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MAGAZINE FOR ENTREPRENEURS / ENTERPRISES / ECONOMIC DEVELOPERS / EDUCATORS

Vol. 31 No. 2 November/December 2013 - \$6.95

## CULTURE CHANGER

Manulife CEO comes home  
to alter the corporate  
environment

### INSIDE

- Business techniques meet public safety
- Rising rates and your portfolio
- Governor General celebrates Home Hardware
- Angel speaker slams no-risk management

forward-  
thinking





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NOVEMBER/DECEMBER 2013

# 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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# CHANGING CULTURES

*Torigian and Harrison lead their teams into the future*

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

The tribulations of Blackberry have the entire Region in a spin. That's not surprising... Blackberry has been the favourite child of this area for a long time.

That era is over; change is in the air.

Most of us don't deal well with change. We don't like it. I am in the process of trading my 2007 car for a newer model – and while everything about the new vehicle may be better, I still resent the change. That resistance, I am told, is normal.

It may be normal, but we'd better begin to embrace change or we will be stuck... if not in a 2007 Pontiac, then in a mindset that does not recognize wide-open doors into the future.

This edition of Exchange does not focus on the crisis at Blackberry. Instead, we are covering stories of change that are taking local companies and institutions in what seem to be very positive directions.


I spent a fascinating morning with Waterloo Regional Police Chief Matt Torigian, a man who is carrying our police service into an entirely new way of doing business – and yes, he's quite comfortable with calling his organization a "business". Cops have traditionally sought out "just the facts, ma'am", but in this case, Torigian is focused on finding the facts about the most efficient way to operate his vital community service.

I think you will enjoy this exploration of the mind and heart of our police chief.

I also spent interesting time with Marianne Harrison, the new head of Manulife's Canadian operation. Harrison is also focused on change, and speaks with optimism and intent about engendering a complete cultural change at her company.

She's forthright and engaging, and I suspect that you will appreciate this chance to meet a new member of our region's corporate leadership roster.

Change is not simply going to come – it is all around us.

We can fight it, and fail. Or we can ride the wave into a dynamic new future. I'm going that way... in my new car. 



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# THE ELUSIVENESS OF A BOARD'S VALUE AND CONTRIBUTION

by JOHN T. DINNER

*Is today's board shackled by yesterday's practices?*



**JOHN DINNER** is president of John T. Dinner Board Governance Services ([www.boardgovernance.ca](http://www.boardgovernance.ca)). He can be reached at [john@boardgovernance.ca](mailto:john@boardgovernance.ca).

A challenge facing many boards of directors is discerning the value they bring to their organization and the contribution they make to that organization's success.

The pursuit of good governance and board effectiveness has tended to focus on

the board's role is to serve the organization or tame the governance giant.

A focus on a board's value and contribution can subsume the runaway agenda that is complete and complex, but bereft of much that is substantive or relevant. What organization can afford that?

I like to think of governance principles, best practices and other board activities as a collection of inputs that combine to create an exceptional boardroom outcome.

an ever-growing list of activities to guard against any and every risk known to humankind, particularly what might be seen as self-interest or incompetence. Conventional thinking suggests that boardroom success is dependent on implementing this endless list of inputs. You wonder whether

I like to think of governance principles, best practices and other board activities as a collection of inputs that combine to create an exceptional boardroom outcome. On their own, they are not unlike ingredients in a recipe. With a recipe, you start with a pretty good idea of what the outcome will

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look and taste like. But with a board, not so much. Little thought is given to what all the governance component pieces will produce when they're "mixed together". Except for perhaps frustration and fog.

A risk facing many boards is being driven by a best practices mindset or governance model methodologies that are often arbitrary and a part of a previous board's legacy. There's often minimal understanding, ownership and commitment to the governance construct by the current board. Yet, the way things are or have been done is often assumed to be untouchable. Sacrosanct, even.

Boards rarely take or have the time to consider the outcome they are there to produce. Therefore, there is huge benefit to boards that invest real time in debating and defining (with management's input) the tangible value they bring to the organization and the contribution they make to its success.

The next step is to identify what ingredients are needed to pro-

When a board is able to determine its value and contribution, it has created a powerful tool that ensures time and resources are well used.

duce these outcomes. Not only will the case for governance practices and processes become acutely clear, they will also become more focused and aligned with their intended purpose and outcome.

In defining their value and contribution, boards need to be

careful to navigate around governance clichés. What does it really mean to act in the best interests of the corporation? Is the board really responsible first and foremost to its owners or investors? And if not to them, then to what or whom? What does

It untangles diverse and competing stakeholder perspectives on the role and function of the board when its definition is clearly aligned with the organization and its unique mission.

oversight really mean and, at the end of the day (or meeting), what does it produce in a tangible sense? Is the organization and its management group better off for having had interaction with the board or has it been an unfortunate use of scarce time and resources.

When a board is able to determine its value and contribution, it has created a powerful tool that ensures time and resources are well used. It creates common understanding and a unifying force among boards members as well as management. It fosters ownership and commitment by directors to what governance is really about and their role in it. It forms a strong link between the board and those it serves. It untangles diverse and competing stakeholder perspectives on the role and function of the board when its definition is clearly aligned with the organization and its unique mission. It creates a platform for objective and effective decision-making that is clearly within the purview of the board's role and responsibilities.

X

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Home Hardware COO Terry Davies and 2013 Chair Christine Hand. Governor General David Johnston, inset.

## GOVERNOR GENERAL LAUDS HOME HARDWARE

At the fall 2013 Home Hardware Market in St. Jacobs, COO Terry Davies and Home Hardware Chair Christine Hand laid out the Five-Year Plan for the 1100-dealer network. Honoured guest at the morning event was Canadian Governor General David Johnston.

The Governor General – a long-time Waterloo Regional resident during his tenure as President of the University of Waterloo – recalled his roots. He is a descendant of hardware merchants located in Sault St. Marie, but that business closed in 1954, a time when it was very difficult for independent hardware merchants.

“Had Home Hardware come earlier,” Johnston said, “it would have been just right for my dad – local ownership, the pride it has in the local community and the wonderful opportunities that come along with mass purchasing and targeting that you do so well. In my family, had we had five or 10 years, my guess is, that operation would still be thriving today.”

Johnston called Home Hardware dealers “community pillars,” and referred to “the magic potion that makes this crazy country of Canada work.”

He said, “It’s communities that learn how to get along with one another, it’s communities that learn how to be inclusive, it’s communities where that pride and spirit of looking after one’s neighbour causes everybody’s life to be lifted, including the nearest immigrants.”

Johnston added, “The final reason I was so delighted to be here is that I have a great admiration for Paul Straus and Walter Hachborn.” He praised the two men for providing 50 years of successful leadership, adding, “never doubt the importance of great leadership, in your organizations at home and your organizations here.”

A new, five-year plan was unveiled at the event. Hand noted that the plan focused on external recruitment of independent retailers, and added \$610 million dollars of volume to Home Hardware. “That plan worked,” she said. “It gave Home Hardware growth through external recruitment”.

The new plan is directed more internally, on the premise that the greatest potential for growth will come from the 1100 dealers, the independent entrepreneurs, that Home Hardware has from coast to coast. The plan drives for growth in the 2% to 5% range 2014.

Said Hand, “What an effect it would have on the dealership and the company, and then back to the dealers as shareholders of this company.”

The plan is built on a survey, already carried out, of all dealers. Davies says the message was “clear, strong national advertising, product selection of new products, training with a focus on customer service, efficient distribution is a core competency which we are going to leverage over the next five years.”

The dealers called for Home Hardware to launch E-commerce, negotiate better pricing, more acquisitions, succession planning, provide incentives to existing stores to comply with home branding, access the funding for additional stores, increase the number of flyer items, improve price per perception and keep cost down, improve existing stores that have a poor image.

Davies point out that, twenty years ago, Walter Hachborn, the now-94 year old patriarch championed a vision to highlight all the stores that do the right thing, as a club of champions, and to get all the other dealers to pledge to be just like them to do all the things that would make Home Hardware a fantastic company.

“If we think competition is going to go away, well, it’s not going to happen, it’s going to be tougher than ever. Here is our challenge, we have to find what new or updated relationship framework polices are needed for the dealer network to effectively compete and grow it’s competencies over these next five years,” Davies added.

Paul Straus commented on the communities that dealers touch, and nationally, on the five charities actively supported by Home Hardware: Sick Kids Foundation, Special Olympics Canada, Tree Canada, Communities in Bloom, and the Royal Canadian Legion.



United Way Champion, UoW's Tim Jackson, with United Way CEO Jan Varner

## UNITED WAY SETS CAMPAIGN GOAL

Aided by robots known as the Grizzly and the Pelican, United Way Kitchener-Waterloo & Area 2013 Campaign Champion Tim Jackson unveiled a \$5.1 million fall campaign goal. United Way KW CEO Jan Varner thanked the University of Waterloo for continued support, noting that UW is one of many organizations across Kitchener, Waterloo and area whose gifts have been instrumental in addressing basic needs in the community.

Jackson noted that taking risks and forward thinking innovation are required to keep non-profits moving in the right direction. “The leaders of our non-profit entities, like Jan Varner and her team at United Way KW, are as qualified and as capable as the leaders of our businesses. We need to support them in the same way, encouraging them to take appropriate and innovative risks necessary for long-term success.”

United Way KW supports social service programs and initiatives across Kitchener, Waterloo and area. These initiatives fall into three broad categories – All that Kids Can Be, From Poverty to Possibility and Healthy People, Strong Communities.

“Change takes creativity, research, innovation, willingness to try something different, and then see what happens,” reiterated Varner.



## BALL CONSTRUCTION CELEBRATES 90 YEARS

Three hundred people gathered to celebrate Ball Construction's 90th anniversary, September 25 – current and past clients, business partners, sub-trades, consultants, service providers, and current and retired employees.

Jason Ball said the crowd included “Everybody that has helped make this company successful... customers, staff and everyone we have a relationship with.”

What began as Ball Brothers General Contractors in 1923, has grown into Ball Construction. Cousins Jason Ball, President, and Cameron Ball, Vice President, represent the third generation of owners in this family-run business along with Gary Hauck, Vice President and Estimating Manager, who joined as the third partner in 2005.

The first project that Jason and Cam's great grandfather Harold Ball and his brother Frank did in Kitchener was the Kitchener Car Barns, (shown in photo).

Cam Ball highlighted some of Ball's unique work, including “the Stephen Hawking Centre at Perimeter Institute, which was the first Gold seal project ever constructed in Ontario.”

One year ago, Ball moved to their new facility, rejuvenating a derelict 1966 building.

Ball Construction is one of a minority of Kitchener construction companies that is union certified; the company therefore qualifies to bid on Region of Waterloo projects. Jason Ball noted, “Nothing illegal has occurred here. There is lots of competition. Union contractors are some of the largest contractors in the province of Ontario. They are more than capable of doing all the projects that the Region has.”



Gary Hauck, Vice President and Estimating Manager, Jason Ball, President, and Cameron Ball, Vice President, represent the third generation of owners in this family-run business.

## BRAINSTEM & EQUINOX: DOUBLE BRAIN GAIN FESTIVAL FOR WATERLOO

TVO had a booth set up demonstrating gesture technology “where you can build your own hurricane” said Lisa de Wilde, TVO's Chief Executive Officer. Wilde's public broadcasting network has been engaging the community for several years.

At this year's BrainSTEM festival, TVO, looking to showcase their new platform of edutainment products, enlisted the help of California-based Leap Motion. The company specializes in 3D motion control technology and is ideally used for creation and play by gesturing with your hands. The network, which is Ontario's equivalent to PBS, also produces games, amongst other content for their TVO kids.

De Wilde was on hand in September, at the Perimeter Institute, during the Equinox Summit. The Summit brought together a multinational, multidisciplinary and multigenerational group of experts that explored possible best practices and promising initiatives in education.

TVO's involvement was as the presenting media partner for the Equinox Summit: Learning 2030, which ran concurrently with Perimeter Institute's BrainSTEM: Your Future Is Now Festival. The two events are part of TVO's five-year partnership with Perimeter Institute to advance scientific literacy and engage wider audiences in vital discussions across Ontario.

PI's BrainSTEM showcased the latest scientific and technological innovations, and through the week there were hands-on exhibits, lectures, events, and tours.

At the end the Summit one of the key outcomes is a document that will influ-

ence further development on building a learning environment that fosters critical thinking, problem solving, and innovation, called the Equinox Blueprint. The first summit, held in 2011, produced a blueprint focused on lowering the carbon emissions of electricity generation, distribution and storage. This year's document, from the second summit, is to be released in early 2014. One of the outcomes of the first summit was a forum-led mapping project that “aims to visualize, worldwide on a virtual map, scalable practices” that align with recommendations and strategies found in the first summit's blue print. To view the map go to <http://www.wgsi.org/blueprint-communique-resources>.

*Left is Neil Turok, Director of the Perimeter Institute, listening intently to another brainiac. Top right photo, I-r, TVO's Lisa de Wilde; Michael Duschenes, COO PI; and Peter Braid, MPP. Lower photo, Dr. James Grime illuminates the brilliant mathematical insights and innovative thinking of Alan Turing. Known as one of the 20th Century's greatest mathematicians, Turing was a pioneer of computer science who is best remembered for his role in breaking the Enigma, the purportedly unbreakable code used by the German military.*







Summer Mortimer



Daiene Vernile



Jessica Jensen



Linda Hasenfratz



## INSPIRING KEYNOTES AT INSPIRING WOMEN

The event is described as an opportunity “for professional women, entrepreneurs and community leaders who want to connect, learn and grow. It is the largest event in the area designed to celebrate women in business.” It’s called “Inspiring Women”. And this year, that title was entirely apt.

Television’s Daiene Vernile and Record Managing Editor Lynn Hadrall introduced three keynote speakers – fashion designer Jessica Jensen, Paralympic gold medal athlete Summer Mortimer, and Linamar CEO Linda Hasenfratz.

Jensen describes herself as a “33 year old Canadian fashion designer, handbag and leather good specialist, art lover, travel enthusiast, inspiration seeker, creative curator, real-estate junkie and interior expert, entrepreneur, business consultant and mentor.”

But her key role, she says, is as her “own brand manager”.

She said, “We are all our own brand. In order to be successful you must be 100% authentic, 100% irreplaceable because of that authenticity. If you look around there is not another person that has had the same experiences as you have, that comes from the same background, that has the same skill set or the same connections. You are very individual and unique, and you should celebrate and embrace that into your own brand.”

Summer Mortimer won gold, silver and bronze medals swimming at the 2012 Paralympic Games in London, England. She told her audience that her first goal was the Olympics, and at age 14, she qualified as the youngest athlete for the Beijing Olympics. Her father was her swimming coach.

In spite of her success in the pool, her passion was for competitive trampolining. She said, “I really loved it and still do to this day. It was abstract and very different from what my dad and my mom understood. My dad knew nothing about it so he couldn’t try to coach me, and it was new every day and exciting every day.”

Illness affected her swimming prowess, and she turned back to the trampoline as a means of getting into shape. But a terrible accident caused her to break every bone in her left foot and most of the bones in her right. The bones were so shattered that they were degenerating into her blood stream. She recalls, “Being a 15 year old in grade 10, with all these aspirations to do crazy things, I never would have thought that I would need surgery.” Told that she would most likely never walk again, her dad took her to a school in Oakville and “plopped me in the water and said, ‘OK we are going to learn how to walk and we’re going to learn how to swim.’”

It was painful process. She was left with a degenerative foot condition. If her dad

hadn’t pushed her in the water as he did she wouldn’t be walking today, let alone setting world records in the pool.

She says, “Passion is motivation. It relates to sport and to business.”

Linamar’s Linda Hasenfratz heads a public company which is named after Linda, her sister Nancy and mother Margaret, with still “over a third of the shares” owned by the family.

Hasenfratz says, “I think that actually gives a positive outlook towards a company. Canada has a number of, not family owned, but family controlled and family influenced companies. I think it has boded well for their success. Because the perspective tends to be much longer term. The average tenure of the CEO in North America is 3.2 years. And that’s not enough time to really make a difference, and their viewpoint is typically shorter term – this quarter, or this year or the next five years. Where I try to think about where is our company going to be in the next ten years, twenty years, 50 years. How do we position ourselves to still be successful then, because I’d like to have a company that I can pass on to my own children as well.”

She added, “We have 40 plants, and we try to keep them small, 300-500 employees in one plant. They’re autonomous profit centres run by these entrepreneurs who are excited about growing their business, about making it successful.”

Hasenfratz reflected on the balance needed in management: “You can crush an entrepreneur if the rule book is too big, but they can go up in flames if you don’t have a few guidelines for them to work by.”

### XQuote

“The great sell-out of great Canadian Corporations”, were bonuses accruing to their managers, which “often eclipsed the compensation of those who have spent years building these companies... Years of mediocre management can result in great paydays for managers. When an entrepreneur fails, it’s the end of a dream, and often the end of their personal assets as well as their financial prospects. To hear managers described as risk takers is a joke.” - Thomas Caldwell



## FASTER WITH LESS INJURY

A University of Waterloo graduate with a passion for hockey has invented a spring-loaded skate that may improve performance and help prevent injuries.

Waterloo Engineering alumnus, Jeffrey Azzolin, developed Bladetech hockey skates after noticing that some skates on the market boast increased speed due to their lighter construction. He created a new technology in the form of a spring-loaded blade that allows skaters to go even faster and protect against injuries as part of a design project during his mechanical engineering degree.

"Hockey was my passion and I saw a need on the market for improvement," says Azzolin, a former recreational hockey player. "Depending on the level of player, even a slight increase in speed can make it easier to manoeuvre into different positions quickly and develop more opportunities for scoring. So this technology could make the difference for many between a winning and a losing season."

Professional hockey players who can't afford to be sidelined with an injury could benefit from Bladetech skates. Azzolin says an additional benefit to the technology is that it can also prevent injuries to hips, knees, and ankles.

"The spring mechanism reduces the impact on the user's joints to help prevent joint damage," he said. "It also allows the player to transition smoothly from the flat-footed to the forward-angled stance, which reduces the likelihood of developing shin splits. The skates are important because people don't take into consideration the impact on your body when you skate three hours a day every day of your life."

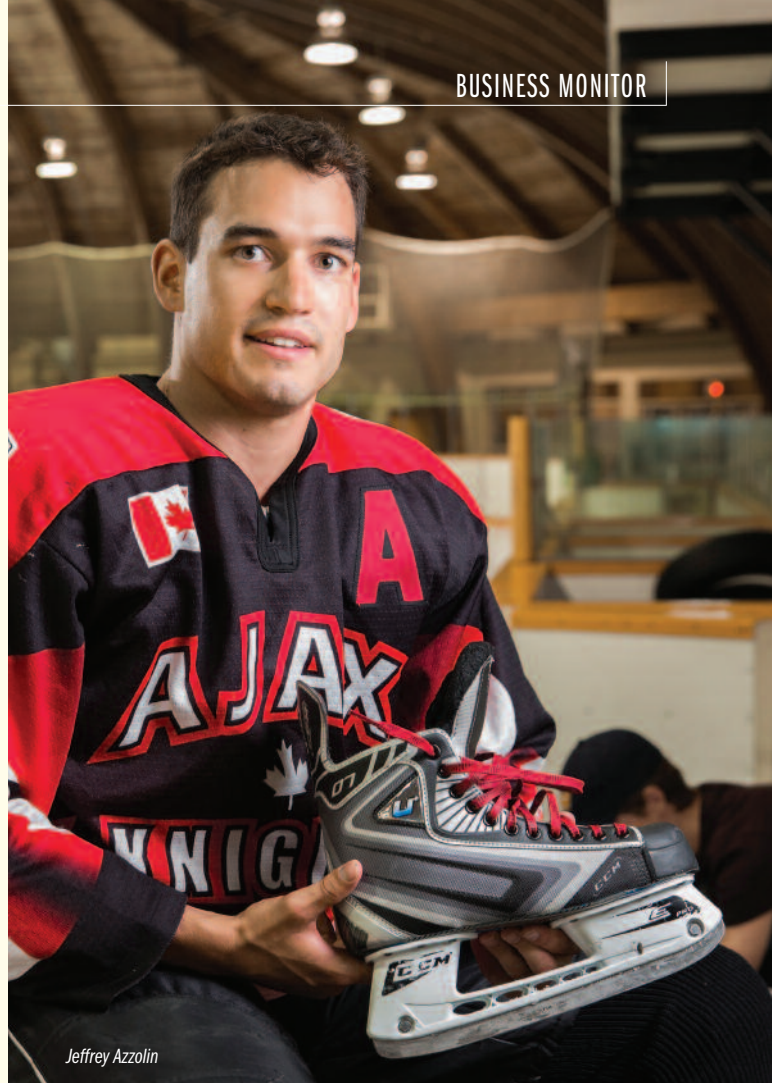
The new skate has already won praise from hockey players at Waterloo, and from an NHL veteran.

"I really liked the cushioning effect that the spring mechanism provided," said former Montreal Canadiens winger, Greg Stewart. "I found that when I got older and talked to more players, the one thing that really bothered them was their knees. The constant pounding of the skate on the ice definitely takes a toll on the body and I think that having the spring mechanism will really go a long way in helping to mitigate these injuries, which are a long term effect of playing at an elite level for such a long time."

When a Bladetech skate strikes the ice, the spring absorbs the energy that would otherwise be dissipated to the knee joint. When the player pushes off the ice at the end of the stride, the spring returns to its original position and provides the user with a propulsive force, which increases acceleration and speed.

"All the power is coming from the balls of your feet and it felt like I could really generate a lot of power in the skates and get the explosion I need to quickly come out of corners," said Stewart, who was drafted in the fourth round of the 2004 NHL draft by the Canadiens. "I feel that coming fast out of the corners will break or make you; and it gives you that crucial extra step over the competition. So I definitely feel that using skates with this Bladetech technology will provide a great advantage."

The skates may also appeal to older recreational players who are more susceptible to injury. He expects it to be the best injury prevention skate on the market, making it ideal for children and teenaged hockey players as well.



Jeffrey Azzolin

Development of the technology has continued since Azzolin graduated in June but a \$60,000 Scientists and Engineers in Business fellowship has given it a jumpstart toward product testing and launching Bladetech Hockey Inc. The fellowship is a University of Waterloo program supported by the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) to promising entrepreneurs who want to commercialize their innovations and start high-tech businesses.

Azzolin expects to complete product testing by the end of the year and hopes to see Bladetech skates available to the public in the spring of 2014.

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Thomas Caldwell, holds up his BlackBerry as he recites a letter he wrote on "The Sell-out of Corporate Canada" - to read the letter search Sell Out Corporate Canada at [exchangemagazine.com](http://exchangemagazine.com)

## CALDWELL SLAMS MANAGEMENT TRENDS - AGAIN

The night featured guest speaker Thomas Caldwell, who spoke to the audience of over 200 about risk, dedication, increasing power to management from owners, and passion for a prosperous Canada. He commented on a letter he wrote in 2008, published in the Globe and Mail. His letter focused on what he termed a "Sell-out of Corporate Canada". He argued that, historically, the reward to risk taking came through ownership, but during past 50 years, more and more public companies' leadership has fallen to managers, "which increasingly disconnected the personal risk of financial ruin, should the business fail."

Dramatically raising his BlackBerry to the crowd, he stated, "At no time were shareholders given a chance to counter these events." Caldwell stated that bonuses accruing to managers often eclipsed the compensation of those who have spent years building these companies.

He argued that corporate managers see themselves as elite. The trend is, not only to inflate the compensation of hired hands, but also to provide the rewards of ownership without risk, with options and bonuses related to profits and stock price.

Sadly, he suggested, boards of directors participated in the movement to disenfranchise shareholders and undermine ownership. Neither legislation nor independent directors have succeeded in reversing this trend. Directors of companies have a fiduciary duty to shareholders - a duty to question and to challenge. They are not paid to "go with the flow" or simply side with their friends. As the primary protectors of shareholders, generally speaking, boards of directors have been failures, Caldwell contended.

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## CFFB - PANEL WEIGHS IN ON CURRENT AND FUTURE PROSPERITY TRENDS

As the Centre For Family Business kicked off its fall season, members enjoyed a panel discussion featuring Sal Guatieri, Vice-President Senior Economist, BMO; Alan Bush, First Vice-President CIBC; and Tim Rickert, Partner, BDO. The conversation covered a wide spectrum of business issues. Below are some of the observations made by panel members:

- The technology base and education base here is rich enough to absorb the losses of employment at Blackberry.
- Still the most vibrant community in Ontario, we will be resilient, but it will probably effect home prices, commercial properties, and it's going to hurt the small businesses who supplied Blackberry, all in the short term.
- You'll be able to find some great new leasing spots. Hopefully you've build up your cash and are now able to take on some cheap debt. And lock in before the interest rates go up.
- This region, like most Canadian regions, is grappling with the strong Canadian dollar, and will for some time; even though Canada is running a trade deficit we generally are better than most economies.
- We'll have to deal with higher interest rates at some point. We don't expect them to go up frantically over the next few years, but in two or three years, we will see a great normalization; short and longer term rates will be about 2% points above current levels.
- The main challenge for Canada is that the rest of the world, including the US, is still grappling with very weak economic growth.
- Credit cards should be called debt cards. The US government and the world spent 20 years of stuff in 10 years and now we are paying for it.
- We are in year five of 10 year recovery.
- We are seeing 2% growth now but we will get up to 4%.
- Some family businesses are starting to get sales coming in from the US, which they haven't seen in a number of years.
- Corporations have a record amount of cash on the balance sheets right now, so we've got to get corporations comfortable in spending. They are not comfortable spending because they do not know what the government is going to do to-



The CFFB panel included, from left, Sal Guatieri, Vice-President Senior Economist, BMO; Alan Bush, First Vice-President CIBC; and Tim Rickert Partner, BDO.

tomorrow.

- Boomers want to work longer, so young people can't get summer jobs. We have to come up with a plan, as a country, what to do about the aging population.
- Ontario needs to wrestle its budget deficit down to more reasonable levels over the next few years.
- Small business tax will be reduced, health tax for small business will be reduced.
- We need proactive government to help stimulate growth, we need to switch from making automotive equipment to mining minerals, pipeline equipment, because that is Canada. We have to get that pipeline going east west, and we need our governments in Ontario to work together, to make sure all that stuff happens.
- US data shows that seniors are now spending at the fastest rate of any age group.
- Small business will need to target seniors over the next decade. The large debt is the middle aged; the seniors are in much better shape to pick up the pace.
- Small businesses need to be small and nimble, to know their market and niche. You have to be able to go boutique. Multi national company will beat you up on price. A ton of consumers are now going on line to buy stuff. So you need to be on line.

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# COMING HOME TO CHANGE THE CULTURE

## MARIANNE HARRISON SETS OUT TO ALTER THE CORPORATE ENVIRONMENT

BY PAUL KNOWLES

**M**arianne Harrison is a manager on a mission. She has returned to her native Canada from a five-year stint in the US, intent on bringing about a complete “culture change” to a major Canadian corporation.

That corporation is Manulife; in 2013, Marianne Harrison became President and CEO of Manulife Canada, the first woman to hold that position.

However, although Harrison has some definite opinions about women and corporate structure, the “culture change” she is championing has nothing to do with gender issues. She has come home to Canada to facilitate systemic change at Manulife Canada.

In the first in-depth interview since she took on her new position, Harrison told Exchange that her primary goal is “to change the culture a little bit, [concerning] how we move the business forward.” She says she has a “culture-centric focus... We were very product-focused. To a certain extent, we’re trying to break down some of the silos.”

Harrison moved into the CEO’s office in Waterloo in January of this year. The job came with immediate challenges, she says. “We’re coming out of a very tough economic environment, with volatile equity markets and low interest rates.”

That meant that Manulife had to take a hard look at its products, which led to changing up the product mix significantly, reducing risk on products such as variable annuities.

But Harrison is right at home in the world of finance, bringing an impressive resumé to her newest role.





*Manulife's Marianne Harrison*



Her life's work was not entirely obvious when she was a double-major student at the University of Western Ontario in her home town of London, Ontario. She graduated with majors in Business, and English – but soon knew where she wanted to go: “I liked the accounting. I ended up with Price Waterhouse.”

Her major client was Canada Trust, and she was recruited to join that company – now TD Canada Trust. She then moved to Manulife, become Controller in 2003.

### International operation

Manulife Financial is a Canada-based financial services group, with principal operations in Canada, the United States, and Asia. Manulife was founded in 1887; the company's first president was Canada's first Prime Minister, Sir John A. Macdonald.

In 2004, the company merged with U.S.-based John Hancock Financial Services. The company is now the largest life insurer in Canada, the second largest in North America, and ranked fifth in the world. Two-thirds of Manulife's business and profit is generated outside of Canada.

Manulife products cover the financial planning spectrum: individual life insurance, group life and health insurance, long-term care services, pension products, annuities, mutual funds and banking products, asset management services for institutional customers, and reinsurance solutions, specializing in property and casualty retrocession. The company has introduced a High Net Worth business, a Capital Markets business, and offers travel insurance

quarters), Montreal, Halifax and Oakville.

### Boston-bound

Six years ago, Harrison moved to the United States, transferring to Boston to head up the John Hancock long-term care division. After five years in that position, she came back home to Canada, to her new post as head of the Canadian operation.

She is keenly aware of the differences between the Canadian and the U.S. operation. “There are a lot fewer [competing] companies in Canada,” she says. “It's a very different environment.”

Canada, she says, is known for its stable financial environment. As well, “the regulatory environment is very different.”

### Setting the standard

Manulife has gained a reputation as a forward-thinking corporation when it comes to gender issues. The company had a female Chair of the Board – Dr. Gail Cook-Bennett – from 2008 until May, 2013, well before any Canadian bank. Four of the 11 members of the Canadian Division exec-

Although Harrison has some definite opinions about women and corporate structure, the “culture change” she is championing has nothing to do with gender issues.

and a suite of small business products.

Harrison says the mix, in Canada is, about 50-50 – half of Manulife's Canadian business is in insurance, the other half in the rest of the financial planning portfolio.

Of about 28,000 employees, world-wide, 8,400 are located in Canada. Almost half of those – 3,800 – are based in four offices in Waterloo Region. Other Canadian offices include Toronto (home of the global head-

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utive team are female; five of 16 of the Board of Directors are also female.

None the less, Harrison is forthright when she admits that she has encountered challenges based on her gender. Although

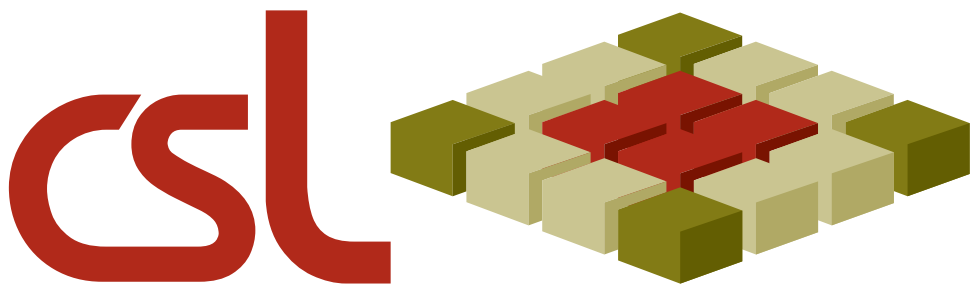
“Sometimes,” she says, “people make decisions for you. A lot of the time, people have assumed that, because I have four children, I don’t want to go.”

she adds, “I think it’s changing.”

She does not speak about outright misogyny, but told Exchange of a more subtle challenge. “It’s very hard when you’re having children,” she said.

Harrison is a working Mom, with four children, now aged 13-22. The three oldest have remained in the United States, because they are enrolled in American colleges.

The fact that she was a mother mitigated against opportunities for her, unless she took action on her own behalf. “Some-



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"The dynamics are changing," says Harrison. "We have to transform"

times," she says, "people make decisions for you. A lot of the time, people have assumed that, because I have four children, I don't want to go," to move to another community because of an opportunity for advancement.

That simply wasn't true. But when Harrison moved from London to Manulife's Toronto office, she had to let corporate decision-makers know she was interested, or she would have been bypassed because she had kids at home. The same applied when the Boston opportunity arose. "You have to let some people know what you want," she says.

She notes another assumption that she had to demolish. Harrison says, "I was told, after I had two kids, that 'you're done with kids if you really want your career to move forward'. There is that presumption."

Having a high-level career and being a mother has meant for challenges, but Harrison is confident both sides of her life have

worked out just fine. She took time off after having her first child, but she also adapted by taking young infants with her to work, when that was necessary. "I think my relationship with my four kids is stronger than some people who do stay at home."

Overall, says the Canadian CEO, "I'd like to think the barriers are a lot less than when I was going through my career."

### Not gender-specific

And as she looks at the culture of her company, she says that the issues are far broader than gender. "It's not just about women," she says. "The dynamics are changing. We have to

Overall, says the Canadian CEO, "I'd like to think the barriers are a lot less than when I was going through my career."

transform... the whole environment has to change." She points to the need for "flexible working arrangements," and notes that the Canadian operations is "really pushing working at home." In fact, many of the Waterloo work force spends some of their work time at home. And Harrison notes that, since she continued to live in Boston for much of 2013 after her appointment to Canada, "I spent a lot of time working from home over the last eight months." She has now moved to Waterloo.

She repeats a key theme: "We have to be flexible. Otherwise, we're not going to get the people we want." That "wanted" list includes the IT experts who are important to any modern industry.

### Changing the culture

Changing the work environment is only one small part of Harrison's objective of cultural change. She believes the company needed to be internally restructured, to eliminate "silos" and facilitate cooperation between product divisions. So, she has continued to implement and further develop a plan developed by her predecessor, Paul Rooney, reducing eight to ten distinct product divisions to only four – retail, institutional, bank, and advisory services – while stressing the need for collaboration between all four.

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She also is calling for a shift in focus. "The insurance side is still very important," she says, "but the wealth product side is where we want to focus." More importantly, she wants clients of Manulife to know that the silos have been broken down, and they can count on the company for "an inclusive financial plan."

Harrison recognizes that a successful company has to have a variety of products – and approaches – to serve consumers. For instance, she says, "there are still some people who don't feel comfortable with a financial advisor." It's incumbent on Manulife to find a way to provide them with help education and products without stepping on that sensitivity, she feels – that's "an opportunity – how do you help them?"

It involves a significant shift in corporate thinking, she says, from the harder approach of "pushing products" to "more of a 'pull'," asking the question, "what are the consumers' needs, what products do they need, and how do they want to get them?"

One example of a Manulife answer to those questions is Manulife's bank, which Harrison says "is very important to us." It's an electronic bank – no branches, no bricks and mortar – which was founded in response to requests from Manulife's advisors, who reported that their clients were asking for banking services so their advisors could offer "an entire financial plan."

Exchange asked Harrison if, in her first months on the job, she has encountered resistance to the changes she is implementing. She was candid: "I haven't yet... but it's early."

### External change

Harrison admits that some of the changes that must occur in her industry are initiated from beyond the corporate walls. In addition to focusing on her corporation and her consumers, she must also be keenly aware of her competition.


"We are trying to come up with a product suite that differentiates us from the competition," she says. That includes the possibility of expanding the company's footprint through "non-traditional" representation at businesses such as Canadian Tire or Sears.

As well, because Manulife is dealing in "life" products, "mortality plays a part" as an external force influencing the company's success.

In other words, products that were designed decades ago, assuming a certain life expectancy, now are stretching outside the previously assumed financial parameters.

"These are things that make you a little more nervous," she says. More importantly for Harrison, though, these are the things that inspire her to push for corporate change, for the development of new products that meet the new realities of both corporate and consumer expectations.

She calls for "a totally different way of thinking about the consumer, a different way to be innovative. Putting the customer at the forefront."

In fact, she says, she's looking for "a different way of doing business." 

"We have to be flexible. Otherwise, we're not going to get the people we want." ... "We are trying to come up with a product suite that differentiates us from the competition."



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# WHAT RISING INTEREST RATES MEAN FOR YOUR PORTFOLIO

by DANIEL E. GIRARD



**DANIEL E. GIRARD** CFP, FMA is an Investment Advisor with The Craig-Girard Investment Group, CIBC Wood Gundy in Waterloo. CIBC Wood Gundy is a division of CIBC World Markets Inc., a subsidiary of CIBC and member CIPF. The views of Daniel Girard do not necessarily reflect those of CIBC World Markets Inc.

A quote often attributed to Albert Einstein goes, "The man who follows the crowd will usually go no further than the crowd." When I read that recently, it made me recall another adage I read, in a book written by Yale University's chief investment officer David Swensen, that quotes John Maynard Keynes and suggests, "Worldly wisdom teaches that it is better for reputation to fail conventionally than to succeed unconventionally."

Both sayings point to the fact that we humans have a tendency to follow others. And by doing so, we limit our chances of doing better than the masses in any particular endeavour. One worthwhile pursuit that is rife with crowd-following is investing. And with interest rates on the rise, the herd is moving out of bonds en masse; but should you be following?

In general, when interest rates rise, bond prices fall; and vice-versa. This inverse relationship is the reason fixed-income investments (bonds, preferred shares, etc.) have done so well for the last three decades, because we've been in a cyclical downturn in interest rates since the early 1980s. But alas, that trend is likely over.

Interest rates were already relatively low when the financial crisis took hold in 2008. To avoid a full-scale economic depression, central banks around the world, lead by the U.S. Federal Reserve, began aggressively lowering rates until they reached record lows. This pushed bond prices substantially higher (as well as all other steady income-paying investments, such as commercial real estate and blue-chip dividend paying stocks). The gains, as they always do, attracted more and more investors and, thus, prices rose even further.

*Should this new paradigm worry you?*

Fast-forward to 2013 and the result of such attractive returns over the last few years is that the average investor's portfolio is substantially overweight with fixed-income investments (and dividend-paying stocks). But then in May of this year, the U.S. Federal Reserve turned the lights on and said that the party was over (in other words, they were going to ease back on their efforts to keep interest rates as low as they have been) and party-goers began tripping over themselves looking for the exits.

The financial crisis of 2008 scared investors. So rather than adding to extremely undervalued stocks, the herd rushed into bonds for safety. In fact, since the beginning of 2008, until the end of 2012, U.S. bond funds had inflows exceeding \$1.0 trillion! That doubled the amount of assets that were in bond funds leading into the crisis.

Completing the typical investment cycle, the same investors that were rushing into bonds when prices were heading higher are now bailing out just

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as quickly. U.S. data shows that for the third consecutive month investors were net redeemers of fixed-income funds in August; selling \$33.8 billion of bond funds and taking the year-to-date outflows to \$41.2 billion.

As a smart investor, who's concerned with building wealth over a lifetime and not following the crowd to never-ending investment losses, what should you be doing now that rates are on the rise? The boring answer is, likely not much... if you have an already well-developed investment strategy.

High-quality income-paying investments (bonds, preferred shares, real estate, blue-chip stocks, etc.) provide a guaranteed income return for your portfolio. Even if market prices fall for a time, because of rising rates, the income keeps coming in. They also provide "portfolio insurance" against an economic downturn, geo-political turmoil and so on.

So to sell these assets just because the market prices are dropping, not because of fundamental problems but simple because rates are rising, doesn't make good investment sense. With that said, though, you shouldn't be overweight on interest-rate sensitive investments at this point either.

An ideal position for a long-term investor right now is to maintain adequate exposure to income-paying investments, for the income returns and insurance, but have a lower allocation than you normally would; about a 35% reduction. In other words, if you would normally maintain a 40 percent weighting in bonds, bring it down to around 25% and move the balance into a money

market fund to be re-invested later as rates move higher.

The same is true for real estate (REITs) and high-dividend paying stocks; reduce your weightings slightly and move into some more growth focused investments to get better diversification and take advantage of the improving global economy.

Also, understand that, as an investor (as opposed to a speculator), falling bond prices mean very little. The market price simply reflects the value a seller could get for a particular bond if they wanted to sell it today. If you don't have any intentions of selling your fixed-income investments in the near-term, today's price is of no consequence to you. The bonds will pay out their full face-

value (just like a GIC) as they mature (assuming the government or corporation that issued the bonds are solid and not going bankrupt). Even in a bond fund or bond index, the underlying bonds are maturing

all the time and the proceeds being re-invested at higher rates.

If you maintain adequate cash levels for spending needs, and have a well diversified portfolio, ignore the market value of your fixed-income investments as they will be fine as long as your portfolio is built properly for your time horizon.

I know it's hard to see the value of your portfolio drop. However, to be successful in investing it's important to understand when those drops are problematic and when they are simply market reactions that will have no long-term effect. The key to attractive long-term investment returns is not to get caught up in what the crowd is doing, but rather follow sound principles and control emotions.



The herd is moving out of bonds in masse,  
but should you be following?

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# EMPLOYERS ARE GOING TO HAVE TO BE FLEXIBLE

*The law gets serious about accommodation for Canadian employers with family obligations*

by PAMELA KRAUSS



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**T**he Federal Court of Canada has confirmed it: Canadian law requires employers to accommodate the care-giving needs of employees with familial obligations to children.

Canadian human rights legislation strives to ensure that people who have barriers to employment can fully participate in the work force by prohibiting discrimination on protected grounds. Those grounds include "family status", defined as "being in a parent and child relationship." This can also mean a parent and child "type" of relationship. This ground of discrimination has received inconsistent applications in human rights jurisprudence across the country and has been little understood. In particular it has been unclear on whether the protections extend to the accommodation of broader care giving obligations.

Some clarity has now been provided by the Federal Court of Canada in its review of the Canadian Human Rights Tribunal's groundbreaking decision in *Johnstone v. Canada Border Services Agency*. Fiona Johnstone, a mother of two who worked irregular rotating shift work, filed a complaint in 2004 under

the Canadian Human Rights Act which was ultimately referred to the Canadian Human Rights Tribunal. Johnstone's husband also worked at the CBSA and they each worked irregular day, evening or night shifts seven days a week, making it impossible for them to find a child care provider. Johnstone therefore requested a fixed shift schedule to allow her to arrange child care for her children. CBSA's response to the request was that it would provide a fixed shift for Johnstone, but only on a part-time basis.

Johnstone claimed that refusing to provide her with a fixed shift was a failure to accommodate her on the basis of family status in violation of the Canadian Human Rights Act. In its defence the employer took two main positions: the test for family status discrimination should be higher than that of other grounds of discrimination - specifically that family status discrimination should only be found where there is a "serious interference" with a "substantial parental obligation"; and it would suffer undue hardship if it was required to accommodate Johnstone.

The Tribunal rejected the employer's arguments



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and determined that the threshold for demonstrating discrimination in a family status case should be no different than for any other ground of discrimination. The Tribunal did not find evidence that the employer would suffer undue hardship if it was required to accommodate Johnstone. The Tribunal specifically rejected the employer's submission that there would be health and safety concerns associated with Johnstone working shorter fixed shifts and also rejected the expert evidence suggesting that providing accommodation to Johnstone would create an unmanageable situation where it would have to accommodate all child care requests.

The Tribunal determined that the CBSA failed to accommodate Johnstone's family status obligations, and such conduct was in violation of the law and deprived Johnstone of employment opportunities. The Tribunal ordered CBSA to pay Johnstone for lost wages and pension benefits, as well as to pay her \$15,000 in damages for pain and suffering and \$20,000 in special damages for the employer's deliberate conduct in the matter.

The CBSA filed an appeal with the Federal Court of Canada, which upheld the Tribunal's decision emphasizing that employers cannot discriminate against employees with family obligations and in certain circumstances this requires accommodation of child care needs. The decision confirms that family status must be offered the same protection granted to all the other prohibited grounds of discrimination under human rights legislation.

Provincial jurisprudence has not confirmed this threshold for establishing a case of discrimination on the ground of family status; however administrative tribunals, courts and arbitrators regard human rights jurisprudence from other provincial and federal authorities as persuasive and therefore this ruling should be considered by employers in all Canadian jurisdictions. The Ontario Human Rights Tribunal did recently visit the interpretation of "family status" and threshold for discrimination in the context of elder care obligations in *Devaney v. ZRV Holdings Limited*, 2012 HRTO 1590. It was found that the employer's failure to reasonably accommodate an employee's elder care responsibilities may result in a finding of unlawful discrimination on the basis of family status.

The reality of 2013 Canadian culture is that most familial caregivers are working

to bring income into the household. Many employees are overloaded by dual demands of work and family. It is now clear that the Canadian Human Rights Act protects Canadians from such a disadvantage and requires employers to carefully consider each and every family status accommodation request and accommodate them short of undue hardship.

Although to employers, the Federal Court's ruling in Johnstone may seem to be an overly broad application of the human rights legislation and therefore

have the potential for the floodgates to open, ensuring employees have work life balance and can meet their familial obligations will go a long way to enhancing the psychological health of the work force which should enhance job satisfaction, attendance, productivity and the bottom line. It would be prudent for employers to take a fair approach in discussing flexible options with employees when their work obligations have a significant impact on the employee's family obligations including child care and elder care needs. X



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Dr. Henry Luo

ONE OF UNITRON'S LEADING RESEARCH SCIENTISTS, **Dr. Henry Luo**, has won the **David E. Mitchell Award of Distinction**, presented by the **Ernest C. Manning Awards Foundation**. Dr. Luo and the other 2013 Manning Award winners were honored at a gala evening with leaders from across

Canada in government, business, and academia including Manning Laureates, on October 16, in Calgary, Alberta. One of Canada's most prestigious annual award programs, the Ernest C. Manning Awards Foundation has celebrated the achievements of more than 200 exceptional individuals with the "imagination to innovate and the stamina to succeed".

Luo's winning invention, a technology called AntiShock, is a patented, industry-first innovation that instantly detects and controls sudden, harsh noises – such as the shatter of a glass on a ceramic floor or a car door slamming – that cause a hearing aid wearer real discomfort (called acoustic shock). AntiShock uniquely combines two technologies, one for shock prediction and the other for instantaneous shock detection, enabling Unitron's hearing instruments to reliably detect acoustic shock and mitigate its effect – before the sound becomes audible to the listener – and most importantly, without impacting their ability to clearly hear speech and conversations.

"I am humbled and honored to be recognized with a Manning Innovation

Award," says Luo. "Simply put, innovation is my life's work. It challenges me and my success in this field provides me with endless happiness. It is even more rewarding as an innovator to know that the scientific advancements I am able to make in the field of hearing healthcare will positively impact the lives of people with hearing loss."

**THE UNIVERSITY OF WATERLOO HAS ANNOUNCED** the appointment of retired Canadian astronaut, **Chris Hadfield**, as a professor of aviation. Professor Hadfield's first role on campus is to conclude his participation in research on heart health in space with professor **Richard Hughson**.

**SUSAN BROWN, SENIOR VICE PRESIDENT** for the Ontario Regional Division of **BMO Bank of Montreal**, and **Ted McKechnie**, Chairman and CEO of **Canada's Tech for Food** as well as the President and CEO of **The Davies Group of Companies**, have been named to the **Canada's Technology Triangle** Board of Directors.

**IN COLLABORATION WITH THE CARDIAC CARE NETWORK** of Ontario and the **Waterloo Wellington Local Health Integration Network, St.**

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**Mary's General Hospital** has announced plans for a pilot project to explore the feasibility of large scale remote monitoring for pacemaker patients. If successful, St. Mary's will be the first hospital in Ontario to broadly offer pacemaker patients remote monitoring as an option.

**CONESTOGA-ROVERS & ASSOCIATES** is expanding and set to occupy a large, high-end commercial office space in North Waterloo to accommodate their growing needs. The organization is leasing 32,680 sq. ft. of professional office space at 435 King Street N. CRA is a Waterloo born family of companies that provides comprehensive engineering, environmental consulting, construction, and information technology (IT) services. Since they were founded in 1976 they have grown to include over 90 offices and 3,000 staff in 7 countries. The local head office, along with 5 other Waterloo locations, employs more than 550 people.

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**WILFRID LAURIER UNIVERSITY HAS ANNOUNCED** a \$1-million gift from **Michael and Hennie Stork** in support of a new Laurier Start-up Fund. "This extraordinary generosity will help us build a \$5-million start-up fund that will be managed by our business students," said **Max Blouw**, president and vice-chancellor of WLU.

Supported by a professional advisory board, the student-run fund will invest in entrepreneurial activity within Canada's technology triangle. The fund will operate through a practicum course, under the supervision of Laurier professor **Brian Smith**, who holds the newly announced BMO Professorship in Entrepreneurial Finance.

Michael Stork said the decision to invest in the Laurier Start-up Fund was based on the belief that the surge in innovative technology breakthroughs within Waterloo Region must be partnered with highly skilled business management.

"The purpose of this investment is to provide a living-lab environment at Laurier where qualified business students will learn to make investment recommendations on real, early-stage companies in Waterloo Region," said Stork. "The students will learn to perform due diligence and other related business analysis as they make their recommendations."

**LINAMAR CORPORATION HAS COMPLETED** its acquisition from **Muhr und Bender KG** and **Mubea Motorkomponenten GmbH** of MMKG's business of manufacturing and distributing assembled camshafts, located in Hildburghausen, Thale and Thale-Warnstedt, Germany.

"The acquisition of the Mubea assembled camshaft business adds leading-edge lightweight and fuel efficient hydroformed and assembled camshaft technology to our existing technology portfolio on camshafts," said **Linda Hasenfratz**, CEO, Linamar Guelph.

**THE GRAND RIVER HOSPITAL FOUNDATION** has received a \$529,000 donation to support patient intravenous pumps and scopes for cancer care at Grand River Hospital. **Keiko Belair** of Waterloo has made the donation on behalf of her late husband **Charles Belair** and herself. Charles was a renowned photographer in Kitchener for more than 70 years and operated a studio across the street. He passed away in September 2012.

**A PROFESSOR FROM THE FACULTY OF ENVIRONMENT** at the **University of Waterloo** has joined an

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international effort by top climate scientists to help cities around the world address the causes and consequences of climate change.

Professor Sarah Burch is part of an expert team working on the Second Assessment Report on Climate Change and Cities (ARC3-2) that will produce a comprehensive analysis of urban climate change governance and policy. The work is part of a larger effort by the Urban Climate Change Research Network to produce a resource for guiding cities in their response to climate change. "The risks associated with climate change are some of the gravest facing our cities," said André Roy, dean of the Faculty of Environment at Waterloo.

"The Faculty takes great pride in supporting researchers like Professor Burch who are eager to take on these major challenges that significantly impact people around the world."

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**WITH BLACKBERRY LTD. SHEDDING STAFF** in its hometown of Waterloo other tech companies, including Google Inc's Motorola Mobility unit, are moving to take advantage of a growing pool of local talent. Motorola Mobility has set up a new hub in Waterloo. "We have a small space right now and we're looking to grow considerably," said **Derek Phillips**, engineering director for Motorola Canada. Google acquired Motorola Mobility last year in a \$12.5 billion deal.

**MANULIFE FINANCIAL HAS BEEN RECOGNIZED** as one of the "Top Employers for Young People in Canada" for the second consecutive year. The national competition awards Canadian employers for their leadership in the creation of exceptional workplaces for employees.

**COMMUNITECH HAS APPOINTED Steve McCartney** as Vice President of the Startup Services Group. McCartney was the President and CEO of Atria Networks from 2003 - 2009 and most recently served as the President and CEO of Bering Media.

**KINETICS NOISE CONTROL, INC.** has unveiled plans to grow production and hire new people thanks to an Ontario government grant of \$150,500. **Mehrzad Salkhordeh**, General Manager, Canadian Operations, Kinetics Noise Control says "This will allow us to optimize our production, reduce waste and innovate the overall advanced manufacturing approach."

**AS THE OFFICIAL CHARITY PARTNER** of the **Manulife Financial LPGA Classic, St. Mary's General Hospital Foundation** received an increased total donation of \$309,000 in 2013, raised through tournament proceeds.

CONTINUED FROM PAGE 30

what makes Waterloo Region stand out. This is why we're being watched, because we're pivoting, as far as being a business is concerned."

And this is not merely theory. Torigian has hard facts to prove that the intense analysis has enabled change that has made policing more efficient, saved money, and made the region a safer place to live.

The traditional pattern, right across the country, has been for the leaders of police departments to make headlines by stating the need for a huge number of additional police officers. This sparks debate, and brings the economic implications to the fore. Often, the arguments presented to

defend the need for more cops have been what Torigian would call "anecdotal."

He says, boldly, "We can no longer justify police budgets through war stories and anecdotal information. This is far too costly a business and much more complex."

When he became Chief in 2007, he believed there could be a better, more effective way to identify and meet the needs of policing in the 21st century. Not that there is no need for more officers – but Torigian also recognized that finances are finite. It's a delicate balancing act.

He hit the ground running. During his first year as Chief, initial analysis showed the need for 77 additional officers on the streets of Waterloo Region. An initial restructuring transferred 50 officers back to uniformed patrol. It was clear that while Torigian was asking the Region to do its part in funding police services, he was willing to step up, as well.

He talks about being "proactive", about anticipating needs. Torigian underlines the importance of "having the analytics to be able to know what we need to do." That approach has meant change in a number of ways in the Police Service.

Some of the changes are wide-sweeping, such as the current realignment of divisional boundaries. The department has abandoned its historic boundaries that followed municipal boundary lines – because, as Torigian explains, those boundaries did not reflect the realities of policing.

Most of the time, police officers who were based in one division were answer-

ing calls in another division, because the boundaries and staffing didn't reflect the current workload. So today, there are three new zones – North, Central, and South.

Prior to the realignment, 60% of response time was spent outside the officers' home territory. Today, that has been reversed – cops are spending 60 to 65% in their zone. Torigian adds, "our target is 70%". That change means less travel time, and a few more minutes in the average working hour for proactive policing.

Another adjustment attributable to analysis is the scheduling of duty hours. Torigian points to an intriguing comparative chart, which shows staffing totals compared to calls for service. For decades, staffing has remained at constant levels

## In 2011-2012, Waterloo Region's violent crime rate dropped 14 index points out of 100 – the largest improvement in the country.

around the clock, but calls for police service vary wildly depending on the time of day, and the day of the week. But peak hours are easily identified from the analytics. So, working with the Waterloo Region Police Association, the police service was able to adapt schedules to ensure that the right number of officers are on at the right times.

Efficient use of resources – especially human resources – is a key goal of Torigian's efforts. When he talks about ROI, he really means "what the community is going to get from each officer."

When he uses a phrase like "more proactive time," he's referring to being able to allow officers to do "compliance checks" – checking in on people on parole, for instance – proactive traffic enforcement, and crime prevention initiatives. All of this, he says, will reduce crime in the Region.

Even the methods of measuring crime in the region have changed. A new measurement called the "Crime Security Index" has replaced the venerable "Crime Rate", and Torigian believes this is a big step toward understand what is really happening in the community.

The Crime Rate stats measured raw data – number of calls, for instance. But it did not differentiate between types of crime.

Torigian says that the new analysis gives proportionate emphasis to more severe crimes, thus demonstrating the true state of safety and security in the community. It also offers quick feedback to the police service, so Torigian and his team





Chief of Police Matt Torigian and Kevin Chalk, who was recently named Deputy Chief of Police charged with operations, both attended the 2013 Kitchener-Waterloo Oktoberfest Keg Tapping.

will know if there is a specific problem that needs their immediate attention.

Torigian turns away from the array of charts and graphs, and sums up the entire approach with one number and one letter of the alphabet. It's all about, he says, "4 R's."

He ticks them off: "The right number of officers; in the right place; at the right time; making sure we're doing the right thing."

Is this whole approach working?

Torigian points to 2008 figures, which indicated that while the overall "crime rate" trends didn't seem alarming, the new analytics showed that violent criminal activity was increasing in Waterloo Region while "everyone else in the country and the province was going down."

"We can no longer justify police budgets  
through war stories and anecdotal information.  
This is far too costly a business  
and much more complex."

That alarming trend added impetus to the efforts to use analysis to show the needs and the potential solutions. It worked, says the Chief. In 2011-2012, Waterloo Region's violent crime rate dropped 14 index points out of 100 – the largest improvement in the country.

The usefulness of this analytical approach to police work reaches well beyond the headquarters' boardroom with the extensive display of charts and graphs. Sure, it helps Torigian make his case to the Police Services Board and the Region's political leaders; and it also is an important source of information as significant restructuring takes place across the Police Service.

But the Chief also points out that effective analytics make a difference in effective policing, from officer to officer and car to car. For example, he suggests that, through analysis, the police service can identify where problems may typically arise – "hot spots" – and in fact, "be there before it occurs."

If a certain area is identified as a problem area for impaired driving at a specific time on a specific day, that clearly is the right place for a police officer. In fact, a few days after the interview was done for the article, effective advance deployment of officers seems to have prevented what has become traditional, out-of-control university homecoming mayhem in Waterloo.

Torigian is remarkably candid about the "cultural shift" this approach involves. He says that in the past, the performance of an officer – he tends to use the word "member" to refer to officers and civilian employees alike – was measured by the number of tickets he or she had issued, and the number of charges he or she had laid.

However, says the Chief, at times, issuing a ticket may do nothing toward correcting the specific problem in a particular area. Police activities, he insists, need to be "connected to an actual outcome."

What is needed, he says, is "a management plan for that zone that allows you to

achieve that stated objective... This is an important cultural shift."

But clearly a shift for the better, in Torigian's eyes. The information garnered through effective analytics "allows decision makers to have all the information they need to make decisions. They're basing decision on information, not on impressions."

That doesn't mean all the decisions will be easy – policing is a costly business, as the Chief acknowledges – but the political leaders setting the budgets will be given a clear statement of the impact of their decisions, supported by fact, not conjecture.

However, those decisions may be somewhat easier because of the changes brought about based on the new analytical information. The Chief says, "over the last five years, we have reduced our cost by \$3 million a year, if not more."

It's good to know that Torigian's focus on this new method of operating a police service has not changed his life-long sense of what policing is really about. As already noted, he says, "I truly believe the purpose of policing is to protect the vulnerable from the strong. When you're weak, you're vulnerable. When you're vulnerable, you do desperate things."

He says that throughout his life, people who have most strongly influenced him have had a consistent conviction that "we all have a responsibility for one another.... Policing is a good opportunity to live those values I was raised with."

From his position at the head of the regional police service, he looks back with pleasure through the decades of involvement with that organization: "I have had incredible satisfaction from a career that has allowed many different jobs without ever changing my career."

His immediate goal today is to "operationalize" all of the information gained through the last few years; to bring about practical applications through the entire police service that will make the service – and the individual "members" – more efficient and effective. "My philosophy," he says, "is to lead from the middle. We're putting a lot of energy and time into building the capacity of that middle management. The talent base in this organization is unbelievable."

He is completely committed to the culture change he espouses. Torigian is convinced Waterloo is leading the way to a proactive policing future.

Those "4 R's" are very real to him – with maybe one additional 'R'. Chief Torigian wants the right results.





## BRINGING BUSINESS TECHNIQUE TO PUBLIC SAFETY

*Police Chief faces the future with a plan*

BY PAUL KNOWLES

**M**uch of the time, Matt Torigian sounds like a corporate CEO, quick with phrases like “return on investment” and “key performance indicators”.

Then suddenly, he’s channeling a social work specialist, describing the purpose of his organization as “protecting the vulnerable from the strong.”

And the reality is, this unusual combination of business focus and social consciousness may be just the right recipe for a trend-setting Chief of Police, circa. 2013.

In Matthew Torigian’s view, “circa. 2013” is a fascinating time to be a police chief. “This is an exciting time, an interesting time,” he told Exchange. There is a never-ending emphasis on “finances... the cost of policing,” but Torigian works hard to explain that dollars are not all that matter when it comes to keeping the peace.

“It’s much more than that,” he says. “While the economics of policing is at the forefront, it’s more about setting the future vision for policing in Ontario. This is really about what we’re facing right now in Ontario, and in Canada.”

He adds, “the challenge is to ensure that the dialogue doesn’t

devolve into one single focus, which is cost.”

Torigian has plenty of hands-on experience in police work, and a good overview of the situation across the country. He’s been with the Waterloo Region Police Service since 1985, and has been involved in criminal investigations including as a detective, in drug enforcement and in homicide investigations. He also served as a member of the Emergency Response Unit, as a police sniper.

The information garnered through effective analytics “allows decision makers to have all the information they need to make decisions. They’re basing decision on information, not on impressions.”

He moved through the ranks and through several areas of responsibility, ranging from Community Relations and Media Relations, to Deputy Chief of Administration. He was appointed the Waterloo Police Service’s fifth chief in December, 2007.

He’s also involved in police work on a provincial, national and international level. He’s the 60th President of the Ontario Association of Chiefs of Police; he’s a member of the Police Executive Research Forum in Washington, D.C.

He often brings insights from these organizations back to his job as head of the seventh largest police service in Ontario. The Waterloo Region Police Service serves a regional population of more

than 520,000, with 738 uniformed officers and 271 civilian members.

And if Torigian can make his vision a reality, they will be performing that service in quite a different fashion than they have in the past. He’s determined to bring a business sensibility to the organization of policing in the Region. And he has facts and figures that strongly suggest it is coming to pass just as he had hoped.

Torigian invites his interviewer to walk down the hall to the boardroom; there, one long wall is completely covered in flow charts, analytical graphs, statistics and a large, colourful and highly detailed ROI chart. It looks nothing like what you might expect in a police headquarters. But it’s exactly what you might find in a successful corporate office.

That shouldn’t be a surprise to anyone who has spent some time listening to the Chief. He describes himself as “the CEO of a publicly traded company”, a leader responsible to the people of the community he serves.

Torigian points to the extensive display: “Here,” he says, “is

CONTINUED ON PAGE 28





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