



GROWING HIS
COMMUNITY BUSINESS
PORTFOLIO

DRUMMING UP A
GROUP DYNAMIC



EXPERIENCED TEAM
LAUNCHES LOLOAN
LOBBY BAR

EXCHANGE

quarterly

MAGAZINE FOR BUSINESS, ECONOMIC DEVELOPMENT, EDUCATION & ENTREPRENEURS

Vol. 36 No. 1 October 2018- \$6.95



IGNITING NEW ENTERPRISES

HUBER FAMILY BUSINESS IS IN GROWTH MODE

INSIDE

- David Johnston: Tech for Good declaration
- Using local talent to build non-profits
- Unwrapping the delights of gift boxes
- Relaxing get-aways from Peterborough to Bimini

Performance & Wellness

SOLVING A UTILITY COST INEQUITY

The Onyx Energy solution brings fairness and environmental awareness to utility bills

One way to build a path to business success is to identify a genuine need, and create a solution to that need. Another, in this era, is to find a way to reduce the environmental impact of an industry or service.

Angel-Marie Reiner and her team at Onyx Energy believe they have accomplished both of these goals. And that has meant early and growing success for the young enterprise.

First, the need: Angel-Marie's husband, Eric Reiner, is a commercial real estate agent, and owner and operator of Onyx's sister company, Onyx Property Group. The couple represents over 20 years of experience in multi-family real estate, student housing, property development and ownership, property management and consulting.

What their experience had identified was a glaring inequity in how occupants in such multi-residence and condo developments are charged for their utility usage.

Angel-Marie explains that there are two traditional models. Either the management company averages out utility cost across all units and builds that into the rent; or the management company averages out the costs, and charges a separate flat fee to all occupants, regardless of their actual usage. And, either way, neither of these billing methods are fair, argues Onyx Energy's President. And that's not the only problem – neither of them offer any incentive to occupants to reduce their utility usage... and that is bad news on the environmental front.

Angel-Marie decided to launch Onyx Energy. The corporate website explains, "Our business model is quite simple. We provide a turn-key solution that offers owners, developers and condominium boards the ability to recoup the costs associated with various utilities. This in turn educates occupants to make wise decisions regarding consumption and empowers occupants to improve and offset their carbon footprint."

In their research prior to launching Onyx Energy, the Reiners discovered some interesting

anomalies in utility use. They found that actual consumption was hard to predict, because people simply don't fit into stereotypes.

The Reiners also discovered that when people are actually paying for their real consumption, not simply an average for their building, their consumption changes, often dramatically. "When someone has to pay for their own utilities," they found, "their cost comes down 20 to 27%!"

Onyx is not the only player in this industry, but Angel-Marie believes "we have a better plan. It's unique. We bring more to the average consumer." That something "more" includes a carbon offset feature, developed by Onyx. And in September, the Onyx team will celebrate this feature with a large tree planting ceremony in Waterloo Region – the first of many, she says. Further, what differentiates Onyx Energy from their competitors, is their leak detection system, allowing Owners and Property Managers the ability to remotely turn water on and off when system detects a water issue. As noted by Angel-Marie, "this feature, stops water before it becomes destructive, in

doing so, Occupants do not need to be displaced from their homes, owners of properties avoid expenses of insurance deductibles, which for commercial properties start at \$25,000 and this also avoids additional expenses relating to repairs and lost of personal property".

The system created by Onyx Energy can monitor water, gas, electricity, and thermal energy consumption, and includes alarm and shut-off features that can be activated through a smart phone.

Ideally, the system will be installed in new buildings, an "easy" process, according to Angel-Marie. "But we also do retrofit," she points out.

The Reiners' road to Onyx Energy has not been an easy one. In November, 2016 – less than two years ago – Onyx Property Group was completing a mixed-use, primarily residential building at 659 Stirling Avenue South, in Kitchener. Today, the ground floor is headquarters to Onyx Energy. The Reiners were in the midst of launching Onyx Energy.

And then, on November 23, 2016, Eric suffered heart failure, which resulted in several blood clots that had to be removed with emergency surgery. Angel-Marie's first priority was her husband's health. But as soon as she knew he was going to recover – albeit through a long process – she knew she had other responsibilities, as well.

"I managed to get this building finished, get Onyx Energy started all from his bedside in the hospital, and care for my husband," she recalls. Which may tell you everything you need to know about the capacity of the Onyx Energy President.

When it comes to her personal job description, she is a visionary: "I'm creating a legacy for my own family. I'm able to be part of the lives of my team, and to reward them for their efforts and their commitment. It's extraordinarily rewarding."

Today, Onyx Energy has six employees and three contractors, while Onyx Property Group employs up to 10.

"We have decided to focus on Southwestern Ontario," says Angel-Marie – and is involved in promoting their innovation to other developers. "We are in aggressive promotion mode," she says. "There is still some education that has to happen."

Onyx is also in aggressive innovation mode; while their software development is currently handled by a separate, area firm, they plan to incorporate that part of the business into Onyx, next year. They are members of Communitech.

There is one other key feature to the Onyx solution: the Onyx team communicates directly with occupants in buildings that adopt their solution, responding to individual issues, educating them about their carbon footprint, and offering tips on lowering monthly utility costs.

Angel-Marie says that, in their experience so far, when occupants understand the value of the new system "we get rapid acceptance."

Builders and developers who partner with Onyx will find fairly rapid return on investment, says Angel-Marie. One option is essentially a lease-to-buy arrangement in which the developer pays no money down.

The other option is for the building owner to purchase the monitoring equipment, and to be able to keep all revenue arising from the system.

Angel-Marie admits there is an ironic twist to her own energy monitoring story. Earlier this year, "we had a flood in our basement," and it wasn't noticed because they did not have a monitor in their own home. "The irony," she says, "is just unreal."

"But we do have a monitoring system now," she adds with a rueful smile. And, she believes, so should everyone – a conviction born from both personal experience and business acumen.



659 Stirling Ave. S. #100
Kitchener, ON N2M 0B1
T 266.349.6699 ext. 208
www.onyxenergy.ca



Take a bite out of your to-do list
this holiday season.

Let us handle the catering.

425 Bingemans Centre Drive
Kitchener, ON N2B 3X7

BINGEMANSCATERING

Phone: (519) 744-1555 Toll Free: 1-800-667-0833 Web: bingemans.com

20 YEARS OF SUSTAINABLE SOLUTIONS

From a young age, AET Group Inc. Managing Director & CEO Scott Freiburger had an entrepreneurial spirit and a passion for the environment. 20 years ago, while working alongside his father on a construction project, he observed large quantities of material ending up in dumpsters destined for landfills - even the materials that were recyclable or reusable, due to poor inventory control and purchasing habits. It was at this point that Associated Environmental Technologies (AET) was born and years later renamed to AET Group Inc. through a number of amalgamations. AET

became what it is today. Reaching 20 years in business is no easy feat - as many business owners would tell you, but Scott Freiburger suggests that it's his dedicated employees and loyal clients that have made AET what it is today, stating, "a business is only as good as the people who work for it." In addition to his client-first approach, Scott believes adaptation is another key factor to AET's success throughout the years. "Adaptation is crucial in the business world. Just because something worked last year or the year before, doesn't mean that a new technology or technique won't tilt the playing field. You need to be prepared to adapt." It wasn't until five years into the business, after AET did adapt to the industry, that the company really kicked into high gear. In 2004, AET landed a large contract with Stewardship Ontario, which propelled AET to specialize in waste composition and characterization analyses of municipal solid waste - still a significant part of the company.

Over the years, AET has been the recipient of numerous awards including Profit 500 Canada's Fastest Growing Companies in 2014, 2015, 2016, & 2017, however, to Scott, the greatest success comes from the ability to contribute to a sustainable future: "Many people take having clean air, water, and land for granted. Earth is home to millions of species, but just one dominates it. Humans continually contribute to the impacts on the planet and climate change is happening - whether it's man-made, natural, or a combination of the two, it's affecting us." Through its operations, AET has pledged to be an environmentally conscious company committed to its role in a sustainable future by ensuring that the public, industries, and organizations are educated and made aware about how our decisions and habits can impact the environment.

So, what's next for AET? Despite the recent change in government and the subsequent cuts in environmental project funding, Scott plans to continue to work towards carbon neutral operations and a net positive building, in addition to continuing to grow and expand AET through diversifying and offering new services, acquiring companies along the way and providing a more global presence.

AET Group - Owners - Larry Freiburger, Director of Operations, Janet McKenzie, Director of Environmental Services, Scott Freiburger, Managing Director & CEO

started as a company that developed solid waste management programs to help construction companies minimize the amount of waste generated during projects. Now, two decades later, AET is a leading and sought-after environmental consulting company that provides sustainable solutions that protect the water we drink, the air we breathe, and the earth on which we live, focusing on 12 core services, including: air quality, building sciences, energy management, environmental audits, environmental compliance & management, environmental mitigation, GHG management, home flood protection, natural sciences, solid waste management, sustainability, and water & waste water.

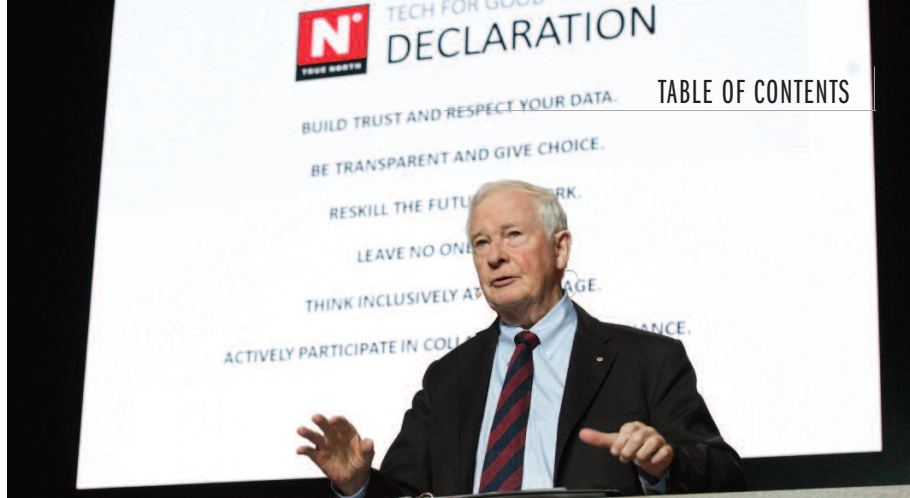
The journey to success has been one full of emotions - from excitement to anxiety, sleepless nights, and many downfalls and learning experiences. Through perseverance and hard work, a merger, and two company acquisitions, AET



AET Group Inc.
531 Wellington Street North
Kitchener, ON N2H 5L6
T 519.576.9723
F 519.570.9589
www.aet98.com



PAUL BOEHMER OF LOLOAN – PAGE 8



TECH FOR GOOD DECLARATION – PAGE 9

OCTOBER 2018

EXCHANGE

SERVING WATERLOO REGION: KITCHENER, WATERLOO, CAMBRIDGE & SURROUNDING AREA | VOLUME 36, NUMBER 1

CONTENTS

COVER STORY:

Igniting new enterprises6

A veteran business family in growth mode
BY JON ROHR & PAUL KNOWLES



DRUMMING OUT STRESS – PAGE 22

Email us: editor@exchangemagazine.com

Publisher Jon Rohr
jon.rohr@exchangemagazine.com

Editor Paul Knowles:
paul.knowles@exchangemagazine.com

Production/Photography: EBC Creative, hanna marie
Photographer, Jon Rohr

CONTRIBUTORS:

Centre For Family Business, Communitech
Bill Brushett & David R. Smith, The Family Business
Exchange Paul Knowles, Brett Nelson, Nancy Silcox,
Jon Rohr

FEATURES:

New restaurant venture 8

Triple experience behind LoLoan
BY JON ROHR

Tech for Good 9

David Johnston leads the charge
ADAPTED FROM CFFB COMMUNITech
PRESENTATION

Perfect pitch 11

Rose Greensides is using local talent to
boost non-profit sector
BY JON ROHR

Performance 14

Lower cost and improved morale
BY BRETT NELSON

A best kept secret 17

How an advisory board can help
BY BILL BRUSCHETT & DAVID R. SMITH

Making a difference 30

Pubs and pharmacies: a diverse portfolio
BY NANCY SILCOX

CORPORATE PROFILES:

Solving utility cost inequity .. 2

Onyx Energy: Fairness and Awareness

Doing business differently .. 16

EncoreFX comes to Waterloo and area

CONTRIBUTOR'S COPY:

20 years of sustainability 4

AET Group specializes in solutions



PERFECT PITCH FOR NON-PROFITS – PAGE 11

EXCHANGE PERFORMANCE AND WELLNESS:

Introduction 19

Master creator 19

Gifts from the Glen
BY JON ROHR

Gastronomic adventure 21

Getting away in Canada
BY JON ROHR

Drumming up a dynamic ... 22

The team that drums together....
BY JON ROHR

Under Water Dining 23

A true bucket-list adventure
BY PAUL KNOWLES

Wellness sailing adventure. 24

Wellness on the Sea
BY JON ROHR

Watercooler 26

EXCHANGE magazine is a regional business publication published by Exchange Business Communication Inc., CEO Jon Rohr. Seven issues per year are distributed to each company in Kitchener, Waterloo, Cambridge, Guelph, and area as determined by Canada Post Business Walk Analyst. Subscriptions are available for \$85.43. Send cheque or money order to Exchange, PO Box 248, Waterloo ON N2J 4A4. Attn: Circulation Department. Back issues are available for \$12.00 per copy. Phone: (519) 886-0298 x 301. ISSN 0824-45 Copyright, 2018. No part of this magazine may be reproduced without written permission from the publisher.

IGNITING NEW ENTERPRISES

A new business involving a veteran business family is building unique attractions around the region

BY JON ROHR AND PAUL KNOWLES

Willy Huber describes himself as “the quiet one” of the three-man partnership that owns Ignite Restaurant Group. Then he blows that claim out of the water as he sings the praises of his new company. “It’s exciting. I’m working in another family business again. It turns my crank. I did it with my brothers; now I get to do it with my sons. It’s exciting times.”

Huber is no stranger to family business. He and his brothers owned and operated the iconic local firm, Pillar’s Sausages and Delicatessens, founded in Waterloo in 1957. That business was sold to Premium Brand Holdings in 2011. Willy still serves as CEO.

And the Huber tradition of family business goes back well before the 1950s. In their native Yugoslavia, the family “owned a butcher shop, a hotel, a tavern, a vineyard, a cattle



Ryan Lloyd-Craig

trading business. We’ve completed a full circle,” says Willy.

That “circle” seems complete because the new venture, Ignite Restaurant Group, has elements of all of those businesses. And it’s very “family” – Willy Huber’s business partners are his son, Neil Huber, and his son-in-law (or, “my other son,” according to Willy), Ryan Lloyd-Craig.

Willy Huber says, “All three of us are equal partners.”

“We took a chance on being the first in North America to have visual tables.” – Ryan Lloyd-Craig

He adds, “We want to grow our business.”

That seems to be a bit of an understatement. Because Ignite, only a very few years out of the gate, has already grown to be a major employer and diversified player in the hospitality sector.

Here’s a quick recap: the partners (with another now-departed partner) opened The Berlin restaurant in downtown Kitchener in 2014. But when the partner left, the family part-

ners re-branded the enterprise as The Rich Uncle Tavern, earlier this year.

Also earlier this year – in August, to be precise – Ignite opened the Graffiti Market (complete with a unique pizza restaurant), Red Circle Brewing Co., and Red Circle Coffee Co., all in the Catalyst137 “internet of things” development on Glasgow Street, in Kitchener.

And, in 2019, Ignite will open the Crowsfoot Ciderhouse and Market in the former Black Forest Inn restaurant in Conestogo, a location that will also create a permanent head office for the burgeoning company.

It’s clear that everything at Ignite is in growth mode. Lloyd-Craig says that Ignite currently employs 118 staff, 78 of them at the Graffiti operation at Catalyst137. When the Conestogo destination opens in 2019, that will increase to about 200 employees, he says.

But that’s not the end goal. Willy Huber adds that Ignite has created business models that can be replicated in other places. “The way we’ve built the restaurant group, we could do this in other cities. I’ve been asked to do a brewery and market in Vancouver and Montreal.”

And, says Lloyd-Craig, “We’ve been approached by an entity in the United States to do this on a large scale.”

Neil Huber says that the partners are always open to possibilities. “We try not to say ‘no’ to a lot, we try to weigh options and say, ‘why not?’. There are a lot of opportunities for us. We are perpetually weighing what the opportunities are.”

One goal, says Lloyd-Craig, is to build “a larger cidery and

“We’re pleasantly surprised at how well we’re doing. We’re going to create a lot of jobs.” – Willy Huber

a larger brewery,” which will make the cidery/brewery facilities at Catalyst137 and Conestogo “satellite operations.” He adds, “That’s the long-term game. You start small and I can see it growing.”

The three partners may all be closely related, but they bring unique skill sets to the enterprise. Willy Huber knows the food business cold, from long experience with Pillar’s. Lloyd-Craig is a qualified chef, and an experienced food services manager, including five years in management at Wilfrid Laurier University. Neil Huber is a film and television director – he is still a partner in a Toronto film and television company – who brings media and marketing savvy to the business.

But this diversity of expertise doesn’t mean they have closely defined roles in what they term their “collaboration.” In fact, Neil says that his brother-in-law hates titles, and would like his business card to simply read “That Guy”.

Change of plans

It’s clear that the Ignite partners value flexibility – the ability to shift directions when the opportunity arises. Lloyd-Craig explains that Ignite was looking for growth possibilities, and planned to open a pizza restaurant in a different location.

When they couldn’t close the deal on the building, they looked for alternatives, and Catalyst137 developers Frank



Neil Huber

Voisin and Curtis McBride invited them to consider the new internet of things facility.

Lloyd-Craig admits, "When we first looked at it we were a little on the fence. It was raining in here! It was just a giant warehouse for rubber tires."

But like the visionary developers, the Ignite partners saw the potential. And as Lloyd-Craig says, "But what they have managed to do with it! They've injected probably close to \$60 million to bring this building into a world-class internet of things facility."

Willy Huber adds, "It's nothing short of amazing".

So the pizzeria grew, just a bit, because of its new home. Including the bakery, coffee roaster, brewery, market and restaurant, the Graffiti site now includes about 14,600 square feet, with about 12,000 occupied by the market.

A similar plan is unfolding in the Conestogo location, where the Crowsfoot Market will open on the second floor.

There will be a difference between the two operations. Conestogo will retain a "country" feel, including sales of preserves and other items made by local people, while the Catalyst137 site is bleeding-edge modern, right to the interactive,

"We try not to say 'no' to a lot, we try to weigh options and say, 'why not?'. There are a lot of opportunities for us." – Neil Huber

visual tables – the first of their kind in North America.

Lloyd-Craig explains that it took two years to finalize the contract that brought the visual tables to Graffiti. "We took a chance on being the first in North America to have visual tables."

The impact on customers has been amazing. Neil Huber says, "Now, everyone puts their cell phones away – the table has brought the family back to dinner. They can take a selfie with the table. Each kid can have a different puzzle, a different game, the parents are enjoying this interactive meal with the family. It's really bringing the family back, full circle."

"Full circle" is a popular phrase with the Ignite partners – perhaps because one of their brands is Red Circle Brewery, which they own in partnership with master brewer Brett Croft. Croft is the expert behind the brewery and cidery elements of the ever-expanding Ignite empire.

They believe in partnering – officially, with businesses like Monigram Coffee Roasters, based in Cambridge, who oper-

ate the coffee business at Ignite enterprises, or Kitchener business Four All Ice Cream – and also with the communities in which they live and work.

Willy says, "We've always done what's local; we've tried to do as much as possible that's local."

Lloyd-Craig adds, "We use local beef purveyors, local poultry, local produce as much as we can in season. We change our menus to use more root vegetables, things that hold up throughout the winter. As much as we can for as long as we can, we use local."

When the partners look toward a future of growth, they realize that much of it will take place right in their existing venues. Neil Huber notes that Catalyst137, which may now house about 500 workers, is set to grow exponentially. "We're going to have 2,000 people working in this building. They can come here, get what they need, order stuff to take home, have their meal, pick up a six pack of beer, ice cream, a pizza. It's unique."

Not all Graffiti customers are in-house at Catalyst137. The site is located beside the Iron Horse trail, and bicyclists can ride up to and part right at the Graffiti patio. The location is a block from the ION LRT. And – an increasing issue in K-W –



Willy Huber

Catalyst137 has 1,100 free parking spots, says Lloyd-Craig.

Business is booming at the two Ignite sites now open. The conversion of The Berlin into The Rich Uncle has been entirely successful, they say. And, by the way, "The Rich Uncle" is as historic a name as "Berlin" – it was the brand of a cigar made in the same area of King Street in the 1800s.

And at Graffiti, says Lloyd-Craig, "We're ahead of our first year projection on a weekly basis." Adds Neil Huber, "The amount of traction we're getting now is phenomenal. I'm shocked. I knew it was good, but this is really good. People through the door, people enjoying what they're doing."

And Willy Huber says, "There's so much that we're going to create... it's going to help the whole community grow. We're pleasantly surprised at how well we're doing. We're going to create a lot of jobs."

Neil Huber says the secret lies in the uniqueness of the venues. "The whole thing with Ignite Restaurant Group, when we started, was to come up with different venues that are unique. Anybody can be a regular restaurant. We want to be unique."

X

RESTAURANT VETERANS TEAM UP FOR NEW VENTURE

LoLoan Lobby Bar partners bring decades of experience

BY JON ROHR

The partners behind one of K-W's newest restaurants/bars are certainly an A-team of cuisine in the region. Loloan Lobby Bar (pronounced lo-lo-awn) is the creation of partners Paul Boehmer of Bhima's Warung, Renee Lees and Josh Koehler, of the Starlight Club and Jane Bond (Lees no longer is associated with Jane Bond).

Boehmer is general manager of LoLoan Lobby Bar, which opened in March. Boehmer, Lees and Koehler are long-time friends and colleagues, who first met at the Circus Room. All have been running restaurants since the mid-1990s, and working in them since long before that. Boehmer's experience has an international flavour – he has travelled extensively, and owned and operated a fine dining restaurant in Bali, Indonesia. That South East Asian influence is evident at Bhima's Warung and now, at LoLoan Lobby Bar.

So after decades of independent experience and friendship, when Boehmer came to Lees and Koehler with an opportunity for a new venture, they decided the time was right. Despite their vast experience, the trio still did their homework. Boehmer says that the three travelled to South



Paul Boehmer

afford to stay at any of the fancy hotels that we wanted to stay at, but we would go there and enjoy the lobby bars." And that led to the conclusion that their new place would be a lobby bar – and at that point, it seemed obvious to combine the two, and LoLoan Lobby Bar was born. They had also considered the name "Tuk Tuk Lobby Bar," and that has morphed into the name of their patio – Tuk Tuk Terrace.

Concerning the entire concept, Boehmer says, "We thought it would work because there is a need for it. It's a place for grown-ups to drink in uptown Waterloo. We just figured it was a good business proposition as all around." LoLoan Lobby Bar is located at 14 Princess Street West in Uptown Waterloo. The design is a fusion of French Colonial and Art Deco. Lees loves Art Deco style, and points out that it is timeless: "clean lines, bright colours."

The fare is described as "classic, timeless cocktails and lobby bar inspired South East Asian cuisine." That has been Boehmer's passion for decades. He trained and worked with



Renee Lees

"LoLoan is fine dining, but we don't want to scare people... My ultimate goal is to make people feel welcomed." – Renee Lees

East Asia in January of 2017, "just to get to know each other better and get to know the region better. I wanted to take them to a couple of my old haunts, to show them where some of Chef Boehmer's flavours come from." The three spent a lot of time in brainstorming about the right name for the new venture. But they returned from their trip without one. Boehmer's brother suggested that he recycle the name of his Bali restaurant – LoLoan, an Indonesia word describing a deep pool of water where the river meets the ocean. His first reaction? "I have done that, and I'm not interested in doing that again." However, that obviously is not the end of the story. During their eastern trek, Lees recalls, "We couldn't

French cuisine for many years, but fell in love with South East Asian food. However, he recalls, "I would always play around with the flavours but never professionally. There was not a market for it. There were no Thai restaurants even in Toronto. I was the first Thai restaurant even in Ontario, I think."

That has changed. He says, "In recent years we've been doing a lot more regional south East Asian cooking. There is a lot more knowledge around and people know so much more because of social media." Talking with the partners, it's clear that they are delighted to be working together, and that they share a vision for something exciting. But even months after opening, the vision remains a bit flexible. Says Boehmer, "We're just a baby here, so it's really hard too say what the product will be going forward. For me, that's where

it's starting: trying to take the flavours and put them in a way that will work in this concept. Because Bihma's food doesn't translate to this upscale fine dining, and so you have to do certain little things to make it fine dining."

Lees adds, however, "LoLoan is fine dining, but we don't want to scare people. They're already scared of the menu being sort of strange to some people, they're already afraid of walking in and wearing jeans, perhaps, so my ultimate goal is to make people feel welcomed, that it's a formal place but that it's not fuddy duddy, not uptight – warm and inviting. Because people do like to get dressed up and be fancy. It shouldn't be because they have to it should be because they want to. It's working."

The details of the partnership are also a work in progress. Lees, who is Operating Manager, says, "We're trying to figure out what we're best at, and pull that out of each other. Paul is ultimately responsible for the place, he's the General Manager."

But all three have strong voices, they admit. Says Boehmer, "We've all run our own places for so long. But you have to be careful so it's not confusing for the staff. They've got three bosses and they could here three different stories about the same thing. So our communication has to be very good."

SIGNING ON TO TECH FOR GOOD

David Johnston leads the charge for tech ethics

FROM A CENTRE FOR FAMILY BUSINESS EVENT 2018

Is technology amoral – simply a tool to be utilized? Or are developers and user of technology responsible for the outcomes caused by their tech tools, ranging from artificial intelligence to robotics to regenerative medicine.

In a talk given to the Centre for Family Business earlier this year, Communitech President and CEO Iain Klugman suggested that this is one of the biggest questions that we face.

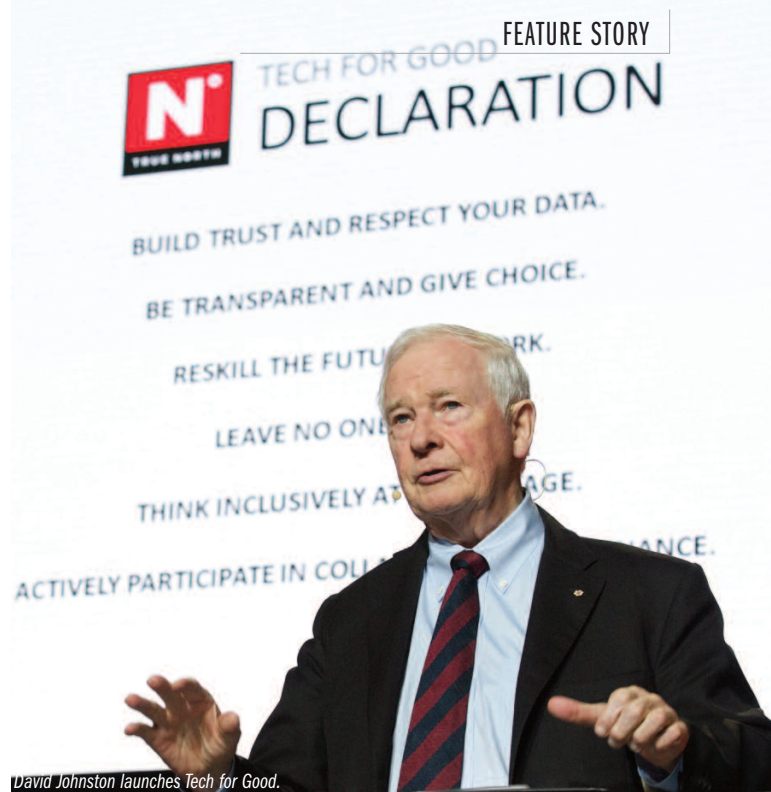
He said, "Whereas in the past, we always have seen technology as good, now we are seeing a dystopian future. We are seeing companies that really aren't accountable to anyone, who say 'We're going to do whatever we want.'"

That is unacceptable, suggested Klugman. And he added that while those attitudes may be common in Silicon Valley – often cited as the prime example of tech communities – Klugman suggested, "Maybe we don't want to be Silicon Valley. Maybe we have a better kind of model."

He pointed to the unique history of Waterloo Region, citing a unique "opportunity, to recognize what it is that has been a successful recipe for us in the past. We're competitive and ambitious, but we are also community focused and we have values."

Klugman not only cited the history of the region, he pointed to one of this region's favourite sons – former University of Waterloo President and former Governor General of Canada, The Right Honourable David Johnston.

And Klugman was on hand some weeks later when Johnston unveiled the Tech for Good Declaration at the True North Conference. "Tech for Good" is the result of a collaboration



David Johnston launches Tech for Good.

between Communitech, The University of Waterloo, Deloitte, and the Rideau Hall Foundation, which is chaired by the former Governor General. "In this digital age, innovating for good needs to be more firmly and deeply fixed among all Canadian industries, companies and organizations. Our challenge as Canadians, then, is to create a culture in which everyone assumes the obligation to innovate for good," said Johnston.

More than 100 Canadian firms initially signed on to the Declaration, which includes six commitments concerning the ethical actions of tech companies.

They include:

Build Trust and Respect your Data: We promise to manage and use your data like we would expect others to use our own. The use and sale of big data is the lifeblood of many advanced technologies such as AI and Machine Learning. We actively consider how this data will affect customers and our

More than 100 Canadian firms initially signed on to the Declaration, which includes six commitments concerning the ethical actions of tech companies.

communities, and acknowledge that every stakeholder has the right to understand exactly how their data is being used. If that changes over time, we'll tell you in a way that is simple to understand.

Be Transparent and Give Choice: We are committed to taking proactive steps to gain informed consent from individuals using our technology. Emerging technology has the potential to make significant improvements to quality of life, however we believe humans should be given the option to manually override the technology and have the final say. We won't wait for policy and legislation to create meaningful mechanisms for transparency and consent.



David Johnston, left, with Communitech's Iain Klugman.

Reskill the Future of Work: We acknowledge that the commercialization of new technologies will have a significant impact on jobs around the world. We believe that while technology will displace many jobs, it will also create an abundance of new opportunities and jobs. Our organization is steadfast to partner with others to reskill talent to pivot careers and actively build the workforce of the future.

Leave No One Behind: As an organization committed to using tech for good, we recognize our own biases and prejudices can be unconsciously incorporated in the creation and use of technology. We pledge to ask hard questions about our own prejudices, and deliberately incorporate diversity and

"Tech for Good" as "a big idea we can all rally around." – Iain Klugman

inclusion into the creation and use of technology to ensure the benefits are accessible to every person, regardless of ethnicity, gender, economic status, age, geographic location, including Indigenous peoples on whose land we often work, live, and play.

Think Inclusively at Every Stage: Ethics are not just an afterthought, add-on, or checklist to fill out at the end of a project. In all development and use of technology, we will consider the broader social context of our products and services, and make this consideration part of our ethos. This means not only thinking about diversity of race, gender, and class, but also taking into account environmental, social, and psychological impacts. Thinking inclusively is creatively cross-disciplinary; it involves not just the sciences but also the arts.

Actively Participate in Collaborative Governance: As emerging technology transforms our world, we pledge to actively collaborate with industry, consumers, governments, academia and society to make better and more ethical decisions. Our

loyalty to using tech for good will support government to create new rules, policy and guidance concerning matters of privacy, transparency, inclusivity, accessibility and inequality before they become systemic problems.

Klugman sees these commitments as absolutely crucial to maintaining a healthy society in the midst of unprecedented societal change. He points out that everything is "shifting," and this is not going to stop. He says, "The future is very, very uncertain. We're going to have to change, we're going to have to be skating with our heads up. We have to stay ready."

And he sees "Tech for Good" as "a big idea we can all rally around."

X

PERFECT PITCH

Rose Greensides is focused on using local talent to build the non-profit sector

BY JON ROHR

Rose Greensides works with a network of some of the "coolest people" she's ever met. Greensides is Executive Director of SVP Waterloo Region, a local philanthropic partnership that is "striving to make a significant impact" on Waterloo Region's charitable sector.

Greensides started at SVP, which stands for Social Venture Partnership, approximately three years ago. And since then she's been very busy. The SVP concept was founded in Seattle in the 1990s by Paul Brainerd. The creator of PageMaker, Brainerd "woke up one morning a millionaire, after he sold his company, Aldus Corporation, to Adobe." Wealthy beyond his needs, he launched the Brainerd Foundation, an organization to bring technology solutions to environmental nonprofits. Brainerd began to realize that he was not the only person in his particular, wealthy situation. Back then, the dot-com boom was in full swing, and Seattle was brim-



Rose Greensides

ming with young, retired professionals who wanted to give back, “but didn’t quite know how to go about it,” so he invited colleagues, friends, and community members to discuss an idea “born of the desire to get thousands more people highly engaged in philanthropy.”

“These people would not just write cheques,” he said; this group would “work shoulder-to-shoulder with nonprofits – using their professional skills to tackle Seattle’s most pressing problems.”

The majority of Greensides’ energies over the last year has been focused on a pitching competition called “Perfect Pitch”.

“It’s not about charity,” Brainerd told Susan Byrnes of The Seattle Times. “This is a more engaged giving style. If it’s done right, both sides end up with more in the end.”

Fast forward to 2010: two tech titans, Tim Jackson, and Jacquie Murphy, along with Rosemary Smith, then Executive Director of the Kitchener-Waterloo Community Foundation, went to visit some Social Venture Partnerships in the United States. Greensides credits Smith with bringing SVP into the community of Waterloo Region.

Greensides says that when partners join the Waterloo Region SVP, “they want to do more than just write a cheque. They want to be more impactful with their giving, they want to see what they’re giving, how that translates to the com-

Grand Valley Construction Association
Community Builder of the Year
INNISFREE HOUSE

commercial . industrial . institutional . recreational
residential . design-build . project management

Look who’s building your community!

PROVEN TRACK RECORD OF CONSTRUCTION EXCELLENCE

Gateman-Milloy is a respected Kitchener-based construction company with a proven track record. What began as a small landscape contracting business in 1982 has grown into an award-winning construction firm. Our unique combination of core competencies and demonstrated experience over 34 years is unmatched by others. We are committed to demonstrating every day the things that have earned us this reputation.

GATEMANMILLOY
CREATING ALL THE BEST PLACES

gatemanmilloy.com
519.748.6500



Way More Than Skin Deep



**Beauty attracts.
Beauty takes effort.**

Your fine car deserves our fine care

Mitek

Fine Automobile Body and Paint

mitekautobody.com 519-578-2052 • 207 Centennial Court, Kitchener

OEM Certified & Approved



GIVING MADE EASY.



Generosity makes life beautiful for others.

Donating to your favourite charity has never been easier! Whether you're sending a simple gift, or a more complex gift such as stocks, shares, mutual funds, proceeds from the sale of property or business, Abundance Canada can assist you and advise on the right gifting solution. We can also facilitate anonymous donations to charity.

Personal consultations are free, confidential and with no obligation. Connect with Abundance Canada today!

To learn more, call 1.800.772.3257 or visit www.abundance.ca

Abundance
CANADA
Generosity changes everything

Abundance Canada is a faith-based, public foundation assisting Canadians with their charitable giving for more than 40 years.

munity, and they want to make a leveraged gift." Currently, SVP has 85 partners in Waterloo Region. Partners contribute \$5000 annually; if you're under 25, it's \$3500. Greensides adds that partners get way more than their annual contribution. She estimates that 20% of their partners, "write a cheque because, they want more of a return on their investment," which is their philanthropic giving. Since 2010, SVP Waterloo Region has given out \$475,000. This amount, Greensides says, has translated into \$2.97 million, when considering partner expertise, and also additional donations that come as a result of the partner learning more about a charity and seeing the benefit and change that can occur as a result of a considerably larger, leveraged gift.

Her number one stakeholders are the partners that employ her – community minded entrepreneurs who see value in impact investing and care about the results it has on community. "Waterloo Region is really good at working with tech companies and startups; now we're doing that for the charities and the social sector. We give them unrestricted funds, we're not tying it to a program, but we are going to spend a lot of time with you to ensure your organizational capacity is rising." Growth comes from getting more partners engaged, whether that means adding "more partners or more partners donating more money." Often, Greensides says, partners will "double or triple their contribution". The extra money permits partners to join that might not otherwise be able to contribute financially, "but really

There are 25 coaches/partners who are assigned 2-3 per charity

have the skills and expertise we need to use for the charity sector. And it has some reciprocal value, because they want to get engaged, become part of the network."

The majority of Greensides' energies over the last year has been focused on a competition called "Perfect Pitch". Prior to the development of the program, Greensides did some market research to see what other SVPs around the world were doing for

community engagement and growth. Fifteen organizations were running a program called "Fast Pitch", a pitching contest that Greensides said is "very similar to what the tech community is doing in Waterloo Region." So she brought a group of partners together and said, "I want to do this, but I'm not going to do this unless I have support, because I can't be the coach for 10 organizations." Immediately she had "huge buy in", as twenty partners helped launch the actual pilot committee. Perfect Pitch was underway.

She gets irritated when she hears the phrase "we've tried it, and we've done this before"

The 10 organizations are divided into two groups; six are pitching and four are auditing the program; Extend a Family Waterloo Region, Kitchener Waterloo Human Society, Sadies Place for Innovative Inclusion, Waterloo Regional Family Network, House of Friendship and Reep Green Solutions. The four auditing are Carizon Counselling, Canadian Mental Health Association, Shore Centre and the Child Witness Centre. There are 25 coaches/partners who are assigned 2-3 per charity. There are three boot camps led by two experts. The purpose of the boot camp is to have the charity learn the fine art of the pitching craft, starting with why is it important to have money for this venture, what does that "why" look like, and the what makes you unique? The final evening focuses on how to own the crowd, so emphasis is placed on creating the perfect "pitch deck".

It all comes together on November 13, 2018. That evening, the six pitching charities will showcase their offering. There are cash prizes, with over \$10,000 given to the charities. Tickets cost \$25, and come with the unique twist where each ticket holder will select which charity should receive their \$25. In the end 100% of the money goes to the six charities, "which is pretty cool". All cost are covered by the SVP.

SVP operates with an extreme focus on community charities. During her tenure, Greensides has created a

list of values which are available on the SVP Waterloo Region website. Values are very important to Greensides. These values came about from a meeting where Greensides noticed a power struggle between two board members. She left that meeting thinking, "Never again do I want that power struggle at a board meeting." She spent a lot of time talking with partners. The outcome was a list of values that she holds dearly. "So now anything that the SVP does new, it gets put through a review of their mission, and their values."

Working with charities can be somewhat demanding. But that's OK – Greensides is a determined executive director. She gets irritated when she hears the phrase "we've tried it, and we've done this before ... so we can't do it again." Her focus is clear and direct, she's moving forward and taking SVP to a higher level. She wants to bring in different voices, "so that we can be more innovative and deal with the crisis that is happening," she says. "It's OK to have conversations that are uncomfortable." **X**



ANYONE CAN JOIN. EVERYONE SHOULD.

JOIN KINDRED TODAY and we'll give \$50 to a local charity or a Kindred RESP for your child! 

THAT'S #BANKINGWITHPURPOSE.

KINDRED
Credit Union

BANKING WITH PURPOSE

info@kindredcu.com | www.kindredcu.com

Kitchener: 519.576.7220
Waterloo: 519.746.1770

*Available until November 30, 2018 for every new member who joins and sets up a direct deposit.



Free Parking At The Door

Family Owned and Operated Since 1929

See us for:

- Pool Table Sales, Service, Supplies and Accessories
- Recovering and Refurbishing
- Billiard Table Lights
- Shuffle Boards • Dart Equipment
- Delivery



Pool Tables

Canadian Made Billiard Tables



Foosball Tables



Darts
Dart Boards and Accessories



Indoor/Outdoor Ping Pong Tables





103 Ontario St. S., Kitchener • 519-745-4053
Mon-Fri 10:30am - 6 pm • Sat 11 am - 4pm
www.jamiesonsbilliards.com

FASTER DELIVERY. LOWER COST. IMPROVED MORALE.

Improving Performance with Lean

BRETT NELSON, P.ENG

Customers demand on-time delivery. Shareholders desire lower operating cost, and employees seek steady, satisfying work. For business leaders these may feel like competing priorities, but a growing number also know there is a system that supports all of these ideals together. That system is Lean.

In the 1930's Toyota saw the strength of Ford's then-revolutionary Model T assembly line, but also its weaknesses. Toyota introduced the missing elements of flow, balance, and the elimination of waste. Central to this "Toyota Production System" was a clear focus on providing value to the customer, while respecting and challenging the workforce to find new ways to improve. So successful was Toyota, that each of its competitors have followed suit, adopting their own version of TPS, or Lean Manufacturing, to remain competitive.

The effectiveness of "Lean Thinking" – as it has evolved – to improve delivery, lower cost, and increase job satisfaction is now widely recognized by major players in many other

industries, including Insurance (Sun Life's "Brighter Way" modelled after "The Toyota Way"), Hospitals (both St. Mary's and Grand River), and governments (Lean BC, ThinkLean Saskatchewan, and the Region of Waterloo). The adoption of Lean is growing rapidly in our own region. Best Buy, Life Labs, Dare Foods, Shearer's Snacks, CIBC, Thalmic Labs, Kraus Carpets, and Arctic Wolf are just some of the 120 jobs currently posted in KW, Cambridge and Guelph referencing Lean.

Let's look at this system a little closer. How does it work?

Lean practice follows 5 basic steps:

1. Define customer value

What does your customer want? Perhaps it's a reliable car, or a delicious meal, or a piece of technology that is intuitive and adaptable, or an accurate medical diagnosis. Conversely, what are you putting time and effort into that the customer doesn't want? Incoming material inspections, food spoilage, over packaging, and extra paperwork are all potential wastes, eating away at the bottom line while doing nothing to improve the customer experience.

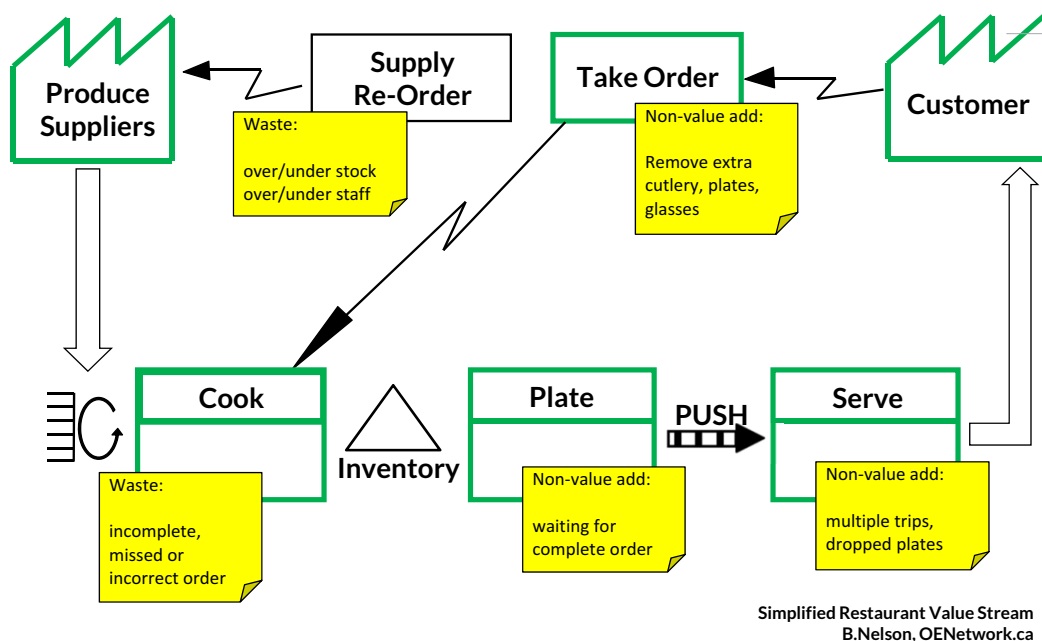
2. Develop your value stream

Next, identify the processes that deliver your value to the customer. Seating the customer, communicating their order to the kitchen, preparing the meal with fresh produce, and delivering it to the customer might be a simplified value



INDUSTRIAL • COMMERCIAL • INSTITUTIONAL

405 Queen St.W., Cambridge, ON., N3C 1G6 TEL: 519.658.9317 WWW.SCHIEDELCONST.COM



stream for a restaurant. There may be multiple value streams if you deliver multiple products. Drink orders are usually handled differently than meal orders so that would be a different value stream. Car sales and maintenance are different value streams at a dealership. The value stream map shows the connections and disconnects resulting in lost time, effort and money. This is typically followed by a value stream design, where your team of stakeholders optimizes the model to remove those costs.

3. Train staff to see and become allergic to waste

Lean targets 8 kinds of waste as shown here, with the recent addition of energy in consideration of the environment. Lean training shows employees how to recognize and remove each of these wastes – a mentor described it to me as being “allergic” to waste. These process wastes come

8 Wastes



under the Japanese term “muda.” There is also “mura” (unevenness) and “muri” (unreasonableness) – which come from outside the process and can unlock serious gains when they too are eliminated.

4. Build a culture of continuous improvement

Lean Thinking is as much a culture shift as it is a set of tools used to facilitate improvement. Business owners benefit from a strength in numbers when the workforce, rather

than a select improvement team, is identifying and chipping away at flaws on a daily basis. Giving employees the knowledge and ability to eliminate headaches they face every day at work also goes a long way to building ownership and job satisfaction – certainly desirable when retaining employees is a growing challenge.

Leadership has an important role to play. One fundamental lean principle: “Genchi Gentbutsu” or “Go and See,” is a direction for leaders to personally see – in a mindful and unbiased way – reality. This builds trust and ensures that

changes address what is truly at fault.

There are several such “soft” principles in Lean that organizations use in conjunction with process improvement to shift their performance into high gear. Transparency, responsibility, communication, metric visualization, employee development, empowerment and leverage are all part of a Lean organization, and when employed together have boosted sales, profits, and morale in countless organizations.

5. Redesign for the ideal state

In my role as consultant I put less emphasis on this 5th stage for clients starting their Lean journey, but it is certainly useful to have a long term vision in mind. Toyota defined an ideal state for its production lines as 1-piece pull, and now every vehicle on the line is started after receiving a firm customer order, and customized to suit every customer.

Every producer or service organization needs to define its own future state, and the key performance indicators that drive their business. Lean provides a highly effective suite of tools, plus the cultural shift to help achieve them.

A final word on Lean: it does not require a substantial investment to get started. A simple workshop led by an experienced practitioner can yield immediate benefits and demonstrate the basic concepts. Leadership coaching can happen in “Gemba” (where the work happens). The addition of simple whiteboards can start the metric visualization and accountability process. Lean is often referred to as a journey – I would add that the views during the climb up the mountain are spectacular.

X



Brett Nelson is the founder and lead consultant of the Operational Excellence Network, OENetwork.ca, a team of hands-on professionals providing Lean solutions and operational excellence support for business in the Waterloo-Toronto corridor.



DOING BUSINESS DIFFERENTLY

Steve Kulchyk, Allison Gramlow and Paul Lennox

Providing foreign currency exchange expertise to improve bottom lines and stress levels

When Paul Lennox left his job at Custom House Currency Exchange, in 2009, there was one thing he was sure of – he didn't want to get involved in another start-up. His colleague Peter Gustavson, who had founded Custom House 17 years earlier, agreed. So did financial wiz Briony Bayer.

Their business had become a global player when it was acquired by Western Union. Gustavson was bound by a five-year non-compete clause, and Lennox and Bayer left after the sale, taking on other challenges.

But 2014, and the end of the non-compete, came much quicker than anyone had expected, and the three colleagues decided they would like to run a business together, again. But not a start-up, from scratch.

That mentality lasted about two weeks, says Paul Lennox. As they talked to former colleagues and clients, they heard, again and again, that there was a problem needing a solution – and that solution was, indeed, a new currency exchange company.

Says Lennox, "A week after we were saying, 'There's no way,' we knew there was an incredible opportunity."

Their intentions shifted, their vision was sparked, and within days, EncoreFX was born. Gustavson is founder and CEO; Lennox, who has been involved in the financial sector for more than 20 years, is President; Bayer is CFO.

With their wealth of experience and expertise, they hit the ground running, and growth has been dramatic. EncoreFX immediately began hiring, and launched six new offices "all at once" – in Vancouver, Edmonton, Calgary, Saskatoon, Winnipeg and Ottawa, in addition to their headquarters in Victoria. This wasn't done on spec – from the moment EncoreFX was born, "people were eager to come on board; everybody was reaching out to us," says Lennox.

That included customers – most of their clients are small to medium-sized businesses (SME's) – and experienced colleagues, seeking to join the team they respected so highly. That meant they could place "a couple of key people" in every office.

And, it didn't stop there. Soon, they were serving customers from a

Toronto office as well, and most recently, they have launched their Waterloo Region office – which pleases Lennox no end, because although he's now based in western Canada, he's a KW boy, having grown up here.

The company also now has four offices in Australia and New Zealand.

Waterloo's EncoreFX is still a satellite of the Toronto (Mississauga) office, but the company's local "key people" – Business Development Executive Allison Gramlow, and Risk Management specialist Steve Kulchyk – are committed to growing the business to where it is a stand-alone operation, with a larger staff. That, they believe, will happen within the year.

Their commitment to the Region is shown in their places of residence – both Gramlow and Kulchyk have opted to live in the Region.

Their prospects look good. EncoreFX has seen significant growth in four short years. The initial team of three colleagues has grown to include about 150 people. And there are plans to bring software development in house, as well as to look at business opportunities in other regions, so more growth – a lot more growth – is on the horizon.

That's the snapshot of EncoreFX's success story – but what does the company bring to the success of their clients?

Here's the elevator pitch: "EncoreFX empowers businesses to make smarter financial decisions through access to premier foreign exchange transaction and risk management solutions."

Their clients tend to be SME's with significant foreign currency requirements, typically involved in a large amount of importing and exporting. But clients vary considerably, none the less, and Lennox says they work with companies that do \$1 million in foreign exchange annually, right up to companies doing \$100 million each year.

EncoreFX focuses on SME's because these companies have definite foreign exchange elements to their business, but they are not large enough to have their own internal treasury expertise. Nonetheless, "foreign exchange is important to their business."

As well, no two clients are alike – although Lennox points out that some of the larger foreign exchange companies may use cookie-cutter

approaches – and so EncoreFX stresses individual, unique service for each client, developing risk mitigation and hedging strategies to optimize their foreign exchange interactions. Steve Kulchyk says, “We take the time to learn what their needs are.”

Allison Gramlow says that is one of the things she loves most about her work with EncoreFX is building relationships with clients. She says, “Clients like us because we’re a small business too. We’re like them, we have been where they’re coming from.”

So what’s in it for their clients?

First, of course, is the impact on the bottom line. Lennox says that EncoreFX clients will realize a two to three percent better exchange rate over time, and that goes right to the bottom line. That’s a very important gain, in companies “where business margins are fairly tight, and where the valuation of the Canadian dollar can make a difference.”

Bottom lines can be measured in a variety of ways. In some companies, even though three per cent dropping to the bottom line is a big plus, there are even bigger wins. Steve Kulchyk points out that “We save them time.” The reality is that, in many Canadian businesses with significant foreign transactions, it is the CEO or the CFO who are left with the responsibility for foreign exchange – an area in which they make not have the highest level of expertise, and certainly an area which takes up time they do not have, stealing them from other key responsibilities.

Lennox observes that “owner-operators are very entrepreneurial. They’ve had a lot of success building a business, and they think they can take the same approach to the currency market.”

Typically, that doesn’t produce optimal results, either because they don’t actually have that specific expertise, or because “watching the market” takes up way too much of their valuable time.

Gramlow explains that EncoreFX’s team is the solution to that. They work with the client to develop the best foreign currency exchange program – and then EncoreFX functions essentially as the treasury department of the company, always communicating and always available. Kulchyk adds, “part of my job is to save them time. They are confident that I will keep them informed of what they need to know to make smart decisions.”

Today, the company has about 2,000 clients across Canada, with between 500 and 600 more through its offices in Australia and New Zealand.

Lennox notes that, “The US is sitting on the radar for next year.”

About 90% of EncoreFX’s transactions are in the US dollar; European and Asian transactions make up the bulk of the rest. “We bring global banking relationships to our clients. “Key to that are the company’s connections with three of the top 10 global foreign exchange banks – Goldman-Sachs, Deutsche Bank, and Citibank. Kulchyk notes that, for Canadian companies, these relationships are crucial, because there are no Canadian banks in the top 20 foreign exchange banks. “Having the expertise to utilize what these banks have to offer, we are able to bring these top ten services to smaller Canadian companies.”

EncoreFX is even just a bit old-school. Lennox says, “We are old-school, in that we believe in bricks and mortar... while we were opening offices across Canada, our competitors were closing theirs and consolidating in Toronto. We have more offices in Canada than anyone!”

That, says Gramlow, is key to building the individual, personal relationships that she and her colleagues have with their clients. “We get to know our clients, and their communities, very well on the local level.”

Lennox adds, “We’re here to do this business differently.”

Suite 1009, 180 Northfield Drive
Unit 4, Waterloo
Phone: 289.497.9300 ext. 1717
Mobile: 226.338.6593
Email: agramlow@encorefx.com
www.encorefx.com



A BEST KEPT SECRET

How an advisory board can help fill the gaps and make a family-owned business thrive

BY BILL BRUSHETT AND DAVID R. SMITH

Advisory boards are one of the best kept business secrets. Not to be confused with a board of directors, this team of individuals does not have the authority to vote nor does it have any legal or financial responsibility in the company. Instead, they apply their area of expertise to provide valued insights and techniques that will help guide the company into a sustainable future.

According to a 2014 study commissioned by the Business Development Bank of Canada, an advisory board can boost a company’s performance in several areas, including innovation, risk management, sales and productivity. For family owned businesses the benefits are even greater, as these individuals can provide both the insights and objectivity that could aid with conflict resolution, continuity planning and talent development.

Seeing the Whole Picture

The dynamics of family business and navigating through family relationships, including transitioning between generations and leadership development, adds complexity. Previously established communication patterns have an impact on being able to objectively review and relay information. Parents may struggle with releasing their reins to the children, while the next generation may quickly dismiss their parent’s insights as dated.

To move forward, the family enterprise needs to understand what factors may be holding them back. However, these insights can be extremely challenging to address when emotionally and financially enmeshed in the situation. An advisory board can provide that objectivity, pointing out potential biases while providing the tools and techniques that will help mitigate them. Overall, it encourages a company to become more self-reflective while encouraging businesses to adopt long term thinking.

Tackling the Talent Pool

Making the decision of who will take over the reins of the business is extremely challenging, particularly, when there are multiple family members vying for the position.

Personal relationships could impact the current owner’s analysis on whether the next generation has the talent and ambition to move the business forward. The key to this successful transition is remaining as objective as possible. However; how do you remain objective when you must choose between your son, daughter, or niece? This is where Independent advisors can step in, providing not only an outsider’s perspective, but also helping the existing owners establish an effective process to objectively review the current talent pool.

Advisory boards, however, aid in so much more than continuity planning. This trusted group of individuals can help guide strategic processes, provide effective techniques for communication, and apply objective judgment when it

comes to providing input on talent. Overall, these skilled independent voices can furnish insight and advice to successfully propel the business into the future.

According to Statistics Canada, in the first three years after an advisory board was set up, sales grew 66.8% compared with a growth of 22.9% in the three previous years. Overall productivity was strengthened, rising an average of 5.9% compared to 3.2% in the three years prior to the advisory board being established.

Filling in the Gaps

It is virtually impossible for an ownership team to have all of the skills and knowledge required to navigate the evolving world of family business. Human resources, legal, and sustainability initiatives are all areas where businesses require insight but not may have the internal skill set to successfully navigate through these areas. Advisory board members could help fill in these missing pieces in the leadership team, providing their expertise to help inform decisions. The advisory board, however, should not be a replacement to the talent and skills required for the day to day operations of the business.

Not Just Anyone Will Do

For advisory boards to be effective and respected, the ownership group should be looking for individuals who align with its company's values. The formula for selecting advisory board members begins with competence, but also includes a balance of character (having similar values),

communication skills (being able to appropriately relay information) and confidence (able to submit critical, if controversial, observations). While shared values and confidence builds trust, the ability to communicate sensitive or at times, unpopular advice is perhaps the most valued. This independent voice can bring to light, what the family may not be able to admit or see themselves.

The key is that these individuals understand the business within the context of a family enterprise. The ideal individuals would understand how to sensitively relay information and find ways to negotiate the differences amongst the family members. Character and competence are the foundations of trust, but it's the advisor's communication skills and situational sensitivity that improves the chances that their insights will be not only understood but taken under consideration.

The Value of Peer Insights

Some businesses may not be ready for the structured experience of an advisory board but still want to benefit from external insights. In these cases, structured peer to peer groups or a certified family enterprise advisor that focus on the pain points of family businesses, may offer a better fit.

Family Enterprise Xchange's Personal Advisory Groups (PAGs) are structured to provide both education and experiential learning that help owners overcome the challenges. Due to their confidential nature, the PAG provides another level of support that helps participants work to resolve both

GRANVAL

CONSTRUCTION INC.



**QUALITY
CONSTRUCTION.
SOLID VALUE.**

**Design-Build
General Contracting**

35 Lingard Road, Unit #3
Cambridge, ON, N1T 2H4

www.granval.ca
Tel: 519-621-2970
Fax 519-621-1136
Email: granval@granval.ca

GranVal Construction Inc. is a design-build firm that focuses on innovative approaches to new construction technologies, products and methods, with an emphasis on energy efficiency and environmental responsibility, resulting in what are more efficient, more creative and more effective buildings.

Industrial – Commercial – Design-Build – Project Management

family and business issues in a supportive environment, leading to more positive outcomes on both sides.

Like a formally structured board, the peer to peer advisory group members should be vetted for any potential conflict that could comprise their objectivity. This includes ensuring that family members, pre-existing business relationships, and competing businesses are not placed in the same group. The intent should be to help businesses through experiential learning, overcome the challenges and navigate issues that are unique to the context of family businesses. **X**



David R. Smith, left, MBA, FEA, ICD.D, is President of Smith Advisory Services Inc., a business management consultancy in Toronto, ON. Bill Brushett is President & CEO of Family Enterprise Xchange (FEX), an independent association of family businesses and family enterprise professional advisors, consisting of over 1500 members from across Canada.

PERFORMANCE & WELLNESS

BY EXCHANGE MAGAZINE

With this issue, Exchange moves into a new, innovative stage of our 36-year life. We began as a print publication, and as you can see, we still are. But with this issue, we become much more interactive, with information available across all digital and print platforms.

Your first clue will be the QR codes you will find beside two of the articles in this section. These will allow you to access more information on line, designed for your mobile device. Some of our articles will appear in their entirety in print; some will be continued, or augmented, on line. Some will be found only at www.exchangemagazine.com, where all the business and community information you need will be updated regularly.

Exchange print editions will appear quarterly. And our innovations go beyond frequency of publication and links with digital media: we're also focusing on a new, but vital, theme – wellness. "Wellness" is becoming one of the key focuses of business and organizational experts in North America.

"Wellness" is crucial to success, today. Our 24/7 world has sparked an epidemic of burn-out, stress-related illness, and

other such challenges. We have to adopt a more balanced lifestyle, especially those of us in high-stress roles in business, education, and the not for profit sector.

In this section of Exchange, each quarter, you will find wellness features focused on play (yes, for adults), on downtime, and on relating better to others. We'll talk travel, adventure, and wellness programs... and it will only start here, in the print edition. Some of our stories will be introductory, and will invite you to continue to read on line. Some will be presented as serials, with new chapters published on line on a regular basis. Be well – relax and enjoy! **X**

MASTER CREATOR

Gifts from the Glen are treasure boxes of joy

BY JON ROHR

Inspiration for a new business comes in many forms. Liz Fryer of Waterloo has created numerous successful ventures after leaving a teaching career to focus on her growing family. In 2006 she co-created a fitness program call Drum Fit with partner Val Shah. After eight years in business with Shah, Liz sold her shares back to the company.

Recently Liz was inspired to create a new company called Gifts for the Glen (arthouseattheglen.ca). The inspiration came from receiving a unexpected gift that brought tremendous joy when she really needed it. It was the joy of receiving it that drove Liz to push to design a new product. Gifts from the Glen is a custom order, gifts box business designed to create inspiring moments within other people. A natural connector, Liz looks to connect people through their person-



Liz Fryer of Gifts of the Glen



LA Gifts of the Glen gifts box

al journey and authentic stories. Using her own experiences she has created a new business based on sharing inspirational experiences via the sharing of gifts.

Working with people she loves and admires, Liz has created a large gift box that contains more gifts inside. A great people person, she found that her passion for good friendships made the design process, a.k.a. her design innovation, seamless. The matching of an inspirational message with a equally inspirational gift just seemed to flow naturally. Her test market was a great success. Her feedback matched exactly what she expected. The surprised friends and strangers who have received her gifts box have given her overwhelmingly positive feedback. For some, each gift in the box was a new way to relax as the surprise was drawn out

and made to last. It was the unknown gift, accompanied with the anticipated joy which built from the reading of the story prior to the unwrapping the gift, that receivers enjoyed. Some receivers of the gift took days to the entire box, opening one gift as a focal point at the end of each busy day. This is a small gesture with big benefits; Liz hopes that each gift will lift the spirit and allow gift receivers the time to break away form the daily grind. If only for that moment. One receiver read over and, over one of the several letters in the box. Her friend was in a dark place and the letter/story provided her hope and gave her strength.

“We don’t spend enough time playing, in our world.
We are too stressed.”

Naturally inspired by this process, Liz’s new venture doesn’t feel like work. She loves putting the boxes together, with the support of many good friends. It’s then that she knows she is in the flow – “There shouldn’t always be work in your work,” she says. “You should do what you love and love what you do,” which is also one of the quotes that go along with a gift in the gift box.

Others who received a gifts box were so inspired to let Liz know about what a great idea she had, that the two had to race to tell her what they each thought of the gift they had opened together. Liz says that her key focus is on creativity and play; that we need to spend more time in our right brain, being creative, as it’s better for your mental health and your overall wellbeing. Her purpose is to connect people to an emotional experience that is fun, like finding a treasure box, giving a gift to yourself or to someone you might love, that is full of surprise.

Liz believes, “We don’t spend enough time playing, in our world. We are too stressed, we need more time to drop out and be present.” With Gifts from the Glen, “everything is meant to nourish the soul and excite the senses. It is a experience that is meant to connect us as much as give us break from stress of our daily routines.”

X

INCLUSIVE | ENGAGING | ENLIGHTENING

Attend our fall/winter breakfast and lunch events - all families in business welcome - call today!

October 26, 2018
**Risky Business
Are You Safe?**

Risk that threaten your business
with John Dinner
7am - 10am, Embassy Room

November 30, 2018
**Make Your Life a
Special Event!**

you are the real party
with Carol Moxom
7am - 10am, Embassy Room

January 25, 2019
**The Rules Have
Changed!**

New Realities of Sales
with Neil Thornton
11am - 2pm, Embassy Room

*Meet, network and grow with other Waterloo Region and area families working in or on a business



SUPPORT - EDUCATE - ENERGIZE

For more information on a membership call 519•749•1441 or visit our new website at www.cffb.ca

GASTRONOMIC ADVENTURE

Getting Away in Canada

BY JON ROHR

Recently, I had the pleasure of traveling with my partner to Estérel Resort. We decided to take the long way, a scenic route that would take us across and down the Laurentians via our capital city, Ottawa. The route was spectacular, as you weave in and out of the many small villages that are scattered along the rolling route. There seemed to be a clear difference from small town Ontario. I believe it was because of an authenticity unique to the area.

As we neared our destination, the quaintness of this wealthy village soon became evident. The final turn in our travels took us onto a island spit that divides two lakes, Lac Dupuis and Lac Masson.

Estérel Resort (estéral.com) is two hotels in one, The Evolution and the Emotion. We stayed at the Evolution, a state of the art complex whose original footprint dates back to 1930's and rests within metres of the lake shoreline. The modern looking Emotion, that was built eight years ago, is set back further from the lake shore, making room for a pool area, boat use and beach area. The original resort was

a sporting destination, located right along the shore of Lac Dupuis. A legacy structure, its location was grandfathered in, with water-front suites within steps of the water's edge.

We enjoyed a somewhat secluded water-front experience, where we could enjoy swimming in the morning, just floating, sunbathing and of course taking in all the splendours of the wild north. All with the comfort and security of your room, just several steps away.

Upon arrival, the valet assisted us with our bags, escorted us to our room and parked our car. The Estérel Resort is a 4-plus star hotel, although not in a pompous way. I first noticed several guest lounging in the lobby in white robes ... "Spa day!" jumped into my head.

Entering the suite, I felt extremely pleased. The size was perfect. I had on-line work to do, it permitted me the space required to do that. So much for a true escape, but this is exactly what I need to unwind and chill. The layout was most appealing for a professional getaway – enough space to relax. When we opened the blinds, we beheld one of the



Rockway

MENNONITE COLLEGIATE

A SMALL SCHOOL FOR A **BIG WORLD**

DISCOVER ROCKWAY

Thursday, November 8, 2018 • 7-9 pm

Rockway provided me with an incredible opportunity to pursue strong academics, alongside music and athletics, as well as an amazing interpersonal experience. The mutual respect that teachers and students share with each other is an incredible margin of difference.

Lucas Snider – Rockway Class of '96
Financial Advisor

Join Us!

REGISTER AT
rockway.ca





#lifeatRockway

Charitable #: 119122091RR0001

Rockway Mennonite Collegiate | 110 Doon Road | Kitchener | ON | N2G 3C8
www.rockway.ca | 519.743.5209



Sunrise at Esterel Resort

most beautiful hotel room vistas in Canada. You could step out and gaze upon two massive sunbathing rocks, so sizeable that three people could easily bask in the sun together. A quick roll and you'd find yourself in the water. It was truly a unique setting for a Canadian hotel experience. To the left was a hot tub that looked over Lac Dupuis, and a small table with two chairs. The walk-out was bookended by screens that created a feeling of privacy, but didn't take away from the openness of the Laurentians.

We had previously booked dinner reservations for 7:30. This left ample time to chill, catch up on the days-end email and dress for dinner. Esterel Resort has three dinner locations: The ROK, 260° Rest, Bar & Terrasse and Bistro à Champlain. Our reservations for the first night were at The ROK, located between the two hotels, on the second floor, overlooking the Nordic Spa Lac Dupuis and the Evolution. It boasts a two hundred and sixty degree view of the lake.

Upon arriving at the welcoming desk, I could smell the gastronomic delights of the seafood and beef menu. Visually the restaurant was spectacular, well laid out and extremely comfortable. The environment has a formal/casual feel, no jacket required. Patrons were well dressed in a casual way. A few even wore flip flops, while others including us were wearing more formal footwear – which I wanted to kick off. We were greeted in French by our hostess, who quickly surmised that English was our preferred language. Our waitress, was equally lovely and explained the ROK experience to us. She did so with a flare of excitement – I think she knew this was our first time there.

Surprised, we discovered that we would be cooking our own food ... at our own table on a slab of volcanic rock, heated to 1000 degrees ... how cool! We looked at each other with amusement, then scouted around to see how it actually worked. The menu was a wonderful mixture of seafood and meat. As the evening sky dimmed, the restaurant's ambiance came to life. Lights from across the lake reflected on the still waters. When our main course arrived it came out on two large cutting blocks, with a blackish flat rock, about 8" square to the one side that held our meat seared, both sides, and sizzling on its surface. Vegetables adorned the left side of the board. The meal was delightful, and extremely unique. It was certainly a first, and an enjoy-

able one at that. We talked about it the rest of the evening as we retired to our suite and called it a night. X

The continuation of this feature is online and accessible at:
www.quarterly.exchange/wellness/October2018/feature2

Access directly using the QR code to the right. If unfamiliar with how to scan QR codes. Type "How do I scan a QR code with my [Apple, Android, Blackberry etc.] phone into your favourite search engine.



DRUMMING UP A GROUP DYNAMIC

The team that drums together makes better plans together

BY JON ROHR

In a world when everyone is stressed, moving releases that stress. Val Shah Inspiration and Education (val-shah.ca) is a new program that uses drumming to get people into a creative headspace. "Move your body for a free mind," says Val.

Having co-created a "Drum fit " program with partner Elizabeth Fryer, (both are Waterloo residents), Shah soon realized that drumming in mass built a sense of community within the group. In her trials, she found that by drumming to the same beat, groups would let go of their pent-up energy as a single unit. This eureka moment provided Shah the opportunity to create a new level of team building, one that could work to achieve a heightened level of engagement, by creating a unified and open mind.

Applying this theory to team dynamics in the workplace, Shah discovered that a group warm-up using the motion and beats of drumming permitted a heightened level of problem-solving as a team, empowering otherwise disconnected team members to be comfortable in a group dynamic, and to more positively come out of their shell. "Which is huge," says Shah. It allows for a more unified dynamic in the team building process, permitting their thoughts and ideas to be shared, captured and built on. Once the barrier of isolation is removed, the company can then open up discussion and move forward in a relaxed and sharing way. It's goal



Val Shah, right, with Stephanie Soulis of Little Mushroom Catering

setting, visioning and planning that occurs after the team “gets their rhythm”.

Recently, Shah did a team building exercise with Little Mushroom Catering. After the staff found their unified voice and all barriers were removed, Shah would enter phase two of her program. By using tools like “Dream boards” which could also be termed “Vision boards”, a work place team leader can uncover work place realities, good and bad, in a

You “make connections, and open up new connections. It’s a people empowering process”.

calm, peaceful and purposeful environment. Shah places a lot of emphasis on moving and the kinetic energy that frees right brain activity. The left brain is the logical, numbers-oriented, analytical sector, and the right brain is more creative, idea headspace – less logic, more feeling. Feedback is extremely emotional. And it’s emotional for both Shah and the participants. She’s changing lives.

Using the vision board along with goal setting, participants build their board. Shah says you can quickly identify gaps in certain staff boards. By using descriptives like ‘strength, power, team work, exceptional’, she says, “it really becomes a window to the heart of the group.” In the corporate world, it allows people to see and understand a little bit more of their fellow team members. This is all done in a safe and positive environment, permitting a heightened understanding of each member of the team.

The “dream/vision board” creates a sense of accountability with not just the individual but the other team members as well. By developing a commonality and cohesiveness in the team dynamic, that wasn’t there before, it can engage and build on the success of those individuals by understanding their personal dreams and motivations. You “make connections, and open up new connections,” says Shah. “It’s a people empowering process”.

The workshops can be set up separately, independent drumming to get the team ready for the next session with another facilitator, or Shah can customize the dream/vision board workshops to dig into “a new level of awareness” that team leaders might otherwise not be aware of.

All said and done, the movement, breathing and mindfulness of what makes you happy will only translate in a more productive, focused and engaged employee, permitting a heightened level of engagement – and isn’t that going to benefit business? **X**

UNDER WATER DINING A TRUE BUCKET LIST ADVENTURE

BY PAUL KNOWLES

The event is so unusual, so utterly unique, that people drive from across Ontario, arrive from other provinces – even fly in from San Francisco – to experience it. And each year, only 64 people win the lottery that grants the right to pay \$295 per person to be one of this elite group.

And where does this all take place? Under water. In the world’s largest hydraulic lock. In Peterborough, Ontario.

It’s branded as “Under Water Dining at Lock 21”, and it is, without question, one of the most exclusive events in the country.

Lock 21 is an engineering marvel, a key point on the Trent-Severn Waterway. It was designed by local engineer Richard Birdsall Rogers, and opened in 1904. The Under Water Dining experience includes conversations with Rogers – an actor channeling the designer. Attendees also will met



the voyageurs who pilot the 36-foot canoe which take them along the waterway, into and up the lock, and eventually, back down again, to a sumptuous gourmet meal prepared and served in the lower chamber, under the boat chamber containing about 1,700 tons of water.

This event takes place only four times during the summer, with a maximum of 16 participants each time. This writer got lucky – I won my attendance at the Travel Media Association of Canada conference earlier this year, so I was the only journalist to participate in the event in 2018.

There are a lot of lottery entrants – try your luck (www.thekawarthas.ca/what-to-do/water-dining-lock-21), but if you don't win, there are some other ways to sample the experience, which will be detailed below.

But the acme is clearly the Under Water Dining experience. While there are only 16 participants, by my count there must have been more than two dozen staffers, chefs and guides making the experience possible.

There was an introduction by Rogers and the helpful “voyageurs”. There wasn't a lot of paddling, by the way – we paddled upriver a hundred yards or so, into the lock – and then were carried upward 19.81 meters to the waterway at the top. We toasted our status as voyageurs with maple syrup, and began a multi-stage tour of the lift lock with lockmaster Ed Donald, a man with vast experience, an even more vast sense of humour, and a seemingly infinite capacity for ghost stories.

The adventure continued with the canoe trip back down in the lock (complete with boisterous renditions of voyageur songs), hors d'oeuvres, a beverage, and live music on the “bullnose” in front of the lock, tours of the inner workings of the lock (more ghost stories, by the way), and then the gourmet meal, featuring local cuisine and matching wines – and some surprises.

Dessert is served in the Turbine Room, where famed Canadian scientist David Suzuki first learned that stalactites don't only form in caves – they also grow in Lock 21!

It's marketed as a bucket list experience – and it is. If you

Under Water Dining at Lock 21 is one of the most exclusive events in the country.

don't win the Dining Under Water lottery, you should still visit Peterborough and the Kawarthas. There is a lot to do in the region, but I'm only going to mention two attractions that are most closely related to the Lock 21 experience.

First, of course, you can simply visit the The Peterborough Lift Lock National Historic Site of Canada, and do a self-guided tour, or there are boat tours that will take you through the lock. And since canoeing is an important element of the Dining Under Water experience, I visited the Canadian Canoe Museum. I know – I had the same initial reaction. Ho hum. I was wrong. This is a unique and fascinating way to explore Canada's history, from the earliest days of our first nations to modern canoe adventures. If you can, take a guided tour – my guide was a professor from Trent University who knew all there is to know.

There are examples of every kind of canoe-related watercraft from the across the country, and intriguing exhibits including canoes presented to members of the royal family, and the iconic beaded buckskin jacket famously worn canoeing by Pierre Trudeau. Perhaps the most interesting thing in the place is a map – a map that strips away everything from the geography of Canada except the waterways, giving instant insight into the role canoes and canoeists have played in the development of the country.

The Canadian Canoe Museum is one of those places where you expect to spend half an hour or less – and leave, smiling and fascinated three hours later.

X

A PLANT-BASED SAILING ADVENTURE

Wellness on the Sea is a charter like no other 365 days a year

BY JON ROHR



Captain Jose Martucci in the galley

I recently had the good fortune to be invited on a wellness adventure. To me, a wellness adventure is one of those adventures that is far removed from your regular wellness path. For those who don't have a wellness path, I'll take this opportunity to encourage you to think about getting one. A good one can be awesome, as it has the power to reconnect you with your inner kid. It impacts you, not only physically, but more more ly, mentally. It will only serve your wellness. And feeling good and living with a wellness plan – well, it can transform you into a different mental state.

In sum, it's an authentic experience, with a whole lot of health, physical and mental benefits. Don't look to be babysat! Look to expect a fresh perspective on life, a renewed spirit, and an experience that will be far outside your comfort zone.

My premier article is on a company called Wellness On The Sea (wellnessonthesea.com), an adventure sailing experience, operated by international partners – a Canadian national, Jose Martucci and partner Alexandra D'Onofrio. They call Fort Lauderdale Florida home port. Their wellness adventure is more than just fresh salty air, naturally powered by the wind. It's also about a healthy lifestyle focused around a plant-based diet. But on this excursion we also fish. With salt water five feet beneath your feet to a depth of



Jose Martucci and Alexandra D'Onofrio

2,800 feet, you will experience some of the most beautiful blues the human eye has ever seen.

Eight days living on the water sounds like a long time. There are no buffet style breakfasts, lunches or dinners. Everything is prepared and measured. Space and weight always a concern. Your boat must be nimble, and at 43 feet, the RIO is a nimble boat.

The trip is professionally planned. Pre-arrival, the hosts get a good understanding of each guest's diet, possible allergies, and their familiarity with the open water, the deep seas and of course, do they like to bask in the outdoors, on beautiful beaches and explore historically significant landmarks – landmarks that include destinations where names like Seagram, Kennedy, and Martin Luther King Jr. gathered. The trip was to take us to Bimini Island. It claims to have been the birthplace of Martin Luther King Jr.'s "I have a dream" speech, apparently after meeting with John F. Kennedy on the island.

The RIO will take you on two speeds, "slow and stop", but if the wind picks up, the ride can be exhilarating. The adventure includes encounters with wild tropical nature – wet, wild tropical nature. If I were not experiencing it with other people, these unknowns would have naturally kept me out of the water. But self esteem, trust and confidence are a huge part of wellness. On this trip, you gain a new understanding of what is "you" in Ontario Canada, and who you are when faced with new challenges. The tour of these very friendly sea creatures, is led by a seasoned surfer, windsurfer, diver, hiker, snorkeler, fisherman and all round outdoors man, Captain Jose Martucci. One of the first lessons you learn, he explains, is "it's not about how much you consume, but more so, how much you absorb." That's important. The adventure begins.

Day 1

Home port for sailing vessel RIO, a 43ft, single mast sail sloop made by the Benneteau boat company out of France, is Fort Lauderdale, Florida. Departure was on Sunday afternoon, July 8, 2018. After loading and stowing goods, the first order of the day was to time our departure so it would coincide with the opening of two drawbridges located along Port Everglades, leading us to the mouth of the harbour and then the Atlantic Ocean.

We were on our way to the Bahamas. RIO is skippered by Canadian, Jose Martucci. For those who Youtube sailing

adventures, Martucci says it's the same vessel that Riley and Elayna had first when they launched their YouTube channel Sailing La Vagabond. The trip started off with a nice breeze blowing South, competing with the steady Gulf Stream current flowing to the north. To keep us on schedule to arrive at the predestined mooring, early in the night rather than later, we had to run the motor.

Martucci has been on or near the water his entire life. His life partner Alexandra D'Onofrio, is a beautiful woman who co-owns the vessel with Martucci. Together they operate a plant-based sailing experience called Wellness on the Sea. Wellness on the Sea is a off the beaten adventure that focuses on a healthy life, attained from eating well and experiencing the Atlantic waters between Florida and Bahamas. What I quickly discovered was that by the sheer nature of this adventure it slows you down! Ninety-nine percent of the time there is no hustle. Once your craft is ready to go, sails are trimmed and you're pointing in the right direction - you chill - enjoying the 360° horizon.

RIO is well equipped, it even has air conditioning. My first time being on a craft of that size, I found the natural sway of the sloop comforting. For those concerned about sea sickness, Martucci recommends doses of ginger in your diet well before departure. As expected the sail was relaxing and uneventful, and the traffic along the route was light. As it was Sunday, most of the powerboats were heading back to Florida. There were shipping containers, small and large cruise ships, but

What I quickly discovered was, this adventure slows you down; there is no hustle.

oddly enough no other sailing vessels.

The first day was full of clear views and lots of sleep. At one point I was thinking we were nearing the Bimini, our destination island, but it turned out to be a rather enormous container ship, stacked as high as it possibly could be. L

It would be an hour or so before we would arrive at the mooring, so we made dinner. This is a plant-based sailing experience. Having just lived three months on the Keto Diet, I was a little worried that my body would go into shock. A healthy diet of fruit and vegetables, potatoes, corn bread and green smoothies made with coconut might have been challenging for me. The meal was delicious. Full, tired, I went to bed soon after eating. Arriving at the mooring I was woken up, and asked to help anchor. Once anchored, we rinsed ourselves with the boat water, Jose and Alex cleaned and prepared for the next day and I went back to bed. The next morning I woke up early; I was the only one on deck. Rocking peacefully in this beautiful natural cove I watched the sun come up. Surprisingly I notice an internet connection (4 bars) and texted love ones to let them know I was safe. My plan now – to grab a rod and catch a barracuda. Day 2 has begun!

Day 2, the continuation of this feature is online and accessible at:

www.quarterly.exchange/wellness/October2018/feature5
Access directly using the QR code to the right. If unfamiliar with how to scan QR codes. Type "How do I scan a QR code with my [Apple, Android, Blackberry etc.] phone into your favourite search engine."



Researchers help to bridge the gap between psychology and gamification

A multi-disciplinary research team is bridging the gap between psychology and gamification that could significantly impact learning efforts in user experience design, healthcare, and government. The research, conducted by researchers at the University of Waterloo and the University of Minnesota, has integrated models from psychology with human-computer interaction, which allows for a more deliberate, interactive connection between the two disciplines in the understanding of gameful. "The historical, inconsistent use of the term gamefulness by people working in the field has caused confusion and hindered progress in this important area."



Researchers Reveal Link Between Hunger and Mood, New Study

It seems "hangry" isn't just a made-up term. University of Guelph researchers have revealed that the sudden drop in glucose we experience when we are hungry can impact our mood. "We found evidence that a change in glucose level can have a lasting effect on mood," said Prof. Francesco Leri, Department of Psychology. "I was skeptical when people would tell me that they get grouchy if they don't eat, but now I believe it. Hypoglycemia is a strong physiological and psychological stressor." Published in the journal Psychopharmacology, the study examined the impact of a sudden glucose drop on emotional behaviour by inducing hypoglycemia in rats.



New blockchain protocol could improve government and corporate procurement

A new blockchain tool developed by a researcher at the University of Waterloo and a collaborator at Airbus in Germany could make procurement of goods and services safer and more impartial. The tool, a blockchain auction protocol that allows for more safe and secure bidding on contracts with companies, so that the online auction is more difficult to hack or manipulate than conventional methods. "The goal is to have something which is traceable, cannot be tampered with in any way, and is confidential except for absolutely necessary information that needs to be revealed," said Florian Kerschbaum, a computer science professor and director of the Cybersecurity and Privacy Institute at the University of Waterloo.



Intermarket launches IP Park, a 400 - acre master planned industrial development in Cambridge

Intermarket Properties has announced the launch of the IP Park Industrial Campus in Cambridge, Ontario. The master planned project is ideally located in close proximity to Highway 8 and Highway 401 and represents one of the most significant parcels of "development-ready" lands to become available within the Toronto-Waterloo "Innovation Corridor". The properties are a part of the Prime Industrial Strategic Reserve Lands identified by the Region over a decade ago.



Leslie Josling, Executive Director of KW Counselling Services, moves to Family Counselling Centre of Brant

In 2006, Leslie Josling became Executive Director of KW Counselling Services. The agency had just moved from UpTown Waterloo to its current home in Kitchener in a brand new building designed with counselling in mind. Josling took the reins from Bernard Porlier who had served as Executive Director from 1976-2006. Including Josling, the agency has had only three executive directors since it was founded in 1950.





Commercial Real Estate Services, Worldwide.

Committed to Waterloo Region,
Connected Worldwide

Professional Real Estate Services
Specializing In:

- ▶ Industrial/Commercial Sales & Leasing
- ▶ Investment Sales
- ▶ Consulting Services
- ▶ Mortgage Financing

www.naiparkcapital.com

76 Dawson Road, P.O. Box 923
Guelph ON N1H 6M6
tel: +1 519 824 9900
toll: +1 877 683 9900
email: info@naiparkcapital.com



Build on the power of our network. Over 350 offices worldwide. www.naiglobal.com

Most IoT Solutions Fail – But Six Are Primed for Worldwide Adoption and Impact

New roadmap to accelerate global impact of internet of things (IoT) technologies, in six clusters; IoT solutions will not necessarily replace humans; China and wider Asia region will be among greatest beneficiaries. More than \$1.2 trillion will be spent on internet of things (IoT) solutions over the next four years, notwithstanding that three-quarters of IoT projects currently fail.





Cities Need to Be “Agile” to Capture Opportunities of the Fourth Industrial Revolution

Agility is key for cities to harness new opportunities and address new challenges created by rapidly changing technology, says new World Economic Forum white paper. The white paper proposes metrics to capture the agility of cities in eight areas: buildings, land, energy, mobility, IT, security, education and governance.



Flexible Work Arrangements Lead to Better Performance, According to Canadian Creative Managers

Two in five employers feel productivity would increase under a compressed schedule. More than two-thirds (68 per cent) of managers say it's OK for employees to engage in non-work-related activities during business hours.



Most workers in Canada like listening to music at work and are more productive when they do, survey shows

More than three-quarters of workers able to listen to music at work enjoy it. Younger workers most apt to enjoy tunes while working. 61 per cent of employees at least somewhat more productive when listening to music. Top genres that boost staff productivity: Pop, rock, alternative and classical. Silence may be golden, but most workers in Canada feel they're more productive at the office when listening to music, new research from staffing firm Accountemps shows. Seventy-seven per cent of survey respondents who are able to do so say they enjoy turning on the tunes at work.



Machine learning the solution to networking problems

Computers can now learn to solve networking problems for themselves, a study from the University of Waterloo has found. “There are several challenges in computer and telecommunication networks, such as network security, network management, and traffic engineering,” said Raouf Boutaba, a professor in the David R. Cheriton School of Computer Science at Waterloo. “The use of machine learning in this context will make networks more secure, better managed, and provide a better quality of service.” Today's networks, whether wired or wireless, are increasingly complex and diverse. Network managers ensure that devices remain connected, applications run, the volume of traffic flows smoothly, data is collected, and that the system remains secure. Disruptions to the network can be costly and time-consuming.




Disruption has reshaped the corporate sector

The roles of employees and their required skills are also changing. And policy-makers face critical new challenges. The Haskayne School of Business at the University of Calgary is one of the leading business education institutions in Canada. Over the coming weeks, faculty from the school will share insights from their research that help readers understand what's happening in our economy.



Forty-one percent of employers in Canada report difficulty filling positions.

Forty-one percent of employers struggle to fill open positions. Lack of applicants, experience and hard skills are key reasons employers cannot find the skilled talent they need. Skilled Trades are the hardest jobs to fill in Canada followed by Sales Representatives and Drivers.



ORBIS PROPERTY MANAGEMENT
DIVISION OF I-A-C INC.

**PROFESSIONAL MANAGEMENT
SPECIALIZING IN:**

- ◆ MULTI-RESIDENTIAL
- ◆ COMMERCIAL
- ◆ INDUSTRIAL
- ◆ PROJECT MANAGEMENT

LOCALLY BASED - ON CALL 24 HRS.
Website: www.orbis.ca

(519) 824-4780

76 DAWSON ROAD, GUELPH
Fax: (519) 824-2471



**little
Mushroom
Catering**



*Book your Christmas
& New Years parties now!*

www.littlemushroomcatering.ca
(226) 791-4537

(continued from page 30)

It seems that Patel's business itch had only been whetted by his first pharmacy purchase. Within a year, he learned the Westmount Place Pharmacy in Waterloo, one of the oldest in the Region, was up for sale. Partnering with his uncle Harry Khoosal, also a pharmacist, in September 2013, Patel purchased Westmount. Three months later, when the Patels heard that a pharmacy was being planned for a new plaza in Baden, the pair stepped up again.

It was during the Baden Pharmasave planning that Abhay Patel's wandering eye focused on the historic Baden Hotel, just across Snyder's Road. Built in 1874, the hotel had gone through its ups and downs over the decades, its name being changed to EJ's during the ownership of EJ Adlys in the 1980's.

And now the Hotel was up for sale again. Longtime owner Matt Rolleman was moving on to new ventures. Patel was intrigued. "I'd been in a few times before for a meal, and loved it – the architecture, the history, the fact that it had been such a part of Baden for generations."

By June 2016, the pair had struck a deal. But unlike the majority of previous Baden Hotel owners, Patel would be a behind-the-scenes presence. "I like to look after the development side when I take over a business and let others, more qualified than I, do the front stuff." So, with the cur-

rent hotel staff carrying on as usual, Patel could manage improvements and upgrades.

From the outset, Patel liked the small-town welcoming feel in Baden – the same as he'd experienced when he came to New Hamburg. "People were friendly, wanting to help in whatever way they could," he says. He recalls heading down to the hotel's 140-year-old basement with a number of hangers-on. "And everybody just wanted to pitch in. I got such a positive view of small town life."

Back behind the pharmacy counter at the Town Square

Pharmacy in New Hamburg, Patel soon learned that with the friendly tone of rural life, day-to-day living could be inconvenient too – especially for the elderly and those with disabilities. "People would come into the drugstore for their medica-

tions and tell me that if they needed any assistive devices like walkers and wheelchairs, they'd have to go into Kitchener or Stratford. And that wasn't always easy." That got Abhay Patel's busy brain clicking.

In 2016, Town Square Pharmasave in New Hamburg, and later Westmount Place in Waterloo, became certified under the Ontario Ministry of Health's Assistive Devices Program (ADP) to sell Home Health Care products. With its objective to provide consumer-centered support and funding to Ontario residents who have long-term disabilities, the ADP program facilitates acquisition, with flexible financial terms, of affordable assistive devices such as scooters, wheel-

"I remember two days before I was to take over, having a bit of a panic attack."

Next issue of Exchange Magazine features a Bakers' Dozen of Area Leaders

Meet 13 Mover & Shakers Making a Difference in Waterloo Region and Area
Production starts December 3, 2018

email exchange.business@exchangemagazine.com for additional information or go to:
www.exchangemagazine.com/deadlines

Do you have a story you would like to share with Exchange readers?

Do you have more to say than can be said in a traditional advertisement?

Find out more about our corporate profiles and contributor copy opportunities. Have your inspiring message carried in the January 2019 Exchange Quarterly. Your message will be seen by businesses operating throughout Waterloo Region and the Southern Ontario Corridor, along with 13 articles on this year's bakers dozen. Articles on area movers and shakers and people making a difference in Waterloo Region and Area.

www.exchangemagazine.com/deadlines
www.exchangemagazine.com/printrates
www.exchangemagazine.com/online rates

Print Rates



Online rates



EXCHANGE
SERVING WATERLOO REGION READ THROUGHOUT THE WORLD

chairs, beds, commodes, bath safety equipment, as well as canes and crutches. ADP-approved outlets offer equipment for rent as an alternative to the expense of purchasing.

With business percolating at his three pharmacies, as well as at the Baden Hotel, Abhay Patel was busy. But it appears, not busy enough. With the closure of the Schreiter-Sandroch Funeral Home on Benton Street in Kitchener, a new medical center would be opening. The Patels were approached by the physicians taking over the building, to open a pharmacy in the building. The Benton Street Pharmasave opened in May 2017.

And more business dealings were to come. The Breslau Commons Pharmacy opened in July 2018 with familiar names – Abhay Patel and Harry Khoosal – on the mortgage. “We really like the small towns,” says Patel. “You just get to know your customers better.”

In response to the question of how Patel can be in five places at one time, he laughs. “I only actually work as a pharmacist in the New Hamburg store, one day a week.” He calls his first store “his baby.” All other stores are staffed with manager pharmacists.

But there’s more to Patel than opening pharmacies and modernizing historic hotels. For a number of years, he’s been a behind-the-scenes worker with Community Care Concepts, a not-for-profit, volunteer-run agency which provides support services to seniors and those with disabilities in the Townships of Wilmot, Wellesley and Woolwich. These include the Meals on Wheels program, assistive transport

and homemaker services.

Patel has volunteered his time and resources at countless CCC outreach events and educational sessions on health and aging. Cathy Harrington, CCC Executive Director is expansive in her praise for Abhay Patel, calling him “a strong business leader, a compassionate community builder and an active, informed and engaged resident in his local community.” She lauds Patel’s ability to “integrate his business acumen with a strong social conscience.”

January 2018 saw the announcement that the Baden Hotel would become the Baden Brewery. Four

Wilmot Township area stakeholders, along with Abhay Patel would begin conversion of the historic establishment dating back to 1874, into a craft brewery. The restaurant part of the enterprise will remain.

“With all his business experience, we were really happy that Abhay volunteered to stay on,” says Dave Schumm, new General Manager of the Baden Hotel.

And despite his promise to remain firmly behind-the-scenes in this ambitious project, Patel has a hankering to restore the building’s upper floors into a boutique hotel. And so, for the Engineer who became an Environmentalist, a Pharmacist, a Real Estate investor, a Hotel Owner and a Community Helper, it might be best for family and friends to keep this 36-year-old locked up and safe from temptations.

But don’t let them. Waterloo Region needs more Abhay Patels. **X**

RETHINK WINTER.

Closing areas not required during the winter can reduce slip and fall risks, protect your business from salt damage and protect our community’s drinking water. Outdoor patios, extra parking spaces, redundant walkways and stairways are great places to start.

Salt impacts water. To stop salting completely may not be realistic but we all could use a little less.



Request your free closed sign while supplies last at www.regionofwaterloo.ca/winterplan.

COMMUNITY MINDED BUSINESSMAN

Abhay Patel keeps growing his business portfolio while serving his community

BY NANCY SILCOX

Abhay Patel

Pinning one label on Waterloo's Abhay Patel is about as risky as predicting Donald Trump's next temper tantrum. After graduating in 2006 as a Chemical Engineer from the University of Waterloo, Patel skedaddled to Germany to begin a graduate degree in Environmental Sustainability. Then, giving in to his yearnings to own his own business, he came home long enough to put in an offer on an area nightclub. Subsequently he re-crossed the Atlantic to take his Pharmacy degree in Manchester, England.

In the end, the then 30-year-old Patel had decided that pharmacy was the perfect profession to fulfill an inborn need to help his community, while at the same time getting involved in real estate acquisition. "I guess that both are in my genes," he laughs.

That serendipitous pairing has borne fruit. Since being licensed in 2012 as a pharmacist in Ontario, Abhay Patel has purchased five Waterloo Region pharmacies and an historic area hotel. Today at age 36, and still looking for new "projects," Patel has never let moss grow under his peripatetic feet.

Born in South Africa, the son of Mohan Patel, a physician radiologist and Devi Patel, a homemaker and business manager, Abhay, his older sister and his parents moved to the Waterloo Region when he was seven. With a large extended family in the province, thick in professionals, including physicians, pharmacists and Ph.D.'s, Abhay had a number of role models he could follow.

But he kept coming back to one desire. "I had an itch to run my own business – or businesses, for that matter." In the end, it was Pharmacy that best allowed him to follow

his dream. "I could earn a good living as a pharmacist, helping people with their health needs, while I dabbled in real estate," he explains.

By the end of Pharmacy school in Manchester, he had real estate brokers in England, Europe and Waterloo Region looking for pharmacy businesses for sale. Just as he was completing his Ontario Pharmacy certification, one came up – Pharmacist Dave Kruk, who ran the Pharmasave in New Hamburg, was retiring. One look at the spacious location, in an attractive new plaza in the center of the pretty Wilmot Township town was enough for Patel.

"I put an offer in immediately and it was accepted." Not having practiced a day as a professional pharmacist, he was now doing double duty as a store owner/manager too. "I remember two days before I was to take over, having a bit of a panic attack," Patel laughs. "What am I doing? What have I gotten into?"

Staff nerves were equally frayed. "We had no idea what was coming," says longtime employee Maureen Kelly. "We were getting a brand-new pharmacist, right out of school, who was also running the place!" Within no time, all was well.

"No staff left, so I guess they thought I was OK," laughs Patel, who works behind the counter one day a week.

More than OK, it seems. "We loved him right away," says Kelly. She praises her boss' collaborative leadership style. "Whenever he's got an idea he always calls the staff together to see what we think and sample our ideas." She calls her boss "a loveable teddy bear."

(continued on page 28)



Remember when you
wished you could fly?



Wish Granted.
Experience Amazing

The 2018 Lexus
NX 300, Turbo.

all in pricing from \$46,222.^{50*}



3131 KING STREET EAST, KITCHENER | 519 748-9668
HEFFNERLEXUS.CA



*2018 Lexus NX 300 all in price from \$46,222.50 includes Freight/PDI \$2,045.00, tire stewardship fee \$17.50, air tax \$100, OMVIC \$10.
Other taxes, licensing fees extra. Dealer may sell for less.



THE COSMOGRAPH DAYTONA

Rooted in the history of motor sport and watchmaking,
the legendary chronograph that was born to race.
It doesn't just tell time. It tells history.



OYSTER PERPETUAL COSMOGRAPH DAYTONA
IN 18KT WHITE GOLD

RAFFI
JEWELLERS

CAMBRIDGE FLAGSHIP, HESPELER ROAD | 519.740.7720
CONESTOGA MALL, WATERLOO | 519.747.2444
RAFFI-JEWELLERS.CA