"people skilled in the manufacturing of food, and, to be clear, not the preparation of food".

The food processing industry is a \$30-plus billion industry. Tibbits realized that this was a "real opportunity for the College, because it's one of the biggest industries in Ontario and it's going through a training issue."

The timing couldn't have been better – Conestoga College was looking to build a very advanced engineering school, says Tibbits. "It fit into our plans in growing our engineering campus in Cambridge."

Tibbits refers to the skills required in food processing; electrical, industrial, mechanical, maintenance mechanic, robotics. "The only difference is the platform, in that it's stainless steel as opposed to the automotive industry, where you're not worried about contaminants". Safety remains the biggest concern. "There (in auto), it's making sure that people don't get injured; here (in food) you have to make sure that equipment is clean and maintained to be safe to process food."

A major factor, Tibbits adds, is that "Conestoga College also has a health school, and there is some synergy there, on the food safety, which focuses on micro-biology and biology." Tibbits saw the advantages and Conestoga made an investment in Craig Richardson's problem. The Craig Richardson Institute of Food Processing Technology opened in 2012.

Richardson was arguing that "not doing anything would have a way bigger impact, in a negative way", says Tibbits. With the raw material right here in Ontario "very often we are guilty", says Richardson, "of shipping it abroad, to be processed into a state where it becomes consumer friendly, and then it comes back into our market."

Richardson's concern was that "we are going to kill a very vital industry. We can have all the sales people... all the production people and purchasing people, but if we don't have skilled people to source the equipment or make it, install the equipment, and maintain it, which is a huge issue ... we're going to have problems as this industry."

To both Richardson and Tibbits, the problem had size and scale. Food Processing in Ontario has close to 125,000 employees. Of those, 12,500 are skilled workers. "What was also surprising," says Richardson, "is that they had the oldest age in the manufacturing sector, an average age of 56, and that over time we are going to lose some of these really key employees."

With Tibbits as a supporter, Richardson went to the Ministry of Agriculture, Food and Rural Affairs. From that came a year-long provincial study of Ontario food processing needs. Richardson was president of the Alliance of Food Processors, which represents approximately 800 of 3000 food processing companies in Ontario; it is now located in the same facility as the Institute of Food Processing Technology.

The study came back showing that "this was huge," says Tibbits. Four out of five CEO's who were running companies "identified skilled labour as their number one issue over the next five years". The committee was able to prove to the province that "there was a need for a food processors' program". The next step was to determine the best location for this facility. Another provincial study was done, and again the province asked Richardson and the Alliance to manage it.

The steering committee's vision, "was to not scatter the curriculum all over Ontario and to have six little pods of learning at these various colleges. Which is what the college system was looking for," says Richardson. He felt that if the province "didn't do a destination school, it would dilute the need and lose complete momentum." In the end, "Conestoga College ended up having 19 compelling reasons why the food processing school should come there and not at any other locations."

In May 2012, six students enrolled in the technicians' program. Twenty students are expected over the next few cohorts. The industry is now posting job requests for graduating students, and that list is growing faster than enrolment. The program can handle up to 100 students per cohort. Craig Richardson's drive to solve a widespread industry problem has made a positive and sustainable impact on a major industry in Ontario, and in Waterloo Region. It not only fulfills an educational need, but also an internal, grown-at-home need, further enhancing Canada's Technology Triangle's reputation as a global "hot spot" for innovation, at all levels. X

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LEADING THE DRIVE TO IMPROVE AN INDUSTRY

CRAIG RICHARDSON TACKLED THE FOOD PROCESSING INDUSTRY'S SKILLS SHORTAGE, HEAD ON

BY JON ROHR

Craig Richardson is an entrepreneur who makes a difference. In 2005 his company, Grand River Foods Inc. had a terrific book of blue chip customers including the Loblaw's organization, Sobey's organization, Subway organization and Prime Restaurants.

Richardson was in the food processing industry, where food is processed on a line, using stainless steel equipment that is constantly analyzed for contamination, with daily requirements that include dismantling mechanized equipment, and washing it thoroughly.

"It's an advanced manufacturing process, using costly equipment, which from time to time is in need of repair," says Richardson, who today is Chairman and CEO of Canadian General Tower

Limited, an auto supply and coating industry leader. "If a line goes down, it gets expensive," as a costly technician would need to be brought in, while at the same time the company was losing sales because the line would be down – sometimes, for days.

New to the Region and with an award-winning new plant, Grand River Foods and its CEO were getting some recognition. In 2007, they were named New Business of the Year in the Junior Achieve-

"We are going to kill a very vital industry. We can have all the sales people we want, we can have all the production people and purchasing people, but if we don't have skilled people to go out and source the equipment or make it, install the equipment, and maintain it ... we're going to have problems."

ment of Waterloo Region Awards.

As a result of the award, Richardson was interviewed by local media; he told them he was having trouble finding skilled labour.

Richardson had a \$25 million investment that was "not fulfilling obligations to customers" because of the "frustration of not being able to install the equipment properly, not being able to maintain it properly, clean it properly," says Richardson. "We were quite concerned."

At the time, John Tennant, then CEO of Canada's Technology Triangle, read the article and called. Tennant suggested a meeting with Dr. John Tibbits, president of the Conestoga College and Polytechnical Institute. Richardson, originally from London, Ontario, wasn't familiar with the CTT nor Tibbits, "or Conestoga College for that matter".

Tibbits set up a meeting with all of his culinary department heads and Richardson.

"It was an eye opener from my point of view," says Tibbits. "I knew that there were these food processors but I had no idea it was actually as big as it was. In fact, after the 2008 meltdown, that industry became bigger than the auto manufacturing industry."

Both Richardson and Tibbits described that first meeting as a milestone. Richardson enlightened Tibbits about his industry. He informed Tibbits of his staffing issue, and that he was looking for

CONTINUED ON PAGE 29

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