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Vol. 33 No. 1 September/October 2015



MAKER MOVEMENT

**ORD's 3D printers
are tapping the
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INSIDE

- The remaking of a museum
- New college VP making her mark
- Hockey stats as "ammunition"
- Think "Productivity"

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LIGHTS OUT: WOULD YOUR BUSINESS BE LEFT IN THE DARK?

Could your business operate with little to no disruption if the power went out for an extended period of time? Here's how you can be prepared.

Waterloo Region's tech sector continues to grow with flourishing start-ups, brilliant entrepreneurs, and thriving established companies. Technology, talent, and long work hours are just a few contributors to their success. However, there is another lifeline fueling these businesses – the power that runs their offices. The dependency on having reliable access to technology and business systems is often taken for granted and is critical to achieving maximum uptime, deadlines, and meeting customer and stakeholder expectations.

With so much to accomplish in daily operations, sometimes emergency preparedness for unplanned power outages can be overlooked. Many times it isn't until the worst happens that it alerts you to a shortfall in your procedures or equipment. If the lights went out, would your business be left in the dark?

Steve Stecho, General Manager of Stecho, a leading electrical services company in business for over 60 years, works with many commercial clients on both sides of how to manage a power outage; those who

are hit hard by a power failure and those who proactively plan outages to test their readiness as part of their building maintenance schedule.

"We have a client who experienced a power outage in the early morning hours," said Steve. "They had a generator that kicked in to carry the building, but it was not connected to their security system which had a built-in UPS. Unfortunately the UPS only lasted three hours before it shut down due to low battery. By the time the employees arrived for work, the swipe card access system that allowed entry into the building was down and no one could get in without a key. Of course, the person with the key was over an hour away."

"We did an emergency call to help, but I was sorry to see that a business owner who tried to do the right thing and take the proper precautions was still left handcuffed to downtime," added Stecho.

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On the cover: 3D printer creator Chris Gibson

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NEIL TUROK CELEBRATES THE LAUNCH OF THE PERIMETER INSTITUTE'S NEW PRINT PUBLICATION "INSIDE THE PERIMETER", AND ANNOUNCES NEW FUNDING - PAGE 24

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PRODUCTIVITY

One of the key attributes of people who "make a difference"

by PAUL KNOWLES



PAUL KNOWLES is editor of Exchange Magazine. He is an author and public speaker
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The last word in Exchange Magazine is always an article called "Making a Difference." Of course, we could carry that phrase on our front cover, because it applies to almost everything we write about.

This issue, as we focus on the theme of "productivity", we include a feature on ground-breaking, difference-making enterprises ranging from ORD, where they are leading the pack in 3D printing, to Hockey Tech, which is changing how hockey stats are gathered and used by the top experts in Canada's favourite game. We also write about GHD, the result of a merger between Waterloo's own CRA and an Australian-based company, a corporate collaboration that has set the standard for global mergers.

As well as focusing on corporations, we also carry articles about individuals who are "making a difference." The article running under that banner, this issue, is about TheMuseum's David Marskell, an innovative and energetic game-changer. You will also meet Conestoga College's Barbara Fennessey, who is positioned to make a difference on several stages in the coming years, especially through her role on the new Waterloo Region Economic Development Corporation, and Minto Schneider, leading the effort to "brand" our community in the tourism market.

We love to introduce you to productive companies, organizations and individuals who are making a difference. That's how Exchange continues to make a major difference, ourselves, in the community we love. X



VARDEN LABS HAS UNVEILED ITS AUTONOMOUS VEHICLE, A FIRST FOR CANADIAN ROADS; THE SPECIALLY EQUIPPED CLUB CAR TAKES VARDEN'S ALEX RODRIGUES AND UW PRESIDENT FERIDUN HAMDULLAHPUR FOR A SPIN AROUND UW'S RING ROAD
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KNOW THE TIME TO CASH OUT

BY EXCHANGE MAGAZINE & CARSON O'NEILL

With 1,000 Canadians turning 65 every day, many business owners are looking to sell their business to adequately fund a comfortable retirement. Exchange recently spoke with Carson O'Neill, Principal of Rincroft Inc., a Kitchener-Waterloo based firm facilitating the divestiture of medium sized businesses. In this article, Exchange gets to the heart of the matter and learns that hanging on too long can undermine value.

Exchange: How did you get into this business?

O'Neill: I was heavily involved in the sale of businesses while running a consumer products company in the late 90's and that evolved to working with owners of medium sized businesses in a variety of industries.

Exchange: What motivates these owners?

O'Neill: They are looking to retire without financial worry after years of hard work. Many have no succession plans in place and, even if they do, internal succession often doesn't meet their financial needs.

Exchange: You mentioned 'internal succession often doesn't meet their financial needs'. Can you expand on that?

O'Neill: Insufficient funds. Let's say a business is worth \$5 million. The 'management' may be in place for succession... but they frequently do not have the funds to acquire the operation at fair market value. Management buy outs can take forever and the owner usually pays a heavy price by accepting less for their business with deferral and risk to boot.

Exchange: Can you describe a typical owner who fits with your divestiture process?

O'Neill: The most important criteria is the business has transferable valuable to an external party. The operation should have assets (equipment, inventory, intellectual property and goodwill) generating a value of at least \$2 million for a divestiture advisor to be involved.

Exchange: How do you match buyer and seller?

O'Neill: In the case of our company, buyers almost always come from within the industry. Valuation tends to be higher, industry buyers are more likely to have the required funds and due diligence is easier to complete as the buyers understand the fundamentals of the industry. The valuation difference can be significant.

Exchange: Any examples?

O'Neill: We had a branded health care company where the business was sold for \$10 million to an industry buyer and the highest offers from financial buyers were all less than \$7 million.

Exchange: What's the biggest challenge you face working with the owners?

O'Neill: Regardless of financial circumstances, they are sometimes reluctant to consider divestiture as they are emotionally tied to the business - understandable - in some cases the business has been in the family for generations. The economic realities of their planned retirement therefore need to be factored into the decision.

Exchange: How do you connect with owners?

O'Neill: Word of mouth endorsement is huge in this business. I have calls from owners who are cottage neighbours of past clients - the dialogue starts from there. We also hold seminars for business owners explaining the divestiture process and its fundamentals. Our next seminar will be held on October 20, 2015. For details, go to our company web site www.rincroft.com



Carson O'Neill,
Principal of Rincroft
coneill@rincroft.com



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NEW VP TOUTS “COLLABORATION” AT COLLEGE AND IN ECONOMIC DEVELOPMENT



Barbara Fennessey: newly named as VP at Conestoga College, and now appointed to regional Economic Development Corporation.

This year, 2015, is proving to be a banner year for Barbara Fennessey. That may not be a household name in Waterloo Region – but odds are good it will be in the coming months.

Fennessey – more properly, Dr. Fennessey – has been at Conestoga College for seven years, but she has just been named Vice President, Applied Research and International Education at Conestoga. Her Centre for Entrepreneurship has experienced unprecedented success in the past year. And she has been named one of the founding board members of the much-anticipated Waterloo Region Economic Development Corporation.

Her involvement and her impact make for the quintessential definition of a “mover and shaker”.

There is so much currently going on in her world that a conversation – and a subsequent article – can really only touch the highlights. And they are, truly, highlights – real milestones, genuine accomplishments.

Fennessey came to Conestoga as a faculty member of the school of business, but leveraged her extensive background to quickly convince President John Tibbits of the need for a centre for entrepreneurship. “He was very open” to the idea, she recalls, and encouraged her to open dialogues with community partners and internal partners at the college. The response was positive, and her dream quickly became a reality – an ever-expanding reality.

The Centre for Entrepreneurship has a unique role at the college; its mandate stretches right across the school, providing entrepreneurial studies to its own students, and to students enrolled in every other discipline at Conestoga.

One very effective program is the RBC Small Business Ventures Graduate Program, designed to prepare participants to launch their own businesses. Fifteen students were enrolled in 2014/15 – 40% university grads, 40% college grads, and the remainder, veterans of the workforce who now want to move from employee to business creator and owner. So far in the process, about half of the participants have proceeded to launch their own businesses.

Fennessey says another 16 applied this fall.

Start-ups are obviously a focus at the Centre, but Fennessey stresses that unlike other start-up generators in the region, the Conestoga program is not weighted toward tech start-ups. The workshop program is open to all Conestoga students; 25 participated this year.

A new program this year was the Technology Enable Social Innovation program, also free to all Conestoga students. Fennessey says the goal with this program is to bring students together from different academic disciplines, so they can benefit from each other's skills and resources. “Entrepreneurs,” says Fennessey, “come from all kinds of disciplines.”

The Centre has a specific program focused on advanced manufacturing, the Advanced Manufacturing Technology Catalyst program, and has also launched the Centre for Smart Manufacturing.

But the largest impact of the Centre may be through a series of three, one-hour modules focused on entrepreneurial characteristics, which, says Fennessey, “are of value to anyone in any profession or discipline.”

These modules are funded by the Ontario Centre for Excellence; in the first year of the program, 1,000 Conestoga students will have taken the three-part course, and, says the new VP, “we’d like to grow that.”

Fennessey brings a lot of experience to her new roles in Waterloo Region. She has a background in education and economic development. She has been a research associate at the Conference Board of Canada; she worked in development at the Niagara Trade Centre; and just before coming to the college, she completed her PhD in Toronto, with a 400-page dissertation entitled “Communities and Leaders at Work in the New Economy.”

She came well prepared to lead the burgeoning entrepreneurial arms of Conestoga; and she is also clearly a natural to serve on the board of the Economic Development Corporation.

“Here in Waterloo,” she says, “there are so many opportunities,” but she adds that the region needs to be “the most attractive community in Canada,” when it comes to attracting new businesses – national or international – and nurturing existing businesses to grow.

This stuff is where she lives. “For me, it’s a passion. I’ve just received this gift of being able to live this passion... It’s an opportunity to take what I have learned and hopefully contribute. I am honoured. It’s a very significant responsibility.”

She uses the word “collaboration” a lot – about bringing together the key players to build the Centre for Entrepreneurship, and now, about setting the stage for a new level of economic development in the region.

“We need a really good understanding of the strengths we already have, and to build on these, in bringing a collaborative together.”

She says, “I’m thrilled with the caliber of UW and Laurier, along with Conestoga College.... The future is collaboration.”

She’s honoured to be chosen for the new Economic Development Corporation Board, but she’s also clear that it’s the right thing that Conestoga College is represented. Fennessey points out that half of the people in the regional workforce have taken at least one course at Conestoga. So, “as a leader in the college, I am very proud of the worth we can bring in terms of contributing to the talent pool... to bring my knowledge and experience” to the new Board. – Paul Knowles

ANALYTICS SYSTEM WILL “REVOLUTIONIZE” HOCKEY

“This will revolutionize the game of hockey.”

Stu Siegel is not a man of modest goals. This “serial entrepreneur” and former CEO and managing partner of the NHL’s Florida Panthers is determined to change the face of his favourite sport.

To do so, Siegel has founded yet another company – HockeyTech – and partnered with Puuppa, a Finnish developer of sports statistics software systems.

Siegel’s basic contention is that hockey teams are sadly under-informed about key information concerning their key assets – their players.

He says, “When I became CEO of Florida Panthers in 2009, I was amazed that we were making mega-million dollar decisions about players based primarily on subjective information. Basic stats are available to the hockey world – goals, assists, plus-minus, even the newer stats such as ‘Corsi numbers’ – the primary source of data for making these decisions is still a scout viewing players, and basically watching videos.”

Siegel believes the hockey world is waking up to this problem, and says that in the summer of 2014, “many NHL teams hired advanced analytics people. It actually got dubbed ‘the summer of analytics’. NHL teams really armed up with statisticians, analytics experts; everyone was looking for that competitive advantage.”

But that didn’t solve the problem, says Siegel. “What happened is, they really armed up with what I call the artillery, but they really still don’t have that ammunition, the data, to really dig deep down into the real advanced analytics. They have all the statisticians ready to do the work, but the level of information is really lacking.”

And that opens the door for Siegel’s one-line elevator pitch: “HockeyTech is the ammunition provider for the hockey world.” He adds, “I started HockeyTech essentially to arm the hockey world with objective information, factual information, sta-



Fabio Belloni (left) and Stu Siegel: collecting statistics as "ammunition".

tistics... When teams get hold of a year's worth of this information, when they can actually do good analysis, [it] will revolutionize the game."

The new HockeyTech analytic systems, developed with Puuppa, were kept under wraps until spring of 2015. But HockeyTech has worked, over the past number of months with the men's and women's hockey teams at the University of Waterloo, perfecting the analytics system to the point where it is now ready for commercial release.

Not only did HockeyTech partner with UW in research, the company has moved to Waterloo, now headquartered in the Waterloo Innovation Network buildings on Columbia Street.

"We saw this as a great opportunity relocate to Waterloo. We've had nothing but great cooperation from the university," says Siegel.

The founder of HockeyTech says, "I had a dream to track literally every event that happens on the ice, tracking players, and the puck. Think of this the way a GPS system tracks cars. Unfortunately, the technology just didn't exist to create essentially an indoor GPS system that could keep up with the high speed of hockey, where the puck is moving 100 miles an hour."

Enter Fabio Belloni and his team at Puuppa – a spin-off of Nokia, in Finland. Belloni's team had created a system to track other sports, working with Olympic researchers in Finland and Sweden, and the two men realized the technology was a match for Siegel's dream.

It's also a match for Siegel's existing company, which has acquired several brands that have been serving the hockey world since 1998. The company – through RinkNet, ISS Hockey, FASTHockey, LeagueStat, and NEXT Testing, is already the leader in providing scouting information, in statistics tabulation, and scoring systems.

Because of these applications, HockeyTech is already present in many arenas from the NHL level on down; installation of the new analytics system is a one-day event. And when the system is turned on, everything – literally everything – that happens on the ice will be captured for analysis.

Siegel notes that the NHL is now focused on gathering stats, but it's highly labour-intensive. "Everyone hears about some of these advanced statistics from the NHL level, where they put a large team of statisticians at every game to compile things like time on ice, but once you get below the NHL level, there are no officially tabulated advanced statistics."

Cary Moretti was the founder of LeagueStat, and became CTO of HockeyTech when Siegel bought out LeagueStat. Moretti believes that teams will be able to learn "which metrics are honestly making a difference," and that this will play a big role "in player selection, and in the day to day management of those players."

Siegel goes so far as to raise fundamental questions like, "Does it make sense to have three forwards, two defensemen and a goalie? Maybe it should be two forwards, a midfielder, two defensemen and a goalie. We don't know." But he's confident that teams will know, once HockeyTech becomes their information tool.

Siegel believes leagues, not individual teams, will be the ultimate market for HockeyTech's analytics.

Moretti says, "We provide data services to all levels of hockey. All 30 NHL teams are our clients, but this is not a product exclusive to that level. It's bringing this technology to all levels of hockey."

He adds that one huge plus is that the system does not require staffing – it's automatic, and "accessible."

Siegel says, "This can be brought to market very rapidly. The main thing is to install this in your arena, which is a one-day process of cabling and putting locators in. It already works with our scoring system, so when you look at arenas that are using our system... we're expecting to have several arenas up for [the 2015] season."

TALENT ATTRACTION & RETENTION

On November 24, Richard Florida, internationally acclaimed thought leader, will be at the Bingemans Conference Centre to give a talk on the knowledge economy and the importance of retaining talent. His talk, "The Human Capital Strategy in the Global Innovation Race" will be key to Exchange readers, as they are the influencers and stakeholders that make this community run. Florida can be considered one of the world's most influential urban theorists. His talk will focus on the trends in talent mobility, and how business working with other stakeholders need to be positioned.

Florida, who theorized the posited socioeconomic group he titled the "creative class", appeals to those interested in building community. His study of a class of North Americans who "as a group" are a key driving force for economic development of post-industrial cities, is a look at what needs to happen now to be able to operate in the future.



"Thought leader" Richard Florida

Photo by Lorne Bridgeman

Florida will speak about the intersection of "technology and capital" in a culture of "openness and entrepreneurship". He will emphasize the importance for cities and regions to focus on talent retention. A hotbed for talent creation, Waterloo Region needs to grow its ability for talent retention. Florida believes that retention is "imperative for cultural growth" and community prosperity. His talk will bring the audience closer to what is needed to create a "quality of place" and will discuss whether "mega-regions" provide the answer to economic prosperity.

The event is hosted by both Canada's Technology Triangle Inc. (CTI) and the newly incorporated Waterloo Region Economic Development Corporation (WREDC). In June of this year, the CTI Chair Ian McNaughton officiated at CTI's final AGM. The newly formed WREDC, under the direction of Chair Gerry Remers, has assembled its board of directors, and is in the process of hiring the organization's first CEO. The Richard Florida event is a collaboration between the two organizations, and will undoubtedly bridge the transition between the incoming and outgoing boards. Individual tickets and corporate tables for the event are available by emailing Ann@techtriangle.com or going to <http://bit.ly/CTIInternational>.

THINK “PRODUCTIVITY”

Productivity is not a new idea – being efficiently productive has been a key to business success for decades. However, many of our current productivity challenges are new, and threatening, and while being productive has never been more important, experts also argue that being productive has never been more difficult. In fact, as we try to manage the new challenges, we may be adopting apparent “solutions” that are really part of the problem! Exchange magazine has gone to the experts to get their up to the moment take on productivity.

The goal, of course, is to be calm and prepared, but also skilled and ruthless in how one deals with information overload.

Given any improvement strategy, the first step is to become aware of your ingrained and unproductive habits, and to aim to shift these habits for reductions in volume and time saving, which will not only allow your work to be completed sooner, but will also provide a fun and memorable framework for thinking about your rest and relaxation productivity.

First, let's get into **Carl Preston's** list of what should be tossed out, from his “9 Habits You always Thought Were Productive but Aren't”. This is important for all those people who see endless possibilities and therefore, who can become overwhelmed extremely quickly. The problem with this is that there are so many things out there for us to try, we might never find the method that works best for us. Preston says that “many techniques are thought to aid in productivity, but the truth is that it is hindering us from achieving our full potential.” So he prepared a list of 9 habits you always thought were productive but, in fact, aren't.

1. Scheduling everything: There is a difference between going after your goal without giving up, and being so inflexible and unwilling to change your plans that you leave no room for expansion.

2. Multitasking: The problem is that it sounds good on paper – getting several things completed at once – but it's not really practical.

3. Doing the stuff you are already good at again and again: Our strengths are something that we should focus on. But even if we are good at something, we should not continue doing it if it is not promoting our personal growth.

4. Being too concrete with your goals: No new idea can enter through your unbreakable belief system. Your goals become so fixated that you lose sight of all other possibilities.

5. Paying too much attention to detail: If we are paying too close attention to the details, decisions can result in a particular outcome not in alignment with your original goal, and results in wasted time and compromised productivity.

6. Aiming for perfection: Progress and perfection don't go hand in hand.

7. Saying “Yes” to everything: As much as we would love to help others out in their time of need, we have our own busy lives to worry about. Learn to say “No” and become a bit more selfish.

8. Working hard, hard, hard: Our attention span only lasts for a certain period of time. After that we lose focus and creativity.

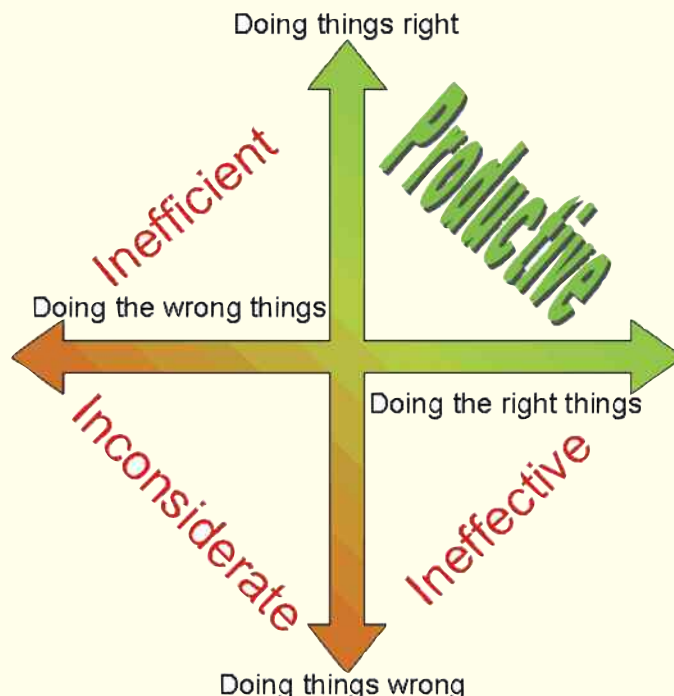
9. Being up to date with everything: When you consume too much too fast, you end up not retaining much information at all.

Djordje Todorovic is also a leading writer on productivity. He understands that productivity is “quite a difficult issue to tackle.” He believes that productivity is tied to “forming prolific habits, and learning how to compete tasks that can be arduous from time to time.” Accepting that environment contributes to productivity, the following list will help out even if you're “thwarted by the idle atmosphere created by your peers, or co-workers.”

1. Maintaining your energy: Regardless of whether we are doing physical or mental work we require energy, and our brain consumes it simply by thinking. Even if we spend all day sitting behind the desk, we are still going to get tired at some point. To increase our productivity, we should increase the production of energy.

2. Eating food good for the brain: Unhealthy eating is another obstacle capable of hindering our will to work. Our brain operates better with the right substances, and the best way to fuel our brain is through better foods and drinks.

3. Decrease the number of surrounding distractions: A number of things may draw your attention from what is important – a messy working surface, some nasty odour or outside noises. Start your day with a quick clean-up of your desk and always have an air freshener above your table. If there is too much noise, use headphones to cancel it out. You can even play some classical music – it may



even turn out to be good for concentration.

4. Learn how to stay focused: Some tasks can be large, and truly bothersome. Even if we do work out, and have a healthy diet, making something that is by itself uninteresting to us into something interesting is next to impossible. Learning to stay focused is actually learning to power through. To invest enough time and efforts into something so that it actually becomes important to you.

5. Avoid spending time unproductively: Unless you are sleeping, there is no good reason why you should be unproductive. There is always a way to keep your brain occupied. In other words, do not allow your brain to rust.

Productivity Hacks for Motivating Your Personnel

1. Recharge your and your workers' mental batteries: One of the potential problems that you can face as an employer is the mental exhaustion of your staff. Simply put, the monotony of each week becomes overwhelming, causing the capacity for work to drop significantly. An ideal solution for such a problem is a team-building exercise, which allows both you and your colleagues to unwind.

2. Use employee-based incentives: This is probably the most effective course of action that you can take in terms of motivation, to enhance the productive atmosphere. Basically, you use either a higher salary, or some sort of reward to motivate your staff. You could give your employee 10%-20% of the extra budget he or she has earned you during the past month. This money is simply an extra cut from the extra budget earned. The method rewards productivity and allows both you and your team to push boundaries without any loss.

3. Monitor your staff: There are always pros and cons concerning this decision, but in terms of productivity, monitoring provides a degree of pressure which can only yield positive results. After all, if we know there is a possibility of getting caught while slacking off, we are less likely to do something like that.

4. Learn more About your employees: It is always better to hire someone you trust rather than someone you know nothing about. Getting to know your employees better can show you just how versatile they can be. Maybe someone can take a portion of additional responsibilities and be compensated with a higher salary – truly, it is an arrangement beneficial for everyone.

5. Do not allow your workers to become too relaxed: It is inevitable that over the course of time, people lose the portion of anxiety they had at the very beginning of their working arrangement. However, every once in while, you need to remind them of their duties. Being viewed as an authority and a friend at the same time is rarely possible, and you should never feel bad if you are unable to create such a relationship.

Productivity for Task Management

1. Prioritize harder tasks: There is a good reason why harder tasks should be ranked in the upper part of your to-do list. Our readiness to work and our men-

tal capacity gradually drop during the workday, and if we spend it on simpler tasks, we'll only end-up postponing more arduous work. Moreover, as we are completing easier assignments, we still know that, at some point, we will have a hard and unpleasant task ahead, which is both pressuring and demoralizing. If you can just muster enough strength to get it over with, the very act of completion will reinvigorate you, so in a way, you will have a psychological advantage.

2. Segment your larger tasks: Some tasks are just too complex, meaning it will take more than a month to complete them, and thus they are easily abandoned. The main reason for this is fear that all of your work will be for nothing. For the purpose of tackling such problems, split your monthly task into weekly tasks, and create milestones. Even weekly milestones can be segmented into daily assignments, for a clear overview of the progress you are making with a large project.

3. Neatly organize the assignments: Organizing assignments contributes to keeping track of progression more easily. Another thing you need to take into account is difficulty – in other words, you need to ensure the load of the assignment is evenly distributed on a daily scale. If, one day, you can finish tasks with ease but the following day, you are barely managing – then, you are clearly not doing something right. You can also send yourself emails every week to recap with what you have done so far.

4. Make sure tasks are well defined: If you fail to complete the assignments, simply because your job definition was vague, those flaws will come back to haunt you. Sooner or later, you will have old tasks that need to be redone, and new tasks that are supposed to be done on that day, and before you know it, the whole organization process will become a challenge to maintain.

5. Make sure tasks are properly distributed: If you are a project manager, you need to be fully aware of your co-workers' capacities. An efficient way to complete any project is for everyone to pull their weight equally, or correspondingly to their capabilities. It is also important that co-workers do not get an impression that someone is having a less demanding task, since it can interfere with the work flow.

Productivity for Utilizing Technology

1. Maintain office equipment: Pick a monthly date for checking all the equipment and save yourself some potential future troubles. Test all the features you commonly use, and keep all your receipts and warranties.

2. Use apps to improve organization: Considering that a great number of business people have a smart phone device, you can have your portable task manager nearby. You can find a great number of apps compatible with an android, iOS or Windows Phone device, and these reminders are extremely helpful.

3. Use tutorials to solve problems: If there is anything we should be grateful for, it's tutorial videos and blogging experience. People are willing to share their knowledge and help you out, whenever you are in need of something you know nothing about. By using the internet, you can make up for all the incompetence and save yourself from numerous potential mistakes or disasters.

Additionally, simply sharing your experience and offering useful insight online can be a lucrative decision. All you need to do is find a good web hosting option, start your website, and start investing in its promotion. Also, you can simply start a YouTube channel, and post tutorial videos, since they are far more engaging. Just make sure you are eloquent and have no stage fright. It is worth mentioning that and they keep your expenses to a minimum.

4. Don't waste time on social media: Social media accounts are double edged swords. Although they can have a vast potential for connectivity and advertising, mindless scrolling on daily basis can become truly addictive. If you are using your accounts for chatting more than you use them for the work benefits, then you are better off without them. The moment you spend a couple of days without going online, you will realize you haven't missed anything special. Another way to solve this problem is to introduce a portion of discipline. Simply allow yourself 10 minutes of social media time after a full hour of work.

5. Clean up your inbox: Sooner or later, you end up subscribing to all sorts of things: you get bank reports, daily updates, product promotions, all piling up in your inbox. The problem is when those e-mails manage to conceal something important that was sent to you.

Clearly, the excuse "an e-mail got lost in the sea of others" is not a viable one. Feel free to put all the emails you do not read in the spam folder, since that way, you can still give them a look if you really feel like it.

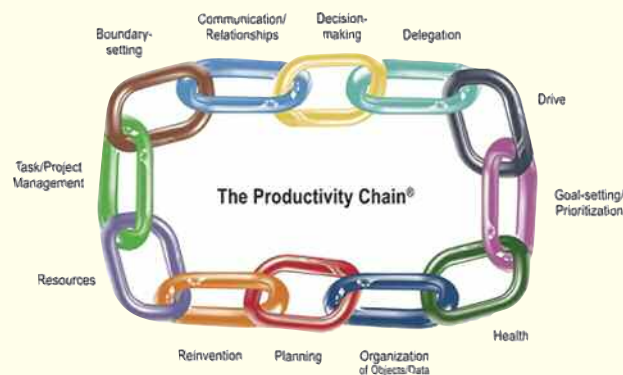
On these pages, we've presented several dozen suggestions to increase your productivity, and the productivity of your organization. Next step? Implement them efficiently, and then get on with a more productive operation. A more successful, productive future awaits. - Jon Rohr

SUCCESSFUL PEOPLE ARE PRODUCTIVE PEOPLE

Benjamin Hardy suggests productivity means not doing a lot of stuff fast. "You can do lots of stuff and get nowhere closer to your ideal". Running in all directions leads to "burn out". Hardy believes our society "has become obsessed with constantly doing; there is little time left for being and living." Hardy has written two very passionate articles on productivity: "16 Things Successful People Do to Maximize Their Time" and "15 Things Insanely-Productive People Do Differently". An organizational psychologist, he describes himself as believer, leaper and obsessive wormhole hunter. Here are some traits of successful, productive people.

1. They know who they are and who they want to be.
2. They know where they want to go.
3. They let go of the need for a specific result.
4. They don't care what other people are.
5. They don't care what other people think.
6. But they care intensely about those they serve.
7. Their work is their art – it's highly personal.
8. They don't need permission.
9. They learn through doing.
10. They don't take themselves too seriously.
11. They can enjoy where they presently are on the path.
12. They ask for help.
13. They drop what's not working.
14. They think laterally rather than vertically.
15. They constantly prune their lives.
16. They don't waste decades of their life off-course.
17. They correct their course quickly.
18. They remove non-essential garbage from their lives.
19. They skip non-essential steps most people take.
20. They focus on results rather than hard work.
21. They use automation tools.
22. They outsource tasks.
23. They create automated income streams.
24. They set short timelines.
25. They get 7+ hours of healthy sleep daily.
26. They have a killer morning routine.
27. They have a small to-do list each day.
28. They drop stuff that isn't working.
29. They check their email and social media at a few specific times each day.
30. They completely unplug when they finish working.

Hardy concludes that successful, productive people live their lives fundamentally different from the norm. Rather than being a mediocre generalist, successful people "do a few things only they can do. The rest is automated and outsourced." In other words, "they do less and live more."



WATERLOO'S CRA MERGES WITH GHD TO BECOME A \$1.5 BILLION GLOBAL ENTITY

An iconic Waterloo Region-based company is part of one of the largest international mergers ever to take place in the engineering, architecture, environmental and construction services sector. In an alphabetical marriage, CRA has merged with GHD to create a company that serves clients on five continents, with 8,500 employees, and annual revenue topping \$1.5 billion US.

CRA, once known as Conestoga Rovers & Associates, was formed in 1976 through the merger of Frank A. Rovers & Associates and Conestoga Engineering. The company has expanded with a focus on serving North America.

GHD began in Australia, but has expanded throughout Asia and into Europe, as well as in North America.

The new entity, merged under the name GHD, now operates in 14 countries in North America, Asia, Europe, Australia, and South America. The company has more than 200 offices, world-wide.

The merger took place in July 2014, but the melding of the team, and the re-branding efforts, were completed in the summer of 2015.

Steve Quigley, a veteran with CRA (he came to Waterloo in 1989), is now a member of the GHD management team (headed by Ian Shepherd, in Australia). Quigley is General Manager, North America, one of four General Managers operating the company in its international operations.

Quigley told Exchange that, although the company has adopted the name of GHD, the deal was not a take-over, it was a merger, with shareholders of both companies now holding shares in the new entity. Quigley says that between 20% and 25% of employees own shares in the company; in North America, there is a group who he calls "significant shareholders."

Both CRA and GHD were companies owned by their employees. "This is a way for two, privately-held companies to join together and keep employee ownership," said Quigley. "It was a great opportunity."

As President of CRA until 2014, Ed Roberts led the company into the merger. Today, he continues as a member of the 11-person GHD Board of Directors, as well as holding the position of Manager of Human Resources for the 4,000-person North American GHD operation.

Roberts told Exchange, "It was a global first in that we did a merger as opposed to an acquisition. We had two large firms, both privately owned, both with similar assessments of their value and we were able to do a share swap as opposed to a buyout. All the management and staff and everyone who, prior to the merger, was a shareholder, owned shares after the merger. People were not bought out."

Roberts says, "We combined the two values of the company together [to create] a much bigger and stronger company with a global footprint."

Growth and change are not new to Roberts. "In 1985 when I joined the firm we were about 75 employees. By 2000, we grew to 1000 employees. Prior to the merger we were at 3,000 employees."

Roberts said the merger was vital: "Our industry has changed over the last four or five years. It's gotten bigger, a lot larger firms. In order to remain competitive for a lot of our clients who are globally based, we had to expand our footprint beyond North America."

The result of the merger, he says, is a more balanced company. "CRA was 85% private industry and 15% public or municipal; GHD was the opposite. We wanted to balance out our private-public profile. We're now approximately a 50-50 split. They had a very strong presence in Australia, Asia, New Zealand and the Philippines, all areas we wanted to expand into. They had a small presence in North America and we had a very strong presence."

Quigley says there have been immediate benefits from the merger. He points to "the response from clients," who have been quick to take advantage of the expanded menu of services made possible by the union of the two companies.

CRA came into the merger as a smaller company, with about 3,000 employees, compared to GHD's 5,500. Quigley says CRA was chiefly known as "an environmental engineering firm," and he acknowledges that "we needed to diversify our capability and service offering." He adds, though, that, "We were a good, profitable company" that was looking to strengthen "our long-term potential."

The new company, he says, has immediately been able to broaden their menu of services – and he says that GHD has discovered a "pent-up demand" for the



Steve Quigley, left, and Ed Roberts.

expanded expertise.

Today, GHD works in the broad areas of water, environment, transportation, energy and resources, and property and buildings. Their list of sub-categories covers 73 unique disciplines.

Quigley admits that some members of the CRA team struggled with the name change. "For many people, it was difficult for the CRA name to be lost," he says, but he quickly adds, "GHD stands for the same things." Overall, the merger has been a complete success, says the North American chief.

In fact, the merger was initiated by CRA. Quigley says, "this was started by an effort by CRA to explore our options. About the same time, the heritage GHD people were looking at something significant."

The merger process was not a walk in the park, he says. "It takes a lot of hard work. We had an outside consultant assisting, but the bulk of the work has been done" by CRA and GHD team members.

There was a strong buy-in, he says; "We are invested in the future." That refers to the future of the company, and also of the individuals who have a stake in the newly branded GHD. Quigley says that the merger will create more opportunity for people from the various parts of the company. He's quick to add that it also creates opportunities for the company's clients.

"It's been absolutely positive," he says. "It was a challenge. Nothing like this is easily done, but it is rewarding for our people and our clients. We are able to do things we haven't been able to do before." He calls his company "a very fluid organization."

Quigley says that the new GHD has seen significant growth in the past year, and he expects this to continue. "What we're looking for is growth incrementally better than the market."

There are plenty of reasons for this optimism. The merger allows GHD to offer a broader selection of services, and Quigley says the demand for the entire menu was instantaneous. "As soon as we advised [our clients] of the merger, requests began immediately."

He believes that GHD has done the deal correctly, and that the instant growth is evidence of that. There is not the only deal done in their industry – there have been take-overs and acquisitions carried out by competitors, and – perhaps with a bit of personal bias – Quigley says the track record of such deals is spotty. "Some of these collections of companies are performing okay, and some are not."

Quigley says that GHD is not aiming to be the largest firm in its fields – but it is committed to being "a high quality, leading entity... a thought leader."

There is a bit of irony in the history of the two companies – as they merge into a global entity, Quigley recalls the first time the two firms encountered each other – an occasion when GHD won an asset management contract... in Waterloo, Ontario, home turf of CRA.

Now under the banner of GHD, they are competitors no more. – Paul Knowles

A REGION IN SEARCH OF A BRAND

Minto Schneider is disarmingly forthright. “Waterloo Region doesn’t have a recognized brand. People know Waterloo, they might know Kitchener, they might know Cambridge, but they don’t know what Waterloo Region is, and you get that blank stare when you mention it.”

That’s a problem if you are involved in the tourism industry in the region. And Schneider is very involved – she’s CEO of the Waterloo Regional Tourism Marketing Corporation, a job she’s been in for two and a half years.

For Schneider, branding is job one, if the region is to successfully market itself as a travel destination.

She believes that the institutions of the region – from Communitech to the municipalities to the universities – need to be working together to promote tourism.

And she argues that the new, Waterloo Region Economic Development Corporation is creating “an opportunity.” She adds, “Having the new Economic Development organization is going to be great. It [a marketing/branding endeavor] is something that we all have to sit at the table and figure out.”

She insists, “When you’re creating a brand for Waterloo Region, the politicians have to put the politics aside to look at what’s best for the region, as far as recognition is concerned.”

When it comes to branding the region, Schneider says she doesn’t have a personal agenda. “I don’t have any preconceived idea of what it should be.”

Whatever the end result, Schneider is calling for action on branding the region from a tourism perspective. However, she is not eager to throw money at the issue by relying only on consultants – she thinks a lot of discussion should take place, first of all, among the local players. “I think we should be careful how we move forward with it. Consultants can eat up a lot of money in discussions like this.”

Schneider wants to work with other regional entities, but she is also quick to point out that her agency has a unique role. “We can work more closely on promoting the destinations,” she says, but “tourism is a different animal than attracting business to the area.”

She sees tourism marketing as an initial step in attracting new business: “The first step in attracting business is getting the decision makers here to look at the area as a place to do business, a place to live, and a place to work.”

Branding means more than choosing a name for promotional purposes. It is necessary to understand the reality of the tourism industry in the region – what works, and what doesn’t.

Schneider points to one surprisingly success story – sports tourism. “We’ve really been targeting the sports market much more than we did before.” If this seems like minor league stuff, Schneider invites you to consider one example – the Ontario Volleyball Association championships, which have been held at RIM Park since 2008. In 2008, the championships attracted 183 teams. In 2015, that



Minto Schneider on the scene at Kitchener Waterloo Blues Festival

had grown to 635 teams. On average, each team occupies five hotel rooms. In other words, “The hotel room revenue from the 2015 event is close to \$1 million, not counting restaurants, gas, shopping and retail. It’s a great piece of business all over the region.”

The news gets better. The volleyball teams are coming back in 2016, and the region has bid for 2017 and 2018. As well, says Schneider, “Because we did such a great job with Volleyball Ontario, when the opportunity came to bid for Volleyball Canada’s Eastern Indoor Championship, Volleyball Ontario decided to bid us as the destination, and we won it for 2016/2017.”

The local tourism organization is also promoting corporate meetings for smaller groups – up to about 200 – and Schneider is excited about the new and refurbished hotels in the region. She says, “I think that corporate meetings market is going to be much better for us, particularly for higher end corporate meetings.”

Schneider knows her agency cannot do the job alone, and she calls on local leaders – in government, business, and education – to become champions for the region.

There is one potential area of local tourism that intrigues Schneider, but she admits she is not sure how to make it come to pass. She asks, “Can we do something around tech tourism? We’re trying to get our heads around how we can capitalize on being a centre for tech tourism, without disrupting the businesses those guys are here to do.”



Chris Henderson, President of BNE, purchased the facility, once owned by Liquid Air in Cambridge.

PRODUCTIVITY: SPACE TO GROW

Besides having a busy season this summer, BNE Contractors Inc. activities included a move from Kitchener to Cambridge. The 23-year-old company completed the move, which expanded workable space from 8500 sq. ft., and fleet space ten fold. The company had been located at a Manitou Street, Kitchener location for the last 15 years. Chris Henderson, President of BNE, purchased the 16,500 facility, once owned by Liquid Air, on 440 Sheldon Dr. Cambridge, to “better manage growth, and the resources growth takes.”

Over the past several years BNE has been experiencing tremendous growth. Mike McEvoy, sales manager for BNE is very excited about the potential of the new facility. “We’re a flooring solution provider, and as such, work very hard to provide the best service to our customers,” says McEvoy. “The larger facility provides a number of productivity gains that we didn’t have before, including multiple bay doors for our expanding fleet of service vehicles, ample storage space for our equipment, and better use of common space.” The larger facility has some distinct “operational advantages” that create some “productivity gains” for BNE crews. McEvoy points out that “the larger floor space and increased number of dock doors allow us to stage orders in advance for our crews.” This reduces the time it takes to get out the door in the morning and unload in the evening. McEvoy says, “our efficiencies allow us to be more competitive with our customers.”

Henderson’s investment comes at a time when Canada’s economy is shifting

from the West back to Central Canada. Ontario is seeing a growth in advanced manufacturing, particularly in the life science area and in food technology. Advanced manufacturing is as unique as it is specialized, requiring varying working environments which demand specific flooring requirements. Over the last few years BNE has experienced steady growth and continues to expand its market across Canada.

Henderson says “the new facility will allow us to capitalize on our aggressive growth strategies. The new facility speaks to our corporate image of being a leader in the industry. We will continue to invest in hiring of new people and equipment as we continue to expand to meet the needs of the concrete flooring market”.



Jenn and Chris Gibson

MAKER MOVEMENT

ORD Solutions takes the innovation of 3D printing seriously and targets the growing market of “makers”.

by Jon Rohr and Paul Knowles

Ahead of the curve.” “Bleeding edge.” “Off the chart.” Pick your description, or add your own – they all apply to ORD Solutions, a new Waterloo Region company that designs, manufactures and sells 3D printers that are reportedly light years ahead in the field.

The key to all of this is the unusual mind of Chris Gibson, a self-described “maker” who solves challenges with passion, vision, and a long-suffering spouse.

Gibson is President and Lead Architect at ORD Solutions, responsible for research and development, design, vision, and all things innovative. He has two partners – his wife, Jenn Gibson, Vice President and Marketing Director, and Andrew Evershed, Director of Operations.

Sourcing and manufacturing is carried out partially in China, with final assembly in Waterloo, all facilitated by Global Operations Integrity, owned and operated by Gang Pan.

The end result? A 3D printer often described as the Cadillac of the industry, a printer that includes an unprecedented five-nozzle capacity, unparalleled temperature control, flexibility beyond the imagination of most 3D builders, and a far happier customer base that is the norm in this emerging sector.

ORD has clients around the world, a remarkable growth curve for a company that funded its launch through a Kickstarter campaign. Their campaign attracted 91 backers who pledged \$132,120; the project started June 23, 2014, and was fully funded by July 28 of the same year.

In the beginning

This all started in Chris Gibson’s basement.

Gibson admits that he has a history of creating innovative enterprises in basements – when he was a teenager, while other kids were making some pocket money delivering newspapers or pumping gas, Gibson “refined gold from computer components using acid, in my Mom’s basement... I’ve always kept a list of different things I might create some day.”

Prior to launching ORD, he “spent 15 years as a software architect. I ran my own business, did consulting work, business systems mostly, for the medical industry, construction,

law enforcement.”

He says he has always been a “maker”, tinkering with machines, inventing mechanical solutions.

His “aha!” moment came when one of his children (the Gibsons have four kids) brought a toy to him, and asked, “do you think we could make some more of these?”

Most fathers would say, “No,” and leave it at that. Gibson responds differently. He thought, “What if I prototyped my own thing?” I started Googling it, found this open source community of makers – in 2011 – so I downloaded plans for a 3D printer, and I built one. Took me six months.”

He admits some of that time was taken up with convincing

Jenn to let him invest in the materials he needed. “My wife took a lot of convincing to just let me buy the parts for my first prototype.” Today, as VP, Jenn is completely committed to the company.

Building the prototype wasn’t easy. Chris says, “It took a long time. And I realized

“I realized through that process that nobody is ever going to adopt this technology en masse, unless it changes. I saw a need for somebody to give people pre-built machines with a set of instructions on how to run it, and with support.”

through that process that nobody is ever going to adopt this technology en masse, unless it changes. I saw a need for somebody to give people pre-built machines with a set of instructions on how to run it, and with support.” And in that sentence is a good description of the product provided by ORD.

Gibson was hooked on the challenge. “That’s what got me to a start point.” But he admits to a certain irony: “I never did make the toy. I totally forgot about it.”

But he did start making 3D printers, which are the new star in the advanced manufacturing universe. And he began to sell them. By early 2014, “We were selling three or four a month to an odd mix of people,” half of them businesses, half for home-based use.”

Some clients were simply early adopters of high tech who were experimenting at home. But industry was quickly realizing the benefits. One of his first purchasers owned an injection molding shop. Their customers wanted to see and feel a three-dimensional part before they confirmed their order, and Gibson’s client realized that using 3D printing was much less expensive than a \$20,000 machining bill.

So Gibson's business was growing. And that's when it took a year-long detour.

Distribution & Marketing Collaboration

For the past year, Gibson signed on with a company created exclusively to market and distribute ORD's 3D printers. The company, headed by Tim Scott, was founded as ORD Solutions Distribution. Scott and Gibson had met through connections with Scott's work as an entrepreneur in residence at the RIC Centre for budding entrepreneurs, in Mississauga.

In his first interview with Exchange, Scott praised Gibson: "A great mind for looking into the future. He's 'out there' in terms of developing technology for 3D printing that nobody else is even thinking, about much less doing."

However, their agreement abruptly ended, during the production of this article; it has been a rather acrimonious divorce, although Scott agreed, in a subsequent interview with Exchange, that numbers from the distribution company "were not there".

So Gibson, with his two founding ORD partners, is going back to what he feels passionate about, a "makers" world

market – returning to their original, in-house distribution and customer targeting model. Scott and his business partners are left with about 120 3D Printers which they hope to sell "at reduced prices" over the next few months. Then, says Scott, the odds are "better than 50%" that he and his team will move on to market and distribute other products, perhaps even within the 3D printing world.

ORD printers have been used to produce the equivalent to bones, tendons and vertebrae, for university study in Switzerland; a car built from sustainable parts, in The Netherlands; parts for advanced manufacturing.

"The maker movement"

The three original principals of ORD are focused on refining and distributing their unique

3D printers to a ready-made market – what Chris calls "the maker movement." This, say Chris and Andrew, is where their future lies.

Chris told Exchange, "What we're looking for are people who are already motivated to buy 3D printers, who know what 3D printing is, who knows it had a place in their lives."

Those people, he says, are members of "the maker movement."

That may sound like a small group of geeky brainiacs, but the ORD founders insist that this is not at all the reality.

Andrew talks about attending events like "maker fairs," where "more variety of people are showing up. It's getting



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One-time collaborators Tim Scott, left, and Chris Gibson. Scott said of Gibson, "he's a great guy with a great mind for looking into the future."

bigger. We see young people on dates... at a maker fair!"

Chris looks back to an era where "makers" were the people building their own computers. But building home-made computers is a thing of the past, he says.

And while there were people – like Chris, himself – who used open source information to build their own 3D printer, that, too, is not what the future holds, in his opinion. "Most people will buy a ready-made 3D printer, but they're still going to make stuff."

Stuff – ranging from custom jewelry, custom orthotics, even fitted parts for hearing aids for growing kids. ORD printers have been used to produce the equivalent to bones, tendons and vertebrae, for university study in Switzerland; a car built from sustainable parts, in The Netherlands; parts for advanced manufacturing; machine gears; and a hush-hush product that will be going into space.

Makers, from corporations to scientists to home-based hobbyists, are excited about the unique features of ORD 3D printers – the five-nozzle, multiple material capacity, made possible because each nozzle can operate at very different temperatures (up to 450 degrees Celsius).

Being a "maker" isn't going to be a niche avocation, according to the ORD

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Chris Gibson with his latest version of the ORD 5-nozzle RoVa3D Printer.

principals. People – lots of people – “will realize they need to have a 3D printer. Business people do limited production runs and prototyping, they’re all makers.”

Chris adds, “When this new generation grows up, everyone is going to be a

maker.... all of a sudden it will go ‘boom’.”

The ORD printers will continue to be manufactured Gang Pan’s company, especially, says Chris, because of the excellence of “quality control.” ORD is a fan of the way Pan completes the man-

ufacturing in the more tightly controlled environment in Canada.

When Chris, Jenn and Andrew enthuse about their product – and their clients – it’s clear that a collaboration with a more traditional distribution company would inevitably have led to a troubled marriage.

Chris explains, “We are more grass roots. They’re more corporate.”

It’s also clear that the original ORD team is a close-knit trio, and that the collaborative attempt to go corporate carried them out of their comfort zone – and their internal commitment to teamwork.

Jenn explains a lot in eight words: “Andrew and I are back in it again.”

Chris is emphatic: “I want Jenn and Andrew involved in what’s going on here.”

Jenn adds, “We had a year of trying to figure out what was right and we came to a point where it was time to make a decision, now, before we back track too

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much. We have had to take a step back, and now we're able to move forward."

They are definitely going back to their own tried and true formula – including taking another run at a Kickstarter project. Jenn mentioned that, in 2016, "we're doing another Kickstarter program. We have our backers, our loyal people. Those are our original people. They always seem to follow us."

Andrew adds, "Our supporters from Kickstarter would always support us."

Chris says that this support reaches far beyond \$130,000 in initial financing. He says that occasionally, clients will post on line about a problem with an ORD 3D printer – although their return rate is less than 6% in a business where 22% is the norm. When a complaint does appear on line, he says, before ORD can respond, it's typical that one of their company's fans will respond with suggestions for solving the particular problem.



Chris Gibson with his wife and co-founding partner Jenn and co-founding partner Andrew Evershed at the Kwartzap in Kitchener.

Their market is international and has always been. Andrew says, "50% of our sales are outside of North America."

Although the final interview with Chris and company came only a few

days after the split between the two entities, it was clear that the ORD team is clear about their approach, going forward. During the past year, there has been a lot of emphasis on educating

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The Gibson family (l-r) Sariah, baby Logan, Jenn, Conner and Zachary. Zachary's request for another toy was the impetus for his dad's development of the ORD Solutions 3D printer.

COVER STORY

people about 3D printing – the benefits and the practical operation.

However, Chris is skeptical about that approach; he believes well-prepared clients are out there, and he stresses that “Our position is to make new technology and to sell that technology. I’d rather partner up with people in the community [in education].” He believes that institutions like public libraries are ideal places to educate the public about new technology. They have also been connected with Kitchener’s Kwartzlab Makerspace, since its early days – an obvious link. “We’ll come to Kwartzlab to do training and education.”

So what’s next for the newly streamlined operation? Just watch them: Chris says, “We’re not one-trick ponies. In some companies, they have a product, and if that product doesn’t work out, they’re done. This technology hasn’t even ramped up. We’re constantly iterating through new technology. Right now, we’re working on a new thing, and we’ll never stop. We might have had some hardships in the last year, but it’s not even phasing us.”

X

PRODUCTIVITY AND THE ENTREPRENEUR

STRUCTURE & THE ENTREPRENEUR

Does Structure Really Kill Innovation Productivity and Creativity?

Rick Filsinger, CHRP, CHRL Principal,
HRServices Hrservice.ca, @rickfills

As a small organization, carrying on a business is less difficult than trying to manage a larger organization that has many moving parts. As a small business, it is easier, (not to say easy), to keep on top of the things that may get you into trouble or cause client/customer issues. However, every organization reaches a point where a lack of structure will hurt them more than it will help.

While structure may appear to be contrary to the entrepreneurial spirit, it is not.

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are good examples of areas that can get away from the business, if some structure is not put in place. Both these areas have a lot of legislation around them that, if not followed, can be to the detriment of the organization and its owners, directors and staff.

An example might be the hiring process. In the past a smaller organization may have been able to move forward by hiring friends or relatives. At some point this becomes more of a problem than a solution.

Health and Safety is another area that requires legislative controls and structure, and failing to have them can result in fines, jail and other unpleasantness.

In the accounting world, one of the areas that requires some structure is payroll. Without proper process, people don't get paid for their work and this is never a good thing.

The area that causes the most heartache for some businesses is the overall structure of the organization itself. Setting up and organizing a management structure can be traumatic.

I am not advocating creating a system that binds an organization so tightly that it can't function. There are actually examples of some well known organizations that, in response to problems that have occurred, have created policies and processes that have restricted their very ability to function.

There are many alternatives to the traditional hierarchy structures, including Holacracy, Lattice or Self-management. Note that no matter which structure you end up with, there still needs to be some direction and leadership exercised. Organizational structure is a tool to help process the needs of your business.

As organizations grow and expand, they need to be able to identify the

As organizations grow and expand, they need to be able to identify the key indicators that will tell them it is time to take the next step.

key indicators that will tell them it is time to take the next step. This is not an easy task; some basic measures and controls (the legislated ones) need to be in place from the start.

Identifying these indicators is the responsibility of the leader or leadership team and it may be one of the most difficult decisions the team will have to make. In the early stages of this shift, leaders may feel that they are giving up some of the control they have had in the past, or exercising too much control over some aspects of the business. While this may be the feeling, if carried out properly this is not the case. In each organization this will be at a different point in their life

cycle and needs to be accomplished with care and attention, as it will directly affect the culture of the organization. In most cases people don't like change and this has to be taken into consideration. I recommend an inclusive approach, so that staff can see why this structure or control needs to be implemented and the effect on them.

Just as organizations must be flexible to react to the needs of their customers, they must also monitor their business to determine the right time to shift to continue effective delivery of their service or product. Structure provides clarity, focus and accountability within the organization and allows sustainable growth to take place.

All organizations are like living entities – they shift and change with their environment. Those that can adapt, survive; those that do not, perish. **X**



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Perimeter Institute's Neil Turok, left, with Mike Lazaridis.

PERIMETER INSTITUTE FOR THEORETICAL PHYSICS has forged strategic new partnerships that will inject more than \$4 million into fundamental research, training, and outreach.

The philanthropic investments

come from five additions to Perimeter's private-public partnership: **Gluskin Sheff, the Riddell Family Charitable Foundation, Cenovus Energy, the Peter and Shelagh Godsoe Family Foundation,** and

the **RBC Foundation.**

Neil Turok, Director of the Institute, was joined in welcoming the new partners by Perimeter Founder and Board Chair **Mike Lazaridis**, and **BMO Financial Group CEO Bill Downe**, who, in 2011, spearheaded his organization's \$4 million investment to create the BMO Financial Group Isaac Newton Chair in Theoretical Physics at Perimeter Institute.

The new partnerships will support **Freddy Cachazo**, a world leader in quantum field theory; **Pedro Vieira**, a rising star in mathematical physics; a three-month-per-year visiting position to be held by **Subir Sachdev** in conjunction with his position at Harvard; extraordinary young, yet-undiscovered physics stars; and Perimeter's International Summer School for Young Physicists.

LINAMAR CORPORATION WILL PROVIDE \$500,000 to **Conestoga College** over the next five years to support a new scholarship program for students pursuing education in preparation for careers in industrial skilled trades.

The Linamar Corporation Industrial Skilled Trades Scholarships will provide six students entering Conestoga's Mechanical Technician - General Machinist two-year diploma program with more than \$3,000 each to offset the costs associated with their studies. The scholarship will be renewed

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From left, Julia Biedermann, Executive Dean Engineering & IT, Conestoga College; Linda Hasenfratz, Linamar CEO; and John Tibbits, President of Conestoga College.

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for those who successfully complete their first year of studies with good academic standing and return to complete the program. In total the scholarship will fund half the costs for the program or more than \$6,000 per student.

Six additional scholarships will be awarded to qualified applicants each year. Recipients will be offered co-op term employment with Linamar during their program as well as full-time employment upon successful completion.

"We are so pleased to be partnering with Conestoga on this important initiative", said Linamar CEO **Linda Hasenfratz**, "Skilled trades people are quite simply the cornerstone to success in our business – from cycle time optimization to tooling improvements to purchasing, processing and optimizing equipment performance, our trades people work hand in hand with our engineers and other technical staff to create innovation and solidify our competitiveness."

She added, "This partnership will allow us to encourage our smartest and most innovative young people into a career in manufacturing to our mutual benefit."

Manufacturing is the largest employment sector in Waterloo Wellington. In 2013, the sector represented 19 per cent of total employ-

ment in Waterloo Region and 19.4 per cent in Wellington County, providing jobs for more than 68,000 individuals.

THE UNIVERSITY OF WATERLOO AND PERVASIVE DYNAMICS will develop and test wearable health technologies that can improve stroke rehabilitation as part of a new partnership aimed at transforming the health of older adults. The joint research initiative, the first partnership between Waterloo and the Canadian developer

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of medical devices, will be part of the new **Advanced Aging Research Centre (ARCH)** at Waterloo.

The new devices will allow researchers to extract sophisticated data related to a stroke victim's cardiovascular and nervous systems, balance and gait, and generate tailored diagnostic reports to improve physical

and mental rehabilitation.

IN AUGUST, LOCAL STARTUP VARDEN LABS achieved a first in Canada when they ran their autonomous (self-driving) shuttle on Ring Road at the **University of Waterloo** main campus. This is the first time an autonomous vehicle has run on Canadian roads. Varden Labs was co-founded by two University of Waterloo Mechatronics Engineering students, **Alex Rodrigues** and **Michael Skupien**. In late July, Varden Labs won \$25,000 at the **Velocity Fund Finals** event with a pitch that showed how autonomous shuttles will change the way people live and work in campus environments such as hospitals, university campuses, large-campus corporations and assisted living facilities.

COWAN INSURANCE GROUP'S 2015 golf tournaments in the Waterloo and Ottawa Regions raised a combined total of

\$124,000 to provide to selected charities, including a donation of \$68,000 from The Cowan Foundation. This year's funds will be directed towards **KW Counselling Services** in Waterloo Region and **The Royal** in Ottawa.

TOYOTA MOTOR MANUFACTURING CANADA is spending \$421 million to launch the next generation **Lexus RX 350 and 450h** vehicles at its Cambridge,



Ontario assembly plant. The Government of Canada and the Province of Ontario are supporting the investment with funding totaling \$100 Million.

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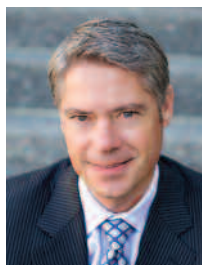
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Toyota Motor Manufacturing Canada President **Brian Krinock** said, "Over the past three years, we have invested more than \$1 billion in capital expenditures at our Canadian manufacturing facilities. The spending we are announcing, along with recent investments in other aspects of our Canadian operations, demonstrates our ongoing commitment to this country, to our team members, and to the community in which we do business."

TMMC has more than 8000 people employed at its Cambridge and Woodstock assembly plants.

THE UNIVERSITY OF WATERLOO WILL BUILD a state-of-the-art Science Complex to grow capacity for cutting-edge research, experiential education and science-based entrepreneurship thanks to a \$24.7 million contribution from the Government of Canada. The new \$95 million Science Complex will expand laboratory space at Waterloo

by more than 40,000 square feet. Additional student laboratory space will allow expansion of the **Velocity Science** program. Over 20 companies have emerged from Velocity Science.

THE ACCELERATOR CENTRE WILL EXPAND its facilities and services. Reactor, the new 8,000 square foot facility located in the Innotech Building in the David Johnston Research + Technology Park, nearly doubles the number of companies that the AC will house.

BLACKBERRY LIMITED HAS APPOINTED Carl Wiese as President, Global Sales. Wiese joins BlackBerry from Cisco, where he spent more than a decade in senior leadership positions.

THE GORE MUTUAL FOUNDATION IS SUPPORTING Women's Crisis Services of Waterloo Region, with a grant of \$100,000.

Heidi Sevcik, President and CEO



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of Gore Mutual and **Farouk Ahamed**, Chair of the Board of Gore Mutual, presented a donation to **Mary Zilney**, CEO of Women's Crisis Services, towards the rebuild of Haven House, a shelter supporting women and their children fleeing abusive homes in Cambridge and North Dumfries Township. X



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CONTINUED FROM PAGE 30

Goodall" to "Andy Warhol's Factory." Andy Warhol at a children's museum?

Well, not a museum exclusively for kids – that was the point. Marskell led a visionary rebranding, as the downtown Kitchener entity became, simply, "THEMUSEUM".

He continued to bring cutting-edge exhibitions, including shows about the Titanic, the Cosmos, artist Tom Tomson, and Bob Marley. Marskell has maintained an adult-attracting edge to the place, offering "The Science of Sexuality" in 2014, and "Getting Naked" in 2015.

But kids are never forgotten – visitors to TheMuseum this season encounter life-size Dinosaurs.

All of this has worked, says the CEO. "We've got some momentum going." As he moves into his 10th year at TheMuseum, he oversees a staff of 18 full-timers, 12-14 part-time staffers, and "an army of volunteers". TheMuseum has now attracted over 800,000 visitors; in the past year, "we brought 85,000 people downtown."

So it's all good at TheMuseum? Well, there are certainly challenges, and most of them come with dollar signs. The level of public funding available to TheMuseum is an ever-present issue, and the CEO is never shy about raising the point. "We are underfunded when you compare us to the other organizations in this region and in Canada." Almost three quarters of TheMuseum's budget has to be raised by

the organization, itself. A comparison of grants is a bit surprising – the Waterloo Regional Museum receives \$8 million a year, including capital grants; TheMuseum gets \$370,000 of its \$2.3 million annual budget.

There's an upside to this, says Marskell, although it's clear he would trade this particular upside for some additional funding. The current situation "keeps us entrepreneurial, lean... we live on the edge. We negotiate hard. We've become more strategic."

Marskell brings unending energy to his job, and whatever the level of municipal grants, he's damn well going to make his museum a smashing success.

He's pleased, though, that the Region of Waterloo commissioned a new study about the levels of funding for six cultural entities identified as "pillar organizations" – TheMuseum, the KW Symphony, the Kitchener Waterloo Art Gallery, the Clay & Glass Gallery, the Creative Enterprise Initiative, and the Grand Philharmonic Choir.

Marskell makes sure he emphasizes the reality of operating cultural institutions: "Museums and galleries don't get to sustainability." Cultural institutions will always need public funding. Marskell is not arguing for full funding, but he does make a strong case for fairness. He points with pride to an improving financial report card for TheMuseum. The most recent period was "our fiscally strongest year in

"We'll need to expand. We're going to outgrow this space. I don't know what that means... our board will look at all options."



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David Marskell: "We live on the edge. We negotiate hard. We've become more strategic."

eight years."

Marskell says that, beyond funding models, "It's important that arts and culture organizations work together."

A higher level of public funding is key, in his mind, to a much higher

public impact. "Imagine," he says, "what we could do if we didn't have to worry about payroll."

He's proud of attracting 85,000 people annually to the core. He remembers, less than a decade ago, when

TheMuseum's neighbourhood was "scary", but he immediately realized "the facility was brilliant, and the location was perfect."

And, with downtown revitalization and the ION light rail transit, he thinks it will be even more perfect.

The only new problem is that TheMuseum may become a victim of its own success. "We're in a good place," says the CEO, but "we'll need to expand. We're going to outgrow this space. I don't know what that means... our board will look at all options."

Right now, though, TheMuseum is full of dinosaurs, and this fall, will open an exhibit called "Light Illuminated", an exhibition produced in cooperation with the University of Waterloo Institute of Quantum Computing, celebrating the United Nations' Year of Light.

And then? With David Marskell at the helm... anything is possible. X

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CHALLENGE ACCEPTED

David Marskell is always ready to do battle for the sake of culture

BY PAUL KNOWLES

David Marskell came to TheMuseum ready to fight, prepared to battle for the survival of the three-year-old entity. He understood he would have to fight public perception, underfunding municipal governments, and a less than stellar reputation then being worn by downtown Kitchener.

Now, almost a decade later, Marskell is still fighting for his museum. And having a great time in the process.

TheMuseum was founded – as the Waterloo Regional Children's Museum – in the fall of 2003. It was a visionary concept, but not necessarily a sustainable one. Three years later, the management board recognized a life-threatening situation. They went looking for new leadership.

Marskell says, "It was very clear, by the books, that it was ready to close." He adds, "It matched the challenge I needed at that stage of my career." He had held leadership positions at the Canadian National Exhibition, and at Ontario Place; he'd also served as chief of staff for an Ontario cabinet minister.

"I went through seven interviews," says Marskell, and

during the process, he discovered that although the museum might be on shaky ground, the new CEO was expected to "commit to this community." That meant moving to Kitchener-Waterloo.

Marskell, always one to enjoy a challenge, said yes. But he had some stipulations – he asked the board to focus on strategy and governance, while giving him "free reign to try and breathe life into it." They agreed.

It was clear that operating solely as a children's museum was not going to be sustainable. Attendance was not strong.

But there was an upside. "The biggest assets included the wonderful facility and the committed, young staff." Furthermore, Marskell soon realized "the community wanted this to succeed."

Marskell recalls the amount of thought that went into the conclusion that the facility could not continue as an entity solely functioning as a children's museum – "there were not enough families in the catchment area." It had to broaden the appeal, while keeping the focus on children "at the core."

And broaden he did, with exhibitions ranging from "Discovering Chimpanzees: The Amazing World of Jane

The Waterloo Regional
Museum receives \$8 million a
year, including capital grants;
TheMuseum gets \$370,000.

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