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MAGAZINE FOR ENGAGEMENT / ENTREPRENEURS / EARLY STAGE ENTERPRISES / ECONOMIC DEVELOPERS / EDUCATORS

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LAYING THE FOUNDATION

Dean Julia Biedermann's Conestoga engineering programs, and the 13 engineering streams at UW, produce over 1,000 grads annually.

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- Mayors' collaboration
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Learning / Training / Advancing



On the cover: Conestoga College's Executive Dean of Engineering and IT Julia Biedermann.

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LunchBox Orders is changing lunch hours for kids, parents, teachers, and school fundraising volunteers.



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A UNIQUE IMPACT

Post secondary is our bedrock

by PAUL KNOWLES



PAUL KNOWLES is editor of Exchange Magazine. He is an author and public speaker
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As a graduate of three Waterloo Region post-secondary institutions, I have a strong bias in favour of all things educational in our area.

And I am not alone in this. It seems universally accepted that there's something special in

the relationship between our universities and college, and the overall economy in the region.

I believe this is rarer than you might think. There are plenty of communities across Canada with colleges and universities, and all of them will credit the schools with making an economic contribution to the community, as employers, as institutions that attract residents (however temporary) who spend money locally, and so on.

But in most of these places, you won't hear story after story of how these colleges and universities have actually built the foundation of the economic success of the community. Here, that's exactly what you hear.

The University of Waterloo, Wilfrid Laurier, and Conestoga College are essential contributors to the economic system that sustains our healthy community. Almost everyone can point to business after business – from the largest corporations to one-person operations – that would not be here, were it not for our schools.

It was a pleasure to sit down with the deans of two of two engineering faculties – UW and Conestoga – to discuss all things new and intriguing at their schools. And that, I suggest, is still just the tip of the iceberg when it comes to the positive impact our schools have had – are having – and will continue to have, on this community.

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LOCALLY ROOTED, INTERNATIONALLY COMPETITIVE AND GLOBALLY RENOWNED



TONY LA MANTIA, CEO, WATERLOO REGION ECONOMIC DEVELOPMENT CORPORATION

The Waterloo Region Economic Development Corporation (WREDC) is three months into its inaugural year and setting a constructive, collaborative tone with our key partners and stakeholders as we ramp up operations while keeping a keen eye on core business. In addition to supporting new companies landing in the Region and working on a number of anchor company expansions in 2016, we are beginning to expand our pipeline with several new qualified investment opportunities.

The steady flow of traffic from international businesses, government delegations (including a visit by Prime Minister Justin Trudeau) and key investment intermediaries has provided ample opportunity to promote Waterloo Region's compelling value proposition and create targeted business cases to keep us top of mind in decision-making. WREDC has also been very active in several great community events. Together, this early "big action" in Waterloo is contributing to our pursuit of many of the goals set out in the Region's Economic Development Strategy—the foundational document that laid out WREDC's aspirational goals and objectives.

There is much work ahead. While it's important to keep our eye on executing on our key priorities, we'll be doing that while building WREDC's talent and organizational capacity in the months ahead.

When delivered by Malone Given Parsons Ltd. in December of 2014, the Waterloo Region Economic Development Strategy laid out several common themes that emerged in various contexts throughout the study, including collaboration, innovation, entrepreneurship, diversity and local and international perspectives. These revelations led to our new Vision Statement of being locally rooted, internationally competitive and globally renowned.

Alongside our Vision Statement, the Strategy provided four strategic goals for our organization to follow. The first is to be the premier location for innovation and entrepreneurship. The second goal is to be the most competitive location for new and expanding companies and institutions. Third, we want to be a resilient, engaged and dynamic economic ecosystem. Finally, and most important, we want to be a community of choice for talented people. Achieving these ambitious goals was contemplated to be done through a series of 22 strategic objectives and 43 specific actions for WREDC to take charge of.

Very early in 2016, WREDC's new CEO and Board of Directors recognized that it would be fundamentally important to prioritize these objectives and actions into measurable, targeted operational planks that WREDC would be accountable for. In this spirit, four priorities were specifically identified.

First and foremost, the core business demands that WREDC forge a track record of clear Foreign Direct Investment (FDI) and local company expansion/scale-up wins. Second, WREDC must focus on building a

best-in-class "go to" Concierge Service for investment attraction and retention within this Region. To achieve this, WREDC is working closely with the Economic Development resources in the Region so that there is an integrated "no wrong door" approach to client account management and pursuit of investment opportunities. Third, we will work with its partners to create an inventory of investment-ready or "shovel-ready" sites within the area – the Strategy and WREDC's Board both recognize that it is important to have one source for all Regional data, especially when it comes to signature brownfield and Greenfield sites. This is critically important to investment decision-makers and intermediaries who are relentlessly looking to de-risk their timelines and execution. Finally, and very much derived from the call to action in the original strategy work, WREDC will turn its attention to developing a unifying narrative and an integrated marketing plan for the Region. WREDC will create a clear brand for Waterloo Region – one that will succinctly tell our story, convey our promise and better position us in the cluttered global landscape for investment attraction.

WREDC has had no trouble in generating genuine interest from international companies investigating the Canadian business landscape, but we won't be taking our eyes off local businesses that are already in our backyard and need to scale. Our Strategy has clearly indicated that helping local businesses to grow and expand in Waterloo Region is critical. We really have to stay engaged locally, working with our municipal partners, the Economic Development Offices of the cities and townships, to learn as much as we can about our local businesses and their strategic interests and challenges to support their retention, global mandate growth and local expansion.

In this spirit, there is much to promote. The Region is replete with globally competitive companies and research capacity in technology, business and financial services, advanced manufacturing and, in case anyone missed it, a globally significant start-up ecosystem. Waterloo Region bookends one of the most vibrant innovation corridors in the world—the Toronto-Waterloo Innovation Corridor—and making a business case underlined by the market opportunity, competitive cost-structure and winning talent is central to that promotional imperative. So too is the Region's barnraising, "get it done" collaborative culture, diversity and entrepreneurial spirit.

Waterloo Region is inventing the future. Let's get to work!

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Ron Warburton, Managing Partner, BDC Capital IT Venture Fund

NEW \$150 MILLION VC FUND GOOD NEWS FOR WATERLOO START-UPS

A new, \$150 million venture capital fund, announced in February by BDC Capital, could be good news for regional start-ups looking for financing a new stage in corporate growth.

The IT Venture Fund II targets on the Canadian IT sector, and is focused on mid-stage investments in more mature start-ups.

In an interview with KW CBC Radio, BDC Capital IT Venture Fund Managing Partner Ron Warburton said, "The Kitchener-Waterloo area has been a hotbed of entrepreneurial activity... Over the last five years, you've got over 1800 start-ups happening, and these raise a lot of seed money within the KW area. One of things we're looking to do with this fund is, take all those companies that have raised the seed money and are looking for later-stage funds, with the intention to grow them... and hopefully they can become the anchors in the KW area."

Warburton said that while start-ups often have a less difficult time raising seed

money, and that the funding challenge comes with the next steps in funding. So BDC Capital – which is a subsidiary of the Business Development Bank of Canada – is "going to start investing more in the a and b rounds."

He added, "Right now, there are a number of VC funds in Canada, and US funds as well, but we don't see it as prolific, the amount of capital that we have in Canada, compared to down in the States, in Boston, New York and obviously, Silicon Valley."

Warburton pointed to the ultimate aim of this mid-stage VC program: "Canada needs more anchor companies. It needs more Blackberries and Open Text that spawn and spin out additional companies and export our technologies worldwide. That's our intention here."

A statement from BDC Capital quoted Robert Simon, Managing Partner of the BDC Capital IT Venture Fund. "We wanted to address the mid-stage funding gap, or 'capital crunch', now facing growing software companies in Canada."

BDC Capital's IT Venture Fund investing partners based out of Montreal, Ottawa, Toronto and Vancouver are now looking for investment candidates across the country. Eleven investments have already been made from the new fund into rapidly growing companies like Waterloo's Axonify.

WATERLOO, TORONTO MAYORS COLLABORATE ON INNOVATION CORRIDOR SOLUTIONS



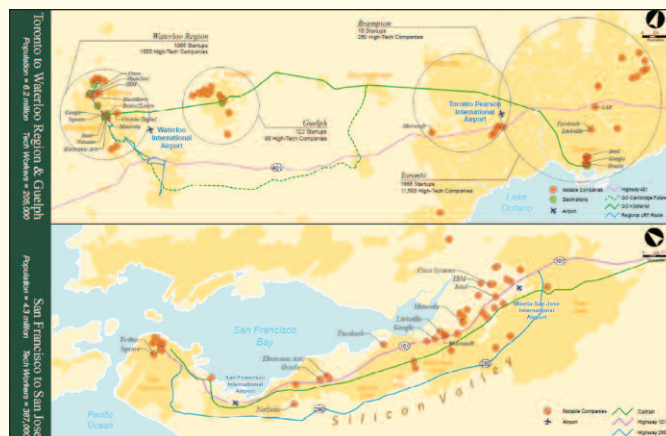
Meeting of the Mayors: John Tory, left, and Berry Vrbanovic

The business case for two-way urban commuter rail, bookended by Toronto to the east and Waterloo to the west, received significant attention when Toronto Mayor John Tory spoke at a recent event hosted by the Greater Kitchener Waterloo Chamber of Commerce. "We are the undisputed centre of Canada's knowledge-based economy," Tory told the luncheon.

Kitchener Mayor Berry Vrbanovic said that the event echoed an agreed-upon, formal intention to work together as two strong regions, both committed to a common purpose: the building of the innovation corridor between the Toronto Region and Waterloo Region. The area has a reputation as a global innovation hub that can "compete with the world's elite," said the Kitchener mayor. Vrbanovic stated that the area is no stranger to collaboration, as Waterloo Region is determined to lead "through cooperation and collaboration, working with the Toronto Region. The two will be much stronger working together than apart... The borders are blurring, we have much more to gain by working together to attract top talent, and for-

eign investment than if we were to work it alone. Waterloo Region is home to some of the most brilliant and innovative minds in the world." Vrbanovic sees great value in working with the City of Toronto. Waterloo has a strong enough brand but, as Regional Chair Ken Seiling has pointed out, we need help.

Vrbanovic sees that working with the financial capital of the country is an opportunity that will lead to our economic engine becoming even stronger. The business case, launched back in December 2013, draws heavily on the geographic and locational comparisons between Silicon Valley and the Toronto/Waterloo Innovation Corridor. Right now, 13 California tech companies are located in Waterloo Region, employing 1900 people. Eighteen California venture capitalists have invested into Waterloo Region over the past two years. These VC's have injected



Comparison of Toronto/Waterloo Region and Silicon Valley/San Francisco corridors (From a December 2013 business case for two-way urban commuter rail on the CN North Mainline).



Luis Otávio Barrionuevo, owner of LBarrio IT Consulting, is a Brazilian who has moved to Waterloo to forge links between two regions he says are very similar – Waterloo Region, and the city of Porto Alegre in southern Brazil. He points to the high level of IT research and development, the number of universities, the “human capital” and the entrepreneurial environment in both locales. He intends to remain in Waterloo for at least three years, to “develop new business here.” He arrived in the region six months ago, through contacts with Canada’s Technology Triangle, and now looks to connect businesses in Waterloo Region and Brazil. He also says that he sees his new Canadian base as an ideal launch pad for connections with the east coast of the United States, and with Europe. “This region is good to start some pilot project... the idea is connections.”

millions of dollars of capital, all focused on investment and growth.

The Toronto/Waterloo Innovation Corridor is home to over 200,000 tech workers and more than 15,000 tech companies with 5,200 start-ups. “Together we are stronger, and a globally competitive ecosystem with unprecedented opportunity,” says Vrbancovic.

“We must open our minds to the notion that this isn’t about an ideology – this is about getting things done, and getting them done in a practical way, in a time sensitive way, and so I would welcome, as a proposal, any idea anybody has to get this whole transportation issue going,” stated Mayor Tory. His comments echo the needs of his community – to be able to get people back and forth between Toronto and Kitchener/Waterloo, whether this is accomplished privately with someone in the transportation sector, or by the private sector alone, or the public sector alone, said the Toronto mayor. “I don’t really care, I don’t think people care, they just care about getting a transportation link that is effective. So I’m just saying, how could we possibly not take maximum advantage of any capital, any ingenuity, any willpower that is out there to get this done?”

“There are private companies who have very busy activities on some of those

tracks, so the private sector is already involved in this, they represent part of the solution, just as today they represent part of the challenge of addressing the transportation issue,” said Tory.

Google and Sunlife are already chartering buses to exchange talent between Waterloo Region and Toronto; this is done every day. Vrbancovic suggests that there are already dollars been spent that could be put towards the transportation line, in some way, as partnerships – if the opportunity existed.

A much greater opportunity for growth exists if Waterloo is linked directly to Bay Street. Large technology and insurance employers, as well as startup companies, are convinced that their long-term success hinges upon recruitment of talent from the larger regional labour markets and their money.

Many firms operate offices in both urban regions, and have people moving back and forth daily. The poor reliability of the current commuter option and the economic, social and environmental cost of travel on Highway 401, all make improved rail transit the preferred option, and ideal system. The reality is that firms in Toronto, Guelph and Waterloo Region compete for talent and capital in much larger global markets and getting them to the corridor is step one. – Jon Rohr

CAMBRIDGE “ON THE CUSP” OF EVEN MORE GROWTH

There is a lot of activity in the city of Cambridge – throughout all its diverse parts – when it comes to current land development. But according to James Goodram, the city’s Director of Economic Development, what we’re seeing today is just the tip of an economic development iceberg.

Goodram told Exchange, “We’re experiencing a lot of growth,” but he immediately added, “We are on the cusp of some major announcements, in our downtown cores as well as in our industrial area.”

There’s lots to talk about right now, but Goodram makes it clear there will be even more revealed in coming months, as deals now in the works are finalized, both in the Boxwood development that borders on the Toyota property – a “greenfield” development area – and in “brownfield” and development sites in the city centres.

There is a lot of recent news – it’s just that there is so much more to come, according to Goodram. For instance, HIP Developments are building condos and rental apartments in Hespeler; and an entire section of Water Street is undergoing renovation or new construction in downtown Galt. But Goodram quickly adds that a major announcement regarding downtown Galt will be forthcoming “in the next couple of months,” probably in early May.

The Boxwood area is very active. Goodram points to two aerospace companies now located there – Héroux-Devtek and Shimco. The Héroux-Devtek plant opened a year ago – a 108,000 square foot facility to build landing gear for Boeing jet airliners. The company also has a similarly-sized plant in Kitchener. Héroux-Devtek employs more than 250 people in the province, almost all of them in Waterloo Region.

Shimco opened its new, 25,000 facility in February of this year. The company’s new headquarters incorporates increased automation, and new manufacturing capabilities. A 15,000 square foot expansion is already planned for later this

year. Shimco has also stated that the company “plans to collaborate with local educational institutions, equipment manufacturers and its customers to create a ‘centre of excellence’ to commercialize leading edge manufacturing and processing technologies.”

Shimco owner and CEO, Peter Voss, has made it clear that Cambridge is an ideal home for his company. He says, “As a resident of Cambridge, it is especially momentous to establish Shimco here, alongside other leading aerospace manufacturers, and to create new jobs in a community known for advanced manufacturing. The City of Cambridge has been extremely accommodating during this process.”

FedEx has also opened a facility in Boxwood, and Cintas Corporation has acquired a seven acres-plus property in Boxwood.

But again, more is yet to come. Goodram says that an investor is planning to create a manufacturers’ tech facility – “a makers’ space” – in Boxwood. And an automation company will be locating there. Yet another land deal – involving three and a half acres – is up for council approval within the next month, and another three clients are in the mix, right now.

Council approval is very likely. Goodram says that “Mayor Craig and council are very supportive of what we are doing in economic development.” And his excitement is evident as he adds, “We’re on the cusp of some really good announcements.”

Council support is not shown simply in approval of land deals, adds Goodram. He points to projects such as a new pedestrian bridge in downtown Galt, which is part of the plan “to make great pedestrian trails.” As well, the city is creating a new community gathering space in the downtown Galt core.

In what possibly is an understatement, Goodram sums up the current situation: “We’re really excited.” – Paul Knowles

2016 BUSINESS EXCELLENCE AWARDS PRESENTED

Waterloo Region businesses were honoured at the 2016 Business Excellence Awards sponsored by the Greater Kitchener Waterloo Chamber of Commerce.

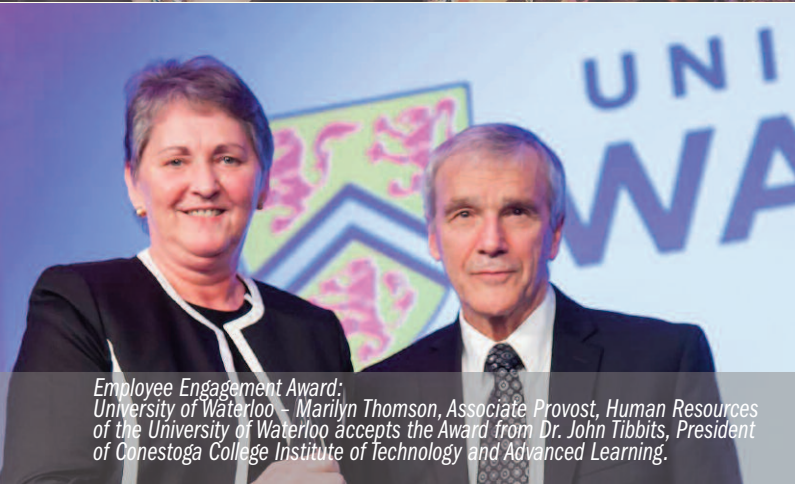
Among the highlights of the night, iconic local business, Home Hardware, headquartered in St. Jacobs, was named Business of the Year in the "Over 50 employees" category.

S.G. Cunningham Limited received Business of the Year honours in the 11-50 employee category, while Gem Spa took the title in the 1-10 employee group.

The University of Waterloo picked up the "Employee Engagement Award", while WalterFedy received the "Environment and Sustainability Award". The prestigious Michael R. Follett Community Leader Award was presented to Mary D'Alton.



Young Entrepreneur of the Year Award:
Lina Shamoun, left, Owner and Director of Artline Salon accepts the Award from Erin Sargeant Greenwood, Interim Vice President, Advancement, at the University of Waterloo.



Employee Engagement Award:
University of Waterloo - Marilyn Thomson, Associate Provost, Human Resources of the University of Waterloo accepts the Award from Dr. John Tibbits, President of Conestoga College Institute of Technology and Advanced Learning.



Innovation Award:
Perimeter Institute of Theoretical Physics - Debbie Adare, Stewardship Manager at the Perimeter Institute accepts the Award from Robert Bowerman, Senior Vice President, Enterprise Software, Architecture & Development, BlackBerry.



Michael R. Follett Community Leader Award:
Mary D'Alton receives the Michael R. Follett Community Leader of the Year Award from Dave Bennett, Senior Vice-President, Group Benefits at Equitable Life of Canada.



Business of the Year (1-10 Employees) Award:
Gem Spa - Whitney Daluz, Owner of Gem Spa accepts the Award from John Deans, Senior Vice-President, S. G. Cunningham Limited.



Environment and Sustainability Award:
WalterFedy - Elena Wiersma, Architect and Chair of WalterFedy's Sustainable Advisory accepts the Award from Murray Costello, District Manager for Waterloo/Brantford Union Gas Limited.



Non-Profit/Charitable Award:
The Food Bank of Waterloo Region – Wendi Campbell, Executive Director of the Food Bank of Waterloo Region accepts the Award from Paul Eichinger, Vice President of MTE Consultants Inc.



Business of the Year (Over 50 Employees) Award:
Home Hardware Stores Limited – Stew Gingerich, left, Vice President of Human Resources at Home Hardware accepts the Award from Rocco Fondacaro, Acting Executive Director, Co-operative Education & Career Action at the University of Waterloo.



Volunteer of the Year Award:
Laura Hewitson from Manulife accepts the Award from Dr. Micheál J. Kelly, Dean, Lazaridis School of Business & Economics.



Health and Wellness in the Workplace Award:
Libro Credit Union – Martin Kihle, left, Regional Manager of Libro Credit Union accepts the Award from Malcolm Maxwell, President & CEO of Grand River Hospital.



Hospitality/Tourism Award:
Grand River Raceway – Kelly Spencer, left, Marketing & Communications Manager of Grand River Raceway accepts the Award from Minto Schneider, Chief Executive Officer of the Waterloo Regional Tourism Marketing Corporation.



Business of the Year (11-50 Employees) Award:
S.G. Cunningham Limited – John Deans, left, Senior Vice-President, & Georgia Cunningham-Bolger, President and CEO of S.G. Cunningham accept the Award from Gord Robson, SWO Office Managing Partner at Miller Thomson LLP.

ENGINEERING PROGRAMS LAY THE FOUNDATION FOR ENTREPRENEURIAL SUCCESS

Offering “complementary” programs, UW and Conestoga are producing over 1,000 engineering and tech grads annually

by Paul Knowles

Waterloo Region’s disproportionate success as an incubator of innovation and entrepreneurship has inspired a lot of metaphorical explanations. “It’s in the water,” or “It’s in the genome,” or “It’s inspired by the barn-raising culture.” The truth, though, is not metaphorical at all. It’s in the classroom. At least, a lot of “it” is. Specifically, the engineering studies classrooms at the University of Waterloo and Conestoga College. And in their offshoot incubator and accelerator programs. Sure, there are other educational programs that are also strengthening the innovation pool – from Laurier’s new Lazaridis School of Business and Economics to the Applied Research thrust at Conestoga to the Research Institute for Aging at Waterloo.



University of Waterloo's Acting Dean of Engineering Wayne Parker, left, and Conestoga College's Executive Dean, Engineering and IT, Julia Biedermann, right.

But it can be convincingly argued that the core of the region's success can be found in the engineering programs at UW and Conestoga. Mike Lazaridis himself acknowledged this at the launch of the Laurier school bearing his name, when he reflected on the history of the Region; he said, "Here in Waterloo Region, we are beginning to see the fruits of decades of strategic investment in basic research, academic excellence, and high tech entrepreneurship... The Waterloo Region's innovation and entrepreneurial groups run deep. Its academic excellence and research institutions are globally recognized."

Exchange Magazine went to the Deans of the engineering programs at both UW and Conestoga, looking for their take the role of engineering education in the area. Not surprisingly, both Julia Biedermann, Executive Dean of Conestoga's Engineering & IT, Trades & Apprenticeship programs, and Wayne Parker, Acting Dean of Engineering at UW, are enthusiastic about the present and the future of their programs.

And both agree that the current climate of success in the region would not be possible without the engineering educational programs of the university and the college.

Parker – who serves as Acting Dean during a leave of absence by Dean Pearl Sullivan – has a unique perspective on the growth and impact of UW's engineering program. That comes from his "day job" – before moving temporarily into the Dean's office, Parker was Associate Dean, responsible for Co-op Education at Professional Affairs at UW. He points to the university's ground-breaking co-op program as a key element in building a foundation for success.

"Waterloo Region's innovation and entrepreneurial groups run deep. Its academic excellence and research institutions are globally recognized." – Mike Lazaridis

"Famous for co-op"

"Waterloo is world-famous for co-op," he says. "Co-op is the defining factor of Waterloo engineering."

Co-op is mandatory for UW engineering students; the university is responsible for about 8,000 co-op placements each year. With 7,000 students, UW's engineering program is "the largest engineering school in Canada," with 13 engineering programs, along with the university's school of architecture.

Conestoga's engineering, IT, technology, trades and apprenticeship programs have about 3,500 students, according to Biedermann. So, between the university and the college, there are more than 10,000 engineering students in training – and many of them are already deep into development of new innovations.

Parker says that UW is seen as "one of the top universities in North America... in certain areas we've been rated with places like Berkeley and Stanford, especially... in terms of entrepreneurship and start-ups."

Different programs

There are a lot of differences between the college and the university – although perhaps fewer than there once were. Biedermann – who holds a PhD in civil engineering from UW – recalls her first days at Conestoga, in 1994, when the college did not grant degrees, and was not active in applied research. That started to change just after 2000, when Conestoga became a degree-granting institution, and still more three years ago, with the opening of the state of the art School of Engineering facility.

Growth is everything among the engineers of Waterloo

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COVER STORY

Region. The University of Waterloo is also in growth mode, adding important new facilities, including its hugely expanded Velocity program, and "Engineering 7", which Parker says, "is going to be a flagship building" housing bleeding-edge engineering facilities and programs. It includes the Robolab, a robotics development facility, a new machine shop, which provides "more opportunities to build and manufacture the design," and a "Pitch Centre" for student entrepreneurs seeing investors.

At the college, one growth initiative that is very close to Biedermann's heart is Conestoga's focused effort to attract more women to engineering, IT, and the trades. "Women in engineering, and trades and technology, is one of my key initiatives," she says. Conestoga has a number of pro-

*"Waterloo is world-famous for co-op. Co-op is the defining factor of Waterloo engineering." –
Acting Dean Wayne Parker*

grams designed to attract female high school students into these fields, including a Trades and Technology Day, started two years ago, the "Jill of all trades" initiative, which allows high school students to get hands-on with equipment needed in the trades, and other introductory events.

Biedermann says the initiatives have been successful in engineering and IT, but that trades – including apprenticeship programs – continue to be more of a challenge when it comes to attracting female students.

Biedermann understands the barriers that female students may face, from her own experience. "I love math and science," she says, "but I was dissuaded in high school. No one ever suggested I should do engineering." So she enrolled in an arts and science program, and then her sense of independence kicked in, and she transferred to engineering, at University of Toronto. Her degree brought a job in engineering, with Bell Canada, but she was offered an NSERC scholarship to do graduate students, and completed a Masters

degree at UofT.

She was hired by the Ministry of Transportation of Ontario, in bridge design. She recalls the day when, seven months pregnant, she clambered up to inspect the new half of Burlington's Skyway Bridge.

When she decided her future lay in education, she came to UW to do her PhD. The rest is educational history.

Applied research

Although Conestoga may have moved somewhat closer to the university style of education, Biedermann says there are sig-

At the college, one growth initiative that is very close to Biedermann's heart is Conestoga's focused effort to attract more women to engineering, IT, and the trades.

nificant differences. University professors, she says, tend to have a three-way focus to their work – "40% research, 40% teaching, 20% service." The college faculty tend to focus much more on teaching, and less on research – although even that is changing. "We are getting a bit more focused on research... applied research," she says.

She says that the college grads tend to be more initially focused on careers than on entrepreneurship, unlike the university, with its very heavy emphasis on start-ups. For instance, she says, "Civil engineers are going to be employees." Although she is quick to add that Conestoga has developed a number of new entrepreneurship education initiatives. She also notes that while universities may emphasize tech start-ups, a lot of Conestoga grads, especially in the trades, are going to be starting up businesses than may be less headline-grabbing, but are very real, none the less. "By the very nature of the trades program, our graduates are going to be self-employed" as plumbers, contractors, and so on.

And even at UW, Parker says, the majority of graduates are not starting their own com-

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panies or marketing their own innovations – the number of start-ups can be calculated in the hundreds, perhaps the low thousands, while the number of UW engineering grades is in the multi-thousands.

Nonetheless, it is the entrepreneurial gene that carries much of the key to UW's success. Parker notes that since "very, very early in the days of Waterloo engineering,



Julia Biedermann: "A lot of opportunity for growth".

alumnae have gone on and been successful as entrepreneurs." But he admits that the heightened focus on this aspect of the program is "a more recent phenomenon."

One very important factor in this phenomenon, adds Parkers, is UW's unique intellectual property policy, which essentially allows professors and students the rights to own anything they develop while working at UW. "In the beginning, our program was unique," he says, and while it has been copied in some other institutions, "It's still not 100% across the province."

Home grown

Both UW and Conestoga work to recruit international students, but observers may be surprised to learn that the vast majority of their student body is Canadian. At UW, for example, Parkers says 85% of the engineering students are Canadian; only 15% are international students.

Conestoga also has international students, but Biedermann stresses that a significant number of the College's students are not from overseas directly, but are first generation Canadians.

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easy for high school grads. In some of the 13 engineering programs, says Parker, there are 10 applicants for every seat available. A new program – biomedical engineering, in its second year – is proving to be one of the most popular with applications. And Parker notes that “a very high number of women are interested in that program.” Unlike days of old, the number of female engineering students at UW has grown significantly; today, about 30% of students are women.

The high academic demands of UW’s program differ from the situation at Conestoga, where there are a unique number of fairly flexible pathways into post-secondary education. Biedermann points to programs described as “non-traditional, post-secondary offerings.” These can allow students to begin an educational program that made lead to apprenticeship programs or other engineering, IT or tech studies.

Entrepreneurial ecosystem

Parker says that all of the UW engineering programs have to be future-facing. That applies to the philosophy underlying course design. “In all areas, we’re certainly look, from a design standpoint, to design for the future.” And it applies to providing faculty and students with the very best facilities that UW can offer.

“We’re not competing with UW, we’re complementary.” –

Executive Dean Julia Biedermann

One ongoing goal, he says, is the creation and development of “an entrepreneurial ecosystem.” The Acting Dean says the entire education program is designed with this in mind, “starting with very good students going into engineering,” adding “the co-op experience which exposes them to a variety of different enterprises. That starts to generate ideas about where there are opportunities.”

And those ideas often morph into actual innovations during the collaborative Capstone projects that all students participate in. “At that point,” says Parker, “we start to see them thinking about start-up companies.”

The future

Biedermann predicts that Conestoga’s engineering, tech and trades programs will continue to grow. “There’s a lot of opportunity for growth, especially in the IT program,” she says.

That is meeting a need, says Biedermann. When it comes to IT, the present educational programs are “underservicing the community.” But Conestoga is adapting: “We’re very nimble, and we can react quickly.”

The college continues to develop new programs, such as new one-year graduate certificate programs for people with post-graduate degrees.

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Wayne Parker: "Waterloo students are different... they've got experience, confidence."

The college currently offers two engineering degrees, but that is going to change, and soon. "We hope to have another two in the next couple of years... and we can grow from that," says the Executive Dean.

UW's programs are also in growth mode, with new facilities, new programs, and more students. Parker points to the biomedical engineering program as just one example; there were 40 students in the first entry, but the program will ramp up to include up to 80 new entrants each year.

Parker says the goal is not just more students – it is to attract unique students. "Waterloo students are different than other schools and other universities," he says. "They've got experience, they've got confidence, they're less willing just to be taught. Things have started to gel a bit." He says that UW is leading the way in "training highly qualified graduate stu-

dents and post-doctoral fellows."

Parker also notes that research funding for UW's engineering programs now totals around \$60 million a year.

Biedermann acknowledges that the two engineering schools – college and university – are different from one another, and she adds, "We're not competing with UW, we're complementary. They're definitely getting the cream of the [academic] crop, but what about these students in our community who are not getting 90%? We teach our engineering in a very different way... a lot more hands-on. Our students are learning by doing. We've found this model to be very successful."

And in what may be the most intriguing element, considering the outmoded, traditional view that never sees universities and colleges on the same page, Biedermann forecasts increasing cooperation between UW and Conestoga, and says, "definitely, cooperation is growing."

She adds, "We're changing." Clearly, that statement applies to everything about engineering education in the Waterloo "eco-system."

X



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“A spirit of innovation, openness and curiosity”

If you are carrying a BlackBerry, chances are that some of the code in there is still thanks to Michael Barnstijn, the first full-time employee hired at RIM, as it was then called, by executives Mike Lazaridis and Doug Fregin. When Barnstijn and his wife, Louise MacCallum – also a former RIM employee – left the company in 1998, they began making charitable donations across the Region, including founding gifts to start what is now called THE MUSEUM in downtown Kitchener. They also founded and endowed the Musagetes Foundation in Guelph and were part of a small group to launch the **rare** Charitable Research Reserve, an urban land trust whose first three properties comprise more than 900 acres at the confluence of the Grand and Speed Rivers in the Region.

They have many reasons for making donations, starting with their desire to give back to a community that made their success possible.

“We want to feed into the spirit of innovation and the values that made so many exciting things happen in this area,” says Barnstijn. “There was a kind of openness and curiosity that, for instance, made then-President of the University of Waterloo, Douglas Wright, talk to someone on an airplane, convincing him to try our community to create the first online search engine for the Oxford English Dictionary – a project which has led to so many companies and products. No one makes offers like that without having confidence in people around him, a belief in their willingness to experiment, to take on a challenge without knowing exactly where it’s going. That was certainly our life at RIM. We worked on a National Film Board project, which led to a software contract with Rogers, and finally we realized that we could make something pretty amazing with what was considered just a tool for other purposes.”

MacCallum agrees that a kind of cross-pollination of skills and interests is a hallmark of their pursuits.

“Both Musagetes and rare share a deep belief in thinking long term and understanding that ‘ecology’ by definition entails a web of relationships. The arts have a significant role to play at **rare**, helping people see the world around them in new ways and make sense of their experiences. And the environment is a key area of concern in the work of both organizations.”

The Musagetes Foundation is not a granting agency. Its independent board, Executive Director, Shawn Van Sluys, and staff roll up their sleeves to work around the world with partners, co-creating programs based on a deep belief in the transformative power of the arts. Barnstijn and MacCallum do award grants to qualified charitable organisations from their donor-directed funds at two local community foundations, a program overseen by Valerie Hall, President of their family company, Stonefields.

This structure gives Barnstijn and MacCallum more time to focus on realising the vision of **rare**, which is fast becoming the third research institute in the Region, alongside CIGI for global governance and the Perimeter Institute for theoretical physics. Scientists at every level in a number of programs from more than a dozen universities are active on the **rare** property, with 17 of **rare**’s more than 50 research projects now appearing in peer-reviewed international journals.

The Nature Conservancy of Canada (NCC) has recognized **rare**’s expertise, moving into the Region for the first time, by having **rare** undertake research projects that will help them manage their lands across the country — while making those lands available to **rare** scientists as well.

“We also give our time and energy and funds because we know that,



Michael Barnstijn and Louise MacCallum with “280 Glass Spheres,” a sculpture by Monica Guggisberg & Philip Baldwin. Photo by Ljubodrag Andric.

working with people who are like-minded but have complementary skills, great things are going to happen. It’s exciting.” Barnstijn singles out founders and donors Keith and Sheila Ainsworth and Sheila O’Donovan. Ainsworth continues to bring his business skills and stamina to the role of board chair, and both he and Sheila are tireless at helping with events. “Keith, along with Joy Roberts, a volunteer since the beginning and a sometime consultant for the charity, handled the search for an Executive Director that resulted in an important ‘brain gain’ for our Region when Dr. Stephanie Sobek-Swant, an internationally trained biodiversity researcher, took on the job.”

The Ainsworths echo these sentiments on the value of a community working together to increase opportunities for everyone. Keith points to the international recognition of **rare** as an environmental research institute as something that inspires a sense of pride in the whole community. “Over \$20 million has been invested in the Region, through **rare**, resulting in the creation of a method of conservation that is the first of its kind in Canada. Called the **rare** Chain of Learning, we go beyond buying land and protecting it from degradation today. Instead, our method is based on three fundamental principles: 1) undertake research to further the science that will result in best practices for use around the world; 2) train the next generation of conservationists who will perpetuate these values; and 3) create an entire community of support for them and for conservation goals.”

Sheila observes their own grandchildren and can attest to the importance of time outdoors. “Our Region is growing quickly and many families live in an urban setting. I know that having a place like **rare** is important both for getting every child outdoors and for giving them role models. Children who have never thought about university education before find the exposure to labs, experiments and environmental scientists and practitioners to be very motivational.”

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hundreds more volunteer. Visits to the property number more than 50,000 annually and more than 10,000 children and youth have gone through the Every Child Outdoors (ECO) program, **rare's** way of putting its unique Chain of Learning into effect

“As a founding group, we were investing in a vision that came long before us,” says Barnstijn. Matthew Wilks Keefer, before he made a gift of the property to the University of Guelph in 1973, said the property “lends itself to experimental projects in conservation...what occurs to air, water, soil, vegetation, crop yields, and, indeed the total ecology of [Waterloo Region] as urban changes take place can be continuously observed.”

MacCallum points to the restored 1840s limestone slit barn as another tie to the area's history. “It is now protected and functions as a site for education and public programs that make the research at rare understandable to the whole community. We believe we are helping to reach back into the past, while thinking of future generations and how all of this can improve the quality of life for all of us today.”

Barnstijn agrees: “Our interest in Canada's history goes back even further. Artifacts found at rare go back more than 10,500 years. We are just beginning to understand the richness that can occur as we learn more about our indigenous past and what this can provide to improve the way we do things today. It constantly feels as if our time and donations are a sort of tuition to continue life-long learning in an area that is increasingly critical to our region and the planet!”

They like that investment in facilities has showcased the Region's culture while boosting tourism and overnight accommodations. The ECO Centre also provides a facility for researchers to stay on site or hold conferences. For example, the International Barcode of Life, a \$100-million initiative launched in 2010 and supported by Canada, Germany, China and the U.S. National Science Foundation, has an important link with **rare**. The idea – rapid identification of organisms based on their DNA – originated in Canada and is housed in Canada with plans to deepen the work, potentially making it one of this country's most significant contributions to the world in any domain. In a single day on the **rare** property, with participants from 17 countries and over 30 institutions, highlights included the discovery of one new mammal species that had previously not been recorded at **rare** (Hoary Bat); 181 spiders previously unknown to the property, including 3 new records for Ontario; and over 1100 other newly recorded species for the property.

“We could keep going with reasons we

donate and volunteer,” says MacCallum. “It’s such a personally enriching experience to be involved on the ground with such brilliant and dedicated people. Every time we visit the property we learn something new from the staff and visiting scholars.”

Video highlights need for housing options

Jason Bechtel’s father needed better housing. Since the summer when his father Gordon had started needing to use two canes to help him walk, it had become apparent that his current small apartment, at the top of a long flight of stairs in downtown Elmira, was no longer suitable. And the situation would only become increasingly challenging as his father aged. So Jason did what any child in the “sandwich generation” would do – he started exploring options.

Gordon’s life was rooted in and around Elmira after having spent many years working on local farms. He had always had challenging jobs but he had been able to stick with difficult work, even though it had not been that financially rewarding. Elmira was where his entire social network was – his friends, his church. Surely an established and growing community like Elmira would have some accessible, barrier-free housing that his father, on a limited budget, would be able to afford.

His first phone call was to MennoHomes, a local affordable housing provider that was in the midst of developing a new apartment building for Elmira that would be exactly suited to his father’s needs. It was to be close to downtown, affordable for low-income seniors, and would include an elevator. Unfortunately, it wasn’t expected to be ready for occupancy until 2017 as MennoHomes was still working to raise the funds necessary to move the project forward.

His father needed better housing now. Jason started looking for other options.

That search led him to the realization that there were no other options. “When we applied for subsidized housing for my Dad, I was surprised to find out that there is nothing suitable for people with mobility challenges” he says. The new MennoHomes project was exactly what he needed, but there was still significant fundraising required. While Jason’s job working for a non-profit did not provide him with the financial resources necessary to make a large financial donation, his recognized that his role as a public relations professional was also a gift that could be shared. “I realized that MennoHomes was a small charity, and as such they likely didn’t have the budget to hire some of the services necessary to help support fundraising for the Elmira project” he continues.

He again contacted MennoHomes and executive director Dan Driedger indicating that he would be willing to help. Driedger, who had been working with another volunteer to help create a promotional video, was thrilled. “We’d been trying to find a way to tell the story of the need for housing in Elmira” he says, “but we were struggling to find a way to tell that story with authenticity and integrity”. He proposed a short video that would highlight a day in the life of Gordon, and show some of challenges he encountered on a daily basis. Jason agreed to approach his father with the idea, and even agreed participate himself. The resulting video has been very effective in communicating that the new housing project will respond to a very real need in Elmira that will benefit the entire community for many years to come.

When asked about his role in helping with the creation and production of the video, Jason is candid. He states, “I recognize that no one is against affordable housing, but also that it isn’t as sexy as

many other great causes in the world. For most people, there are other needs that are more urgent or more important. It wasn’t until the need was brought home, quite literally, that I understood the importance of this MennoHome project. My dad’s need for affordable, accessible housing in Elmira was the personal connection I needed to open my eyes and heart. I recognized that I was in a position to be able to contribute to the success of the project. Now we need others to respond with financial support so that someday when they are in the



Jason Bechtel holding Uriah, Gordon Bechtel (seated), with Dan Driedger from MennoHomes.

same position I am in with my father, this building will be there for them. As the community in Elmira ages, more and more of us are going to benefit when our loved ones are in this MennoHomes apartment building.”

In response to the question of why donors give, Driedger agrees with Jason’s thoughts. He says “There are many good and worthy causes that need donations, but people with the ability to give need something more. Certainly they need to know that their gift will be used wisely and make a positive change, but what often truly inspires someone to give is that they know first-hand how their donation will make a difference. It is those heart-felt gifts that are so meaningful, and so necessary to continue building this incredible community of Waterloo Region.” To see the video, visit mennohomes.com.

A labour of love

On November 22, 2013, Brian Hamill’s life took a dreadful turn. That’s the day his wife, Christine, passed away from cancer at the age of 60.

For Brian, this marked a time of great change and soul-searching. After all, after 31 years and two days of marriage, he had lost the love of his life – a woman he asked to marry even before their very first date.

“She was the greatest thing in my life and thankfully God saw fit to put us together,” says Brian. “She anchored me in many respects. And we agreed right down the line when it came to KidsAbility.”

At Christine’s funeral, people were informed they could make a donation in her memory to KidsAbility. Six weeks later, Walser Funeral Home contacted Brian to inform him just how much money was donated in her name. When Brian asked if this was normal procedure, the home responded, “No, it’s just that so much was given on your wife’s behalf, we felt it appropriate to let you know.”

Later, Brian saw a tribute to Christine in the KidsAbility Foundation newsletter and was quite pleased – and he knew his wife would be as well.



Christine and Brian Hamill; Christine passed away in 2013, and in her memory, Brian created the Brian and Christine Hamill Children's Therapy Endowment with the KidsAbility Foundation.

During their married life, Christine and Brian enjoyed volunteering with children. While Brian was involved with fundraising, Christine worked directly with children on arts and crafts – a “labour of love” that she relished.

As Christine often stated, after a fun (yet exhausting) day with the kids, “I feel deliciously tired.” The couple’s commitment to children fuelled Brian’s desire to include KidsAbility in his will – to create a special endowment using the proceeds of his estate.

As Brian explains, “Somehow, I wanted to have a sense of remembrance about my family’s name and that there was honour associated with it. Personally, I feel I owe my late parents nothing less than to make a difference. I also wanted my wife’s name front and centre. That’s why I created the Brian and Christine Hamill Children’s Therapy Endowment with KidsAbility Foundation.”

While Brian could have donated in “dribs and drabs” to many charities, he decided to focus on one organization so that he could make a measurable difference. Working closely with KidsAbility Foundation, he realized that the income from his endowment fund could help children and youth in perpetuity.

Operational cost donations key to not for profit survival

It’s almost axiomatic in the not for profit world... you can raise money for capital projects, you can raise money for new programs, but finding funding to simply run your organization is always challenging. This is probably an over-simplification, but it reflects reality – donors typically shy away from supporting operational costs.

Not surprisingly, this is bad news for the people who run not for profits. David Marskell, CEO of THEMUSEUM in Kitchener, comments: “In addition to capital costs, charities have annual operating expenses including program costs and overhead costs such as hydro, rent and internet. They are essential to it us remaining open and fulfilling our mission and purpose. These costs ensure good management, including financial systems, insurance, IT, staff and volunteer recruitment, governance and communications with stakeholders. Investing in these operational costs allow us to become more creative and efficient while serving more of the community rather than limping along worried about meeting payroll.”

And Fauzia Mazhar, Co-ordinator of The Family Centre and a volunteer with several not for profits, points out that adequate operational funds are the key to effective not for profits: “This myth that the best non-profits are those with the lowest operational cost should have been obsolete long time ago. Donors need to focus on the big picture and support building not-for-profits’ capacity to hire,



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Lisa Talbot, of KidsAbility Foundation, says, “Charities help to make our community a better place to live but we cannot achieve our goals without the generous support of local donors. When a donor gives to operating costs they are essentially helping that organization to deliver its services. The very existence of some charities depends on these types of donations. At the end of the day donors want to know that their gifts are making an impact. Whether a donor chooses to give to operating, programs or capital needs, all three areas are very worthy of support and help a charity to achieve its mission. My advice would be to do your research and speak to the charity to better understand its goals and where support is currently most needed. Unrestricted gifts can provide charities with the flexibility to respond to current and emerging needs.”

Christine Thompson, Major Gifts Manager at **rare** Charitable Research Reserve, believes, “Those who support a charity regularly come to know how it operates to accomplish its important work. As this understanding grows, the donor no longer thinks of overhead as something undesirable. Rather, it’s the category that tallies up the salaries of those doing the front line work and the necessary office expenses. At **rare**, where over 2,000 people have made donations, we find a growing number who are happy to check off the pledge form box that says their gifts are to be put toward ‘our highest priority needs.’ In doing so, they are acknowledging that those who lead the charity are best able to make the decisions about what expenses need to be incurred — and paid for.”

Joy Roberts is a Director of the Musagetes Foundation and the Eramosa Institute, and an active volunteer with not for profits. She suggests that, “capital campaigns are both a means of accomplishing significant, necessary goals and a calculated risk for organizations.”

Roberts adds, “Capital campaigns are always complex, and those with the experience to mount such campaigns will be fully aware of the risk: while bigger gifts do indeed flow in... the usual, annual flow of undesignated funds, to pay salaries and keep the lights on, often diminishes. At the same time, new donors are also attracted by big capital projects and the publicity they garner. If all goes as planned, these new donors will stay around after the campaign.”

Marskell sums up the importance of funding operational costs: “Donors want to make a difference with their contributions. Delivering effective and beneficial programs is the best use of the trust and flexible funding that funders have provided.”

Why do they give?

A gentleman I knew quite well spoke to me many times about charitable gifting. We had terrific, spirited discussions as to why and to which organizations he would gift to. While he was growing up, he saw his father and mother give tremendously of their time, their talents and their treasures. Both his parents had a few special organizations that were favoured simply because those organizations represented their own philosophies regarding helping others, sometimes directly in the way of funding travel for groups of refugees, sometimes indirectly and longer term-oriented by gifting to community organizations which offered programs they felt improved the lives of many in the community.

This fellow always said the amount is not the key... the doing is the key. He spoke with his family about the reasons he gave. In a nutshell, he did it because he knew it made a difference. He saw firsthand, the benefits accruing to those people who were alive because of a new piece of hospital equipment, the beaming optimism on the face of a young graduate from the local university or the infectious laughter from kids playing and learning at the “Y”.

He had two guiding principles in his philanthropy. First, the organization reflected his values and beliefs. Second, he would seldom fund operational activities. His choice instead was to provide the capital so that the organization could continue growing and providing benefits for more people. He never said it was more right than a different gifting strategy, it simply was his strategy. He applauded those who gave during their lifetime as well as those who worked with advisors to plan their gifting to occur after their passing.

He told me more than once that though he seldom wanted recognition for his philanthropy, he did realize that it was important for the community to know that a person or a family did this... not the “money fairy”. Among the other interesting things he told me over the years was that he made sure the conversations around his dinner table included the topic that the result of making charitable donations was a sort of “benefits squared”. When I quizzically looked at him, he explained that the first benefit was to the individuals who were positively impacted by the gift. The “squaring” part was the benefit the person making the gift received, knowing that the gift they made improved the lives of others.

He also spoke about his hope that speaking with his children about gifting sensibly, following up to make sure the gift was creating the benefit it was intended to, and always realizing that there is a responsibility to give if you can, would rub off on them. It has. He was my father, William Kaufman of Kaufman Footwear.

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A Legacy Built on a Life of Faith, Purpose, Generosity, and Love

Cover photo: James Hertel



The cover of Mary Ann Horst's (b. 1931) book, *Reminisings of Mennonite Life in Waterloo County* (1996), appropriately shows a picture of Mary Ann (standing) with her sister, Sarah, greeting you in the dining room of their home. If you read this book, welcoming visitors and sharing your table is a cornerstone of the Mennonite faith and tradition. Mary Ann wrote fondly of Sunday night gatherings at neighbours' homes.

This respected author and Owner/Operator of a Pennsylvania Dutch gift, craft, and book shop on King Street,

and vendor at the Kitchener Farmer's Market, also wrote of the special bond between the Mennonite community and House of Friendship. As part of the involvement of some Mennonite churches with humanitarian ministry, Mary Ann recalled: "Bishop Derstine, who was pastor of Kitchener First Mennonite Church at that time [1939], was very supportive of [Joseph] Cramer's work with the needy and convinced his fellow Mennonites and the city of Kitchener to aid the House of Friendship with some financial assistance. Other philanthropic minded individuals soon joined in giving monetary aid

and voluntary labour." (p.50)

Mary Ann passed away in July 2014 leaving a rich legacy of writings related to Waterloo County Mennonites. She valued her heritage and had a keen interest in history and genealogy. She was a long-time member of First Mennonite Church, Kitchener, and then in her later years, a member of Elmira Mennonite Church. In 1993, Mary Ann was recognized as a Woman of the Year with an award in the Arts/History/ Literature category. But her legacy does not end there...

Mary Ann left her estate, and that previously received from her sister, in the care of The Mennonite Foundation of Canada (www.mennofoundation.ca) along with distribution instructions that included House of Friendship. Upon her death, due to the size of the estate, the distribution was updated under the guidance of a trusted advisor, with whom Mary Ann had discussed her final wishes.

As part of the distribution, a portion of Mary Ann's estate was designated to House of Friendship's Opening Up Food Hampers project, a renovation project that will improve public access to its Food Hampers distribution program on Guelph Street in Kitchener. Mary Ann would approve of providing seed money to something that will provide meaningful assistance to people in need.

Through her 'future' gift, Mary Ann ensured that her legacy would reflect what she valued most during her lifetime. Her gift and legacy are rooted in the same faith, purpose, generosity and love that guided her life. She has left a footprint in our community worth following. Thank you Mary Ann, and Sarah.

What will your 'footprint' look like?

House of Friendship | t: 519-742-8327 | CRA Charity #10749-3892-RR0001 www.houseoffriendship.org

What legacy will you leave?

Charitable bequests to Grand River Hospital Foundation have a direct impact on our ability to provide exceptional patient care... right here at home.



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GRAND RIVER
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A Doctor's Story - "Just Doing My Part"

You can't help but be moved by Dr. Michael Lawrie's humility. Just try to praise him for all the times he's gone out of his way to support United Way Cambridge and North Dumfries, both as a donor and as a volunteer, over the past 30 years. "I'm just doing my part," is the response you're bound to get.

Dr. Lawrie became involved with United Way Cambridge and North Dumfries in the 80s through a fundraising campaign that canvassed local physicians. "I soon started canvassing others who I knew were

sleep-deprived doctor speak coherently about the many different hats he wears in our community conjures up the adage, If you want something done, ask a busy person to do it.

"I've seen firsthand how my patients benefit from the services United Way Cambridge and North Dumfries supports. And besides that, to those much has been given, much is expected." And there, in that last statement, lies an important insight into Dr. Lawrie's value system - a sense of obligation to return the kindness, the compassion, and the opportunities others have offered him. "My life would have been a real struggle had it not been for the support and opportunities my parents gave me. Now, I'm just doing what I can to create opportunities for others."

To find out more and to get involved contact United Way at: 519-621-1030 or info@uwcambidge.on.ca Visit United Way's website to see 100s of current volunteer opportunities uwcambidge.on.ca



looking for a platform to meet community needs – needs that were at risk of being ignored." This desire to meet important and often overlooked community needs has underpinned many of Dr. Lawrie's community involvements. For several years he volunteered with one of the seven local churches that provided meals and temporary shelter for the homeless through the Out of the Cold program. He later joined the capital campaign that led to the Bridges shelter being built. More recently, he has been presiding over the Rotary Club of Cambridge Sunrise.


Dr. Lawrie has managed these various commitments all while continuing to serve on staff at Cambridge Memorial Hospital, managing his busy family practice on Hespeler Rd., and fulfilling his roles as a devoted dad and husband. Listening to this

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Chair Message

Welcome to the 2016 Charitable Gift Giving Guide, produced in collaboration with the Canadian Association of Gift Planners and Published by Exchange Magazine. The purpose of the Canadian Association of Gift Planners (CAGP) is to support Philanthropy by fostering the development and growth of gift planning in Canada. The Waterloo-Wellington LEAVE A LEGACY program works hand in hand with professional advisors in Will and estate planning, as well as with charities, to encourage well planned and managed charitable giving. For more information please visit: www.leavealegacy.ca or any one of our partners listed in the following directory.

Darren Sweeney,

CFP, CHS CERTIFIED FINANCIAL PLANNER® Professional &
2016 LEAVE A LEGACY™ Waterloo-Wellington Chair,
Canadian Association of Gift Planners



Cambridge & North Dumfries Community Foundation

7-135 Thompson Drive | Cambridge | ON | N1T 2E4
Lisa Short, Executive Director | lshort@cndcf.org | 519 624-8972
www.cndfoundation.org



THE CAMBRIDGE MEMORIAL HOSPITAL FOUNDATION:

Since its inception in 1982, the Cambridge Memorial Hospital Foundation has provided over

\$42 million to the Cambridge Memorial Hospital (CMH) for the purchase of life-saving medical equipment, updating infrastructure and continuing education for our physicians and medical staff. CMH's future is very bright; our hospital expansion is going ahead! Our community hospital will be completely transformed with a larger Emergency Department and a 33% increase in beds. It is with your help that we are able to be here when you need us, twenty-four hours a day, seven days a week.

We are honoured to have the generous support of our community so that we can continue to provide 'exceptional healthcare by exceptional people'.

700 Coronation Blvd., Cambridge ON N1R 3G2,
519-740-4966
www.cmhfoundation.ca

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development@canadianclayandglass.ca | 519-746-6396
www.canadianclayandglass.ca

Conrad Grebel University College

140 Westmount Road | Waterloo | ON | N2L 3G6
Fred Martin, Director of Development
fwmartin@uwaterloo.ca | 519-885-0014 | www.uwaterloo.ca/grebel



COMMUNITY SUPPORT CONNECTIONS - MEALS ON WHEELS AND MORE:

We believe everyone should be able to live in their own home. We work with hundreds of volunteers to serve thousands of

our most vulnerable neighbors by delivering meals, providing rides to medical appointments and much more. CSC functions as a centralized source for community home support services in Waterloo Region. We support each and every one of our clients and volunteers, fostering a community where everyone feels at home – valued, connected and empowered.

Dale Howatt, Executive Director | 61 Woolwich Street North, Breslau
On N0B 1M0 | 519-772-8787
www.communitysupportconnections.org

Durham and Community Health Care Foundation
368 College St N. P.O. Box 1407 | Durham | ON | N0G 1R0
Anne Marie Watson, Foundation Coordinator
amwatson@sbghe.on.ca | 519-369-2340 | www.durhamfoundation.ca



FAMILY & CHILDREN'S SERVICES OF THE WATERLOO REGION FOUNDATION

Help Today for a Better Tomorrow

FAMILY & CHILDREN'S SERVICES OF THE WATERLOO REGION FOUNDATION

Family &

Children's Services of the Waterloo Region works together with families, their supports and our communities for the safety and well-being of children. When government funding isn't enough, the Family & Children's Services Foundation supports programs and services that help children and families heal, learn and grow. Find out more how your donation will help build a caring community where children and their families thrive.

Tina Metcalfe, Senior Manager of Communications and Development
Tina.Metcalfe@facswaterloo.org x3972

Valerie Beyer, Donor Relations | Valerie.Beyer@facswaterloo.org
x2761
519-576-0540

65 Hanson Ave. | Kitchener, ON N2C 2H6
www.facswaterloo.org

Grand River Hospital Foundation

835 King Street West | Kitchener | ON | N2G 1G3
Jane Jamieson, Associate Director
jane.jamieson@grhosp.on.ca | 519-749-4205 | www.grhf.org

Hospice Wellington

795 Scottsdale Drive | Guelph | ON | N1G 3R8
Beverly Trist-Stewart, Campaign Manager
tristbev07@gmail.com | 519-836-2154 | www.hospicewellington.org



HOUSE OF FRIENDSHIP of Kitchener:

To extend your hand of friendship to those in need in the future, consider a gift to The

Friendship Fund endowment (1995) in support of House of Friendship's (HOF) community outreach. Founded in 1939, HOF annually serves over 42,000 neighbours living on low-income. We are there when needed with food, shelter and housing, speaking up on poverty issues, and working together to build a healthy community where all can belong and thrive. We may not be able to eradicate poverty overnight, but together, we can continue to comfort and support those-in-need when it matters most. For more information, please contact:

Christine Rier, christiner@houseoffriendship.org 519-742-8327 x122
51 Charles Street East, PO Box 1837, Station C,
Kitchener, ON N2G 4R3
www.houseoffriendship.org



KidsAbility:

At KidsAbility, we provide life-changing therapy and support to over 5,600 children and youth with special needs annually. As a recognized leader in child development in Waterloo Region and

Guelph Wellington, KidsAbility offers essential programs and initiatives providing hope for a brighter future for families in our communities. Your legacy gift ensures that our organization can continue to empower children and youth with special needs to reach their full potential.

Heather Curran, Senior Development Officer | hcurran@kidsability.ca
x1399

500 Hallmark Drive, Waterloo, ON | N2K 3P5
519.886.8886 | www.kidsability.ca

Kitchener-Waterloo Humane Society
250 Riverbend Drive | Kitchener | ON | N2B 2E9
Marjorie Brown, Development Director
marjorie.brown@kwhumane.com | 519-745-5615 x229
www.kwhumane.com



KW Counselling Services

KW Counselling Services is a multi-service agency offering counselling supports to individuals, couples and

families in the Waterloo Region. Our Walk In Counselling Clinic is open each Thursday from noon-6pm. In addition to our counselling work we offer a variety of parenting education workshops (Parenting with Passion), leadership training for members of the multicultural community and outreach support for low-income families, newcomers to Canada and the LGBTQ community (OK2BME). We are proud to have been supporting children, youth and families in this community since 1950.

Leslie Josling, Executive Director,
480 Charles Street, East Kitchener, ON N2G 4K5
519.884.0000, info@kwcounselling.com
www.kwcounselling.com

The Kitchener & Waterloo Community Foundation
"29 King Street East, Suite B" | Waterloo | ON | N2L 1T2
Rosemary Smith, Chief Executive Officer
rsmith@kwcf.ca | 519-725-1806 x 1 | www.kwcf.ca

Mennonite Foundation of Canada
50 Kent Ave | Kitchener | ON | N2G 3R1
Marlow Gingerich, Stewardship Consultant
mgingerich@mennofoundation.ca

Sherri Grosz, Stewardship Consultant sgrosz@mennofoundation.ca
Milly Siderius, Director of Stewardship Services
msiderius@mennofoundation.ca
Jesse Huxman, Director of Communications
jhuxman@mennofoundation.ca
Mike Strathdee, Stewardship Consultant
mstrathdee@mennofoundation.ca
519-745-7821
www.mennofoundation.ca



MennoHomes provides affordable rental housing in Waterloo Region for low income households. We believe in the life-changing impact of quality affordable housing for children, families, and seniors. Please contact us to learn how your financial support can change a life now, and a future forever.

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www.mennohomes.com



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Hunger is a difficult thing to forget, especially for a child. Nutrition for Learning supports 156 programs committed to meeting the needs of 18,000 hungry children, every day, in our

community. All children deserve to be healthy, to learn and to believe in their future. Help us meet the needs of hungry children in our community!

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519-624-5744
www.nutritionforlearning.ca



SHORE CENTRE:

Formally known as Planned Parenthood Waterloo Region, we started in 1972

as a group of concerned citizens from the Kitchener-Waterloo area. We continue to provide accessible sexual, reproductive, and pregnancy health resources and support to the people of Waterloo Region. With professional and motivated staff, vibrant and committed volunteers, and an informed and growing donor base, we champion and foster choice, personal autonomy, and all healthy expressions of gender and sexuality.

Lyndsey Butcher, Director
130-235 King Street East | Kitchener, ON. | N2G 4N5
director@shorecentre.ca | 519 743 9360
www.shorecentre.ca



SUNBEAM CENTRE:

Since its modest beginnings in 1966, Sunbeam Centre has evolved into a multi-faceted organization supporting more than two thousand individuals

and their families across three distinct areas of focus: The first area is 24/7 residential care for individuals with developmental disabilities and medical challenges. Along with this 24/7 care, Sunbeam also offers out-of-home respite and day program supports. The second area of focus is Developmental Services Ontario (DSO) – Central West Region. DSO is the "gateway" into adult developmental services. Sunbeam is responsible for providing this service in Waterloo, Wellington, Halton, Peel and Dufferin. The third and final area of focus is the Developmental Services Resource Centre (DSRC), which serves the Region of Waterloo. DSRC provides family support, service coordination, speech, language and behavioural supports and health care consulting.

Bob Butella | b.butella@sunbeamcentre.com
2749 Kingsway Drive | Kitchener | N2C 1A7
519.893.6200
www.sunbeamcentre.com

Owen Sound Regional Hospital Foundation
"Box 1001, 1800 8th Street E" | Owen Sound | ON | N4K 6H6
Willard Vanderploeg, Development Officer
wvanderploeg@oshfoundation.ca | 519-372-3925
www.oshfoundation.ca

United Way Cambridge and North Dumfries
102-135 Thompson Drive | Cambridge | ON | N1T 2E4
Jen Langdon, Individual Giving Officer
jen@uwcambbridge.on.ca | 519-621-1030 | www.uwcambbridge.on.ca

United Way KW & Area
801-20 Erb Street West | Waterloo | ON | N2L 1T2
Lucie Stuart-Burton, "Manager, Individual Giving"
lstuart-burton@uwaykw.org | 519-88-6100 x265 | www.uwaykw.org

University of Waterloo
200 University Avenue W. | Waterloo | ON | N2L 3G1
Sharon McKay-Todd, "Associate Director, Planned Giving"
smckaytodd@uwaterloo.ca | 519-888-4567 x35413
Joanne Stewart, "Development Officer, Planned Giving"
jm4stewa@uwaterloo.ca | 519-888-4567 x37040
www.uwaterloo.ca

Wilfrid Laurier University
75 University Ave. West | Waterloo | ON | N2L 3C5
Cecile Joyal, "Development Officer, Individual & Planned Giving"
cjoyal@wlu.ca | 519-884-0710 x3864 | www.wlu.ca



Matthew Chandy

MATTHEW CHANDY HAS BEEN APPOINTED as the new Economic Development Manager for the Region of Waterloo. Chandy comes to the position from his role with **FedDev Ontario**. According to the Regional website, the regional government is committed to "collaboration" with its economic development partners – the seven municipalities that make up the region, and the new **Waterloo Region Economic Development Corporation**, which in November named **Tony LaMantia** as CEO.

THE WATERLOO HALL OF FAME WILL INDUCT eight new honourees in a ceremony at the Waterloo Region Museum. This year's inductees include **Steve Dietrich**, lacrosse; **August Herchenratter**, military service; **Wilbert Carl** (Wib/"Dutch"), ice hockey; **Larry Lynch**, sports builder – softball; **Amanda Overland Anatol**, speed skating; **Ernie Regehr**, international disarmament and peace research; **John Thompson**, community builder; and **William Tutte**, mathematician and codebreaker.

ATS AUTOMATION TOOLING SYSTEMS INC. has announced that **Anthony Caputo**, the Chief Executive Officer of the Company, will be leaving the Company in February, 2017. **David McAusland**, Chairman of the Board, commented, "On behalf of the Board of Directors, I would like to thank Anthony for his contribution towards building ATS's industry leadership."

THE ACCELERATOR CENTRE HAS ANNOUNCED its 50th and 51st graduates: **Alaunus** and **TrafficSoda**. This milestone graduation coincides with the AC's

10th anniversary, capping off a decade of supporting some of the most innovative and successful companies anywhere.

Founded in 2011, by WLU graduate **Andrew Ringer**, Alaunus provides mobile IT solutions for the Canadian healthcare landscape. TrafficSoda, founded by Laurier business graduate **Jessica Chalk**, is a powerful B2B platform that helps businesses drive prospects to their website and convert those visitors into buying customers.

LINAMAR, OF GUELPH, HAS ANNOUNCED a fifth consecutive year of record results, including a sales increase of 24% over 2014 to reach \$5.2 billion; operating earnings up 33% over 2014 to reach \$597.0 million; and net earnings up 36% and earnings per share up 36% over 2014 reaching \$436.7 million and \$6.71 respectively.

"We are thrilled to deliver another record year on sales and earnings at Linamar, our fifth consecutive year of doing so," said Linamar CEO **Linda Hasenfratz**. "Financially we again saw strong, industry leading double digit top and bottom line growth. Strategically, we have made enormous progress in 2015 in our vertical integration strategy, successfully acquiring or joint venturing with three world leading forging and aluminum casting companies."



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COWAN INSURANCE GROUP HAS REACHED Gold Standard status as one of Canada's Best Managed Companies in 2015.

"We are extremely honoured to have earned Gold Standard status, a prestigious distinction for business excellence based on our commitment and outstanding execution of our strategic priorities," said **Heather McLachlin**, President, Cowan Insurance Group. "This award is not an individual honour. It recognizes the efforts of our entire organization, from our front line employees to our executive team."

CLEARPATH ROBOTICS HAS INTRODUCED **Marc Tarpenning**, co-founder of **Tesla Motors**, as a member of its advisory board. Tarpenning will provide the Clearpath leadership team with entrepreneurial and technical insight.

"We're thrilled to have Marc on our advisory board and work with him on a regular basis," said **Matt Rendall**, CEO at Clearpath Robotics. "Marc brings experience and insight that will help to guide our team as we accelerate the growth of our business and enter new markets with self-driving vehicle technology."

Tarpenning co-founded **NuvoMedia** in 1998, developer of the Rocket ebook – one of the first handheld devices for digital books. In 2003 he co-founded Tesla Motors to build elec-

trical cars and led the development of the Tesla Roadster – the first production automobile to use lithium-ion battery cells. Tarpenning is now an active board member and advisor with numerous organizations and resides in Portola Valley, California.

KITCHENER-WATERLOO-CAMBRIDGE AREA employers expect a steady hiring climate for the second quarter of 2016, according to the latest **Manpower Employment Outlook Survey**. "Survey data reveals that 20% of employers plan to hire for the quarter (April to June), while 2% anticipate cutbacks," stated **Nikki Sharpley** of Manpower's Kitchener office. Another 78% of employers plan to maintain their current staffing levels in the upcoming quarter.

WATERLOO REGION CONSERVATIONIST **Craig Campbell** has been awarded a Lieutenant Governor's Ontario Heritage Trust Lifetime Achievement Award in a ceremony at Queen's Park. Campbell was recognized for his contributions to the conservation of Ontario's natural heritage for over 50 years, as well as his volunteer work with organizations such as the Kitchener-Waterloo Field Naturalists (now Waterloo Region Nature).

THE AMERICAN INSTITUTE OF PHYSICS has awarded its 2016 **John Torrence Tate Award for International Leadership in Physics** to Perimeter Institute Director **Neil Turok**. The award recognizes Turok's many contributions to the international physics community.

Awarded every two years to non-US citizens for international leadership in physics, the award consists of a medal, a certificate of recognition, and a \$10,000 prize. The award will be presented to Turok at the 2016 Quadrennial Physics Congress, which takes place November 3-5, 2016, in Silicon Valley, California.



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SEVEN UNIVERSITY OF WATERLOO RESEARCHERS are receiving more than \$3.9 million to collaborate with Canadian-based companies and government organizations on strategic research projects.

The funding for Strategic Partnership Grants announced by the **Natural Sciences and Engineering Research Council of Canada** (NSERC) helps bring expertise from academia and industry together to collaborate on research that will lead to innovation and commercialization. Waterloo has a long history and reputation for successful industry partnerships, and was ranked second in Canada for collaboration with industry by the CWTS Leiden Ranking 2015.

Receiving grants are professors **Slim Boumaiza, Jean Duhamel, Karim S. Karim, Hyung-Sool Lee,**



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John Long, Sriram Narasimhan, and Aiping Yu.

MENNONITE SAVINGS AND CREDIT UNION will be changing its name to **Kindred Credit Union**. The launch of the new Kindred Credit Union brand will begin in June 2016 with a phased rollout expected to be completed by the end of the year.

NEW ENTREPRENEURS IN SOUTHERN ONTARIO may benefit from an investment of up to \$4.84 million in Bioenterprise Corporation announced by **Lloyd Longfield**, MP for Guelph. This joint initiative, between Bioenterprise Corporation and Innovation Guelph, will provide entrepreneurs and early-stage businesses with seed funding, access to specialized industry expertise and business coaching. Funding will be geared towards supporting entrepreneurs in the agriculture and agri-food technologies, sustainable and environmental technologies, advanced manu-

facturing, and social innovation industries.

GARY KLASSEN HAS JOINED CHRISTIE as the director of solutions software. Klassen will be based in Kitchener, Ontario. Klassen is a well-known inventor and technology leader. Most recently, he was director of architecture and innovation at **BlackBerry**.

FIVE OF CANADA'S LEADING SCIENCE outreach organizations will deliver **Innovation150**, a cross-country celebration of Canadian ingenuity, throughout 2017. Travelling science exhibitions, major city-wide festivals, and dynamic online experiences are among the year-long activities in Innovation150. **Perimeter Institute** leads a partnership of Canada's top science outreach organizations to bring Innovation150 to life. As well, the **Centre for International Governance Innovation's** founder, **Jim Balsillie**, has been



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named a Canada 150 Ambassador.

STANTEC'S 350 LOCAL TEAM MEMBERS from the global design firm have moved into the **innoTECH** building in the David Johnston Research + Technology Park in Waterloo. For the past 13 years, Stantec's KW team had worked from a downtown Kitchener location. X



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CONTINUED FROM PAGE 38

teachers do.”

Jamie adds, “We loved the idea as parents, and as business people.”

So Mark, Jamie and Melissa purchased the rights to the original company, issued shares (one of the original teachers still has a piece of the business), invested some money, changed the concept (they dropped all other merchandise and focused on lunches), changed the name to LunchBox Orders, released their first website (in 2013) and... in Mark’s words... fell off the horse. “That first go-around, we fell off the horse a lot of times. But we got right back on.”

They did have a lot right, from the outset. Jamie says, “We basically changed everything. We realized early on that lunches is a completely different business than selling yearbooks and field trips. We changed the direction. Instead of buying and selling, we just wanted to be a platform, almost

an extension of the school.”

But what they had wrong was, their estimate of their own success – and the systems needed to support that success. Jamie notes that they started small, “with three or four schools. We could have started with more, but we wanted to make sure we got the website running smoothly, because it’s a lot harder than you think to do this.”

Yes, it was a lot harder. Mark says, “We partnered with an internet company at first; we launched with three schools and then leading up to that December – with 12 or 16 schools – we were having a ton of issues with the website. I will never forget the moment when we sat down with the old designer and said, from an e-commerce standpoint, ‘What is the most you have ever put through a website?’ And he said, ‘I have a ski shop that does about 400 orders a month’.”

LunchBox was looking at the potential of hundreds of thousands of orders

a month. Mark says, “Jamie and I looked at each other and said, ‘Oh my God, we’re in trouble here,’ because... we couldn’t keep up.”

Jamie adds, “We wanted a website that had unlimited potential.”

There were similar issues with their financial institution, and in the end, the company changed all of its service suppliers.

Melissa says, “We literally started from scratch and re-launched in 2014 with a completely new platform and new partners on all sides. It was a big, quick turnaround. We have re-written the website three times at least. We ran the trial, we learned from the schools, the parents and the vendors – what they needed – and then we also got a good handle on what our partners were able to do... our website guy, our bankers, and we changed everything. It gave us the foundation to take it to the next step.”

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From left, Melissa Roberts, Vince Campolongo, Mark Roberts and Jamie Russell. Campolongo is Principal at Sr. Ignatious of Loyola Catholic School in Guelph, and a big fan of the LunchBox program.

improve. Melissa adds, "We do enhancements constantly, all based on feedback – making this user-friendly for parents and schools."

Mark says, "We have invested so much into the intelligence of the website to make it so user friendly."

Melissa explains the basic concept of LunchBox Orders. "It's a service to schools that really simplifies their lunch program and their fundraising." She adds, "Schools all want to run lunch programs but they all have minimal resources.

Nobody wants to do it. The secretaries are beyond stretched. Parent volunteers are fewer and fewer. Principals are trying to meet the demands of all these parents who want lunch programs. So we come in and say, 'This is how we can help'. It's super simple.

"Schools tell us what they want to see, they tell us what vendors they want to offer, what delivery days, how much fundraising they want to offer, we take that, and we do all the work.

"We qualify the vendors, we make sure they meet nutritional guidelines, that they meet the allergy demands of the school, we build up the pricing model, we build up the online ordering platform for the school, we provide the school with all the tools to introduce and to promote the program to families.

"The school really has nothing to do with it until the day of delivery. They open the doors, the food comes, it's organized by classroom, it's labeled by student, all the vendors agree to that format until they get on board.

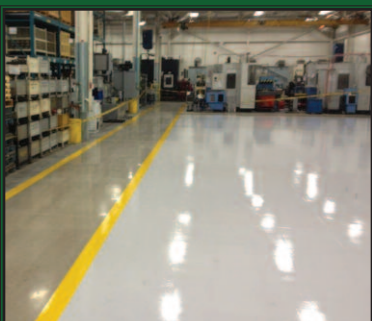
"It's a super easy way for them to implement and drive any fundraising initiative that they want to have in place without requiring any work or labour."

The company works hard to deliver a completely inclusive program – for example, families who are not on the internet can order by phone. The company is planning to release a mobile app this year.



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This all seems a rosy description – but it also seems to be accurate. The simple truth is, LunchBox Orders solves a problem for schools and for parents – and that is a winning recipe for success.

And after the original start-up hiccups, the partners have found success. Jamie says the company is in profit mode, although “The margins 44,000 lunches were served in 2014, 234,000 in 2015, and – based on projections from the first two month of 2016 – they’ll count “over a million lunches this year”.

are very low and the fees are very low.”

The growth curve is impressive – 44,000 lunches were served in 2014, 234,000 in 2015, and – based on projections from the first two month of 2016 – “over a million lunches this year,” says Mark.

A piece of cake? Well, not entirely. Jamie admits, “It’s very stressful and hectic right now... we want to reduce that a bit.” He believes that hitting the million-meal mark will “bring us to where we will have everything we want in place.”

Mark acknowledges the pain – especially during the 2013-2014 relaunch – but adds, “It’s been an absolute grind but a fun, fun ride.”

Now in 19 school board regions, from London to Collingwood to Peterborough – although 60% of their business is still close to home, in Waterloo and Wellington regions – they are looking at expansion across Canada, and perhaps into the United States. Mark says, “The US market is a possibility for sure.” Melissa adds that there is no national equivalent to their company south of the border.

Expansion does bring challenges. Melissa notes that schools tend to be

very resistant to change – until they realize that LunchBox will solve one of their most nagging problems, and improve their fundraising programs, with less effort from staff and volunteers.

There is the question of physical space – LunchBox is a virtual company without an office, although they are considering opening one.

And Mark notes that convincing vendors that they are a good idea is

often a challenge. “When we go into a new territory, and we need to acquire new vendors, a lot of the vendor mentality is that we’re more of a competitor than we are an ally. We have to convince those vendors that we’re going to make their life easier. There’s a lot of work that goes into nurturing those vendors.”

Melissa laughs when she says, “They see us as a bit of a threat.... But they love us by the third delivery.” X

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Kitchener | Wednesday, April 27, 2016 | Breakfast 7:15-9:15 a.m.
London | Wednesday, April 27, 2016 | Lunch 11:30-1:30 p.m.

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FIND A NEED: CREATE A SOLUTION

LunchBox Orders makes life easier for parents, teachers, vendors and school kids ... and raises funds for schools in the process

BY EXCHANGE MAGAZINE

Melissa Roberts, Jamie Russell and Mark Roberts

The seven-person team at LunchBox Orders (lunchbox-orders.com) expects to serve a million lunches to school kids this year – but they will never make a pizza or pack a veggie stick.

LunchBox Orders can be described as an app, or a platform... but in practical terms, it's a business that makes life vastly easier for parents, for schools, for kids, and for food vendors.

At the time of writing (the business is in explosive growth mode), LunchBox is serving about 25,000 parents, dealing with over 300 food suppliers, and providing lunches in schools in 19 school board districts. The business is run by three partners – Mark Roberts, Jamie Russell, and Melissa Roberts, who is acting president and the most hands-on of the three in day to day business terms.

The origins of the Guelph-based business were an idea of two teachers, who started a business called Elementary Orders, which was designed to use a website to market a wide variety of goods to schools, from lunches to year-books to T-shirts.

LunchBox is serving about 25,000 parents, dealing with over 300 food suppliers, and providing lunches in schools in 19 school board districts.

These teachers were friends of Mark Roberts. He says, "They brought me in, because they know I have run businesses and I've owned companies, and I brought Jamie in as my business partner. We own a property management company together, we own a bunch of real estate together – we have been in business together for about 14 years."

Melissa remembers that the originators of the concept had clearly identified a need – that running lunch programs at schools is necessary but unduly challenging for everyone concerned – but they didn't know how to roll out the solution.

Mark adds, "They didn't really have a clear vision of how to do it."

So, in reality, the first step was accomplished – but just the first step: a need had been established. It seemed clear that traditional school lunch programs are a gigantic pain to run.

Jamie says, the two teachers "are not parents, like us. They were looking at it from a teacher's standpoint – how difficult it is for them. When we got hold of the idea, we realized how much we hate doing lunches, as much as



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